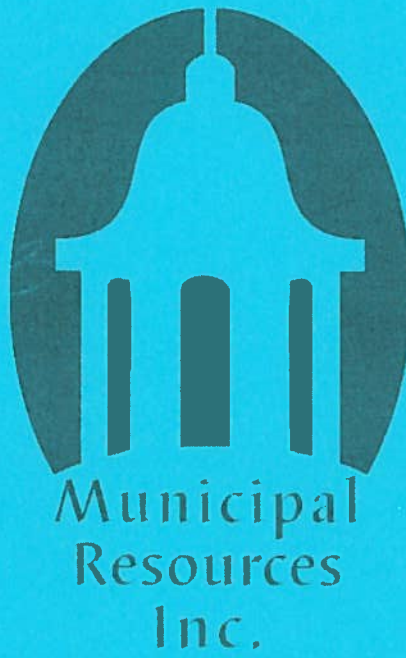


APPENDIX A



Town of Truro, Massachusetts

POSITION: Fire Chief / Co-Emergency Manager

DEPARTMENT: Fire

OVERVIEW OF POSITION

The Fire Chief is responsible to oversee and direct the Truro's Fire and Rescue Department in order to provide for comprehensive management and delivery of fire suppression and prevention, and emergency medical services to our citizens and visitors. It must be the primary focus of the Fire Chief to ensure the efficient, effective, and proper delivery of these services to the community. The Fire Chief is appointed by the Board of Selectmen in accordance with Massachusetts General Law chapter 48, section 42A.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

Required knowledge and skill is significant and gained through substantial training and progressive career growth. Knowledge of the principles, concepts and methodology of a professional or administrative occupation supplemented by skill gained through job experience to permit independent performance or supplemented by expanded professional knowledge gained through relevant study or experience which has provided skill in carrying out assignments, operations and procedures. In addition to practical knowledge of standard procedures, practical knowledge of technical methods to perform assignments that involve use of specialized, complicated techniques; knowledge of modern fire and emergency medical practices, techniques, and methods; knowledge of certain federal and state laws, and local ordinances that impact the administration of a municipal fire department; knowledge of the standard operating procedures of the Department; knowledge of and familiarity with the geography and buildings of the Town. Skill in the use and care of fire and emergency equipment. Ability to analyze situations quickly and objectively and to determine proper courses of action; ability to use a personal computer and the internet; ability to speak and write effectively; ability to work under physically and emotionally stressful situations; ability to develop and maintain effective working relationships with employees, Town officials and the public.

Must maintain a valid Massachusetts driver's license without record of suspension or revocation in any state. Ability to meet Departmental physical standards. Must have and continue to maintain licensure as a Massachusetts or Nationally Registered EMT. Shall have obtained certification from the National Board on Fire Service Professional Qualifications to the level of Fire Officer Level III or higher. Preference will be given to candidates that have completed either the Executive Fire Officer Program at the National Fire Academy or the Massachusetts Chief Fire Officer Management Program.

SUPERVISION RECEIVED

Works under the policy direction of the Truro Board of Selectmen and the daily supervision of its Town Administrator. Duties are performed independently and appropriate judgment must be exercised in dealing with emergencies, establishing priorities and determining appropriate courses of action. Performance is reviewed through conferences, reports, and observations of efficiency and is formally evaluated periodically by the Board of Selectmen with input from the Town Administrator. At this level, the employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment; resolving most of the conflicts which arise; coordinating the work with others as necessary, and interpreting policy on own initiative in terms of established objectives. In most assignments, the Chief also determines the approach to be taken and the methodology to be used. The Fire Chief is expected to communicate with the town administrator on a frequent basis keeping him informed of progress, potentially controversial matters, or far-reaching implications. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.

SUPERVISION EXERCISED

Has full operational authority and responsibility in providing for the safe and effective delivery of firefighting, rescue, and emergency services for the town of Truro. Directly and regularly supervises all members of the Truro Fire & Rescue in both emergency and nonemergency situations. It utilizes the appropriate elements of the national incident management system to supervise any emergency response. The Fire Chief is fully accountable for the effective and efficient management of work to achieve goals and objectives.

Errors in judgment and supervision could result in endangered public safety, loss of life or severe property damage. Errors in either technical application recognize firefighting, rescue or emergency medical care procedures or interpretation of related data, could result in damage to property, endanger public safety, have financial and or legal implications, and cause adverse public relations.

EXAMPLES OF ESSENTIAL DUTIES

The essential functions or duties listed below are intended only as illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if work is similar, related, or a logical assignment to the position.

1. Serves as the department's with chief executive officer and has primary responsibility for providing leadership and direction to the organization, providing managerial control of the budget.
2. Plans, coordinates, supervises, and evaluates Fire and EMS operations.

3. Establishes policies and procedures for the effective management of the fire department. Regularly reviews and maintains existing policies to be in accordance with all applicable federal, state, and local laws, and further, it accordance with fire service and emergency medical service best practices.
4. Plans and implements a variety of Fire and EMS services and programs for the community in order to meet the expectation of its citizens.
5. Plans, prepares, and properly administers the annual budget for Truro Fire & Rescue.
6. Responds to alarms and may direct activities at the scene of major emergencies.
7. Supervises the inspection of buildings and other properties for fire hazards and enforces fire prevention ordinances.
8. Directs the operation of departmental in-service training activities.
9. Controls the expenditure of departmental appropriations.
10. Handles grievances, maintains Departmental discipline and the conduct and general behavior of assigned personnel.
11. Prepares and submits periodic reports to the Board of Selectmen regarding the Departments' activities and prepares a variety of other reports as appropriate including the annual report of activities.
12. Plans departmental operation with respect to equipment, apparatus, and personnel; supervises the implementation of such plans.
13. Assigns personnel and equipment to such duties and uses as the service requires; evaluates the need for and recommends the purchase of new equipment and supplies.
14. Meets with elected or appointed officials, other Fire/EMS officials, community and business representatives, and the public on all aspects of the Departments' activities.
15. Attends conferences and meetings to keep abreast of current trends in the field; represents the Town Fire/EMS Departments in a variety of local, county, state and other meetings.

16. Performs a variety of daily duties that can range from administrative function to the direct delivery of firefighting and/or emergency medical services.
17. Serves as a member of various employee committees.
18. Performs other related duties as required.

EDUCATIONAL REQUIREMENTS

Generally, an employee filling this position at entry level should have an Associate's Degree in Management, Public Administration, Fire Science or a related field of study. Specialized training and certifications in fire department administration and operation are also required.

At a minimum, the Fire Chief shall maintain a valid Massachusetts driver's license without record of suspension or revocation in any state. Ability to meet Departmental physical standards. Must have and continue to maintain licensure as a Massachusetts or Nationally Registered EMT. Shall have obtained certification from the National Board on Fire Service Professional Qualifications to the level of Fire Officer Level III or higher. Preference will be given to candidates that have completed either the Executive Fire Officer Program at the National Fire Academy or the Massachusetts Chief Fire Officer Management Program.

LEVEL OF EXPERIENCE REQUIRED

Generally, a candidate for this position should have at least ten years of experience of a progressively responsible nature in firefighting and prevention, and emergency medical services. Specifically, it is preferable that the candidate has previously performed the services in a supervisory capacity (rank of Lieutenant or higher) for a minimum of three years.

ENVIRONMENT

Has frequent contact with the general public, often during stressful or emotional situations. As such, the Fire Chief must possess effective verbal and written communication skills, as well as the ability to communicate effectively in directing the work of subordinate fire officers and firefighters.

The work environment involves high risks with exposure to potentially dangerous situations or unusual environmental stress, which require a range of safety and other precautions (e.g. working under extreme outdoor weather condition or similar situations where conditions cannot be controlled).

The Fire Chief is required to work evenings and weekends and for extended periods of time, which can extend beyond his/her regularly scheduled hours. While off duty, the Chief may be required to return to duty in order to respond to emergency situations beyond the scope and ability of normal duty staffing. The Chief may be required to alter

his or her regular hours of work if and when emergency situations require.

PHYSICAL DEMANDS

(The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

This position requires extreme physical exertion with the ability to lift and carry heavy objects while wearing protective clothing and self-contained breathing apparatus; possible exposure to extreme temperature changes, toxins, hazardous materials and contagious diseases. Additional specific requirements include:

Frequent exposure to inclement weather and/or high personal safety considerations; the work requires considerable and strenuous physical exertion such as lifting heavy objects over 50 pounds, crouching or crawling in restricted areas, and frequent climbing of tall ladders.

The nature of the position requires the employee to be in, and maintain, sound physical condition, and attendance at annual re-certification training program(s) is required. Work is performed in a variety of environmental conditions, including heat, cold, wet, slippery, noisy, etc. Employee may be exposed to toxic fumes, chemicals, and substances, fuels, and fluids, as well as grotesque sights and smells associated with major trauma. Tasks performed in some emergencies may involve risks classified by Center for Disease Control as Category I, Category II, and Category III. Work may involve emotional stress and hazards of disability or even death.

For communicating with others, talking is required; for taking instructions from others, hearing is required; and for doing the job effectively and correctly, sight is required.

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.

Town of Truro, Massachusetts

POSITION: Administrative Assistant

DEPARTMENT: Fire

OVERVIEW OF POSITION

Working under the direction and oversight of the Fire Chief, performs routine and responsible administrative functions requiring the exercise of mature judgment and application of a broad clerical and secretarial knowledge. Responsible to provide administrative assistance and satisfy clerical functions necessary to meet daily functions of the Fire Department. Provides hands-on administrative support and assistance to the Fire Chief and other fire department personnel as necessary.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

Required knowledge and skill may be gained on the job with some effort; knowledge of basic or commonly used secretarial principles, procedures or equipment that typically require some previous training or experience. General knowledge of fire department operations; general principles regarding budgeting and accounting; knowledge of State statutes related to record keeping, right-to-know, discovery and other administrative rules/laws; knowledge of Town operations and organizations; knowledge of basic financial reporting and bookkeeping practices; knowledge of fire department administrative procedures. Ability to plan, organize, review and coordinate various tasks/functions; ability to establish and maintain effective working relationship with Town officials, employees, and the public; ability to deal with public relations problems courteously and tactfully; skill in the use of personal computers with standard office software, including word processing, spreadsheet, and presentation software; ability to speak, write and communicate effectively.

SUPERVISION RECEIVED

Regular guidance, general oversight with consistent direction usually provided by the Fire Chief who provides continuing or individual assignments by indicating generally what needs to be done, limitations, quantity and quality expected, deadlines and priority of assignments. The supervisor provides additional, specific instructions for new, difficult, or unusual assignments including suggested work methods or advice on source material available. The employee uses initiative in carrying out recurring assignments independently without specific instruction, but refers deviations, problems, and unfamiliar situations not covered by instructions to the supervisor for decision or help. The supervisor assures that finished work and methods used are technically accurate and in compliance with instructions or established procedures. Review of the work increases with more difficult assignments if the employee has not previously performed similar assignments.

SUPERVISION EXERCISED

Has no responsibility for supervision or oversight of others. May be asked to train new employees in the fundamentals of the job or to participate in cross-training of other employees in the department, but such assignments do not include the on-going authority to assign and review the work of other employees or to recommend or take corrective action with regard to the performance of other employees.

EXAMPLES OF ESSENTIAL DUTIES

The essential functions or duties listed below are intended only as illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if work is similar, related, or a logical assignment to the position.

1. Submits department bills, payroll, and departmental payments to the appropriate town departments. Maintains an accounting of all monies collected by the department. Performs these accounting procedures in accordance with the established policies and procedures of the Town of Truro.
2. Prepares invoices for billable services provided including patient billing for the Truro Fire & Rescue Department ambulance, as well as, providing relevant and needed patient information to the Lower Cape ambulance service.
3. Interacts effectively with the public as the initial contact with the Fire Department as necessary. Makes the appropriate referral to another department member or an outside agency as appropriate.
4. Provides clerical support such as word processing, letters, forms, reports, etc. for department personnel as directed by the Chief of Department.
5. Maintains department files.
6. Collects and distributes mail, messages, and memos.
7. Maintains and purchases office supplies for the department. Monitors all office equipment to be sure it is in proper working order. Contacts repair vendors for any office equipment that is in need of service.
8. Maintains files, paperwork and accounting for departmental grants.
9. Creates materials for presentations of departmental information for the Chief and other department members.

10. Reviews incident reports and patient care reports for completeness and accuracy.
11. Compiles statistics and prepares departmental reports including: calls for service, NIFRS and EMS Run sheets.
12. Maintains confidentiality of all sensitive documents and information.
13. Performs other related duties as assigned.

EDUCATIONAL REQUIREMENTS

Generally an employee filling this position at entry level should be enrolled in an Associates Degree program and have a high school diploma or GED with significant training in secretarial skills will be required.

LEVEL OF EXPERIENCE REQUIRED

Generally an employee filling this position at entry level should expect a minimum of three year direct experience will be required.

ENVIRONMENT

The work environment involves everyday risks or discomforts that require normal safety precautions typical of such places as offices, meeting and training rooms (e.g., use of safe work practices with office equipment, avoidance of trips and falls, observance of fire regulations, etc.). The work area is adequately lighted, heated, and ventilated.

PHYSICAL DEMANDS

(The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

Normal office environment, no unusual hazards; the work is sedentary; typically, the employee may sit comfortably to do the work. However, there may be some walking; standing; bending; carrying of light items such as papers, books, small parts; driving an automobile; etc. No special physical demands are required to perform the work.

For communicating with others, talking is required; for receiving information and instructions from others, hearing is required; and for doing the job effectively and correctly, sight is required, specifically, close vision and the ability to adjust focus. Required to sit for extended periods of time, stand frequently, use hands to finger, handle, and feel objects or controls, reach with hands and arms, bend and lift/move 25 pounds or less.

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans With Disabilities Act, must be able to

perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.

Town of Truro, Massachusetts

POSITION: Call Deputy Fire Chief

DEPARTMENT: Fire

OVERVIEW OF POSITION

The Deputy Fire Chief performs a variety of technical, administrative, and supervisory work in assisting with the planning, organizing, directing and implementing fire prevention, suppression and emergency medical services to prevent or minimize the loss of life and property by fire and emergency medical conditions. May act as head of Department in the extended absence or incapacity of the Fire Chief, as prescribed by the Chief or in his incapacity by the direction of the Board of Selectmen..

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

Required knowledge and skill is significant and gained through substantial training and progressive career growth. Knowledge of the principles, concepts and methodology of a professional or administrative occupation supplemented by skill gained through job experience to permit independent performance or supplemented by expanded professional knowledge gained through relevant study or experience which has provided skill in carrying out assignments, operations and procedures. In addition to practical knowledge of standard procedures, practical knowledge of technical methods to perform assignments that involve use of specialized, complicated techniques; knowledge of modern fire and emergency medical practices, techniques, and methods; knowledge of Federal laws, court decisions, and local ordinances; knowledge of the standard operating procedures of the Department; knowledge of and familiarity with the geography and buildings of the Town. Skill in the use and care of fire and emergency equipment. Ability to analyze situations quickly and objectively and to determine proper courses of action; ability to use a personal computer and the internet; ability to speak and write effectively; ability to work under physically and emotionally stressful situations; ability to develop and maintain effective working relationships with employees, Town officials and the public.

Must maintain a valid Massachusetts driver's license without a record of suspension or revocation in any state. Ability to meet departmental physical standards. Must have and continue to maintain licensure as a Massachusetts or Nationally Registered EMT. Shall have obtained certification from the national Board on fire service professional qualifications to the level of fire officer to or higher.

SUPERVISION RECEIVED

Works under the broad supervision of the Fire Chief. Develops, implements and adheres to department rules and regulations that conform to recognized "best practice". Duties are performed independently and judgment must be exercised in meeting emergencies and determining appropriate courses of action. Performance is reviewed through conferences, reports, and observations of efficiency and is evaluated periodically. The supervisor sets the overall objectives and resources available. At this level, the employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment; resolving most of the conflicts which arise; coordinating the work with others as necessary, and interpreting policy on own initiative in terms of established objectives. In some assignments, the employee also determines the approach to be taken and the methodology to be used. The employee keeps the Fire Chief informed of progress, potentially controversial matters, or far-reaching implications. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.

SUPERVISION EXERCISED

Supervises all call officers and firefighter/EMT positions, either directly or through subordinate officers.

May occasionally assume the duties and responsibilities of the Fire Chief in his extended absence or incapacity, as prescribed by the chief or in his incapacity by the direction of the town administrator or board of selectmen.

Errors in judgment and supervision could result in endangered public safety, loss of life or severe property damage. Errors in either technical application recognize firefighting, rescue or emergency medical care procedures or interpretation of related data, could result in damage to property, endanger public safety, have financial and or legal implications, and cause adverse public relations

EXAMPLES OF ESSENTIAL DUTIES

The essential functions or duties listed below are intended only as illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if work is similar, related, or a logical assignment to the position.

1. May act as Fire Chief during absence of Fire Chief, as assigned.
2. Supervises subordinate call officers in their assigned duties.
3. Reviews, evaluates, develops and implements programs, policies and procedures for various departmental operations including training and fire prevention.

4. Directs and participates in major departmental programs.
5. Responds to all alarms as needed; assumes command in the absence of Fire Chief.
6. Carries out duties in conformance with Federal, State, County and Town laws and ordinances.
7. Assists in the planning and implementation of Fire and EMS programs for the Town in order to better carry out the policies and goals of the Town.
8. Directs the operation of departmental in-service training activities.
9. Handles grievances, complaints or concerns from officers and firefighters, maintains Departmental discipline and the conduct and general behavior of assigned personnel.
10. Prepares and submits periodic reports to the Fire Chief regarding the Departments' activities.
11. Assigns personnel and equipment to such duties and uses as the service requires.
12. May attend conferences and meetings, as directed by the Chief to keep abreast of current trends in the field; represents the Town Fire/EMS Departments in a variety of local, county, state and other meetings.
13. Performs other related duties as assigned.

EDUCATIONAL REQUIREMENTS

Generally, an employee filling this position at entry level should hold an Associates Degree in Fire Science or a related field of study and have significant specialized training in fire department administration and operations.

LEVEL OF EXPERIENCE REQUIRED

Generally, an employee filling this position should expect at least 5 years direct experience, with at least 2 years of supervisory responsibility equivalent to Fire Lieutenant or higher will be required.

ENVIRONMENT

The work environment involves high risks with exposure to potentially dangerous situations or unusual environmental stress, which require a range of safety and other precautions (e.g. working under extreme outdoor weather condition or similar situations).

where conditions cannot be controlled).

PHYSICAL DEMANDS

(The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

This position requires extreme physical exertion with the ability to lift and carry heavy objects while wearing protective clothing and self-contained breathing apparatus; possible exposure to extreme temperature changes, toxins, hazardous materials and contagious diseases. Additional specific requirements include:

Frequent exposure to inclement weather and/or high personal safety considerations; the work requires considerable and strenuous physical exertion such as lifting heavy objects over 50 pounds, crouching or crawling in restricted areas, and frequent climbing of tall ladders.

The nature of the position requires the employee to be in, and maintain, sound physical condition, and attendance at annual re-certification training program(s) is required. Work is performed in a variety of environmental conditions, including heat, cold, wet, slippery, noisy, etc. Employee may be exposed to toxic fumes, chemicals, and substances, fuels, and fluids, as well as grotesque sights and smells associated with major trauma. Tasks performed in some emergencies may involve risks classified by Center for Disease Control as Category I, Category II, and Category III. Work may involve emotional stress and hazards of disability or even death.

For communicating with others, talking is required; for taking instructions from others, hearing is required; and for doing the job effectively and correctly, sight is required.

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.

Town of Truro, Massachusetts

POSITION: Call Fire Captain

DEPARTMENT: Fire

OVERVIEW OF POSITION

The Fire Captain regularly supervises and performs fire suppression, rescue, emergency medical care, hazardous materials and fire prevention duties. The Captain is subordinate only to the Fire Chief and Deputy Fire Chief within the department's chain of command. As such, the Captain is expected to have a mastery of all the various operational aspects of the emergency services provided by the department and should be prepared to command the Department in an operational capacity during situations in which the Fire Chief and Deputy Fire Chief are not available. Additionally, the Fire Captain may be required to perform limited administrative functions in the absence of or incapacity of the Deputy Fire Chief and Fire Chief.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

Required knowledge and skill is significant and gained through substantial training and progressive career growth. Practical knowledge of standard procedures, practical knowledge of technical methods to perform assignments that involve use of specialized, complicated techniques; knowledge of modern fire and emergency medical practices, techniques, and methods; knowledge of the standard operating procedures of the Department; knowledge of and familiarity with the geography and buildings of the Town. Skill in the use and care of fire and emergency equipment. Ability to analyze situations quickly and objectively and to determine proper courses of action; ability to use a personal computer and the internet; ability to speak and write effectively; ability to work under physically and emotionally stressful situations; ability to develop and maintain effective working relationships with employees, Town officials and the public.

Must maintain a valid Massachusetts driver's license without record of suspension or revocation in any state. Ability to meet Departmental physical standards. Must be a Nationally Certified level II Firefighter. Preference will be given to candidates who possess National Certification as a Fire Officer level II or higher. Must have and continue to maintain licensure as a Massachusetts or Nationally Registered EMT.

SUPERVISION RECEIVED

Works under the policy direction of and supervision of the Deputy Fire Chief. Implements, enforces and adheres to department rules and regulations that conform to recognized "best practice". Duties are performed independently and judgment must be exercised in meeting emergencies and determining appropriate courses of action.

Performance is reviewed through reports, and observations of proficiency and safety and is evaluated periodically by the Fire Chief. The Fire Chief and Deputy Fire Chief provide periodic guidance and general direction, as to the specific tasks, both emergent and nonemergent, that will be assigned supervisory oversight by the Captain.

SUPERVISION EXERCISED

Provides regular, frequent oversight and detailed direction for Call Fire Lieutenants and, Firefighter/EMT's supervises all fire Department personnel Ed incidents until relieved by the chief or deputy Fire Chief. Has full operational authority and responsibility in providing for safe, effective and efficient firefighting, rescue and emergency medical service delivery. The Captain shall be accountable for the effective and efficient management of work to achieve goals and objectives, whether at an emergency scene or in the performance of routine duties. Provides regular, frequent oversight and detailed direction to others within a workgroup. May recommend major changes for higher-level action, counsel employees, initially hear and potentially resolve complaints and grievances, participate in performance evaluations and provide input in personnel management recommendations.

Errors in judgment and supervision could result in endangered public safety, loss of life or severe property damage. Errors in either technical application of recognize firefighting, rescue or emergency medical care procedures or in the interpretation of related data could result in damage to property, endanger public safety, or have financial and/or legal implications, and cause adverse public relations.

EXAMPLES OF ESSENTIAL DUTIES

The essential functions or duties listed below are intended only as illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if work is similar, related, or a logical assignment to the position.

1. Supervises subordinate fire officers and fire fighters in their assigned duties as directed.
2. Assumes command of incidents as required or needed.
3. Responds promptly to the fire alarm and other emergency calls to establish command of the incident in order to provide for the safe, efficient and effective delivery of required services. Responds to recall to duty orders for incidents that require off-duty personnel to return to duty.
4. Supervises the safe, effective and efficient operation of all firefighting, rescue, and emergency medical appliances, tools, devices etc. In accordance with departmental policies, applicable laws and regulations, as well as, accepted safety standards.

5. May be directed to enter within burning buildings, and confined spaces, and other hazardous environments, typically associated with firefighting, rescue or emergency medical service field operations. As such the Capt. must possess both the technical knowledge and skills needed to direct these operations, as well as, the physical agility and stamina needed to actively participate in these actions.
6. Communicates effectively and efficiently with supervisors and subordinates during both emergency and nonemergency situations.
7. Supervises maintenance of departmental equipment, supplies and facilities; maintains attendance records and fire ground accountability.
8. Instructs and drills fire fighters in watch duties, use of tools, raising of ladders, and rescue and salvage work, etc.
9. Reviews disciplinary recommendations of Fire Lieutenant.
10. Monitors and observes departmental activities to ensure that conduct and performance conform to department standards.
11. Carries out duties in conformance with Federal, State, County and Town laws and ordinances.
12. Responds to alarms received and directs routes to be taken; directs work of fire lieutenants pending arrival of a superior officer.
13. Participates in the operation of departmental in-service training activities.
14. Performs the duties of subordinate personnel as needed and fulfills obligations during duty days or duty week.
15. Maintains contact with general public, department officers and other Town officials in the performance of fire department activities.
16. Prepares a variety of reports and records including personnel records, and requisitions.
17. Performs other related duties as assigned.

EDUCATIONAL REQUIREMENTS

Generally, an employee filling this position at entry level should expect that a high school diploma or GED with specialized training in fire department supervisory practices will be required. National certification as a Fire Officer Level II shall be obtained within one year of promotion. Associates Degree preferred.

LEVEL OF EXPERIENCE REQUIRED

Generally, a candidate for this position should have a minimum of four years of progressive experience in the delivery of fire suppression, rescue, emergency medical services within the municipal fire service.

ENVIRONMENT

The work environment involves high risks with exposure to potentially dangerous situations or unusual environmental stress, which require a range of safety and other precautions (e.g. working under extreme outdoor weather condition or similar situations where conditions cannot be controlled).

PHYSICAL DEMANDS

(The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

This position requires extreme physical exertion with the ability to lift and carry heavy objects while wearing protective clothing and self-contained breathing apparatus; possible exposure to extreme temperature changes, toxins, hazardous materials and contagious diseases. Additional specific requirements include:

Frequent exposure to inclement weather and/or high personal safety considerations; the work requires considerable and strenuous physical exertion such as lifting heavy objects over 50 pounds, crouching or crawling in restricted areas, and frequent climbing of tall ladders.

The nature of the position requires the employee to be in, and maintain, sound physical condition, and attendance at annual re-certification training program(s) is required. Work is performed in a variety of environmental conditions, including heat, cold, wet, slippery, noisy, etc. Employee may be exposed to toxic fumes, chemicals, and substances, fuels, and fluids, as well as grotesque sights and smells associated with major trauma. Tasks performed in some emergencies may involve risks classified by Center for Disease Control as Category I, Category II, and Category III. Work may involve emotional stress and hazards of disability or even death.

For communicating with others, talking is required; for taking instructions from others, hearing is required; and for doing the job effectively and correctly, sight is required.

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.

Town of Truro, Massachusetts

POSITION: Call Fire Lieutenant

DEPARTMENT: Fire

OVERVIEW OF POSITION

The Fire Lieutenant regularly supervises and performs fire suppression, rescue, emergency medical care operations at the company or unit level. Lieutenants serve primarily as first-line supervisors and are expected to engage directly in firefighting, rescue, and emergency medical service delivery while also directing and overseeing the safety of subordinate personnel. As such, a Lieutenant is expected to possess both the ability to directly provide the services required, as well as, directly supervise the operation being conducted. Knowledge of all the various operational aspects of the emergency services provided by the department and should be prepared to initially command any incident, and to maintain command in situations in which superior officers are not available. Additionally, a Fire Lieutenant may be required to perform limited administrative functions in the absence of or incapacity of those superior officers.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

Required knowledge and skill is significant and gained through substantial training and progressive career growth. Practical knowledge of standard procedures, practical knowledge of technical methods to perform assignments that involve use of specialized, complicated techniques; knowledge of modern fire and emergency medical practices, techniques, and methods; knowledge of the standard operating procedures of the Department; knowledge of and familiarity with the geography and buildings of the Town. Skill in the use and care of fire and emergency equipment. Ability to analyze situations quickly and objectively and to determine proper courses of action; ability to use a personal computer and the internet; ability to speak and write effectively; ability to work under physically and emotionally stressful situations; ability to develop and maintain effective working relationships with employees, Town officials and the public.

Must maintain a valid Massachusetts driver's license without record of suspension or revocation in any state. Ability to meet Departmental physical standards. Must be a Nationally Certified level II Firefighter. Preference will be given to candidates who possess National Certification as a Fire Officer level I or higher. Must have and continue to maintain licensure as a Massachusetts or Nationally Registered EMT.

SUPERVISION RECEIVED

Works under the policy direction of and supervision of the Deputy Fire Chief, as well as, the operational supervision of the Call Fire Captain. Enforces and adheres to department rules and regulations. Duties may be performed independently and sound

judgment must be exercised in meeting emergencies and determining appropriate courses of action. Performance is reviewed through reports and observations of proficiency and safety and is evaluated periodically by the Fire Chief. The Fire Chief and Deputy Fire Chief provide periodic guidance and general direction, as to the specific tasks, both emergent and nonemergent, that may be assigned.

SUPERVISION EXERCISED

Provides regular, frequent oversight and detailed direction to Firefighters assigned to his/her company or command. May initially supervise all fire Department personnel at incidents until relieved by a superior officer. Has limited operational authority and responsibility in providing for safe, effective and efficient firefighting, rescue and emergency medical service delivery with primary focus at company or unit level.. The Lieutenant shall be accountable for the effective and efficient management of work assigned to his company or unit, whether at an emergency scene or in the performance of routine duties. Provides regular, frequent oversight and detailed direction to others within his/her assigned company or unit. May suggest changes for higher-level action, initially hear and potentially assist in the resolution of complaints and grievances, participate in performance evaluations and provide input in personnel management recommendations.

Errors in judgment and supervision could result in endangered public safety, loss of life or severe property damage. Errors in either technical application of recognize firefighting, rescue or emergency medical care procedures or in the interpretation of related data could result in damage to property, endanger public safety, or have financial and/or legal implications, and cause adverse public relations.

EXAMPLES OF ESSENTIAL DUTIES

The essential functions or duties listed below are intended only as illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if work is similar, related, or a logical assignment to the position.

1. Supervises Firefighters in their assigned duties as directed by the incident commander.
2. Assumes command of incidents as required or needed.
3. Responds promptly to the fire alarm and other emergency calls to establish command of the incident in order to provide for the safe, efficient and effective delivery of required services. Responds to recall to duty orders for incidents that require off-duty personnel to return to duty.
4. Supervises the safe, effective and efficient operation of all firefighting, rescue, and emergency medical appliances, tools, devices etc. In

accordance with departmental policies, applicable laws and regulations, as well as, accepted safety standards.

5. May be directed to enter within burning buildings, and confined spaces, and other hazardous environments, typically associated with firefighting, rescue or emergency medical service field operations. As such the Capt. must possess both the technical knowledge and skills needed to direct these operations, as well as, the physical agility and stamina needed to actively participate in these actions.
6. Communicates effectively and efficiently with supervisors and subordinates during both emergency and nonemergency situations.
7. Supervises maintenance of departmental equipment, supplies and facilities; maintains attendance records and fire ground accountability.
8. Instructs and drills fire fighters in, use of tools, raising of ladders, and rescue and salvage work, etc.
9. May provide disciplinary recommendations to superior officers.
10. Monitors and observes departmental activities to ensure that conduct and performance conform to department standards.
11. Carries out duties in conformance with Federal, State, County and Town laws and ordinances.
12. Responds to alarms received and directs routes to be taken; directs work of firefighting personnel pending arrival of a superior officer.
13. Participates in the operation of departmental in-service training activities.
14. Performs the duties of subordinate personnel as needed and fulfills obligations.
15. Maintains contact with general public, department officers and firefighters in the performance of fire department activities.
16. Prepares incident reports.
17. Performs other related duties as assigned.

EDUCATIONAL REQUIREMENTS

Generally, an employee filling this position at entry level should expect that a high school diploma or GED with specialized training in fire department supervisory practices will be required. Associates Degree preferred. Additionally, within one year of service as an officer, fire lieutenants shall participate in an approved program of fire officer supervisory training provided by the Massachusetts Firefighting Academy.

LEVEL OF EXPERIENCE REQUIRED

Generally, a candidate for this position should have a minimum of four years of progressive experience in the delivery of fire suppression, rescue, emergency medical services within the municipal fire service.

ENVIRONMENT

The work environment involves high risks with exposure to potentially dangerous situations or unusual environmental stress, which require a range of safety and other precautions (e.g. working under extreme outdoor weather condition or similar situations where conditions cannot be controlled).

PHYSICAL DEMANDS

(The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

This position requires extreme physical exertion with the ability to lift and carry heavy objects while wearing protective clothing and self-contained breathing apparatus; possible exposure to extreme temperature changes, toxins, hazardous materials and contagious diseases. Additional specific requirements include:

Frequent exposure to inclement weather and/or high personal safety considerations; the work requires considerable and strenuous physical exertion such as lifting heavy objects over 50 pounds, crouching or crawling in restricted areas, and frequent climbing of tall ladders.

The nature of the position requires the employee to be in, and maintain, sound physical condition, and attendance at annual re-certification training program(s) is required. Work is performed in a variety of environmental conditions, including heat, cold, wet, slippery, noisy, etc. Employee may be exposed to toxic fumes, chemicals, and substances, fuels, and fluids, as well as grotesque sights and smells associated with major trauma. Tasks performed in some emergencies may involve risks classified by Center for Disease Control as Category I, Category II, and Category III. Work may involve emotional stress and hazards of disability or even death.

For communicating with others, talking is required; for taking instructions from others, hearing is required; and for doing the job effectively and correctly, sight is required.

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.

Town of Truro, Massachusetts

POSITION: Call Firefighter/EMT

DEPARTMENT: Fire

OVERVIEW OF POSITION

Call firefighters perform limited technical work associated with combating, extinguishing and preventing fires, performing rescue operations, as well as, technical work associated with providing patient care as an emergency medical technician. All work is performed under the direct supervision of a fire officer.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

Knowledge of department rules, regulations and procedures. Skills are acquired through considerable training and experience in order to permit the safe participation in firefighting, rescue, or emergency medical services delivery situations. The ability to work under physically and emotionally stressful situations; ability to develop and maintain effective working relationships with employees, ability to take direction and function effectively within a paramilitary organization. The ability to comprehend various techniques, procedures, concepts, and principles as they relate to the proper and safe delivery of firefighting, rescue, and emergency medical services. Ability to develop and maintain effective working relationships with fellow employees and the public

Must maintain a valid Massachusetts driver's license with no record of suspension or revocation in any state. Ability to meet Departmental physical standards. Must have and continue to maintain licensure as a Massachusetts or Nationally Registered EMT. Must successfully complete probationary period as a Call Firefighter including successful completion of basic fire training program and obtaining national certification as a Firefighter level I/II within one year of employment.

SUPERVISION RECEIVED

Works under the direct supervision of the Lieutenant or, in the absence of a Lieutenant, at the direction of the Captain, Deputy Chief or Fire Chief in accordance with the departments chain of command. Adheres to department rules and regulations Frequent guidance, oversight, and detailed direction consistently provided by direct supervisor. For both one-of-a-kind and repetitive tasks the assigned supervisor makes specific assignments that are accompanied by clear, detailed and specific instructions. The employee works as instructed and consults with his/her officer as needed on all matters not specifically covered in the original instructions or guidelines. The fire officer maintains control through review of the work that may include checking progress or

reviewing completed work for accuracy, adequacy, and adherence to instructions and established procedures.

SUPERVISION EXERCISED

Has no responsibility for supervision or oversight of others. Positions at this level have no formal assigned supervisory responsibility or authority. Employees are responsible only for the performance of their own assigned work. They may be asked to assist with the training of new employees in the fundamentals of the job or to participate in cross-training of other employees in the department, but such assignments do not include the on-going authority to assign and review the work of other employees or to recommend or take corrective action with regard to the performance of other employees.

EXAMPLES OF ESSENTIAL DUTIES

The essential functions or duties listed below are intended only as illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if work is similar, related, or a logical assignment to the position.

1. Performs all the primary duties of a call firefighter/EMT under the command and direct supervision of the incident commander or training officer.
2. Attends and participates in all regularly scheduled call firefighter training sessions as scheduled by the Department.
3. Respond promptly to his/her assigned duty station when summoned by radio or telephone.
4. Provides limited emergency medical services as directed by and in accordance with the policies, procedures and protocols established by the Truro Fire & Rescue Department and the Commonwealth of Massachusetts.
5. Drives and operates fire department apparatus as directed by a supervisory officer and in accordance with all Department policies and procedures.
6. Operates certain firefighting, rescue, and emergency medical appliances, tools, devices, under the supervision of a fire department officer.
7. May be directed to enter and work put in turning buildings, confined spaces, and other hazardous environments, typically associated with firefighting, rescue or emergency medical services field operations. These actions are to be conducted in accordance with all departmental policies and procedures and under the direct supervision of a ranking fire officer.
8. Assist with the cleaning, servicing and care of apparatus, appliances, tools, and devices used in the performance of firefighting, rescue or emergency medical service delivery.

9. Performs other related duties as required.

EDUCATIONAL REQUIREMENTS

Generally, an employee filling this position at entry level should expect that a high school diploma or GED will be required plus some specialized training in mechanics, maintenance management or a closely related field.

LEVEL OF EXPERIENCE REQUIRED

Entry level personnel may possess little or no knowledge or experience in firefighting, rescue, or emergency medical services, as such their initial assignments will be limited and under the direct and constant supervision of a ranking officer. Within one year of employment Call Firefighters shall attend a formal program in basic firefighting skills (the Massachusetts Firefighting Academy Call/Volunteer training program, or, the Barnstable County Call Firefighters Academy) and shall obtain national certification to the level of Firefighter I/II. Individuals lacking this level of training and certification shall not be permitted to actively engage in interior firefighting operations.

ENVIRONMENT

The work environment involves high risks with exposure to potentially dangerous situations or unusual environmental stress, which require a range of safety and other precautions (e.g. working under extreme outdoor weather condition or similar situations where conditions cannot be controlled).

PHYSICAL DEMANDS

(The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

This position requires extreme physical exertion with the ability to lift and carry heavy objects while wearing protective clothing and self-contained breathing apparatus; possible exposure to extreme temperature changes, toxins, hazardous materials and contagious diseases. Additional specific requirements include:

Frequent exposure to inclement weather and/or high personal safety considerations; the work requires considerable and strenuous physical exertion such as lifting heavy objects over 50 pounds, crouching or crawling in restricted areas, and frequent climbing of tall ladders.

The nature of the position requires the employee to be in, and maintain, sound physical condition, and attendance at annual re-certification training program(s) is required. Work is performed in a variety of environmental conditions, including heat, cold, wet, slippery, noisy,

etc. Employee may be exposed to toxic fumes, chemicals, and substances, fuels, and fluids, as well as grotesque sights and smells associated with major trauma. Tasks performed in some emergencies may involve risks classified by Center for Disease Control as Category I, Category II, and Category III. Work may involve emotional stress and hazards of disability or even death.

For communicating with others, talking is required; for taking instructions from others, hearing is required; and for doing the job effectively and correctly, sight is required.

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.

APPENDIX B





Fire Apparatus Manufacturer's Association

Fire Apparatus Duty Cycle White Paper

FAMA Technical Committee
Chassis Subcommittee

Roger Lackore - Pierce Manufacturing

August 10, 2004

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Purpose

This paper has been created by the Chassis Technical Committee of the Fire Apparatus Manufacturer's Association for the follow purpose:

- Provide guidance to fire apparatus manufacturers on the life expectancy and use profile for major types of fire apparatus.
- Estimate the average engine duty cycle in a fire apparatus.
- Provide a tool for engine manufacturers to use when estimating the impact of fire apparatus engine emissions.

Methods

- Survey of Fire Chiefs
- Instrumentation of selected vehicles to log data on use profiles
- Engine Data Collection

Definition of Terms

Urban	Area served by the fire department is obviously metropolitan and consists of high-density housing, industrial, or retail structures.
Suburban	Area served is mainly single family housing, light retail or light industry. Could be outskirts of metropolitan areas or smaller communities.
Rural	Area served is small towns and low density population regions that would include significant distances between the station and the structures being protected.

PART I - Survey of Fire Chiefs

Description

In January 2004, *Pierce Manufacturing* conducted an independent quantitative research survey through *Added Value Inc.* that was designed to provide information on the usage patterns for fire apparatus. Among the information sought through this survey were the following topics:

- Department demographics
- Number of apparatus by type
- Average number of runs per week
- Average length of run
- Average miles driven per year

The methodology for the research survey was as follows:

- A one-page questionnaire was developed consisting of 15 closed-end questions.
- A list of 1200 fire chiefs representing a cross-section of the U.S. was created.
- A code number was printed at the bottom of each questionnaire to allow *Added Value Inc.* to track responses.
- All Questionnaires were mailed with a postage-paid return envelope, and a cover letter from *Pierce Manufacturing*.
- The cutoff date for the survey receipt was February 23, 2004.

The response rate for the survey was 30%

Respondent Profile

Respondents who were fire chiefs or assistant fire chiefs 69%

Type of Department

Career fire departments	30%
Volunteer departments	45%
Combination career/volunteer	25%

Population Served

50,000 or less	82%
50,000 to 100,000	11%
100,000 or more	7%

Demographics Served

Urban	25%
Suburban	46%
Rural	48%

Topography of Region Served

Relatively Flat	58%
Hilly	36%
Mountainous	14%

Average Apparatus Per Department by Type

Apparatus in service per department

Pumper	5.8
Aerial	1.5
Rescue	2.5

Chassis Type (newest apparatus)

	<u>Custom</u>	<u>Commercial</u>
Pumper	77%	23%
Aerial	93%	7%
Rescue	46%	53%

Life Expectancy

Years Expected in Active Service (Average)

Newest Pumper	17
Newest Aerial	19
Newest Rescue	15

Years Expected in Reserve Service (Average)

Newest Pumper	12
Newest Aerial	10
Newest Rescue	9

Annual Apparatus Usage

Total Miles Driven In Last 12 Months

Newest Pumper	4,501
Newest Aerial	3,663
Newest Rescue	4,898

Total Engine Hours (Average)

	<u>Last 12 Months</u>	<u>Hours per Week</u>
Newest Pumper	655	12.6
Newest Aerial	413	7.9
Newest Rescue	705	13.5

<u>Runs (Average)</u>	<u>Runs per Week</u>	<u>Runs per Year</u>
Newest Pumper	15	780
Newest Aerial	10	520
Newest Rescue	16	832

<u>Hours at Idle Per Week</u>	
Newest Rescue	10
Newest Pumper	9
Newest Aerial	7

Life Expectancy by Demographics

<u>Years of Apparatus in active service (Average Expected)</u>			
	<u>Urban</u>	<u>Suburban</u>	<u>Rural</u>
Newest Pumper	15	16	18
Newest Aerial	18	19	21
Newest Rescue	13	15	16

<u>Years of Apparatus in reserve service on (Average Expected)</u>			
	<u>Urban</u>	<u>Suburban</u>	<u>Rural</u>
Newest Pumper	10	11	14
Newest Aerial	9	10	13
Newest Rescue	7	7	11

<u>Years of total service life (active plus reserve)</u>			
	<u>Urban</u>	<u>Suburban</u>	<u>Rural</u>
Newest Pumper	25	27	32
Newest Aerial	27	29	34
Newest Rescue	20	22	27

Apparatus Use by Demographics

<u>Miles driven (last 12 months)</u>			
	<u>Urban</u>	<u>Suburban</u>	<u>Rural</u>
Newest Pumper	7,629	4,992	3,034
Newest Aerial	5,083	3,492	2,155
Newest Rescue	7,534	6,087	3,946

<u>Engine hours (last 12 months)</u>			
	<u>Urban</u>	<u>Suburban</u>	<u>Rural</u>
Newest Pumper	873	572	496
Newest Aerial	540	403	279
Newest Rescue	714	648	745

Runs per Week

	<u>Urban</u>	<u>Suburban</u>	<u>Rural</u>
Newest Pumper	29	16	8
Newest Aerial	13	11	5
Newest Rescue	31	16	11

Idle Time (hours per week)

	<u>Urban</u>	<u>Suburban</u>	<u>Rural</u>
Newest Pumper	11	10	6
Newest Aerial	8	7	5
Newest Rescue	13	9	8

Run Length (Round-Trip)

	<u>Miles</u>
Urban	4.9
Suburban	5.4
Rural	7.6

PART II - Engine Duty Cycle Extraction

Description

With the advent of electronically controlled diesels, engine manufacturers have incorporated data logging capability into the Electronic Control Modules (ECM) of the engines. Both Detroit Diesel and Cummins engines have the ability to log duty cycle activity and output the results in the form of percent of time spent at varying loads and engine speeds.

The accessibility of this logged data varies between engine models, dates of manufacture and the extent to which the customers may have extracted data already. Despite these issues, the researchers were able to access data on engines from a wide spectrum of apparatus types and department demographics. The resulting data provides good insight into the manner in which the average fire apparatus is used.

Because the format of data between engine manufacturers, engine models, and ECM versions is not identical, this paper condenses the results into six buckets. The percentage of time the engine operates at various speeds is reported as follows:

Low Speed	1000 rpm or less
Medium Speed	Between 1000 rpm and 1800 rpm
High Speed	1800 rpm and above

The percent of time the engine operates at varying loads is reported as a percentage of maximum load

Low Load	0 – 10%
Medium Load	Above 10% and below 90%
High Load	90 – 100%

Time spent at negative values of torque (engine braking) is included with the low load values.

Results

Population of Engine ECMs Interrogated

Apparatus Type	Number of Apparatus Sampled	Average Months of Service in Extraction Record
Pumper	51	26
Aerial	21	31
Rescue	4	14
Grand Total	76	26

Average Apparatus Miles Per Year by Demographic

Demographic	Apparatus Type	Average of Miles Per Year
Rural	Pumper	2,352
	Aerial	1,866
	Rescue	2,756
Rural Total		2,347
Suburban	Pumper	6,068
	Aerial	3,479
	Rescue	4,992
Suburban Total		5,403
Urban	Pumper	6,126
	Aerial	6,514
	Rescue	9,222
Urban Total		6,478
Grand Total		5,222

Average Engine Hours Per Year By Demographic

Demographic	Apparatus Type	Average of Eng Hrs
Rural	Pumper	301
	Aerial	204
	Rescue	301
Rural Total		295
Suburban	Pumper	1,364
	Aerial	1,133
	Rescue	367
Suburban Total		1,272
Urban	Pumper	1,107
	Aerial	2,379
	Rescue	1,686
Urban Total		1,681
Grand Total		1,244

Average Pump Hours Per Year By Demographic

Demographic	Apparatus Type	Average of Pump Hrs
Rural	Pumper	70
Rural Total		70
Suburban	Pumper	168
	Aerial	59
Suburban Total		135
Urban	Pumper	93
	Aerial	141
Urban Total		111
Grand Total		117

Average Aerial Hours Per Year By Demographic

Demographic	Apparatus Type	Average of Aerial Hours Per Year
Rural	Aerial	63
Rural Total		63
Suburban	Aerial	64
Suburban Total		64
Urban	Aerial	72
Urban Total		72
Grand Total		69

Time Spent at Engine Speed by Demographic

Apparatus Type	Demographic	Average Time at Low RPM	Average Time at Medium RPM	Average Time at High RPM
Pumper	Rural	63%	27%	11%
	Suburban	71%	23%	6%
	Urban	62%	32%	5%
Pumper Total		66%	27%	7%
Aerial	Rural	73%	19%	9%
	Suburban	68%	27%	5%
	Urban	73%	22%	5%
Aerial Total		71%	23%	5%
Rescue	Rural	51%	42%	7%
	Suburban	77%	17%	7%
	Urban	57%	32%	11%
Rescue Total		61%	30%	9%
Grand Total		67%	26%	7%

Time Spent at Engine Load by Demographic

Apparatus Type	Demographic	Average Time at Low Load	Average Time at Medium Load	Average Time at High Load
Pumper	Rural	61%	36%	3%
	Suburban	54%	44%	3%
	Urban	73%	24%	3%
Pumper Total		62%	35%	3%
Aerial	Rural	83%	11%	6%
	Suburban	37%	58%	5%
	Urban	53%	42%	5%
Aerial Total		50%	45%	5%
Rescue	Rural	59%	39%	2%
	Suburban	78%	22%	0%
	Urban	44%	51%	5%
Rescue Total		56%	41%	3%
Grand Total		58%	38%	3%

Average Engine Load

The Average Engine Load was determined by multiplying the percent load, by the percent time at load, then by the total HP, and summing up the results. This gives an average power load for each sample apparatus. The following chart summarizes the average power by each power rating, and finally provides an average power load for the entire sample population.

Apparatus Type	HP	Average Power Load (HP)
Pumper	315	44
	330	49
	350	51
	365	51
	370	68
	400	51
	430	90
	435	106
	475	111
	500	118
Pumper Total		73
Aerial	330	42
	430	81
	470	124
	500	128
Aerial Total		104
Rescue	350	32
	430	107
	500	96
Rescue Total		86
Grand Total		82

PART III - Vehicle Data-Logging

Description

Operational data was gathered by installing GPS based data logging equipment on two sample apparatus. This recording equipment was installed for a span of three weeks on each vehicle and measured the time spent accelerating, decelerating, pumping, and at idle. Engine speed was also measured. The first apparatus was a pumper located at the busiest station of a major metropolitan department. The second apparatus was located at the station of a volunteer department in a rural bedroom community.

Most of the information obtained here is duplicated with a much larger population in the Engine Duty Cycle Extraction section. The unique information obtained in this portion of the study is the percentage of time the apparatus spends accelerating or decelerating while driving, and a more detailed view of the engine speeds during pumping.

The percent of time the apparatus operates at various conditions is defined as follows:

Acceleration	+1.5 mph per second or greater
Deceleration	-1.5 mph per second or less
Steady Speed	Between +1.5 and -1.5 mph per second

Results

The result of this section of the study are provided for reference purposes only. The results are not statistically significant since only two trucks are involved and only three weeks of data was collected for each vehicle. The rural apparatus only operated for 15 hours over the three week time frame and of that was only actually driving for a total of three hours. It responded to one car fire which accounts for the pumping hours.

The urban pumper probably provides a more useful profile since it accumulated 64 hours of engine-on time over the three week period. The annualized data agrees fairly well with what we might expect of a busy metropolitan station.

Urban Career Department Apparatus Results

Urban Pumper Percent of Time

Acceleration	7.2 %
Deceleration	6.8 %
Steady Speed	13.6 %
Stopped with Engine Running (Pump Off)	66.6 %
Pumping	5.8 %

Urban Pumper Hours per Year

Acceleration	80
Deceleration	77
Steady Speed	151
Stopped with Engine Running (Pump Off)	747
Pumping	64
Total	1123

Rural Volunteer Department Apparatus Results**Rural Pumper Percent of Time**

Acceleration	1.5 %
Deceleration	2.0 %
Steady Speed	18.5 %
Stopped with Engine Running (Pump Off)	61.4 %
Pumping	16.4 %

Rural Pumper Hours per Year

Acceleration	4
Deceleration	5
Steady Speed	46
Stopped with Engine Running (Pump Off)	152
Pumping	41
Total	247

National Cumulative Projections for Custom Apparatus

Data Source

FAMA reports each year on the number of apparatus sold by apparatus type (Pumper, Aerial, Rescue). This data is sent by each fire apparatus OEM to a third-party organization that tallies the results and reports the total numbers without revealing the break-down by manufacturer. This eliminates any incentive for over or under reporting, and provides what we believe to be reasonably accurate data on the fire apparatus population. These numbers are inflated because they include export sales, but they are understated by the small number of OEMs who are not members of FAMA or do not report. We believe that these reporting errors balance fairly equally and that the values reported here can be used for gross estimates with a reasonable degree of confidence.

Results

All Domestic Fire Apparatus

Year	Commercial Pumper	Custom Pumper	Aerial	Rescue	Specialty	Total
1997	1425	1570	605	408	735	4743
1998	1328	1535	590	520	805	4778
1999	1561	1561	657	513	900	5192
2000	1523	1865	712	446	1016	5562
2001	1416	1755	648	447	1028	5294
2002	1321	1977	584	588	1008	5478
2003	1277	1701	537	548	1028	5091

Custom Fire Apparatus

The number of Custom Chassis Apparatus can be estimated as follows:

100% of Custom Pumpers (as reported by FAMA)

100% of Aerial Apparatus (Nearly every Aerial is built on a custom chassis)

20% of the Rescue Apparatus

10% of the Specialty Apparatus

Year	Custom Chassis Apparatus
1997	2330
1998	2310
1999	2411
2000	2768
2001	2595
2002	2779
2003	2450

Acknowledgements

I wish to thank all the fire service personnel who assisted in this project. Hundreds of Chiefs responded to our survey, or gave permission to inspect their apparatus. The gathering of this data involved many visits to fire stations where I was allowed to take their apparatus out of service while the data was collected. I have never visited a fire station where I was not welcomed and treated with curtesy. Perhaps a friendly attitude is a natural characteristic of those who put their life on the line to protect others. Whatever the reason, I find it a pleasure playing a small part in a profession filled with such kind people.

– Roger Lackore, Pierce Manufacturing

Special thanks to the following departments for their help during the engine analysis phase of the project:

Anderson, Indiana
Appleton, Wisconsin
Big Bend Vernon, Big Bend, Wisconsin
Black River Falls, Wisconsin
Central County Rescue, Missouri
Chicago, Illinois
Cleveland Township, Indiana
Countryside, Illinois
Delefield, Wisconsin
Denver, Colorado
DePere, Wisconsin
Dover, Pennsylvania
Eagle River FPD, Colorado
East Troy, Wisconsin
Fivepointville, Pennsylvania
Freedom, Wisconsin
Ft Atkinson, Wisconsin
Glenwood Springs, Colorado
Greenville, Wisconsin
Hand In Hand, Pennsylvania
Harris Township, Indiana
Howard, Wisconsin
LaGrange, Wisconsin
Lakeville, Indiana
Liberty, Pennsylvania
Lincoln, Pennsylvania

Lincolnshire, Illinois
Los Angeles, California
Madison, Wisconsin
Marshall, Wisconsin
Mesa, Arizona
Milwaukee, Wisconsin
Mishawaka, Indiana
Monona, Wisconsin
Mount Pleasant, Wisconsin
Mukwonago, Wisconsin
North Shore, Wisconsin
Plymouth, Indiana
Portage Township, Indiana
Racine, Wisconsin
Riverside County, California
Seymour, Wisconsin
Sheboygan, Wisconsin
South Milwaukee, Wisconsin
Sugarland, Texas
Tualitan Valley, Washington
Union Township, Indiana
Vail, Colorado
Warran Township, Indiana
West Grove, Pennsylvania
Willowstreet, Pennsylvania

APPENDIX C



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,

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
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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
johnnearlmeyster@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

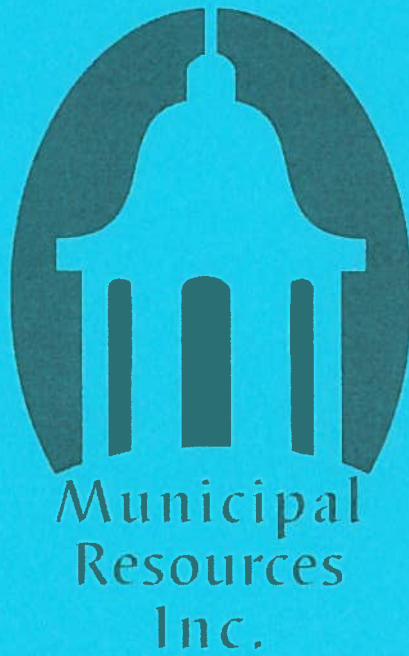
impending offer. However, the reserves are evaluated each assigned work day, by their assigned company officer. If there is a marginal or unsatisfactory evaluation, the reserves will not be offered the position and if that reserve does not improve, they will be released permanently.

- 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



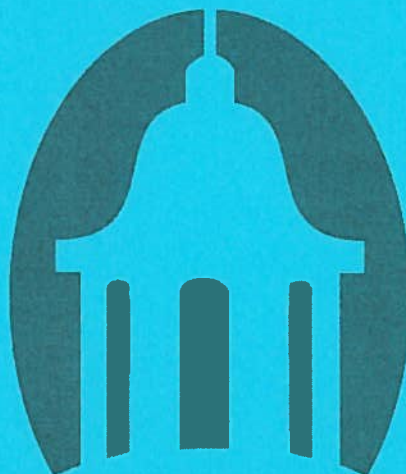
OSHA Two in Two Out Overview

In brief, the OSHA rule specifies that whenever fire fighters operate in an "immediately dangerous to life and health" (IDLH) environment, two fighters must go into the IDLH together and must maintain voice or visual communication, and two fire fighters must be outside the IDLH and be prepared to render emergency assistance to those inside. One of the two fire fighters outside the IDLH must remain in communication with those in the IDLH.

The OSHA rule provides an exception, however, which states that the rule does not apply in emergency rescue situations where a person is visible and in need of immediate rescue.

To comply with the 2-in / 2-out rule, a team of four fire fighters must be assembled before an interior fire attack can be made when the fire has progressed beyond the incipient stage, except in an imminent life-threatening situation when immediate action could prevent the loss of life or serious injury before the team of four fire fighters are assembled.

APPENDIX E



Municipal
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APPENDIX E

EXAMPLE TRAINING SCHEDULE

Southwick Fire Department

Training Schedule

<u>Date</u>	<u>Time</u>	<u>Topic of Instruction</u>	<u>Instructor(s)</u>	<u>EMT Credit Hours</u>
January 6	19:00	CPR Recertification	Lt. Norris	None
January 13	19:00	Ventilation & Truck Company Operations	Capt. Clark	None
January 14	19:00	Officers Meeting	Chief Hurley	None
January 18 Saturday	10:00 – 12:00	Informal Crew Training Ice Rescue Practical Training	FF. Smith	4 credit hours
January 20	19:00	Fire Association Meeting	Dep. Nichols	None
January 27	19:00	Hazardous Materials Operational Level Recertification	Dep. Nichols	8 credit hours
February 3	19:00	Hazardous Materials Operational Level Recertification	Dep. Nichols	See above
February 10	19:00	SCBA Review, Search and Rescue Team Competition	Capt. Curtin	6 credit hours
February 11	19:00	Officers Meeting	Dep. Clement	None
February 15 Saturday	10:00-12:00	Informal Crew Training Power Tool and Small Engine Review & Practical Application	FF. Jones	None
February 17	19:00	Fire Association Meeting	Capt. Pelis	None
February 24	19:00	Industrial Fire Attack – Deploying handlines into a smoke filled structure	Lt. Lesko	None

APPENDIX F



Municipal
Resources
Inc.

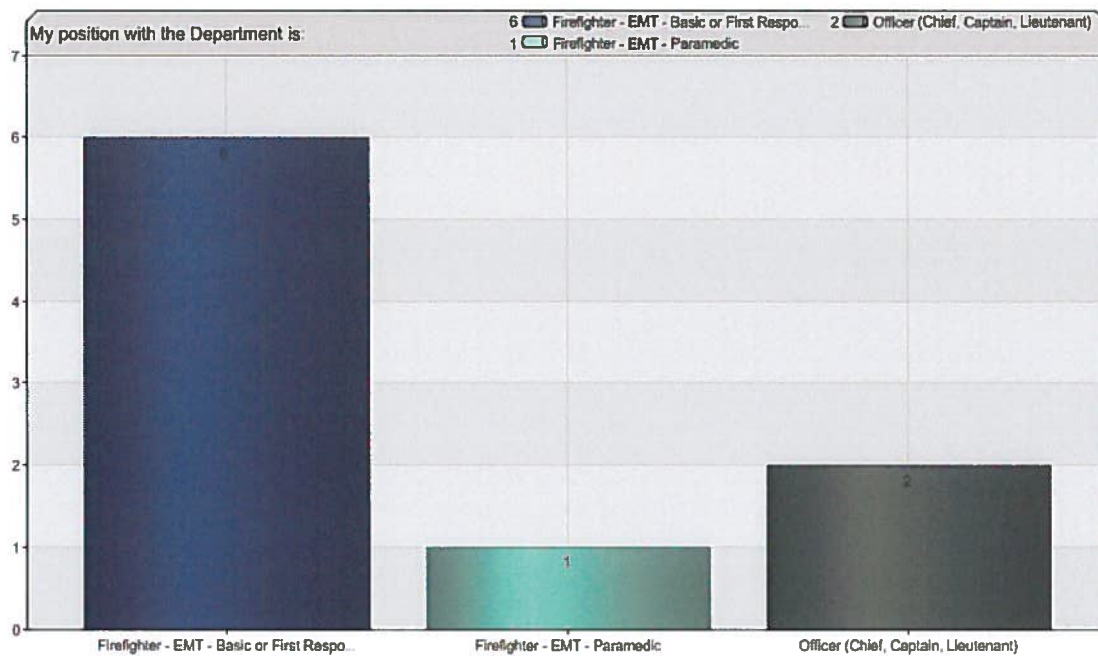
Survey: Truro, MA - Fire Department Employee Survey

Report: Default Report

Survey Status		Respondent Statistics	Points Summary
Status:	Closed	Total Responses: 9	No Points Questions used in this survey.
Deploy Date:	12/17/2013	Completes: 8	
Closed Date:	01/12/2014	Partials: 1	

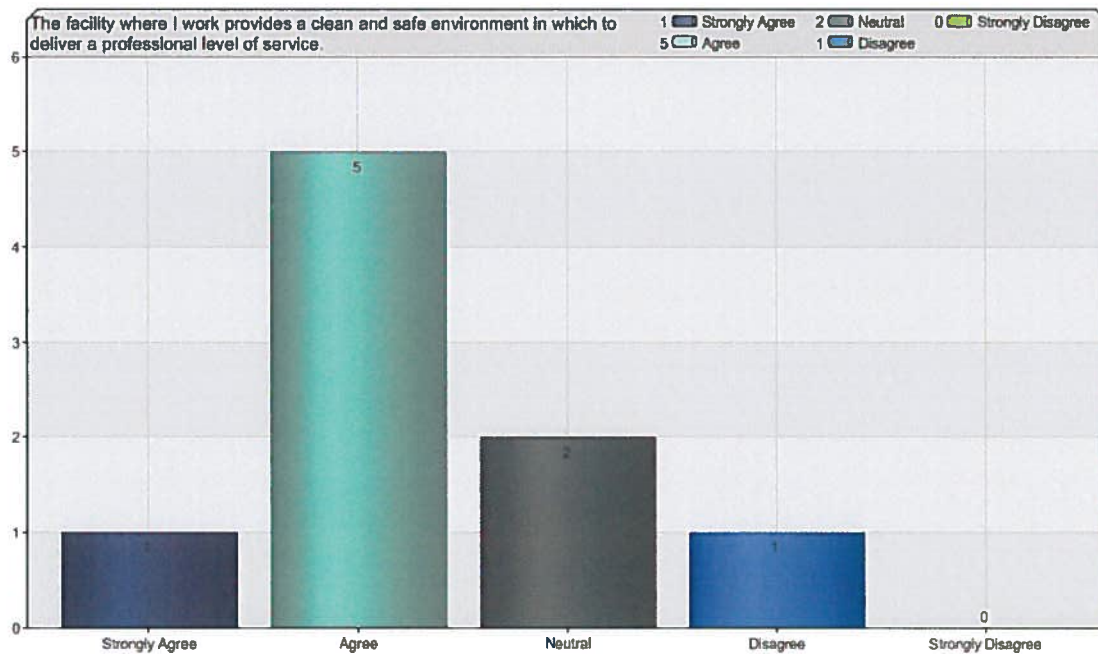
1. My position with the Department is:

	Responses	Percent
Firefighter - EMT - Basic or First Responder:	6	66.67%
Firefighter - EMT - Paramedic:	1	11.11%
Officer (Chief, Captain, Lieutenant):	2	22.22%
Total Responded to this question:		9
Total who skipped this question:		0
Total:		9



2. The facility where I work provides a clean and safe environment in which to deliver a professional level of service.

	Responses	Percent
Strongly Agree:	1	11.11%
Agree:	5	55.56%
Neutral:	2	22.22%
Disagree:	1	11.11%
Strongly Disagree:	0	0%
Additional Comments:	1	11.11%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%



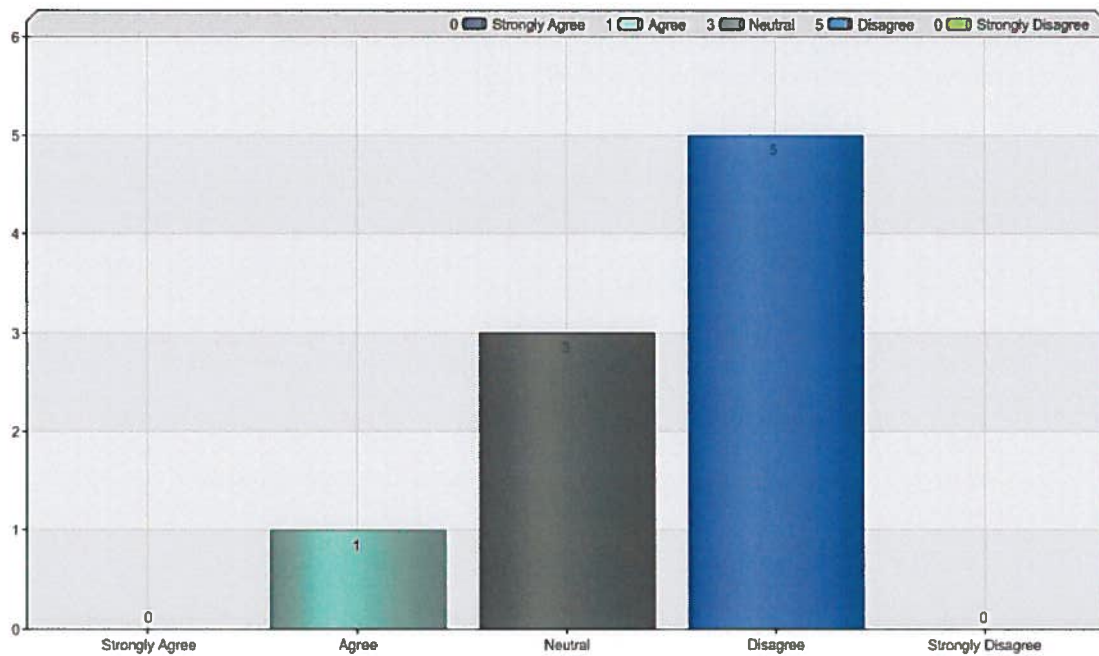
2. The facility where I work provides a clean and safe environment in which to deliver a professional level of service.

Response **Comments**

1 At times only 1 trained in fire fighting respond to a scene. Especially to automatic fire alarms.

3. My department is a well-managed organization.

	Responses	Percent
Strongly Agree:	0	0%
Agree:	1	11.11%
Neutral:	3	33.33%
Disagree:	5	55.56%
Strongly Disagree:	0	0%
Additional Comments:	3	33.33%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

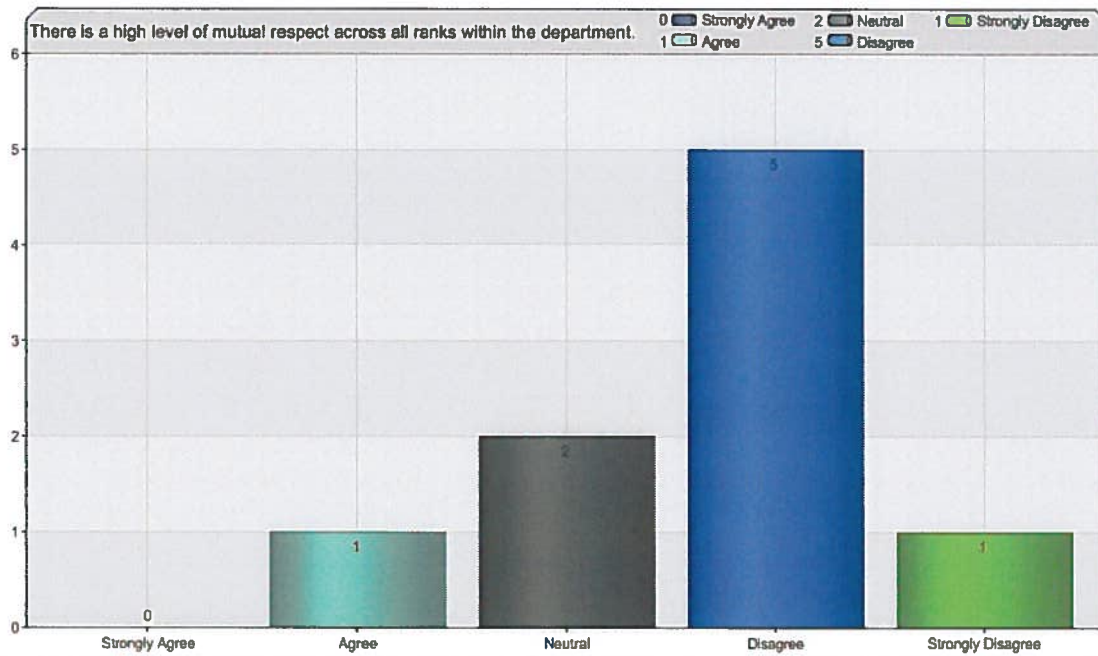


3. My department is a well-managed organization.

Response	Comments
1	we need to know who is the boss so we can follow orders. yes we do have a "temp" chief as they have made him and it seems the board od selectman have no idea what to do here but are unwilling to let any decissions to really be made. so we are in limbo.
2	Minimal management from department head and officers. Mismanagement from previous board of fire engineers.
3	Mismanaged by former Board of Fire Engineers. Little management from current Chief.

4. There is a high level of mutual respect across all ranks within the department.

	Responses	Percent
Strongly Agree:	0	0%
Agree:	1	11.11%
Neutral:	2	22.22%
Disagree:	5	55.56%
Strongly Disagree:	1	11.11%
Additional Comments:	2	22.22%
Total Responded to this question:		9
Total who skipped this question:		0
Total:		9

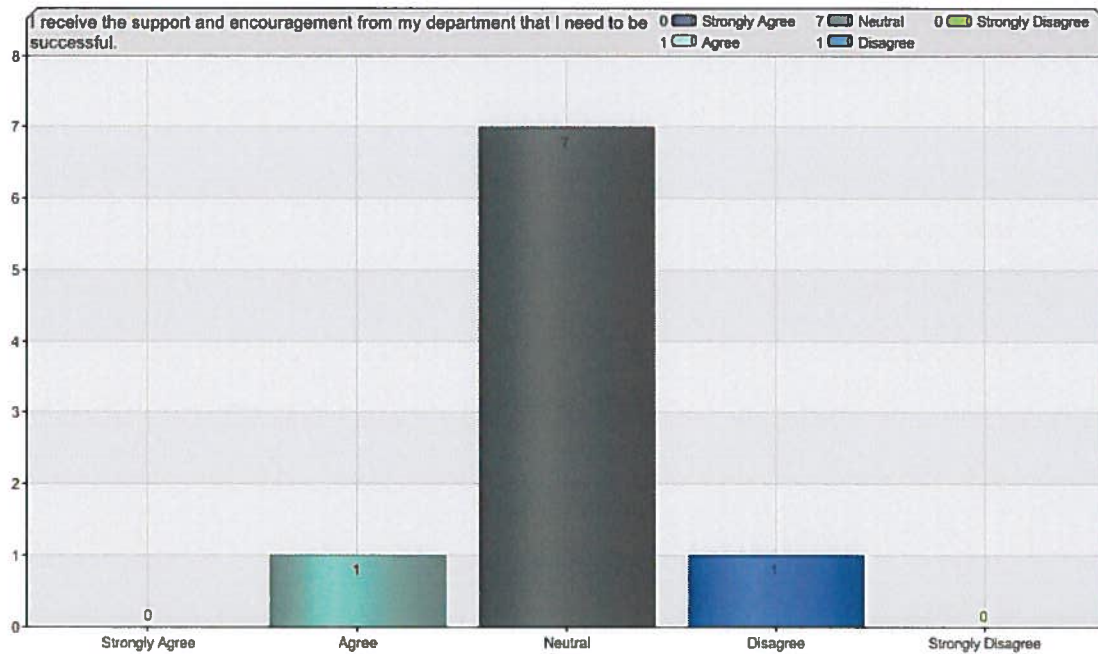


4. There is a high level of mutual respect across all ranks within the department.

Response	Comments
1	No discernible differentiation between any ranks within the department
2	No discernible difference between ranks in department.

5. I receive the support and encouragement from my department that I need to be successful.

	Responses	Percent
Strongly Agree:	0	0%
Agree:	1	11.11%
Neutral:	7	77.78%
Disagree:	1	11.11%
Strongly Disagree:	0	0%
Additional Comments:	4	44.44%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

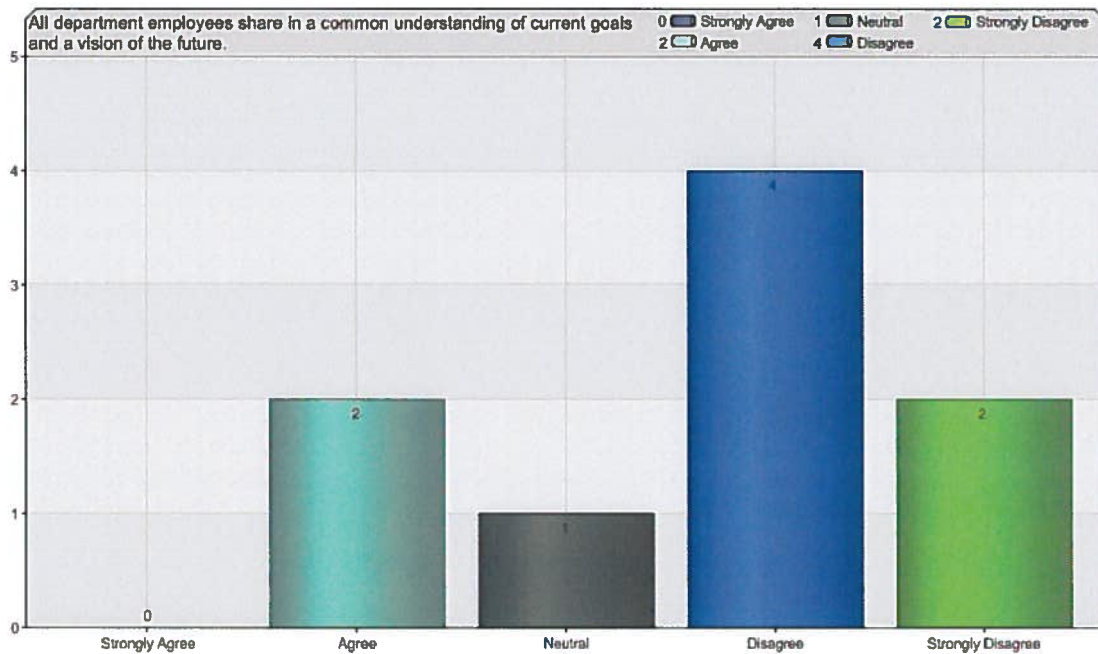


5. I receive the support and encouragement from my department that I need to be successful.

Response	Comments
1	Training opportunities are encouraged and available to all. I take advantage of training and education regularly with the support of the Chief.
2	I don't need encouragment to do my job, because I enjoy it and want to do the best.
3	No extra support or encouragement efforts made.
4	Do not receive support but also do not receive discouragement.

6. All department employees share in a common understanding of current goals and a vision of the future.

	Responses	Percent
Strongly Agree:	0	0%
Agree:	2	22.22%
Neutral:	1	11.11%
Disagree:	4	44.44%
Strongly Disagree:	2	22.22%
Additional Comments:	4	44.44%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

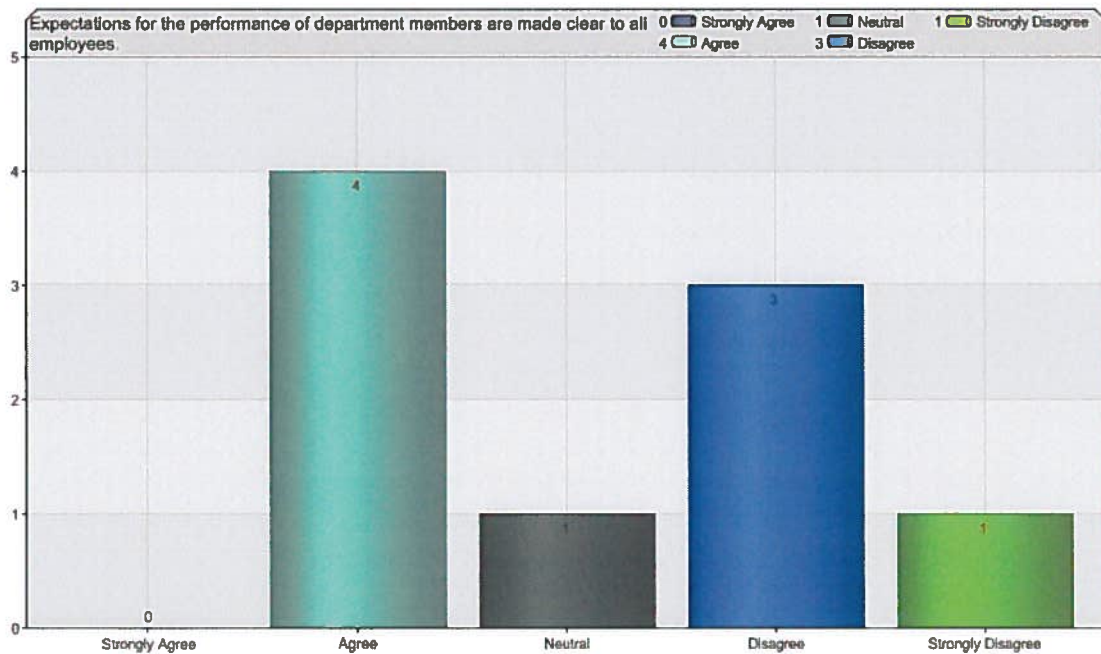


6. All department employees share in a common understanding of current goals and a vision of the future.

Response	Comments
1	Not all members understand that our job and responsibilities have changed significantly over the last 30 years. Their reluctance to accept, adapt and train to new standards is a detriment.
2	nope, we see things differently except for the fact that the town seems to be pushing for this to become a full time dept. Once they do that and get the bill they will all point fingers as to whos idea it was to go down this path as all politations do.
3	Internally and externally there are many different opinions and ideas regarding the current and future goals and visions of the department
4	Few employees know that there is a vision of the future. Employees that do have vision of future have vastly different visions and goals.

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

	Responses	Percent
Strongly Agree:	0	0%
Agree:	4	44.44%
Neutral:	1	11.11%
Disagree:	3	33.33%
Strongly Disagree:	1	11.11%
Additional Comments:	2	22.22%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

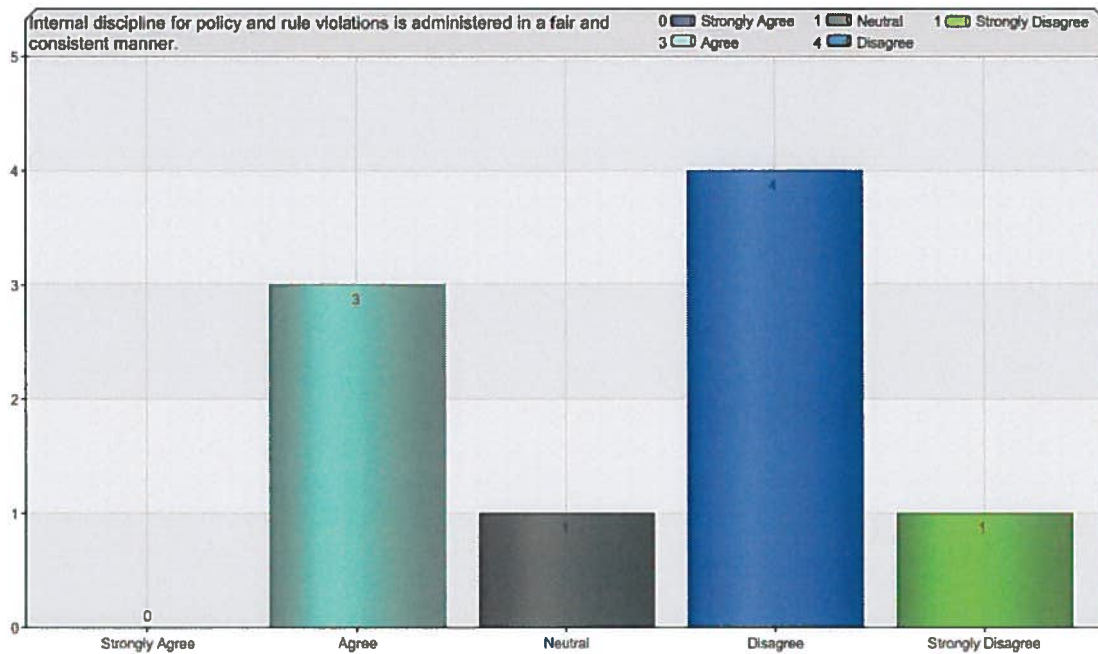


7. Expectations for the performance of department members are made clear to all employees.

Response	Comments
1	All employees receive the same rules, regulations, SOP's. However, due to the lack of "discipline" not all are held to the same standard.
2	Every member is held to a different performance and expectation standard. No minimum standard performance level.

8. Internal discipline for policy and rule violations is administered in a fair and consistent manner.

	Responses	Percent
Strongly Agree:	0	0%
Agree:	3	33.33%
Neutral:	1	11.11%
Disagree:	4	44.44%
Strongly Disagree:	1	11.11%
Additional Comments:	4	44.44%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

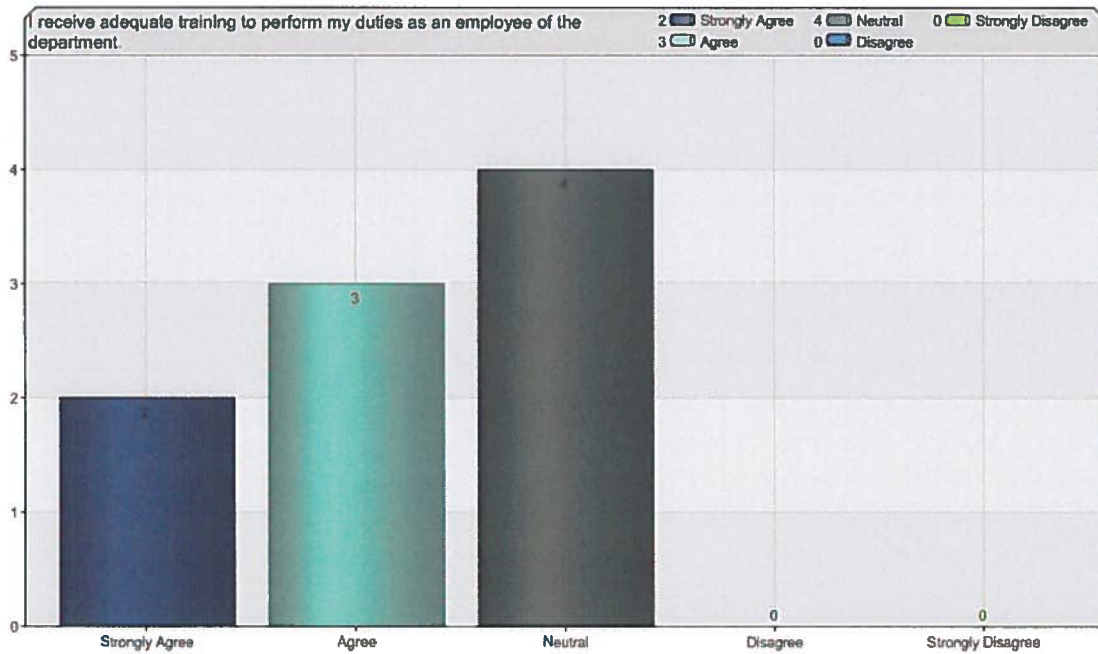


8. Internal discipline for policy and rule violations is administered in a fair and consistent manner.

Response	Comments
1	See #7 comments
2	There is no discipline.
3	Minimal discipline administration.
4	Little to no discipline. Rules, regulations and policies are out dated and selectively enforced.

9. I receive adequate training to perform my duties as an employee of the department.

	Responses	Percent
Strongly Agree:	2	22.22%
Agree:	3	33.33%
Neutral:	4	44.44%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	2	22.22%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

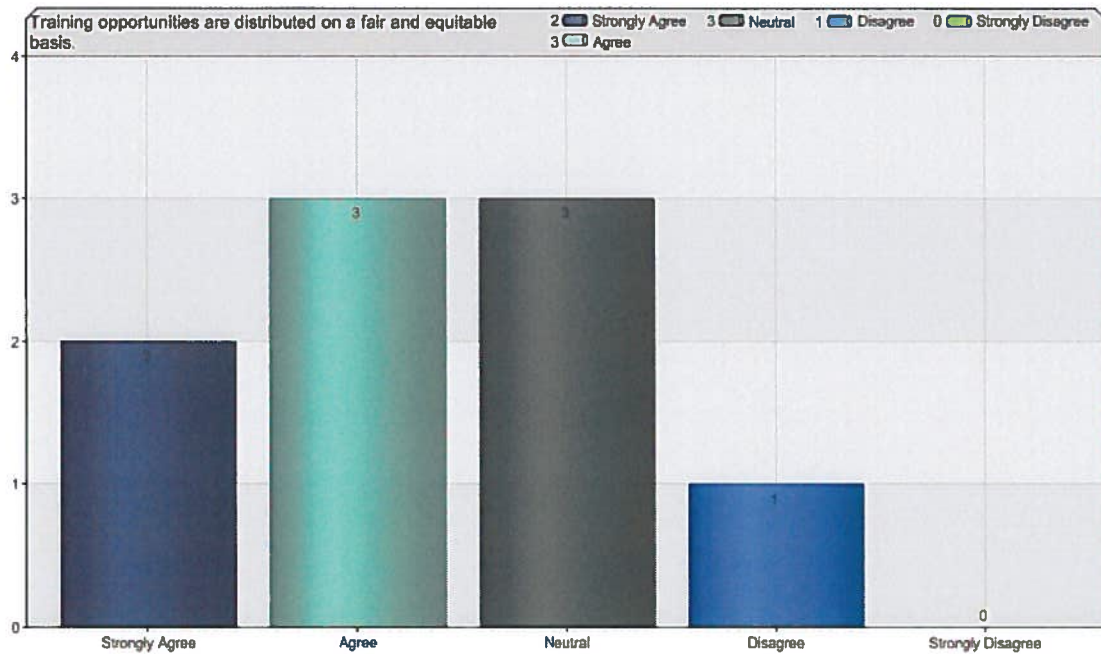


9. I receive adequate training to perform my duties as an employee of the department.

Response	Comments
1	Training and education are Important to me. I understand my responsibility in participating in available/required training.
2	Training to maintain minimum level of qualifications is provided. Any additional training or education is self sought. Not discouraged from seeking additional training and education and most is paid for by department when successfully completed.

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

	Responses	Percent
Strongly Agree:	2	22.22%
Agree:	3	33.33%
Neutral:	3	33.33%
Disagree:	1	11.11%
Strongly Disagree:	0	0%
Additional Comments:	4	44.44%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

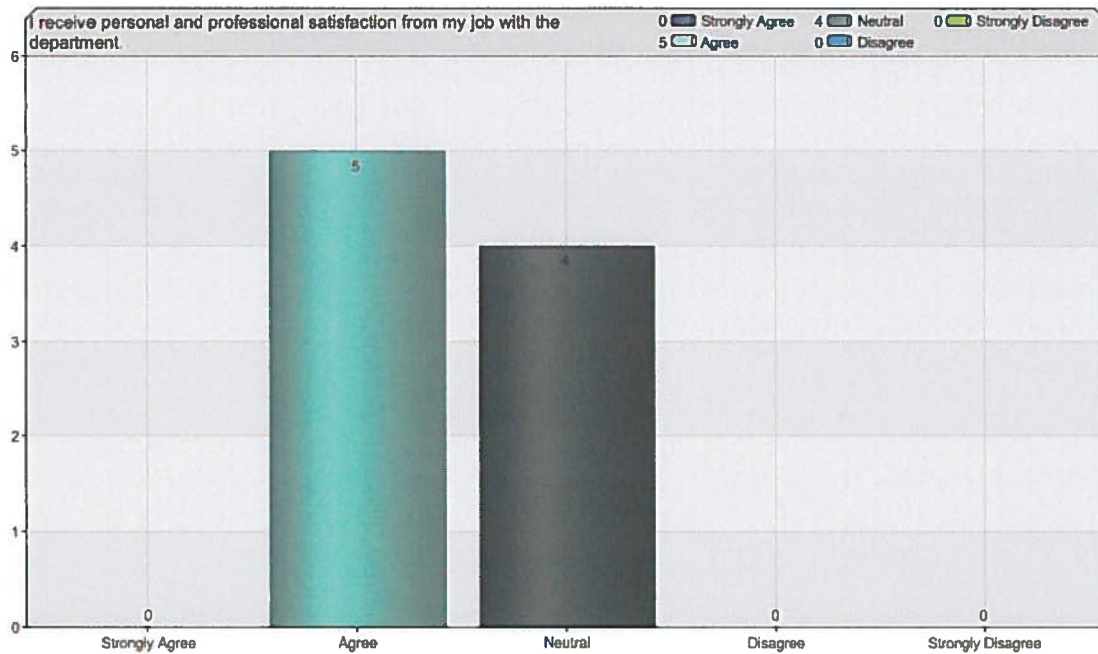


10. Training opportunities are distributed on a fair and equitable basis.

Response	Comments
1	Too many members do not appreciate the importance of training/education. Even as it applies to required participation-drills,EMS con ed.
2	Training is provided for certification maintenance. Additional training is provided after self initiation.
3	I know of people who are trying to get on the department who are already EMTs and live in the town, taking fire science courses at CCCC and would like to go through the fire academy and were told there are no openings.
4	Training is open to all employees and cooperating agencies (Lower Cape Amb, surrounding police and fire depts, Nation Park Service etc) employees. Attendance is on the employee to attend.

11. I receive personal and professional satisfaction from my job with the department.

	Responses	Percent
Strongly Agree:	0	0%
Agree:	5	55.56%
Neutral:	4	44.44%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	1	11.11%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%



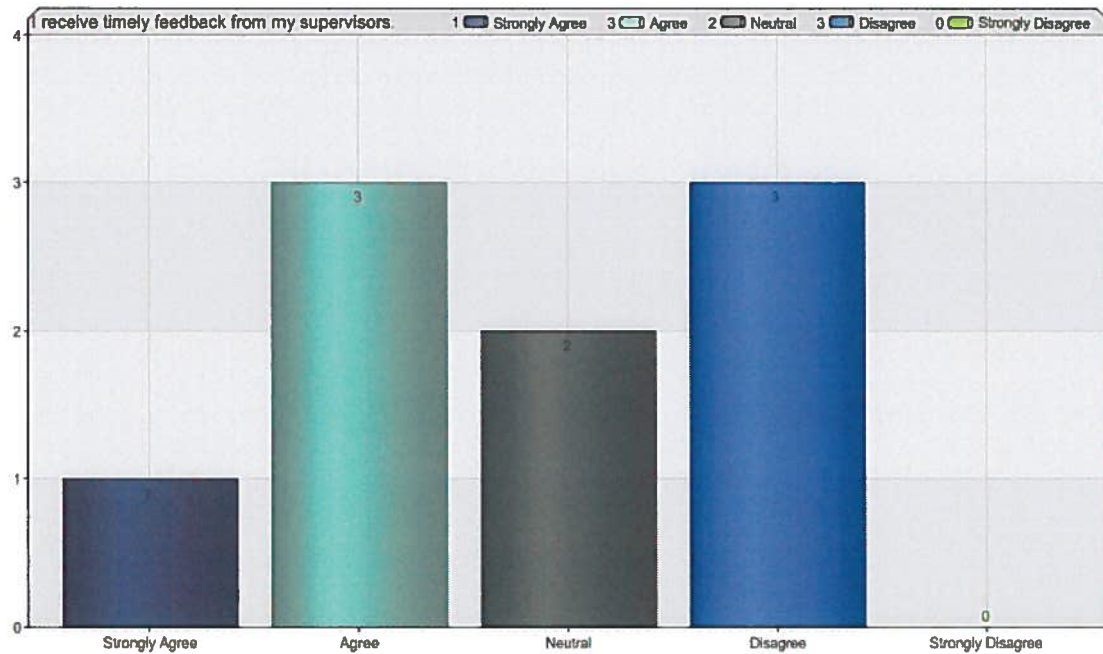
11. I receive personal and professional satisfaction from my job with the department.

Response Comments

1 The current atmosphere at the dept doesn't foster an environment that allows professional satisfaction. Personal satisfaction is always received from doing the best job possible.

12. I receive timely feedback from my supervisors.

	Responses	Percent
Strongly Agree:	1	11.11%
Agree:	3	33.33%
Neutral:	2	22.22%
Disagree:	3	33.33%
Strongly Disagree:	0	0%
Additional Comments:	2	22.22%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

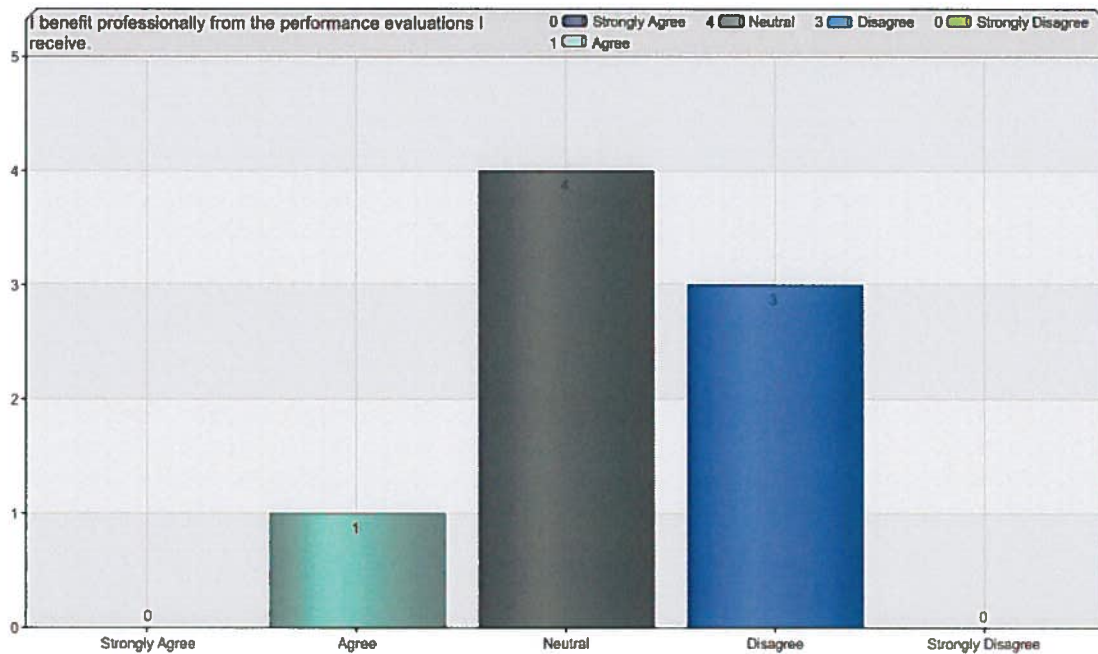


12. I receive timely feedback from my supervisors.

Response	Comments
1	tho its not all ways clear what the supervisors posision is cause the town and board keep changing it. Things still get done
2	Minimal if any feedback from supervisors. Most feedback is negative feedback rather than a mixture of positive and negative.

13. I benefit professionally from the performance evaluations I receive.

	Responses	Percent
Strongly Agree:	0	0%
Agree:	1	12.5%
Neutral:	4	50%
Disagree:	3	37.5%
Strongly Disagree:	0	0%
Additional Comments:	4	50%
Total Responded to this question:	8	88.89%
Total who skipped this question:	1	11.11%
Total:	9	100%

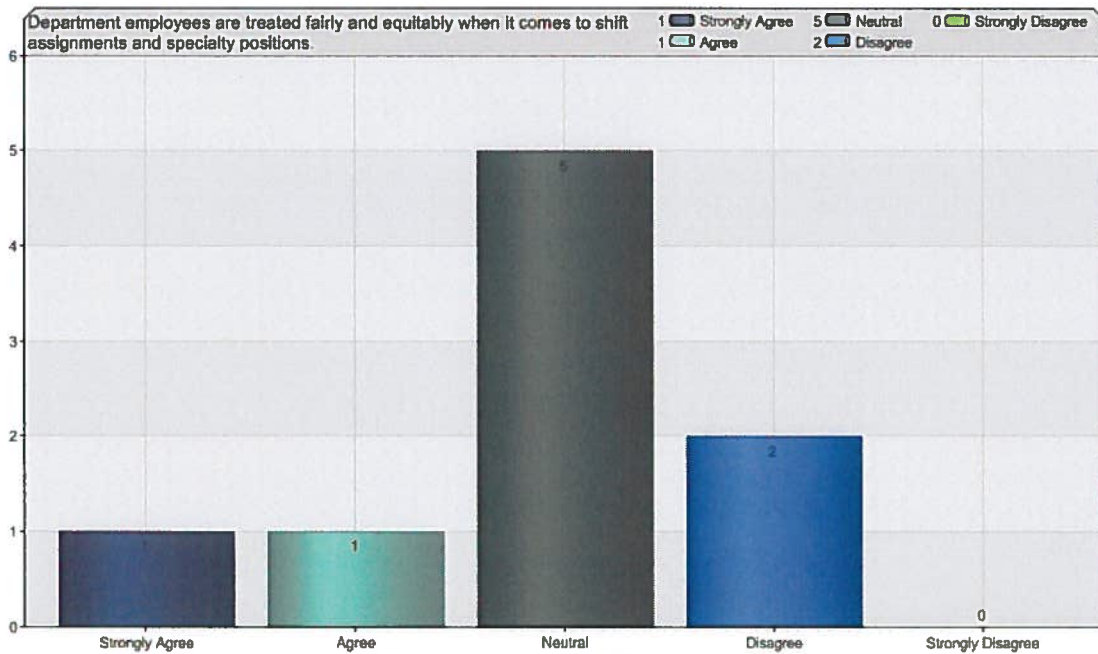


13. I benefit professionally from the performance evaluations I receive.

Response	Comments
1	we do not get evaluations. but we do get thank yous after calls are over. as I said, I do not require someone to write on a piece of paper "atta boy" . we know when things go right and when they go wrong, and work to try to fix it.
2	There is none.
3	I've never had a performance evaluation
4	Do not receive performance evaluations.

14. Department employees are treated fairly and equitably when it comes to shift assignments and specialty positions.

	Responses	Percent
Strongly Agree:	1	11.11%
Agree:	1	11.11%
Neutral:	5	55.56%
Disagree:	2	22.22%
Strongly Disagree:	0	0%
Additional Comments:	2	22.22%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

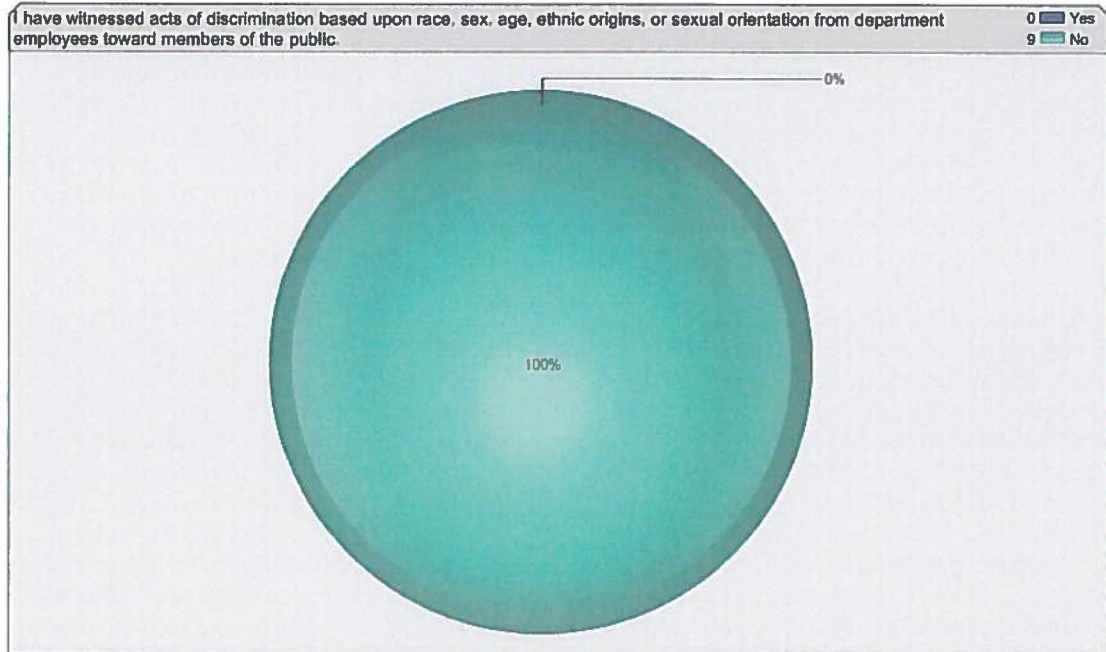


14. Department employees are treated fairly and equitably when it comes to shift assignments and specialty positions.

Response	Comments
1	Shifts are assigned by Fire & EMS certification/qualifications, level of participation in the call department and the individual's availability to take shifts. I believe it is fair and it reflects our policy.
2	Shift assignments are distributed to most who apply despite training and qualification differences. Lesser trained and qualified employees are given equal share of assignments and shifts.

15. I have witnessed acts of discrimination based upon race, sex, age, ethnic origins, or sexual orientation from department employees toward members of the public.

	Responses	Percent
Yes:	0	0%
No:	9	100%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%



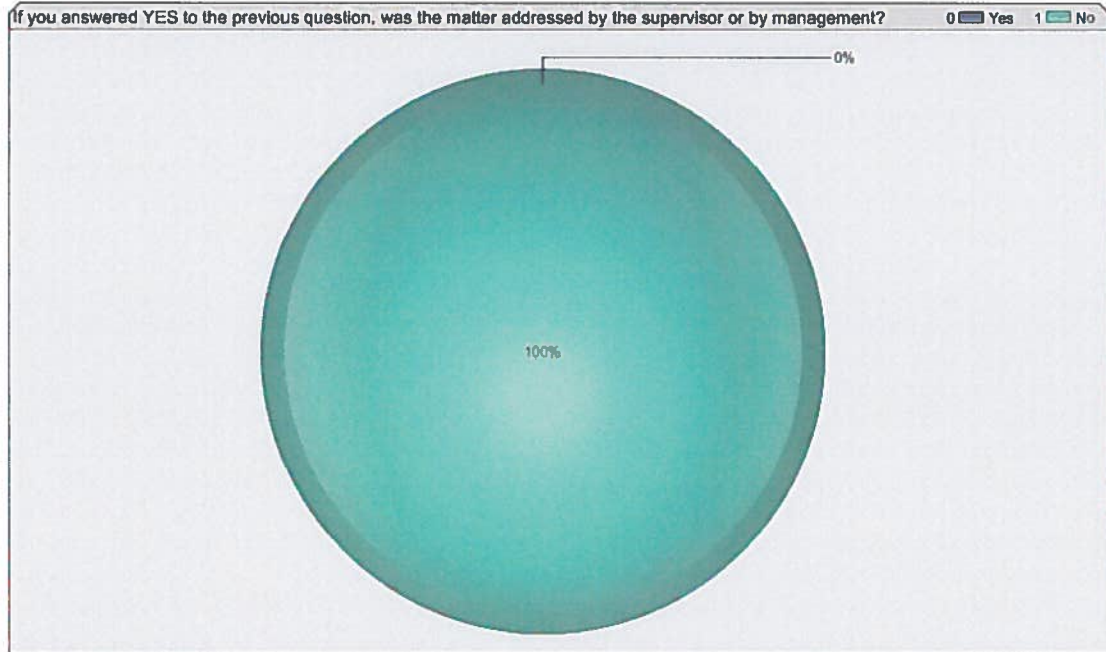
16. If you answered YES to the previous question, did you report the incident(s) to a supervisor or to management?

	Responses	Percent
Yes:	0	0%
No:	1	100%
Total Responded to this question:	1	11.11%
Total who skipped this question:	8	88.89%
Total:	9	100%









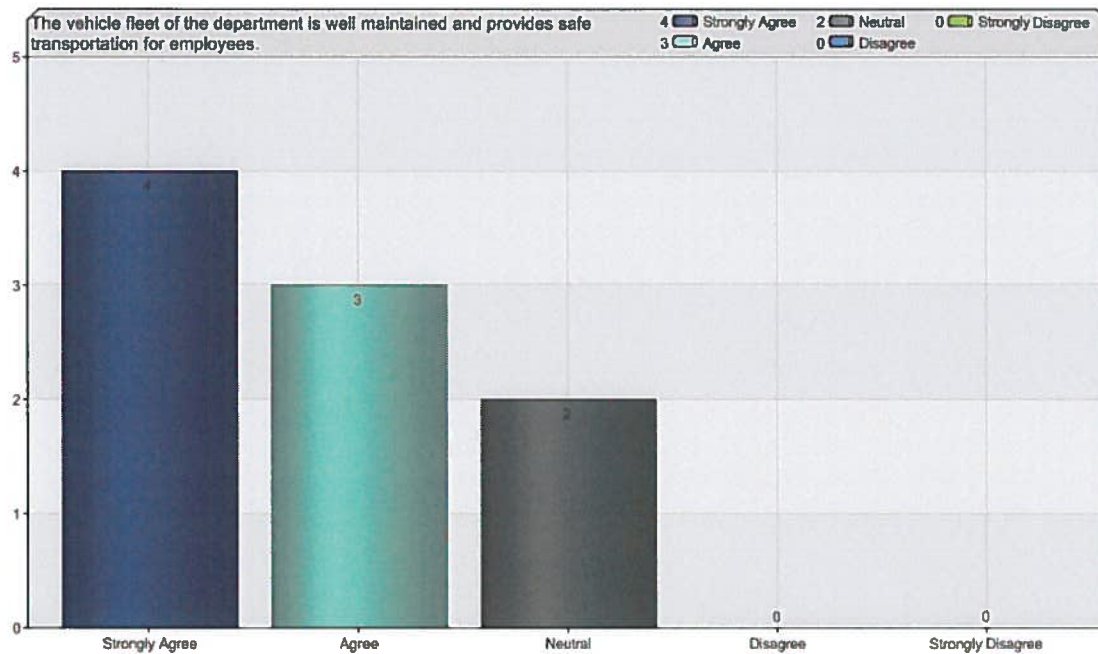
17. If you answered YES to the previous question, was the matter addressed by the supervisor or by management?

	Responses	Percent
Yes: <input type="text"/>	0	0%
No: <input checked="" type="text"/>	1	100%
Additional Comments: <input type="text"/>	0	0%
Total Responded to this question:	1	11.11%
Total who skipped this question:	8	88.89%
Total:	9	100%



18. The vehicle fleet of the department is well maintained and provides safe transportation for employees.

	Responses	Percent
Strongly Agree: 	4	44.44%
Agree: 	3	33.33%
Neutral: 	2	22.22%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Additional Comments: 	2	22.22%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

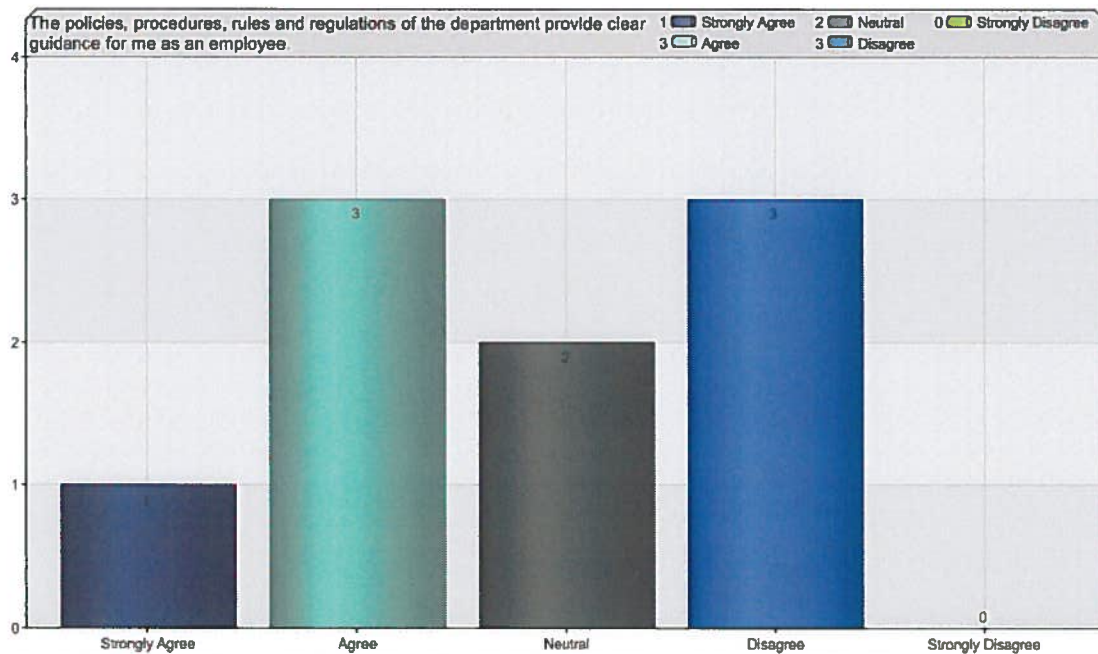


18. The vehicle fleet of the department is well maintained and provides safe transportation for employees.

Response	Comments
1	Fleet maintenance is minimal. Actual apparatus in fairly good shape.
2	Vehicles are maintained. Preventative maintenance is minimal and a couple of vehicles have issues that are not addressed. Those issues do not present a safety hazard however they are in need of fixing to prevent a safety hazard in the future.

19. The policies, procedures, rules and regulations of the department provide clear guidance for me as an employee.

	Responses	Percent
Strongly Agree:	1	11.11%
Agree:	3	33.33%
Neutral:	2	22.22%
Disagree:	3	33.33%
Strongly Disagree:	0	0%
Additional Comments:	2	22.22%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%



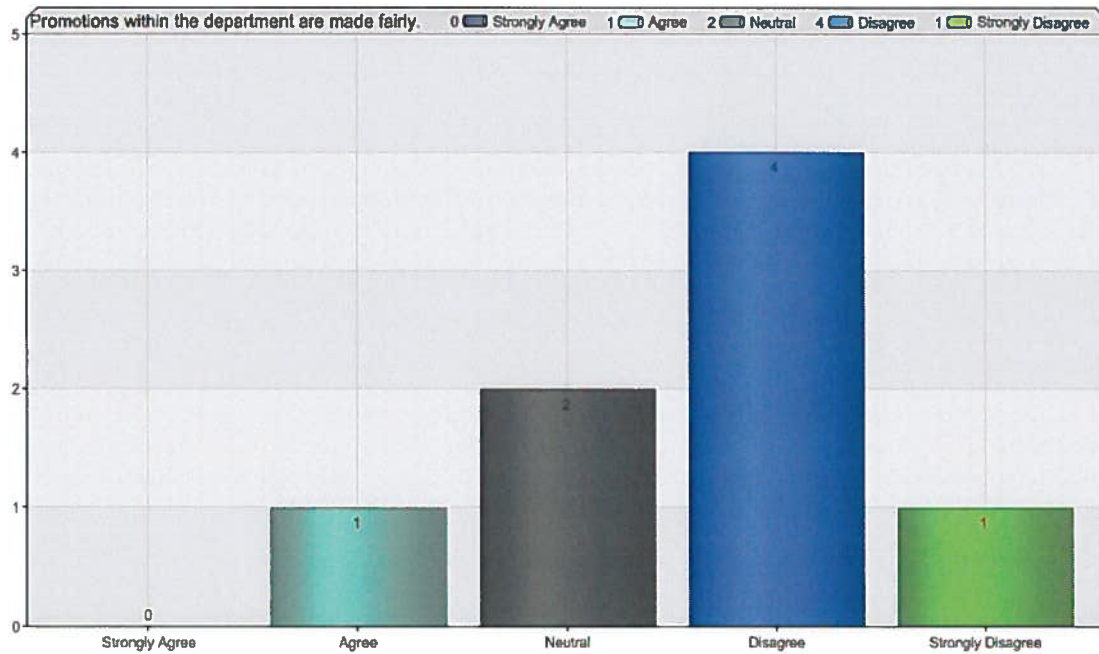
19. The policies, procedures, rules and regulations of the department provide clear guidance for me as an employee.

Response Comments

- 1 They do need revision of existing and some new.
- 2 Policies, procedures, rules, regulations, SOP, SOG are all outdated and minimally enforced.

20. Promotions within the department are made fairly.





	Responses	Percent
Strongly Agree: <input type="text"/>	0	0%
Agree: <input type="text"/>	1	12.5%
Neutral: <input type="text"/>	2	25%
Disagree: <input type="text"/>	4	50%
Strongly Disagree: <input type="text"/>	1	12.5%
Additional Comments: <input type="text"/>	2	25%
Total Responded to this question:	8	88.89%
Total who skipped this question:	1	11.11%
Total:	9	100%

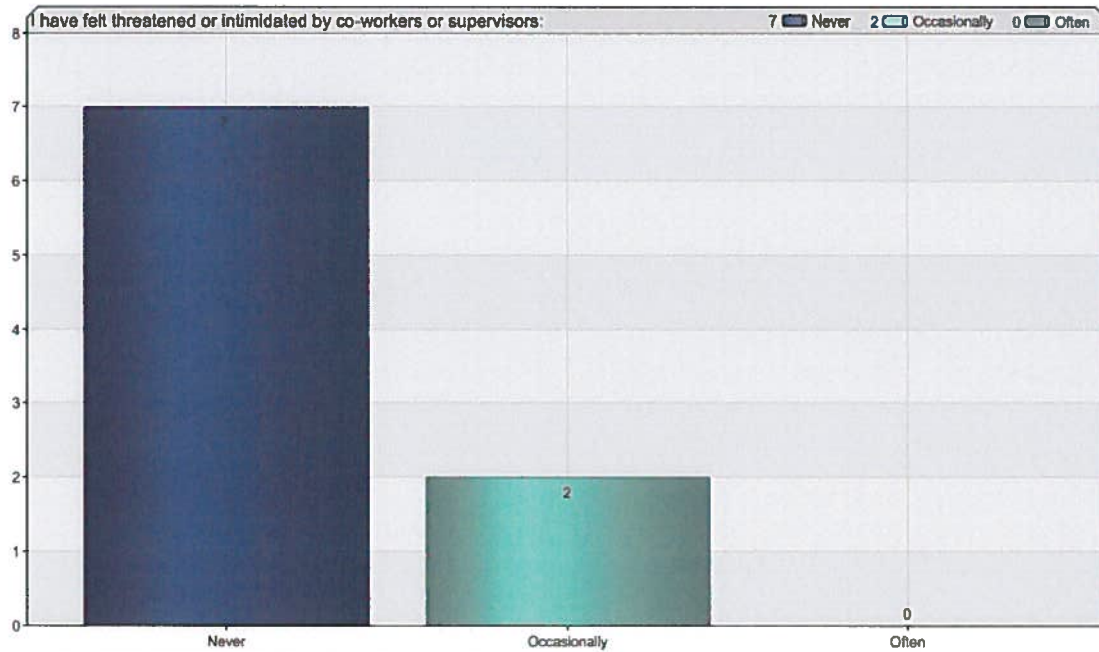


20. Promotions within the department are made fairly.

Response	Comments
1	If the job descriptions created approx 1 year ago are used (without 'special' exceptions) then yes.
2	Promotions are made on a popularity or call attendance basis. Not on capability, training, certification, testing or performance.

21. I have felt threatened or intimidated by co-workers or supervisors:



	Responses	Percent
Never: 	7	77.78%
Occasionally: 	2	22.22%
Often: 	0	0%
Additional Comments: 	1	11.11%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

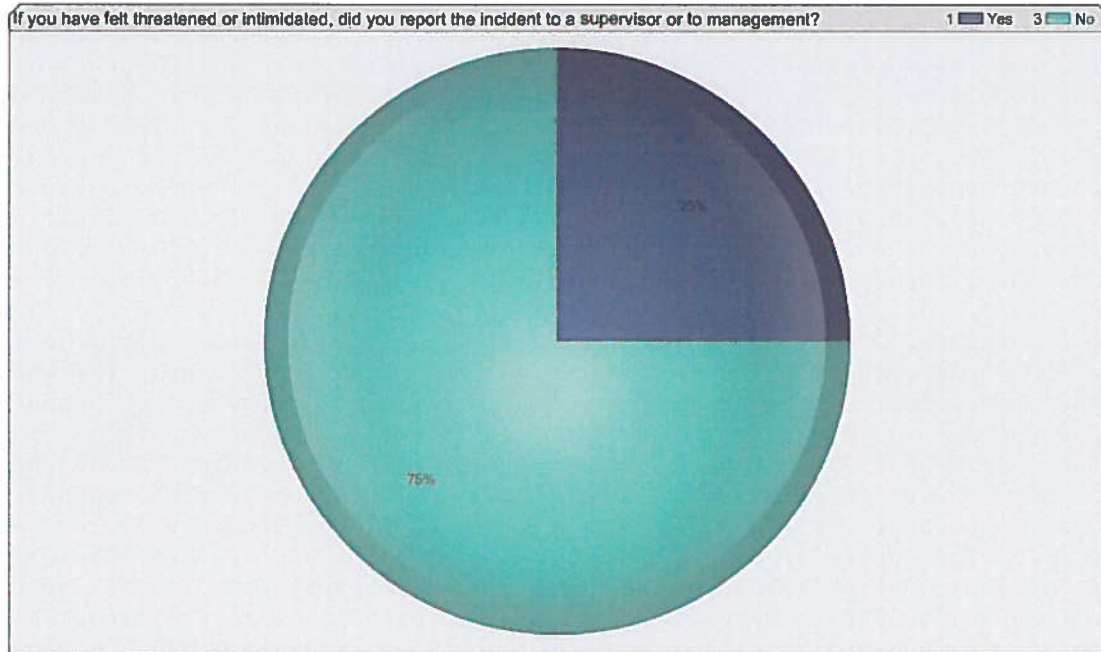


21. I have felt threatened or intimidated by co-workers or supervisors:

Response	Comments
1	Only in the past by people who are no longer on department or on BOFE.

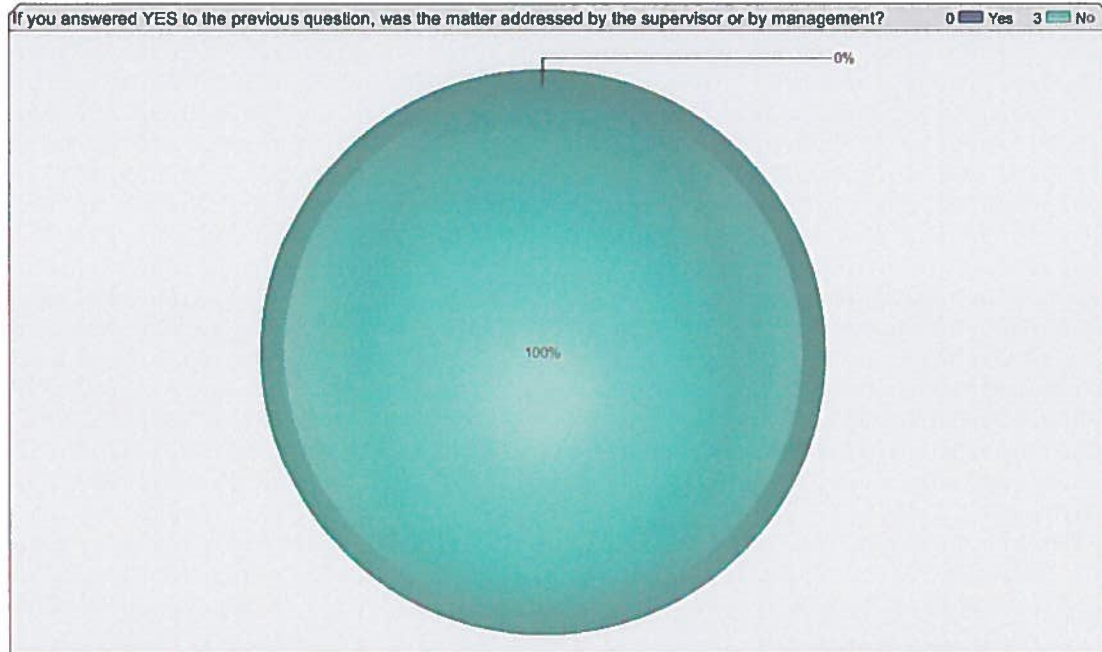
22. If you have felt threatened or intimidated, did you report the incident to a supervisor or to management?

	Responses	Percent
Yes: 	1	25%
No: 	3	75%
Total Responded to this question:	4	44.44%
Total who skipped this question:	5	55.56%
Total:	9	100%



23. If you answered YES to the previous question, was the matter addressed by the supervisor or by management?

	Responses	Percent
Yes: <input type="text"/>	0	0%
No: <input type="text"/>	3	100%
Additional Comments: <input type="text"/>	1	33.33%
Total Responded to this question:	3	33.33%
Total who skipped this question:	6	66.67%
Total:	9	100%

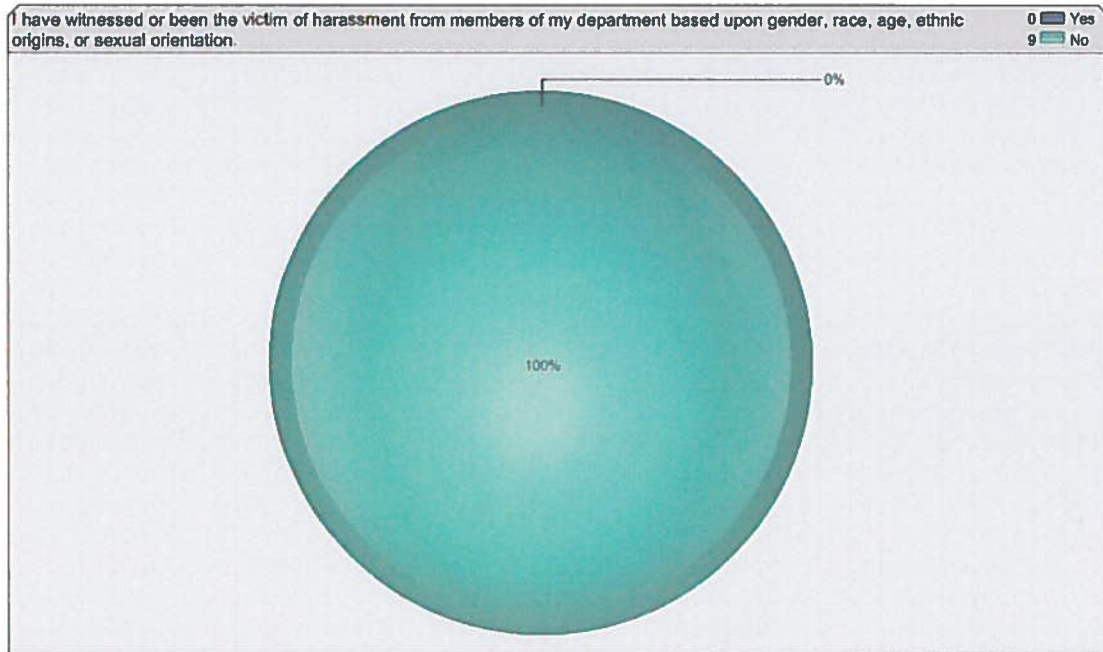


23. If you answered YES to the previous question, was the matter addressed by the supervisor or by management?

Response	Comments
1	These people were the supervisors

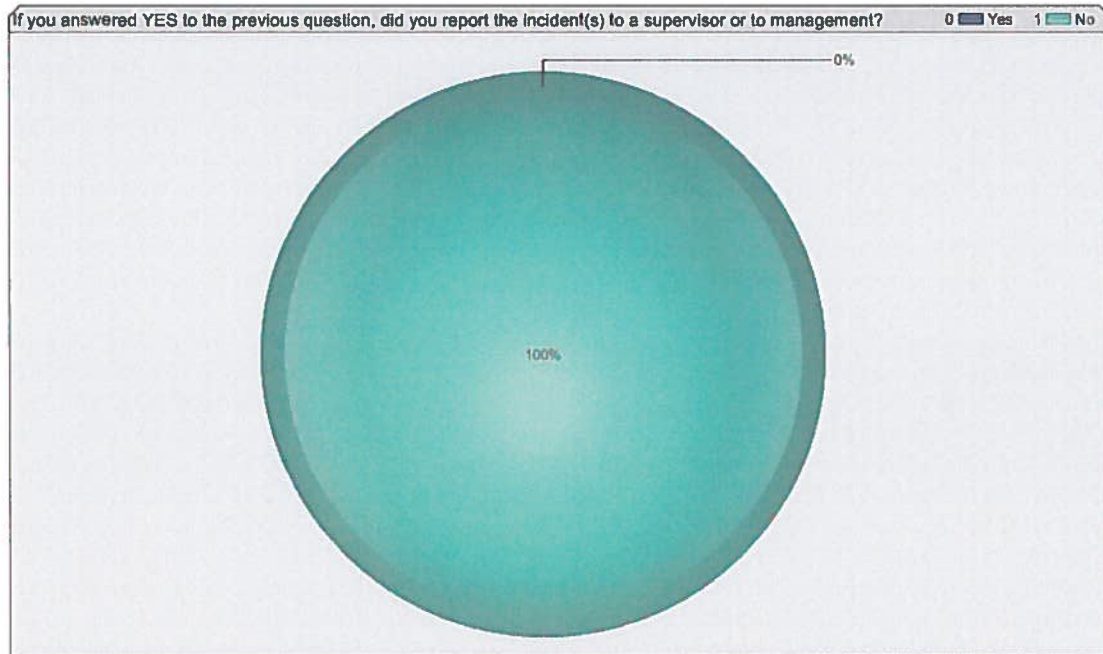
24. I have witnessed or been the victim of harassment from members of my department based upon gender, race, age, ethnic origins, or sexual orientation.

	Responses	Percent
Yes: <input type="text"/>	0	0%
No: <input checked="" type="checkbox"/>	9	100%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%



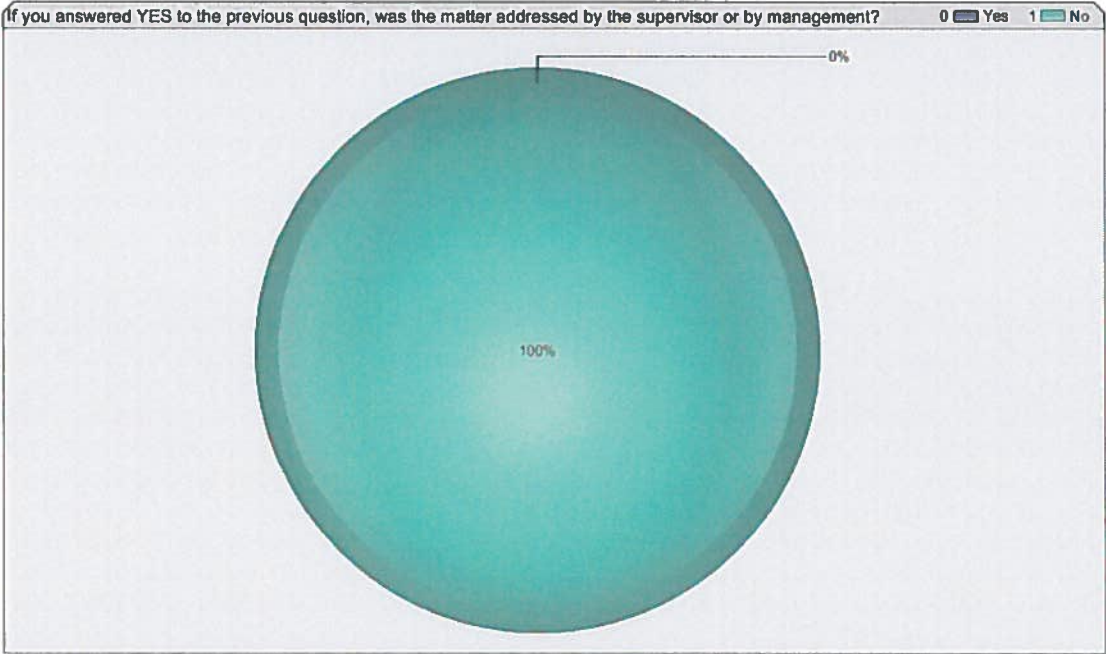
25. If you answered YES to the previous question, did you report the incident(s) to a supervisor or to management?

	Responses	Percent
Yes: <input type="text"/>	0	0%
No: <input checked="" type="checkbox"/>	1	100%
Total Responded to this question:	1	11.11%
Total who skipped this question:	8	88.89%
Total:	9	100%



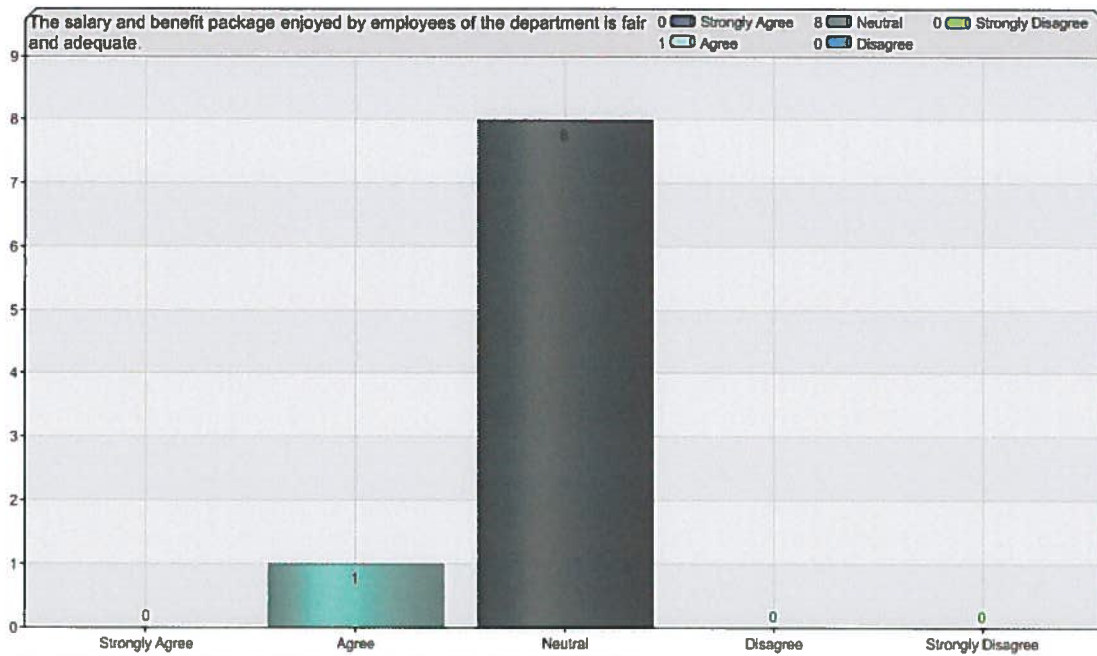
26. If you answered YES to the previous question, was the matter addressed by the supervisor or by management?

	Responses	Percent
Yes: <input type="text"/>	0	0%
No: <input checked="" type="text"/>	1	100%
Additional Comments: <input type="text"/>	0	0%
Total Responded to this question:	1	11.11%
Total who skipped this question:	8	88.89%
Total:	9	100%



27. The salary and benefit package enjoyed by employees of the department is fair and adequate.

	Responses	Percent
Strongly Agree:	0	0%
Agree:	1	11.11%
Neutral:	8	88.89%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	3	33.33%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

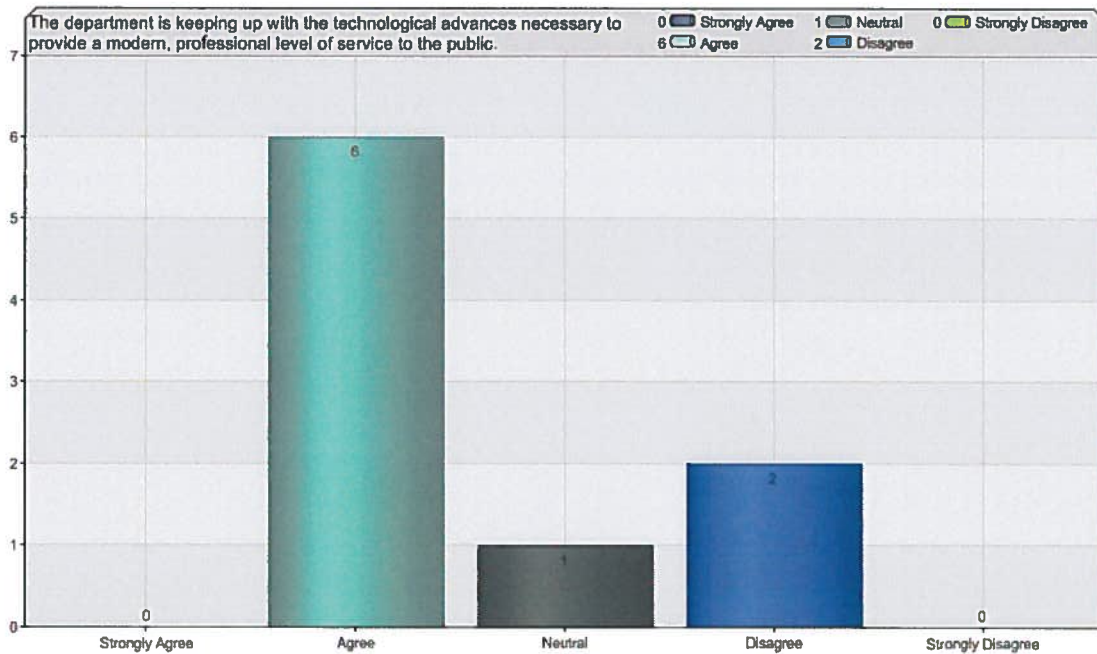


27. The salary and benefit package enjoyed by employees of the department is fair and adequate.

Response	Comments
1	we are not technical town employees. we get no benefits..
2	Pay rate is fine. No benefit package
3	Salary is adequate. There is no benefit package due to employment status.

28. 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:	0	0%
Agree:	6	66.67%
Neutral:	1	11.11%
Disagree:	2	22.22%
Strongly Disagree:	0	0%
Additional Comments:	1	11.11%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%



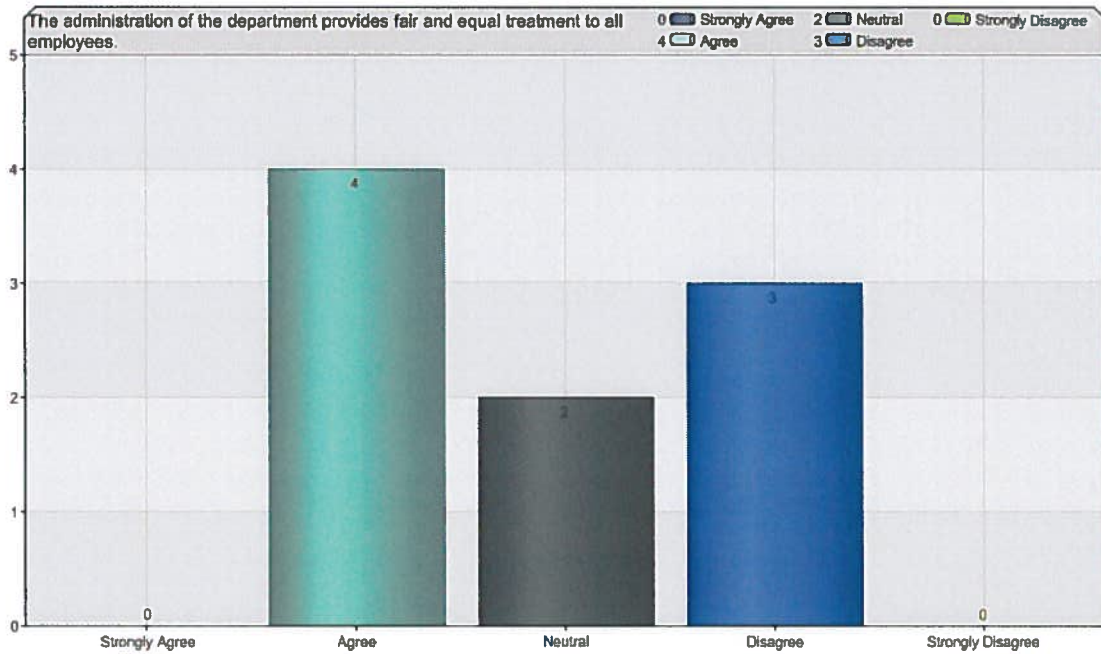
28. The department is keeping up with the technological advances necessary to provide a modern, professional level of service to the public.

Response Comments

- Have some new technology in and on apparatus. Could update many more pieces of equipment. Finance is most immediate deterrent to gaining newer updated equipment. Resistance to change at upper management level has been problematic to updating equipment in the past.

29. The administration of the department provides fair and equal treatment to all employees.





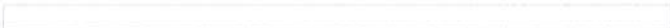

	Responses	Percent
Strongly Agree:	0	0%
Agree:	4	44.44%
Neutral:	2	22.22%
Disagree:	3	33.33%
Strongly Disagree:	0	0%
Additional Comments:	2	22.22%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

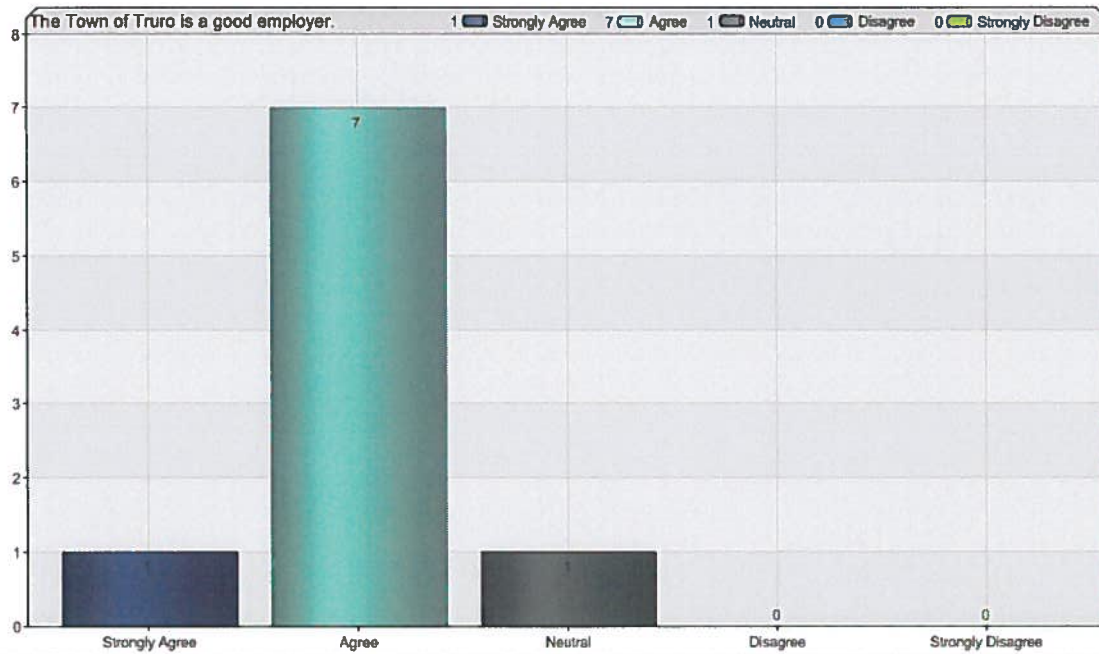


29. The administration of the department provides fair and equal treatment to all employees.

Response	Comments
1	As I said, its a merry go round of whos in comand over the last few years because of indection by the board of fire and board of selectman
2	All members are held to different standards. Fair and equal treatment is impossible to administer. No one employee is singled out or mistreated. No employees are purposely mistreated.

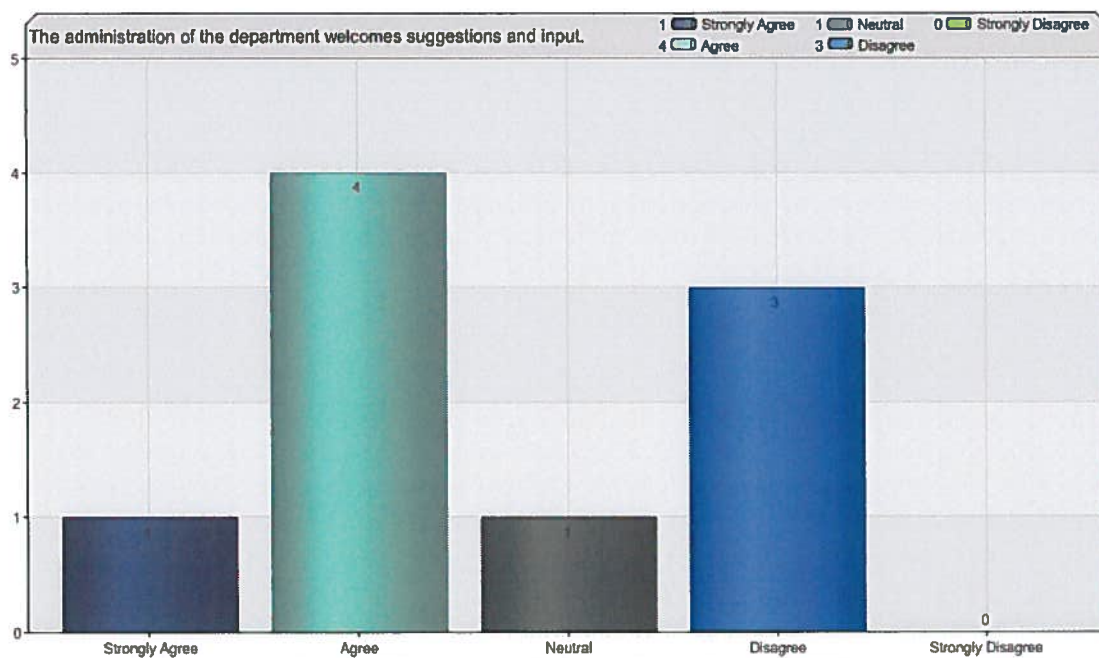
30. The Town of Truro is a good employer.

	Responses	Percent
Strongly Agree: 	1	11.11%
Agree: 	7	77.78%
Neutral: 	1	11.11%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Additional Comments: 	0	0%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%



31. The administration of the department welcomes suggestions and input.

	Responses	Percent
Strongly Agree:	1	11.11%
Agree:	4	44.44%
Neutral:	1	11.11%
Disagree:	3	33.33%
Strongly Disagree:	0	0%
Additional Comments:	1	11.11%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%



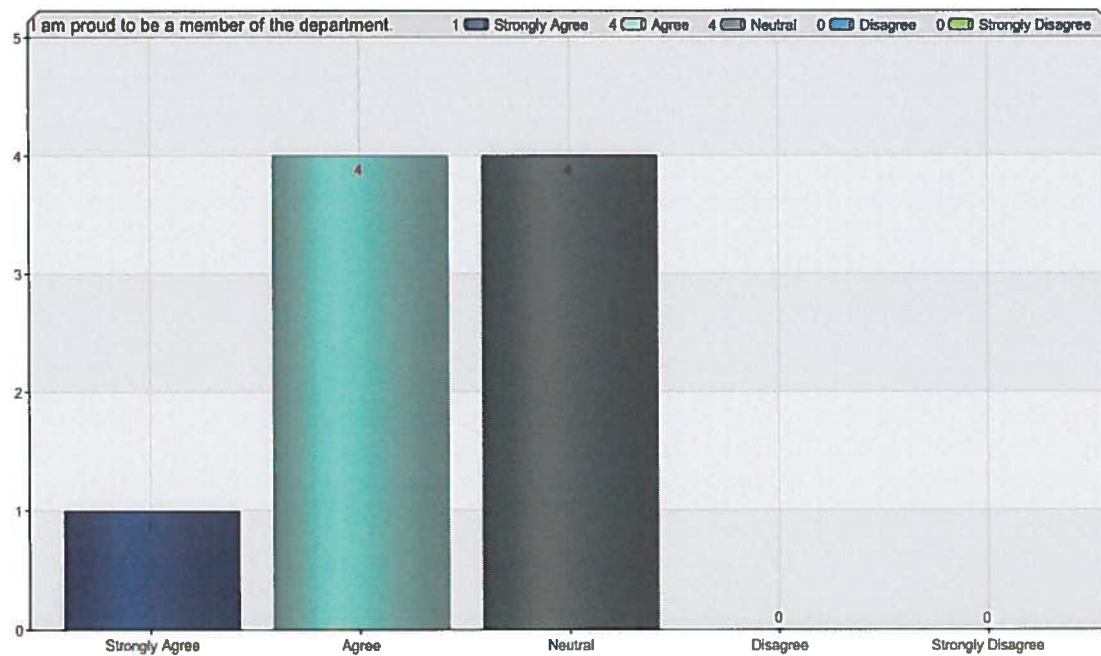
31. The administration of the department welcomes suggestions and input.

Response Comments

1 Suggestions and input are not overtly discouraged however most input and suggestions are summarily discarded or scoffed at.

32. I am proud to be a member of the department.

	Responses	Percent
Strongly Agree:	1	11.11%
Agree:	4	44.44%
Neutral:	4	44.44%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	2	22.22%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

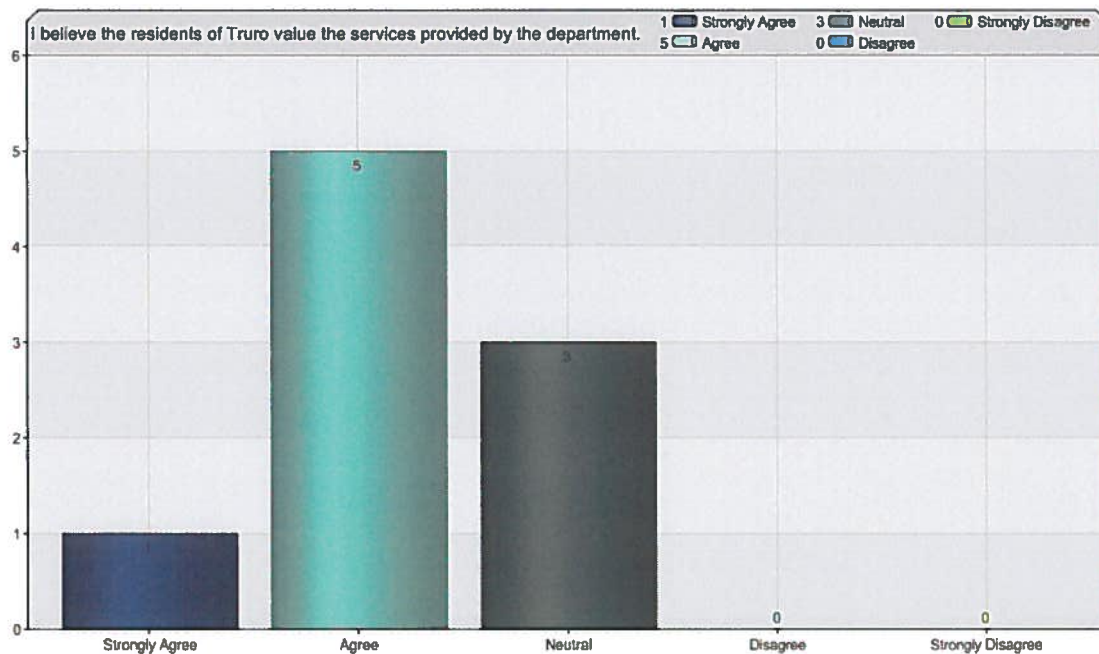


32. I am proud to be a member of the department.

Response	Comments
1	Not everyday is Pleasantville here as would be in any job. However, I am very fortunate, appreciative and proud to be able to serve the community where I grew up and I love my job
2	I am proud to be a member providing a service to the community.

33. I believe the residents of Truro value the services provided by the department.

	Responses	Percent
Strongly Agree:	1	11.11%
Agree:	5	55.56%
Neutral:	3	33.33%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	4	44.44%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

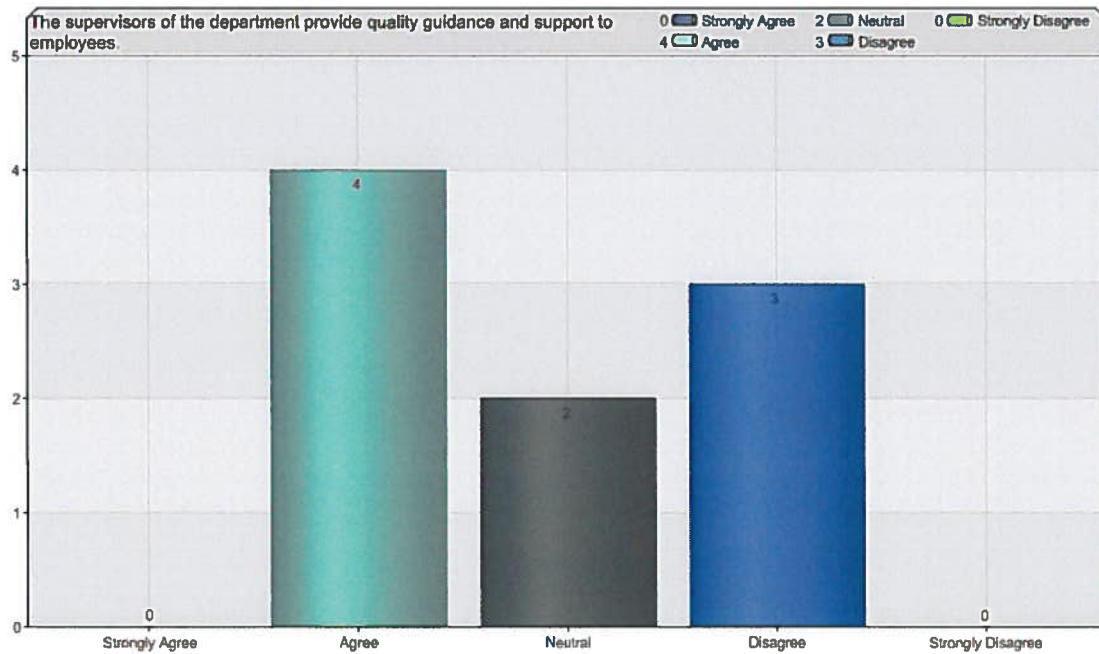


33. I believe the residents of Truro value the services provided by the department.

Response	Comments
1	emergency services are never thought of till they call 911. that includes fire,rescue,police and even DPW. But when we show up, they are happy and thankful.Its the same in all towns, out of sight out of mind.
2	I don't believe that they understand what services they receive and what they are lacking.
3	Residents likely unaware of what actual services department can and cannot provide.
4	Residents value services they perceive the dept provides. Don't believe residents actually know the services the dept capable or incapable of providing.

34. The supervisors of the department provide quality guidance and support to employees.

	Responses	Percent
Strongly Agree:	0	0%
Agree:	4	44.44%
Neutral:	2	22.22%
Disagree:	3	33.33%
Strongly Disagree:	0	0%
Additional Comments:	3	33.33%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

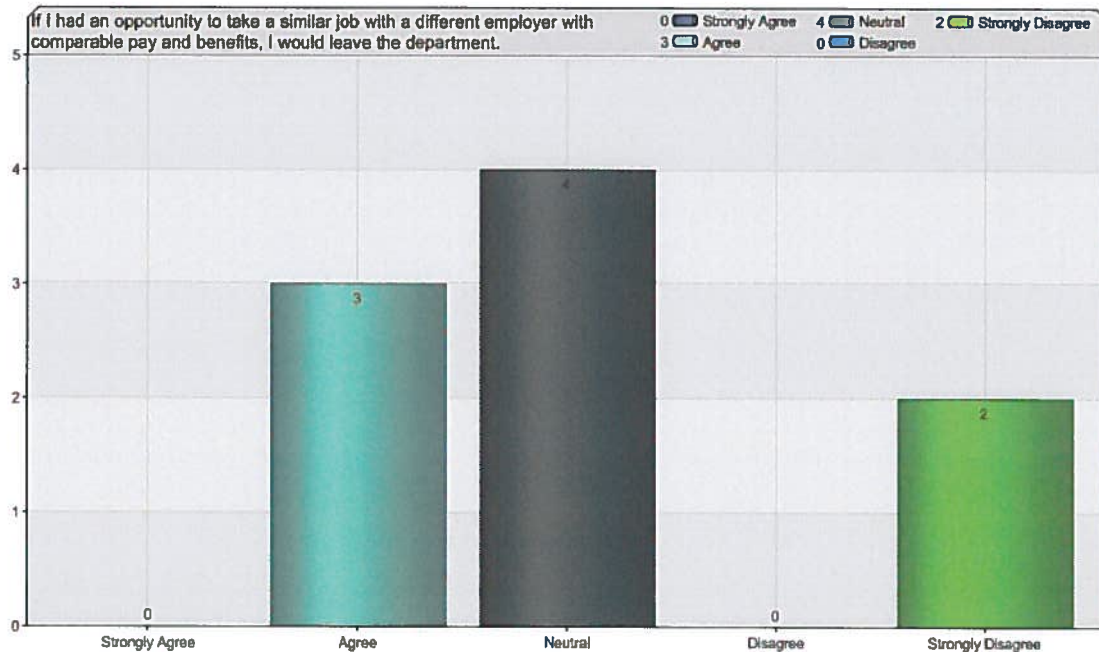


34. The supervisors of the department provide quality guidance and support to employees.

Response	Comments
1	The current group of supervisors as well as a couple additional members regularly avail themselves to other members for assistance, training and support.
2	Not toe the extent that they should.
3	Minimal support. No guidance.

35. If I had an opportunity to take a similar job with a different employer with comparable pay and benefits, I would leave the department.

	Responses	Percent
Strongly Agree:	0	0%
Agree:	3	33.33%
Neutral:	4	44.44%
Disagree:	0	0%
Strongly Disagree:	2	22.22%
Additional Comments:	3	33.33%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

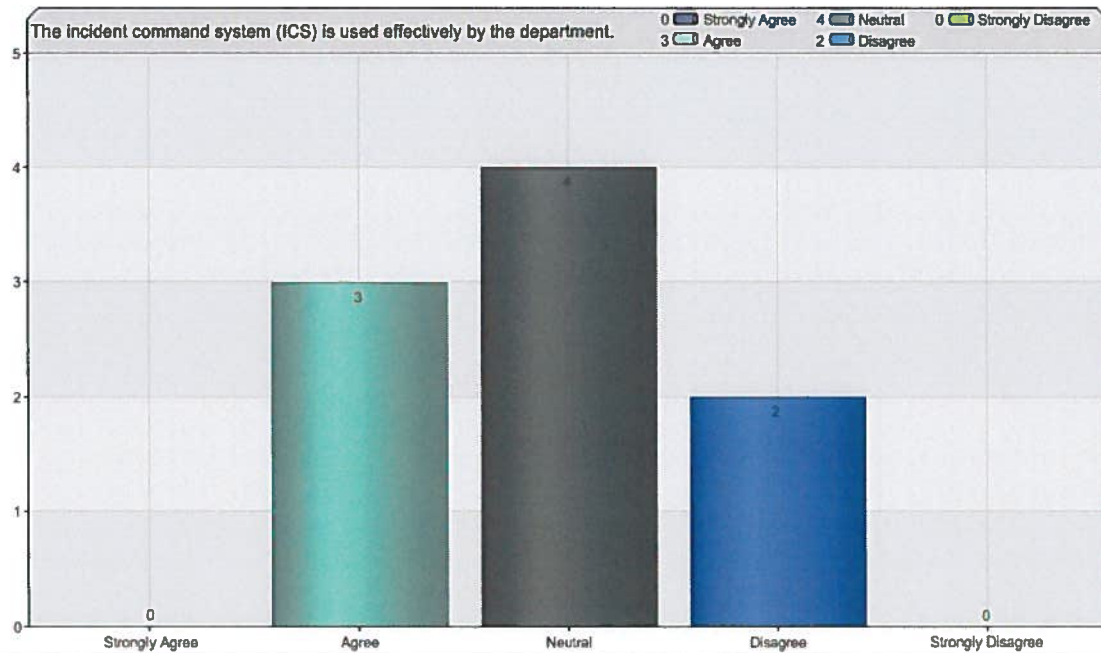


35. If I had an opportunity to take a similar job with a different employer with comparable pay and benefits, I would leave the department.






Response	Comments
1	I dropped my usual shifts with P-town this summer because I enjoy it here more. and thats the dept. I started with 20+ years ago
2	I have no desire to go to another department at this stage of my life.
3	If had opportunity to make Fire/EMS full-time career I would take that opportunity.

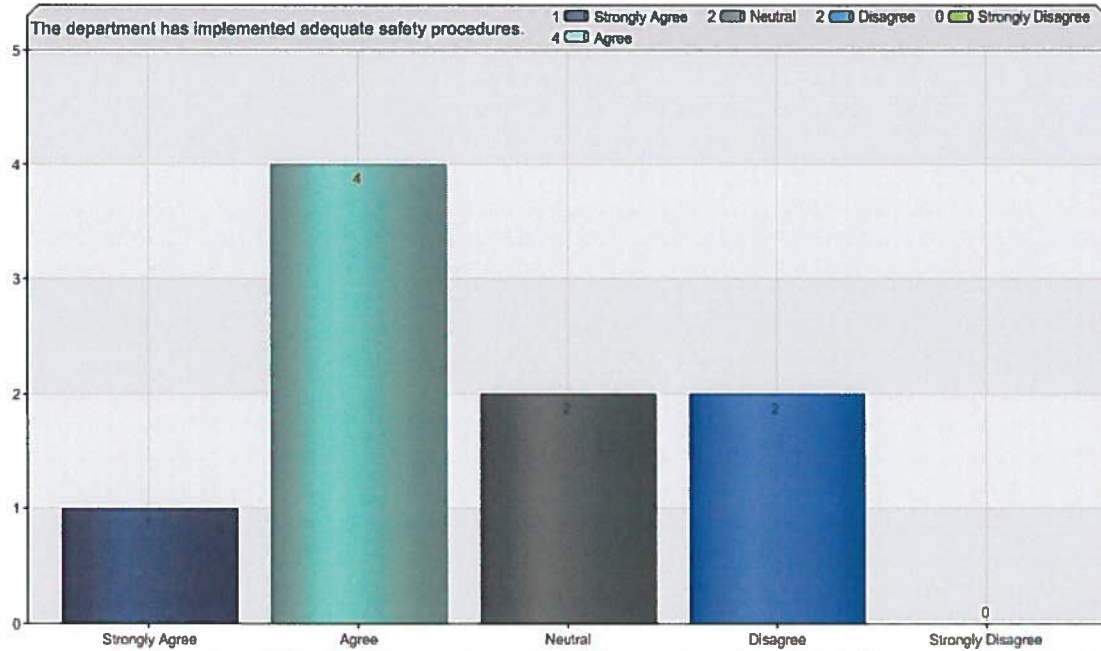
36. The incident command system (ICS) is used effectively by the department.

	Responses	Percent
Strongly Agree: <input type="text"/>	0	0%
Agree: <input type="text"/>	3	33.33%
Neutral: <input type="text"/>	4	44.44%
Disagree: <input type="text"/>	2	22.22%
Strongly Disagree: <input type="text"/>	0	0%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%



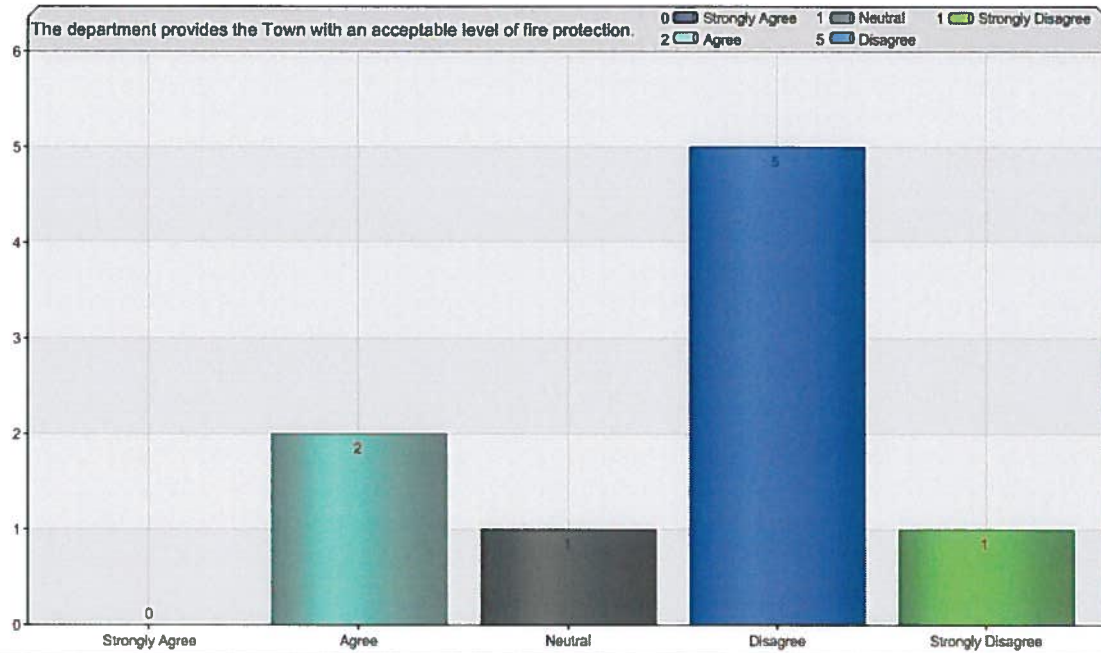
37. The department has implemented adequate safety procedures.

	Responses	Percent
Strongly Agree: 	1	11.11%
Agree: 	4	44.44%
Neutral: 	2	22.22%
Disagree: 	2	22.22%
Strongly Disagree: 	0	0%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%



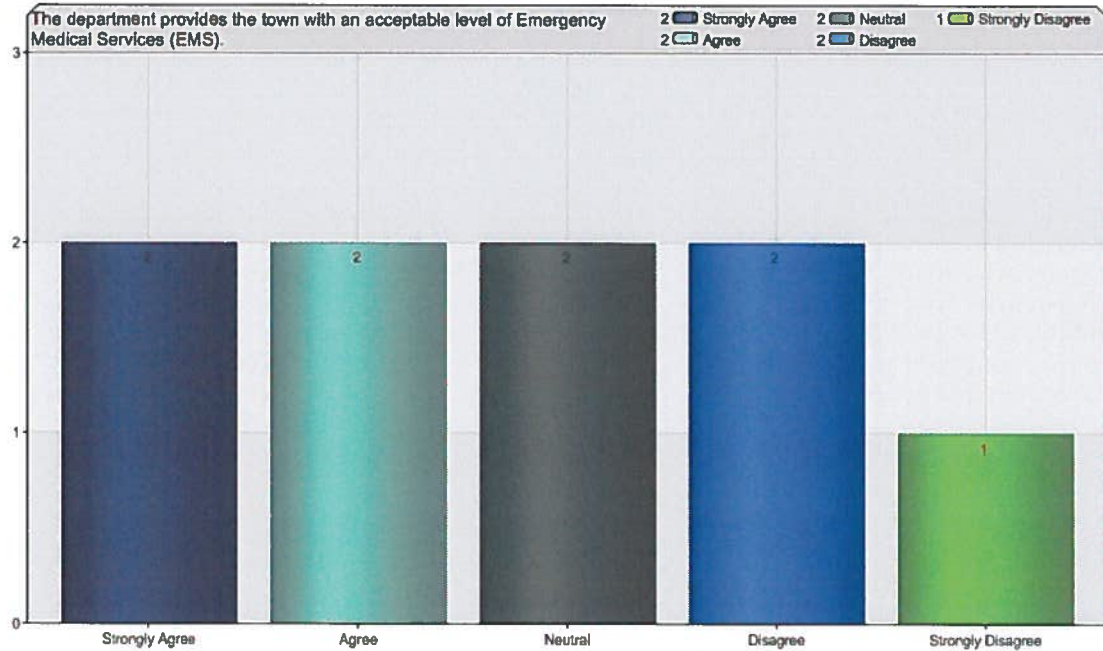
38. The department provides the Town with an acceptable level of fire protection.

	Responses	Percent
Strongly Agree:	0	0%
Agree:	2	22.22%
Neutral:	1	11.11%
Disagree:	5	55.56%
Strongly Disagree:	1	11.11%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%






39. The department provides the town with an acceptable level of Emergency Medical Services (EMS).

	Responses	Percent
Strongly Agree:	2	22.22%
Agree:	2	22.22%
Neutral:	2	22.22%
Disagree:	2	22.22%
Strongly Disagree:	1	11.11%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%



40. In your opinion, what are the THREE most significant challenges facing the Truro Fire Department in the next five to ten years?

	Responses	Percent
1.: 	9	100%
2.: 	8	88.89%
3.: 	8	88.89%
Total Responded to this question:	9	100%
Total who skipped this question:	0	0%
Total:	9	100%

Graph/Chart function not relevant for this question type.

40. In your opinion, what are the THREE most significant challenges facing the Truro Fire Department in the next five to ten years?

Response 1.

- 1 Transformation of the department
- 2 leadership
- 3 lack of personel due to cost of living.
- 4 Replacement of the Chief upon retirement or before.
- 5 Personel retention and gain
- 6 Lack of personel
- 7 Trained personnel available to provide fire/EMS coverage
- 8 ems and fire personnel availability
- 9 Figuring out what type dept Call, Combination, Full-time




Response 2.

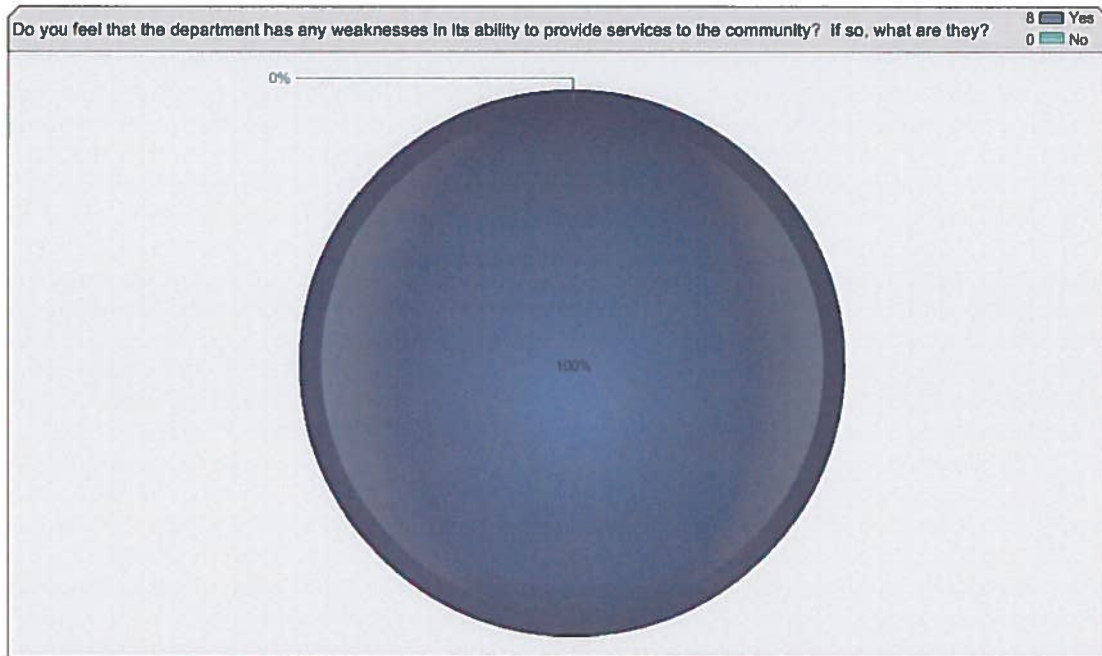
- 1 Retirement of current Chief
- 2 getting firefighters
- 3 someone aking permanant decisions on possissions so they can implement a stucture with goals for the dept.
- 4 Deciding what direction the department should take.
- 5 Change to provide adequate fire and ems protection
- 6 Administrative personnel to lead department
- 7 fairness
- 8 Employee gain and retention of any type

Response 3.

- 1 economy
- 2 going full time
- 3 money for coverage 24 hrs a day, like it should be
- 4 Implementing the change that is coming.
- 5 Restructuring
- 6 Full time/part time or regional options
- 7 stronger training efforts
- 8 Revamping rules, regulations, SOP, SOG etc

41. Do you feel that the department has any weaknesses in its ability to provide services to the community? If so, what are they?




	Responses	Percent
Yes: 	8	100%
No: 	0	0%
Additional Comments: 	8	100%
Total Responded to this question:	8	88.89%
Total who skipped this question:	1	11.11%
Total:	9	100%



41. Do you feel that the department has any weaknesses in its ability to provide services to the community? If so, what are they?

Response	Comments
1	Please see Officer survey
2	Truro is a long thin town. when people call for an emergency they need to see someone as quick as possible in a lot of cases. If you are having a heart attack or a fire breaks out at your home, you need some response in 5 minutes or less. even if it is a couple of people to size up the situation and report back whats going on. If there are people AT the station with the remoteness of some parts of this town, you still would be hard pressed to get there in that time. now add in people coming from there house. now add in if its night or they are in the middle of something. you are easily at 10 plus mins. and thats quite a jump for a fire to get on a house or someone to lay pulseless.
3	Staffing an acceptable fire attack crew.
4	Weak across the board. From management to ability to provide service
5	Lack of Fire Fighters
6	Personnel are not available enough to cover calls when LCA is out of town. Squad nights are not covered. Not enough fire trained personnel, even though there are people interested
7	training should be more indepth and more explaining
8	Weak In all area's of service. Weakness caused by lack of employees, training standards and minimums, equipment knowledge, leadership, management.

42. Please identify three things that you think the department does very well.




	Responses	Percent
1.: 	7	100%
2.: 	5	71.43%
3.: 	5	71.43%
Total Responded to this question:	7	77.78%
Total who skipped this question:	2	22.22%
Total:	9	100%

Graph/Chart function not relevant for this question type.

42. Please identify three things that you think the department does very well.

Response	1.
1	Please See Officer Survey
2	PR
3	EMS
4	Provide EMS coverage.
5	Community outreach
6	shift observation
7	Works very well with other town departments
Response	2.
1	Training
2	Maintain it's equipment
3	Up to date equipment available
4	community help
5	Good community relations
Response	3.
1	Comunity outreach
2	Fool the public.
3	Vehicles in good condition and maintained well
4	valluable resource
5	Works well with contracted agencies

43. Please identify three things that the department could do better.

	Responses	Percent
1.: 	8	100%
2.: 	5	62.5%
3.: 	3	37.5%
Total Responded to this question:	8	88.89%
Total who skipped this question:	1	11.11%
Total:	9	100%

Graph/Chart function not relevant for this question type.

43. Please identify three things that the department could do better.

Response 1.

- 1 Please See Officer Survey
- 2 PR
- 3 chain of comand
- 4 Recruit
- 5 More personei
- 6 Provide training and positions to those who want to be members of the department and meet requirements
- 7 training
- 8 Training

Response 2.

- 1 Input on direction from employees (feedback)
- 2 Training
- 3 Get more trained personnel on roster
- 4 fairness
- 5 Equipment maintenance

Response 3.

- 1 communicate with selectmen and town
- 2 Fire Service
- 3 Equipment upgrades

44. If you could change something about the Truro Fire Department, what would it be?






	Responses	Percent
Responses: 	7	100%
Total Responded to this question:	7	77.78%
Total who skipped this question:	2	22.22%
Total:	9	100%

Graph/Chart function not relevant for this question type.

44. If you could change something about the Truro Fire Department, what would it be?

Response	Response Text
1	Please see Officer Survey
2	For more professional leadership
3	the towns inability to make a decision on what they want from us so we can move in a foreward direction and start implementing changes.
4	Top management
5	Take personalities out of who gets hired, gets shifts, gets fire training.
6	if i could change anything i would make sure all the staff members are equipped with the knowledge and training of department equipment on a bi-weekly basis, including drills, and meetings and the communication needs to be improved.
7	It would be a sweeping change of most aspects of the dept. Goal of change would be to create a well organized, well led, well trained, motivated and professional Fire and EMS providing organization.

45. 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 view, improve the Truro Fire Department?

	Responses	Percent
1.: 	5	100%
2.: 	5	100%
3.: 	4	80%
4.: 	3	60%
5.: 	3	60%
Total Responded to this question:	5	55.56%
Total who skipped this question:	4	44.44%
Total:	9	100%

Graph/Chart function not relevant for this question type.

45. 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 view, improve the Truro Fire Department?

Response 1.

- 1 Employee management classes for ALL Officers
- 2 a clear decision on a path from the town so we can move forward
- 3 Recruit people that live in Truro
- 4 communication
- 5 Update rules, regulations, SOP's, SOG's

Response 2.

- 1 Possitive Press releases of dpt. activities
- 2 more interaction with the school to get kids interested in this job for the future
- 3 Establish a professional training program
- 4 equality
- 5 Update job descriptions from Chief to new employee

Response 3.

- 1 Employee recognition
- 2 Instill discipline within the department
- 3 training
- 4 Standardized testing for Officer positions

Response 4.

- 1 Inform members how and why things are done
- 2 more information on equipment
- 3 Enforce current rules, regulations

Response 5.

- 1 Replace the secretary with a civilian
- 2 drills for ems and fire
- 3 Hold open house

46. On a scale of one to five (with 5 the highest), how would you rate the following:

	5	4	3	2	1	Total
Training:	1(12.5%)	1(12.5%)	4(50%)	2(25%)	0(0%)	8
Personal Protective Equipment (PPE):	5(55.56%)	2(22.22%)	2(22.22%)	0(0%)	0(0%)	9
Apparatus:	6(66.67%)	1(11.11%)	2(22.22%)	0(0%)	0(0%)	9
Support from the Town of Truro:	1(11.11%)	4(44.44%)	3(33.33%)	1(11.11%)	0(0%)	9
Quality of dispatching:	4(44.44%)	3(33.33%)	2(22.22%)	0(0%)	0(0%)	9
Department morale:	0(0%)	1(11.11%)	2(22.22%)	4(44.44%)	2(22.22%)	9
Total Responded to this question:					9	100%
Total who skipped this question:					0	0%
Total:					9	100%

