

**Rebuilding The Volunteer Force Of The
South Placer Fire District**

Executive Leadership

**A in-depth study of the South Placer Fire Districts
Volunteer Force and what can be done to improve it**

By: Tony Corado
Battalion Chief
South Placer Fire District
Placer County, CA

An applied research project submitted to the National Fire Academy as part of the Executive Fire Officer
Program

August 1998

ABSTRACT

One of the articles obtained during this research was titled, What If No One Answered The Call? This articles title, written by Edward S. Cohn in the August 1996 edition of Fire Engineering Magazine, may not be too far from reality (Cohn, 1996, p.12). It should be assumed that most combination, paid and volunteer, fire departments goals are to be prepared to handle most emergencies encountered. But with labor and safety requirements becoming more stringent, combination fire departments may not have the staff to effectively handle routine structure fires at their current level of service. This may be happening to the South Placer Fire Protection District in California.

The problem is the number of South Placer Fire District off duty and volunteer personnel responding to emergencies has decreased while new regulations may require more personnel to respond to routine structure fires.

The purpose of this research is to outline strategies to develop a program that will rebuild the South Placer Volunteer Force. A descriptive research method was used to answer the following questions.

1. Why has the number of off duty and volunteer personnel responding to emergencies decreased?
2. What have other fire departments experienced trying to recruit volunteers?
3. How do administrators view the need for volunteers in the South Placer Fire District?
4. What does the community know about the staffing of the South Placer Fire District?
5. What highlights can be taken from the research to develop a recruiting program for the South Placer Fire District?

The South Placer Fire District has evolved from a complete volunteer force in 1975 to the present combination paid, part paid and volunteer force. Over the years the fire district used volunteers in a variety of ways. While today the fire district continues to use volunteers, many job functions have become specialized, complex and time consuming. Currently the department's volunteer force makes up less than 40% of the members, which is down from 60% in the early 1990's.

The South Placer Fire Districts minimum staffing is two full paid personnel per engine company. New regulations may require four or more firefighter at the scene of routine structure fires, before the fire can be attacked. For combination departments this may be difficult, especially combination departments like the South Placer Fire District whose volunteer force is dwindling.

The outcome of the study was to research and identify strategies that can be used to develop a recruitment program to rebuild the South Placer Fire Districts Volunteer Force. Throughout the research it was important to identify the problems and solutions associated with recruiting volunteers in the fire service. It was also important to relate those problems and solutions to the South Placer Fire District. Recruitment goals were stressed throughout the research. A recruitment goal survey showed that 100% of the staff and managers of the South Placer Fire District felt that volunteer and reserve personnel were still needed and their rolls should be expanded. The research revealed that some problems relating to recruitment centered on the communities' knowledge of the fire district. A community knowledge survey showed that the communities' knowledge of the fire district could affect recruiting efforts.

Of the problems identified, there are several that may directly be linked to the South Placer Fire Districts dwindling volunteer force. These problems were lack of leadership and commitment, lack of community knowledge, no recruitment goals and lack of funding. The South Placer Fire District needs to take several steps to begin rebuilding the volunteer force. The first and most important is to get serious about recruiting and develop a program.

TABLE OF CONTENTS

	Page
Abstract	ii
Table of Contents	v
Introduction	1
Background and Significance	2
Literature Review	5
Procedures	12
Results	14
Discussion	18
Recommendations	19
References	21
Appendix A	23

INTRODUCTION

One of the articles obtained during this research was titled, What If No One Answered The Call? This articles title, written by Edward S. Cohn in the August 1996 edition of Fire Engineering Magazine, may not be too far from reality (Cohn, 1996, p.12). It should be assumed that most combination, paid and volunteer, fire departments goals are to be prepared to handle most emergencies encountered. But with labor and safety requirements becoming more stringent, combination fire departments may not have the staff to effectively handle routine structure fires at their current level of service. This may be happening to the South Placer Fire Protection District in California.

The problem is the number of South Placer Fire District off duty and volunteer personnel responding to emergencies has decreased while new regulations may require more personnel to respond to routine structure fires.

The purpose of this research is to outline strategies to develop a program that will rebuild the South Placer Volunteer Force. A descriptive research method was used to answer the following questions.

1. Why has the number of off duty and volunteer personnel responding to emergencies decreased?
2. What have other fire departments experienced trying to recruit volunteers?
3. How do administrators view the need for volunteers in the South Placer Fire District?
4. What does the community know about the staffing of the South Placer Fire District?
5. What highlights can be taken from the research to develop a recruiting program for the South Placer Fire District?

BACKGROUND AND SIGNIFICANCE

The South Placer Fire District is located at the foothills of the Sierra Mountains Range in Northern California. The district covers approximately thirty-seven square miles and serves approximately 20,000 residents. Urban or rural characterizes most of the area covered. Currently the district operates five stations manned with two full paid personnel and one station completely manned by volunteers, for a total of six stations. Volunteers and part paid personnel are used to supplement staffing at emergencies.

Evolution Of The South Placer Fire District Volunteer Force

The South Placer Fire District has evolved from a complete volunteer force in 1975 to the present combination paid, part paid and volunteer force. In the early and mid 1980's full paid personnel began to be hired as the budget and demand for service increased. By the late 1980's two additional stations were built and staffed. Even though recruiting efforts were limited to word of mouth and portable signs posted in front of fire stations, it was around 1990 that the district realized its strongest combination of paid, part paid and volunteer personnel. During that time the combination of paid, part paid and volunteers reached over 100 persons, with volunteers making up more than 60% of the members. Over the years the fire district used volunteers in a variety of ways. Besides traditional volunteer firefighters the district used volunteers as staff officers, emergency medical personnel and public safety educators.

While today the fire district continues to use volunteers, many job functions have become specialized, complex and time consuming. In the mid 1980's the fire district improved its service by offering advance life support. By the late 1980's many emergency medical positions became so specialized that volunteers were no longer able to participate. Through the early 1990's the type of volunteer firefighter the district attracted evolved from members volunteering their time as a service to the community to younger individuals building their resumes to become full paid firefighters. Increasing training requirements have made it difficult to maintain the community dedicated volunteers and career oriented volunteer numbers fluctuate, as the turnover rate is high. Although the district continues to use a small number of volunteers as staff officers, the number of volunteers used for public safety education has also fallen.

The Current Internal Situation

The South Placer Fire District attempted to consolidate with another similar sized fire district in 1997, but the consolidation attempt failed. The consolidation attempted caused full time employees to unionize and a separation between volunteers and paid employees began to surface. Currently the department's combination of paid, part paid and volunteers are 78 persons, with volunteers making up less

than 40% of the members. Other policy changes were implemented that made the scenario worse. As housing prices increased the department eliminated the requirement for full time employees to live within the district or near district boundaries. This has allowed many employees to reside away from the district and some hours from the district. Therefore, off duty employee response to emergencies has decreased.

There are other recent circumstances that may have affects on the future of the districts volunteer force. Within the past two years, three of the top four administration positions have become vacant. Included in these vacancies were the Chief, Assistant Chief and one Volunteer Battalion Chief. This turnover has affected both paid and volunteer morale. Within the last few years recruiting has become non existent. Currently no moneys are budgeted for recruitment.

Not everything is looking bad. The community is continuing to grow at a moderate rate. This has allowed the budget to grow, which is primarily funded by property taxes. While at the same time the districts calls for service have not significantly increases in the last six years.

Current External Situation

The newly proposed “Two In/Two Out” safety regulation has created a sense of urgency regarding the number of firefighters that respond to structure fires. This regulation may require a team of two firefighters to stand by on the exterior of a structure, whenever firefighters are inside a burning structure. The exterior team is to be in a ready position to assist the interior crew if they get into trouble (IAFC, 1998, p4). Currently the South Placer Fire Districts minimum staffing is two personnel per engine company. This standard makes it clear that the district will need to get more personnel to structure fires faster if they plan to continue providing immediate interior fire suppression. For combination departments this may be difficult, especially combination departments like the South Placer Fire District whose volunteer force is dwindling.

One other issue currently making its way through the federal regulatory system is social security requirements for new employees. Currently new South Placer Fire District employees are not required to pay social security. This may cost the district approximately 6.2 % more for new personnel. This law may be in effect as early as January 1999.

This research directly relates to the National Fire Academe's Executive Leadership course as volunteer recruitment and staffing are truly leadership issues.

LITERATURE REVIEW

The dwindling volunteer force in the South Placer Fire District throughout the 1990's does not appear to be an isolated problem.

What Others Are Experiencing

According to an article in 1990, 42 of 46 volunteer departments in Erie County New York started experiencing shortages in staffing. A survey indicated a serious shortage of volunteers, and most volunteer departments were operating at 70 percent of their authorized strength (Keane, 1990 p.8). A 1992 survey of 16 fire departments in Jefferson County Kentucky indicated that 12% of the departments reported a decline in volunteer participation between the years of 1987 and 1992 (Seng, 1992, p.8). In Oakland County Michigan a 1996 survey of 24 volunteer fire departments indicated that over half were having difficulties attracting new members (Sinclair, 1996, p.12). In 1996 fire officials in Bergen County New Jersey began to discuss the problem due to a decline in volunteers over a 10-year period (Cohen, 1996, p.12).

The reasons that people are reluctant to become volunteers, as they did in the past, has been the topic of many discussions over the last 10 years. In 1992 William Goldfeder cited increased incident loads, more stringent training standards, poor leadership, improper management, the cost of belonging, family responsibilities, changes in the societal structure, and the lack of serious interest in recruiting all contribute to the dilemma (Goldfeder, 1992, p.10).

Another study, conducted in 1992, surveyed 16 departments in Jefferson County Kentucky. This study indicated reasons for a decrease in volunteers were centered on time that interfered with family life and the cost of housing (Seng, 1992, p.8). In 1993 a National Recruitment and Retention Workshop sponsored by the National Fire Academy outlined the following major problems with the recruiting and retention of volunteers. Leadership, department image, attitude and motivation research, setting standards,

cohesiveness, emotional support, training requirements, time demands, recognition and incentives, the fun factor, injury and legal risks, relocation and consolidations were all cited. The workshop related all recruitment and retention problems to two major categories. First, problems in member's lives that include time available, family demands, emotional problems and job changes. And second, fire department problems that include dictatorial leadership and mandatory training (NVFC & USFA, 1995, p.7).

In 1996 a group of fire officials decided to look into these reasons after attending a conference sponsored by the New Jersey Fire Safety Commission's Master Planning Advisory Council at Rutgers University. The group recognized four critical points. First, many residents were not aware that volunteers provided their emergency services. Second, where residents knew that volunteers performed these services, these residents were not aware that their help was needed in staffing the fire department. Third, volunteer department's can be difficult to contact in non-emergency situations. And fourth, the youth of the community represents the future, including future volunteers. It is imperative to attract them and provide them with a way to give something back to their town (Naylis, 1996, p.76).

One exercise found was to uncover perceptions. This exercise recommended identifying community groups within your jurisdiction, preparing a questionnaire to find out what people know about the fire department. Distribute and administer the questioner, tabulate results and report back to the group in conjunction with a crisp presentation on your departments purpose, offerings and needs. This then becomes a potential recruitment presentation to acquire volunteers or to wing support for a specific project. Act on the survey results to correct the misperceptions and or strengthen accurate definitions (Buckman, 1995, p.36).

The communities perception of the South Placer Fire Districts needs could be one problem with the district ability to recruit new members. A survey of South Placer Chamber of Commerce Members revealed that a 32% of the members did not know the district utilized volunteers and 80% did not know the number of on duty personnel. This is an indication that community members may not be aware that volunteers provide part of their emergency services (See Appendix A).

What Others Have Done

One county in New York began a recruitment program in 1989 that produced a 20 percent increase in the number of volunteer firefighters responding to emergencies. Volunteer departments in Erie County New York started experiencing shortages in staffing. The fire chiefs appointed a recruitment and retention committee in August of 1989. Goals were set to educate the public as to what the volunteer fire service is about, prepare and train educators to convey a sound recruitment program, establish a resource pool, identify problem areas, address possible solutions and establish a permanent recruitment program. The county executive committed \$50,000 from the county's general fund. The \$50,000 would be used to maximize television, radio and newspaper advertising. Teams implemented the campaign by blanketing shopping malls, visiting schools and attending public gatherings to recruit. A consultant would be hired to coordinate the media campaign. Other funding was obtained and \$81,000 in advertising was donated by a cable company and radio station. Other business contributed money for brochures, posters, and other promotional resources. The total budget was nearly \$150,000. The recruitment effort resulted in 521 Erie County Residents filling out applications for the volunteer fire service exceeding their original goal of 200 persons. (Keane, 1990, p.9).

One program developer recommended five details to be considered when organizing an effective recruitment program. First, establishing goals like a specific number of new members or a percentage increase in current membership. Second, determine whether the recruiting drive will be a passive, word of mouth campaign or an aggressive, hit the road campaign. Third, identify the kind of individuals needed. Identify recruiting locations based on the kind of individuals needed, for example high schools, colleges, civic groups, large employers, shopping centers, places of worship, recreation centers and community events. Fourth, identify resources that may be available to assist you like the media, newspapers, newsletters, civic groups, television, radio, cable television, and press conferences. And fifth, consider posters for bulletin boards, flyers for distribution and posting (White, 1990, p.32).

To attract new volunteer members and retain them other fire departments have recommend management seminars for personnel, clearly written guidelines and information about the organization, timely communications for members like news letters, open recruitment for all fields of the department,

open forums for brainstorming, quality assurance and volunteer benefits packages. Other practices and policies that have helped volunteer departments recruit new members include public education, new resident awareness packages, portable displays, courses at local schools, courses at the fire station and seek nontraditional recruitment sources. (Goldfeder, 1992, p.10).

One research paper submitted to the National Fire Academy outlined two methods of recruitment, formal and informal. The formal method is a type of recruiting where campaign plans have been worked out to try to convince members of the community to join the fire department. The informal method is done by having current members of a department make contact with as many candidates as possible trying to solicit them as volunteer recruits (Seng, 1992, p.3). These recruiting strategies paralleled Clarence Whites view of active and passive recruiting. White referred to active recruiting as the more aggressive, time consuming, hard sell approach, where passive recruiting would be centered around just getting the word out. He also recommended five points to successful recruitment. The five points were to establish a recruiting goal, determine the kind of recruiting to be used, identify the kind of individuals needed, identify sources of these individuals and identifying resources available to assist with recruiting (White, 1990, p.32).

The development of recruitment goals has been mentioned in several of the research articles. Currently the districts goals are directed at response time not a specific number of personnel. A survey of the staff and management of the South Placer Fire District revealed that a 40% increase in volunteer members would be appropriate (See Appendix A).

One of the most impressive outlines for improving volunteer recruitment was found in a 1996 Fire Chief Magazine article written by Daniel Olsen titled Nine Lessons For Improving Volunteer Recruitment. This easy to read article highlighted the following points to a successful program.

1. Successful organizations recognize basic truths about recruiting quality volunteers.
 - Recruiting is an ongoing process.
 - Recruiting takes effort.
 - Recruiting is an investment in the future.

- Volunteers are a great investment with a high dollar return. “Volunteer” is equated with “free labor”. This is a mistake in concept and disservice to those who have chosen to make a difference in their communities by joining a volunteer organization.
 - Recruitment programs must be tailored to your organization and your community.
 - Effective recruiting focuses on quality of character.
2. A successful organization actively recruits all year long.
 - A waiting list good.
 3. A successful organization develops a clear written plan for recruitment.
 - Everyone knows and can communicate the plan.
 4. Successful organizations ask three questions in planning their recruitment.
 - What are the results we desire?
 - Who are we looking for?
 - What do we have to offer?
 5. Successful organizations communicate and support the plan for recruitment.
 - The theme or slogan serves as a “hook” for potential members and as a reminder for current members. How would your current members respond if an interested person asked the question, “I hear you’re recruiting for volunteer members, can you tell me something about it? Would your members have the right information?”
 6. Successful organizations build their plans for recruitment around the four S’s.
 - Seek them
 - Sell them
 - Screen them
 - Select the best
 7. Successful organizations have strong leadership for recruitment.
 8. Successful organizations train their personnel to be recruiters.
 9. Successful organizations have a strong organizational philosophy about volunteers.

Olsen gives encouragement to departments struggling to recruit volunteers. Olsen writes, “The good news is that volunteer firefighters are a renewable resource”. He reinforces that quality people are in communities, administrators just need to make a continuous effort to locate them. (Olsen, 1996, p.44).

PROCEDURES

The outcome of the study was to research and identify strategies that can be used to develop a recruitment program for the South Placer Fire Districts. Throughout the research it was important to identify the problems and solutions associated with recruiting volunteers in the fire service. It was also important to relate those problems and solutions to the South Placer Fire District. To arrive at the results of the study the author gathered data regarding issues surrounding the South Placer Fire District as well as other fire agencies. First, information regarding recruitment and retention of volunteers in the fire service was gathered from the Learning Resource Center (LRC) at the National Fire Academy. Second, survey tools were developed to answer several questions raised by the research information gathered from the LRC.

A survey tool was developed to give the author information regarding the South Placer Communities knowledge of their Fire Districts staffing (See Appendix A). The following survey questions were asked at a local Chamber of Commerce Meeting in August of 1998.

- How many fire stations are in the South Placer Fire District?
- How many fire personnel are on duty in the South Placer Fire District at one time?
- Does the South Placer Fire District use volunteer firefighters?
- How long would it take for the fire department to get to your home or business in the South Placer Fire District after a 911 call was made for emergency service?

Surveys were distributed to twenty-five community members representing the local chamber of commerce and all twenty-five responded.

Many of the writings referred to recruitment goals. The South Placer Fire District had no specific goals as to the adequate number of personnel to maintain. A second survey tool was developed to give the author information from districts staff and managers relating to recruitment goals (See Appendix A). The

following survey questions were asked at a South Placer Fire District staff and managers meeting in August of 1998.

- Do you feel that our fire district should continue to use reserves?
- Do you feel that our fire district should continue to use volunteers?
- Do you feel that our current number of reserves is adequate?
- Do you feel that our current number of volunteers is adequate?
- How many total reserves do you feel the department needs?
- How many total volunteers do you feel the department needs?
- How many volunteers do you feel each station needs?
- How many reserves do you feel each station needs?
- Do you feel that volunteers and reserves should fill other rolls other than fire suppression?

Surveys were distributed to all eleven management staff members and all eleven responded.

Limitations

It should be noted that the survey conducted at the Chamber of Commerce Meeting in August does not represent the whole communities knowledge of the fire district. However, each chamber members surveyed were active in the community and knowledgeable of the South Placer Community structure. Each member either operated a business or lived within the districts service area or both.

RESULTS

Why has the number of off duty and volunteer personnel responding to emergencies decreased? The reduction in off duty and volunteer personnel responding to emergencies has decreased for a combination of reasons. Compounding issues such as the recent failed consolidation, the recent unionization of employees, policies changes and the push to become a completely professional fire department over a 10 year period have all lead to this dilemma. These issues along with a nonexistent recruitment program has left the district with some tough decisions to make regarding the number of

personal that respond to emergencies. Many of the issues surrounding the South Placer Fire Districts recruiting problems, other fire departments across the country have also experienced. The research identified lack of serious interest in recruiting, poor leadership, cost of housing, training requirements, consolidations and community awareness that can be related to the districts problem.

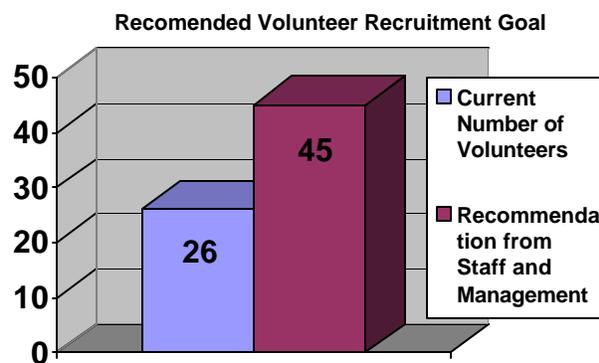
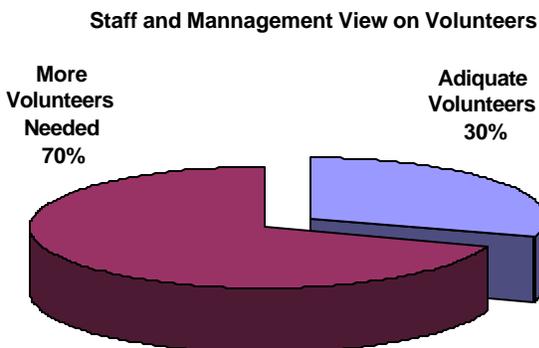
What have other fire departments experienced trying to maintain and recruit volunteers?

This is not an isolated problem for the South Placer Fire District or other departments across the country. Over the years, the topic of recruitment and retention of volunteers has been the topic of many discussions as well as the topic of several writings. While the circumstances surrounding other agencies volunteer staffing may or may not be different, it seems that most of the writings and research found was focused around the same time period that the South Placer Fire District began experiencing problems. The South Placer Fire District Volunteer Force began to dwindle over an eight year period beginning in 1990. Near the same time period shortages in volunteers were reported in Erie County New York, Jefferson County Kentucky, Oakland County Michigan and Bergen County New Jersey.

How do administrators view the need for volunteers in the South Placer Fire District?

Recruitment goals were stressed throughout the research. The recruitment goal survey showed that 100% of the staff and managers of the South Placer Fire District felt that volunteer and reserve personnel were still needed and their rolls should be expanded.

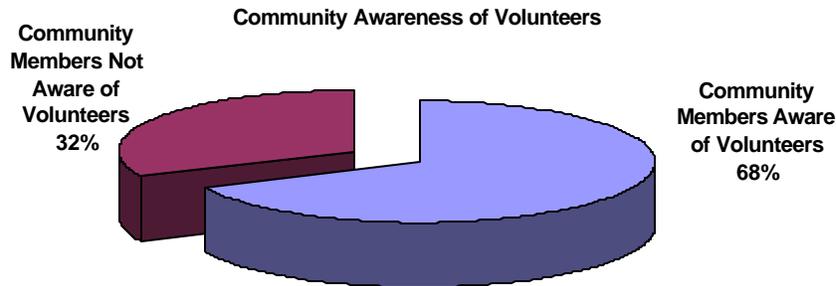
Between 70% and 80% indicated that the number of volunteers and reserves was currently inadequate. Of the staff and managers surveyed the majority indicated that a combination of volunteers and reserves



between 40 and 50 persons would be adequate. This information should be used as the basis for a

recruitment goal. Currently there are 26 volunteer and reserves in good standing with the South Placer Fire District. The results of the survey would indicate that a 40% increase in volunteers and reserves is needed.

What does the community know about the staffing of the South Placer Fire District? The research revealed that some problems relating to recruitment centered on the communities' knowledge of the fire district. The community knowledge survey



showed that the communities' knowledge of the fire district could affect recruiting efforts. Forty percent (40%) of the chamber members surveyed did not know how many fire stations the South Placer Fire District operated. Eighty percent (80%) did not know how many personnel were on duty at one time in the district. Thirty two percent (32%) were not aware that the district utilized volunteers. This information should be use as an indication of the communities' knowledge of the fire district.

What highlights can be taken from the research to develop a recruiting program for the South Placer Fire District? The research identified many good ideas regarding volunteer recruiting. The highlights include setting a recruitment goal, dedicated funding, formal (active) and informal (passive) campaigns, identify the kind of individual needed and where they can be found. Other highlights include identify media resources, educate the public of the districts needs, commitment to recruiting, actively recruit all year long, develop a clear written recruiting plan, communicate the plan and develop a strong organizational recruiting philosophy.

Unexpected Findings

One unexpected finding was the dwindling volunteer force in the South Placer Fire District has occurred during the same 10-year period that the research indicated several other departments across the country had experienced. This may be an indication of other unknown external or cultural issues affecting the volunteer fire service.

DISCUSSION

The results and the research found in the literature review could both easily be separated into two categories. First, the problems associated with recruiting volunteers and second, the solutions identified with successful campaigns.

Of the problems identified, there are several that may directly be linked to the South Placer Fire Districts dwindling volunteer force. The majority of the problems are centered on the departments' efforts. Community awareness was outlined as an issue with recruiting. It is possible by reviewing the results of the community knowledge survey that the community may not be informed of the districts needs. Leadership problems regarding recruitment in the South Placer Fire District can be exhibited by the lack of commitment in recruiting policies, goals, recruitment money and personnel assigned to perform the task.

Of the solutions identified the most important is to create an organizational philosophy surrounding volunteer recruitment. Once a philosophy has been established, many of the recruiting solutions may be put into place. It is apparent by the staffs and management's view on the use of volunteers that a program needs to be developed.

The implications the district could face will need to be looked at seriously. Resistance from employees that do not agree with rebuilding the volunteer force will need to be anticipated. Plans on dealing with such resistance should be outlined before the implementation of any campaign. Funding for such a campaign will also be an impact. Currently the district directs no funds to recruiting. Fundraising or creative outsourcing may need to be a part of the process.

RECOMMENDATIONS

The recommendations to rebuild the South Placer Fire Districts Volunteer Force is to take the following outlined highlights from the research and implement them over a specific timeline in a twelve-month period.

Analyze The Situation

From November 1998 through January 1999 get serious about recruiting. Develop a written volunteer recruitment philosophy. The staff, management, members of the union and a collection of current volunteer members in good standing shall develop this recruitment philosophy. Along with this philosophy the goals of recruitment will be established. The recruitment goal survey contained in this research paper will be used as a baseline to establish a number of desired volunteer members. Determine the type of volunteers the district is seeking and where to find them.

Plan A Recruitment Campaign

From February 1999 through April 1999 plan the recruiting effort. An assigned staff person will coordinate the recruiting. Develop a recruiting campaign that is both formal and informal and utilizes all facets of the media. The plan should be designed for continuous recruiting. Develop a budget that includes both district funding as well as community contributions for the program. The plan is to be written and communicated to all members of the district. The plan will include the districts recruitment goals and strategies as well as information current members can relay to prospective members.

Implement The Campaign

Beginning in May of 1999 map out and implement the campaign. The district needs and information regarding the volunteer force needs to be written and available for prospective members. The community needs to be aware and kept up to date of the districts volunteer needs. A timeline of recruitment events made available for review. Adapt new ideas and suggestions to the campaign as it is in progress.

Evaluate The Results Of The Campaign

After six to eight months of campaigning evaluate the status. Continuous evaluation of the recruitment program will be needed to assure that goals are being met. During the evaluation seek new ideas for implementation. A waiting list would be good.

This research shall be distributed to all staff and managers of the South Placer Fire District for program development.

REFERENCE

- Buckman, John M. (1995) Marketing Your Volunteer Fire Department. Article, Fire Chief Magazine.
- Cohen, Edward S. (1996). What If No One Answered The Call? Article, Fire Engineering Magazine.
- Goldfeder, William. (1992) Retaining And Recruiting Members. Article, Fire Engineering Magazine.
- International Association Of Fire Chiefs (IAFC) (1989) United States Department of Labor Occupational Safety and Health Administration Fire Fighters' Two-In/Two-Out Regulation, The IAFF/IAFC 2 In / 2 Out Questions and Answers Mail Out.
- Keane, James P. (1990) Recruiting Volunteers. Article, Fire Engineering Magazine.
- National Volunteer Fire Council & United States Fire Administration Federal Emergency Management Agency. (1995) Retention & Recruitment in the Volunteer Fire Service, Problems & Solutions (2nd ed.).
- Naylis, Gerard J. (1996) Filling The Rolls. Article, Firehouse Magazine.
- Olsen, Daniel C. (1996) Nine Lessons For Improving Volunteer Recruitment. Article, Fire Chief Magazine.
- Sinclair, Richard. (1996). Development Of An Effective Recruitment Program for A Volunteer Fire Department. (Executive Planning Research Paper). (Emmitsburg, MD: National Fire Academy).
- Weng, William J. (1992) Recruitment And Retainment Of Volunteer Fire Fighters in Jefferson County, Kentucky. (Executive Development Research Paper). (Emmitsburg, MD: National Fire Academy).
- White, Clarence (1990) Recruiting Volunteers. Article, Firehouse Magazine.

Appendix A

Survey Instructions – Questioner 1

August 1998

Community Member,

I am conducting research on the South Placer Fire Districts ability to recruit personnel. This information will be included in a research paper that will be submitted to the National Fire Academy. New safety laws may require fire departments to respond with more personnel to structure fires. The purpose of this survey is to get an idea of what community members know about the South Placer Fire District. Please take a few minutes to complete the following survey.

Directions: Read each question carefully and answer by circling the answer that indicates your response or write in the appropriate number.

Thank you for your assistance,
Tony Corado, Battalion Chief
South Placer Fire District

Questioner 1

Please write a number response or circle the answer that indicates your response to each of the statements.

_____ How many fire stations are in the South Placer Fire District?

_____ How many fire personnel are on duty in the South Placer Fire District at one time?

Yes No Does the South Placer Fire District use volunteer firefighters?

_____ How long would it take for the fire department to get to your home or business in the South Placer Fire District after a 911 call was made for emergency service?

Survey Instructions – Questioner 2

August 1998

South Placer Fire District Staff and Managers,

I am conducting research on the South Placer Fire Districts ability to recruit personnel. This information will be included in a research paper that will be submitted to the National Fire Academy. New safety laws may require fire departments to respond with more personnel to structure fires. The purpose of the survey is to gather information that may be developed into a recruiting goal. Please take a few minutes to complete the following survey.

Directions: Read each question carefully and answer by circling the answer that indicates your response or write in the appropriate number.

Thank you for your assistance,
Tony Corado, Battalion Chief
South Placer Fire District

Questioner 2

Please write a number response or circle the answer that indicates your response to each of the statements.

Yes No Do you feel that our fire district should continue to use reserves?

Yes No Do you feel that our fire district should continue to use volunteers?

Yes No Do you feel that our current number of reserves is adequate?

Yes No Do you feel that our current number of volunteers is adequate?

_____ How many total reserves do you feel the department needs?

_____ How many total volunteers do you feel the department needs?

_____ How many volunteers do you feel each station needs?

_____ How many reserves do you feel each station needs?

Yes No Do you feel that volunteers and reserves should fill other rolls other than?
fire suppression?

Results - Questioner 1

How many fire stations are in the South Placer Fire District?

15 close 5/6

10 not close

How many fire personnel are on duty in the South Placer Fire District at one time?

5 close 8-16

20 not close

Does the South Placer Fire District use volunteer firefighters?

17 yes

8 no

How long would it take for the fire department to get to your home or business in the South Placer Fire District after a 911 call was made for emergency service?

20 less than 5

5 more than 5

Results - Questioner 2

Do you feel that our fire district should continue to use reserves?

10 Yes

0 No

Do you feel that our fire district should continue to use volunteers?

10 Yes

0 No

Do you feel that our current number of reserves is adequate?

2 Yes

8 No

Do you feel that our current number of volunteers is adequate?

3 Yes

7 No

How many total reserves do you feel the department needs?

0 0-10

5 11-20

5 21-30

0 31-40

How many total volunteers do you feel the department needs?

0 0-10

0 11-20

5 21-30

4 31-40

1 50 +

How many volunteers do you feel each station needs?

7 0-5

3 6-10

0 11-15

How many reserves do you feel each station needs?

7 0-5

3 6-10

0 11-15

Do you feel that volunteers and reserves should fill other rolls other than fire suppression?

10 Yes

0 No