

Challenges Covering Emergency Responses in Richland Township

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A research project submitted to the Ohio Fire Executive Program

10 June 2008

CERTIFICATION STATEMENT

I hereby certify that the following statements are true:

1. 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.

2. I have affirmed the use of proper spelling and grammar in this document by using the spell and grammar check functions of a word processing software program and correcting the errors as suggested by the program.

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ABSTRACT

Issues in daytime volunteer availability may be affecting volunteer and combination departments nationwide. This applied research project examines the factors affecting volunteer departments and what is being done to overcome the daytime and twenty-four hour deficiencies.

A descriptive research method was used to survey departments from around the State of Ohio. Members of the Richland Township Fire Department were surveyed to examine time of day personnel availability and internal variables that affect availability. The questions examined were:

1. What factors are affecting Richland Township's current capability to provide an adequate EMS crew during the hours of 0700-1800?
2. What are other local jurisdictions in similar situations doing to address adequate staffing and how might their solutions meet the needs of Richland Township?
3. What volunteer staffing models can Richland Township utilize to achieve adequate crews twenty-four hours a day?
4. What increase in service needs are projected over the next five years?

This project examined what may have changed in communities and other related stressors. Solutions were explored on how to overcome related issues and what can be done to tackle future issues.

The potential solutions were varied and many. They include:

1. Considering some type of pain-on-station program.
2. Night-time volunteer crews.
3. Volunteer incentive that include fixed schedules, gift cards or bonuses, awards, monetary stipends or make them hourly employees.

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INTRODUCTION

Statement of the Problem

The problem this study addressed was that The Richland Township Fire Department is unable to cover 100% of EMS incidents during daytime hours.

This is not a unique problem within the modern Fire & EMS service. Richland Township is generally rural, with both farms and residential homes. Not many residents work in Richland Township. They are away from the area during typical working/commuting hours. This situation makes it difficult to staff crew(s) for EMS and Fire Runs.

The Richland Township Fire Department has 32 dedicated volunteer emergency responders with over half serving as Emergency Medical Technicians. There has always been some deficit of personnel during daylight hours ever since the department began providing EMS in 1992. Within this organization there are good people who care for their community through compassion and a sense of duty. This study will be used to determine how to approach this problem.

A descriptive research method was utilized to determine what other fire departments have experienced and have done to address these issues. Surveys and interviews were used to determine problems and potential solutions

Purpose of the Study

The purpose of this study was to identify possible strategies Richland Township could take to achieve coverage primarily during the hours of 0700-1800 hours. This study also helped develop related plans that meet departmental needs at all hours.

Research Questions

The research questions used in this study investigated:

1. What factors are affecting Richland Township's current capability to provide an adequate EMS crew during the hours of 0700-1800?
2. What are other local jurisdictions in similar situations doing to address adequate staffing and how might their solutions meet the needs of Richland Township?
3. What volunteer staffing models can Richland Township utilize to achieve adequate crews 24 hours a day?
4. What increase in service needs are projected over the next five years?

BACKGROUND AND SIGNIFICANCE

The Richland Township Fire Department changed from a village fire department to a township fire department in the 1950's. From then to 1992 the department centered its mission on fire protection and contracted EMS services from neighboring departments. In 1992 the department started its EMS service as a Basic Life Support agency. In 1997 the program expanded and provided Advanced Life Support [ALS]. The department now provides a high quality ALS EMS service with advanced monitoring including 12 lead EKG. The department was the first volunteer department in Fairfield County to utilize the 12 lead EKG.

The members of the department are dedicated and proudly serve the community. They are an outspoken and aggressive group that strives to provide the best service possible. Many members are career firefighters in other Central Ohio fire departments.

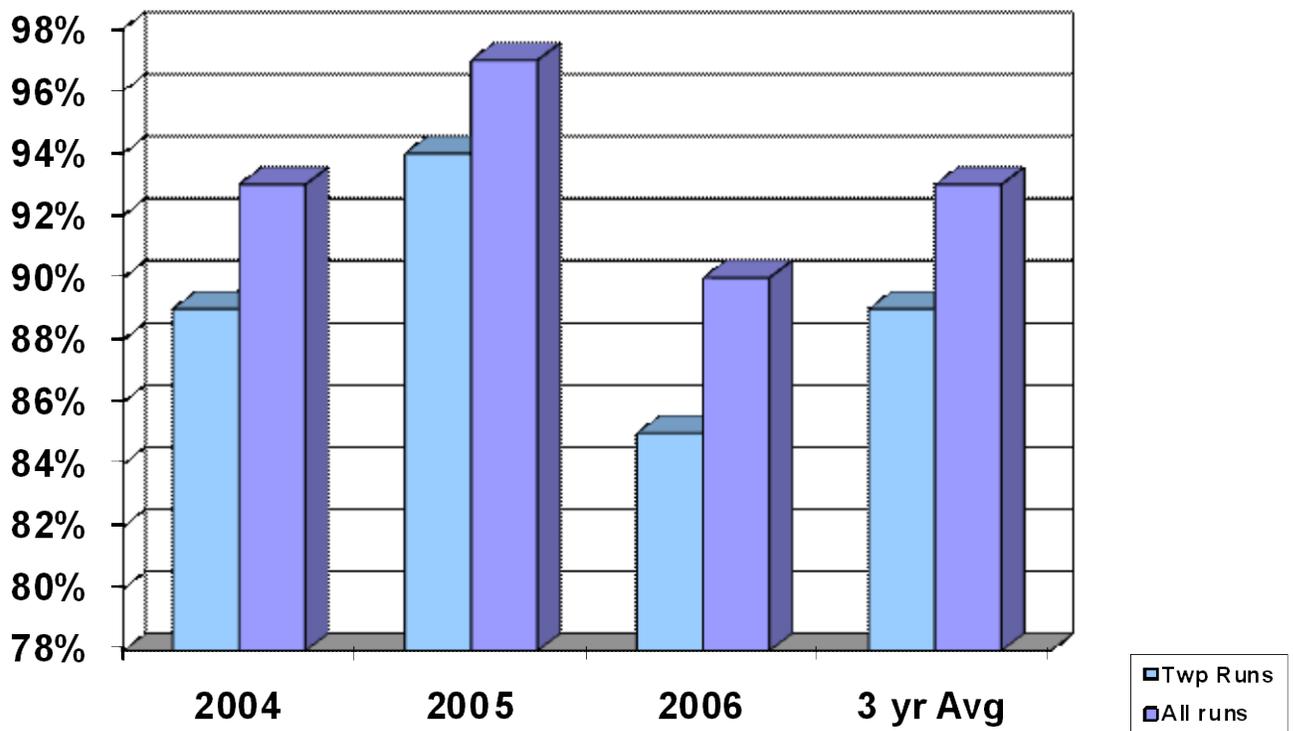
The influx of residents from other areas has caused the township to grow in population. Emergency incident volume has also increased. Richland Township has experienced an eight percent average annual growth over ten years. If the trend continues the population will have increased by half in 2010. Currently the population is over 2000 residents.

The department averages eighty-nine percent coverage of all EMS calls within Richland Township and ninety-three percent of all calls (see Table 1). In terms of the remaining eleven percent of township incidents, seven percent of the time one EMT is present, and in four percent there were no EMT's at all. If the lack of personnel during daylight hours continues, the spread could become larger. On one crucial occasion a call was received stating a person was injured as a result of an assault. The person received severe injuries and the patient's condition warranted they be seen at a Level One Trauma center. Richland Township did not have a crew resulting in mutual aid being dispatched. Mutual aid arrived twenty-three minutes after the call was received. The person eventually succumbed to their injuries but this does not negate the fact that

response was significantly delayed due to the lack of personnel available. There are other similar incidents in which the lack of personnel have created unacceptable delays in patient care. The intent of this study is to determine an appropriate course of action to enhance coverage during daylight hours when most of these incidents occur.

Figure 1 illustrates a comparison between both in township and overall covered incidents. This chart was derived from RTFD years 2004-2006 records. Most deficiencies occurred during daytime hours.

Figure 1



Incident Coverage Statistics for Richland Township 2004-2006 by percent

Developing programs to keep volunteers responding, satisfied and interested is a challenge. Statistics are positive in terms of current coverage but it is the intent of the department to achieve near 100% coverage. The RTFD experiences an average of 350 incidents annually.

It is also essential that the department achieve its goals with a minimal financial burden. Richland Township does not have the revenue that other townships have. The annual budget is only \$185,000. This factor limits the department's options. It is imperative that Richland Township build on what the department is, a volunteer department, rather than unrealistically trying to change itself into an organization that requires a much larger budget.

The potential impact this study could have on the Richland Township Fire Department is near complete coverage of all incidents with appropriate staffing therefore improving service to the residents of Richland Township.

LITERATURE REVIEW

Snook, Johnson, Olsen & Buckman (1998) write about the difficulties of maintaining a volunteer force. They describe the competition between other non-fire department agencies and activities. Volunteers look at each volunteer organization and use a variety of qualifying factors like time requirements and the organization's mission to determine if they want to commit. Challenging the volunteer and providing for their basic needs are driving forces in a volunteer organization. Goals and objectives must be set for the organization with particular attention on the organizations paramount problem. They describe the "Profile of a Volunteer" as 20-39 years of age and predominately married males. They further summarize that forty-five percent are blue-collar workers; fifty percent have friends in the fire service and seventy-three percent volunteer for the fire department only.

Department members must be challenged and encouraged to excel. Dealing with a lack of availability is a prime concern for many volunteer fire departments. Events such as live fire training maximize the limited amount of time available. This is particularly important when call volumes are low. A volunteer fire department must develop a customer centered strategic plan. A strategic plan allows members to focus on the needs of the local community and the customer. The plan instills a sense of purpose and belonging in the membership.

The National Fire Protection Association (2004) developed the Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments. This Standard, titled NFPA 1720 was originally published in 2001 and “was the first organized approach to defining levels of service, deployment capabilities, and staffing levels for substantially volunteer departments”. This standard sets specific guidelines for volunteer personnel turnout and response. This is the standard to which all volunteer departments are expected to conform.

The International Association of Fire Chiefs’, Volunteer and Combinations Officers Section (2006) published a third study in a series of reports that discuss aspects of the volunteer service and solutions for enhancement. The White Ribbon Report particularly discusses human resources, finances, budgeting and training. It specifically notes issues that affect volunteer departments and their operations such as social impacts and internal conflict.

One International Association of Fire Chiefs’, Volunteer and Combinations Officers Section (2004) report centers on the economic advantages of having volunteers. Under funded and under equipped, volunteer organizations are asked to raise additional funds for apparatus and safety equipment. Lack of resources, staff, equipment and money has plagued the volunteer fire service for years. Without structure and forward thinking this proud tradition of a volunteer department will erode. The volunteer firefighter is a dying breed and as service demands

increase, both internally and externally, aggressive action should be taken to counter this staffing deficiency.

The United States Fire Administration [USFA] (2007) stresses the need for volunteer departments and proposes solutions for the greater problem. Value your members, give them a feeling of ownership, provide for their needs and the organization will flourish. Target recruiting and be creative in doing so. There may be untapped sources of personnel. Transition may be inevitable but if the public will not financially support change to a combination or career organization then the department must learn to survive within its means. A social down spiral has created a lack of volunteers making recruiting more difficult.

Wilson (2002) summarized many issues for the volunteer fire department. Today's volunteer fire service is a "microcosm of characters, education, experience and personalities". Volunteer firefighter population over the last 20-25 years have fluctuated greatly reaching an all time low in the late 1980's and early 1990's. The trend reversed to just over 840,000 in the mid-1990's but once again decreased to 780,000 at the millennium's change. Never has the volunteer firefighter population been as high in the study period as it was in 1983 with over 880,000 volunteers. This summarizes a 20% reduction in persons who volunteer their time to the fire department. Wilson (2002) cited United Parcel Service who surveyed its' employees on volunteering. Sixty-Five percent of them indicated they were unable because of time demands.

A second report, from the International Association of Fire Chiefs', Volunteer and Combinations Officers Section (2005), deals with the transition of a fire department from a volunteer organization to a predominantly paid organization. Many factors come into play when designing a combination department. Strategic planning is a must and though emotional, it is essential for the departments' development. Conflicts will develop, feelings will be hurt but the course must be clear when the time comes for change. Communication is a major key to a

successful transition. Lack of communication will only counteract progress and officers must be prepared for friction and resentment. Internal communications via electronic technologies should be used to keep all members up to speed on current issues. All players must be made part of the metamorphosis so they do not feel like they are obsolete and their time has not been valued. Transition is, in many cases, inevitable. Twenty-four hour coverage is crucial. When a volunteer fire department cannot deliver services for a variety of reasons, then actions need to be taken. Catering to the membership by developing flexible crew schedules, implementing regional response coverage and hiring part-time personnel are specifically meant to deliver services during inconsistent and sporadic volunteer coverage, just to name a few. All solutions require a new level of commitment, planning and consideration.

The National Volunteer Fire Council (2007) is pushing for major federal legislation to prohibit the Internal Revenue Service from taxing benefits volunteer responders get from their agencies. We must look to Congress to assist in retention with incentives like tax law changes and personal employment protection. Although programs such as the tax incentive would be of great value, the processes to achieve such incentive must not be complicated and communities must be aware of such programs. Programs like this make it less stressful for volunteer personnel to take time from their full-time job. Incentives enhance the probability of retaining volunteers.

Donovan (2001) clarifies issues related to volunteer and combination department dynamics. He notes that volunteers do what they do because they like it. In his research he found that in order to meet the time demands volunteers experience, the department must be willing to view set schedules as changeable, offer variety in shifts, and encourage extra hours. Furthermore the department must require a specific commitment whether measured in hours per month or other criteria.

Donovan (2001) also brings to light other related scheduling issues. The human biological clock plays a large part in the ability of people to volunteer. He explains the potential problem that can surface from volunteers working their normal job during the day and volunteering at night. He states “it must be recognized that they may face medical, biological and social maladaptations that should be watched for and considered when scheduling”.

Donovan (2001) also suggests other accommodations like selective paging at night and possibly during the day, fixed schedules rather than open-ended scheduling. This practice allows volunteers to set aside time to respond and give the department a good idea of who is available during these assigned periods. He also notes that including “intern” or local college students can also help to enhance daily census. In a case Donovan (2001) makes it very clear that volunteers expect respect when doing good and support when they need it.

To summarize, so many factors affect a volunteer fire department. The lack of personnel during daytime hours is only the target of this study but evidence provided in this section shows that incentives and creative planning may help minimize the problem at hand. Throughout this process it will be imperative that the well-being and involvement of the department’s members is heavily taken into account. This review brought to light what stressors are creating problems.

PROCEDURES

The Richland Township Fire Department [RTFD] wishes to provide near 100% coverage to its residents. Using statistics derived from Richland Township Fire Department records, this study evaluated peak times when personnel are not available to adequately staff EMS runs. Descriptive research was used. Twenty-five of thirty-two RTFD members responded to the internal survey. The statistics analyze time of day, number and certification level of all personnel responding. The statistics have shown the main deficient hours to be between the

hours of 0700 & 1800 hours daily. This survey was distributed in February of 2008.

An internal department survey was conducted involving a majority of the RTFD membership. This process assisted in determining the major issues that prevent members from being available during deficient hours. This information could then be applied to potential solutions.

A survey was used to derive information from other fire department in similar situations or ones that have experienced such issues. This external survey was posted on SurveyMonkey.com February 21, 2008 through March 20, 2008. The survey was prepared to distribute to fire and EMS departments from around the State of Ohio. The survey was distributed by mass email through the Ohio Fire Chief Association general email list, to all available Licking County, Ohio Fire Departments by Granville Township, Ohio Chief and to many Muskingum County, Ohio Fire Departments by the Falls Township, Ohio Fire Department. The data collected was broken down to determine which departments are similar to RTFD.

All surveys were sample tested for clarity and accuracy by peer review at the Violet Township Fire Department, Pickerington, Ohio. The external survey was sampled to determine which departments have similarities to the RTFD in size, composition, and demographics.

After evaluating the critical hours of deficiency, solutions for coverage during these critical hours were established and implemented. After implementation, a defined time period can be established to evaluate the effectiveness of the coverage solutions.

RESULTS

The following results are detailed regarding each specific research question.

What factors are affecting Richland Township's current capability to provide an adequate EMS crew during the hours of 0700-1800?

Internally the results provided insight into work schedules and home life dynamics. Sixty percent of department members work for bordering departments. Over half of all members are required to work on the weekends. The survey indicated that family obligations do not have an overwhelming influence on the members. Unavailability was clearly defined. The critical times when members depart and return from work are from mostly 0700 to 1800 hours daily. The survey did present information that about a one-third of department members' work on a twenty-four hour on, forty-eight hour off platoon schedule at other fire departments.

Internal statistics have shown the department achieves an adequate EMS crew for RTFD runs eight-nine percent of the time. The deficient hours are between the hours of 0700 and 1900. Of all incidents, including mutual and automatic aid, the RTFD effectively assembled a crew for both fire and EMS calls 93% of the time.

What are other jurisdictions in similar situations doing to address adequate staffing and how might they suit the needs of Richland Township?

What volunteer staffing models can Richland Township utilize to achieve adequate crews 24 hours a day?

Both questions develop responses from the same survey question.

First similarities are determined. The only qualifier is that the department is mostly volunteer based. 34.6% of all respondents (18 of 52) indicated their department utilizes 76%-100% staff of volunteers.

External survey results showed a limited range of actions are taken statewide to combat volunteer availability issues. Thirty-eight departments responded with the following regarding how they deal with twenty-four hours coverage. Except the following, no other suggestions were presented by respondents.

1. External volunteer scheduling – 26.3%

2. Part-time / Intermittent paid personnel scheduled up to twenty-four hours – 50.0%
3. Fulltime personnel for all or part of the day – 65.8%
4. Night volunteer crew – 10.5%
5. Night-time volunteer crews sleep on station – 5.3%
6. Offer free boarding on station for college students – 0.0%
7. Pay primary employers to allow employees off during peak hours – 0.0%

What increase in service needs are projected over the next five years?

Fifty-two respondents provided information on their most significant challenge over the next five years. This question was a priming question to help determine what primary issues would affect the RTFD in the near future.

1. Covering runs – 13.5%
2. Retaining or lack of volunteer personnel – 28.8%
3. Financial issues – 59.6%

Further comments from respondents indicated state mandated training requirements, lack of enthusiasm from new young members and difficulty keeping personnel interested create significant present and future issues.

Additionally the question was posed by the survey as to the acceptability of covering runs one way or another. The question asked was “Do you feel that coverage of “most” but not all runs is acceptable?” The responses were as follows:

- Highly acceptable – 20%
- Moderately acceptable – 20%
- Moderately unacceptable – 21.8%
- Highly unacceptable – 38.2%

Fifty-four of fifty-five responded to this question. Indications were 40% agreeing that it is at least moderately acceptable to not cover all runs for which the department is responsible.

DISCUSSION

This study presented difficulties in generating written literature as it relates to incident coverage by volunteer fire/EMS departments. In terms of personnel retention, the RTFD does not seem to be experiencing many of the difficulties of those who were surveyed. Regarding time-of-day related responses, most respondents remarked that the hours of 0600-1800 as an average timeframe of difficulty. Twenty-four hour coverage has also been shown to be difficult. Socioeconomic issues seem to be the same among the departments.

Recruitment and retention has a clear effect on overall numbers of personnel. But incident turnout is a related issue. The RTFD members have shown, through survey, that primary issues resulting in crew deficiency are closely related to the time of day when most department members are at their full-time jobs. Most RTFD members work on the weekends. This creates no differentiation in weekday to weekend day coverage.

Snook, Johnson, Olsen & Buckman (1998) offer other explanations as to why the number of personnel is low. Social and community activities take time from the individual. There is heavy competition for a community member's time. According to FEMA (2007), dual career and single parent households are a constant drain on the volunteer manpower pool. It is not that people do not want to volunteer; it is just difficult to divide one's time among all available civic, social and family responsibilities.

Increased run volumes, continuing education and less than adequate leadership skills tend to deter interested potentials and "burn-out" existing members. FEMA (2007) has illustrated (Figure 2) ongoing issues regarding recruitment and retention.

Figure 2 - Retention and Recruitment Root Causes

Source of Problems	Contributing Factors
Training Requirements	<ul style="list-style-type: none"> • Higher training standards and new federal requirements • Greater public expectation of fire department's response capabilities (broader range of services such as EMS, Hazmat, technical rescue, etc.) • Additional training demands to provide a broader range of services • Re-certification demands
Changes In The (Nature of the Business)	<ul style="list-style-type: none"> • Abuse of emergency services by the public • Less of an emphasis on social aspects of volunteering
Changes In Sociological Conditions (In Urban and Suburban Areas)	<ul style="list-style-type: none"> • Transience • Loss of community feeling • Less community pride • Less of an interest or time of volunteering • Two-income family and time demands • "me" generation
Changes In Sociological Conditions (In Rural Areas)	<ul style="list-style-type: none"> • employers less willing to let employees off to run calls • time demand • "me" generation
Leadership Problems	<ul style="list-style-type: none"> • poor leadership and lack of coordination • authoritative management style • failure to manage change
Federal Legislation and Regulations	<p>Fair Labor Standards Act interpretation "2 in, 2 out" ruling requiring four firefighters on scene before entering hazardous environment Environmental Protection Agency (EMA) live-fire burn limitations</p>
Increased Use of Combination Departments	<p>Disagreements among chiefs or other department leaders</p> <ul style="list-style-type: none"> • Friction between volunteer and career members
Higher Cost of Housing (In Affluent Communities)	<p>Volunteers cannot afford to live in the community they serve</p>
Aging Communities	<p>Greater number of older people today</p> <ul style="list-style-type: none"> • Lack of economic growth and jobs in some towns
Internal Conflict	<p>Disagreements among departmental members</p> <ul style="list-style-type: none"> • Friction between volunteer and career members

Source: FEMA, 2007

Volunteers face scheduling difficulties in day-to-day life. Mattern (2001) and Donovan (2001) mention on the job issues like medical, biological and social maladaptations. According to my research accommodating volunteers and their schedules is one of the best ways to ensure good results to responses. Mattern (2001) also details ways to accommodate volunteers without taxing their time. He says volunteers mostly prefer fixed schedules rather than open ended amounts of time. Volunteers are willing to put their full attention to a function if they have set aside time for it in their schedule.

Research has repeatedly shown that most volunteers, no matter what they are volunteering for, stop doing it because they do not have the time anymore. Wilson (2002) asks the questions:

“What do you have to offer me?”

“Is there any sharing of power?”

“What are the benefits to the individual, community and/or your program?”

Wilson (2002) says volunteers need to feel like they belong to a special group of people. We can assure this in the fire service. The social club atmosphere was counterproductive but there was some merit to the intention. RTFD must balance social and professional relationships within the department.

There are a limited number of options available to deal with personnel deficiency. There were two predominant answers when the question was asked how to deal with the lack of personnel. One was to do nothing and hope that people are available. The other was to put on some form of paid staff. In a statement that may seem a bit controversial, when surveyed, at least 40% of respondents indicated that it is at least moderately acceptable to cover most but not all runs. This is worth further research as to the reasons this paradigm exists.

The RTFD must use this information to develop its own plan to deal with the increasing difficulty of staffing a volunteer department. If the results of these surveys are not considered, then the operational development of the RTFD and service will be compromised. The results seem to suggest that there is an attitude of complacency of not covering a jurisdiction's own runs. The RTFD must evaluate its own attitude and examine whether it is using this same thought process. Other departments have chosen routes to correct volunteer personnel shortages. The RTFD needs to determine the most appropriate action to take during target periods.

RECOMMENDATIONS

1. If the funding is available, the RTFD should consider some type of paid-on-station personnel to supplement available volunteers during the daytime deficit. The results have provided a few options the RTFD can utilize to achieve and maintain coverage during and after critical hours. This program will require much planning on how to fund it, how to take into account the feelings of the volunteers in regards to developing a paid staff and how the volunteers are utilized. If the RTFD wants to remain largely a volunteer organization then it is important to involve the members and give them a sense of ownership. These precautions make members feel needed and appreciated. Many will be apprehensive of change and it will not be an easy sell. Research, by both internal and external survey, shows that most members of volunteer departments have normal jobs during the daytime. This creates a personnel gap specifically for RTFD from 0600 to 1800 hours daily.

2. Twenty-four hour coverage poses similar challenges but may be achieved by utilizing night-time volunteer EMS crews or selective paging to ensure there is a crew available. This allows most members to be able to remain in bed, thus not affecting them the next morning at

their regular job. This also allows members to freely enjoy their social life without worrying about who will handle the run.

3. Incentives should be provided for volunteer members to encourage them to continue serving. The ongoing issue of keeping volunteers to run is a future issue that is even more important than the question of financial stability. According to research most believe it is acceptable to provide incentives for volunteers who respond. This may be accomplished in a variety of ways, including:

- use fixed schedule practices.
- provide gift card or bonus incentives.
- award accomplishments.
- provide a monetary stipend or make them an hourly employee.

Providing on station paid staffing for critical hours will require a financial obligation of \$150,000 to \$300,000. This information is derived from the external survey comparing taxable valuations with effective millage. An increase in the RTFD budget will be needed.

Making these changes will help the RTFD achieve adequate coverage around the clock and provide a sense of stability in the community and among the members of the department. The RTFD must realize that the volunteer of old is gone and to compete in a world with many civic and professional volunteer opportunities it must market itself to attract and retain community minded individuals. Tolerance, planning and good marketing will be the key to organizational success.

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APPENDIX 1 – INTERNAL DEPARTMENT SURVEY

Ohio Fire Executive – Class 7

Assistant Chief Brad Shull, Richland Township Fire Department
Intra-departmental Survey

Date Completed ____/____/____

1. Do you work within Richland Township or a neighboring township?

Yes – No – Both

2. Do you work for a neighboring fire department?

Yes – No

3. Are you a _____ firefighter? (Select all that apply.)

Career – Part-time – Volunteer

4. Does your non-fire department workplace allow you to respond to calls during daytime hours?

Yes – No

5. Do your family obligations inhibit your ability to respond during daytime hours?

Yes – No

6. What time do you regularly leave for work? ____:____ AM/PM

7. What time do you regularly arrive at home? ____:____ AM/PM

8. Does your full-time work require you to work on weekends?

Yes – No

9. What is your age?

18-25

26-35

36-45

46-55

56 and up

10. How long have you been a member of the Richland Township Fire Department?

0-5 years

6-10 years

11-15 years

16-20 years

21-25 years

26 or more

APPENDIX 2 – EXTERNAL SURVEY**Ohio Fire Executive – Class 7**

Assistant Chief Brad Shull, Richland Township Fire Department
Inter-departmental Survey

11. What percentage of your department is made up of career firefighters?

0% 1%-25% 26%-50% 51%-75% 76%-100%

12. What percentage of your department is made up of Part-time/Intermittent firefighters?

0% 1%-25% 26%-50% 51%-75% 76%-100%

13. What percentage of your department is made up of volunteer firefighters?

0% 1%-25% 26%-50% 51%-75% 76%-100%

14. What are the approximate hours of the day your department has difficulty achieving crews for calls? Check all that apply.

- Morning 0600-1200
- Afternoon 1200-1800
- Evening 1800-0000
- Night 0000-0600
- We have no “problem hours”

15. Does your department have difficulty obtaining crews on weekend days?

Seldom Occasionally Frequently

16. What programs does your department utilize to cover deficient hours?
(Check all that apply)

- Cover with Part-time/Intermittent personnel
- Schedule volunteers on station
- Career personnel
- No programs have been initiated

17. Does your department provide any of the following?

- BLS/ALS transport
- BLS First Response
- ALS First Response
- No EMS services

18. What do you see as the most significant challenge to your department over the next five years?

- Covering runs
- Retaining or lack of volunteer personnel
- Financial issues

19. Has your department implemented any of the following to achieve 24 hour coverage? (Check all that apply.)

- External volunteer scheduling (Volunteers that do not live in your area)
- Part-time/Intermittent paid personnel scheduled up to 24 hrs.
- Fulltime for all or part of the day
- Night volunteer crews
- Nighttime Volunteer crews sleep on station
- Offer free boarding on station for college students
- Pay employers to allow employees time off during peak hours

20. Do you feel that coverage of “most” but not all runs is acceptable?

Highly Acceptable 1 2 3 4 5 6 7 Highly Unacceptable

21. Do you feel volunteer members should be given incentives to make runs?

Highly Acceptable 1 2 3 4 5 6 7 Highly Unacceptable

22. If you utilize part-time/Intermittent personnel how many are on duty at a time?

- 1
- 2
- 3
- 4 or more
- Not Applicable

23. What is the population of your fire district during the daytime?

- Less than 1000
- 1001-2000
- 2001-3000
- 3001-4000
- More than 4001

24. What is the population of your fire district during the nighttime?

- Less than 1000
- 1001-2000
- 2001-3000
- 3001-4000
- More than 4001

25. Not including mutual/automatic aid runs, how many fire runs does your department respond to in a year?

- Less than 25
- 25-50
- 51-75
- 76-100
- More than 101

26. Not including mutual/automatic aid runs, how many EMS runs does your department respond to in a year?

- Less than 100
- 101-200
- 201-300
- 301-400
- More than 401

27. What is the taxable valuation of your political subdivision?

- Less than 25 million
- 26 million to 50 million
- 51 million to 75 million
- 76 million to 100 million
- More than 101 million

28. What is your jurisdiction's total voted millage?

- None
- 1-2 mills
- 2-3 mills
- 3-4 mills
- 4-5 mills
- 5-6 mills
- 6-7 mills
- 7-8 mills
- 8 or more mills

29. What is your jurisdiction's total effective millage?

- None
- 1-2 mills
- 2-3 mills
- 3-4 mills
- 4-5 mills
- 5-6 mills
- 6-7 mills
- 7-8 mills
- 8 or more mills

30. How many volunteers are on your department?

- Less than 10
- 11-20
- 21-30
- 31-40
- 41-50
- More than 50

31. What is the total square miles of your jurisdiction?

- 1-10
- 11-20
- 21-30
- 31-40
- 41-50
- 51-60
- 61 or more square miles

32. What is your rank?

- Fire Chief
- Assistant/Deputy Chief
- Captain
- Lieutenant
- Firefighter
- EMT