

APPENDIX A



Municipal
Resources
Inc.



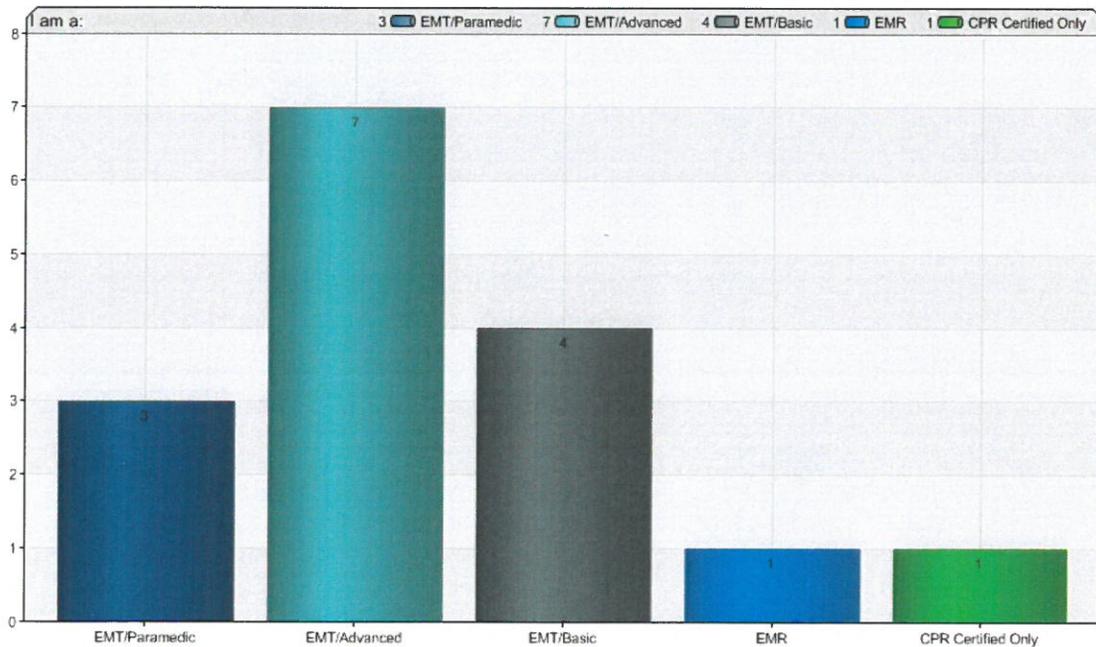
Survey: Stowe, VT EMS Survey

Report: Default Report

Survey Status		Respondent Statistics		Points Summary	
Status:	Closed	Total Responses:	16	Max Attainable:	0 100%
Deploy Date:	09/01/2016	Completes:	16	Highest:	0 0%
Closed Date:	10/12/2016	Partials:	0	Lowest:	0 0%
				Average:	0 0%
				Median:	0 0%

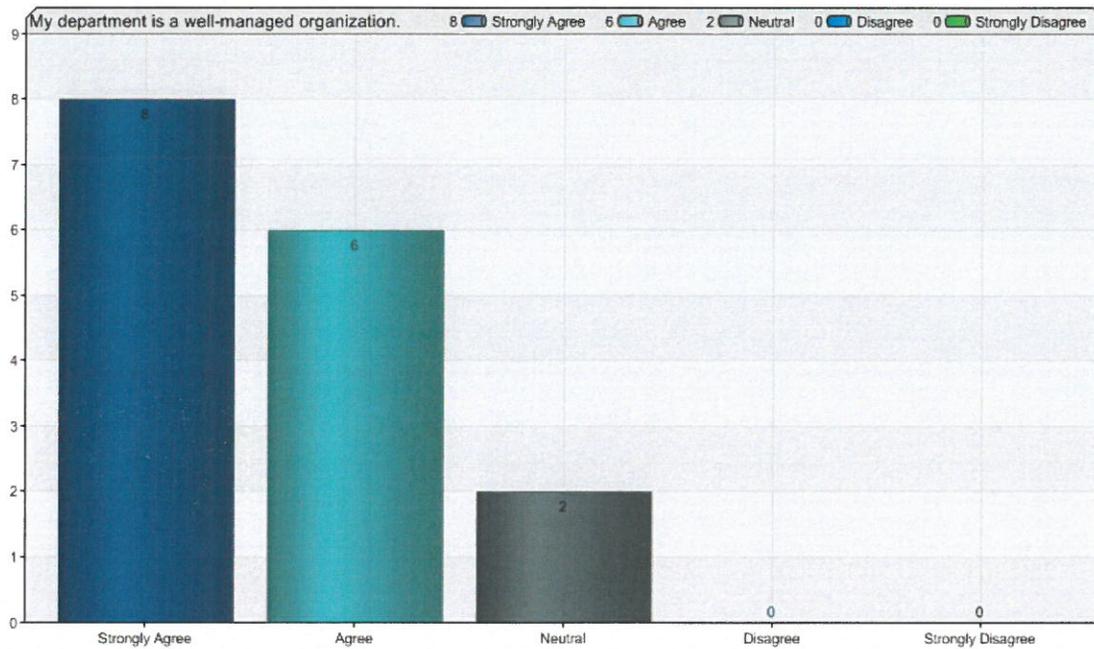
1. I am a:

	Responses	Percent
EMT/Paramedic:	3	18.75%
EMT/Advanced:	7	43.75%
EMT/Basic:	4	25%
EMR:	1	6.25%
CPR Certified Only:	1	6.25%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%



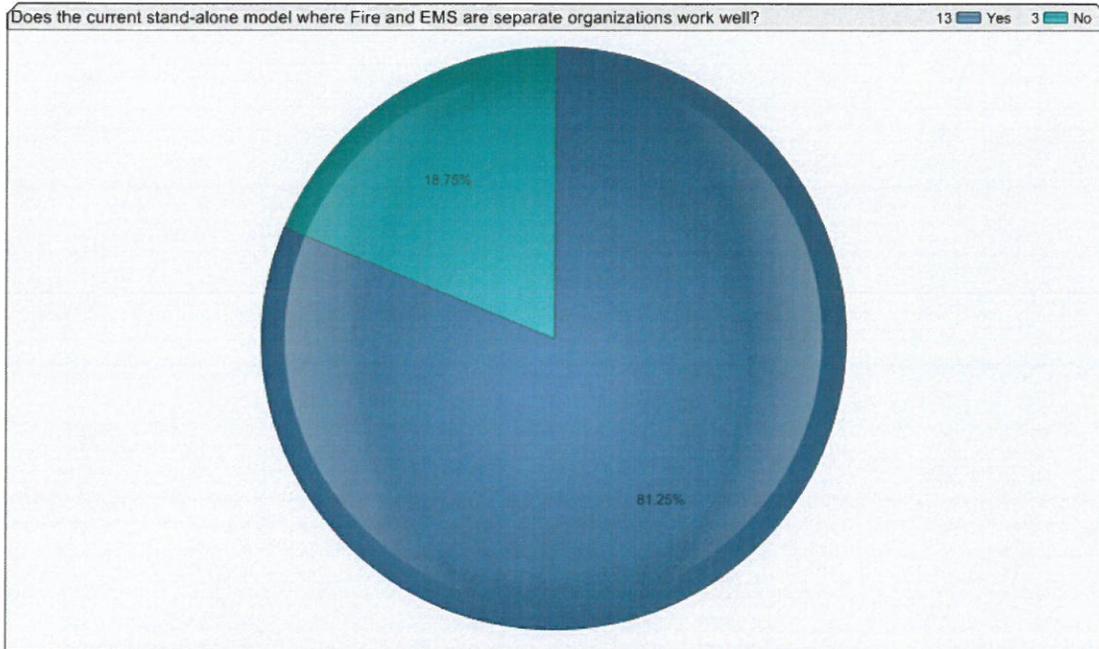
2. My department is a well-managed organization.

	Responses	Percent
Strongly Agree:	8	50%
Agree:	6	37.5%
Neutral:	2	12.5%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:	16	100%
Total who skipped this question:	0	0%
Total:	16	100%



3. Does the current stand-alone model where Fire and EMS are separate organizations work well?

	Responses	Percent
Yes: 	13	81.25%
No: 	3	18.75%
Additional Comments: 	5	31.25%
Total Responded to this question:	16	100%
Total who skipped this question:	0	0%
Total:	16	100%

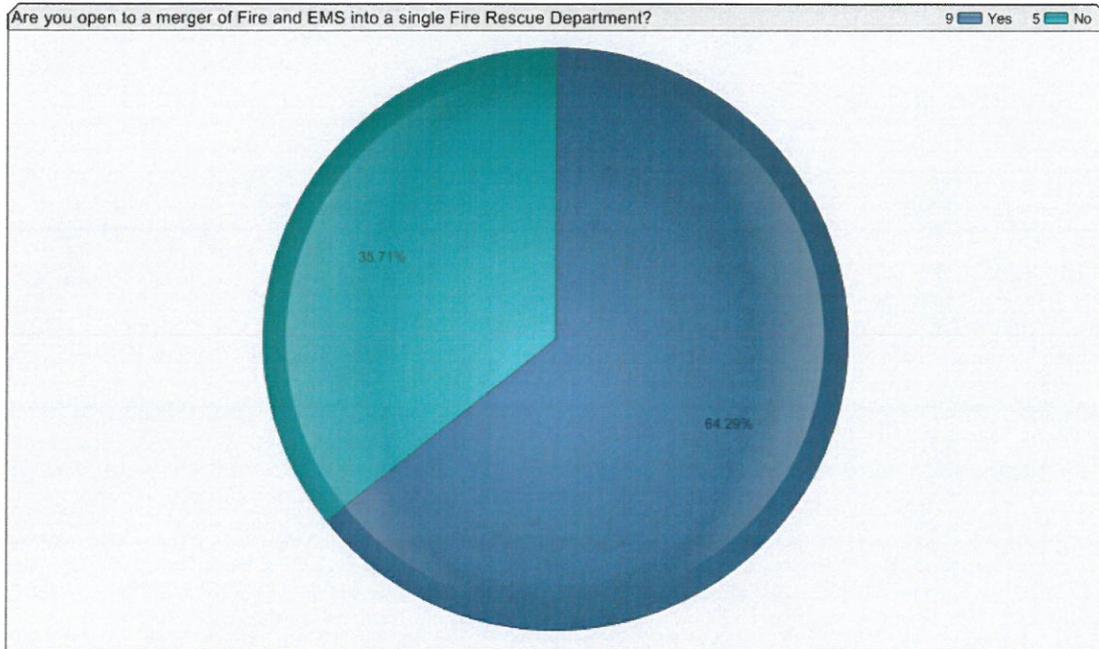


3. Does the current stand-alone model where Fire and EMS are separate organizations work well?

Response	Comments
1	It has had its moments where is does work and when it doesn't work.
2	Fairly well could be closer
3	Fire based EMS models provide poor EMS care in my opinion and experience. You wind up with firefighters who don't want to do EMS and EMT's who don't want to do fire.
4	I can see the method of a combined Dept. Can be beneficial in a larger City setting. Stowe is not there, nor will it ever be in my opinion.
5	There are still times where it feels like it's us vs. them, and EMS is looked down upon by Fire, but it has improved drastically over recent years.

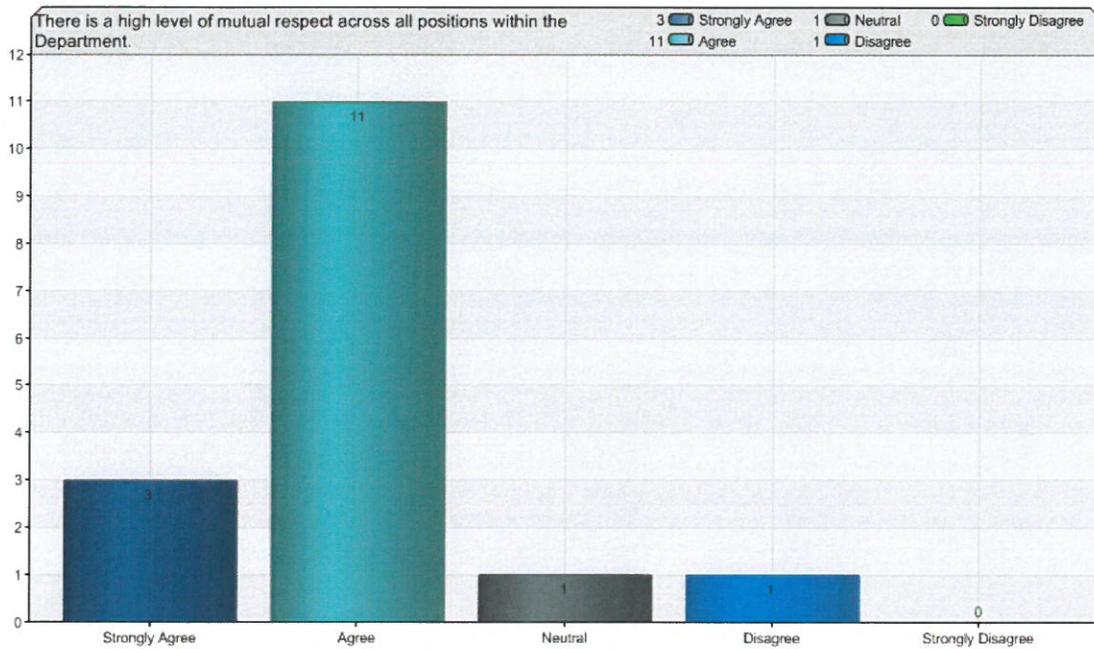
4. Are you open to a merger of Fire and EMS into a single Fire Rescue Department?

	Responses	Percent
Yes:	9	64.29%
No:	5	35.71%
Total Responded to this question:	14	87.5%
Total who skipped this question:	2	12.5%
Total:	16	100%



5. There is a high level of mutual respect across all positions within the Department.

	Responses	Percent
Strongly Agree:	3	18.75%
Agree:	11	68.75%
Neutral:	1	6.25%
Disagree:	1	6.25%
Strongly Disagree:	0	0%
Additional Comments:	2	12.5%
Total Responded to this question:	16	100%
Total who skipped this question:	0	0%
Total:	16	100%



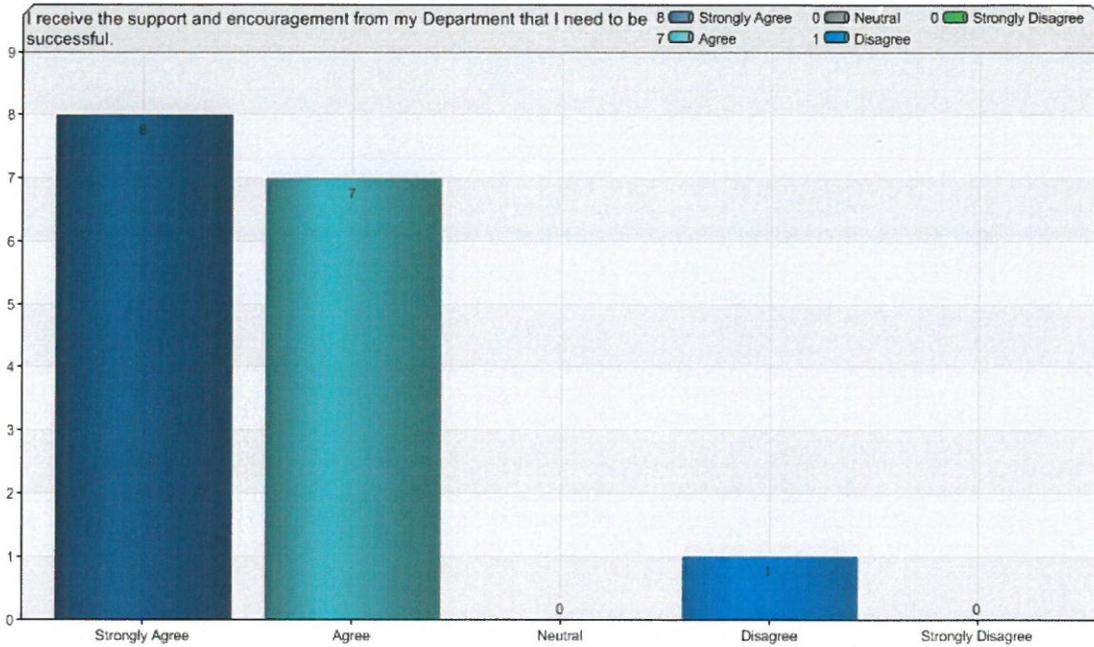
5. There is a high level of mutual respect across all positions within the Department.

Response Comments

- 1 There is in EMS
- 2 We, as all Departments that is, certainly respect each other's positions/duties/roles. This does not mean in my opinion that all of EMS wants to learn the duties of a Firemen, nor do the Firemen want to learn all there is to providing Emergency medical services. Yes there are those among us that do hold multiple roles in Public Service. If these Departments became one I feel the volunteer element of both Fire & Rescue would cease to exist.

6. I receive the support and encouragement from my Department that I need to be successful.

	Responses	Percent
Strongly Agree:	8	50%
Agree:	7	43.75%
Neutral:	0	0%
Disagree:	1	6.25%
Strongly Disagree:	0	0%
Additional Comments:	1	6.25%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%



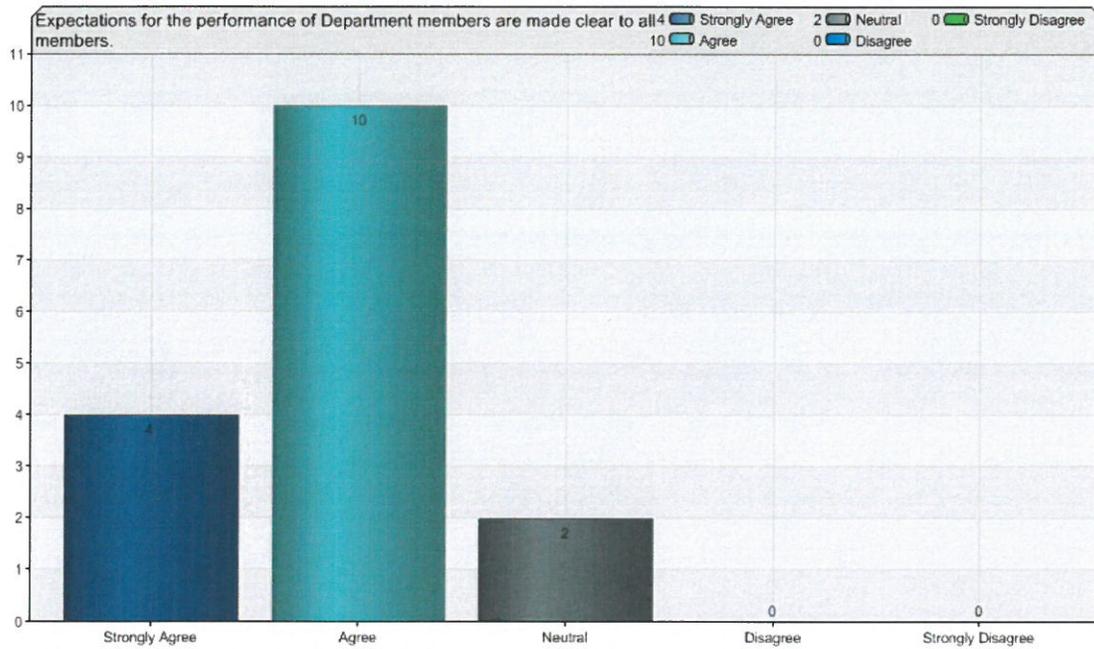
6. I receive the support and encouragement from my Department that I need to be successful.

Response **Comments**

1 Rules change over time, be the reason things change there are always exceptions hard set rules dont help

7. Expectations for the performance of Department members are made clear to all members.

	Responses	Percent
Strongly Agree:	4	25%
Agree:	10	62.5%
Neutral:	2	12.5%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	2	12.5%
Total Responded to this question:	16	100%
Total who skipped this question:	0	0%
Total:	16	100%



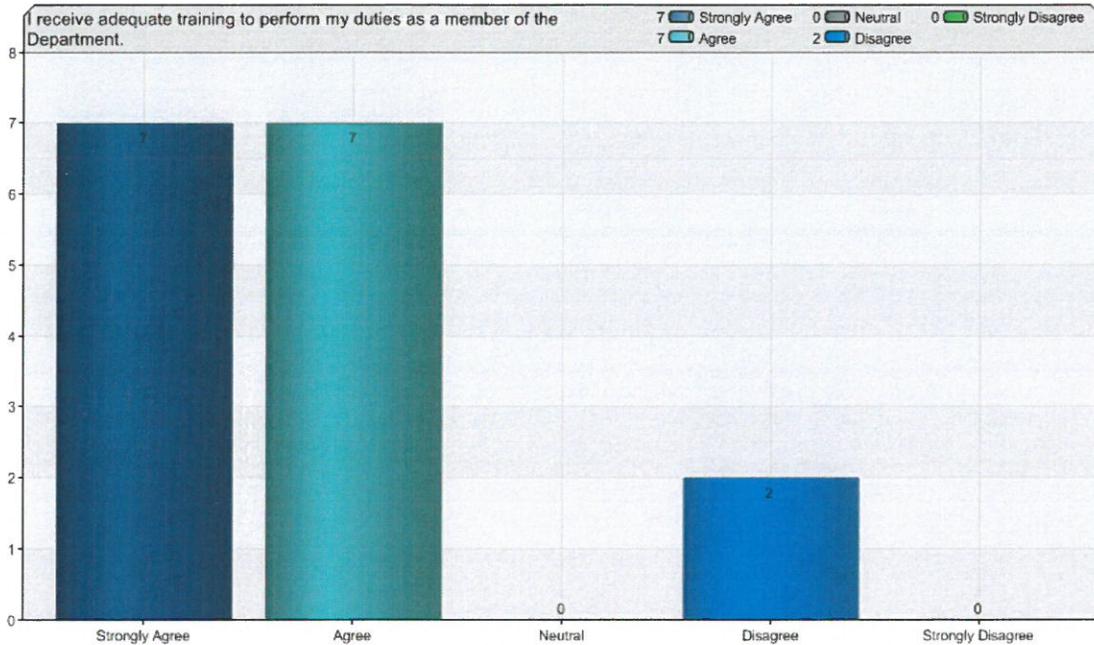
7. Expectations for the performance of Department members are made clear to all members.

Response Comments

- 1 Since the current chief became so, it is all laid out on the table right from the beginning so there is no surprises.
- 2 We keep changing expectations to retain members.

8. I receive adequate training to perform my duties as a member of the Department.

	Responses	Percent
Strongly Agree:	7	43.75%
Agree:	7	43.75%
Neutral:	0	0%
Disagree:	2	12.5%
Strongly Disagree:	0	0%
Additional Comments:	3	18.75%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%



8. I receive adequate training to perform my duties as a member of the Department.

Response	Comments
1	Excellent and frequent training plus constant availability of trainers
2	I have trouble getting all the training I need to maintain certification. Sometimes the training is above my level of certification.
3	Since Paramedic Bowles has taken the reins, the training is more effective and well coordinated. Sad to see him leave.

9. If you disagree with the previous question, then what areas do you feel that training could be improved in?

	Responses	Percent
Responses:	3	100%
Total Responded to this question:	3	18.75%
Total who skipped this question:	13	81.25%
Total:	16	100%

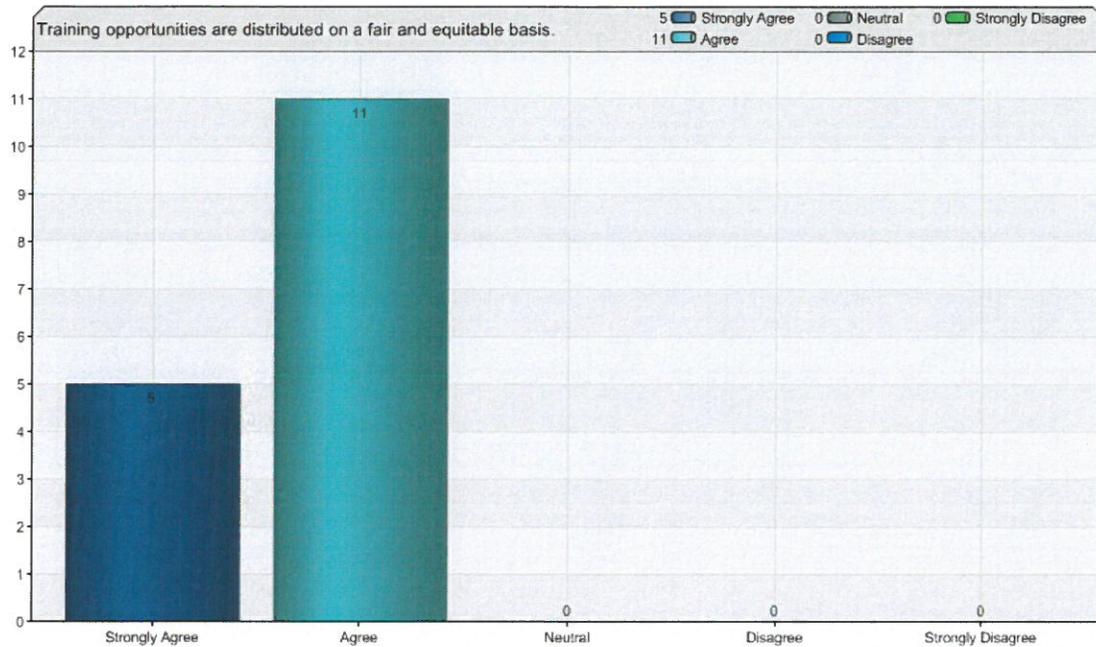
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9. If you disagree with the previous question, then what areas do you feel that training could be improved in?

Response	Response Text
1	Wording at state and national level to allow for stepped levels of training.
2	Training trends to now teach towards paramedic and A level emts. I do not have the time to achieve our operate at those levels.
3	It'll be difficult to fill his shoes, but I trust that a strong Medic has been vetted

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

	Responses	Percent
Strongly Agree:	5	31.25%
Agree:	11	68.75%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	2	12.5%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%

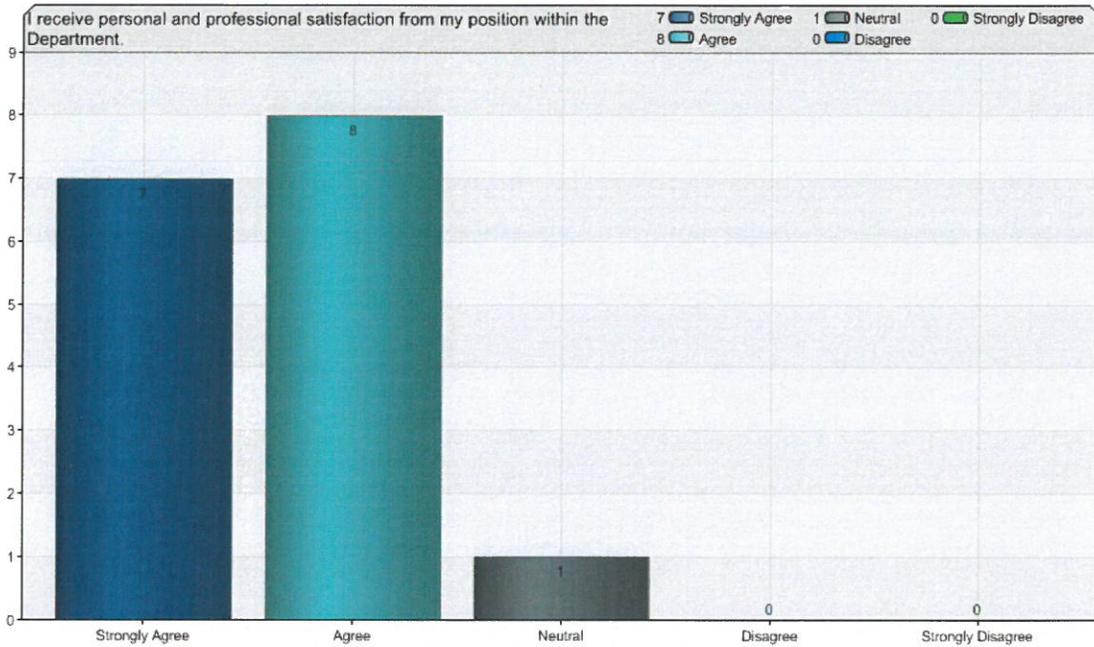


10. Training opportunities are distributed on a fair and equitable basis.

Response	Comments
1	More ALS trainings would be nice as most are BLS.
2	We do train and we are invited to all trainings.

11. I receive personal and professional satisfaction from my position within the Department.

	Responses	Percent
Strongly Agree:	7	43.75%
Agree:	8	50%
Neutral:	1	6.25%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	1	6.25%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%



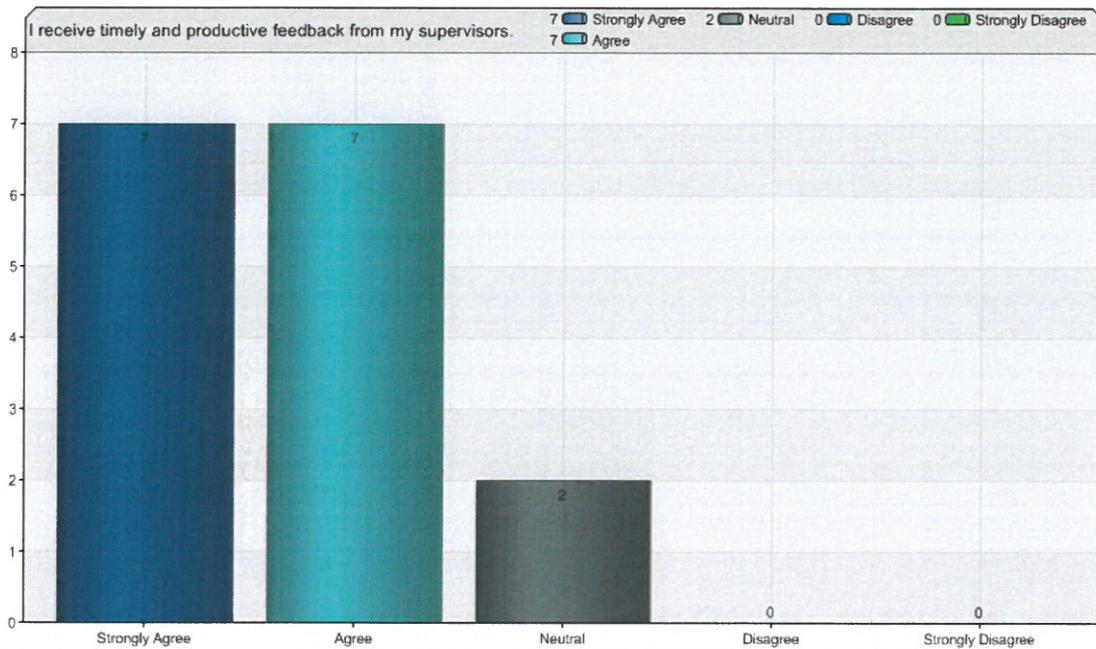
11. I receive personal and professional satisfaction from my position within the Department.

Response **Comments**

1 Those of us who have been with the Department for a long time are pretty tight and look out for each other. I only wish I could offer more time to support them as they do me.

12. I receive timely and productive feedback from my supervisors.

	Responses	Percent
Strongly Agree:	7	43.75%
Agree:	7	43.75%
Neutral:	2	12.5%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%



13.

The Department's fleet of vehicles is adequate and well maintained, and contributes to a safe work environment for personnel.

	Responses	Percent
Strongly Agree (0 Points):	4	25%
Agree (0 Points):	6	37.5%
Neutral (0 Points):	3	18.75%
Disagree (0 Points):	1	6.25%
Strongly Disagree (0 Points):	2	12.5%
Additional Comments:	6	37.5%
Total Responded to this question:	16	100%
Total who skipped this question:	0	0%
Total:	16	100%

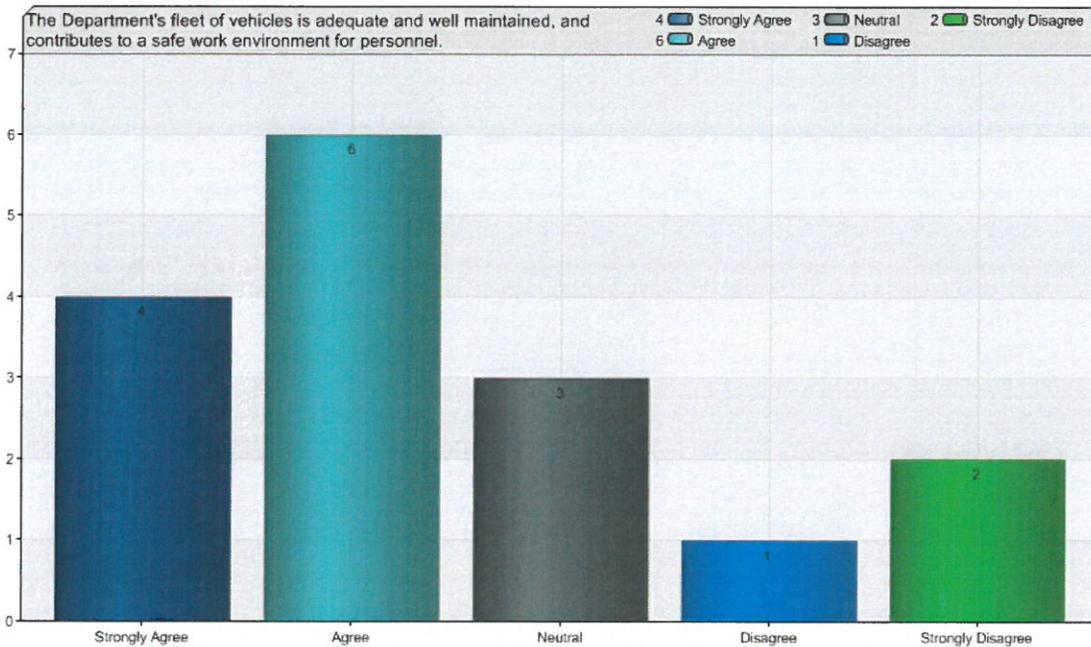
Points Summary:

Highest: 0

Lowest: 0

Average: 0

Median: 0



13.

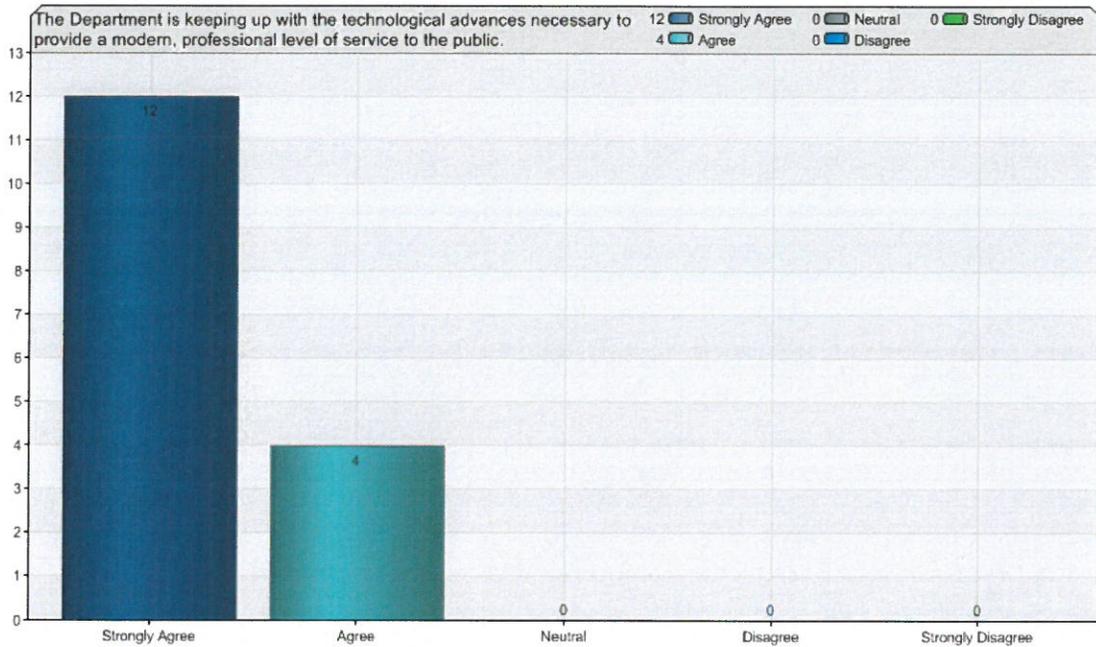
The Department's fleet of vehicles is adequate and well maintained, and contributes to a safe work environment for personnel.

Response Comments

- 1 Not even close. not reliable engine issues. Often out of service. Not 4x4
- 2 They try. But one of the ambulances is so old it doesn't seem safe
- 3 Issues resolved as they occur
- 4 Very hard to keep our equipment on the road
- 5 Pick a new Rig already!!!! All will have issues, all will pros & cons just go with a 4WD vehicle suits the Squads needs. But just pick one please!
- 6 A1 is in dire need to replacement.

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

	Responses	Percent
Strongly Agree:	12	75%
Agree:	4	25%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	2	12.5%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%



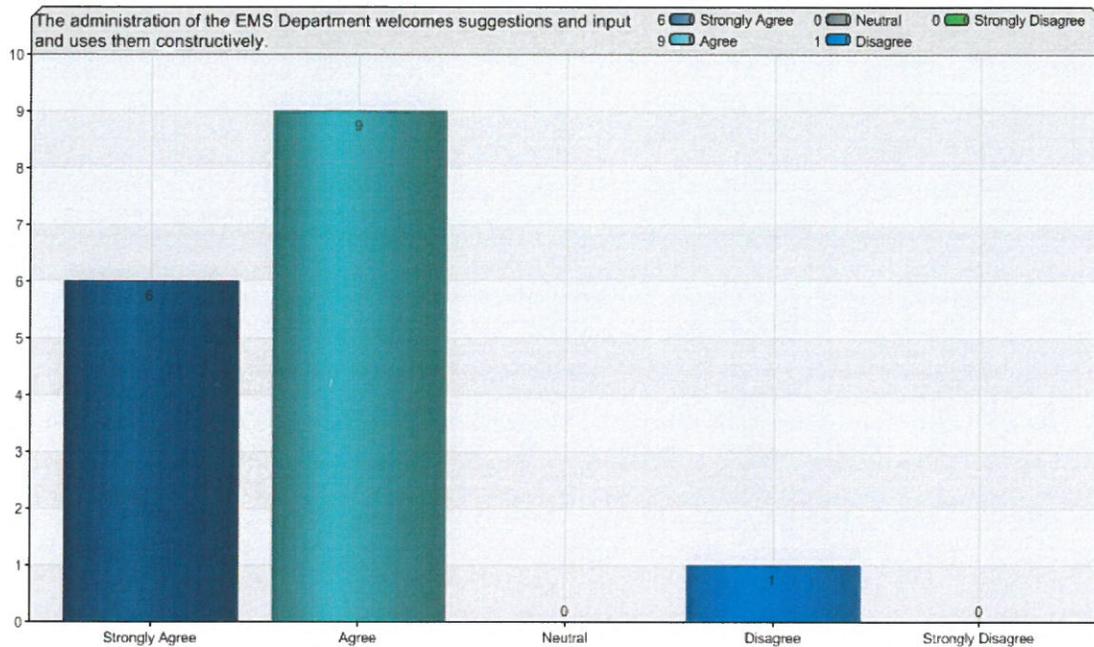
14. The Department is keeping up with the technological advances necessary to provide a modern, professional level of service to the public.

Response Comments

- 1 Almost too much. The basic level emts that volunteer can be overwhelmed by the changes and changes to equipment. Hard to keep up on a volunteer basis.
- 2 I have worked and do work at other Squads and SRS is top notch.

15. The administration of the EMS Department welcomes suggestions and input and uses them constructively.

	Responses	Percent
Strongly Agree:	6	37.5%
Agree:	9	56.25%
Neutral:	0	0%
Disagree:	1	6.25%
Strongly Disagree:	0	0%
Additional Comments:	3	18.75%
Total Responded to this question:	16	100%
Total who skipped this question:	0	0%
Total:	16	100%



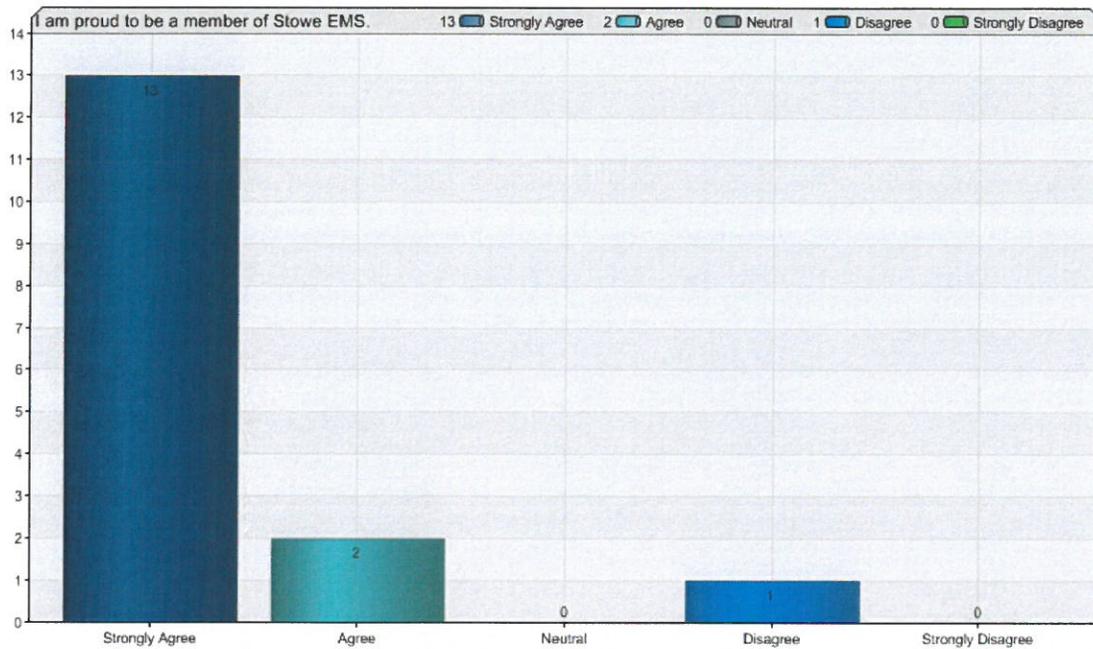
15. The administration of the EMS Department welcomes suggestions and input and uses them constructively.

Response Comments

- 1 Most of the time yes, vehicles tend to be a sticking point. Frequently getting stuck only having two wheel drive in mud and snow is just dumb and stressfull. Not having a vehile that you can rely on or have pride in.
- 2 Always open minded and willing to listen
- 3 Scott Brinkman has been a wonderful for the Department. He has brought structure, consistency and warmth to the group after years of poor leadership. His office is always open and it's clear he wants to do what's right by every single member of the Department.

16. I am proud to be a member of Stowe EMS.

	Responses	Percent
Strongly Agree:	13	81.25%
Agree:	2	12.5%
Neutral:	0	0%
Disagree:	1	6.25%
Strongly Disagree:	0	0%
Additional Comments:	1	6.25%
Total Responded to this question:	16	100%
Total who skipped this question:	0	0%
Total:	16	100%



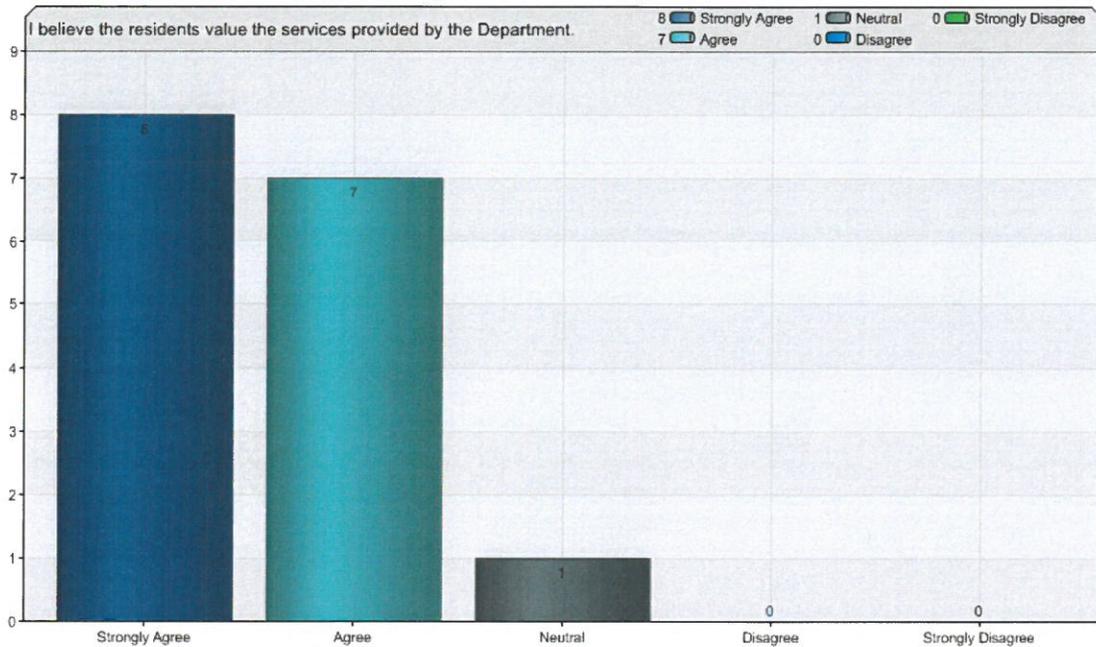
16. I am proud to be a member of Stowe EMS.

Response Comments

1 I have been very proud in the past, I am at an all time low. If you can't get to the patient or safely make it to the hospital nothing else matters.

17. I believe the residents value the services provided by the Department.

	Responses	Percent
Strongly Agree:	8	50%
Agree:	7	43.75%
Neutral:	1	6.25%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	4	25%
Total Responded to this question:	16	100%
Total who skipped this question:	0	0%
Total:	16	100%



17. I believe the residents value the services provided by the Department.

Response Comments

- 1 They don't really know what we do until they call 911.
- 2 Think they are not always aware of services available to them. Part time resident told us in their circle they were led to believe a 911 call would wait for response from Burlington.
- 3 I don't think the residents are aware of all that goes into Stowe Rescue. I also don't believe that people understand nor appreciate the amount of training and experience is required for the amount of care they expect.
- 4 I'd say 15-20% definitely do

18. As a member of Stowe EMS what is your greatest frustration related to the organization?

	Responses	Percent
Responses:	11	100%
Total Responded to this question:	11	68.75%
Total who skipped this question:	5	31.25%
Total:	16	100%

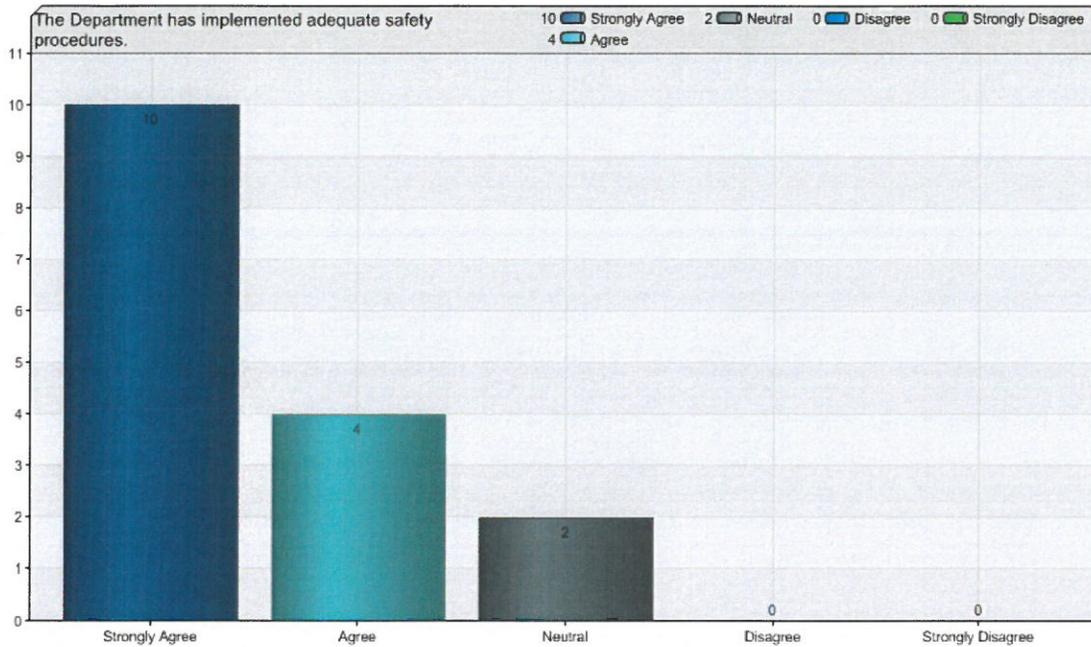
Graph/Chart function not relevant for this question type.

18. As a member of Stowe EMS what is your greatest frustration related to the organization?

Response	Response Text
1	Being able to have enough people to cover calls as we are being sought out for paramedic intercepts and consistent mutual aid.
2	More full time opportunities
3	Stress. Not having a vehicle that I know will get me and my crew safely to and from a call. Taking years to make decisions that should only take days. Research is easy with the internet dont buy vehicles others are having problems with.
4	I am still challenged by the separation of Stowe Rescue and Stowe EMS. It feels like the BOD is now pretty useless. They decide where to spend the associations money, but do so with little to no input from the membership.
5	I have been a member 20 plus years and am very proud of the present organization. Improvements in management and training are better than ever.
6	Maintaining certification and finding the time to continue volunteering. After a hard day at work it is hard to give up your nights sleep to run calls.
7	Staffing, lack of ability to recruit younger and/ or new members, mounted with a growing list of expectations and standards that are somewhat unrealistic for a volunteer department.
8	None
9	Members (not management) need to take more initiative to better themselves as providers.
10	My greatest frustration has been with the ambulances that are provided by the town. I personally believe that we should have 4 wheel drive on the ambulances. I consider our current rigs to be less than adequate.
11	Finding a consistent partner that works together all the time.

19. The Department has implemented adequate safety procedures.

	Responses	Percent
Strongly Agree:	10	62.5%
Agree:	4	25%
Neutral:	2	12.5%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	2	12.5%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%



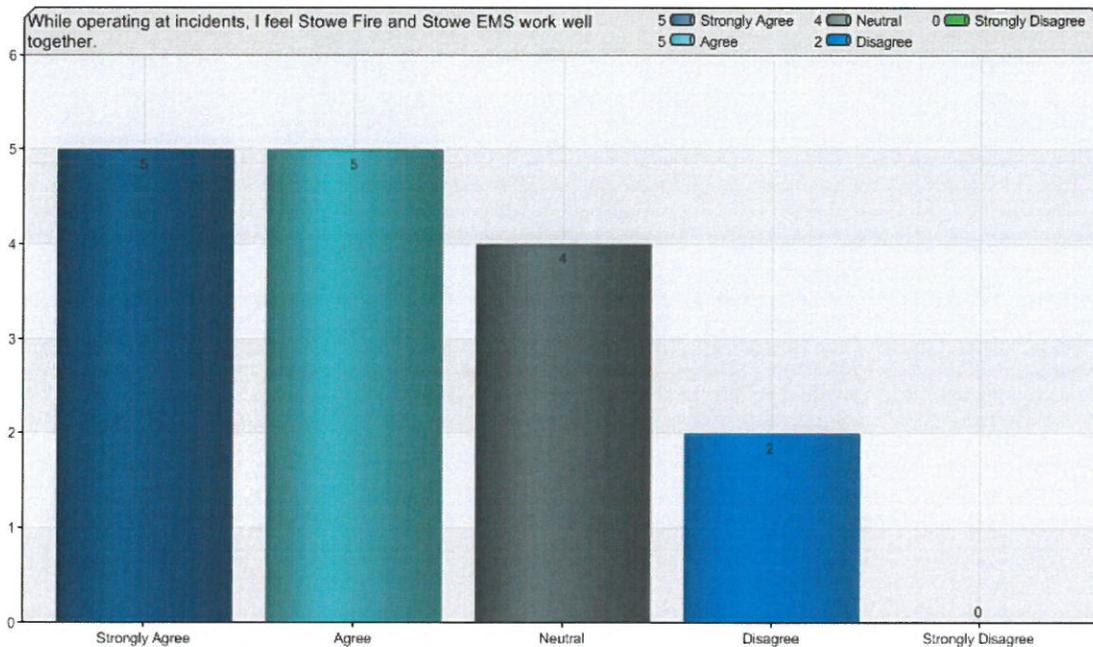
19. The Department has implemented adequate safety procedures.

Response Comments

- 1 Often training on such
- 2 lots of money and planning have gone into making Stowe rescue a safer department compared to other organizations I have worked for.

20. While operating at incidents, I feel Stowe Fire and Stowe EMS work well together.

	Responses	Percent
Strongly Agree:	5	31.25%
Agree:	5	31.25%
Neutral:	4	25%
Disagree:	2	12.5%
Strongly Disagree:	0	0%
Additional Comments:	6	37.5%
Total Responded to this question:	16	100%
Total who skipped this question:	0	0%
Total:	16	100%



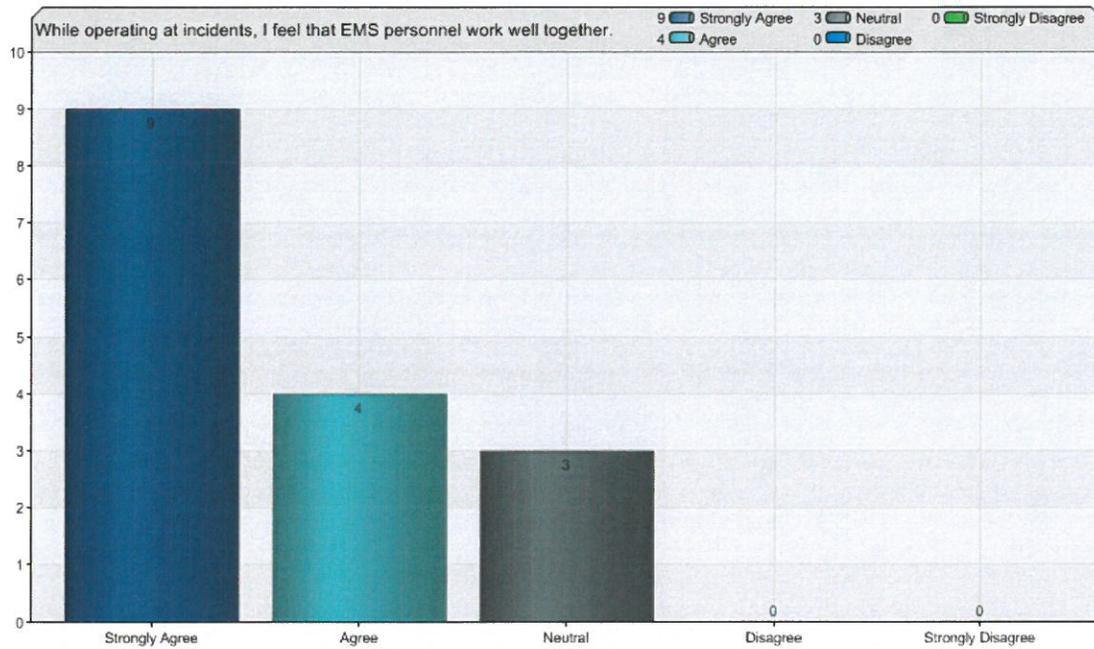
20. While operating at incidents, I feel Stowe Fire and Stowe EMS work well together.

Response Comments

- 1 Occasional disagreements but never at a scene.
- 2 Neither service knows how the other works very well to support each other.
- 3 I don't think that Stowe Fire really cares for Stowe EMS. They are two different departments that are very different in their cultures. This is one of the many reasons why merging departments would not be a beneficial idea.
- 4 Unless Scott Reeves is left at the helm on rare times there are no other ranking Firemen. Creates undo stress and theatrics
- 5 Interdepartmental training could help staff better understand and anticipate others needs.
- 6 Sometimes do, sometimes don't. It has improved drastically over recent years but there is still room for growth.

21. While operating at incidents, I feel that EMS personnel work well together.

	Responses	Percent
Strongly Agree:	9	56.25%
Agree:	4	25%
Neutral:	3	18.75%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	1	6.25%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%

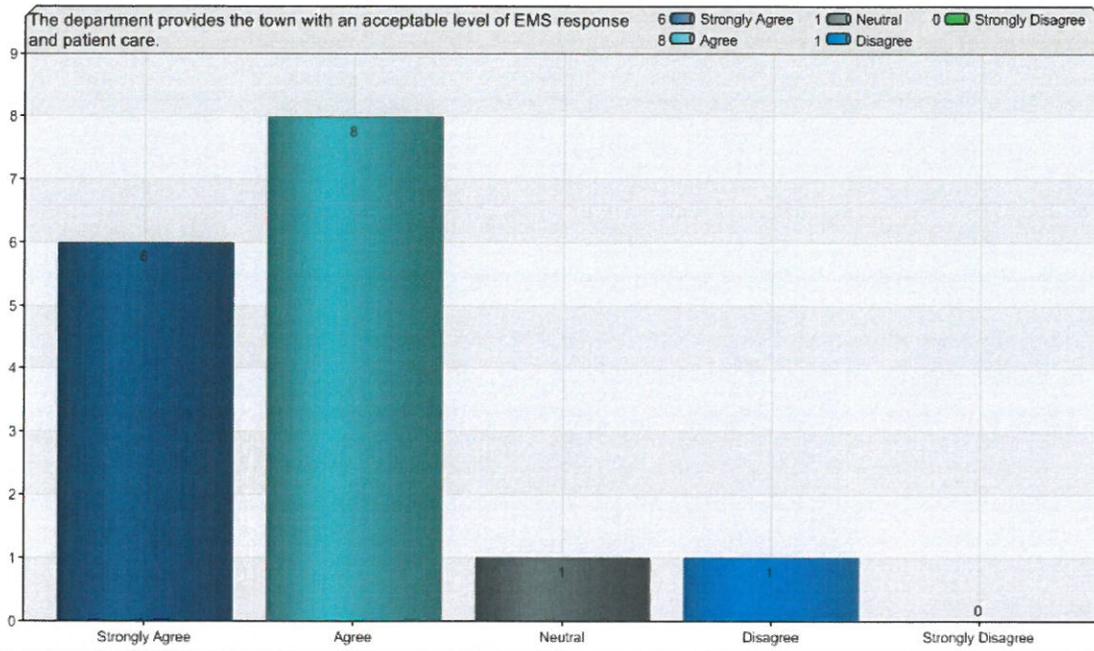


21. While operating at incidents, I feel that EMS personnel work well together.

Response	Comments
1	Always

22. The department provides the town with an acceptable level of EMS response and patient care.

	Responses	Percent
Strongly Agree:	6	37.5%
Agree:	8	50%
Neutral:	1	6.25%
Disagree:	1	6.25%
Strongly Disagree:	0	0%
Total Responded to this question:	16	100%
Total who skipped this question:	0	0%
Total:	16	100%



23.

In your opinion, what are the THREE most significant challenges facing the organization in the next two (2) to five (5) years?

	Responses	Percent
1.:	15	100%
2.:	14	93.33%
3.:	13	86.67%
Total Responded to this question:		15 93.75%
Total who skipped this question:		1 6.25%
Total:		16 100%

Graph/Chart function not relevant for this question type.

23.

In your opinion, what are the THREE most significant challenges facing the organization in the next two (2) to five (5) years?

Response 1.

- 1 Retention
- 2 Lack of volunteers coming in
- 3 Breakdowns
- 4 volunteers
- 5 Staffing
- 6 Personnel
- 7 Volunteer membership
- 8 recruitment of new/ younger members
- 9 fewer volunteers
- 10 Retention
- 11 Staffing / volunteerism
- 12 Responding to mutual aid calls
- 13 Staffing
- 14 Declining Volunteers
- 15 Personnel availability

Response 2.

- 1 Training
- 2 Older members going away
- 3 Personal attitudes
- 4 volunteers
- 5 Funding
- 6 Time to volunteer
- 7 continued high expectations for standards of care
- 8 scheduled time and training required (hours)
- 9 Recruitment
- 10 Growing vacation population.
- 11 Vehicles
- 12 Wages (paid vs volunteer)
- 13 Municipal funding by a non-profit
- 14 Age of existing long-time personnel

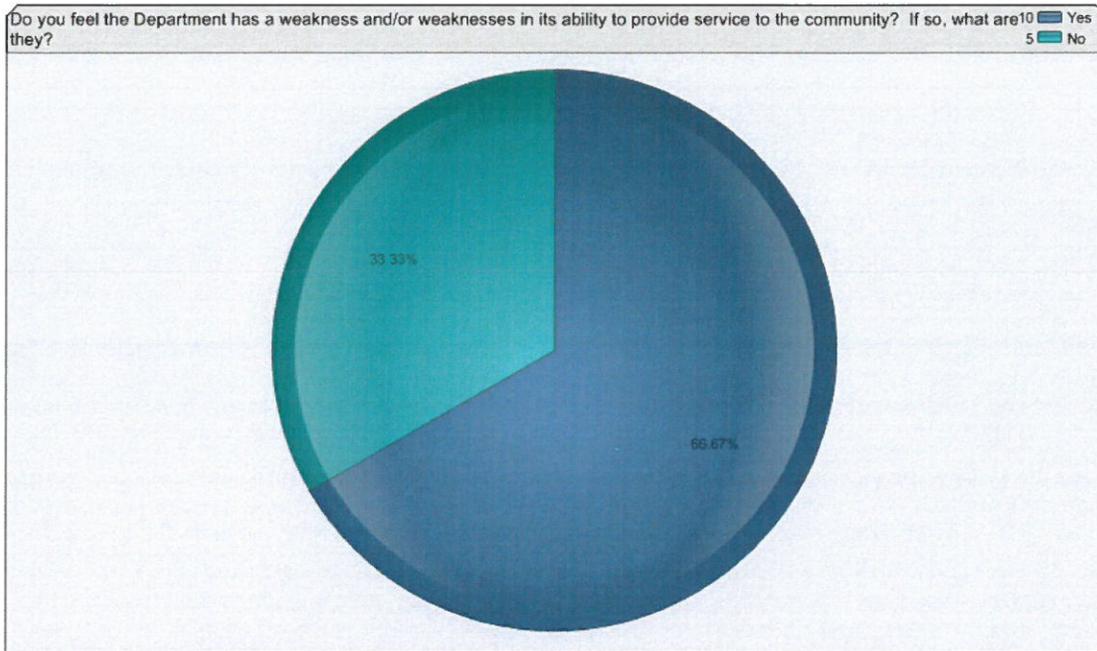
Response 3.

- 1 Recruiting
- 2 Replacing trucks
- 3 Town management deaf ears
- 4 Volunteers
- 5 Training
- 6 Work rest hours.

- 7 day to day staffing of an ambulance
- 8 individual's working multiple jobs/continued education
- 9 QA/QI of members
- 10 Attaining quality EMS Personnel and Retaining these people.
- 11 Training staff to operate at the top of their certification.
- 12 Education to Public
- 13 Growth of mountain and surrounding towns vs. amount of resources available

24. Do you feel the Department has a weakness and/or weaknesses in its ability to provide service to the community? If so, what are they?

	Responses	Percent
Yes:	10	66.67%
No:	5	33.33%
Additional Comments:	11	73.33%
Total Responded to this question:	15	93.75%
Total who skipped this question:	1	6.25%
Total:	16	100%



24. Do you feel the Department has a weakness and/or weaknesses in its ability to provide service to the community? If so, what are they?

Response	Comments
1	Proper vehicles, happy crews, town government that supports them.
2	There are occasional open shifts, but I feel like we cover the majority of shifts. The paid vs volunteer personnel seems to have had an effect on the jumping of calls and covering of open shifts. It feels like there is a general "let the paid guys cover that" attitude.
3	Less volunteers make it harder to staff each shift with the same care levels, some crews have more experienced members and some are crews of newer members and have less experience or lower certification levels. I feel all members are able to provide great care but varied crews may be more beneficial to the community
4	Just personnel issues. They are being addressed and have improved significantly.
5	A strong and large membership
6	inability to recruit new members/ volunteers. Need for an expanded budget to hire on or bring in more/ new per diem/ full-time staff.
7	I would like to see all crews have three people at a minimum. I think we would need more staff (volunteer or per diem) to accomplish this.
8	Volunteer Staff unfamiliar with equipment and job responsibilities.
9	Scheduling a Paramedic 24/7 would certainly improve patient outcomes and could help other staff to improve assessment and practical skills.
10	Mutual Aid request from outlining communities
11	Lack of personnel working in-town on a day-to-day basis / availability of jobs to keep them in-town.

25. Please identify THREE things that you feel the Department does very well.

	Responses	Percent
1.:	14	100%
2.:	14	100%
3.:	14	100%
Total Responded to this question:	14	87.5%
Total who skipped this question:	2	12.5%
Total:	16	100%

Graph/Chart function not relevant for this question type.

25. Please identify THREE things that you feel the Department does very well.

- Response 1.**
- 1 Training
 - 2 Make due with whats available.
 - 3 provide EMS to the town of stowe
 - 4 Pt care
 - 5 Management
 - 6 Teamwork
 - 7 leadership
 - 8 communication
 - 9 Patient interaction
 - 10 High level of care
 - 11 Trainings
 - 12 Training
 - 13 High Quality Care
 - 14 Training
- Response 2.**
- 1 Maintenance of vehicles
 - 2 Patient care
 - 3 Keep up to date with equipment
 - 4 Safety
 - 5 Training
 - 6 Level of care
 - 7 caring
 - 8 training
 - 9 Work ethic on calls
 - 10 Good continuing education
 - 11 Organized
 - 12 Comradery
 - 13 Timely response
 - 14 Making personnel feel welcome
- Response 3.**
- 1 Equipment
 - 2 Ask for help when needed.
 - 3 provide paramedic level care
 - 4 Communication
 - 5 Morale
 - 6 Communication
 - 7 education
 - 8 support

- 9 Maintaining vehicles and equip
- 10 Updating our procedures and training us to stay current with evolving EMS techniques.
- 11 Staffing
- 12 Equipment is up to date
- 13 Current equipment and technology
- 14 Communicating to personnel / providing need-to-know information

26. Please identify THREE things that the Department could do improve.

	Responses	Percent
1.:	9	100%
2.:	8	88.89%
3.:	6	66.67%
Total Responded to this question:		9 56.25%
Total who skipped this question:		7 43.75%
Total:		16 100%

Graph/Chart function not relevant for this question type.

26. Please identify THREE things that the Department could do improve.

Response 1.

- 1 Communication, radio
- 2 Keep meetings and training on the same schedule. No short business only meetings and long 4 hour trainings
- 3 Relationship with fire dept feels like a power struggle
- 4 EMS Vehicle reliability
- 5 recruitment
- 6 Uniforms
- 7 Safety for staff and patients. For example, seatbelt use and PPE are at times under used.
- 8 On Boarding people quicker.
- 9 Marketing

Response 2.

- 1 Positive non call interaction
- 2 More variety in training topics
- 3 Training appropriate to all levels
- 4 retainment
- 5 Uniform allowance (if not provided)
- 6 Community outreach
- 7 Discontinue mutual aid requests or renegotiate any contracts.
- 8 Consistency of the uniforms provided

Response 3.

- 1 Making better decisions
- 2 Train with other services - both in Stowe and in the district
- 3 Paid ems relationship to volunteers
- 4 New Radios
- 5 Duke's mullet
- 6 Municipal recognition or awards

27. Sometimes the smallest changes can have a profound positive impact. Can you name a few little things that could be done for little or no money that would, in your opinion, improve the Stowe EMS Department?

	Responses	Percent
1.:	9	100%
2.:	5	55.56%
3.:	4	44.44%
4.:	3	33.33%
5.:	2	22.22%
Total Responded to this question:		9 56.25%
Total who skipped this question:		7 43.75%
Total:		16 100%

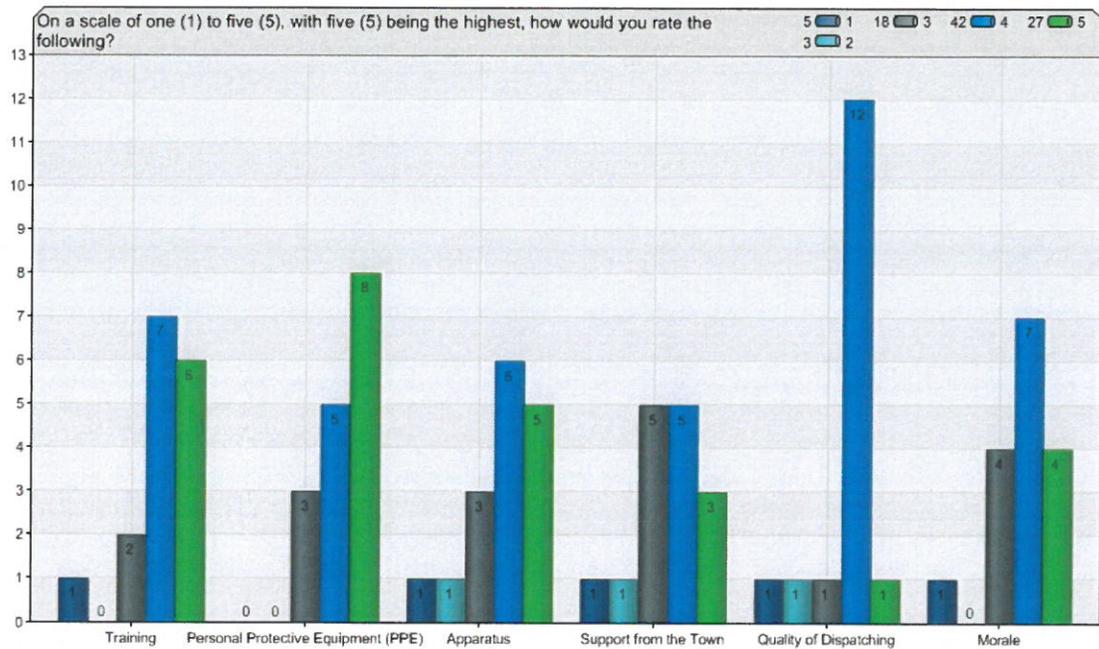
Graph/Chart function not relevant for this question type.

27. Sometimes the smallest changes can have a profound positive impact. Can you name a few little things that could be done for little or no money that would, in your opinion, improve the Stowe EMS Department?

- Response 1.**
- 1 Have open minds
 - 2 engage the membership in BOD decisions
 - 3 Community outreach
 - 4 Alter requirements to better fit people's schedules
 - 5 Work on training
 - 6 hire more per-diems
 - 7 Wash the Building! Periodically wash the Building. It is the first image of the Town of Stowe to anyone traveling North on Rt. 100
 - 8 Consistent uniforms for providers
 - 9 On Board people quicker
- Response 2.**
- 1 training outside when weather allows (10-50 practice with FD)
 - 2 Keep better training record for all members
 - 3 increase per call allotment to volunteers
 - 4 Combined Department training. It has been working well integrating PD with our training, the same needs to be done with Fire.
 - 5 Renegotiate mutual aid contracts
- Response 3.**
- 1 continue/increase outside speaker trainings
 - 2 Make basic emts feel they are important
 - 3 more/ better town recognition for a volunteer service
 - 4 Recognition Dinner
- Response 4.**
- 1 one email being sent about changes in equipment or practice is not adequate for this volunteer
 - 2 increase Stowe EMS's budget to accomplish this
 - 3 Educate the Public
- Response 5.**
- 1 keep smiling
 - 2 Allow FD to drive ambulance

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

	1	2	3	4	5	Total
Training:	1(6.25%)	0(0%)	2(12.5%)	7(43.75%)	6(37.5%)	16
Personal Protective Equipment (PPE):	0(0%)	0(0%)	3(18.75%)	5(31.25%)	8(50%)	16
Apparatus:	1(6.25%)	1(6.25%)	3(18.75%)	6(37.5%)	5(31.25%)	16
Support from the Town:	1(6.67%)	1(6.67%)	5(33.33%)	5(33.33%)	3(20%)	15
Quality of Dispatching:	1(6.25%)	1(6.25%)	1(6.25%)	12(75%)	1(6.25%)	16
Morale:	1(6.25%)	0(0%)	4(25%)	7(43.75%)	4(25%)	16
Total Responded to this question:					16	100%
Total who skipped this question:					0	0%
Total:					16	100%

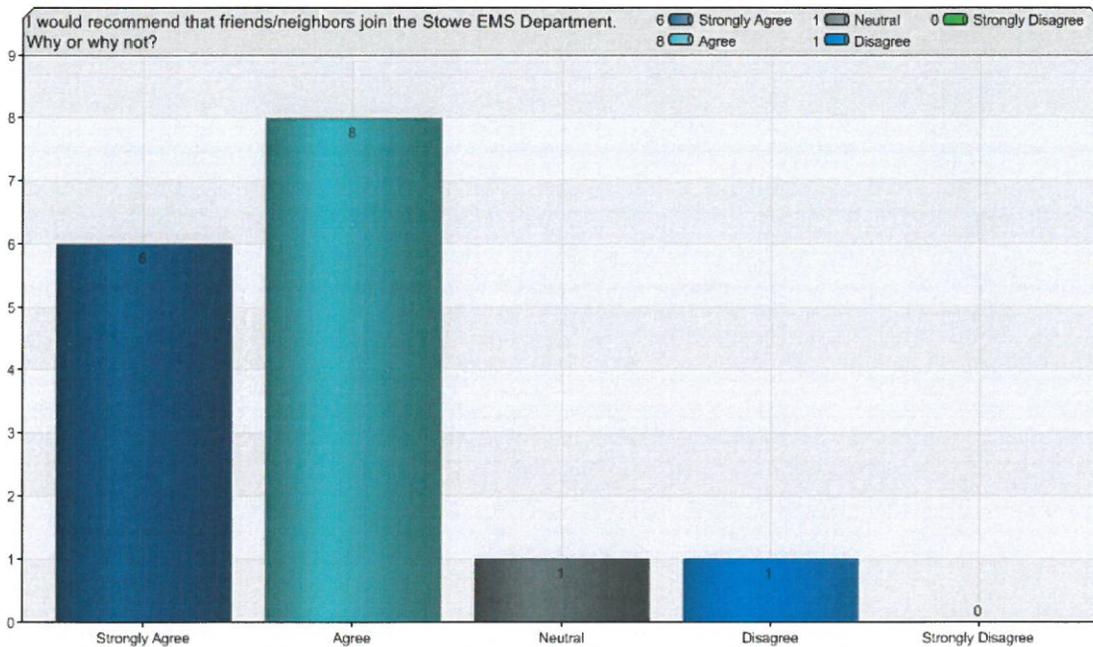


29. I would recommend that friends/neighbors join the Stowe EMS Department. Why or why not?

	Responses	Percent
Strongly Agree (0 Points):	6	37.5%
Agree (0 Points):	8	50%
Neutral (0 Points):	1	6.25%
Disagree (0 Points):	1	6.25%
Strongly Disagree (0 Points):	0	0%
Additional Comments:	9	56.25%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%

Points Summary:

Highest: 0 Lowest: 0 Average: 0 Median: 0



29. I would recommend that friends/neighbors join the Stowe EMS Department. Why or why not?

Response	Comments
1	I would tell them to wait until situations improve.
2	Only "agree" because of the huge training commitment to maintain EMT status. (and EMR status) I think there is a place for CPR drivers - less commitment to see if EMS is right for you. Fewer mandatory hours of training required.
3	I have met many great people, have learned a lot and have a new sense of community within Stowe Rescue
4	Great worthwhile organization
5	Forwarning them of the time commitment
6	its a great department that is more like a family. good people and good staff. My involvement, experiences, and friendships made at Stowe rescue were a big factor in my decision to move and buy a house in Stowe.
7	Improve the organization with energetic providers
8	I always encourage anyone that shows interest in becoming a First Responder.
9	Licensing and certification is not as simple as asking friends or neighbors to join Stowe EMS.

30. The compensation that I receive for serving is important to me.

	Responses	Percent
Strongly Agree (0 Points): 	4	25%
Agree (0 Points): 	5	31.25%
Neutral (0 Points): 	6	37.5%
Disagree (0 Points): 	0	0%
Strongly Disagree (0 Points): 	1	6.25%
Total Responded to this question:	16	100%
Total who skipped this question:	0	0%
Total:	16	100%

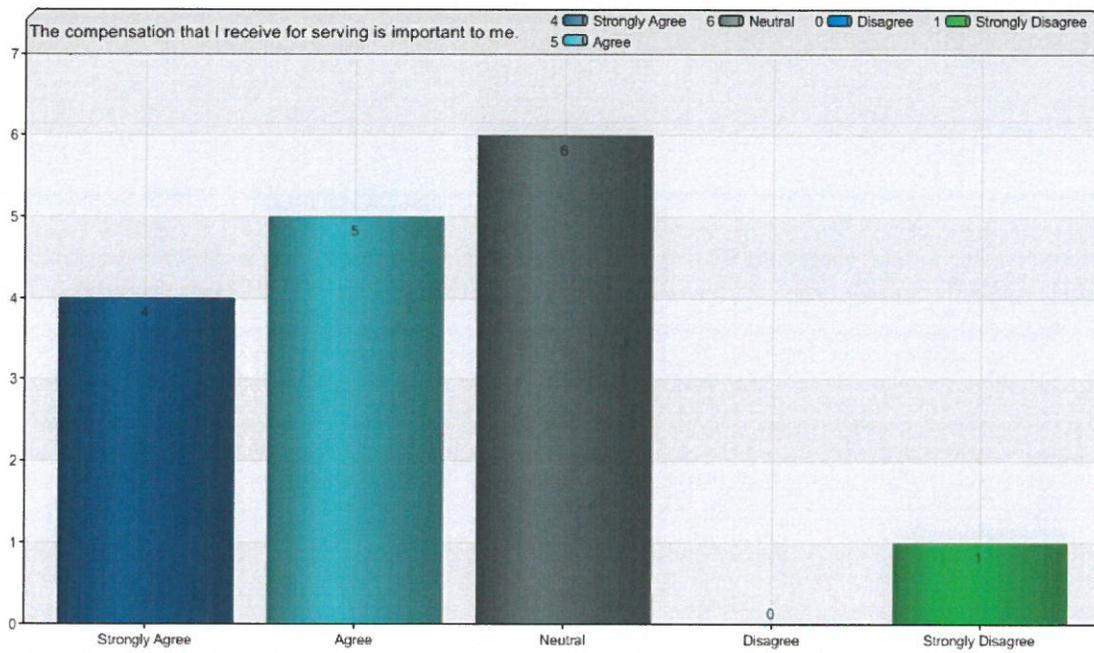
Points Summary:

Highest: 0

Lowest: 0

Average: 0

Median: 0



31. Improvements in compensation would improve my availability.

	Responses	Percent
Strongly Agree (0 Points):	4	26.67%
Agree (0 Points):	3	20%
Neutral (0 Points):	5	33.33%
Disagree (0 Points):	2	13.33%
Strongly Disagree (0 Points):	1	6.67%
Total Responded to this question:	15	93.75%
Total who skipped this question:	1	6.25%
Total:	16	100%

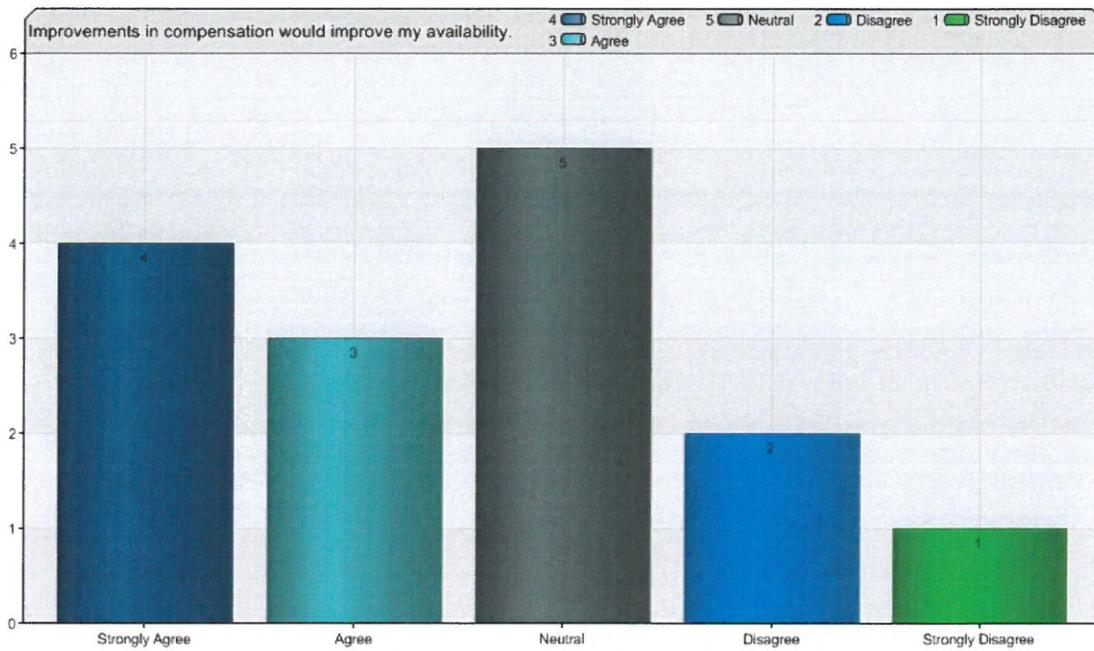
Points Summary:

Highest: 0

Lowest: 0

Average: 0

Median: 0



32. I feel that the Department is well regarded by the people in the town.

	Responses	Percent
Strongly Agree (0 Points):	6	37.5%
Agree (0 Points):	8	50%
Neutral (0 Points):	2	12.5%
Disagree (0 Points):	0	0%
Strongly Disagree (0 Points):	0	0%
Additional Comments:	1	6.25%
Total Responded to this question:	16	100%
Total who skipped this question:	0	0%
Total:	16	100%

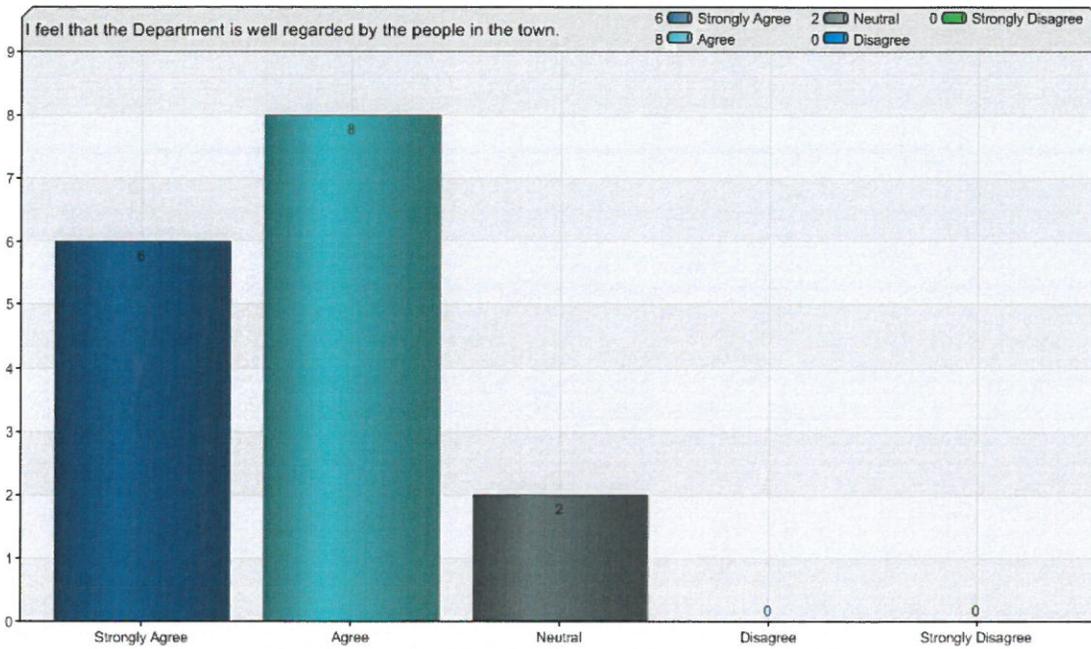
Points Summary:

Highest: 0

Lowest: 0

Average: 0

Median: 0



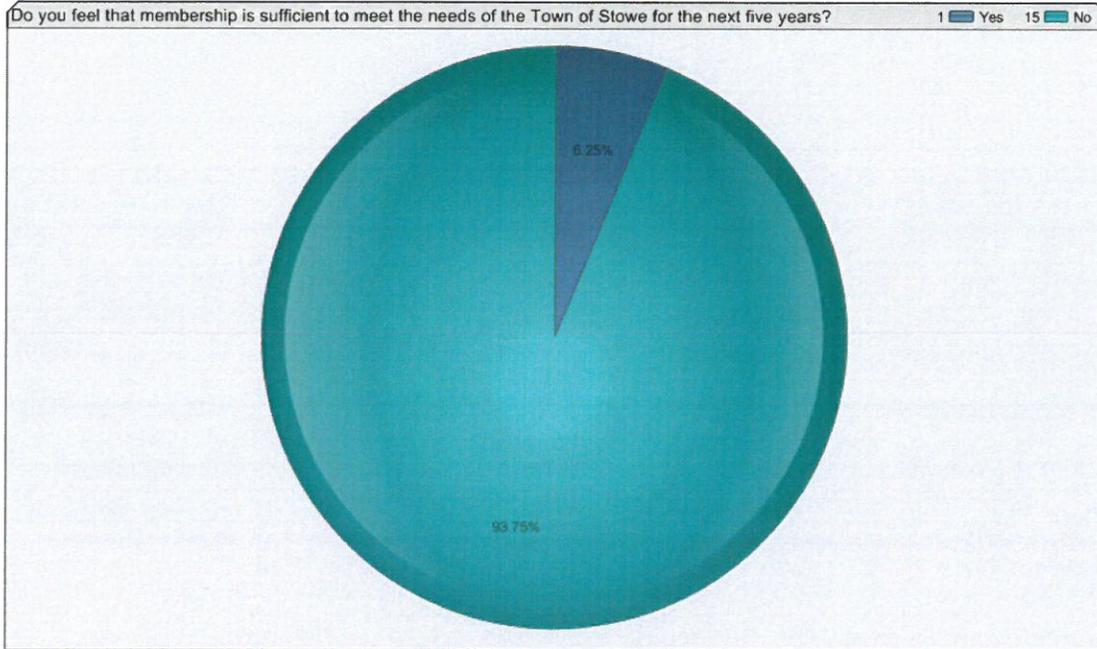
32. I feel that the Department is well regarded by the people in the town.

Response Comments

1 You wouldn't be asking about a FD merger if it were well regarded, would you?

33. Do you feel that membership is sufficient to meet the needs of the Town of Stowe for the next five years?

	Responses	Percent
Yes:	1	6.25%
No:	15	93.75%
Total Responded to this question:	16	100%
Total who skipped this question:	0	0%
Total:	16	100%

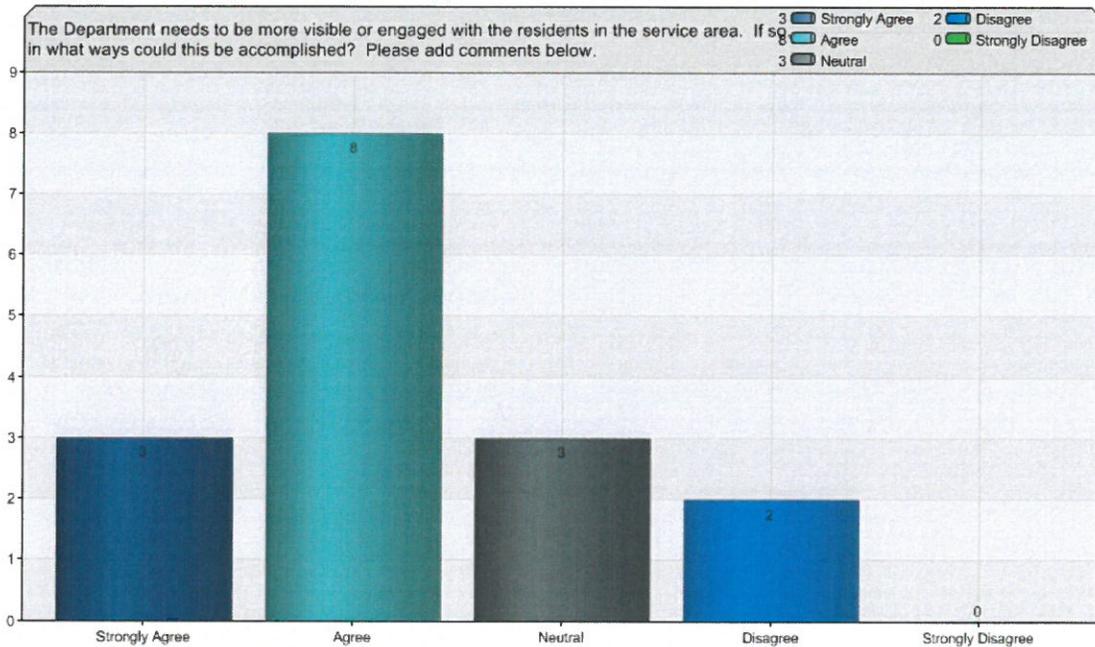


34. The Department needs to be more visible or engaged with the residents in the service area. If so, in what ways could this be accomplished? Please add comments below.

	Responses	Percent
Strongly Agree (0 Points):	3	18.75%
Agree (0 Points):	8	50%
Neutral (0 Points):	3	18.75%
Disagree (0 Points):	2	12.5%
Strongly Disagree (0 Points):	0	0%
Additional Comments:	8	50%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%

Points Summary:

Highest: 0 Lowest: 0 Average: 0 Median: 0



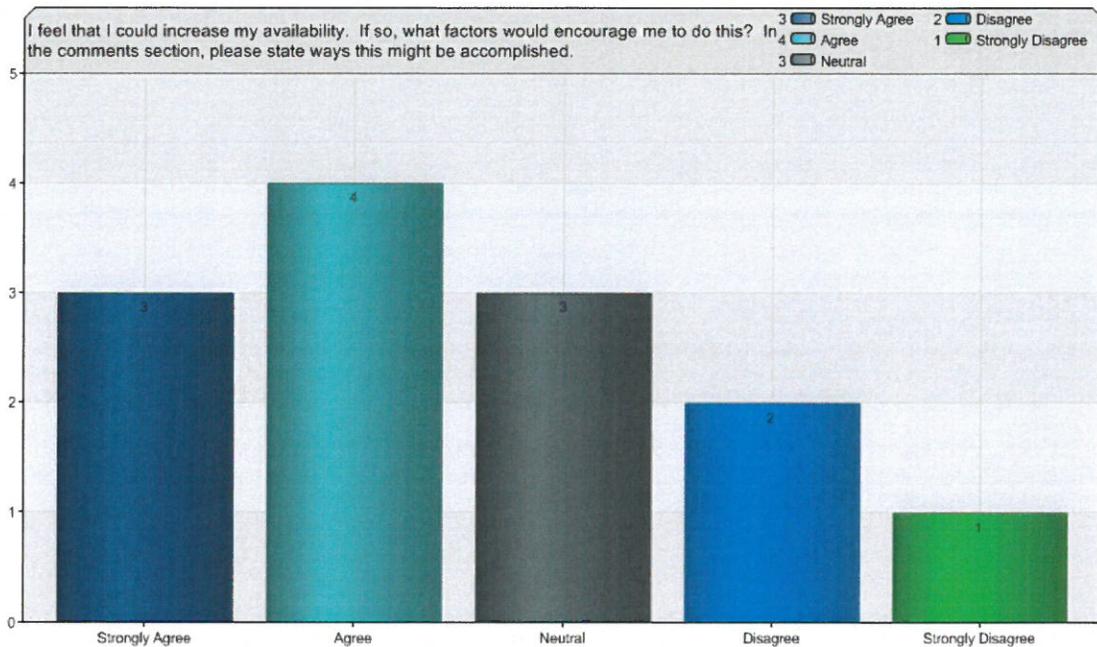
34. The Department needs to be more visible or engaged with the residents in the service area. If so, in what ways could this be accomplished? Please add comments below.

Response	Comments
1	Educate on the work that goes on behind the scenes and differences in training levels. Shiny equipment doesn't mean it works
2	Getting into the schools is a great way to engage families. Providing simple first aid, health type age appropriate classes for elementary thru HS. Short and sweet 15-20 min. hand washing to brain injury....AHEC has awesome set ups Jr membership program in high school - Bus kids in for training like FD has for years. High school car crash demo every spring. Provide "spaghetti dinner, or pancake breakfast" for community: with different focuses - elderly, hunters, police/FD, potential members, families of patients?? idk Halloween party, bike rodeo, work with parks and rec summer programs. Reach out to farmers, horse stables, restaurants, bike club, mechanics, gyms, pools, invite them in to talk about specific risks and challenges in their safety programs and how we can support/help.
3	Outreach.
4	Be visible, interact with public when not on calls. Stowe Reporter count on calls and advertisement. School functions. A well advertised fun fund raiser.
5	More outreach
6	Scott's assessment that he wrote was spot on. That was disregarded by the Town. Reread that and you will find a lot of the answers you are looking for. It's time the town started realizing that high standard EMS that the town expects costs money and needs staff. That's the reality. Gone are the days when EMS could be managed by a mostly volunteer service. Standards have risen and so has the cost of doing business.

- 7 I feel that SRS has a large presence at many if not all Events in Stowe as it is. I'm not sure why the Squad doesn't host the Red Cross Blood Drive anymore. I believe it had to do with staffing such an event with volunteers became troublesome. That being said perhaps it's worth a revisit to see the Drive come back. That was a great way to mingle with the townspeople.
- 8 We could be present at more school and community events to help people feel a connection with our service.

35. I feel that I could increase my availability. If so, what factors would encourage me to do this? In the comments section, please state ways this might be accomplished.

	Responses	Percent
Strongly Agree:	3	23.08%
Agree:	4	30.77%
Neutral:	3	23.08%
Disagree:	2	15.38%
Strongly Disagree:	1	7.69%
Additional Comments:	9	69.23%
Total Responded to this question:	13	81.25%
Total who skipped this question:	3	18.75%
Total:	16	100%

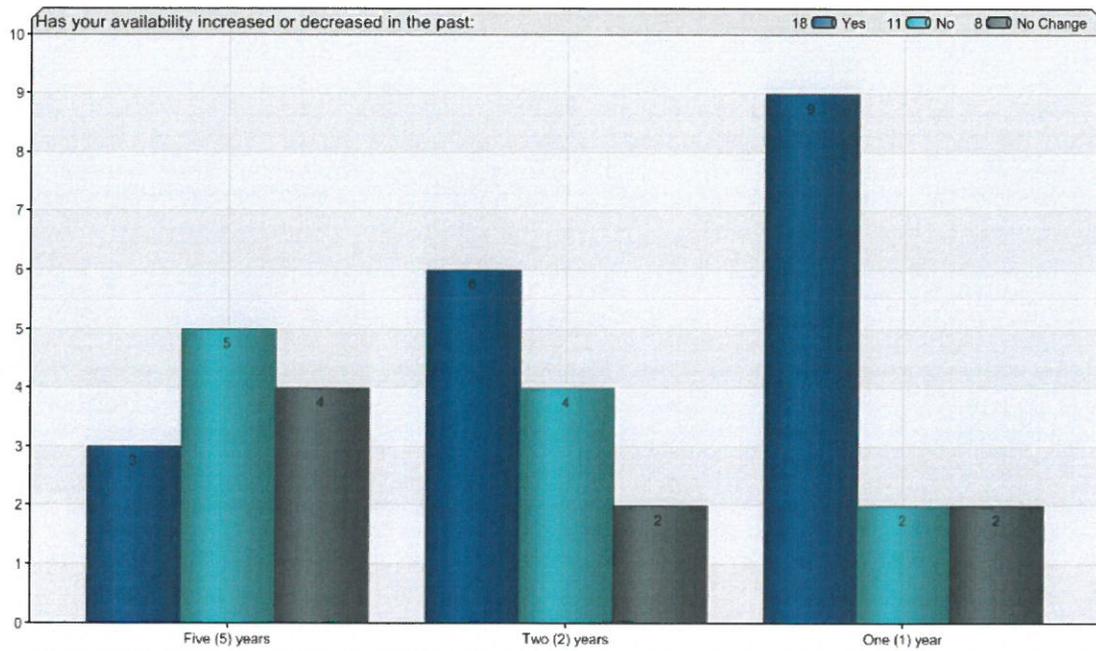


35. I feel that I could increase my availability. If so, what factors would encourage me to do this? In the comments section, please state ways this might be accomplished.

Response	Comments
1	The backlash from having a paid person on each shift. I dont feel as needed or necessary as I once did. It is good to have that coverage, but it does take something away from this volunteers motivatio
2	Personally just due to need
3	Being paid for my time to be able to be able to afford to live in town
4	child care availability
5	I volunteer 3-4 days a week
6	My personal availability is maxed
7	I am changing careers at the moment and wish to focus my means of income through providing Emergency Medical Services.
8	I live out of state but continue to volunteer as often as I can because I have never worked for a better organization!
9	Only so much time in a week. Over worked means early burnout.

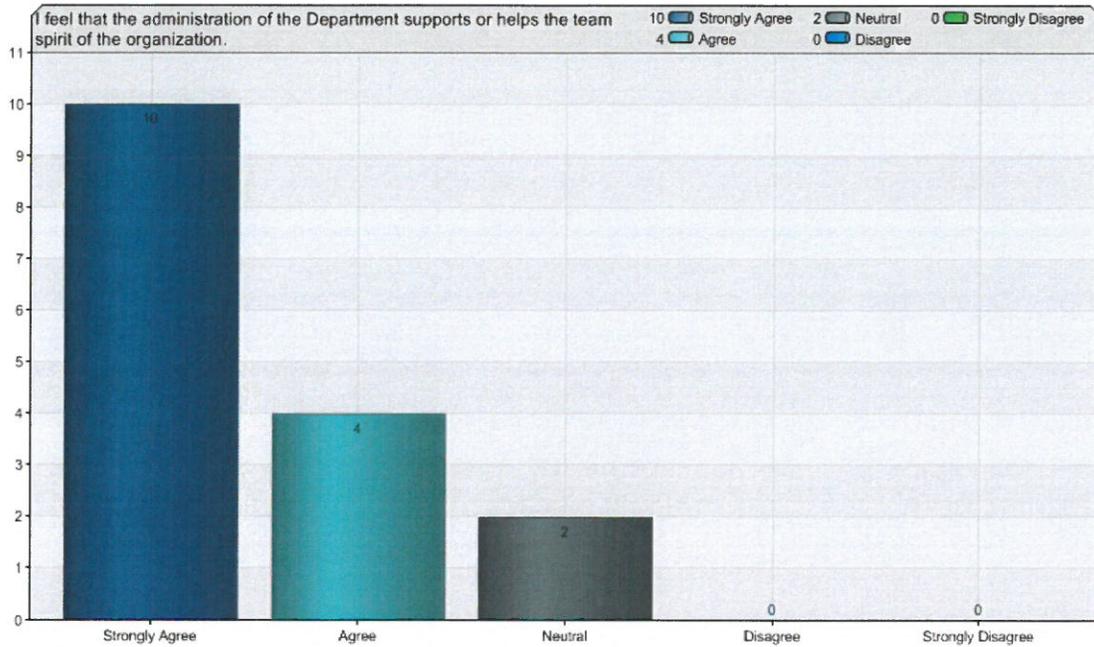
36. Has your availability increased or decreased in the past:

	Yes	No	No Change	Total
Five (5) years:	3(25%)	5(41.67%)	4(33.33%)	12
Two (2) years:	6(50%)	4(33.33%)	2(16.67%)	12
One (1) year:	9(69.23%)	2(15.38%)	2(15.38%)	13
Total Responded to this question:			14	87.5%
Total who skipped this question:			2	12.5%
Total:			16	100%



37. I feel that the administration of the Department supports or helps the team spirit of the organization.

	Responses	Percent
Strongly Agree:	10	62.5%
Agree:	4	25%
Neutral:	2	12.5%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	3	18.75%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%

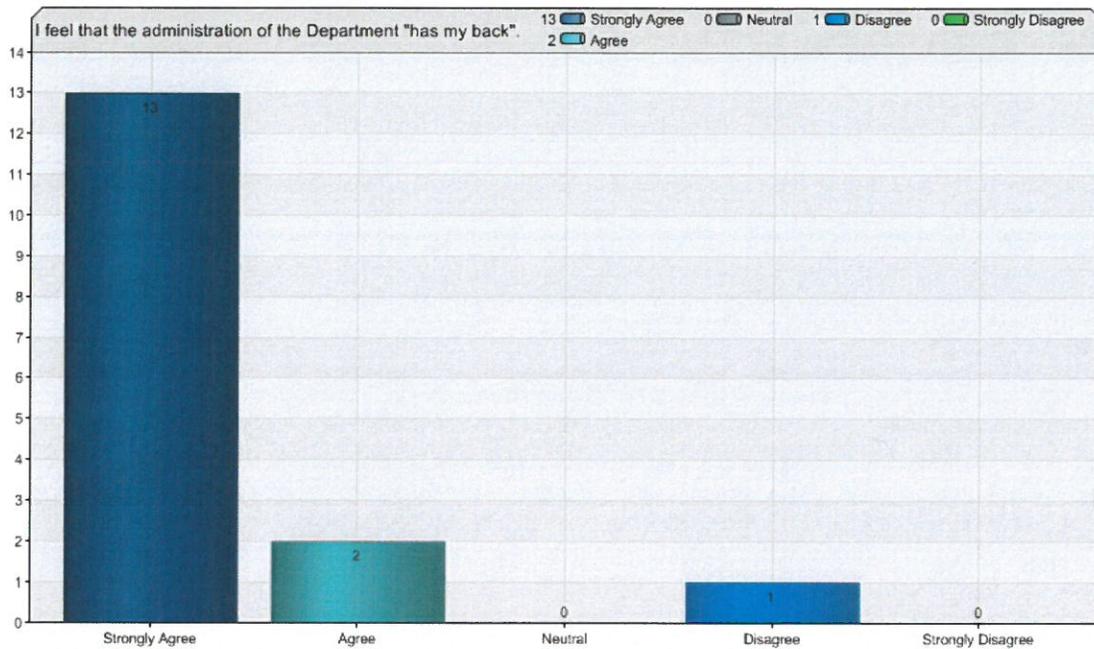


37. I feel that the administration of the Department supports or helps the team spirit of the organization.

Response	Comments
1	question 36 is unclear. does yes mean increased or decreased availability?? or either??
2	Definitely
3	There is a definite appreciation and loyalty shown from the Administration.

38. I feel that the administration of the Department "has my back".

	Responses	Percent
Strongly Agree:	13	81.25%
Agree:	2	12.5%
Neutral:	0	0%
Disagree:	1	6.25%
Strongly Disagree:	0	0%
Additional Comments:	2	12.5%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%

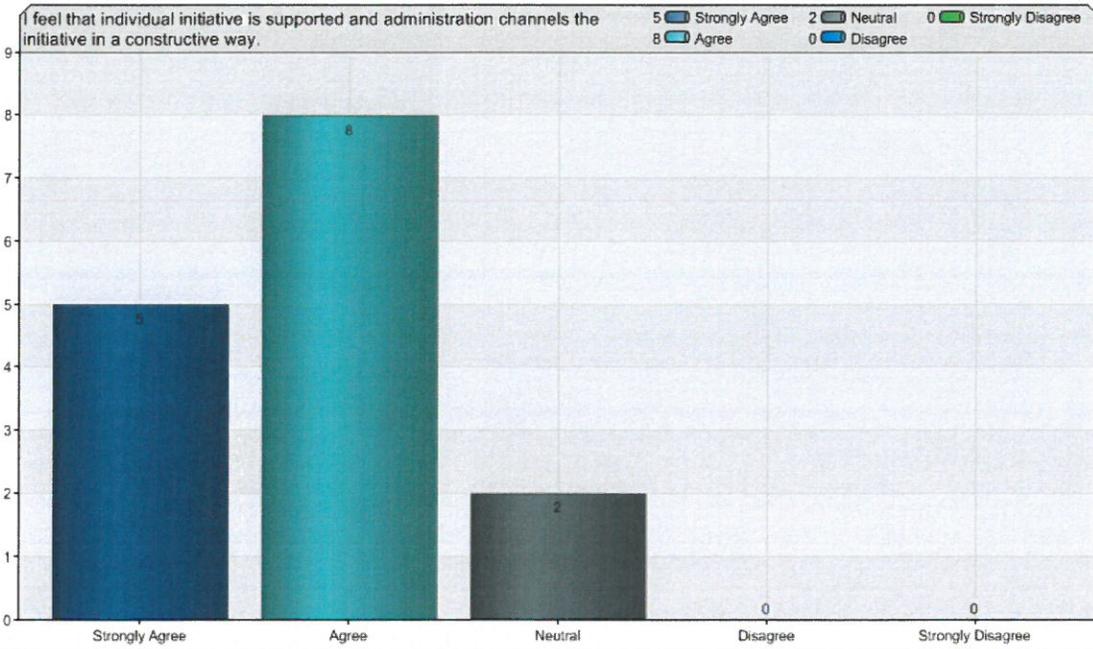


38. I feel that the administration of the Department "has my back".

Response	Comments
1	Depend on it
2	Without a doubt.

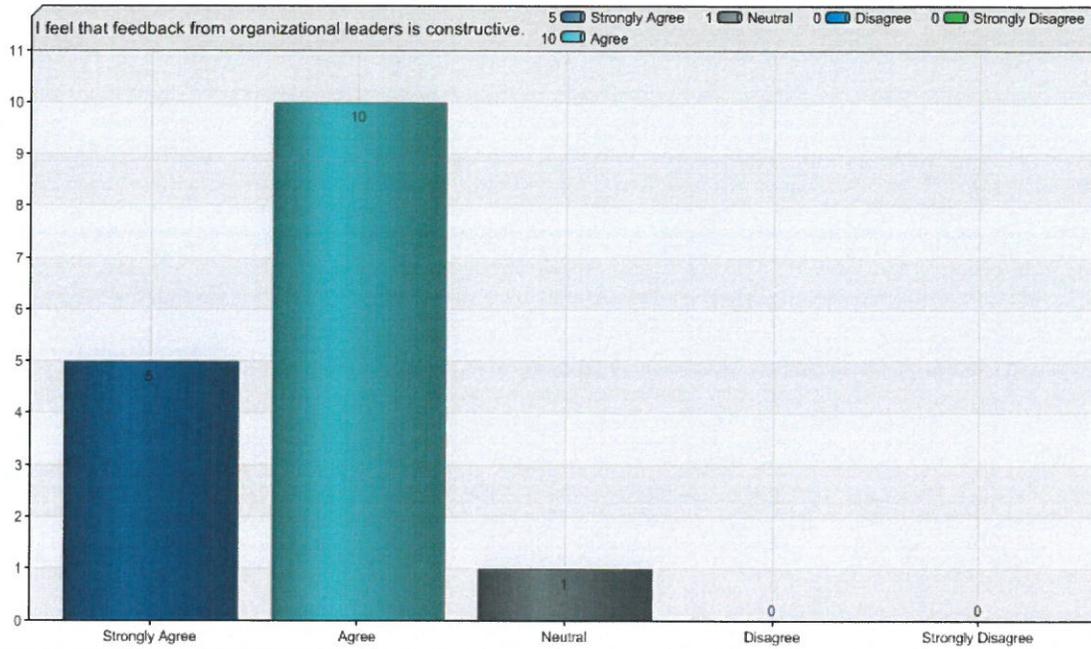
39. I feel that individual initiative is supported and administration channels the initiative in a constructive way.

	Responses	Percent
Strongly Agree:	5	33.33%
Agree:	8	53.33%
Neutral:	2	13.33%
Disagree:	0	0%
Strongly Disagree:	0	0%
Total Responded to this question:	15	93.75%
Total who skipped this question:	1	6.25%
Total:	16	100%



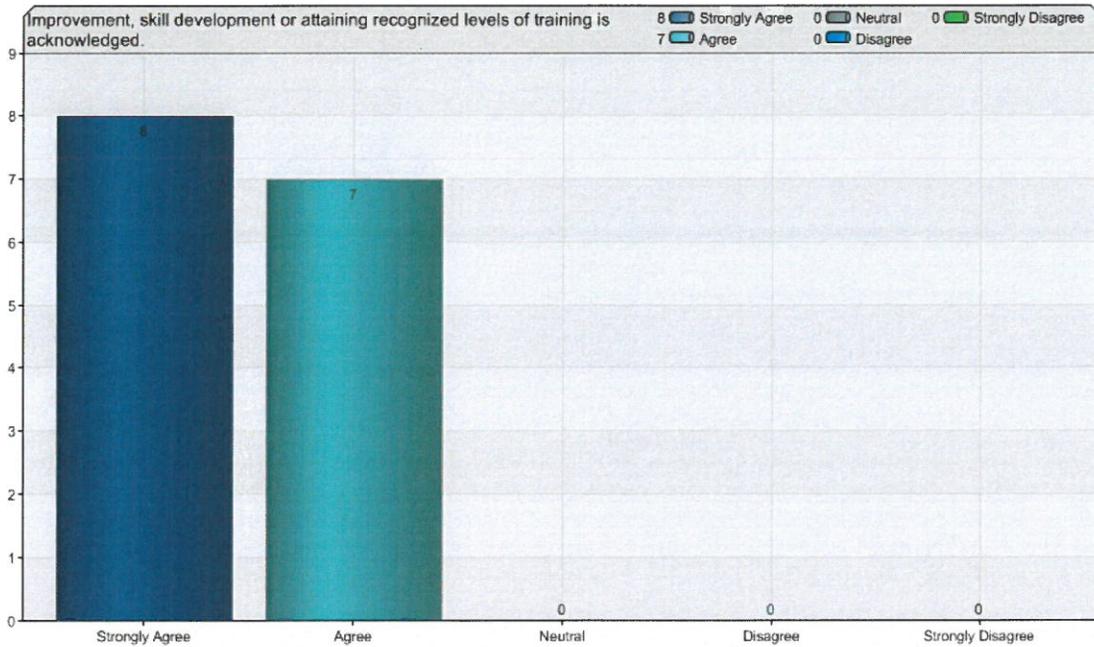
40. I feel that feedback from organizational leaders is constructive.

	Responses	Percent
Strongly Agree:	5	31.25%
Agree:	10	62.5%
Neutral:	1	6.25%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		16 100%
Total who skipped this question:		0 0%
Total:		16 100%



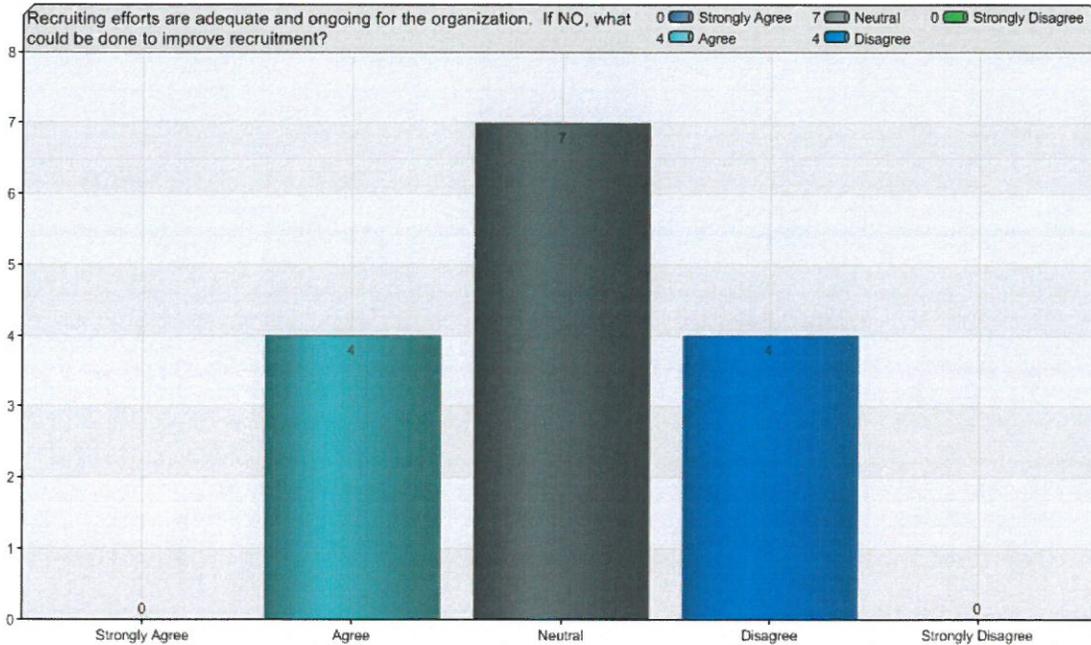
41. Improvement, skill development or attaining recognized levels of training is acknowledged.

	Responses	Percent
Strongly Agree: 	8	53.33%
Agree: 	7	46.67%
Neutral: 	0	0%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Additional Comments: 	0	0%
Total Responded to this question:	15	93.75%
Total who skipped this question:	1	6.25%
Total:	16	100%



42. Recruiting efforts are adequate and ongoing for the organization. If NO, what could be done to improve recruitment?

	Responses	Percent
Strongly Agree:	0	0%
Agree:	4	26.67%
Neutral:	7	46.67%
Disagree:	4	26.67%
Strongly Disagree:	0	0%
Additional Comments:	4	26.67%
Total Responded to this question:		15 93.75%
Total who skipped this question:		1 6.25%
Total:		16 100%



42. Recruiting efforts are adequate and ongoing for the organization. If NO, what could be done to improve recruitment?

Response	Comments
1	Not aware of current recruiting efforts.
2	Recruiting needs to be beefed up exporting new opportunities and having immediate follow-up to any interest.
3	pay, more boisterous voice asking for volunteers. Volunteerism is dying nationwide. People can't afford to volunteer especially as the standards on the volunteers increases.
4	Perhaps advertising, maybe another open house? It's always difficult.

43. What could the organization do to improve the retention of volunteer members and keep them active/engaged in the organization?

	Responses	Percent
Responses:	8	100%
Total Responded to this question:	8	50%
Total who skipped this question:	8	50%
Total:	16	100%

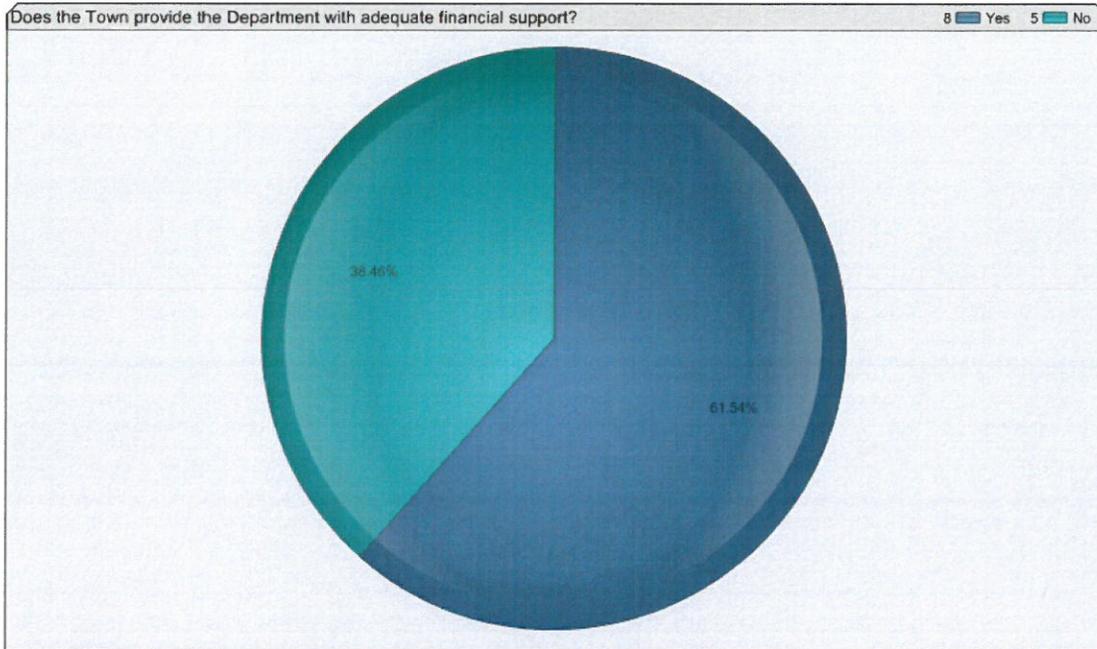
Graph/Chart function not relevant for this question type.

43. What could the organization do to improve the retention of volunteer members and keep them active/engaged in the organization?

Response	Response Text
1	A more positive working environment
2	Now that's a 5 million dollar question!! Its a rock and a hard place...the "easier" you make it for volunteers, and the more paid help you add, seems to result in the less involvement (value??) of volunteers. Give volunteers specific jobs/committees to keep them involved? idk...just thinking out loud
3	Reduce requirements. Continue support
4	It is a huge time commitment especially in the middle of the night. Most of us have day jobs..... We struggle to make it work. True calls are no problem. It is the nuisance calls that wear us down.
5	career path?
6	Create more per diem positions.
7	Uniforms provided. Increase On-Call wage To be honest SRS does a lot for volunteers from help with scheduling, to dropping everything to assist you in a question regarding Protocol, or Procedure. EMS is not for everyone.
8	Stop asking them to do more. Increase the membership levels.

44. Does the Town provide the Department with adequate financial support?

	Responses	Percent
Yes: 	8	61.54%
No: 	5	38.46%
Additional Comments: 	3	23.08%
Total Responded to this question:	13	81.25%
Total who skipped this question:	3	18.75%
Total:	16	100%

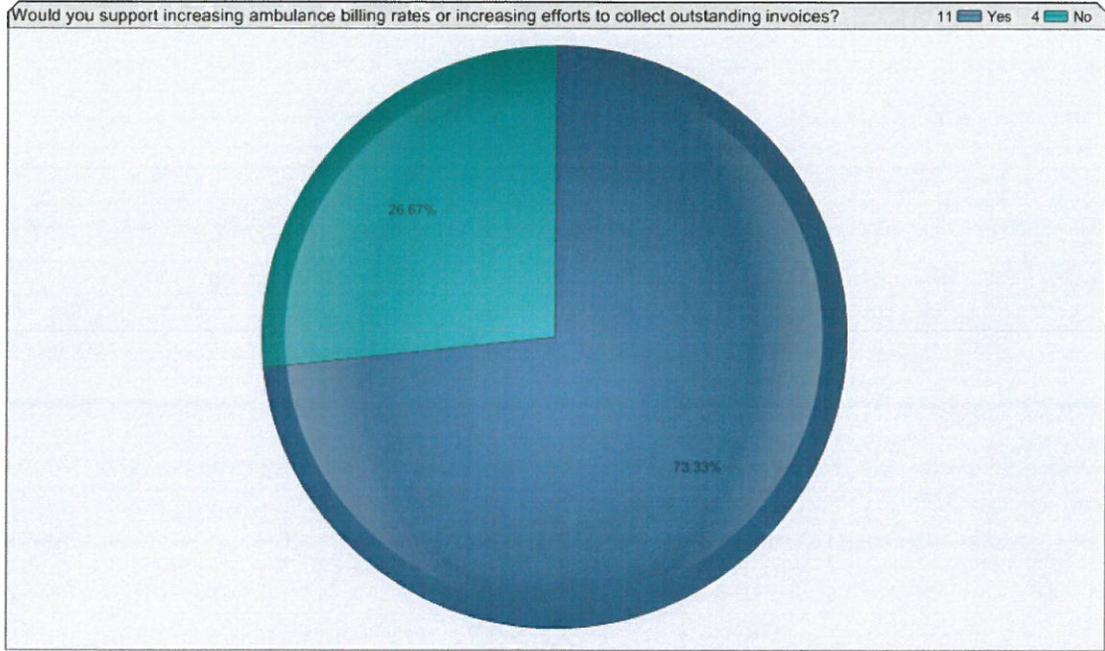


44. Does the Town provide the Department with adequate financial support?

Response	Comments
1	I believe so
2	I'm not aware either way
3	But what do I know, ask Chief Brinkman.

45. Would you support increasing ambulance billing rates or increasing efforts to collect outstanding invoices?

	Responses	Percent
Yes:	11	73.33%
No:	4	26.67%
Total Responded to this question:	15	93.75%
Total who skipped this question:	1	6.25%
Total:	16	100%



46. What cost saving ideas do you have that could free up resources for other purposes?

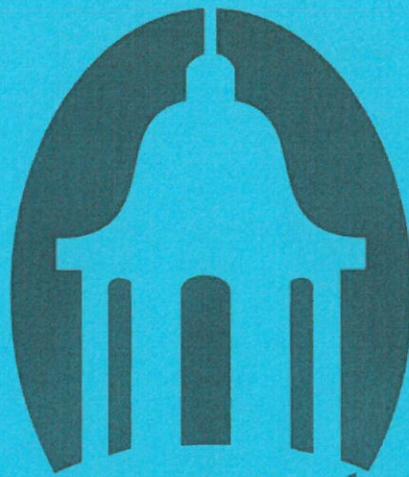
	Responses	Percent
Responses:	8	100%
Total Responded to this question:	8	50%
Total who skipped this question:	8	50%
Total:	16	100%

Graph/Chart function not relevant for this question type.

46. What cost saving ideas do you have that could free up resources for other purposes?

Response	Response Text
1	Transports
2	The town of stowe is in the entertainment business not the saving people business. Freshly mowed lawns take the priority.
3	none
4	Need to go after large donors
5	Unsure at this time.
6	establish specialty care transports for town residents from Copley to UVM, etc. as needed. Hire and train paramedics to provide this service and recupe that money involved in their training. With the addition of those paramedics on SCT transports you now have more staff added on a full-time basis.
7	i wish I had something insightful and cost saving to bear upon you, but alas I am without!
8	Merger.

APPENDIX B



Municipal
Resources
Inc.

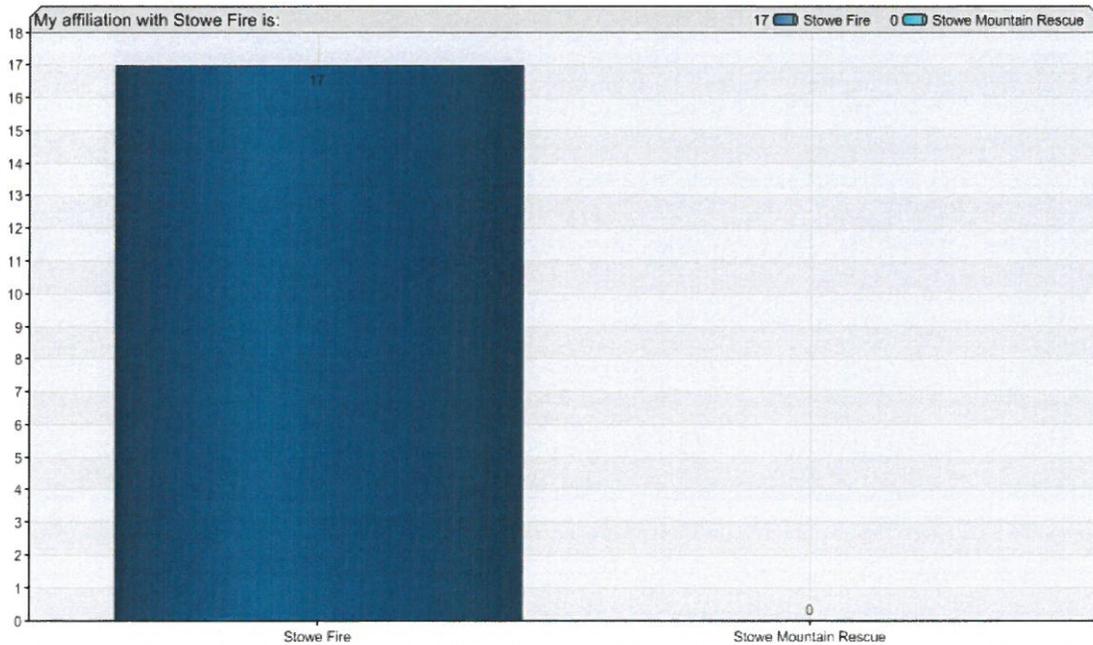
Survey: Stowe, VT Fire Survey

Report: Default Report

Survey Status		Respondent Statistics		Points Summary	
Status:	Closed	Total Responses:	17	Max Attainable:	0 100%
Deploy Date:	09/01/2016	Completes:	17	Highest:	0 0%
Closed Date:	10/12/2016	Partials:	0	Lowest:	0 0%
				Average:	0 0%
				Median:	0 0%

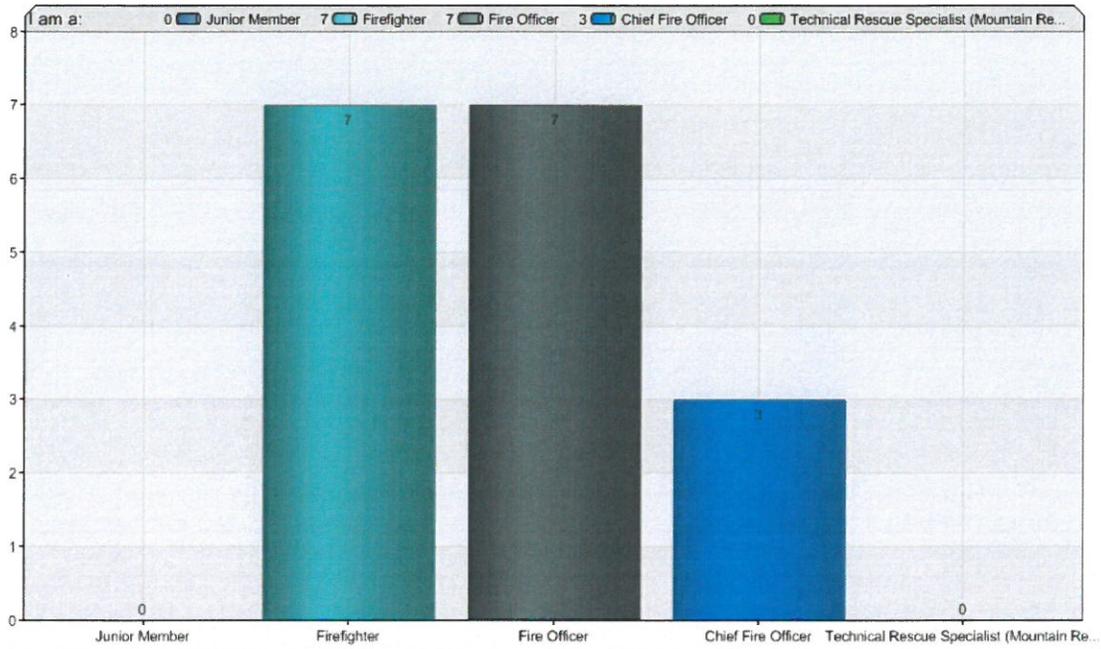
1. My affiliation with Stowe Fire is:

	Responses	Percent
Stowe Fire:	17	100%
Stowe Mountain Rescue:	0	0%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%



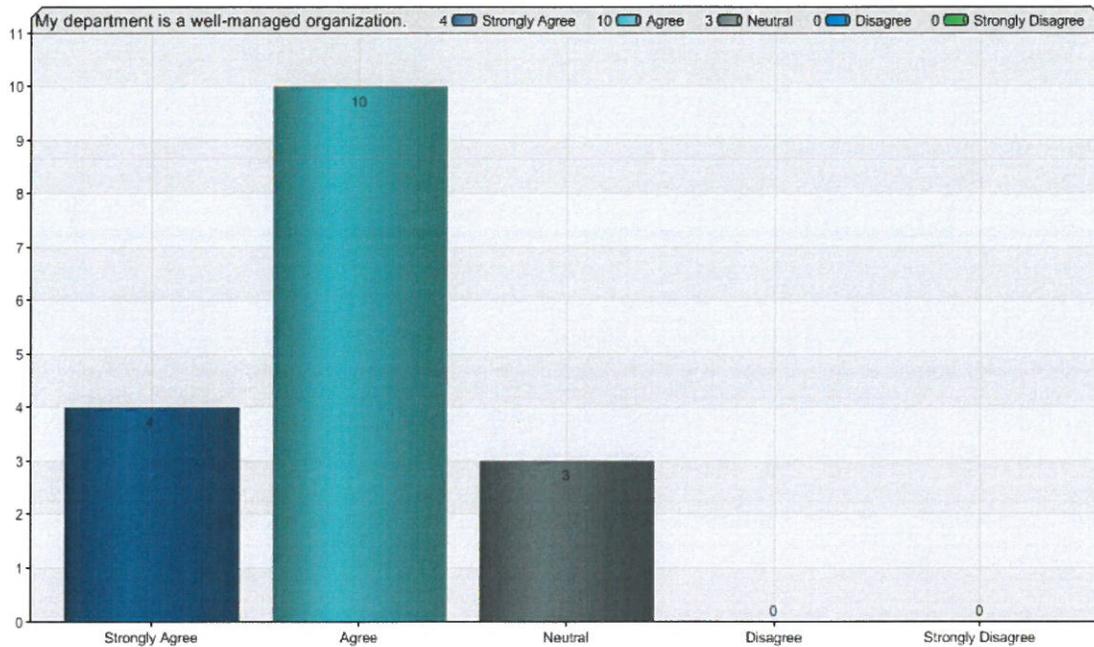
2. I am a:

	Responses	Percent
Junior Member:	0	0%
Firefighter:	7	41.18%
Fire Officer:	7	41.18%
Chief Fire Officer:	3	17.65%
Technical Rescue Specialist (Mountain Rescue):	0	0%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%



3. My department is a well-managed organization.

	Responses	Percent
Strongly Agree:	4	23.53%
Agree:	10	58.82%
Neutral:	3	17.65%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	4	23.53%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%

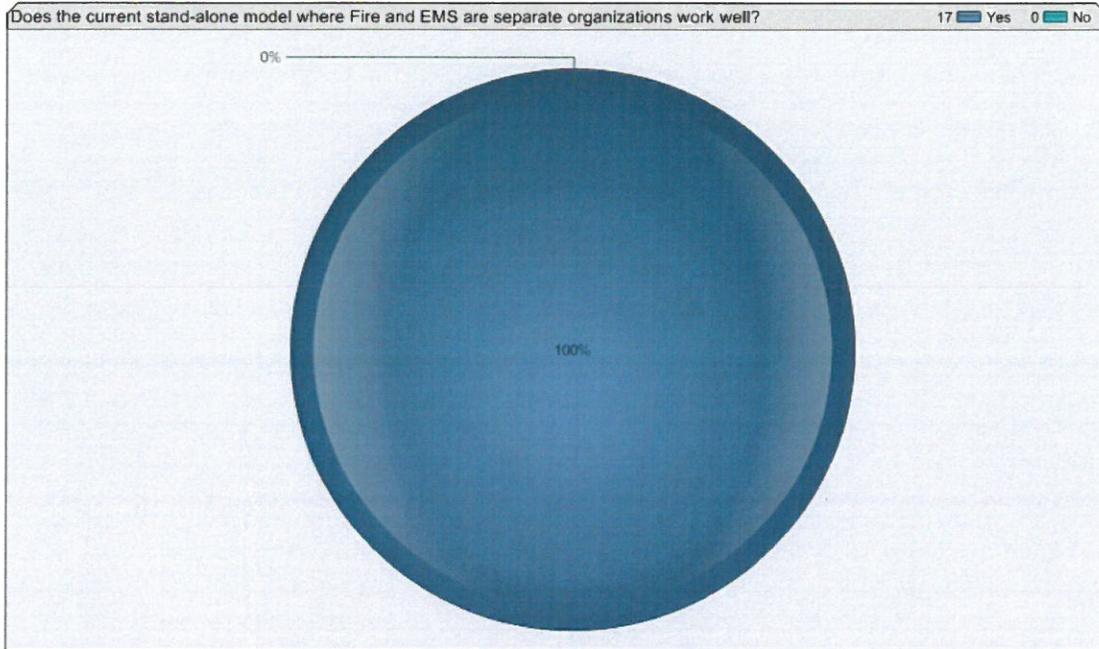


3. My department is a well-managed organization.

Response	Comments
1	Tactically yes, from a management perspective while not on a fire ground not as much. Several Officers need to learn how to communicate effectively, respect members from all ranks and invest in some training about motivating others.
2	We are a well-managed organization on the Fire Ground. We need improvement in the fire house.
3	the department needs to develop a recognition program, A pat on the back goes along way.
4	Sometimes details are overlooked, such as the ordering of new gear in a timely fashion, the list of honorary firefighters, etc.

4. Does the current stand-alone model where Fire and EMS are separate organizations work well?

	Responses	Percent
Yes: 	17	100%
No: 	0	0%
Additional Comments: 	3	17.65%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%

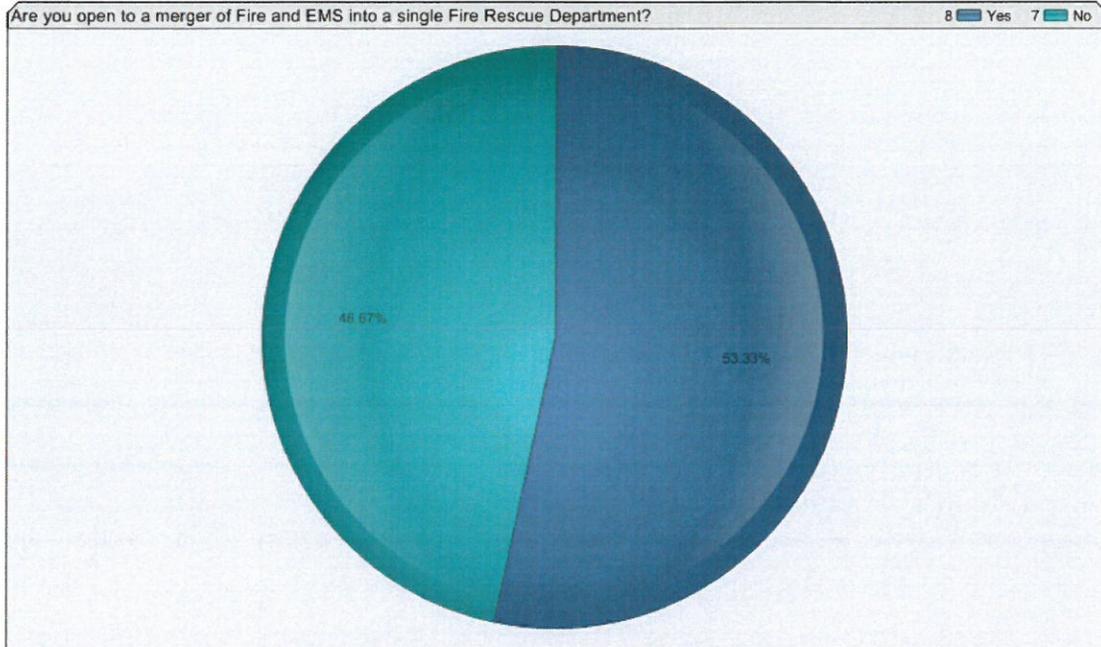


4. Does the current stand-alone model where Fire and EMS are separate organizations work well?

Response	Comments
1	As the number of volunteer personel dwindle, I dont believe this will continue to work as well.
2	It works ok.
3	However to fire dept. need a paid manager

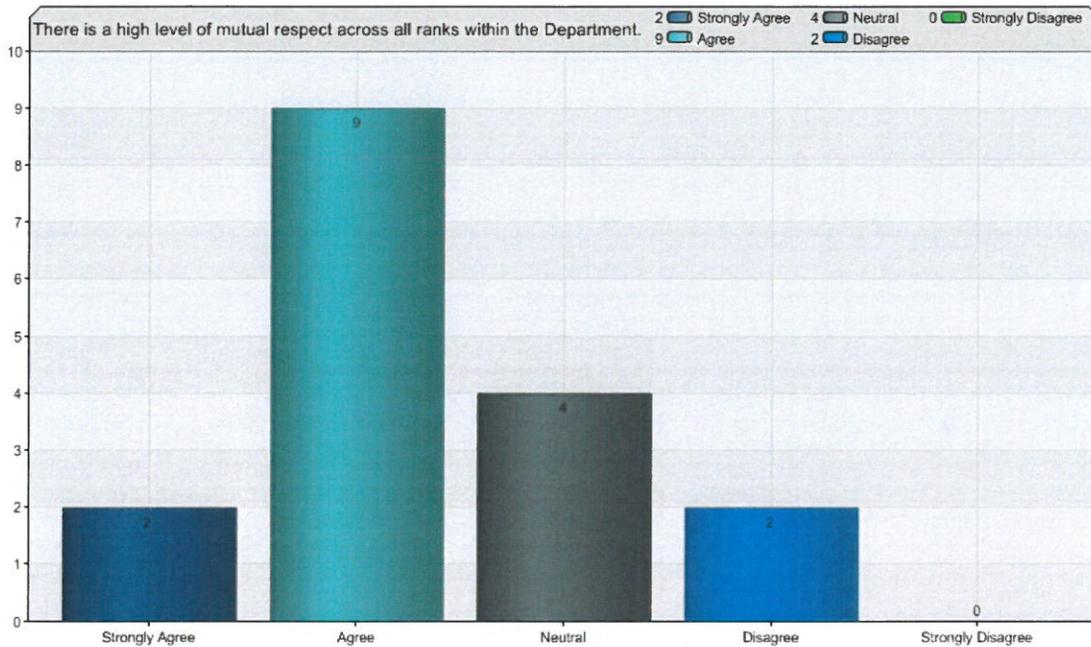
5. Are you open to a merger of Fire and EMS into a single Fire Rescue Department?

	Responses	Percent
Yes:	8	53.33%
No:	7	46.67%
Total Responded to this question:	15	88.24%
Total who skipped this question:	2	11.76%
Total:	17	100%



6. There is a high level of mutual respect across all ranks within the Department.

	Responses	Percent
Strongly Agree:	2	11.76%
Agree:	9	52.94%
Neutral:	4	23.53%
Disagree:	2	11.76%
Strongly Disagree:	0	0%
Additional Comments:	5	29.41%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%

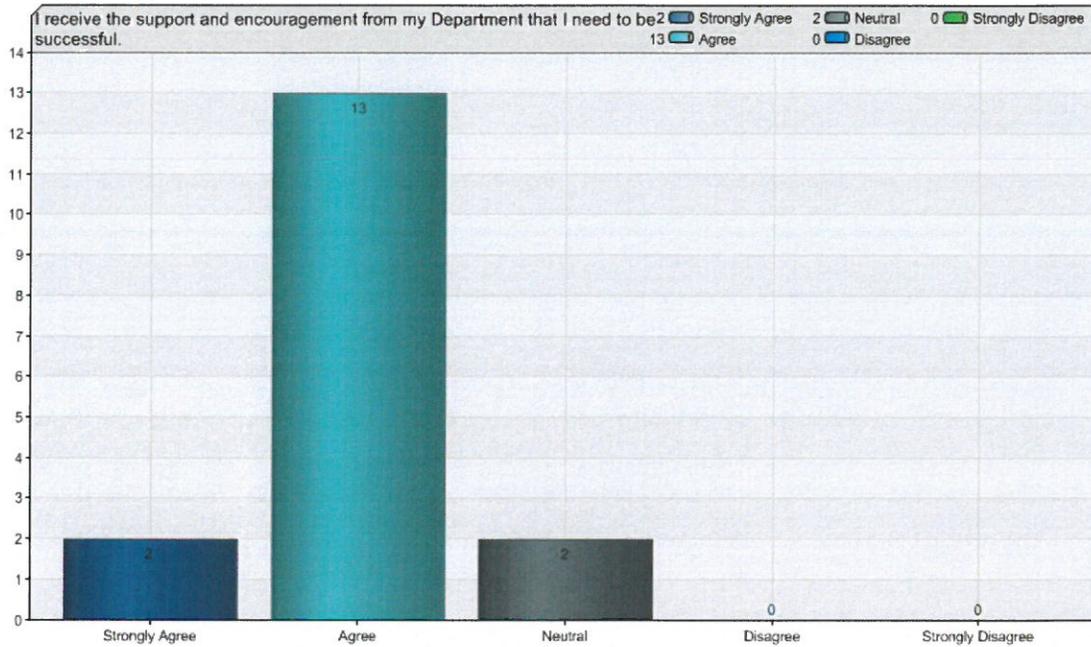


6. There is a high level of mutual respect across all ranks within the Department.

Response	Comments
1	several officers present themselves as being above the others and do little to help elevate knowledge, or confidence of those they command.
2	I believe that currently this is becoming less and less true. I believe there are a number of members that are aware of a
3	There is mutual respect with regards to individual accomplishments on the fire ground. There is not mutual respect with regards to individual contributions off the fire ground.
4	There are clicks.
5	On the fire ground we work great, off the fire ground some members/officers need to work on the respect issue.

7. I receive the support and encouragement from my Department that I need to be successful.

	Responses	Percent
Strongly Agree:	2	11.76%
Agree:	13	76.47%
Neutral:	2	11.76%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	2	11.76%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%

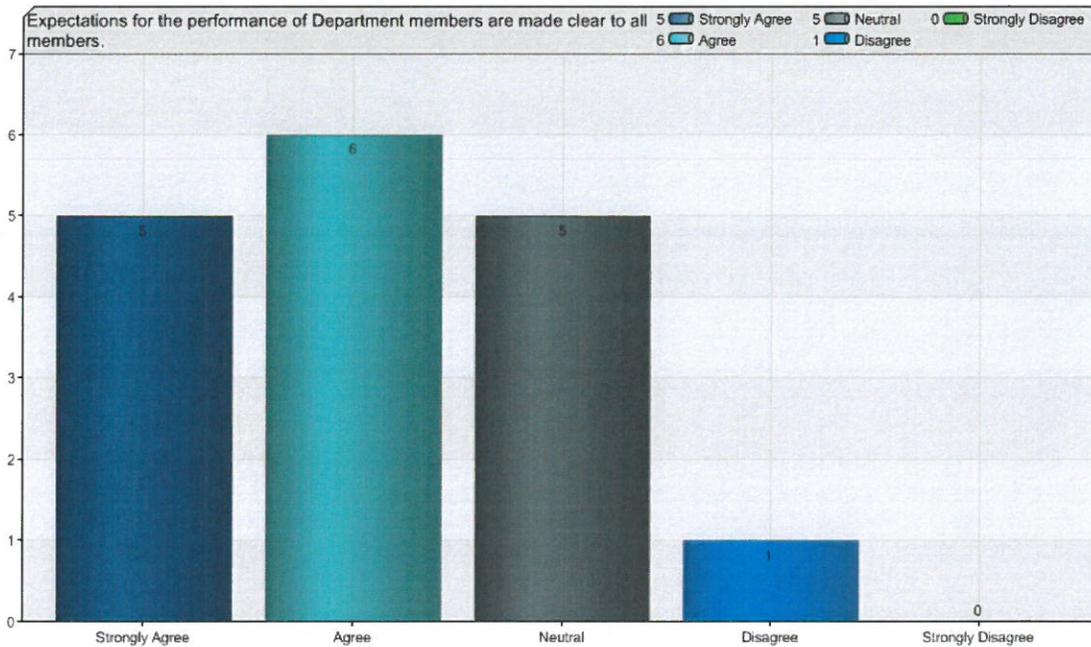


7. I receive the support and encouragement from my Department that I need to be successful.

Response	Comments
1	If you put time and effort in, you get and earn respect.
2	There is room for improvement in this area.

8. Expectations for the performance of Department members are made clear to all members.

	Responses	Percent
Strongly Agree:	5	29.41%
Agree:	6	35.29%
Neutral:	5	29.41%
Disagree:	1	5.88%
Strongly Disagree:	0	0%
Additional Comments:	4	23.53%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%

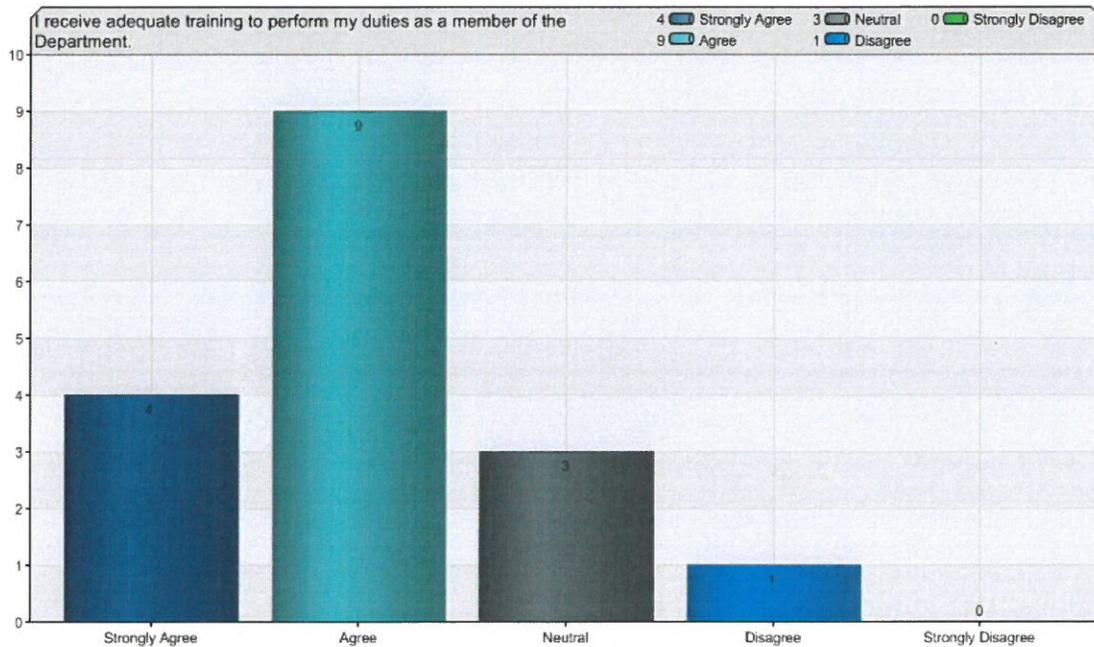


8. Expectations for the performance of Department members are made clear to all members.

Response	Comments
1	There is no documentation which outlines required competency, proficiency or skills assessments. With a volunteer dept. responding to emergencies with different scenarios based on seasonal changes our routine does not reflect these changes.
2	There are limited expectations set forth to members. There should be a formal document outlining expectations for all members including training, call attendance, meeting attendance, conduct, language, acceptance of peoples differences, professionalism, respect.
3	Needs improvement
4	Firefighter 1 / 45 hour local course as a requirement is sometimes unclear to newer members

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

	Responses	Percent
Strongly Agree:	4	23.53%
Agree:	9	52.94%
Neutral:	3	17.65%
Disagree:	1	5.88%
Strongly Disagree:	0	0%
Additional Comments:	3	17.65%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%



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

Response **Comments**

- 1 For the basics yes, but there is little being done within the department to grow individuals to assume more responsibility or greater competency.
- 2 There is never enough training. Need to train all skill levels.
- 3 Training is good.

10. If you disagree with the previous question, then what areas do you feel that training could be improved in?

	Responses	Percent
Responses: 	2	100%
Total Responded to this question:	2	11.76%
Total who skipped this question:	15	88.24%
Total:	17	100%

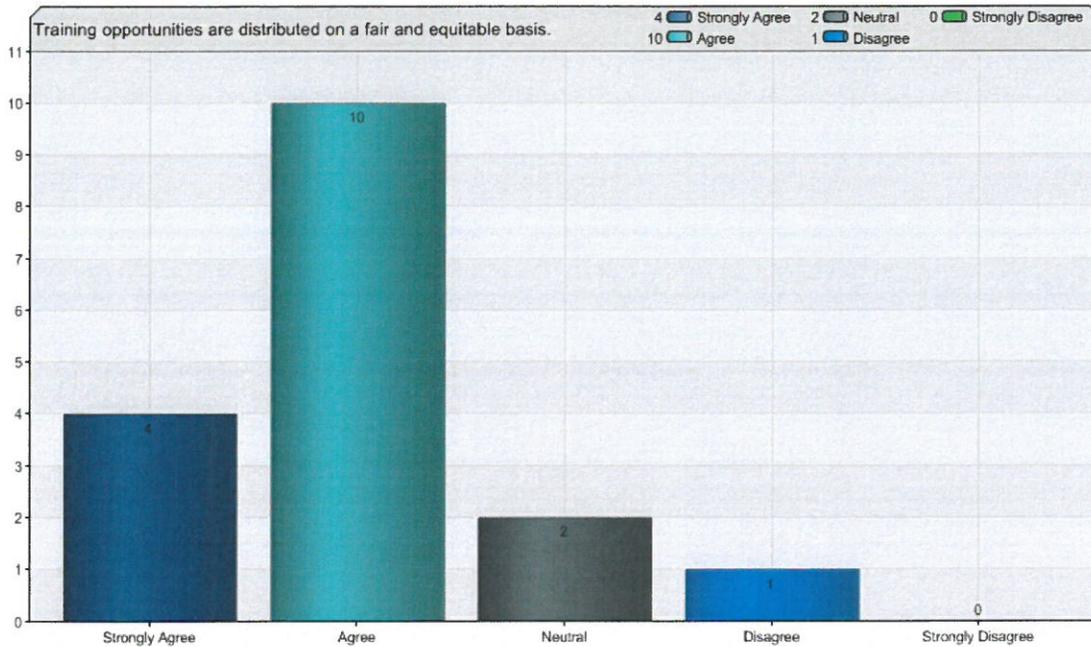
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10. If you disagree with the previous question, then what areas do you feel that training could be improved in?

Response	Response Text
1	I believe that the current administration puts forth what time and effort they have available to them. I feel that someone dedicated to developing and organizing our training would greatly benefit the department as a whole.
2	Training requires a dedicated focus. This task is significant. Meaningful and purposeful training should be a priority. This is difficult to manage and implement due to competing priorities for a volunteer's time. A full time employee could/should be responsible for training.

11. Training opportunities are distributed on a fair and equitable basis.

	Responses	Percent
Strongly Agree:	4	23.53%
Agree:	10	58.82%
Neutral:	2	11.76%
Disagree:	1	5.88%
Strongly Disagree:	0	0%
Additional Comments:	3	17.65%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%



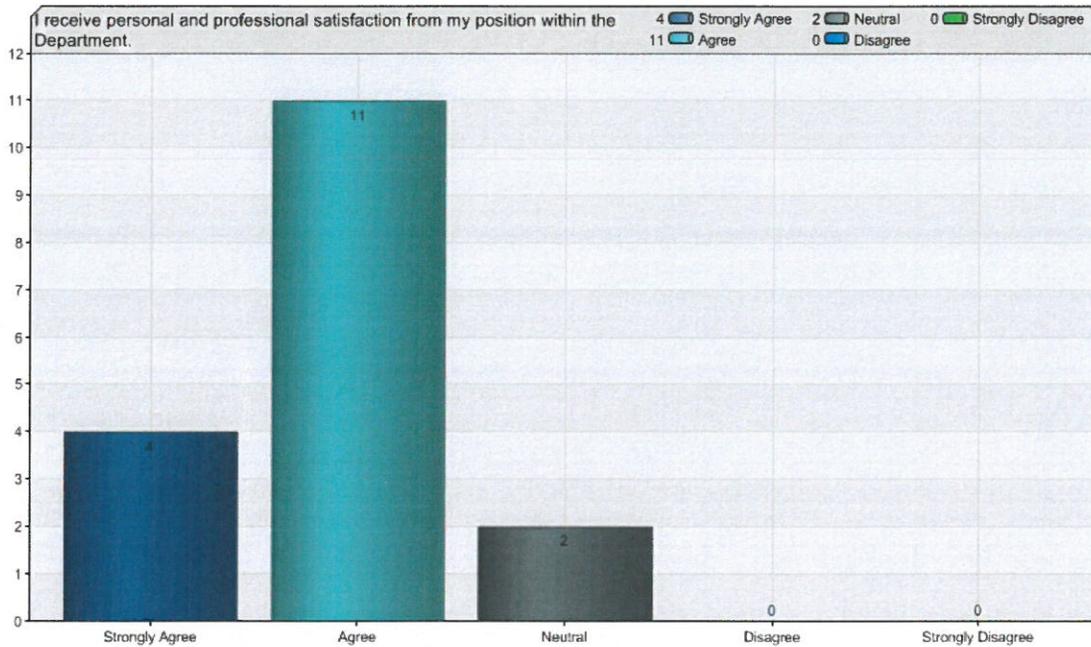
11. Training opportunities are distributed on a fair and equitable basis.

Response Comments

- 1 They are announced during drill nights but if you miss a drill there is no communication to know what you missed. In many cases you have to seek out the training and once you identify it there has always been a willingness to provide it for you. It needs to be more clear to the entire department whats coming up and when so members can possibly join together to receive additional training.
- 2 Officers tend to receive little training.
- 3 Sometimes older members, pump operators, and officers are not as encouraged to join in the tasks as they should be.

12. I receive personal and professional satisfaction from my position within the Department.

	Responses	Percent
Strongly Agree:	4	23.53%
Agree:	11	64.71%
Neutral:	2	11.76%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	3	17.65%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%



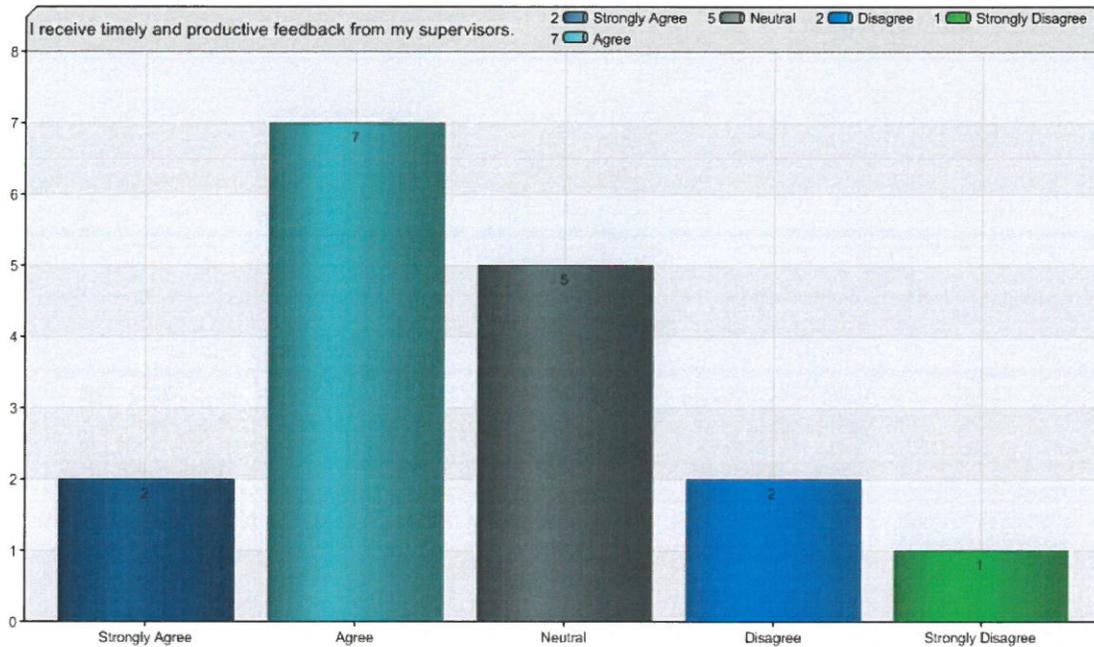
12. I receive personal and professional satisfaction from my position within the Department.

Response **Comments**

- 1 Some days yes some days no
- 2 Personal satisfaction.
- 3 I am happy with what I have achieved. It is a personal satisfaction.

13. I receive timely and productive feedback from my supervisors.

	Responses	Percent
Strongly Agree:	2	11.76%
Agree:	7	41.18%
Neutral:	5	29.41%
Disagree:	2	11.76%
Strongly Disagree:	1	5.88%
Additional Comments:	4	23.53%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%



13. I receive timely and productive feedback from my supervisors.

Response	Comments
1	Always constructive criticism.
2	No feedback provided.
3	we do not have a good system in place for feedback.
4	Praise from the Chief to all members has improved within the last 1-2 years.

14.

The Department's fleet of vehicles is adequate and well maintained, and contributes to a safe work environment for personnel.

	Responses	Percent
Strongly Agree (0 Points):	13	76.47%
Agree (0 Points):	3	17.65%
Neutral (0 Points):	1	5.88%
Disagree (0 Points):	0	0%
Strongly Disagree (0 Points):	0	0%
Additional Comments:	2	11.76%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%

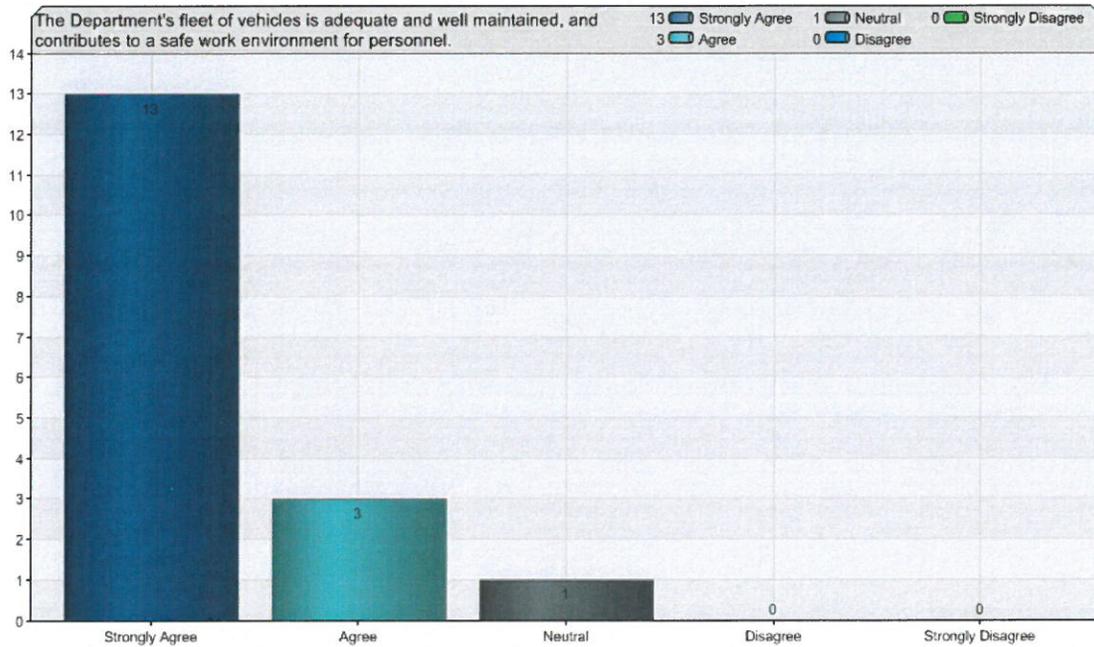
Points Summary:

Highest: 0

Lowest: 0

Average: 0

Median: 0



14.

The Department's fleet of vehicles is adequate and well maintained, and contributes to a safe work environment for personnel.

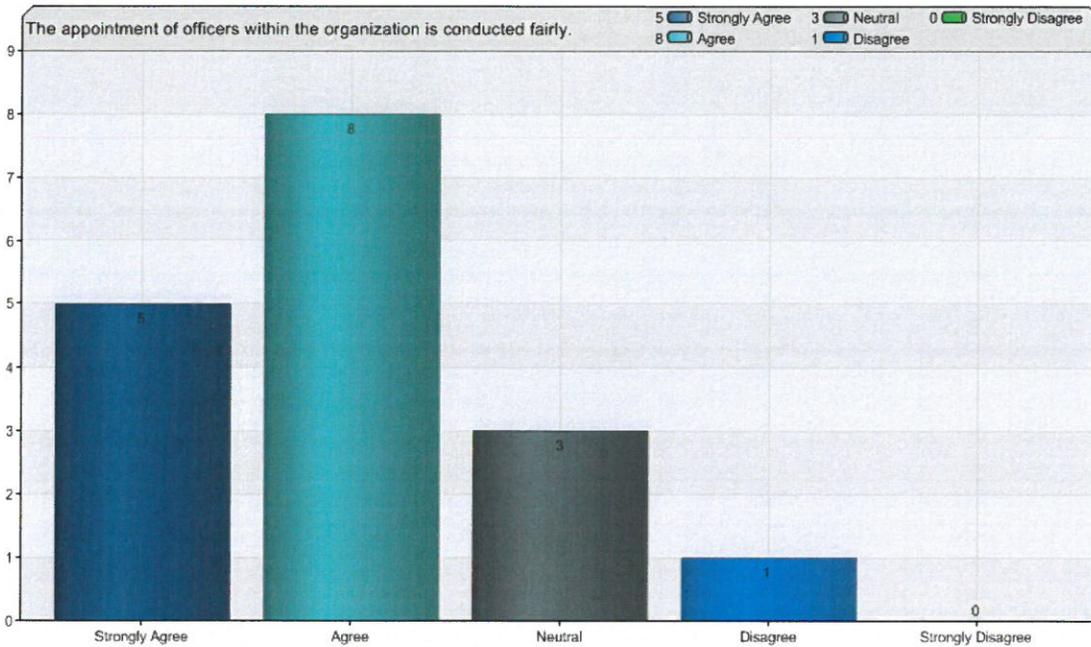
Response

Comments

- 1 I believe that they members responsible for this do as good of a job as they can with the time they have available. There is room for improvement. I believe that we have more than enough vehicles and firmly believe that we could consolidate.
- 2 We have great equipment

15. The appointment of officers within the organization is conducted fairly.

	Responses	Percent
Strongly Agree:	5	29.41%
Agree:	8	47.06%
Neutral:	3	17.65%
Disagree:	1	5.88%
Strongly Disagree:	0	0%
Additional Comments:	4	23.53%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%

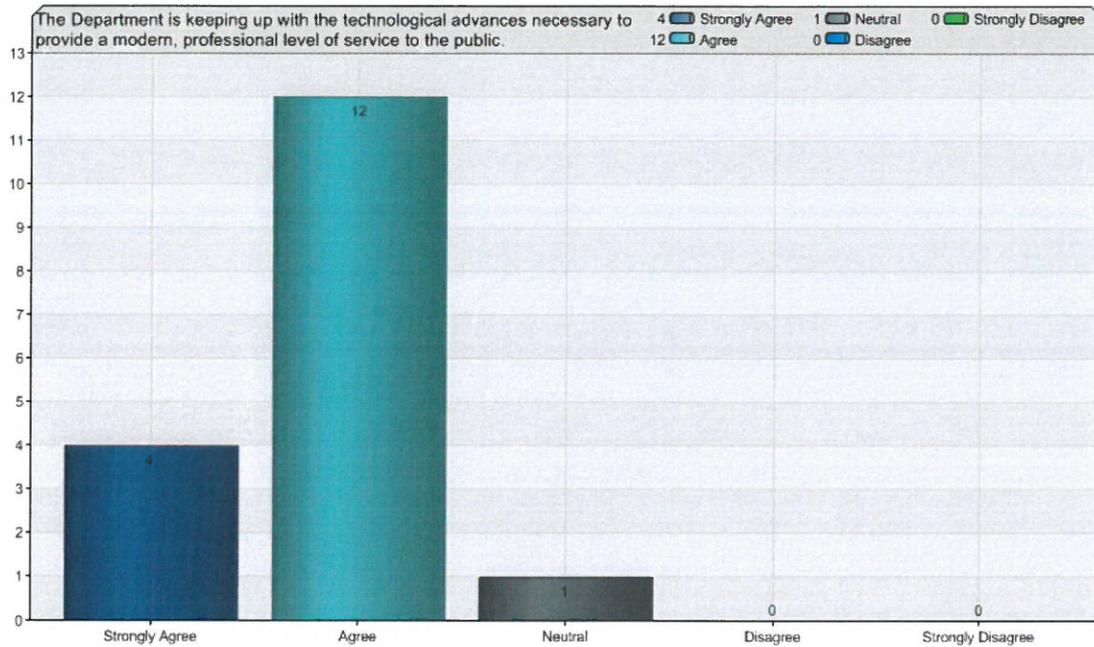


15. The appointment of officers within the organization is conducted fairly.

Response	Comments
1	Job responsibilities/description for each position should be posted so all members know what to expect from each officer. K1-5 are voted on and in some cases its a popularity contest and K6+ are appointed by K1-5
2	I believe it is conducted fairly. I do not believe that the election of officers needs to occur annually. I think that the current system often times restricts plans and goals to a year basis.
3	Officers are not appointed; they are elected. The process could be improved by establishing a nomination process that requires more thought and attention than the 15-20 minutes each year currently provided.
4	Top five are elected by qualifying members. There is no position number 6. Positions 7 -10 can sometimes be a popularity pick.

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

	Responses	Percent
Strongly Agree:	4	23.53%
Agree:	12	70.59%
Neutral:	1	5.88%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	3	17.65%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%



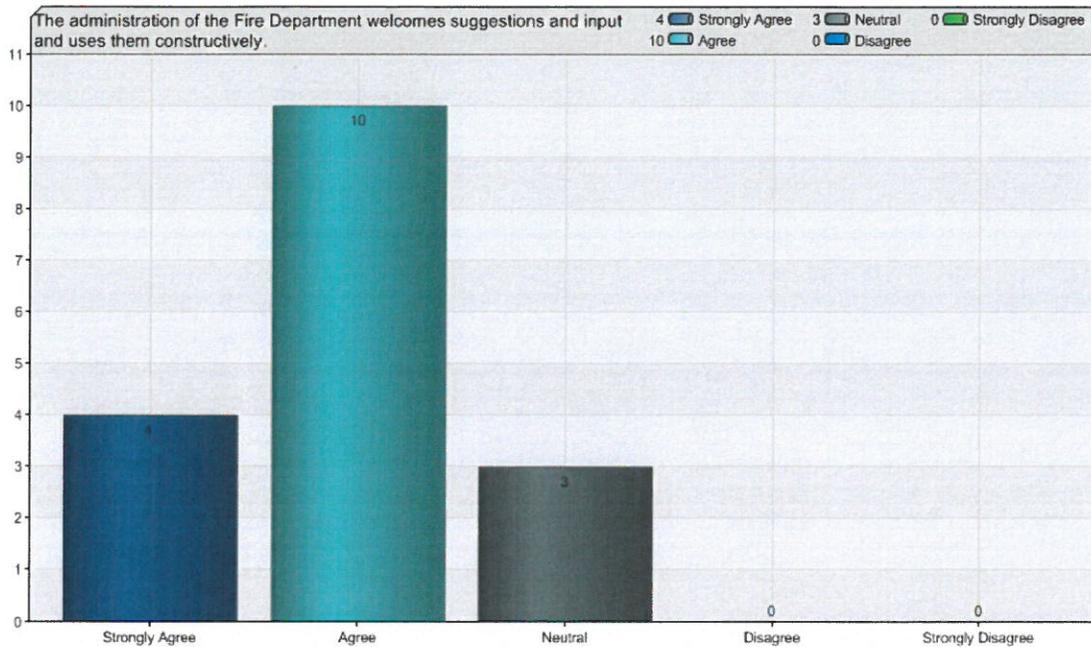
16. The Department is keeping up with the technological advances necessary to provide a modern, professional level of service to the public.

Response Comments

- 1 For a volunteer department I believe we are more up to date than some of our surrounding towns
- 2 I think in general we are up to date. There are often times when new advancements or new technology is proposed that it is met with disagreement from the more senior staff.
- 3 Always room to improve as technology growth outpaces implementation.

17. The administration of the Fire Department welcomes suggestions and input and uses them constructively.

	Responses	Percent
Strongly Agree:	4	23.53%
Agree:	10	58.82%
Neutral:	3	17.65%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	3	17.65%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%

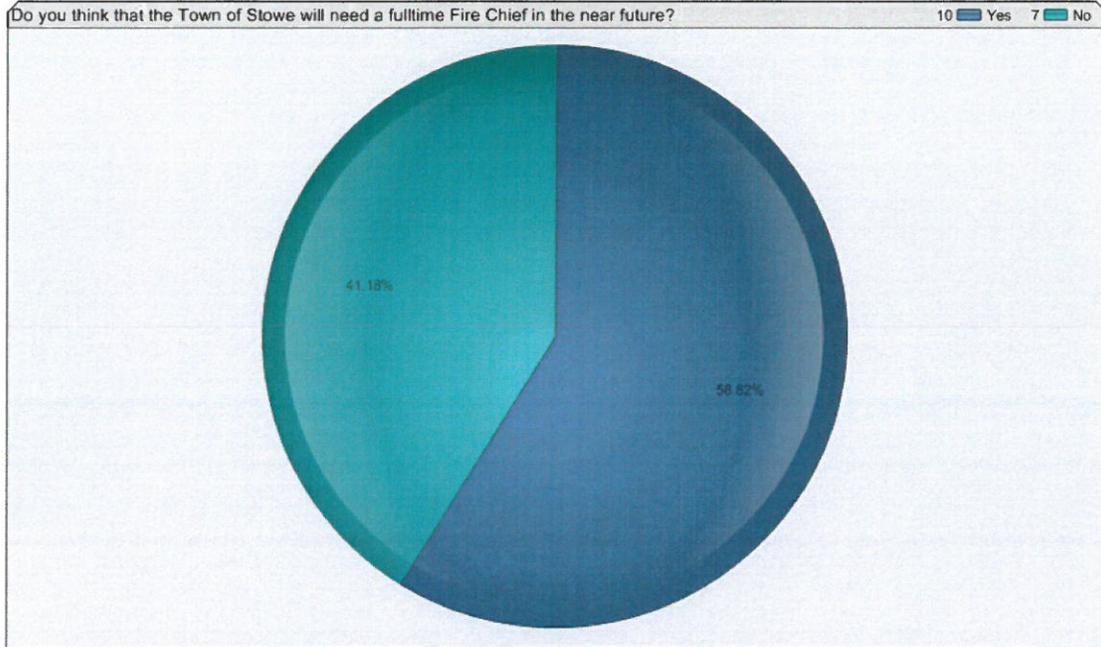


17. The administration of the Fire Department welcomes suggestions and input and uses them constructively.

Response	Comments
1	It depends on who you offer the suggestion to. K1 - Yes K2- No K3 -Yes K4 - Sometimes but usually No K5 - Yes
2	Some welcome suggestions and feedback, others do not. Some listen eagerly to/for input, others do not.
3	Some officers are much more open then others.

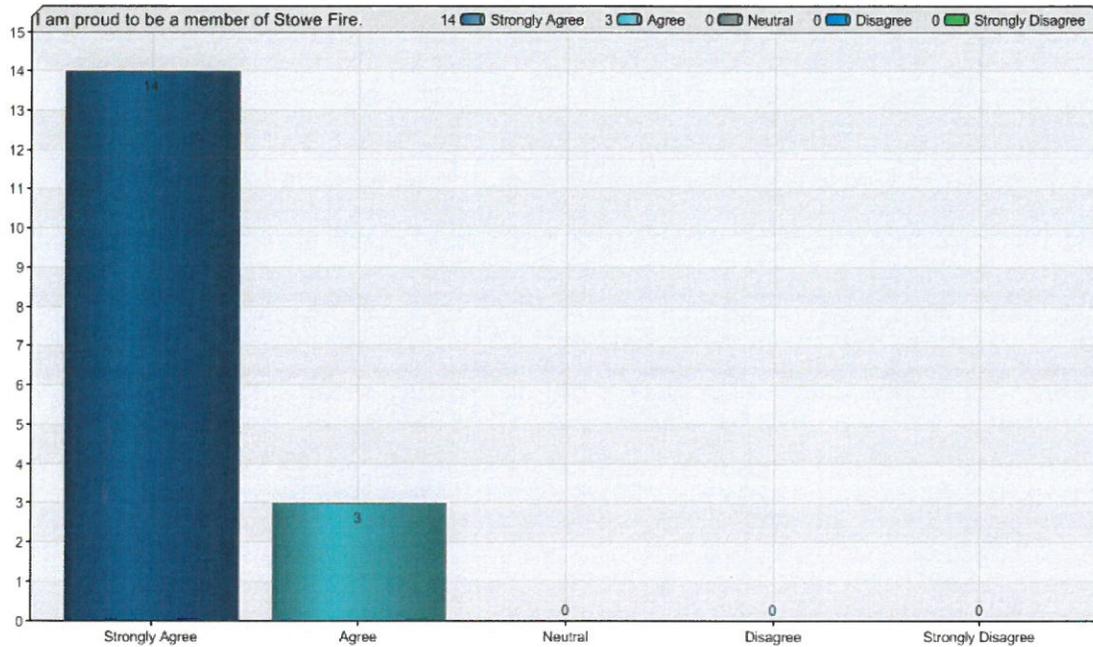
18. Do you think that the Town of Stowe will need a fulltime Fire Chief in the near future?

	Responses	Percent
Yes:	10	58.82%
No:	7	41.18%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%



19. I am proud to be a member of Stowe Fire.

	Responses	Percent
Strongly Agree:	14	82.35%
Agree:	3	17.65%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	1	5.88%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%



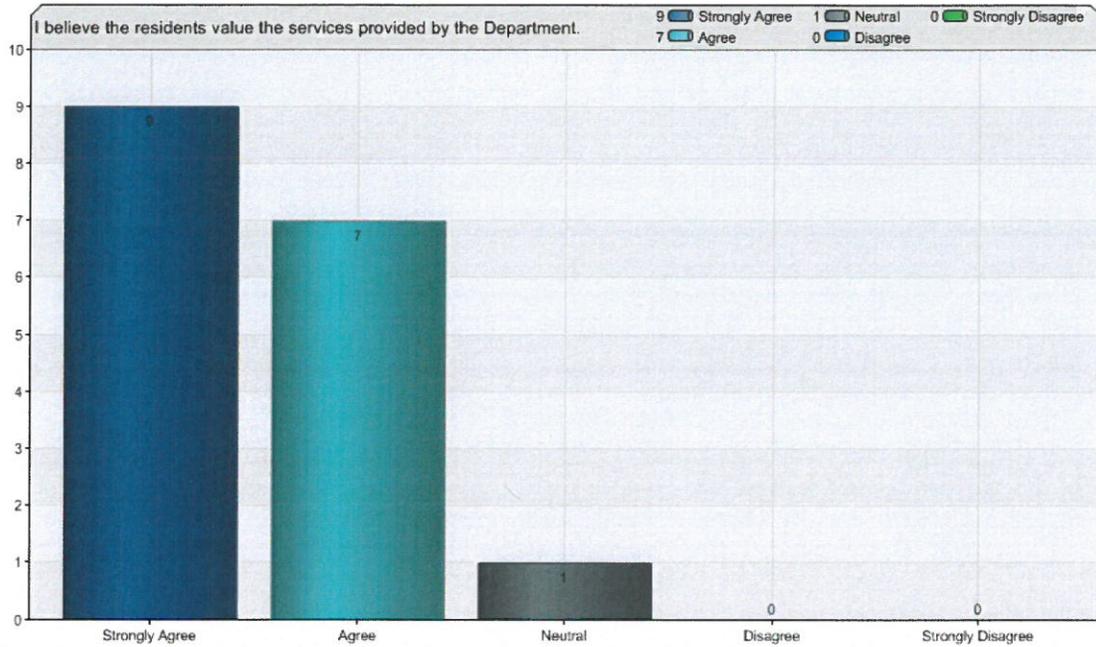
19. I am proud to be a member of Stowe Fire.

Response **Comments**

1 I don't feel a strong of a connection to the fire department like I once did.

20. I believe the residents value the services provided by the Department.

	Responses	Percent
Strongly Agree:	9	52.94%
Agree:	7	41.18%
Neutral:	1	5.88%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%



21. As a member of Stowe Fire what is your greatest frustration related to the organization?

	Responses	Percent
Responses:	14	100%
Total Responded to this question:	14	82.35%
Total who skipped this question:	3	17.65%
Total:	17	100%

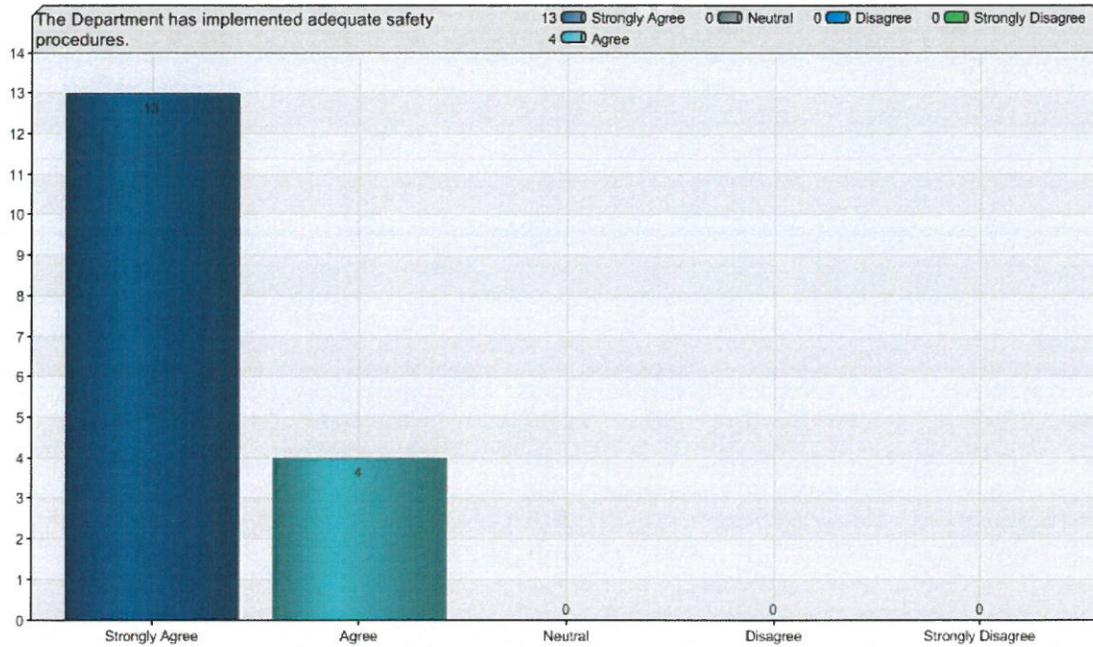
Graph/Chart function not relevant for this question type.

21. As a member of Stowe Fire what is your greatest frustration related to the organization?

Response	Response Text
1	As a "volunteer" organization I believe the town takes advantage of the word "volunteer". Yes we volunteer our time but we are also paid employees of the town, I don't believe we are looked at that way.
2	Recruitment and retention, the town offers no insentives, like tax breaks or any insurance offers or retirement for its volunteers.
3	None
4	1- Lack of people skills and mentoring skills by many officers and getting to the station and not contributing during a call. Responding and sitting in the station at 2am or 2pm is a waste of my time and demotivation. I am not learning or contributing and it quickly puts newer members at risk of leaving because they do not feel valued and are not contributing.
5	Some of the current administration has been very slow to realize or admit that the department is in need of a change. I do not believe we will be able to maintain the volunteer base without full time paid staff to support them. The officers are slow to make decisions and implement change as they only meet one evening every two weeks. I also believe a full time department head would be able to make decisions take care of business in more efficient manner.
6	Never enough time to commit, competing priorities, lack of acceptance for peoples differences. We struggle to administer the department in the fire house.
7	Certain officers have a less than positive attitude towards others and are less than accepting of them.
8	Limited Firefighter I training opportunities within 50 miles of the Town of Stowe
9	Low member numbers
10	Coming to agreements upon topics.
11	The way the town administration looks at us as group of people they have to feel with from time to time. Not true serving town employees.
12	There should be a higher level of recognition for member accomplishments. For example, when a new member gets signed off as SCBA certified they should be recognized in front of all members at a training night. If a member gets signed off as an operator of an apparatus they should be recognized and congratulated.
13	N/A
14	The amount of preventable, false calls that we respond to.

22. The Department has implemented adequate safety procedures.

	Responses	Percent
Strongly Agree:	13	76.47%
Agree:	4	23.53%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	3	17.65%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%

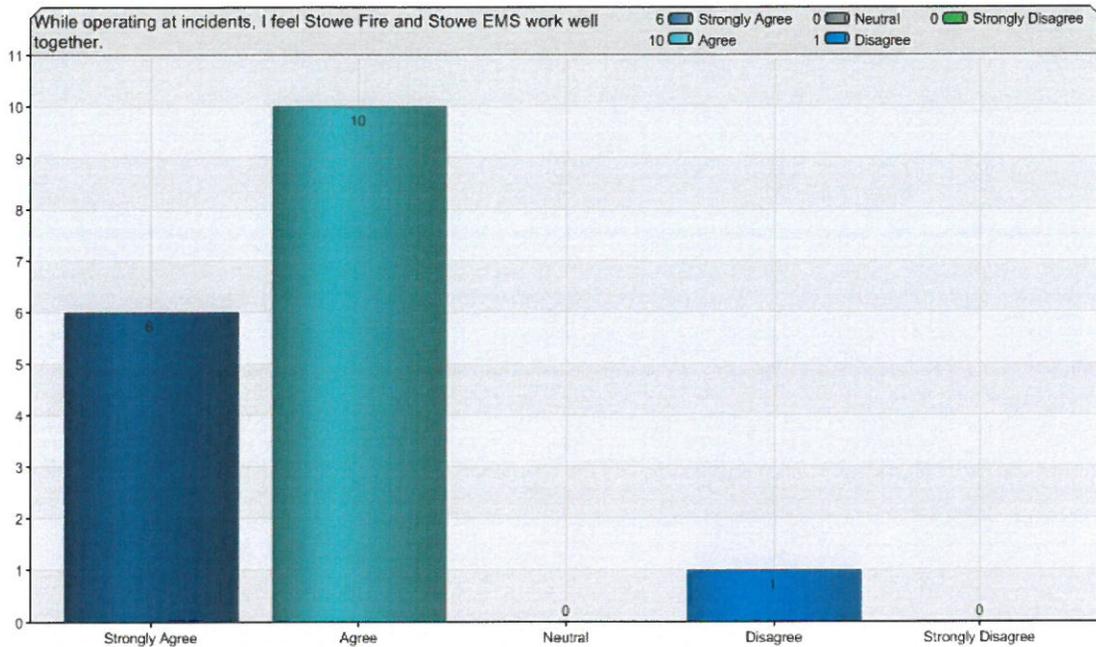


22. The Department has implemented adequate safety procedures.

Response	Comments
1	Safest department
2	We are a very safe department.
3	Always room for improvement. There is no such thing a good enough when it comes to safety.

23. While operating at incidents, I feel Stowe Fire and Stowe EMS work well together.

	Responses	Percent
Strongly Agree:	6	35.29%
Agree:	10	58.82%
Neutral:	0	0%
Disagree:	1	5.88%
Strongly Disagree:	0	0%
Additional Comments:	2	11.76%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%

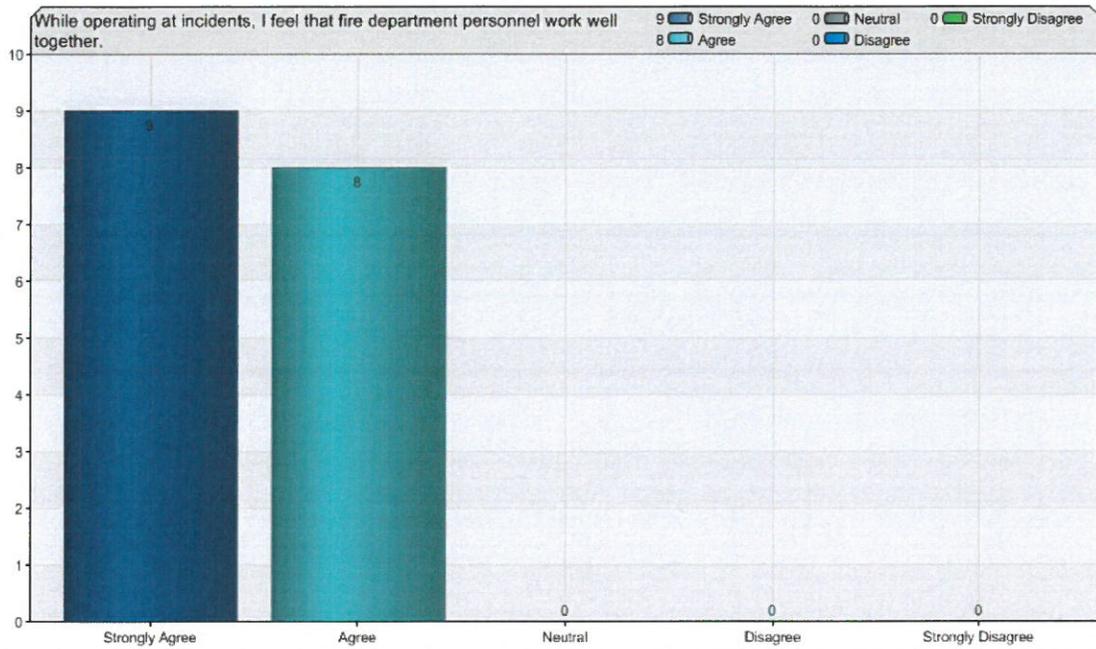


23. While operating at incidents, I feel Stowe Fire and Stowe EMS work well together.

Response	Comments
1	Lack of understanding of each others disciplines. EMS runs with limited crew. Fire needs to step in to help them on more complicated scenes with simple support tasks.
2	In my experience we haven't had many calls where we actually worked "together". However during the few calls that we did work together I feel we worked well with one another.

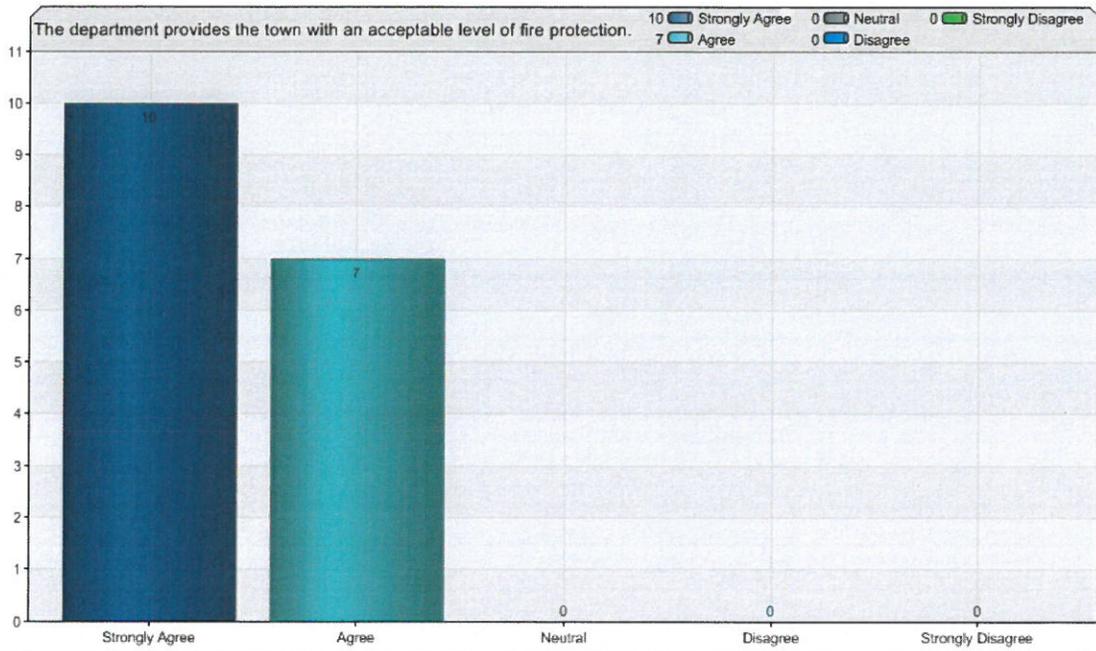
24. While operating at incidents, I feel that fire department personnel work well together.

	Responses	Percent
Strongly Agree:	9	52.94%
Agree:	8	47.06%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%



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

	Responses	Percent
Strongly Agree:	10	58.82%
Agree:	7	41.18%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%



26.

In your opinion, what are the THREE most significant challenges facing the organization in the next two (2) to five (5) years?

	Responses	Percent
1.:	17	100%
2.:	14	82.35%
3.:	12	70.59%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%

Graph/Chart function not relevant for this question type.

26.

In your opinion, what are the THREE most significant challenges facing the organization in the next two (2) to five (5) years?

Response 1.

- 1 Recruitment, how to get members
- 2 Need For More Personnel
- 3 Retiring officers
- 4 Staff
- 5 Competent Officers off the fire ground
- 6 The retirement of very experienced officers.
- 7 Leadership
- 8 Maintaining members
- 9 Member retention
- 10 New members
- 11 membership levels
- 12 Experience
- 13 Part time employees trying to keep the department programs at the same required level as a full time department
- 14 Recruitment
- 15 Recruitment of members
- 16 enrollment
- 17 Member retention

Response 2.

- 1 Retention, what's going to keep us
- 2 Recruitment and retention
- 3 Recruitment - Impacted by #1
- 4 The constant decline of volunteer members.
- 5 Increasing administrative workload
- 6 Getting new members
- 7 New member recruitment
- 8 Better retention
- 9 work load on the officers
- 10 Age
- 11 Retention
- 12 Retainment of members
- 13 experiance
- 14 Getting new members in general, and to replace retiring members

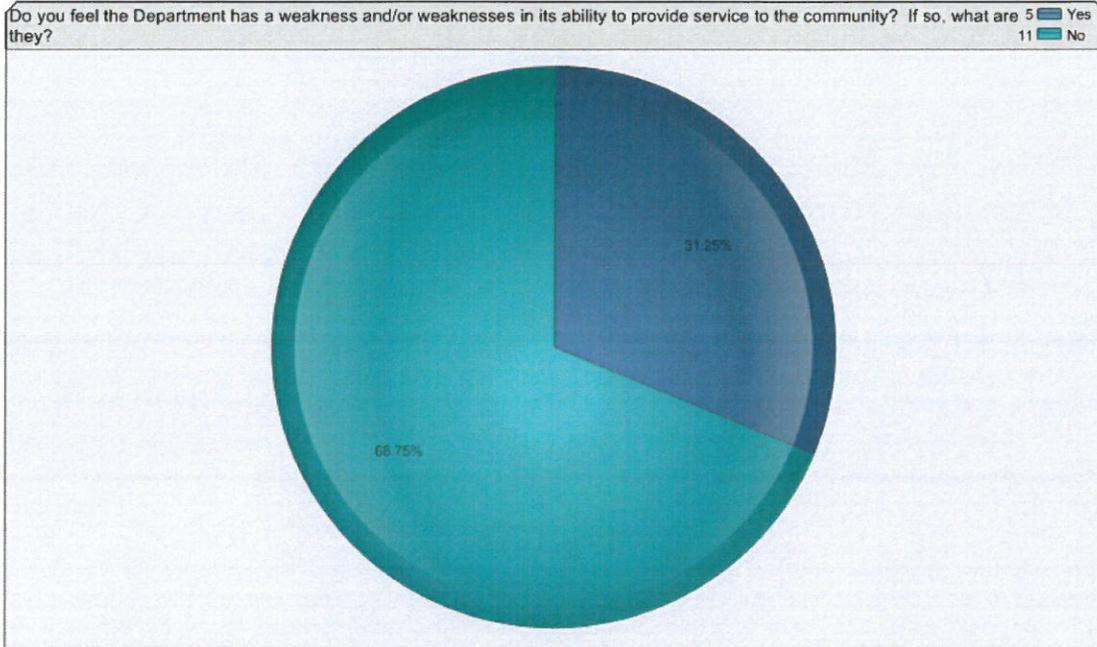
Response 3.

- 1 Change, adapting to new things, changing with the times
- 2 No benificts
- 3 Retention - Impacted by #1
- 4 The possible merger between FD/EMS

- 5 Time to deal with 1 and 2 above.
- 6 Keeping equipment in top notch shape
- 7 Older, leaders and members stepping down
- 8 Numbers
- 9 Veteran Officer retirement
- 10 Availability of members
- 11 Lack of officers
- 12 Reducing false alarm calls

27. Do you feel the Department has a weakness and/or weaknesses in its ability to provide service to the community? If so, what are they?

	Responses	Percent
Yes:	5	31.25%
No:	11	68.75%
Additional Comments:	7	43.75%
Total Responded to this question:	16	94.12%
Total who skipped this question:	1	5.88%
Total:	17	100%



27. Do you feel the Department has a weakness and/or weaknesses in its ability to provide service to the community? If so, what are they?

Response	Comments
1	I believe that the emergency service that the department provides is adequate as long as the membership numbers don't decrease any further. I believe that we could improve by playing a more active role in code enforcement., which would potentially reduce nuisance calls.
2	We can always provide better service. We can/should be better trained and better organized.
3	Number is members to respond to calls. We volunteer 24/7.
4	Daytime calls have low numbers as well as late nite alarm calls. We have been able to still get out the door no matter.
5	Mutual aid works
6	Low man power We could have a better relationship with our neighbors to the north in respect to mutual aid.
7	Very short on manpower on occasion. We are still able to provide good fire protection, but not as good as if our roster was full of valuable, contributing members.

28. Please identify THREE things that you feel the Department does very well.

	Responses	Percent
1.:	16	100%
2.:	16	100%
3.:	14	87.5%
Total Responded to this question:		16 94.12%
Total who skipped this question:		1 5.88%
Total:		17 100%

Graph/Chart function not relevant for this question type.

28. Please identify THREE things that you feel the Department does very well.

Response 1.

- 1 Provide a high level of service
- 2 Safety
- 3 Safety
- 4 Safety
- 5 We manage emergency incidents very well.
- 6 Operates safely on the fire ground
- 7 Provide service to the town
- 8 Professional, timely response to fire calls
- 9 Safety
- 10 fighting fire
- 11 Response
- 12 Safety
- 13 Work safely
- 14 Quality training nights
- 15 Training
- 16 Safety

Response 2.

- 1 Communication
- 2 Get the job done
- 3 Organization
- 4 Tactical fFre Fighting
- 5 We are safety oriented and manage risk well.
- 6 Takes a "risk mangement" mentality to fire ground operations
- 7 Team work at fire scenes
- 8 Scene preservation
- 9 Fight fire
- 10 training
- 11 Dedication
- 12 Provides top quality equipment
- 13 Put out fires
- 14 Communicates well within the department
- 15 Safety on the scene
- 16 Command Structure

Response 3.

- 1 Thursday night training dinners
- 2 Manages its budget
- 3 Reliability
- 4 Mutual Aid

- 5 We are financially responsible to the town/taxpayers.
- 6 Safety and training
- 7 Safe operating practices
- 8 Great leadership
- 9 staying up on things
- 10 Teamwork
- 11 Operates fire scenes professionally
- 12 Provides great leadership
- 13 operations on the scene
- 14 Fighting fire

29. Please identify THREE things that the Department could do improve.

	Responses	Percent
1.:	12	100%
2.:	11	91.67%
3.:	10	83.33%
Total Responded to this question:		12 70.59%
Total who skipped this question:		5 29.41%
Total:		17 100%

Graph/Chart function not relevant for this question type.

29. Please identify THREE things that the Department could do improve.

Response 1.

- 1 Approachability of leadership
- 2 Reward there long time vols.
- 3 People Skill training for some Officers
- 4 Full time staff to support department and department members
- 5 Engagement of membership
- 6 Support of all its members
- 7 Officer leadership development
- 8 Make belonging more fun
- 9 member recognition
- 10 Training
- 11 More recruitment
- 12 Community education to reduce our false call volume

Response 2.

- 1 Retention: incentives, benefits
- 2 Reconize there time and effort
- 3 Engage members to allow them to grow
- 4 Shorten the replacement schedule of the fleet.
- 5 Reduce administrative burden
- 6 Possible on call crews for first response to noon emergent calls
- 7 Two complete sets of turnout gear
- 8 officer training
- 9 Recruitment
- 10 Updated standard operating procedure
- 11 Make training more fun and exciting, to include all members

Response 3.

- 1 Camaraderie
- 2 Let the public no of the efforts
- 3 Better communication of training opportunities
- 4 Improve training curriculum.
- 5 Positive inclusion of all members
- 6 More cohesiveness between officers and firefighters
- 7 feedback to the members
- 8 Cooking
- 9 More team bonding events
- 10 Recruiting new members

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

	Responses	Percent
1.:	8	88.89%
2.:	8	88.89%
3.:	7	77.78%
4.:	3	33.33%
5.:	3	33.33%
Total Responded to this question:		9 52.94%
Total who skipped this question:		8 47.06%
Total:		17 100%

Graph/Chart function not relevant for this question type.

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

Response 1.

- 1 Quarterly bbq
- 2 We could do a better job with member recognition.
- 3 rotating on call schedule
- 4 Mentoring
- 5 Having a call schedule
- 6 More fun things for members, not so stiff shirt
- 7 More community bonding
- 8 Reduce false alarm volume

Response 2.

- 1 Revamped training. Get creative
- 2 We could pay members for attending FF1 or similar courses.
- 3 broaden assignment of administrative duties
- 4 One on one training
- 5 Distributing handheld radios to all members instead of pagers to build Situational Awareness while responding to the Fire Station
- 6 More family get togethers
- 7 Support at athletic games
- 8 Reinstate old tradition of breakfast with the honorary members

Response 3.

- 1 Provide lights and sirens for members
- 2 Training with members of Stowe EMS and/or SMR.
- 3 show appreciation for members time
- 4 On call crews for co and fire alarm response
- 5 Maybe some kind of attaboy awards to keep moral up
- 6 More team bonding with the department
- 7 Presentation to the high school to educate and recruit new members

Response 4.

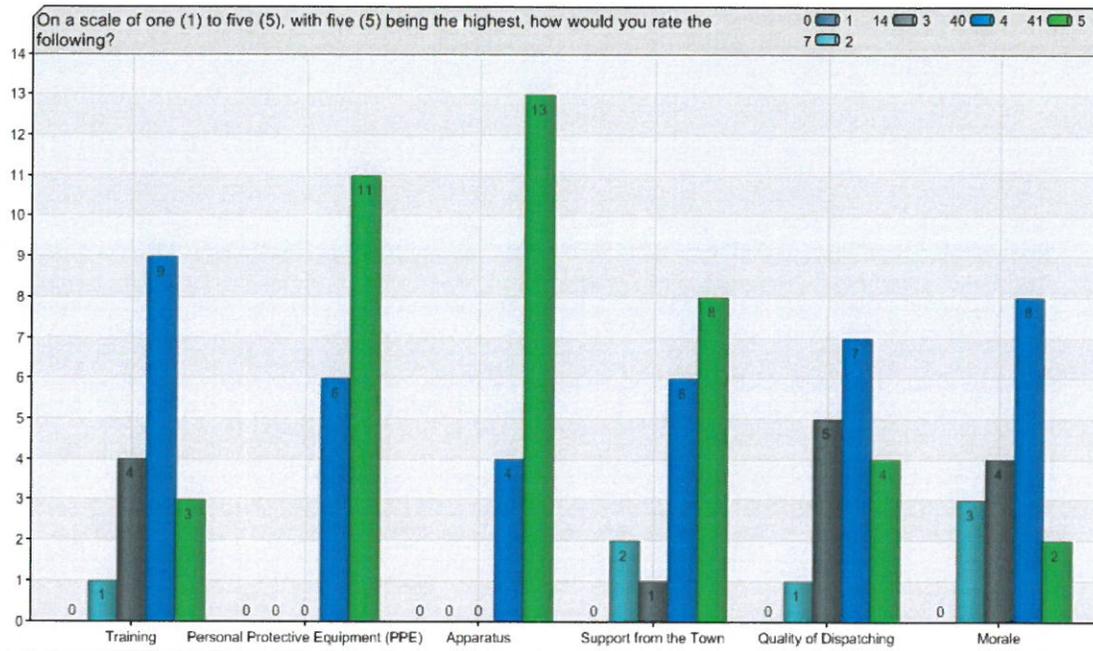
- 1 allow us to wash our cars to get salt off
- 2 Driver training for all
- 3 Reduce time spent at unnecessary meetings and work details.

Response 5.

- 1 Back up set of gear to allow primary set to be washed after events
- 2 Teamwork
- 3 Manage social media to make it more appealing to potential new members

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

	1	2	3	4	5	Total	
Training:	0(0%)	1(5.88%)	4(23.53%)	9(52.94%)	3(17.65%)	17	
Personal Protective Equipment (PPE):	0(0%)	0(0%)	0(0%)	6(35.29%)	11(64.71%)	17	
Apparatus:	0(0%)	0(0%)	0(0%)	4(23.53%)	13(76.47%)	17	
Support from the Town:	0(0%)	2(11.76%)	1(5.88%)	6(35.29%)	8(47.06%)	17	
Quality of Dispatching:	0(0%)	1(5.88%)	5(29.41%)	7(41.18%)	4(23.53%)	17	
Morale:	0(0%)	3(17.65%)	4(23.53%)	8(47.06%)	2(11.76%)	17	
Total Responded to this question:						17	100%
Total who skipped this question:						0	0%
Total:						17	100%

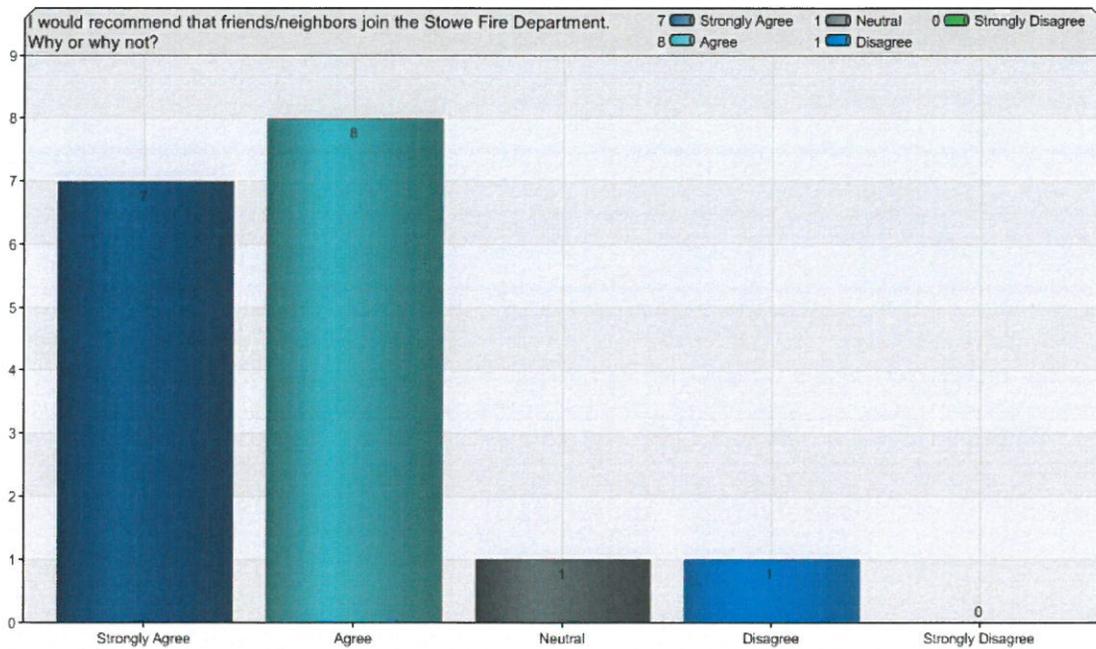


32. I would recommend that friends/neighbors join the Stowe Fire Department. Why or why not?

	Responses	Percent
Strongly Agree (0 Points):	7	41.18%
Agree (0 Points):	8	47.06%
Neutral (0 Points):	1	5.88%
Disagree (0 Points):	1	5.88%
Strongly Disagree (0 Points):	0	0%
Additional Comments:	10	58.82%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%

Points Summary:

Highest: 0 Lowest: 0 Average: 0 Median: 0



32. I would recommend that friends/neighbors join the Stowe Fire Department. Why or why not?

Response	Comments
1	To gain a level of satisfaction helping others
2	The average resident of the Town does not know what the fire department puts in on their own time to have the fire department function as well as it does.
3	More benefits needed
4	Low morale and internal politics
5	If a person has the ability to make this commitment in full, then this can be one of the most rewarding experiences every.
6	I cant recommend to anyone that they volunteer for an activity that takes them away from family and work at any time of the day or night where they could be risking their life to solve a problem they did not create.
7	Depends on the individual. The fire department is a huge time commitment!
8	Can be a great place to work and feel like you are giving back
9	it's a good organization
10	It can be very rewarding, although it takes a lot of wasted hours at false calls to have positive reinforcement from a "real call."

33. The compensation that I receive for serving is important to me.

	Responses	Percent
Strongly Agree (0 Points):	2	11.76%
Agree (0 Points):	7	41.18%
Neutral (0 Points):	3	17.65%
Disagree (0 Points):	3	17.65%
Strongly Disagree (0 Points):	2	11.76%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%

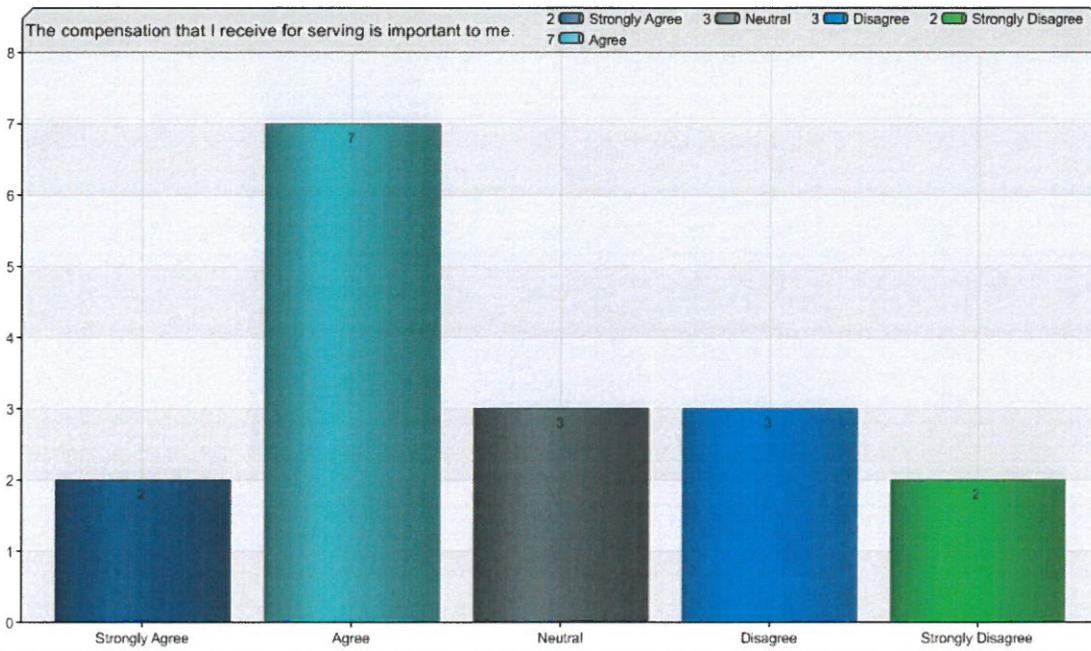
Points Summary:

Highest: 0

Lowest: 0

Average: 0

Median: 0



34. Improvements in compensation would improve my availability.

	Responses	Percent
Strongly Agree (0 Points): 	2	11.76%
Agree (0 Points): 	1	5.88%
Neutral (0 Points): 	7	41.18%
Disagree (0 Points): 	4	23.53%
Strongly Disagree (0 Points): 	3	17.65%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%

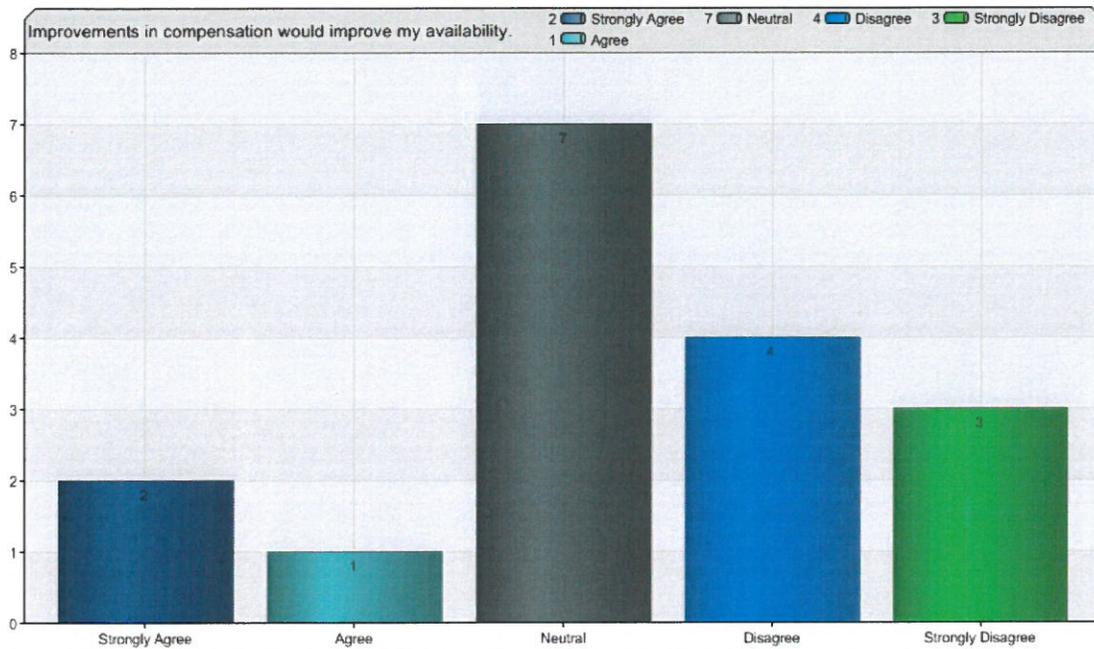
Points Summary:

Highest: 0

Lowest: 0

Average: 0

Median: 0



35. I feel that the Department is well regarded by the people in the town.

	Responses	Percent
Strongly Agree (0 Points):	6	35.29%
Agree (0 Points):	10	58.82%
Neutral (0 Points):	1	5.88%
Disagree (0 Points):	0	0%
Strongly Disagree (0 Points):	0	0%
Additional Comments:	0	0%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%

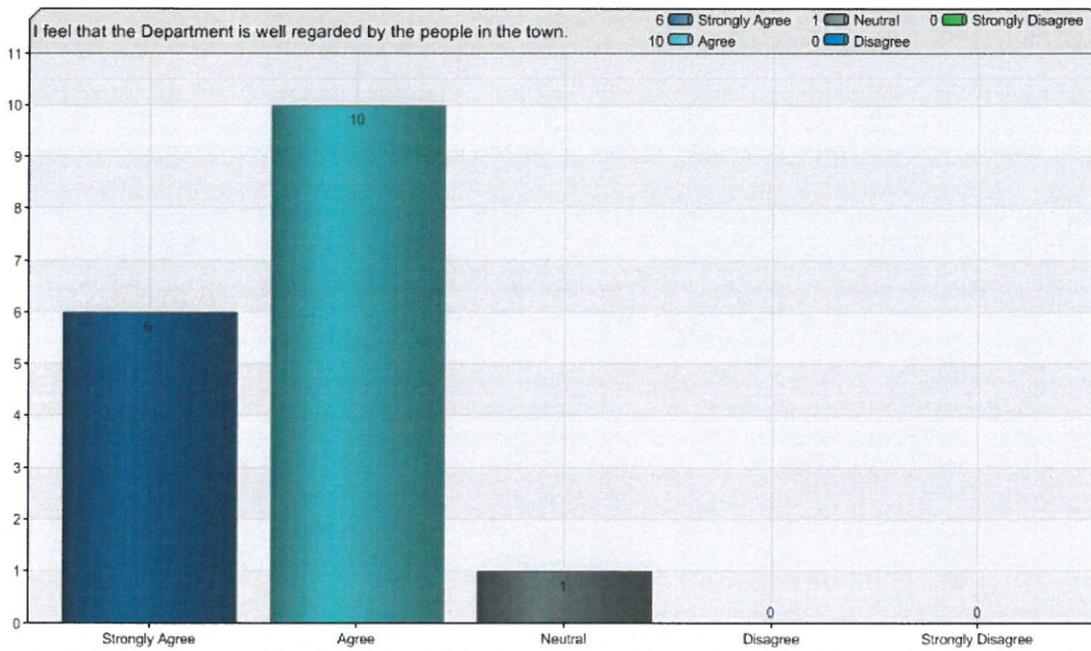
Points Summary:

Highest: 0

Lowest: 0

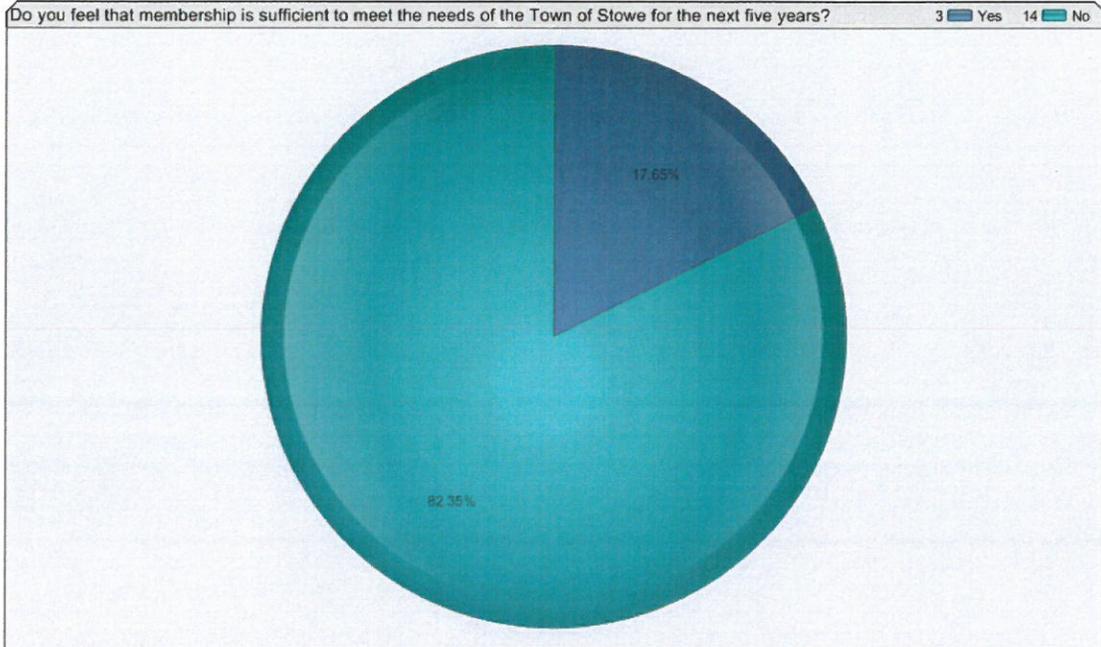
Average: 0

Median: 0



36. Do you feel that membership is sufficient to meet the needs of the Town of Stowe for the next five years?

	Responses	Percent
Yes: 	3	17.65%
No: 	14	82.35%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%

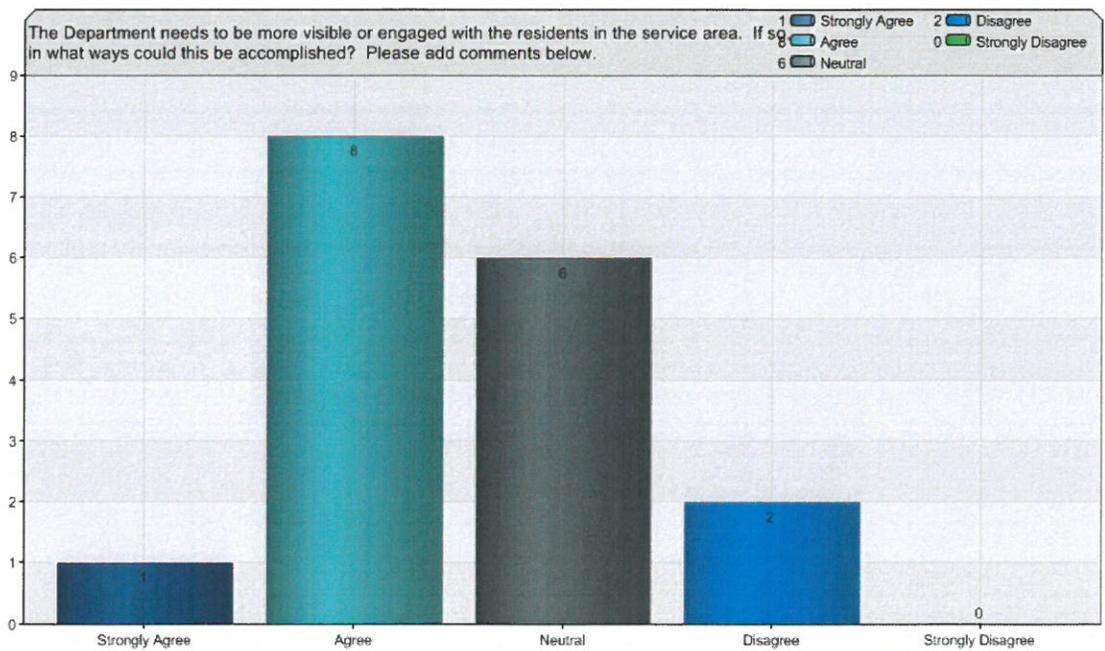


37. The Department needs to be more visible or engaged with the residents in the service area. If so, in what ways could this be accomplished? Please add comments below.

	Responses	Percent
Strongly Agree (0 Points):	1	5.88%
Agree (0 Points):	8	47.06%
Neutral (0 Points):	6	35.29%
Disagree (0 Points):	2	11.76%
Strongly Disagree (0 Points):	0	0%
Additional Comments:	9	52.94%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%

Points Summary:

Highest: 0 Lowest: 0 Average: 0 Median: 0

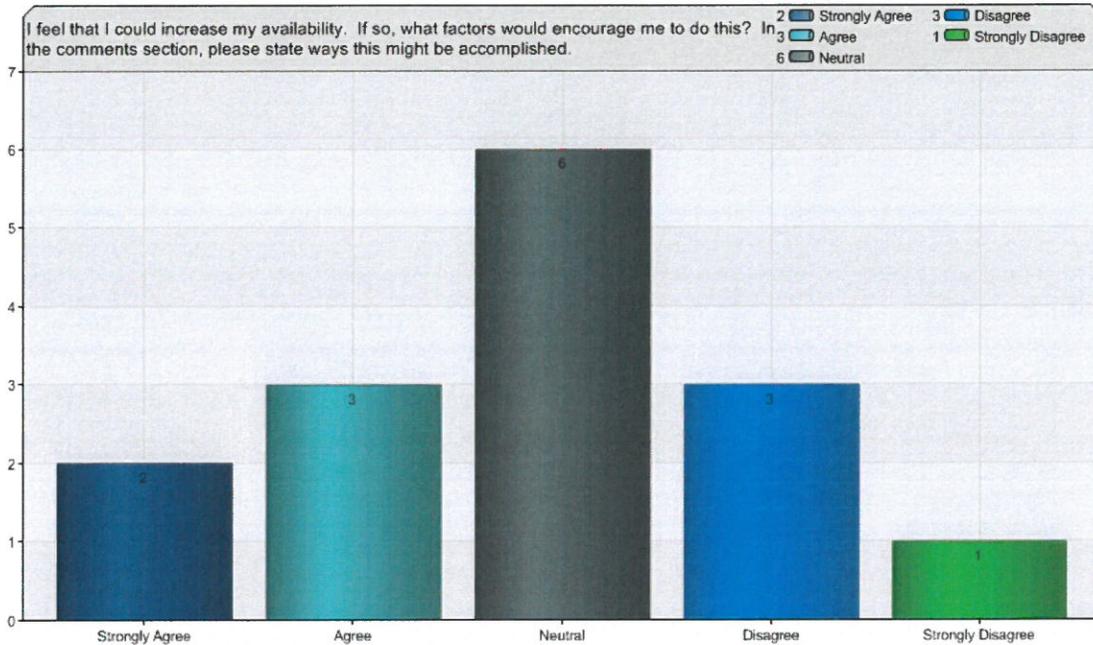


37. The Department needs to be more visible or engaged with the residents in the service area. If so, in what ways could this be accomplished? Please add comments below.

Response	Comments
1	I feel we already are
2	Public reckonition
3	When we engage in services or training for the community it should be a paid activity.
4	We could improve on our annual fire prevention program. We have recently reduced our commitment to that program due to staffing shortages and time commitments. We could also be more visible at holiday functions, touch a truck events, etc. We never seem to have anyone available to do anything that is extra-curricular.
5	If we had staffing we should provide routing inspections of properties to help identify fire/life safety issues and work with residents and business owners to address the issues proactively.
6	We do need to do community outreach and the town needs to understand some of the things we do, We face, and the time commitment involved.
7	by having a full time manager, working daily to service the membership and residents
8	Community events
9	Open houses, fun activities involving the community-tug of war, water polo, water games, etc.

38. I feel that I could increase my availability. If so, what factors would encourage me to do this? In the comments section, please state ways this might be accomplished.

	Responses	Percent
Strongly Agree:	2	13.33%
Agree:	3	20%
Neutral:	6	40%
Disagree:	3	20%
Strongly Disagree:	1	6.67%
Additional Comments:	8	53.33%
Total Responded to this question:		15 88.24%
Total who skipped this question:		2 11.76%
Total:		17 100%

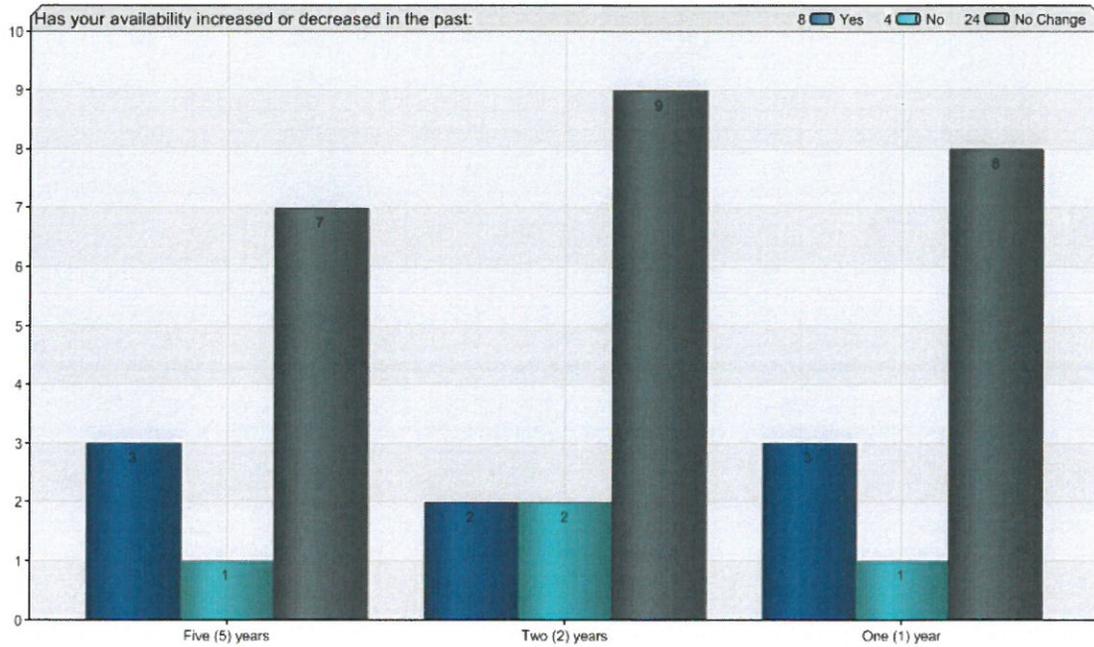


38. I feel that I could increase my availability. If so, what factors would encourage me to do this? In the comments section, please state ways this might be accomplished.

Response	Comments
1	More vol. benefits
2	Being valued and not sitting on my ass at the station while others are out at a scene
3	Duty Shifts could be implemented. I would know when I was and was not on the duty crew.
4	Get a divorce or quit my job and be a full time firefighter.
5	I put allot of time in already
6	Call schedule
7	I make over 50% of the call now
8	I always participate as much as I am able.

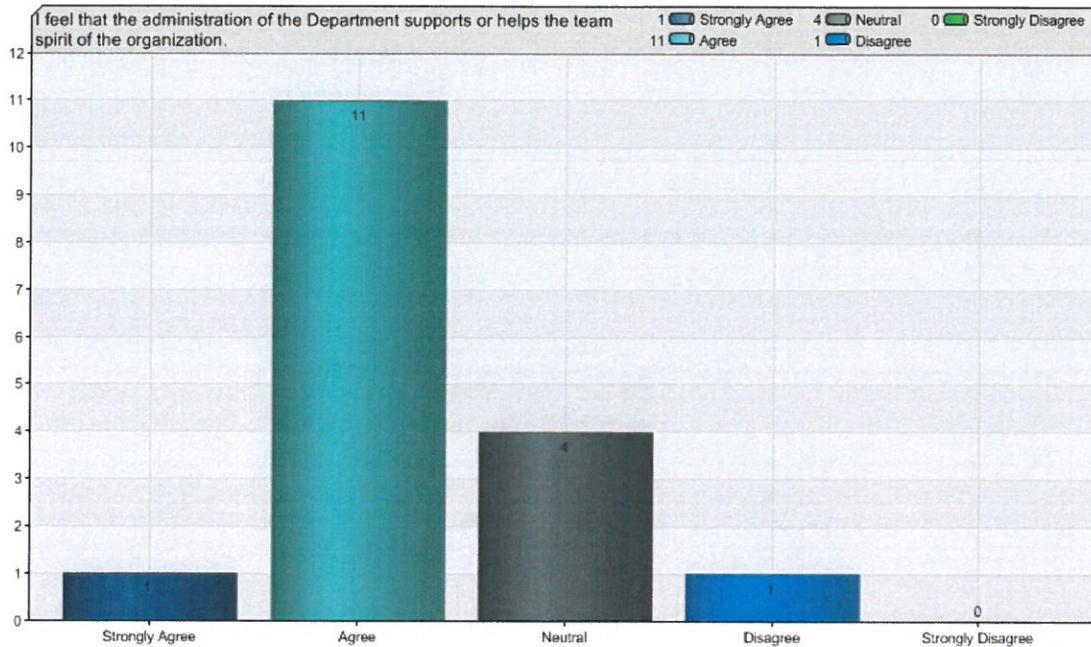
39. Has your availability increased or decreased in the past:

	Yes	No	No Change	Total
Five (5) years:	3(27.27%)	1(9.09%)	7(63.64%)	11
Two (2) years:	2(15.38%)	2(15.38%)	9(69.23%)	13
One (1) year:	3(25%)	1(8.33%)	8(66.67%)	12
Total Responded to this question:			14	82.35%
Total who skipped this question:			3	17.65%
Total:			17	100%



40. I feel that the administration of the Department supports or helps the team spirit of the organization.

	Responses	Percent
Strongly Agree:	1	5.88%
Agree:	11	64.71%
Neutral:	4	23.53%
Disagree:	1	5.88%
Strongly Disagree:	0	0%
Additional Comments:	2	11.76%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%

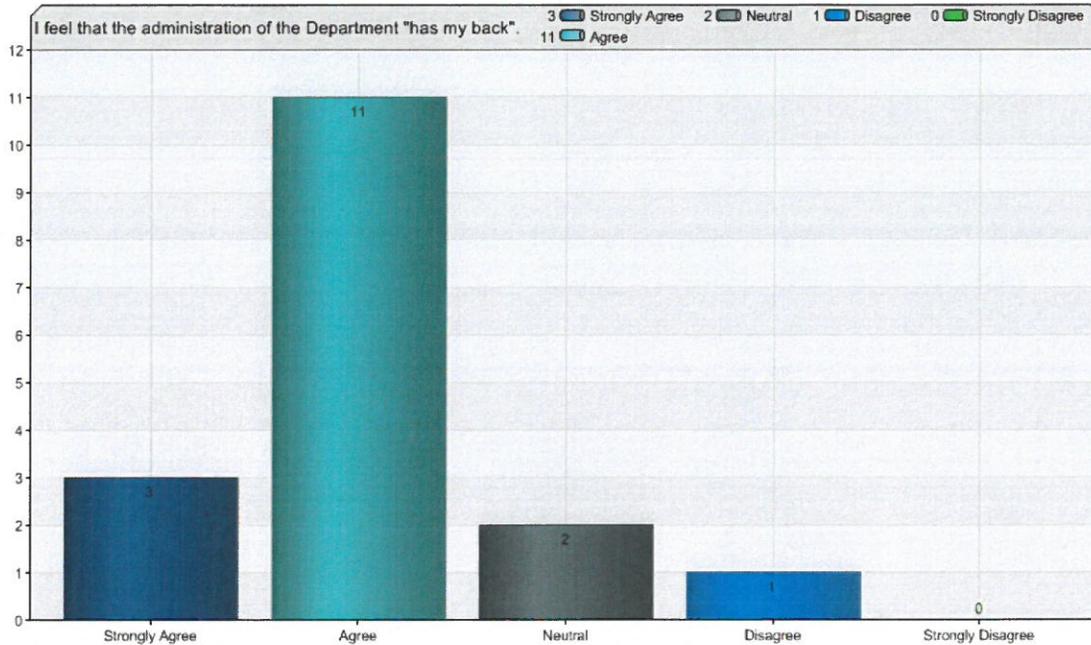


40. I feel that the administration of the Department supports or helps the team spirit of the organization.

Response	Comments
1	it should
2	I believe that there should be a new Chief elected. Not because our current Chief doesn't do a good job but because I believe a change would help invigorate the department and stimulate new ideas.

41. I feel that the administration of the Department "has my back".

	Responses	Percent
Strongly Agree:	3	17.65%
Agree:	11	64.71%
Neutral:	2	11.76%
Disagree:	1	5.88%
Strongly Disagree:	0	0%
Additional Comments:	3	17.65%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%

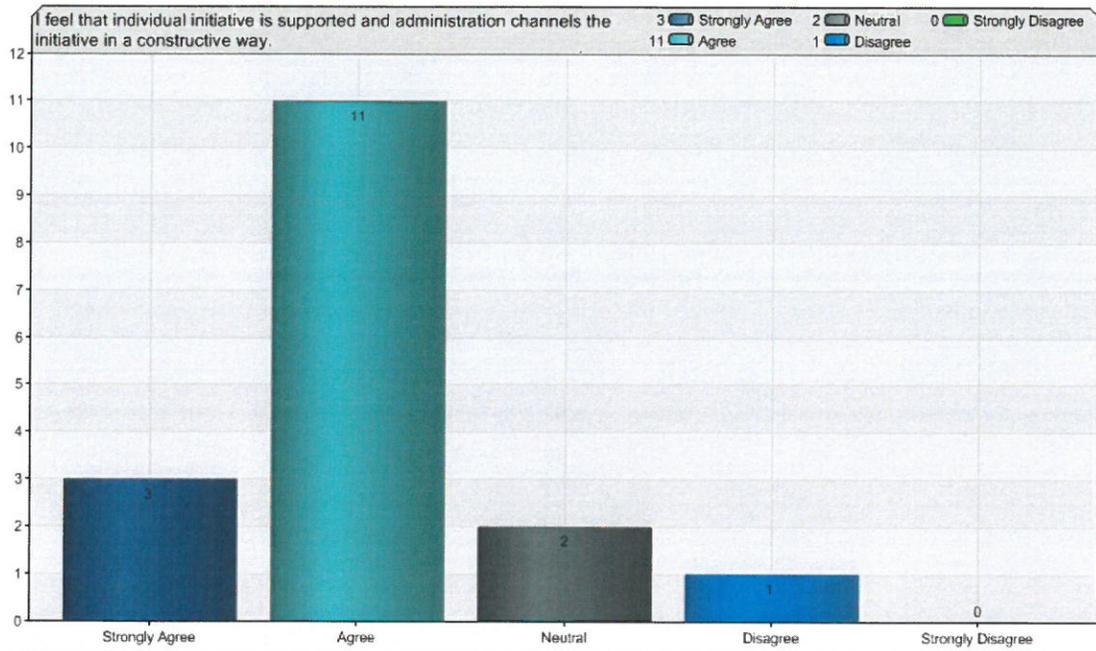


41. I feel that the administration of the Department "has my back".

Response	Comments
1	Depends on who you go to
2	I have made it known that I believe change is needed in the immediate future. I believe that some of the administration doesn't agree.
3	on the fire ground

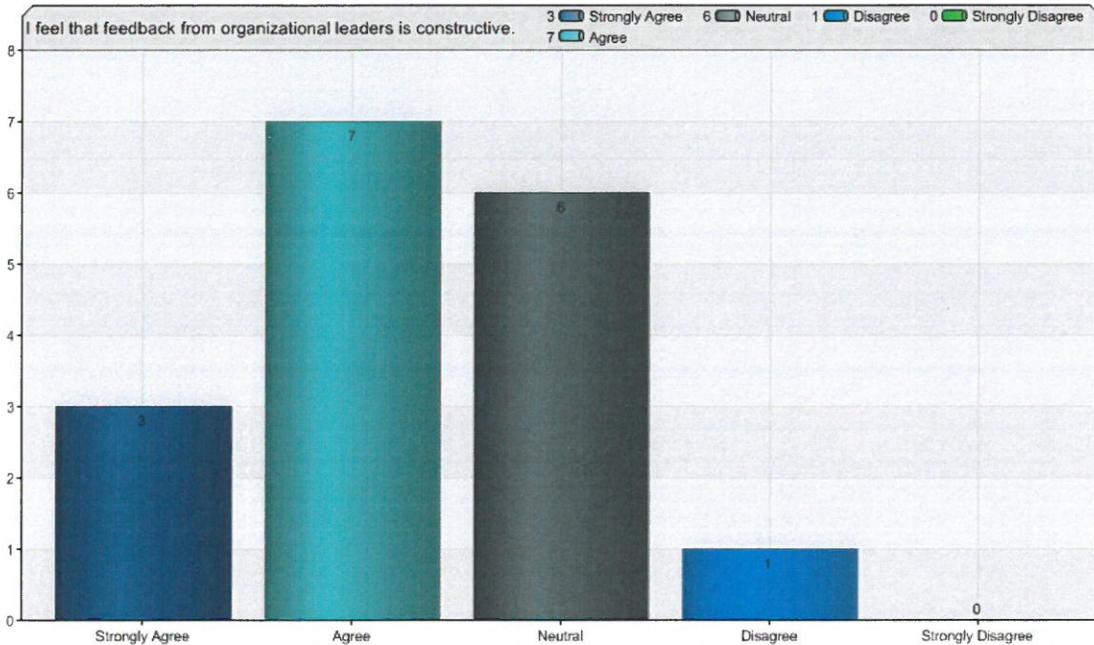
42. I feel that individual initiative is supported and administration channels the initiative in a constructive way.

	Responses	Percent
Strongly Agree:	3	17.65%
Agree:	11	64.71%
Neutral:	2	11.76%
Disagree:	1	5.88%
Strongly Disagree:	0	0%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%



43. I feel that feedback from organizational leaders is constructive.

	Responses	Percent
Strongly Agree:	3	17.65%
Agree:	7	41.18%
Neutral:	6	35.29%
Disagree:	1	5.88%
Strongly Disagree:	0	0%
Additional Comments:	5	29.41%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%

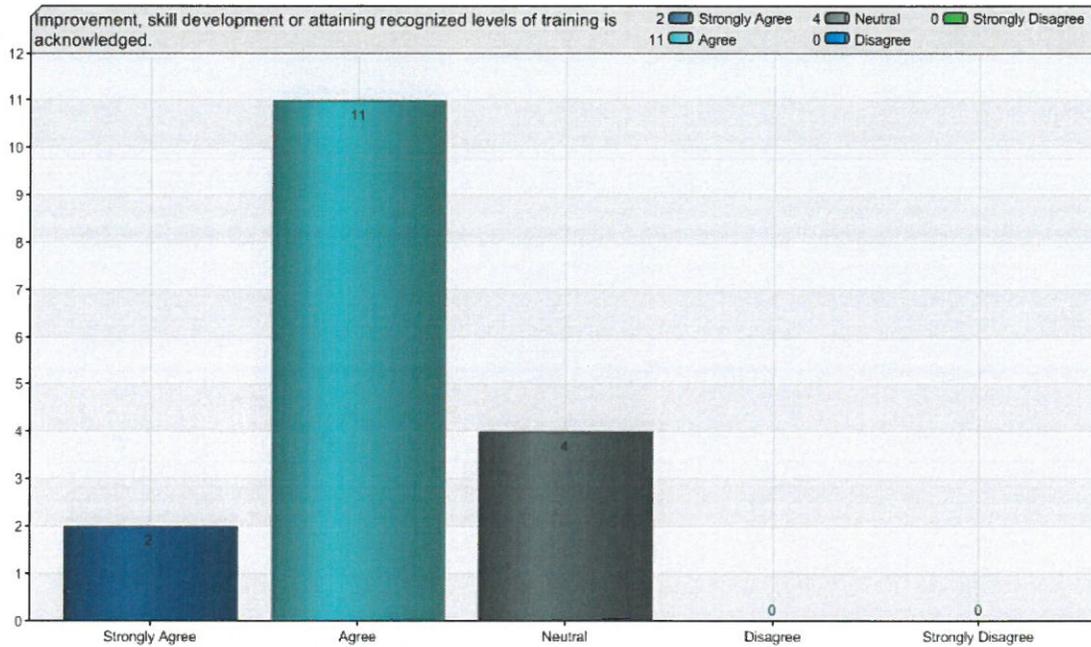


43. I feel that feedback from organizational leaders is constructive.

Response	Comments
1	You rarely get feedback and when you do its 50/50 positive and constructive
2	Often times the only feedback received is negative feedback and it isn't always constructive.
3	Depends on which individual in the administration. Some are much better than others.
4	this needs development
5	For the most part I agree. I believe that a few of the officers need to improve their communication skills to be more effective.

44. Improvement, skill development or attaining recognized levels of training is acknowledged.

	Responses	Percent
Strongly Agree:	2	11.76%
Agree:	11	64.71%
Neutral:	4	23.53%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	2	11.76%
Total Responded to this question:	17	100%
Total who skipped this question:	0	0%
Total:	17	100%



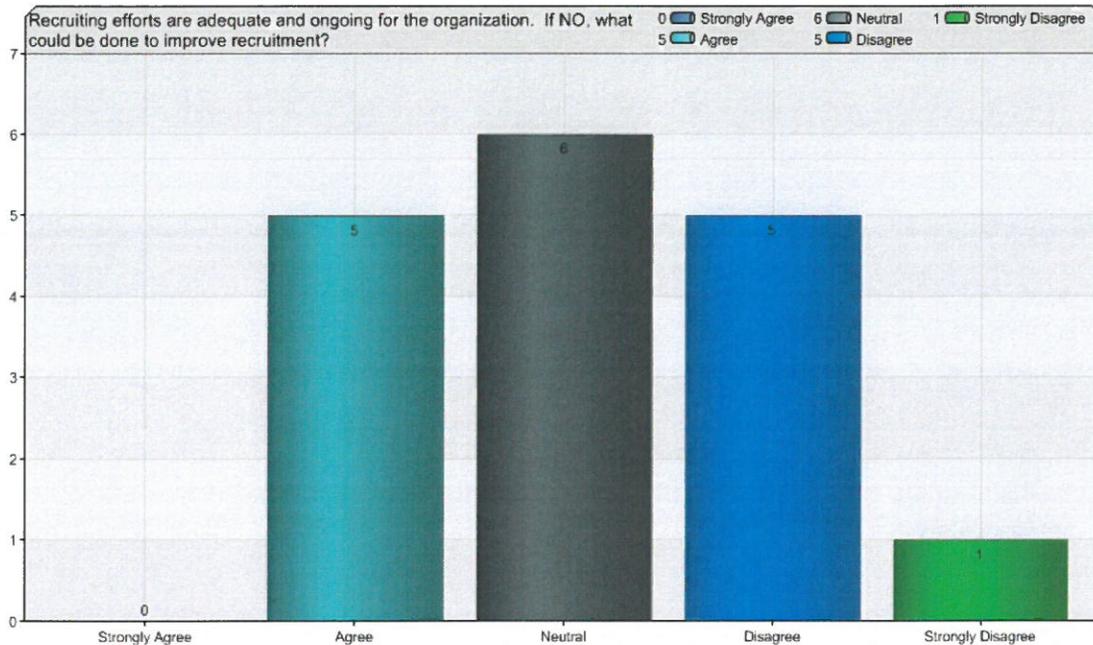
44. Improvement, skill development or attaining recognized levels of training is acknowledged.

Response Comments

- 1 It is acknowledged, but it often isn't encouraged or promoted.
- 2 My Lt. has spent a significant amount of time training me on apparatus. While he has recognized my advancements in training no other officers have acknowledged our efforts.

45. Recruiting efforts are adequate and ongoing for the organization. If NO, what could be done to improve recruitment?

	Responses	Percent
Strongly Agree:	0	0%
Agree:	5	29.41%
Neutral:	6	35.29%
Disagree:	5	29.41%
Strongly Disagree:	1	5.88%
Additional Comments:	6	35.29%
Total Responded to this question:		17 100%
Total who skipped this question:		0 0%
Total:		17 100%



45. Recruiting efforts are adequate and ongoing for the organization. If NO, what could be done to improve recruitment?

Response	Comments
1	All my answers above address the issue around recruitment
2	We need to step this up. We need new younger members. Our town is very transient. Hard to live in Stowe, volunteer, and be able to support a living wage.
3	If I knew we wouldn't have had to ask for your help
4	we don't have the time to spend on this, but if we had a full time manager they could work on this
5	We have a challenging recruitment environment due to the dynamics of our community. We would have the best recruitment program and have very limited new members.
6	More time spent reaching out to people in the community, time spent at High School, do not require Firefighter 1 course due to outrageous time commitment.

46. What could the organization do to improve the retention of volunteer members and keep them active/engaged in the organization?

	Responses	Percent
Responses:	11	100%
Total Responded to this question:	11	64.71%
Total who skipped this question:	6	35.29%
Total:	17	100%

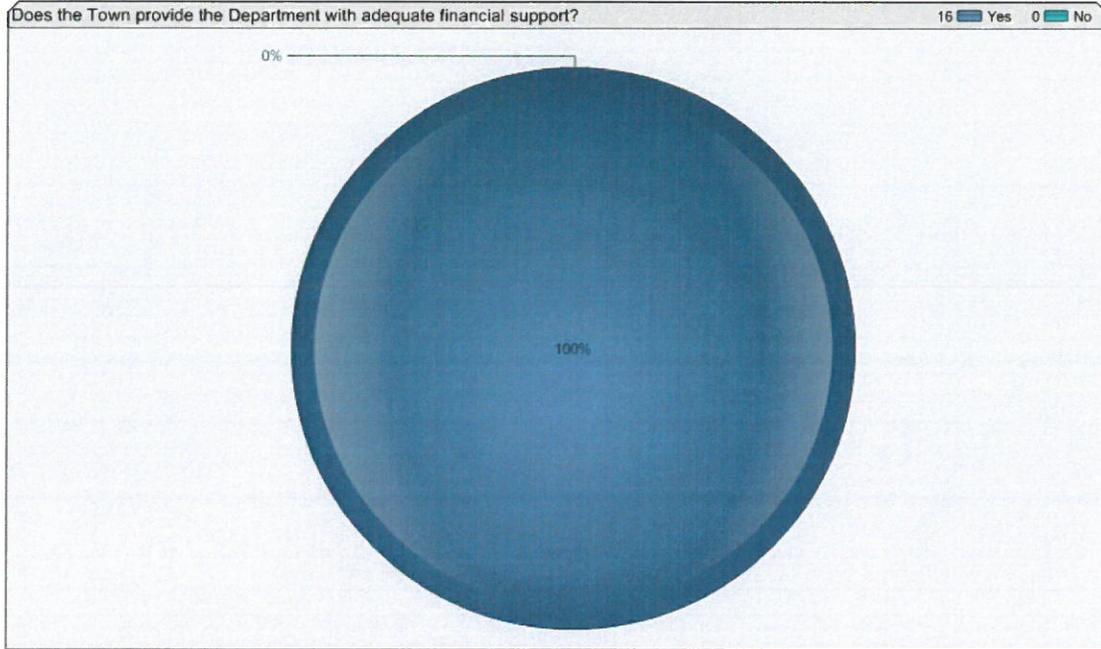
Graph/Chart function not relevant for this question type.

46. What could the organization do to improve the retention of volunteer members and keep them active/engaged in the organization?

Response	Response Text
1	Benefits, hospitality, 1 on 1 time w troop leader
2	More benefits tax breaks ,insurance and incentives , lower income housing
3	All my answers above address the issue around retention
4	The Town could provided more support to the volunteer members and officers. A full time person, or two, would provided support in many ways. Full time staff could better maintain the fleet, develop and manage a comprehensive training program, provide better personnel management, and generally relieve some of the work load off of the volunteer officers.
5	That is why we hired a consultant.
6	Positive reinforcement. How about a tax break for members who own a home in Stowe, and have been a volunteer for greater than a certain amount of time.
7	Don't push so much so early on having to go to ff1 and or ff2
8	more feedback and recognition
9	Assign a training officer whose sole responsibility is to come up with new, interesting, engaging training sessions.
10	Provide additional support monetarily, create small friendly competitions within the department.
11	Don't require Firefighter 1, treat everyone with respect, and try to get everyone responding to calls so they don't feel their time is wasted.

47. Does the Town provide the Department with adequate financial support?

	Responses	Percent
Yes: 	16	100%
No: 	0	0%
Additional Comments: 	2	12.5%
Total Responded to this question:	16	94.12%
Total who skipped this question:	1	5.88%
Total:	17	100%



47. Does the Town provide the Department with adequate financial support?

Response	Comments
1	There can be some kick back but for the most part if we ask or need something we get it
2	Adequate, but not exceptional

48. What cost saving ideas do you have that could free up resources for other purposes?

	Responses	Percent
Responses:	10	100%
Total Responded to this question:	10	58.82%
Total who skipped this question:	7	41.18%
Total:	17	100%

Graph/Chart function not relevant for this question type.

48. What cost saving ideas do you have that could free up resources for other purposes?

Response	Response Text
1	I don't see how you make cuts.
2	None
3	Question 39 makes no sense! so lets start with consultants who actually engage members as a group and individually to try to understand the root cause of the issues which will mean they have to intellectually engage with everyone and bring questions to the conversation and creative solutions once the true problem is understood to the table instead of a survey that is one dimensional and offers no opportunity to understand with clarity the actual issues. Very disappointed in these consultants!
4	I believe that we have recently replaced apparatus just because they are due for replacement. I think that some of the apparatus is single purpose designed and used. I believe that we could reduce the size of our fleet and combine apparatus.
5	Reduce number of apparatus.
6	Good question..... none at this moment. Maintenance and equipment costs for safety are very high.
7	Take a close look at truck needs for the future. Do we have too much or not enough with the amount of actual members we currently have
8	Drop the size of the fleet by one truck.
9	N/A
10	Don't have a "use it or lose it" mentality with the budget. Run the department more like a business-will this tool be used enough to justify the cost?-if so, buy it, if not, don't.

APPENDIX C



Municipal
Resources
Inc.

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 speakers 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.

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.

RECRUITMENT AND RETENTION STRATEGIES FOR PAID ON-CALL FIREFIGHTERS

Recruitment and Retentions Strategies for Paid On-Call Firefighters

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CERTIFICATION STATEMENT

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

Signed: _____

Abstract

The problem is the City of Onalaska Fire Department (OFD) is experiencing challenges with recruiting and retaining its paid on-call firefighters. The purpose of this research was to identify creative and effective strategies for recruiting and retaining new members in departments comparable to Onalaska's. A descriptive research method was used to answer the following research questions: a) What processes are currently being implemented to attract and recruit competent and dependable paid on call firefighters?, b) What types of programs have motivated volunteer or paid on call members to remain active on a long term basis?, c) What have volunteer or combination departments comparable to OFD done to successfully recruit and retain its members?

The procedures for this research included reviewing literature published on the issue of recruitment and retention. The researcher collected data by designing a feedback instrument and distributing it to local departments comparable to OFD. A second feedback instrument was created and distributed to the National Society of Executive Fire Officers (NSEFO) to collect and review data on a national level to compare and contrast with data collected locally.

Results from the research identified implementation of recruitment teams to market departments by using media and other community events to target new recruits. Departments are creating retirement/benefit packages as a retention tool. Other creative methods for retaining volunteers included: property tax breaks, clothing allowances, hourly pay structures, and deferred compensation programs. Recommendations include developing a recruitment and retention team concept, review current time demands for training and education, create a benefit package for paid on-call (POC), and plan fun activities to recognize family members as part of the team.

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Introduction

According to the United States Fire Administration (USFA, 2007), figures in 2003 revealed the nation's volunteer firefighter force accounts for 73 percent or just over 800,050 firefighters. This figure as compared to 897,750 in 1984 supports a growing concern with the issue of recruitment and retention of the nation's volunteer/paid on-call (POC) firefighters.

The problem is the Onalaska Fire Department (OFD) is experiencing challenges with recruiting and retaining its POC firefighters. The purpose of this research is to identify creative and effective strategies for recruiting and retaining new members in departments comparable to Onalaska's. The author will use the descriptive research method to identify critical strategies for a plan to recruit and retain its POC firefighters. The research approach will include reviewing published literature and collecting data from comparable departments on the subject of recruitment and retention to answer the following research questions: a) What processes are currently being implemented to attract and recruit competent and dependable paid on-call firefighters?, b) What types of programs have motivated volunteer or paid on-call members to remain active on a long term basis?, c) What have volunteer or combination departments comparable to OFD done to successfully recruit and retain its members?

Background & Significance

OFD was established in 1894 as a volunteer fire company. The first recorded fire calls ranged from one in 1900 to 18 in 1934. The department consisted of a fire chief, three elected fire officials, and 20 members. During that time the volunteer firefighters were paid a wage of \$2.00 per fire call. The firefighters hosted ice cream socials and dances to raise money to help fund their budget. For a short period of time they even owned and operated a public ice skating rink for their community (cityofonalaska.com, 2012).

Today, OFD responds out of one station located just a block east of the original fire station of 1894. The current station was part of a new public safety /city hall remodel that was built in 2000, encompassing all city government entities under one roof. OFD is currently staffed with 33 members and classified as a combination department with full-time (FT) and paid on-call (POC) firefighters. The FT staff consists of a Fire Chief, Assistant Chief, and three shifts, with a Lieutenant / Emergency Medical Technician (EMT) and two Firefighter / EMTs providing coverage 24-hours a day, seven days a week. OFD's POC staff include an administrative assistant (15-hours per week) and 20 POC Firefighter / EMTs. In 2011 OFD responded to 1,113 emergency medical service (EMS) non-transport responses and 408 fire responses. These totals set a new record for OFD: up three percent for EMS and nine percent for fire responses as compared to 2010. From 2002 through 2011 emergency responses increased by 39%. OFD has the second busiest station in LaCrosse County and continues to operate with a minimum staffing of two FT firefighters. The POC staffing is currently at 20 active with five vacancies. In addition to being paged out for 408 fire responses, the POC were also dispatched 115 times in 2011 to cover a second medical call or to back-fill the station when the FT firefighters were out of the service area.

OFD is also very active in a variety of community risk reduction programs. All OFD members are encouraged to participate when they can in this important job performance requirement (JPR). Some of the programs include: quarterly blood pressure and safety programs for senior citizens at independent living complexes, National Fire Prevention Week safety programs for preschool through fourth grade, fire department open house/health and safety expo, safety days at area retail or commercial properties, 5K run/walk fundraiser, MDA Fill The Boot campaign, and other public appearances and fundraisers.

OFD has the challenge of maintaining a balance between its FT and POC firefighters. The level of education and training requirements between the FT and POC are very comparable. OFD takes pride in knowing the firefighters are trained to the same level to ensure they function smoothly and efficiently as one team on an incident. With limited FT staffing OFD cannot afford to have a double standard, especially when it comes to operations and safety on the fire ground. During the first year a new POC firefighter will be required to complete Entry Level Firefighter (ELF) parts one and two, 60-hours, and Entry Level Driver Operator, 30- hours (WTCS, 2010). Additional requirements include: ICS 100, 200, and 700. By the end of the second year the firefighter is required, at a minimum, to have successfully completed the EMT certification course 180-hours (WTC, 2012). In addition to the certification requirements, all firefighters are required to attend monthly meetings and training drills. OFD will invest thousands of dollars into training and educating each new POC firefighter. After the first two-year requirements are met, the new member is classified by OFD as a level one firefighter. He or she may pursue additional education and training to move to level two and eventually level three if that path is chosen. Each new level also includes an increase in the hourly wage paid to the POC member. Currently first year probationary firefighters are paid \$9.00 per hour with the top pay (level 3) at \$12.00 per hour. This hourly wage is paid anytime a firefighter responds for an emergency, training, public education, or other department function approved by the Fire Chief or Assistant Chief.

In 2012 OFD was held to a zero percent increase in its operating expenses and POC wages. With new software contracts and other operating expenses increasing; training and education dollars have been taking the biggest hit. OFD's administration is challenged to work with a shrinking budget that never really received sufficient funding, as the department was transitioning from an all-volunteer to a combination department in the early 1990s. OFD cannot

afford to lose its new members within the first two – five years after investing so much time and money into them. When someone is having their worse day in our community, they always rely on the professional POC firefighters to respond.

Onalaska's "good old boys" of the early 1900s volunteer fire company are long gone and have paved the way for the 21st century firefighters. Being an active POC firefighter on OFD's team requires hundreds of hours annually, which presents a difficult challenge in today's society. Recruitment has become difficult in identifying a process of how to target and seek out competent and dependable POC firefighters. Once the commitment is made and the new recruit and city have invested valuable time and money together, what retention system is out there to encourage a long-term relationship between OFD and the new POC firefighter?

This Applied Research Paper (ARP) for the Executive Leadership (EL) course is linked to the enabling objective "Complete planning for an influence attempt" (NFA, 2011, p. SM 11-1). The goal of this research paper is to identify creative strategies to target and influence competent and dependable citizens to join OFD's team of POC firefighters. This planning process must also include a key component or strategy that will insure retention of OFD's most valuable resource, its firefighters.

There is an established relationship with this ARP and the United States Fire Administrations (USFA) operational objective, "To respond appropriately in a timely manner to emerging issues" (NFA, 2008, p. II-2). With the decrease in budget dollars, it will be critical for OFD to implement a plan to recruit and retain its POC firefighters. The cost of training one POC firefighter and then losing him/her within a few years is not an efficient and effective use of tax payer's dollars.

Literature Review

The literature review for this Applied Research Project (ARP) supports the foundation for OFD's organizational problem. The researcher examined literature published by others on the subject of recruitment and retention of volunteer and POC firefighters.

Gasaway (2004) shares a conversation he had with some fire chiefs at a volunteer and combination fire department symposium on the challenges of recruiting quality firefighter candidates. One of the chiefs said his city manager told him if someone wanted to join the volunteer fire department then nothing should stand in his or her way. Gasaway expressed his concerns that lower standards will bring in the wrong people and jeopardize the talented and motivated professionals that are currently on the department. Consideration of the safety risks to current members and the community they are responsible for protecting must also be considered. He feels that a department would be far better with ten top quality members than having five quality members and 25 misfits. Gasaway offers the following suggestions for attracting quality members:

- Send a strong recruitment message; let them know that you are interested in candidates that are really interested in being a firefighter.
- Standards should be set high and not lowered. Recruiting the wrong people will create endless problems for the fire chief.
- Get rid of dead weight, if someone can't do the work than simply cut him or her and move on.
- Finally Gasaway feels the city manager needs to be educated on the responsibility and trust that is expected of each and every firefighter.

The City of Pierre, South Dakota published a report *Recruitment Program* in February 2010. According to Pierre (2010), an aggressive recruitment campaign was launched to address the tremendous challenges they are facing with recruiting new volunteer firefighters. At full-strength the department is authorized 75 firefighters but only has 68 of those positions filled. Their advertising campaign includes billboard advertisements, public service announcements, radio and television advertisements, along with manning booths at home shows and sporting events. One of their biggest discoveries in recruiting new members is to let them know up-front the required training and education hours along with other fire department requirements. They feel being honest and up-front during the recruitment process is important to flush out the semi-interested, leaving only the most serious candidates. As for the retention of members, 95% of the members stay on the department for five years or more. Pierre (2010) offers a retention program for their members which include:

- Department pays for annual physicals
- \$600.00 per year deferred comp program must have a minimum of five years vested
- Free YMCA and aquatic center memberships
- \$65,000 life insurance policy
- Retail store discounts
- Department pays for all firefighter/EMT training
- Family activities (picnics, fishing, family fun night, awards banquet, sponsored dinners quarterly)

According to Pierre (2010), the listed benefits above have worked for this department, but they are always looking for new ideas to improve this program.

Carter (2009) describes the lack of volunteer firefighters as a crisis, with too few joining, and those that do are not staying. Fire departments need to attack this crisis head-on to find out what we are doing right in our organization, and what needs to be corrected. Carter explains that after conducting years of research, he has come to the conclusion that the concept of volunteerism for a community is a lost tradition. Recruitment and retention are viewed by Carter to be two separate issues that must be attacked together. He recommends that first we fix any problems internally in our department, before we look at recruiting new members. According to Carter (2009), it would be a waste of time to have an excellent recruitment program only to learn that internal problems are driving new recruits away. Carter's research has identified key problem areas he feels must be addressed in order to have a successful fire department.

- Leadership issues; these positions can create a positive or negative experience for the members. Some leaders tend to play favorites with some members and punish others that they do not like to work with. It is critical to recognize these types of leadership issues and create a mentoring program to give future officers the tools to be a qualified leader.
- Economic issues are also a factor with both parents working and sharing responsibilities in the home with raising a family. Affordable housing may also be a contributing factor.
- Time demands of the job may be more than the new recruit can handle. Perhaps the job in itself was not what the new recruit thought it would be like.
- Some departments conduct physical fitness drills which can become a retention issue, especially with aging members who may feel they no longer can do the job.

Probably one of the most important issues is for the chief to identify and establish a balance within the organization that works for his or her department. Carter recommends forming a committee of seven to nine members to study the internal issues within the department and then

look at the external (environmental) issues. This team should work under the direction of a recruitment and retention officer to recommend strategies based on their study of the fire department.

The United States Fire Administration (USFA) published a document titled *Retention and Recruitment for the Volunteer Emergency Services*, (USFA, 2007). According to the document, in 2003 the nation's volunteer firefighter force accounted for 73 percent or just over 800,050 firefighters. In 1984, the number of volunteer firefighters reached a high of 897,750. Although the trend of declining volunteers in the fire service is alarming, the ideas and practices identified in this document can help departments reverse this trend. To prevent being forced to hire career firefighters, departments have to understand and deal with the challenges that volunteers are facing in today's world. This document identifies the need to focus on what the recruitment and retention problems are so a solution can be created. According to USFA (2007), the Bureau of Labor Statistics (2003) cites the lack of time as the number one reason for not volunteering. Data from a study at St. Joseph's University in 2004 indicated 92.3 percent of volunteers leave the organization because they have no time to volunteer. Completing the top four on the list were: conflicts in the organization (47.8%), organizational leadership created an adverse atmosphere (46.7%), and too much training (45.6%). These problems were found throughout the 50 states and not necessarily in one specific area of the country (P.6).

Retirement plans are identified in this document as being one of the most important and growing incentives for volunteers. With the number of private and public employers reducing pension plans, implementing some type of retirement system is a good benefit to make the job more attractive to the volunteer (P. 103). Some other recruitment and retention strategies

identified were: offering health insurance, tuition assistance, housing assistance, discounts incentives in local businesses, and health club memberships.

Another important factor identified was to implement fun into the organization. Today's volunteer fire service is a professional organization that demands many hours of commitment to training and emergency response. With all the time demands; it is critical for departments to incorporate fun and entertaining activities that involve the entire family. Some of the suggested activities listed include: pizza parties, fundraisers, Toys for Tots, health and wellness presentations, and getting involved in community risk reduction programs. These activities can stimulate a feeling of pride and value into the volunteer and family members (P. 115 – P. 117).

According to Gillespie (2012), as the economy continues to improve more baby boomers will be retiring. This will open up an estimated ten million jobs according to the U.S. Bureau of Labor Statistics. Gillespie feels the values are different between the baby boomers, Generation X (born between 1964 and 1977), and Generation Y (born between 1977 and 1997). The concern is how to groom quality candidates to lead the fire service into the future. Gillespie suggests taking the time to recognize and develop young talented people. It is critical to create opportunities for future leaders so they can develop their skills. He also recommends senior members share their experiences and skills to inspire future leaders, and not focus on the negative aspects of the job.

Fleming (2012) reported departments are having issues with recruiting volunteer firefighters, and once they are hired they are not staying. One contributing factor identified is longer hours being worked with the downsizing of companies. Employers are also less likely to allow their employees to leave work to respond to the local fire department for an emergency. It is also very common to have both parents working; family responsibilities are shared, allowing little if any time for volunteering. Training and education demands have also increased significantly, with

the volunteer force being required to spend approximately 100 hours in fire training and an additional 100 hours or more for medical first responders. The municipality will spend around \$7,000.00 training and equipping their new recruit. One chief stated he has not had to hire a firefighter since January 2009. He feels this success is due to carefully monitoring the moral of the department and make certain the new recruits know what the expectations are before they are hired. Another critical component identified for retention is to get the spouses involved because they are the ones left behind when the pager goes off in an emergency. It is estimated by the National Volunteer Fire Council that communities in the U.S. save over \$128 billion dollars annually from having a volunteer firefighter force. In these economic times this figure clearly quantifies the importance of taking care of one of the country's most valuable resources, our volunteer firefighters.

According to Troy, MI. (2012), volunteer firefighters are not compensated while they are serving on the department. They do however have a unique retention tool in the form of a pension or retirement plan for their members. To qualify for this benefit, the firefighters have to meet the following criteria based on their years of service and age as well as minimum participation standards:

- 10 years of service and age 55
- 25 years of service and age 50
- 30 years of service and any age
- Minimum of 15 hours quarterly totaling 60 hours annually for training
- Must attend 50% of the emergency calls they are available for

The pension is based on an annual amount and multiplied by the member's years of service. An example given is for a 50 year old with 25 years of service. They would be entitled to the base

pay of \$605.00 x 25 years of service, equals \$15,125 per year for life. There are other options available to the retired members to choose from on how they want to receive their benefit. The fire department currently has a 4.5 million dollar budget with a five year average of 12.2 career and 172.6 volunteer members. The fire department reports responding to 1,000 fire responses annually. A private provider is contracted to cover first responder and advanced life support for the 6,000 annual EMS calls. The fire chief feels it would be too much of a burden on the volunteers to try to cover the large volume of medical emergencies. They do, however, assist with EMS and technical rescue as needed, such as extrication for motor vehicle accidents. The current contract for EMS services is \$500,000.00. Combined totals show a five million dollar budget for fire protection and EMS; in comparable cities with all career firefighters and paramedics the estimated budget would be around 15 million dollars annually (Troy MI. 2012).

In 2004 a new program called Fire Corps was launched to attract community volunteers to assist departments with non-emergency functions. According to *Fire Corps Retention and Recruitment Guide* (Fire Corps, 2004), the volunteers are used to help departments by presenting fire and life safety education programs, attend community events, assist with fundraising and other non-emergency functions. This team effort allows the firefighters to spend more time on training and preparing for emergency responses. The guide also offers recommendations for recruiting new and retaining existing volunteers. Making a recruitment plan is the first critical step to ensure you stay on track. It is important to look at the makeup of the community and establish what the needs of your department are. This will help in formulating an appropriate plan of who your target audience will be. Some areas identified for targeting volunteers include: schools (National Honor Society), colleges, senior citizen centers, businesses, and religious organizations. Senior citizens typically age 65 and older are a great resource for departments to

draw from. The majority being retired offer a lifetime of knowledge in teaching, book keeping, fundraising, and many other talents that can be utilized to lessen the workload and time demands placed on volunteer firefighters. According to Fire Corps (2004), disabled people are often overlooked and are considered an untapped resource for volunteers. There are web sites listed in the guide to visit for more information on how to reach these citizens. Some key principles are identified to help the organization insure that the needs of the volunteers are being met. It is critical to be well organized so the volunteers have clear instruction on what is expected of them and what their tasks will be. It is important to make this group feel like they are connected to the organization and that their feedback is welcomed. The organization must provide specific opportunities for the volunteer to learn new skills, and to feel like their work is appreciated and will have a positive impact on the community. It is also recommended that a mentor be assigned to each volunteer. This will create a positive and trusting working relationship, giving the volunteers someone they can feel comfortable talking to with any questions they may have.

In summary, the literature review supported the issue of recruitment and retention of volunteers in the fire service on a national level not necessarily local to one specific region. The authors of the published articles clearly expressed concern with volunteerism today and in the future. The researcher repeatedly found time demands to be one of the primary factors for not volunteering. The days are becoming shorter as both parents are working and sharing the responsibilities of taking care of their home and families. The researcher found a seemingly endless supply of published articles on this issue of volunteerism. The good news is there are many resources and tools available to the fire service to use in hopes of reversing this trend.

Procedures

The research for this ARP was focused on three questions: a) What processes are currently being implemented to attract and recruit competent and dependable paid on-call firefighters?, b) What types of programs have motivated volunteer or paid on-call members to remain active on a long term basis?, c) What have volunteer or combination departments comparable to OFD done to successfully recruit and retain its members?

For this ARP the researcher conducted a search on the World Wide Web on the subject of recruitment and retention for volunteer / POC firefighters. The researcher discovered many periodicals and publications on this topic. “Fire Engineering”, “Fire Chief”, and “Firehouse” magazines all had current articles on recruitment and retention to review. In addition, the United States Fire Administration (USFA), National Fire Protection Association (NFPA), and National Volunteer Fire Council (NVFC) had research published on the topic of recruitment and retention of our volunteer firefighter force.

The researcher designed a feedback instrument (questionnaire) to distribute to area fire departments comparable to OFD. The researcher selected ten departments that have volunteer / POC firefighters. The contact information was acquired through a published list of fire departments from the Wisconsin Department of Commerce Web site. This information is available on an excel spreadsheet and can easily be downloaded. A cover letter was included with the questionnaire explaining the reason for the ARP and purpose of the research (see Appendices A and B). A mailing list was created for the ten departments (see Appendix C).

A second questionnaire was created on a web based data collection tool called Survey Monkey. The researcher is able to create the survey and provided with a hyperlink to send out via e-mail to allow the recipients to efficiently and effectively access and complete the survey.

When the researcher is ready, they can collect the data for analysis and create tables and graphs. This survey link was distributed to the 773 members of the National Society of Executive Fire Officers (NSEFO) e-mail tree. The purpose of selecting this group was to collect data on a national level to compare and contrast with data collected locally. The researcher is also able to examine what programs other departments are implementing to recruit and retain their volunteer / POC firefighters.

Limitations for this ARP were the low number of responses from the ten area departments the questionnaire was distributed to. The researcher felt this group may not be familiar or aware that recruitment and retention is an issue within their organization. Limited time as a volunteer or POC fire chief may also have contributed to the low response. Another consideration may be accepting the “this is the way it’s always been so if it’s not broken, why fix it” mindset. The limited response of 58 out of 773 NSEFO members was expected considering the survey was created to specifically target volunteer / POC firefighters.

Definition of Terms:

Combination Fire Department: fire department that consists of full-time and POC firefighters.

Fulltime firefighter: Career firefighter in the case of Onalaska, this firefighter is assigned to A, B, or C-shift and works a 56 hour work week. A typical schedule is 24-hours on, 24 off, 24 on, 24 off, 24 on, followed by four days off.

Paid on call (POC) firefighter: These members carry a pager and have a set hourly wage based on their level of training. They respond for emergencies when paged out such as fires, motor vehicle accidents, and EMS emergencies when initiated by the on duty crew in the event of multiple calls. They also come in for training, education, and other community events.

Volunteer firefighter: These members do not receive pay when responding to emergencies, training, education, and other community events.

Results

For this ARP the researcher was able to collect a significant amount of data on the topic of recruitment and retention both in the Literature review and through two feedback instruments.

The following tables were created to show in chronological order the data collected from the two feedback instruments. Two tables were created by the researcher to examine the data retrieved on each department to include organization structure, call volume, population, and percentage of annual turnover in personnel. Table one is a collection of data from the questionnaire that was distributed to fire departments comparable to OFD in the Onalaska area. The researcher received four out of the ten questionnaires distributed from the list (see Appendices B and C). Table two was collected from departments on a national level by utilizing the NSEFO e-mail tree. The researcher collected 57 surveys through the Survey Monkey website and one additional survey was mailed to the researcher for a total of 58 responses out of 773. The foundation for this research is centered on the issue of recruitment and retention which is why the researcher felt it would be an important component for this project to quantify using a percentage the turnover rate compared to the size and structure of the department.

Table 1

Sample Survey Results from Comparable Departments

Please provide the following numbers regarding the structure of your department								
Dept.	Fulltime	POC	Volunteer	Fire calls	Medical	Transport	Population	Annual Turnover %
1	0	26	0	23	121	No	2500	8
2	0	26	0	31	208	No	7000	3.8

3	0	36	0	75	200	No	4000	11
4	0	0	32	77	0	No	4500	12.5

Table 2

Survey Monkey Results from NSEFO -N/R = No Response

Please provide the following numbers regarding the structure of your department								
Dept.	Fulltime	POC	Volunteer	Fire calls	Medical	Medical Transport	Population	Annual Turnover %
1	36	0	0	532	868	No	24500	5.5
2	53	2	2	1000	1600	No	33000	3.5
3	9	0	90	666	703	No	18000	10
4	36	0	12	2300	400	No	21000	2
5	35	0	0	51	2273	No	38064	2.9
6	33	0	0	254	4200	Yes	25000	3
7	1351	0	0	N/R	N/R	N/R	50000	1.5
8	8	22	0	650	850	Yes	4500	6.6
9	50	0	20	2100	2900	No	50000	5.7
10	30	14	0	525	1975	No	14000	6.8
11	130	0	0	355	8723	Yes	210000	2.3
12	27	13	2	798	862	No	15000	7.1
13	22	10	0	1000	1200	No	15000	3.1
14	36	24	0	250	2100	Yes	35000	10
15	86	0	0	3000	6000	Yes	119000	2.3
16	1	35	0	100	600	Yes	12000	2.7
17	130	0	0	2300	8200	Yes	122000	0.08
18	5	62	0	2400	2800	Yes	25000	9
19	7	25	0	280	620	Yes	3300	0
20	24	50	0	250	5000	No	50000	34.8
21	34	0	10	1734	548	No	36900	0
22	35	0	50	1000	2600	Yes	25000	2.4
23	23	38	0	500	625	No	19000	3.3
24	23	18	0	964	1334	Yes	34000	7.3
25	31	0	0	800	2500	No	15500	0
26	11	65	0	1000	500	No	47000	6.6
27	61	8	0	1780	5375	Yes	59700	2.8

28	24	12	0	725	1869	No	18000	5.6
29	10	40	0	300	900	Yes	12500	6
30	75	0	30	200	6000	Yes	72000	1.7
31	0	0	175	350	0	No	28000	14
32	326	0	0	8000	33000	Yes	199000	3
33	18	0	30	450	1250	No	15500	4
34	0	0	30	20	80	No	2500	10
35	141	0	0	2000	19000	No	110000	0.07
36	5	85	0	800	0	No	42000	20
37	152	0	0	2200	0	No	68500	3.2
38	38	0	220	1950	3512	Yes	150000	7.8
39	159	0	0	2850	13000	No	124000	0.06
40	880	0	0	13000	52000	No	905000	1.7
41	18	12	0	152	1521	No	11700	3.3
42	8	0	47	500	600	No	12500	5.5
43	12	0	832	1350	872	No	175000	17.8
44	13	8	16	456	143	No	28500	8.1
45	6	23	0	276	600	No	4600	34.5
46	4	0	30	180	0	No	5000	5.9
47	11	0	44	160	240	No	2500	27.3
48	498	0	0	10000	36000	Yes	280000	N/R
49	123	0	0	2303	4219	No	69900	1.6
50	154	225	0	7644	3131	No	262391	0.03
51	26	0	100	660	540	No	34000	7.9
52	20	11	0	500	0	No	10500	9.6
53	3	325	0	800	0	No	26500	3
54	18	0	25	630	100	No	12000	13.9
55	54	5	0	800	2000	No	32000	3.4
56	17	0	7	400	1400	No	13000	8.3
57	75	0	0	1500	4500	No	55000	1.3
58	12	32	0	460	2000	Yes	24000	11.4

Table one is comprised of volunteer / POC firefighters with an average annual turnover rate of 8.82 % for the four area departments. Table two is comprised of FT, POC, and Volunteers with an average turnover rate of 6.95 % for the 58 departments in the NSEFO survey. As compared to table one with no fulltime firefighters, results from table two identify 64 % of the

firefighters are FT. This could be a contributing factor to the 1.87 % difference between the two tables.

Data collected from the local survey conducted with area departments indicated 75 percent felt recruitment and retention was a serious issue facing the fire service. On a national level through NSEFO, data collected indicated an overwhelming majority of 87.7 percent felt this was a serious issue facing the fire service. These results supported the findings of the researcher throughout the literature review and personal communications.

The researcher felt it was important to collect and document what fire chief's and/or chief officers across the country felt were the primary reasons for firefighters leaving their departments. The following data was collected in response to the survey questions:

- Retirement
- Time demands for career and family
- Training requirements and recertification
- Better job or occupation
- Age and physical condition
- Not what they expected
- Moving out of the area

The responses listed identified one common issue that overwhelmingly appeared throughout this process. Citizens want to serve their community and get into the fire service only to find that the professional requirements for volunteers and POC members take up too much of their family time. This fact is especially recognized in families where both parents are working and responsibilities are shared between the husband and wife. According to Fleming (2012), training and education demands have increased significantly with the volunteer force being required to

spend approximately 100 hours in fire training and an additional 100 hours or more on medical first responders. It is also very common to have both parents working; family responsibilities are shared allowing little if any time for volunteering. Gasaway (2004) is concerned with the issue of firefighters leaving the job and urges fire chiefs not to lower the training and education standards just to get warm bodies. He feels cutting back on the hours will only make the problem worse and cause the members that are currently doing the work and loving the job to become frustrated and possibly leave the department.

The first research question asked what processes are currently being implemented to attract and recruit competent and dependable paid on-call firefighters. Data collected from the surveys provided the researcher with some good feedback for recruitment strategies to answer the first research question. The following is data collected from the survey instruments:

- Offering pay for calls and training
- Wrote a safer grant for recruitment and retention officer position. This person will not only benefit the combination department but will also recruit for the 11 surrounding volunteer departments that they depend on for mutual aide.
- Established a Recruitment Team to tell their department's story. This team shall implement programs that develop a quality and diverse work force in both career and POC membership. The newly developed team is currently attending career fairs such as: high school career day, military job fairs, college information days, and hopes to have videos produced to be shown in their local theaters and community television channels.
- Advertise on radio, trade websites and magazines, city website, and attend school career days.

- Junior firefighter program ages 14-17 for early interest before other activities capture that demographic. Open door policy for any other age group with interest in public service.
- Provide certification training that provides the volunteers with the certifications needed to work side by side with the paid firefighters in their state. Volunteers work assigned shifts and are treated the same as the career firefighters. These elements improve their marketability making them a good candidate for area career positions that may come available. They also hire any new positions from within their volunteer ranks.
- Nearly all positions lately are being filled by students from the local technical college. Because of school issues, however, two – three members are rotated out each year.

Raw data was collected from the survey created in Survey Monkey for question seven pertaining to recruiting members (see Appendix D).

The researcher discovered through the literature review and surveys that creating a recruitment team will allow members to focus on promoting the fire department in many elements such as word of mouth, career fairs, utilizing the media to tell their story and educate the public on what the fire department has to offer. This team concept would work well by utilizing volunteer or POC members who understand the difficulties and commitment required to be a successful member and valuable asset to the organization. Gasaway (2004) believes fire department should get rid of dead weight and move on. This recruitment team could send that strong message that Gasaway talks about by seeking out and attracting the right candidates that are really interested in being a firefighter.

The second research questions asks what types of programs have motivated volunteer or paid on-call members to remain active on a long term basis. The results from the survey instruments

gave some very good strategies to motivate members to stay long term. The following is data collected from the survey instruments:

- Minnesota has a Firefighters Relief Association to help retain its members. This is a pension program which rewards longevity. There are various plans, and payouts may be different from one department to the next.
- Insurance plan provided by the city; enrollment in State Volunteer Pension system; enrollment in State Firemen's and Fire Marshal's Association membership, which also provide additional medical and insurance benefits.
- New equipment to include class B uniforms for volunteer persons, portable radios for all members.
- Implemented pay of \$7.00 per hours up to NFPA FFII and \$9.00 per hour for NFPA FFII and above. By doing this, those who reach FFII status are allowed to back-fill a paid position as well as work a normal shift. Created an A, B, and C shift within the department to allow each group opportunities to handle different events. This gives them an important role in the department.
- We participate in a state wide Volunteer Incentive Program, which provides a \$3,000.00 tax credit on state income taxes when the volunteer meets certain criteria for training and incident participation. We believe that firefighters are motivated by relevant, realistic training. Training division prides itself in providing high-impact, high-energy, realistic training.
- We have competitive pay with state retirement and benefits.
- Provide a retirement contribution to collect at age 53; reward with apparel, uniforms, and insurance.

- Banquet, uniforms, tuition, meals at meetings, and as much recognition as possible.
- Deferred comp program where fire district matches what the volunteer puts into the program. Volunteers are reimbursed for expenses; this can total up to \$600.00 per month. State of Washington has a volunteer pension plan that the fire district pay into and after 20-years of service the volunteer gets approximately \$300.00 a month for life. Volunteers receive a \$1,000.00 tax credit for local property or vehicle taxes. For longevity provide a pension plan for volunteers which increases with their years of service.

Raw data was collected from the survey created in Survey Monkey for question eight pertaining to retaining current members (see Appendix E).

The results collected from the surveys identified similarities with what the researcher discovered in the literature review process for this project. Benefits such as pension / retirement, tax credits, recognition awards, competitive hour pay along with different levels of pay for training or years of service are all very good strategies identified to retain firefighters long term.

The final research question three asked what have volunteer or combination departments comparable to OFD done to successfully recruit and retain its members. The first of the two research surveys was sent to area departments that have volunteer and/or POC firefighters.

Results from this survey provided the researcher with the following raw data:

Recruitment:

- Identify interested candidates with the correct motivational fit through reference of current firefighters.
- Recruitment is done now by word of mouth, website, and town newsletter.

Retention:

- Service recognition awards for every five years of service (pin / plaques). Town funded length of service award (retirement) program.
- Pension program through the State of Minnesota which rewards longevity; amount paid out varies.
- Try to hire members that are not in the fire program, because they will be more likely to go to all the trainings and be easier to retain long term.

The second survey (Survey Monkey) was sent to the NSEFO members and designed to allow the researcher to collect data on a national level to compare and contrast with data collected locally.

The following raw data was collected on recruitment and retention from comparable departments:

Recruitment:

- Videos, co-op work with community colleges, and SAFER Grant.
- Conduct an extensive community wide recruitment drive. Many of the new members are friends and family of existing members; this is to be expected in a small town.
- Applications are held so they can hire in groups which make training a team atmosphere among new hires.
- Fire prevention programs throughout the county.
- Offering pay for calls and applying for a grant for a full-time recruitment training officer.

Retention:

- Length of Service Awards Program (LOSAP), \$150,000 life insurance policy, mileage and meal reimbursement for shift. Volunteers before 01/01/11 are on the volunteer pension plan.

- Our paid on-call members receive a base monthly stipend, plus hourly pay. The pay scale has steps through 20 years. Also we pay longevity bonus based on length of service upon separation of service.
- Thru SC Firefighters Association we have a small retirement pension funded using Insurance Company's fund.
- New equipment to include class B uniforms for our volunteers and portable radios for all members.

The researcher discovered after reviewing data collected from comparable departments that most of them are using a similar approach as OFD to attract new members. The recruitment officer or team concept that kept appearing during this project would likely be one of the most critical components to look at. Feedback on the retention of members identified some type of a pension or retirement program to retain active members. Life insurance, tax credits, or other benefits such as those collected for this ARP may be the dangling carrot to help retain OFD's POC firefighters.

Discussion

The purpose of this ARP was to identify creative and effective strategies for recruiting and retaining new members in comparable departments to Onalaska's. The research for this ARP provided the author a significant amount of creative ideas and concepts to address its organizational problem. According USFA (2007), in 2003 the nation's volunteer firefighter force accounted for 73 percent or just over 800,050 firefighters. In 1984, the number of volunteer firefighters reached a high of 897,750. To prevent from being forced to hire career firefighters, departments have to understand and deal with the challenges that volunteers are facing in today's world. USFA (2007) provides ideas and practice that can help departments reverse this trend.

According to USFA (2007), the Bureau of Labor Statistics (2003) cites the lack of time as the number one reason for not volunteering. Data from a study at St. Joseph's University in 2004 indicated 92.3 percent of volunteers leave the organization because they have no time to volunteer. Completing the top four on the list were: conflicts in the organization (47.8%), organizational leadership created an adverse atmosphere (46.7%), and too much training (45.6%). These problems were found throughout the 50 states and not necessarily in one specific area of the country (P.6). The results of the survey instruments also indicated lack of time as being the number one reason for volunteer and POC firefighters to leave a fire department.

Carter (2009) describes the lack of volunteer firefighters as a crisis, with too few joining and those who do, are not staying. He feels departments must attack this crisis head on to find out what we are doing right in our organization, and what needs to be corrected. Carter explains that after conducting years of research, he has come to the conclusion that the concept of volunteerism for a community is a lost tradition. Recruitment and retention are viewed by Carter to be two separate issues that must be attacked together. He recommends we fix any problems internally in our department before we look at recruiting new members. According to Carter (2009), it would be a waste of time to have an excellent recruitment program only to learn that internal problems are driving new recruits away. Carter explains it is important for the fire chief to establish a balance within the organization that works for his or her department. The researcher agrees with the importance of establishing balance within the department. No two departments are alike and each is dynamic with its own unique challenges. Carter also recommends forming a committee of members to study the internal issues within the department, and then look at the external (environmental) issues. This team, he feels, should work under the direction of a recruitment and retention officer to recommend strategies based on their study of

the fire department. Throughout the process of applied research the author has become familiar with the concept of developing a recruitment and retention team. The researcher knows the City of Onalaska cannot afford to lose any more of its current active and highly trained POC firefighters. It would be in the best interest of OFD's administration to empower a team of POC firefighters to research and provide feedback on what their vision of a retention program would look like.

If the findings of Gillespie (2012) are correct, the fire service has to retool itself to prepare for the retirement of the baby boomers. This will open up an estimated ten million jobs according to the U.S. Bureau of Labor Statistics. Gillespie feels the values are different between the baby boomers, Generation X (born between 1964 and 1977), and Generation Y (born between 1977 and 1997). Fire chiefs will need to figure out, within their organizations, how to groom quality candidates to lead the fire service into the future. Gillespie suggests taking the time to recognize and develop young talented people. It is critical to create opportunities for future leaders so they can develop their skills. It is important for senior firefighters and officers to share the strong history, traditions, and work ethics that they grew up with.

USFA (2007) recognizes the sacrifices that family members have to make to allow their loved ones to dedicate so much time to the fire department. It is critical for departments to incorporate fun and entertaining activities that involve the entire family. Some of the activities identified were: pizza parties, fundraisers, Toys for Tots, health and wellness presentations, and getting involved in community risk reduction programs; all can stimulate a feeling of pride and value into the volunteer and family members (P. 115 – P. 117). It would appear that the one annual awards banquet is not considered a fun activity for the entire family. These types of formal functions, although important to the organization, do not involve the children in OFD's team.

After conducting the research for this ARP the researcher recognizes that the fun factor is missing and picnics or other activities need to be implemented to bring the entire family together.

In summary, the researcher knows the issue OFD has is shared on a national level. The statistics are printed in black and white, with the problem clearly getting worse. Resources are available through publications such as USFA (2007) to provide critical components to implement into a recruitment and retention strategy. In addition to published literature, the researcher has collected original data from two groups surveyed to look at what comparable departments are doing to recruit and retain their members. The researcher has identified critical strategies to not only attract but also to retain its members for a longer period of time. In both the literature review and collection of data from the surveys, it is clear that the fire service needs to understand and meet the needs of its volunteers. First we must recognize and respect the volunteer or POC member's limited time. With both parents working full time jobs and trying to meet the demands of raising a family, we need to carefully look at how we can make our organization more efficient without sacrificing the training and education of our POC firefighter.

Recommendations

The research conducted for this ARP produced results for the researcher to answer the three critical research questions regarding OFD's organizational problem. The literature review process along with the two survey instruments established a foundation to build a creative and effective program for recruiting and retaining its new and existing members. Based on these results the researcher will make the following recommendations:

- The researcher will present a copy and review the findings of this research project with the fire chief. A copy should also be presented to and reviewed with the Mayor of Onalaska.

- It will be the recommendation of the researcher to establish a recruitment team of four POC members to review current strategies and compare them to the findings of the data collected in this ARP. The team will provide input to the Chief and Assistant Chief to create a strategic plan for recruiting new members.
- The researcher will recommend a retention team be established to look at creating some type of pension or retirement program for OFD's POC members. This program may be part of a State pension plan, or a custom plan unique to the City of Onalaska.
- The researcher will recommend the training officer review the annual training calendar and identify the essential training and education requirements. It will be the recommendation of the researcher to limit any non-essential training, to allow POC members to spend more time with their family and taking care of responsibilities at home.
- The researcher will task the firefighters both FT and POC to plan out fun events or activities that will involve the department's entire family. The researcher will recommend the group schedule these events at a minimum of two times per year. The purpose is to show OFD's appreciation for the sacrifices family members make and allow them to feel like they are an important part of the fire service family.

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Appendix A



City of Onalaska Fire Department

415 Main St. Onalaska, WI 54650 • (608) 781-9546

tgudie@cityofonalaska.com

March 5, 2012

Dear Chief,

I recently completed my fourth and final year of the National Fire Academy's *Executive Fire Officers Program (EFOP)*. At the end of each two week program, the student is required to complete an Applied Research Paper (ARP) that addresses a key issue or problem within their organization.

The research I am conducting is on recruitment and retention strategies for volunteer / paid-on call (POC) firefighters. The purpose of my research is to identify creative and effective strategies for recruiting and retaining new members in comparable departments to Onalaska's.

I would appreciate if you or one of your officers could take a few moments and complete the attached questionnaire. The information you provide is valuable to my research paper.

The completed questionnaire can be sent by e-mail to tgudie@cityofonalaska.com. You can also send it by mail or fax (608) 781-9514. If you have any questions please feel free to call me at (608) 781-9546.

Sincerely,

A handwritten signature in black ink that reads "Troy Gudie".

Troy Gudie

Assistant Fire Chief

Appendix B

Recruitment and Retention Questionnaire

1. Please provide the following numbers regarding the structure of your department:
 - a) Fulltime / career members ___ Paid on Call members ___ Volunteer members (no pay for training and responses) ___

2. Please provide the number of annual calls for the following:

Fire ___ Medical ___ (Transport Yes ___ No ___)

3. Please provide the population you serve: _____

4. On average, how many members leave your department annually? _____

5. From an exit interview or other feedback, what are the primary reasons given for your firefighters leaving the department? (Check all that apply)
 - a) Time demands for career and family _____
 - b) Training requirements and recertification _____
 - c) Personnel issues within the organization _____
 - d) Other, please briefly explain _____

6. Do you feel that recruitment and retention of volunteer / paid on call members is a serious issue facing the fire service? Yes ___ No ___

7. What processes are you currently implementing to attract and recruit competent and dependable volunteer / paid on call firefighters? (please briefly explain and/or forward a copy)_____
8. What types of programs or strategies have you implemented to motivate volunteer / paid on call members to remain active on a long term basis? (please briefly explain and/ or forward a copy)_____
9. Would you like a copy of the results from this survey? Yes ___ No ___
10. Please provide the following contact information for my research:

Department Name: _____

State: _____

Website: _____

E-mail Address: _____

Appendix C

SAMPLE SURVEY OF AREA DEPARTMENTS

ARCADIA GLENCOE FIRE DEPT
 JEFFREY P HALVOREN
 521 W MAIN ST
 ARCADIA, WI. 54612-1324
 (608) 323-7475
hlumber@centurylink.net

BANGOR-BURNS VOL FIRE DEPT
 ROBERT W RUECKHEIM
 PO BOX 379
 BANGOR, WI. 54614
 (608) 486-4168
rrueckheimff@gmail.com

CAMPBELL TWP FIRE DEPT
 NATHANIEL J MELBY
 2219 BAINBRIDGE ST
 LA CROSSE, WI. 54603-1356
 (608) 783-0050
nate@melby.us

GALESVILLE AREA FIRE DEPT
 RICHARD A DOCKEN
 PO BOX 55
 GALESVILLE, WI. 54630-0055
 (608) 582-2326
gfd1300@centurytel.net

HOLMEN AREA FIRE DEPT
 DOUG SCHOBER
 BOX 92
 HOLMEN, WI. 54636-0092
 (608) 526-9363
dschober@holmenfire.com

LACRESCENT FIRE DEPARTMENT
 JOHN MEYER
 315 MAIN ST
 LACRESCENT, MN. 55947
 (507) 895-2083
johnearlmeyer@yahoo.com

LA FARGE FIRE DEPT
 PHILIP C STITTLEBURG
 PO BOX 9
 LA FARGE, WI. 54639-0009
 (608) 625-2185
lfchief@mwt.net

SHELBY FIRE DEPT
 MIKE KEMP
 2800 WARD AVE
 LA CROSSE, WI. 54601-7470
 (608) 788-1032
chiefkemp@townofshelby.com

STODDARD-BERGEN VOL FIRE DEPT
 JOSEPH W PFAFF
 188 N MAIN ST
 STODDARD, WI 54658-9801
 (608) 457-2118
sbfd28@mwt.net

WEST SALEM VOL FIRE DEPT
 DAVID R MUNSON
 100 S MILL ST
 WEST SALEM, WI. 54669
 (608) 786-0111
base660@hotmail.com

Appendix D

RAW DATA COLLECTED FROM SURVEY QUESTION SEVEN

- Implemented a Citizen's Fire Academy (10-12 wks.) to train new members up to Firefighter Introductory level for State Firemen's and Fire Marshal's Association basic volunteer firefighter certification. Also will train volunteer members to meet minimum Reserve Combat training for local department participation.
- Offering pay for calls and training. Applying for a grant for a full time recruitment/training officer
- Fire Prevention Programs throughout our county.
- We have attended the Fire 20/20 recruitment/retention workshop to improve our strategic plan. A RR coordinator has been asked for in the 2011 Safer Grant. This will not only help our combination department, but all 11 volunteer departments that surround our city that we depend on mutual aid. They too are in need of RR efforts. A meeting is being conducted to gain more knowledge and a better plan with those organizations.
- High-school based recruit school, utilizing a blended format of online and traditional learning. We have applied for a SAFER grant to hire a full-time Recruitment & Retention Coordinator.
- Our Department completed a Strategic Plan in 2011. The Fire Service leadership set Goal's and Tasks to enhance our fire service by establishing a Recruitment Team to tell our story. The Recruitment Team shall implement programs that develop a quality and diverse work force in both career and Paid on Call membership. This is a newly developed team and at this time we are attending career fairs such as; high school career

day, military job fairs, collage informational days, and in the future we hope to have videos shown in our movie theaters, and on our community TV channels.

- Advertise on radio, trade websites and magazines, also city website. We also attend and present at local school career days.
- We've learned the best practice is direct, personal contact to find those interested in serving. Our social media, website, and public relations articles do little (dare I say-nothing) to attract volunteers.
- Junior firefighter program ages 14-17 for early interest before other activities capture that demographic. Open door policy for any other age group with interest in public service.
- We offer any type of training volunteers want to attend. We pay them based on a points system at the end of the year to get a check the first pay period. We have a supplemental policy to assist with workman's comp.
- We offer short-term disability coverage to pay above what workman's compensation pays, we contribute to a retirement fund for all personnel, and we offer pay for any calls run with the department regardless of the type for all personnel to encourage participation.
- We are hoping to receive a SAFER Grant and we actively recruit with emphasis on our Explorer Post.
- Centralizing application process, which we hope will make the system more approachable by folks that do not currently have a connection to the FD through friends family, etc. And, hopefully address personality conflict within the organization.

- We do not have any specific program, when openings occur and a application process is initiated, applicants apply and a testing process is completed. There are certain application requirements that are needed for the applicant to be accepted.
- A lot of advertising on the web and in the street. For example shopping centers
- Currently we have not had any problems recruiting new members, thus we have not had to implement any formal recruitment activities.
- Deferred compensation, awards, LOSAP, higher education benefits, wellness benefits,
- We provide certification training in a rapid linear format that provides the volunteers with the certification necessary to work as a paid firefighter in our state. Our volunteers also work assigned shifts and are treated the same as the career firefighters. These elements improve their marketability in the nearby DFW metro area if they wish to pursue a career in the business. We also hire any new positions only from within our volunteer ranks.
- Tried to implement a volunteer incentive/retirement program but funds were not available.
- We have a waiting list and conduct academies twice a year. Many of our career personnel were volunteers with us at one time. Recruits volunteer in hopes of getting hired.
- Very little, we are holding applications so we can hire groups of people, make training easier and promotes a team atmosphere among new hires.
- Paid shifts, potential for advancement, potential for a career position.
- None; we are a great department with a great reputation. Word of mouth due to an opening in the reserve firefighter program will prompt 40-60 applications for 1 or 2 open positions. The existing reserves are offered the full time slots first. Thus no need to train,

process by vetting candidates since reserves are already trained and orientated into the system.

- members getting new members application provided to all who live in district and they must complete FF1 at our regional recruit academy active website previous mailings etc. did not work we have an annual high quality newsletter that goes to 9,300 single family residences
- Albany County has a recruitment and retention committee
- We have moved to looking at personnel outside our community to, collar community. We have not reduced our requirements for certification however.
- We hold an annual open house that we use to recruit personnel. This allows members of our community to meet us and see what we do.
- We don't have to recruit. We have a waiting list to join. We can't supply all the PPE and training due to budget concerns, so some people are put on a waiting list.
- We began recruiting statewide, which brought a lot of new recruits to the organization. However, over a year later, we are finding that most are leaving due to lack of participation. As the newness wears off, so does their commitment.
- Word of mouth, flyers to all the area departments, and current employees passing the word.
- We hold an annual session where people can get into firefighter gear, spray water, and use extrication equipment.
- The local community college has many FF/ EMTs waiting for an opportunity. If you allow them to live outside your boundaries you have hundreds of applicants.

- Our Department is staffed with 100% career personnel. Retention has not been a problem. People usually only leave due to injury or retirement.
- We do an extensive community wide recruitment drive. Many of our new members are friends or family of existing members, but in a small town such as ours that is to be expected.

Appendix E

RAW DATA COLLECTED FROM SURVEY QUESTION EIGHT

- Provide AD & D policy in addition to Workers Comp. Insurance provided by city; Enrollment in State Volunteer Pension system; Enrollment in State Firemen's and Fire Marshal's Association membership which also provided additional medical and life insurance benefits.
- New equipment to include class B uniforms for volunteer persons, portable radios for all members
- Thru S C Firefighter Assoc. we have a small retirement pension program funded using Insurance Company's fund.
- In our department, we implemented a pay of \$7.00 per hr up to NFPA FFII and \$9.00 per hour NFPA FFII and above. by doing this and allowing those who reach FFII status, they are then able to back fill a paid position as well as work a normal shift. We have implemented ABC companies to allow a smaller group to maintain training levels and assign them to that ABC shift. The company will then handle different events and allows the volunteers an important role in the department.
- We have initiated an in-house Volunteer Incentive Programs to reward participation in training. We also participate in a state-wide Volunteer Incentive Program, which provides a \$3,000 tax credit on state income taxes when the volunteer meets certain criteria for training and incident participation. One of the things that I believe motivates firefighters is relevant, realistic training. Our training division prides itself in providing high-impact, high-energy, realistic training.

- As a department retention has not been our staffing issue and our Strategic Plan has a goal to achieve this outline, but at this time the Recruitment Team has not implemented any tasks to tackle this issue yet.
- We have competitive pay scale with state retirement and benefits. We have various committees' for personnel to serve on to have input in how the department operates and functions. We have various specialty groups (swift water rescue, high angle rescue, Haz-Mat etc.) that our members participate in and we encourage certifications where needed and pay for their training. We offer Medical in-service training to keep members certified in their level of medical training.
- Small stipend program based on points for attending in-house and out-of-department training; providing stand-by coverage at events and returning to calls.
- Provide a retirement contribution to collect at age 53, reward with apparel, uniforms and insurance.
- Any suggestions you may find, please let me know as well.
- Retirement contributions and length-of-service awards to include a 20 year ring.
- We currently offer make-up training as well as alternative, incentive pay at Christmas, Accident Policy from AFLAC.
- None at this time
- Retention overall is not a significant process. We recently had 2 paid on call personnel retire with 51 total years of service. Other personnel who leave the service may be because of career employment opportunities or family commitments.
- Banquets, uniforms, tuition, meals at the meetings and as much recognition as possible.

- Deferred compensation (457) plan based upon years of service. FD contributes funds based upon sliding scale, and pays plan administration fee; FF may contribute portion of income.
- The volunteers are assigned to a shift and developed alongside their career counterparts. We have seen this translate into longer retention, even when the volunteer subsequently achieves a career position in another department.
- Reduced personal property tax on one vehicle owned by each volunteer. Free county vehicle license sticker for one vehicle for each volunteer.
- We offer a deferred compensation plan. Our volunteers are not paid though they are reimbursed for expenses. This can total up to \$600 a month. They can choose to participate in the deferred comp plan and the fire district matches the amount the volunteer puts in. In the state of Washington, there is a volunteer pension plan that the fire district pays into on their behalf. After 20 years a volunteer can get about \$300 a month for life.
- Nothing would be interested in your findings. Union activism is the main problem. The union does things to run people off in the thought that they will gain more positions. What they don't understand is that there is no money for more and I can double the number of part time people with the same funding as one full time person.
- We have participation requirements and if they have at least a year of experience and the proper certification they have chance at a career position.
- Reserve program means an eligibility pool of candidates that are constantly trained and called in to fill firefighter vacancies on shift due to vacations, sick, etc. The reserve firefighters know that an opening will prompt the senior members to get ready for the

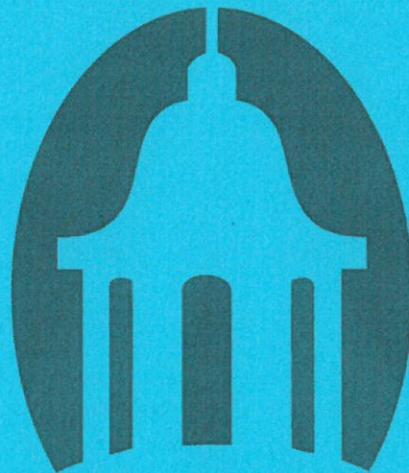
impending offer. However, the reserves are evaluated each assigned work day, by their assigned company officer. If there is a marginal or unsatisfactory evaluation, the reserves will not be offered the position and if that reserve does not improve, they will be released permanently.

- LOSAP small amount for POC small amount for training hours small amount for bonus points for special projects the above is our Ponderosa Volunteer Incentive Program in place since the late 80's great insurance Houston Rodeo tickets and parking via lottery; 4 tickets per night Inclusiveness Stations 2 and 3 are pure volunteer all programs based on performance criteria that is not overbearing overall cost not counting insurance (some have 24/7 ADD) is ~\$120,000 per year
- We are offering more sleep-in or shift work for our members. Also, we have instituted a training budget for them to attend the same training opportunities as our career members.
- We provide retirement and life insurance to our members.
- Volunteers receive a \$1000 tax credit for local property or vehicle taxes. To increase longevity, we have a pension plan for volunteers which increases with years of service
- The only program in place at the volunteer level right now is a gas stipend for volunteers who reach a certain level of activity each month
- We were paying an escalating call pay starting at \$10 per call, increasing by \$2.50 per year capping out at \$18.75 per call for those here 5 years or more. We also have an "event pay" which provides \$15 for every two-hour block of activity not related to incident response. However, the unintended consequences have been that most will now only work if they get paid, also, some use this as their only source of income. This has

created many issues within the organization, where we have ultimately lost most of our members. We are now converting all of our reserve positions to part-time.

- The only thing we can give our members is pay and training.
- Benefits
- We provide subscriptions to a state firefighter association that provides some life insurance and disability pay. We have also discussed lowering a firefighter's property tax.
- Retirement/ benefit plans
- Retirement incentives both locally and thru the state retirement system
- Recruitment is done through collaboration efforts in the community, the educational system (ROP, Colleges), and Internet postings. Our department is very desirable and recruitment is usually not a problem.
- Our paid-on-call firefighters know that future full-time openings will be filled by current paid-on-call staff.
- Our paid on call members receive a base monthly stipend, plus hourly pay. The pay scale has steps through 20 years. Also we pay a longevity bonus based on length of service upon separation of service.
- LOSAP Program, \$150K Life insurance policy, mileage and meal reimbursements for shift. Volunteers before 1/1/11 are on the volunteer pension plan.
- N/A - phasing these two programs out

APPENDIX D



Municipal
Resources
Inc.

Franklin County Fire Chiefs Standard Operating Guideline

Effective Date: January 1, 2015	SOG Category & Identification Number: Command - 001	Revision:
SOG Title: Assumption Transfer, Designation and the Responsibilities of Command		
Approved by:	Re-evaluation Date: January 1, 2018	Number of Pages: 5

PURPOSE

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

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

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

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

To outline the responsibilities of an Incident Commander.

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

SCOPE

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

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

COMBATIVE COMMAND - An option available to the first arriving officer or senior firefighter who is initially in command of the emergency. Officer will take an active role while carrying out required tactical operations. Decision based upon officer's evaluation

of incident needs and resources available. Such officer should be prepared to give synopsis of actions and conditions over portable radio upon arrival of chief officer and the establishment of formal command.

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

COMMAND RESPONSIBILITIES

Take an effective command position

Assess incident priorities

Determine strategic goal(s) and tactical operations to support

Develop or approve and implement the action plan

Develop command structure appropriate for the incident (divisions, groups, branches, etc.)

Assign appropriate divisions, groups, and command staff as required

Assess resource needs

Order, deploy, reinforce, relieve and release resources

Coordinate all emergency activities

Serve as ultimate incident safety officer

Coordinate activities of outside agencies

Authorize information releases to the media

Transfer command when incident is de-escalating

Terminate command

Complete and submit NFIRS fire reports

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

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

PROCEDURES

SINGLE COMPANY RESPONSE

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

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

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

MULTI-COMPANY RESPONSE - ASSUMPTION OF COMMAND

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

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

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

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

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

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

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

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

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

TRANSFER OF COMMAND

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

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

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

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

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

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

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

Incident Commander being relieved will provide a briefing which includes:

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

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

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

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

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

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

For example: The incident on Main Street is over and command will be returning all companies. Shelburne Control from Main Street Command, (wait for a response from Shelburne Control) Main Street Command is terminated, Engine 3 and Engine 4 will be continuing to pick-up, E-5 will remain at the scene.