

Retention of volunteer membership at the Stafford Volunteer Fire Department.

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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.

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Abstract

The problem is the active membership of the Stafford Volunteer Fire Department continues to decline, even with active programs attempting to recruit and retain members in place.

The purpose of the research is to identify barriers to the participation and retention of current volunteers in the Stafford Volunteer Fire Department. The research will also form solutions that will assist in increasing current member participation along with increasing to recruit new members.

This research will utilize a descriptive research method to address the following questions: a) What factors are precluding participation in the Stafford Volunteer Fire Department by the current membership? b) How do volunteers perceive their relationships with career staff in the Stafford County? c) How can identified barriers be eliminated or neutralized to increase participation and staffing levels at the Stafford Volunteer Fire Department?

The procedures used for this research came from print, internet, and survey information. The results suggest the Stafford Volunteer Fire Department should review its leadership approach and perform strategic planning for the department. It should also partner with Stafford County Fire and Rescue Department to better unify the two organizations.

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Introduction

Volunteer staffing of fire and emergency medical services (EMS) has been a long-standing tradition in the Stafford County Virginia. Often families would serve as volunteers generation after generation. Unfortunately, Stafford County has grown in population and density that the call volume has increased to the point where volunteer staffing struggles to meet staffing demands. This coupled with the time commitment, training requirements, and downturn in the national economy, makes it difficult to recruit and retain volunteer personnel.

In their study of volunteer recruitment and retention, The United States Fire Administration (USFA) and National Volunteer Fire Council (NVFC) finds that many volunteer fire departments across the Nation are experiencing more difficulty with recruiting and retaining members than ever before. (United States Fire Administration [USFA], 2007, p. 1)

After the events of September 11, 2001, the active membership of the Stafford Volunteer Fire Department rose to a high of 89 members in 2007. Since that time the number of active volunteers has dwindled to a point of only 46 active members. The problem is the active membership of the Stafford Volunteer Fire Department continues to decline, even with active programs attempting to recruit and retain members in place.

The purpose of the research is to identify barriers to the participation and retention of current volunteers in the Stafford Volunteer Fire Department. The research will also form solutions that will assist in increasing current member participation along with increasing to recruit new members.

This research will utilize a descriptive research method to address the following questions: a) What factors are precluding participation in the Stafford Volunteer Fire Department

by the current membership? b) How do volunteers perceive their relationships with career staff in the Stafford County? c) How can identified barriers be eliminated or neutralized to increase participation and staffing levels at the Stafford Volunteer Fire Department?

The research reviewed Executive Fire Officer (EFO) applied research projects, trade journal articles, and emergency service books that dealt with volunteer recruitment and retention. Further research regarding volunteer recruitment and retention was obtained through online internet search engines to identify web sites, trade journal papers, and partner agencies that dealt with trends in volunteerism and increasing volunteer participation. An online survey was conducted to gain information from current and former volunteers to gain data related to factors which affect their volunteer experience. The information was then evaluated by to answer each of the questions.

Background & Significance

The Stafford County Fire and Rescue Department is an all-hazards agency, providing fire, rescue, basic and advanced life support emergency medical services (EMS), and environmental hazard materials (HAZMAT) response and mitigation. In addition, the department is responsible for emergency management, building plan review and fire code enforcement, fire and environmental crime investigation, and public education and preparedness. (Stafford County Fire & Rescue [SCFRD], 2010, p. 1)

The department serves Stafford County Virginia with an integrated workforce of 450 volunteers and 110 career personnel operating from 16 fire and rescue stations in cooperation with 14 volunteer rescue or fire/rescue companies. The County is divided into north and south Battalions. The department operates with 1 Division Chief/Shift Commander, 2 Battalion Chiefs,

18 Engines, 4 Ladders, 3 Heavy Rescues, 20 EMS units, 3 fire-rescue boats and various other support equipment. The SCFRD answers over 24,000 calls annually. (SCFRD, 2010, p. 7)

The proximity of Stafford County to Washington, DC, presents many challenges to the fire and rescue system. In addition to the customary hazards found in a bedroom community, Stafford County contains vital regional infrastructure.

Interstate 95, the major roadway for travel and commerce along the east coast of the United States, transverses the county from north to south. In 2009, the Virginia Department of Transportation estimated the Annual Average Daily Traffic (AADT), of the I95 corridor to be 149,000 vehicles a day. (Virginia Department of Transportation Traffic Engineering Division [VDOT], 2009, p. 9

Stafford County also contains the major railroad line along the east coast of the United States. This corridor mainline, owned by the CSX Corporation (CSX), runs from Florida to Canada and services all major east coast cities. The Virginia branch of the CSX railroad handled more than 1,150,000 carloads of freight during 2010. (CSX Corporation [CSX], 2010, p. 1) CSX also leases rail time to both Virginia Railway Express (VRE) and Amtrak to provide passenger rail service through the area. Stafford County has two VRE commuter rail stations in the county.

The Stafford County Regional Airport is a 550-acre facility with a 5000-foot by 100-foot instrument runway which can accommodate 75,000 annual operations.

(<http://www.staffordairport.com>) The airport is located just west of Interstate 95 in the middle of the county. The heavily traveled flight paths to Reagan National and Dulles International Airport also transverse the airspace of Stafford County. (County of Stafford, 2009, p. 20)

Facilities in the county sensitive to homeland security include several FBI, DEA, and NRO facilities. While most of these facilities are clandestinely located, they could become

targets of domestic or international terrorist organizations. These types of incidents, though uncommon, tend to cause damage surrounding area and it's populous.

The Stafford Volunteer Fire Department (SVFD) is non-profit organization formed in 1962 to respond to fires and emergencies in the central area of Stafford County. It is a stand only fully volunteer department which operates as a partner agency under the Stafford County Fire & Rescue Department.(SCFRD) SVFD elects its own cooperate and operational officers. Members are certified to operate within the county under a common uniform rank structure. This rank structure calls for all operational members from firefighter level to chief officer within SCFRD and its member agencies, meet the same training and qualifications to hold their position. (Stafford County Fire & Rescue [SCFRD], 2011, p. 1)

As a bedroom community to National Capital area, the SVFD has always included a strong number of members who are also career firefighters in other jurisdictions. This has allowed SVFD to provide quality leadership and training to both SVFD and surrounding departments.

By the year 2000, the population of Stafford County had risen to 94,000 a 51% increase over a ten year period. (U.S. Census Bureau, 2010, table 1) This growth began to place higher demands on the volunteer emergency service of the county. While the membership of SVFD remained strong, other volunteer organizations began to struggle to meet the increase in responses. The increased service demand led to the creation of the SCFRD in September 2005.

One immediate change brought about by the creation of SCFRD was the change away from a primarily home based response for volunteers. The new SCFRD response algorithms required a crew be available in quarters for immediate response. If no unit was "staffed" in station, the department would be skipped and another department would be dispatched. This

caused a large influx in the SVFD call volume. This volume reached a peak of 3755 incidents in 2007 (www.stafford2fire.com), before additional fully career units were established to equalize call volume.

The formation of SCFRD also changed the way county funds are distributed to volunteer organizations. Annual funding is directly tied to the ability of the department to have a staffed unit in quarters ready to respond. This placed further burden upon volunteer organizations to keep a unit staffed.

Since the creation of SCFRD, SVFD has been able to keep their primary unit staffing level above a 90% annual level. (SCFRD, 2010, p. 24) Unfortunately the active membership of SVFD has dropped from a high of 86 in 2007 to the current level of 46. This has caused hardships in continue to staff the apparatus at such a high level. The research hopes to find solutions to reinvigorate the active membership in the department.

The research relates to the National Fire Academy EFO course “Executive Leadership” (EL) through its approaches to identifying and finding solutions to adaptive challenges. This includes the student objectives; applying systems thinking to the identification and diagnosis of adaptive challenges and analyzing data and themes; then relating the information to the fire service. (Federal Emergency Management Agency [FEMA], 2011, p. 3-5)

The enhancement of the initial damage assessment procedure will “Improve local planning and preparedness” and “Improve the fire and emergency services’ capability for response to and recovery from all hazards.” (United States Fire Administration [USFA], 2009, p. 14) Both of these are strategic goals of the United States Fire Administration (USFA) as given in their strategic plan for fiscal years 2010-2014.

Literature review

This literature review will focus on recruitment and retention of volunteer members, not only in emergency services, but a wide variety of volunteering opportunities. It will focus on factors which reduce or decline volunteerism, along with best practices to retain current volunteers.

The review began in September 2011, at the Learning Research Center of the National Emergency Training Center. Further review was later conducted via internet search, to gather information of current practices and procedures performed by other emergency services agencies for recruitment and retention. This included several Executive Fire Officer Applied Research Projects (ARP) which research topics of recruitment and retention.

Online research was also conducted through the Himmelfarb Library of Health Sciences of The George Washington University. This search engine provided current journal articles and research papers written on the topics of volunteerism throughout a variety of agencies both emergency and support.

The NVFC, in cooperation with the USFA, has been studying the problems in recruitment and retention of volunteer emergency providers over the past two decades. Their publication *Retention and Recruitment for the Volunteer Emergency Services; Challenges and Solutions*, has help identify factors in the decline of volunteerism in the fire service. The NVFC (USFA, 2007, p. 2) found:

Retention and recruitment problems usually can be traced to several underlying factors: more demands on people's time in a hectic modern society; more stringent training requirements; population shifts from smaller towns to urban centers; changes in the nature of small town industry and farming; internal leadership problems; and a decline in the sense of civic responsibility, among other factors.

While no single reason for the decline in volunteers was found, NVFC (USFA, 2007, p. 2) found that skilled department leadership is a key to resolving the problems. Since volunteerism varies from region to region, recruitment and retention of volunteers is a local problem that needs to be addressed at a local level.

The NVFC found many factors, both from inside fire service itself and outside, have combined to make demands on personnel for their valuable spare time. It is one of the most critical problems facing the volunteer fire service today. (USFA, 2007, p. 9) Some of the factors involving personal time include; increased training demands, increased call volume, and less spare time available after work & family obligations. The NVFC (USFA, 2007, p. 88) found many volunteers are more willing to devote a fixed rather than open-ended amount of time each month to volunteer work. A set schedule for both duty times and training allows volunteers to make arrangements to attend the functions they need to.

Many retention and recruitment problems can be traced back directly or indirectly to leadership problems. (USFA, 2007, p. 15) Poor department leadership, along with lack of coordination, can lead to volunteers becoming disinterested and leave. The NVFC found this especially true with new recruits. If not provided direction especially in the area of training, new recruits become frustrated and quit. (USFA, 2007, p. 15)

Volunteers also want to have pride and ownership in the organization. They need to feel a sense of worth that their talents to contribute to the overall good. Authoritative or dictatorial leaders can drive members away from volunteer departments. Members must be valued and cannot be treated poorly or looked down upon by leaders or other social groups within the organization. (USFA, 2007, p. 29)

Departments who have a combination of career and volunteer personnel can often have friction between the two groups. The NVFC found this friction often arises from disagreements about the way things should be run, or power struggles over whether a volunteer or career member/officer will be in charge at an emergency incident. (USFA, 2007, p. 21) The NVFC agrees that the training levels for both career and volunteer members be the same. (USFA, 2007, p. 21) While having equal training standards help curb internal conflicts, the increase in training hours could also be a deterrent to a volunteer's time.

The reasons for friction between career and volunteer staff vary. The NVFC found four main reasons;

- one group feels it is better trained or experienced than the other
- a feeling that one group is more physically fit
- a feeling that one group dominates the other and is unappreciative of the other's needs or opinions
- a feeling that one group misrepresents itself to the public. (USFA, 2007, p. 70)

Friction is often characterized by personnel being openly disrespectful and distrusting of the other. This behavior can be damaging to the morale of all members, volunteer and career. The leadership of both departments must diffuse these types of situations. If volunteers feel unwanted or inferior, they will tend to leave. (USFA, 2007, p. 71)

The NVFC found many departments actively promote an overall family feeling within the organization. Members are treated as an extended family and are given support when needed. Some departments have found their family torn apart by bickering or disagreements, making the department a "dysfunctional family." (USFA, 2007, p. 77) When a family is dysfunctional, members quit and new members are less likely to join. It is important for department leadership

to address problems while they are still small and fair and justly defuse these “family fights”.
(USFA, 2007, p. 78)

The National Parent Teacher Association (NPTA) utilizes volunteers to help assist educators and school staff in delivering quality education to students. Their call to service toolkit guides local parent teacher associations in recruitment and retention of volunteers. One view the NPTA reviews is the “Volunteer Viewpoint”, it states;

If you want my loyalty, interests, and best efforts, remember:

- I need a sense of belonging, a feeling that I am honestly needed for my total self, not just for my hands, or because I take orders well.
- I need to have a sense of sharing in planning objectives. My need will be satisfied only when I feel that my ideas have had a fair hearing.
- I need to feel that the goals and objectives are within reach and make sense to me.
- I need to feel that what I am doing has real purpose or contributes to human welfare-that its value extends even beyond my personal gain.
- I need to share in making the rules by which we will live and work toward our goals.
- I need to know in some clear detail what is expected of me and where I have the opportunity to make personal and final decisions.
- I need to have some responsibilities that are challenging within my abilities and interests, and that contribute toward reaching my assigned goal and that cover all goals.
- I need to see progress being made toward the goals we have set.
- I need to be kept informed. This gives me status as an individual.

- I need to have confidence in my superiors based upon assurance of consistent fair treatment, recognition, and trust that loyalty brings increased security.

“In brief, it doesn't really matter how much sense my part in this organization makes to you; I must feel that the whole deal makes sense to me.” - J. Donald Phillips

(Texas PTA [TPTA], 2002, p. 34)

The NPTA understands the value of a volunteer's time as reminds local associations that volunteers; need encouragement, need to be treated with respect, need to feel wanted and needed, need help and direction and need praise. (TPTA, 2002, p. 35)

The NPTA found volunteer recruitment is the process of engaging volunteers for service. It is often the most challenging part of a maintaining a strong PTA program. Recruitment should take place throughout the year to replace volunteers as well as to enlist additional assistance for new programs. (TPTA, 2002, p. 10) The NPTA also found, no matter how well a PTA volunteer program is planned, it will fail without a strong a recruitment strategy and program. (TPTA, 2002, p. 12)

In terms of retention, the NPTA found, retention of volunteer resources is a true art. (TPTA, 2002, p. 44) Keeping volunteers in the program involves motivation and involvement. From their first contact with a PTA program, volunteers should develop a motivational feeling of belonging. (TPTA, 2002, p. 46) A major strength of any volunteer program is the core group of satisfied volunteers who continue to serve year after year. Some recommendations from the NPTA on volunteer retention (TPTA, 2002, p. 48) include:

- Provide on-going in-service training
- Allow flexibility within the program
- Provide feedback about performance and recommended changes when necessary

- Develop informal and formal recognition activities throughout the year that will demonstrate to volunteers that their efforts are appreciated.
- Treat volunteers like colleagues.
- Include the volunteer in planning activities.
- Maximize the volunteer's time
- Assign tasks that will increase skills and knowledge.
- Maintain high standards of training and education for volunteers.
- Incorporate the ideas, suggestions and experience of the volunteers when possible.
- Evaluate the reasons for previous volunteer departures

In his applied research project into volunteer participation, Chief Charles Addington of Wolfforth Texas found department leadership should be constantly aware of both the needs of their personnel and the influences of their generational traits. (Addington, 2010) Factors involved in the decline of volunteers within Wolfforth included; a decline in the economy, generational differences in volunteerism, and organizational problems with departmental leadership. (Addington, 2010)

A fundamental find of Chief Addington was that in no way did monetary gain play a role in stopping volunteer decline. In fact, the most prevalent and promising findings revealed was that appreciation, a sense of belonging, active involvement of the family unit and long term appreciation were effective in help retard a decline in volunteerism. (Addington, 2010)

Addington also found trying to encourage volunteers with money is not the answer to personnel problems. He found if volunteers wanted more money they would simply work more at their current job or get a second job. (Addington, 2010)

Chief Addington report also looked heavily into the how different generations of Americans volunteer their time. Currently most volunteer departments are primarily staffed by the cohort named Generation X. He found the current decline in volunteerism could be attributed to this generation's to be as well-off financially as their parents. This requires them to work longer hours at work or even second jobs. This leaves less time for volunteering. The need for financial status factor combined with the recent downfall of the economy has caused the need to work more hours just to meet minimal needs. (Addington, 2010)

The research report *Volunteer Growth in America; A Review of Trends Since 1974*, authored by the Cooperation for National Community Service (NCS) brings forth the same generational differences. The NCS found highest rates of volunteerism was from teenagers and then Baby Boomers over 45. (Corporation for National and Community Service [NCS], 2006, p. 4) While the largest type of organization gaining volunteers from 1989 to 2005 was religious, community service including volunteer fire services showed an increase of 10%. This growth could be related to the surge of volunteerism post 9/11 and Hurricane Katrina. (NCS, 2006, p. 8)

NCA's 2011 report on Volunteering Highlights for 2011, found volunteering by Generation X decreases after their teen years. They also cite volunteer retention as a problem:

The decrease in the volunteer rate may be due in large part to a corresponding decrease in volunteer retention. Only 63.5 percent of the volunteers who served in 2009 returned to service again in 2010, which is two percentage points lower than the volunteer retention rate between 2008 and 2009, which was 65.5 percent. Previous research shows that strategies aimed at enriching the volunteer experience—recognition, training and professional development opportunities, and matching volunteers' skills to their service

tasks—all influence greater volunteer retention. (Corporation for National & Community Service [NCS], 2011, p. 3)

The Fireman's Fund Insurance Co (Fireman's Fund Insurance Company [FFI], 2009, p. 16) found staffing and recruiting is also becoming more difficult for nearly half of departments (48%) due to the economy. Volunteer fire departments reported that the economic crisis has made it harder to recruit and/or retain personnel (55%). Similarly, (84%) feel that unit staffing, recruitment and retention was somewhat challenging, including three in ten (30%) who feel that this is an extremely challenging issue. (FFI, 2009, p. 17) The survey also found that 57% of all volunteer fire departments were losing volunteers because they need to look for other jobs due to economic reason. (FFI, 2009, p. 20)

The International Association of Fire Chiefs found a combination of factors that reflect departments change from an all-volunteer system to a combination system. The growth in population has meant an increase in the numbers of calls for service just about everywhere in the country, putting added pressure on the volunteer staffing component and systems. (International Association of Fire Chiefs [IAFC], 2005, p. 1) External factors, such as legislative mandates, legal considerations, and the need to deal with the potential threats of terrorism, have all had an impact on how volunteers accomplish the delivery of emergency services. Family considerations such as: two-job parents, two-earner households, and more competition for the private personal and family time, have all factored into the decline in the number of volunteers. (IAFC, 2005, p. 5)

The pace at which volunteer departments changes into a combination or fulltime career department is different from place to place. The change largely depends on how successfully

deficiencies, at all levels in organizations, are identified and resolved by the chief officers and the extent to which appropriate services are delivered successfully. (IAFC, 2005, p. 2)

The IAFC (IAFC, 2005, p. 8) found strong department leadership along with the development of a strategic plan is a very important aspect of the evolution process. Leaders who adopt a strategic plan for transition are better able to predict and manage change successfully. Strategic planning for an evolving department requires a commitment from the department's leadership and members. Volunteer leadership is often so preoccupied with immediate issues that they lose sight of their ultimate goals. (IAFC, 2005, p. 8) While strategic planning is not a recipe for sure success, a department without one is much more likely to fail.

As a department approaches the transition from an all-volunteer organization to a combination system, it is common for such transitions to be emotionally charged events for those closely involved. When emotions are allowed to overtake rationality, departments should expect some limited attrition of volunteers. (IAFC, 2005, p. 10)

It is imperative that all members of the department understand their responsibilities and expectations. People often join an organization expecting one thing and then experience something quite different, over time this can lead to the development of negative attitudes. (IAFC, 2005, p. 13) Focus is important to any organization. If leaders fail to provide a focus, the members will develop their own, and their focus most likely will be centered on themselves and not the organization. (IAFC, 2005, p. 15)

Job description should be developed for all members. These must identify the specific roles and responsibilities of each member of the organization. A true combination system will exhibit the same job description per position, independent of whether the member is volunteer or

career. Being trained and competent is not determined by a paycheck but by the level of commitment and competence. (IAFC, 2005, p. 14)

To ensure a healthy organization, it is imperative that strong leaders are selected for officer positions. (IAFC, 2005, p. 17) Just because a member is a proficient firefighter does not guarantee that he or she will perform well as an officer. Both technical skills and leadership skills are important. Special considerations must be taken in selecting those who have the ability to lead not just by popularity. Leaders must have a clear and distinct vision as to where the organization is moving. Once this vision is created, the leaders must communicate it to the people and get them excited about it. People must buy into it if the vision is to become reality. (IAFC, 2005, p. 17)

The United States Bowling Congress (USBC) cites several ways of keeping volunteers motivated and retained. USBC found generally, members are more likely to remain interested if the association:

- **Set Clear Goals.** Communicate the mission, the proposed direction, and the steps required to reach a specific destination. Keep all members regularly informed of progress and invite responses and suggestions.
- **Pay Attention.** Actively search for positive moments and publicize them. Ask questions and be curious. An active and concerned association leader generates support and involvement from the membership.
- **Personalize Recognition.** When a member receives an award for superior performance or volunteer efforts, make the ceremony a unique and memorable experience for the individual. This can make a lasting impression on other members in attendance, as well.

- Celebrate Together. Highly visible public recognition builds self-esteem and a sense of community and belonging. It demonstrates the value of working together to achieve shared goals. Making achievements public creates lasting and positive memories that translate into commitment.
- Ensure All Necessary Membership Information is Processed and Transmitted in a Timely Manner. This is not only a requirement; it demonstrates concern for the membership. It also establishes a standard of conduct by modeling responsible behavior.
- Explore Possibilities to Accommodate Members. Members have commitments beyond bowling and these should be respected. Work with proprietors to create and promote alternative formats and season lengths that could be a better fit for members and prospective members. (United States Bowling Congress [USBC], 2010, p. 6)

The USBC feels these guidelines will help retain current volunteers and keep them active within the system. They also suggest contacting other associations for an exchange of ideas, suggestions and results on volunteer recruitment and retention. (USBC, 2010, p. 7)

Collectively, the literature reviewed for this research project displays many common themes. All of the key points brought forth by NVFC & IAFC's studies: economics, time demands, training requirements, internal leadership problems, changes in service demand, and sociological changes all reappear over and over again as effecting the recruitment and retention of volunteer members.

Procedures

The problem statement of the project was reevaluated to make sure the research was focused towards the individual research questions which were:

- a) What factors are precluding participation in the Stafford Volunteer Fire Department by the current membership?
- b) How do volunteers perceive their relationships with career staff in the Stafford County?
- c) How can identified barriers be eliminated or neutralized to increase participation and staffing levels at the Stafford Volunteer Fire Department?

Literature Review

A review of EFO applied research projects, trade journals, books, and manuals was conducted at the Learning Research Center (LRC) of the National Emergency Training Center, in August and December of 2011. The review looked into the history of volunteerism, focusing on recruitment and retention. The research yielded several articles and EFO projects on recruitment and retention of volunteer members. The LRC website, www.lrc.fema.gov has a complete category for EFO projects which have researched staffing, both career and volunteer. Several provided valuable information in the trends of volunteerism in the country.

Online research was also conducted through the Himmelfarb Library of Health Sciences of The George Washington University. This search engine provided current journal articles and research papers written on the topics of the search including; volunteerism, recruitment, volunteer retention, and generational differences.

A current edition of the Volunteer Officers Section (VCOS) of IAFC reports on management and leadership of combination organizations were downloaded from www.vcos.org.

They included:

- *VCOS Blue Ribbon Report, Preserving and Improving the Future of the Volunteer Fire Service*
- *VCOS Red Ribbon Report, Leading the Transition in Volunteer and Combination Fire Departments*
- *VCOS White Ribbon Report, Keeping the Lights on, the Trucks Running and the Volunteers Responding*

Each volume was very helpful establishing trends in volunteerism and noted factors which have led to the decline in volunteerism over the past decade. VCOS also has produced publications on EMS (orange ribbon) and youth programs (silver ribbon). Neither of those publications directly related to the current problem with SVFD senior membership.

Internet Search

An internet search was conducted using several major search engines including Google, Bing, Yahoo, and Alta Vista. Searches were conducted on such topics as; Volunteerism, volunteer emergency services, recruitment and retention, and social changes in volunteering. Special attention was given to websites found referencing fire or emergency services volunteer programs and programs focused around jurisdictions with a similar combination department as Stafford County.

Leadership Questionnaire

In an effort to determine the views of current and former leaders of SVFD a leadership questionnaire was sent via email to current and former leaders of the department. (Appendix A)

This included distribution to chief officers since 1995. Results were returned via email and are available (Appendix B-J) in this research paper.

Member Survey

In an effort to further research the views of current and past members of SVFD as to how they currently or formally volunteered, an internet survey was conducted through the site www.surveymonkey.com. The survey was sent to all current membership through the department website www.stafford2fire.com. It was also sent via email to 26 former volunteers, whom for various reasons are no longer active with SVFD. The volunteer participation in emergency services survey consisted of nineteen questions (Appendix K). All raw data was then downloaded and analyzed. A total of 46 persons responded to the survey at least in part.

Research Limitations and Assumptions

Since the majority of the data utilized in this research is secondary in nature, it is assumed that all data from literature review items were collected in an unbiased and honest manner by their author(s). The primary data collected via the email / telephone leadership survey and the internet survey, holds the same assumption that all respondents answered honestly, openly and accurately.

Research was limited by the overall number of responses to the both surveys. A reminder to assist with completion of the survey was sent to the solicited groups on several occasions. Person by person accountability for the membership survey was not conducted, but was conducted for the leadership survey.

Results

This applied research project started with a desire to evaluate factors causing a decline in volunteer recruitment and retention at the Stafford Volunteer Fire Department.

Leadership Survey

A total of 9 current and former company leaders were solicited the Leadership questionnaire (Appendix A). 5 subjects returned the questionnaire, 3 did not respond, and 1 was unable to be located. This return showed a 60% return rate for the questionnaire. The questionnaire asked how the respondent felt the item indicated has affected recruitment and retention within SVFD.

In response to item #1, creation of the career department in 2005, all of the respondents felt the creation of the career department in 2005 was necessary for the good of the county. MacKay (Appendix B) felt there were some growing pains, but did not believe it has impacted recruitment and retention. Dunstan (Appendix C) and Charley (Appendix I) felt the double standards, employed by the county, demoralized and discouraged the volunteers. McDonald (Appendix D) felt the volunteers perceived the career department as a threat to their way of life, thus didn't trust the career department or older members trying to transform the department.

In response to item #2, movement of the department in a new county owned facility, MacKay (Appendix B), Dunstan (Appendix C) and Charley (Appendix I) all felt the move has had a large impact on camaraderie and cohesiveness of the department. MacDonald (Appendix D) and Rooney (Appendix F) both found it as a way to get out of a run-down facility and focus on emergency response.

In response to item #3, generational shift within the membership from older members to younger members, MacKay (Appendix A) feels it has changed the type of member the

department recruits. He feels the younger generation is more “me” oriented which does not work well in the fire service. McDonald (Appendix D), Rooney (Appendix F) and Charley (Appendix I) all agree the younger generation tend to live for the now, giving little or no thought to long term planning. Rooney (Appendix F) also felt the change from the more stable planning leadership to the here and now leadership, harmed the credibility and reputation of the department over the long run.

In response to item #4, the current economic times, Mackay (Appendix A) and Charley (Appendix I) both felt on a personal level, the economy has reduced the time available for members to volunteer. On a department level, all respondents agreed the department itself has continued to be well funded by the county; losing very little financially during the current economic troubles.

In response to item #5, what factors do you feel currently impede you from fully participating as a volunteer within the department, MacKay (Appendix A), Dunstan (Appendix B), and Charley (Appendix I), all indicated spending more time with their family and working on career development; is or will impede their participation in the near future. McDonald (Appendix D) and Charley (Appendix I) both cited an overall lack of a direction within departmental leadership and the double standards of the county upon volunteers as participation factors. Both Rooney (Appendix F) and Charley (Appendix I) cited a lack of personal motivation to put forth any more effort on the department. Charley (Appendix I) feels the upcoming year is going to be critical to the long term survivability of the department, both in leadership and member retention.

Member Survey

A total of 46 persons responded to the *Volunteer Participation in Emergency Services* internet survey. The survey was solicited to current and former members of the Stafford

Volunteer Fire Department and did not distinguish if the respondent was a chief officer or held other rank within their department. The results of the survey can be found in Appendix K.

In the response to survey question #1, *when were you born*; 69.6% of the respondents indicated they were considered Generation X, born from 1961-1981. 19.6% of the respondents indicated they were considered Millennial, born from 1981-2004. 10.9% of the respondents indicated they were Baby Boomers, born 1943-1960. This value indicates that Generation X currently makes up the largest generational group at SVFD.

In the response to survey question #2, *are you a current or former volunteer*; 54.3% indicated they were currently an active volunteer, of this 21.7% were also life members of SVFD. 10.9% indicated they were life members of the organization, just not active in running emergency calls. 34.8% of the respondents were former volunteers, who left for various reasons. To be qualified as a life member, personnel must serve a minimum of 10 years with SVFD and be granted life membership from the board of directors. The 10.9% of inactive/life members matches the percentage of Baby Boomers responding to the survey (10.9%). It is unknown if this is an exact correlation of the activity of this generation.

In responses to survey question #3, *Are you a current or former career firefighter or EMT*; 30.4% of the respondents indicated they were both career and volunteer. 25% of the respondents indicated they were volunteer members only, with 4.3% wanting to become career firefighters. 28.3% of the respondents indicated they were now career and no longer active volunteers. 8.3% of the respondents indicated they no longer acted in any capacity in emergency services. This indicates while a large percentage of members who obtain a career job continue to volunteer (30.4%), but almost equal amounts (28.3%) discontinued their volunteerism over time.

In response to survey question #4, *what initially motivated you to become volunteer*; respondents were able to choose more than one response. 64.3% of the respondents indicated a willingness to give back to the community. This was followed by 59.5%, for the excitement, and 54.8% for the camaraderie. 47.6% saw volunteering as a step towards a career job. Of the 12 respondents listing other reasons, 58.3% indicated volunteering in emergency services was following a family member who was an emergency service member. This figure confirms that family members have a strong influence on volunteerism.

No respondent indicated they were motivated to volunteer “for the money”. This is indicative of volunteer emergency services in Northern Virginia (NOVA), where there are no departments who operate as paid-on-call, or give financial stipends for regular volunteer members.

In response to survey question #5, *how many hours a month do you work at your paying job*; two respondents indicated they were retired. The remaining respondents averaged 194 hours a month. This average is above a 40 hour a week job (160 hours), but below the average NOVA career firefighter (240 hours). The average between a 40 hour week job and career firefighter (200 hours) is in line with the average respondent answer 194 hours.

In response to survey question #6, *in a typical month, about how many hours do you volunteer*; the average response by active volunteers was 45 hours a month. Individually 12 respondents indicated they volunteered over 40 a month, while 3 respondents indicated they volunteered over 100 hours a month. This indicates over the 46 respondents, 15 continue to be highly active within the department.

In response to survey question #7, *which of the following factors positively or negatively influence your level of volunteer participation*; the highest positive responses were 65.24% for

relationship with other members, 44.24% for relationship with career members, and 36.8% training. The strongest negative responses were 30.29% for duty time commitments and 27.6% for leadership of county level officers. Other responses fell in the neutral category not being a positive or negative to respondents. These included rewards and recognition, leadership of company officers, and county operational policies.

In response to survey question #8, *Current economic problems have impacted most of our lives; has the economy caused problems with your ability to volunteer your time*; 60% of the respondents indicated no. Of the remaining 40%, 14 respondents indicated a need to work overtime at their current job or work a second job. That figure indicates 35%, over 1/3 of the overall respondents; felt the need to work additional hours impacted their volunteerism. Two respondents indicated they were retired while six did not answer the question.

In response to survey question #9, *how do you feel about the current relationship between the volunteer and career staff*; respondents were allowed to choose multiple answers. The highest positive responses were 37.28% for sufficient room for advancement on both sides and 34.95% for the two groups were well integrated. The strongest negative responses were 60.58% for both groups being treated equally, 58.25% for sufficient time to train together, and 48.93% for the two groups are equally valued by county leadership. Other responses fell statistically in the neutral category including mutual respect between the two groups and sufficient time to socialize together.

In response to survey question #10, *how easy was it to receive the required training at this organization*; 95.2% of the respondents indicated it was at least moderately easy to receive required training. Only 2.4% of the respondents indicated it was not at all easy to receive

training. This indicates the strong commitment of SVFD and SCFRD to provide required training at times appropriate to volunteers.

In response to survey question #11, *How is easy was it to get along with other volunteers in your organization*; 70.8% of the respondents indicated it was at least very easy to get along with other volunteers. Only 4.9% of respondents indicated it was not easy at all to get along with other volunteers.

In response to survey question #12, *how easy was it to get along with the career staff in this organization*; 55% of the respondents indicated it was at least very easy to get along with the career staff. Only 7.5% of the respondents indicated it was not easy at all to get along with the career staff.

These figures show that 15% more respondents felt it was easy to along with other volunteers, compared to career personnel.

In response to survey question #13, *if you cut back your time or stopped volunteering, what would be the reason*; respondents were allowed to choose multiple answers. The highest response was 67.9% for a personal conflict such as moving, medical reasons, marriage, or new baby. 45.9% of the respondents indicated the time commitment would be a factor reducing their volunteer time. Moderate responses included 27% respondents not feeling like part of the team and 24.3% respondents indicating their relationship with departmental leadership as a deterrent to their volunteerism.

Open ended "Other" responses to survey question #13 included, two responses indicating firehouse politics were a deterrent, one respondent indicated "the kids wanted to be in charge", one respondent indicated health concerns, and one respondent indicated he was a career union member harassed for being a volunteer.

In response to survey question #14, *How appreciated did your volunteer supervisor make you feel*; 42.9% indicated their supervisor made them feel at least very appreciated. Only 7.1% of respondents felt they were not at all appreciated by department leaders.

In response to survey question #15, *overall, were you satisfied with your volunteer experience with this organization*; 76.6% of respondents indicated they were at least moderately satisfied with their volunteering experience. Only 2.4% of respondents indicated their volunteer experience was extremely dissatisfied.

In response to survey question #16, *how likely are you to continue volunteering at this organization*; 56.4% of the respondents indicated they were at least very likely to continue membership with SVFD. Only 20% of respondents indicated not likely at all to continue their volunteering. This figure includes respondents who have already left service, not just active members and should indicate an upcoming exodus of members.

In response to survey question #17, *how likely are you to recommend this organization to others as a place to volunteer*; 70% of the respondents indicated they were at least very likely to recommend SVFD as a place to volunteer. Only 12.5% of the respondents indicated they were not at all likely to recommend SVFD as an organization to volunteer with.

In response to survey question #18, *what can the department do to help retain you as a volunteer and or increase your time commitment*; respondents were able to choose more than response. The highest responses were 42.9% for providing clear departmental goals and procedures, 37% for providing equal treatment for all members, and 28.6% for providing better leadership. Lowest responses were 8.6% for both providing a pay per call or stipend for duty time and better training opportunities. These were closely followed by 11.4% for both increasing career staffing and more opportunities for upward advancement.

Open ended “Other” responses to survey question #18 included, three indicating the department needing to understanding of family time commitments, one for improving communications up and down the chain of command, and one for fully integrating with the career staff; eliminating any difference in rules.

Survey question #19 requested demographic information of respondents.

Answers to Research Questions

a) What factors are precluding participation in the Stafford Volunteer Fire Department by the current membership?

Several factors were determined to common themes through both the leadership survey and membership survey.

Both surveys indicated a need for better long term planning and departmental leadership as a deterrent towards volunteerism. 42.9% of membership cited the need to provide clear departmental goals and 28.6% of the membership cited the need for better leadership. This was echoed by 40% of the leadership survey citing the lack of overall direction within the department as a deterrent towards volunteerism.

Both surveys also indicated the need to correct any double standards, both within the department and between the volunteer staff and career staff. 37% of the membership indicated the need to provide equal treatment for all members as a deterrent to retention. Also 60.58% of the membership indicated the need for both volunteer and career groups to being treated equally. This was echoed by 40% of the leadership survey indicating the county’s “double standards” were a deterrent to volunteer retention.

Lastly, both surveys indicated the current economy has had an impact on volunteer time. 1/3 of the membership survey and more the 1/2 of the leadership survey indicated a need to work extra hours to provide for the well-being of their family.

b) How do volunteers perceive their relationships with career staff in the Stafford County?

While 55 % of the membership survey indicated it was at least very easy to get along with the career staff, 48.93% didn't feel they were equally valued by county leadership. 60.58% also wished to be treated equally with the career staff. 40% of the leadership survey indicated "double standards" as a problem with volunteer retention.

These results seem to indicate the general membership gets along with the field personnel on the career department, but do not always agree with policies put in place by upper management.

c) How can identified barriers be eliminated or neutralized to increase participation and staffing levels at the Stafford Volunteer Fire Department?

Both surveys indicated a strong need to perform long term strategic planning for the department. This will require current and future leadership bringing together the group required to examine the department and develop short and long term strategic goals for the department. The group may need to include members from other agencies and jurisdictions, who can give an objective view of the department. This should be done in a holistic approach to realistically identify what the department can currently provide and where the department needs to be. This could involve making some critical decisions as to the sustainability of the department. Until

underlying leadership issues are address, recruitment and retention will continue be an ongoing problem.

The leadership must also work hand-in-hand with the SCFRD to identify and eliminate so called “double standards” between the organizations. Any discrepancies within SVFD’s standards and practices should be identified and corrected. Departmental leadership should establish a proactive approach to operations with the county. This will allow input to county policy during developmental stages. Departmental leadership should empess upon the county that unequal policies have been identified as causing problems with volunteer retention.

While nothing can be done about current economic conditions, department leadership needs to understand that economic factors are causing a drop in volunteer hours. When able, they should be flexible with requirements to help retain membership. Since 0.0% of the membership advised they volunteer for the money. The department should look at ways to assist volunteers in creating time to volunteer.

Discussion

The trends brought forth in this research paper are not unique to the Stafford Volunteer Fire Department. While no single reason for the decline in volunteers was indicated, NVFC (USFA, 2007, p. 2) found that skilled department leadership is a key to resolving the problems. The NVFC (USFA, 2007, p. 15) found many retention and recruitment problems can be traced back directly or indirectly to leadership problems. Poor department leadership, along with lack of coordination, can lead to volunteers becoming disinterested and leave.

The NVFC found this especially true with new recruits. If not provided direction especially in the area of training, new recruits become frustrated and quit. (USFA, 2007, p. 15) Even the USBC found volunteer leadership needs to; set clear goals, communicate the mission, the proposed direction, and the steps required to reach a specific destination. (USBC, 2010, p. 15)

“Double standards” is another factor normally seen in combination departments. The NVFC (USFA, 2009, p. 71) found behavior can be damaging to the morale of all members, volunteer and career. The leadership of both departments must diffuse these types of situations. If volunteers feel unwanted or inferior, they will tend to leave. (USFA, 2007, p. 71)

The IAFC (IAFC, 2005, p. 14) found, a true combination system will exhibit the same job description per position, independent of whether the member is volunteer or career. Being trained and competent is not determined by a paycheck but by the level of commitment and competence.

While control of the economy is beyond the scope of the SVFD, they need to realize it affects recruitment and retention. In the member survey over 1/3 of the members in the survey indicated the need to work longer hours. Firemen’s Fund found volunteer fire departments reported that the economic crisis has made it harder to recruit and/or retain personnel. Similarly, departments felt that unit staffing, was a challenging issue. (FFI, 2009, p. 17) Their survey’s also found that 57% of all volunteer fire departments were losing volunteers because they need to look for other jobs due to economic reason.

While originally looking for exterior causes to the recruitment and retention problems at SVFD, the research has found internal problems which may prove more difficult to solve. Along

with Captain Charley (Appendix I), I feel The Stafford Volunteer Fire Department is at a critical junction. The combined factors identified need immediate attention. If economic times had been prosperous over the past several years; I believe the career department would have expanded passed the SVFD's ability to provide services. The steps taken by departmental leadership over the next year will be critical to the survivability of the organization as a whole.

Recommendations

The following recommendations come from the research gained during this project.

- SVFD leadership commission a group to take a holistic approach to realistically identify what the department can currently provide and where the department needs to be. SCFRD is currently commissioning an outside contractor a conduct a study to study of the fire and rescue system as a whole. SVFD should work with SCFRD to have their department operations individually review.
- SVFD should begin short term and long term strategic planning for the department. Departmental leadership should produce an annual report of the department to relay the departmental vision, mission, core values, and goals to both the membership and public.
- SVFD should continue to partner with SCFRD, being proactive in the administration of the department. This includes development of policies and procedures.

Additional Research

- SVFD should further research the revitalizing of the junior firefighter program. The *VCOS Silver Ribbon Report on Youth Fire Programs* could be used as guide to revitalize a once strong area of recruitment.

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Appendix A

Leadership Questionnaire

Interview Data Collection Instrument: Stafford Volunteer Fire Department recruitment and retention. The purpose of this interview is to obtain information on the view of the current and past leaders of the Stafford Volunteer Fire Department in regards to recruitment and retention issues.

Name:

Years in the fire service:

Current volunteer position:

Current career position:

Why this person:

Questions: Several issues have affected the ability of the Stafford Volunteer Fire Department to recruit and especially retain volunteer members over the past decade. What are your thoughts on the following issues which are possibly involved in recruitment and retention?

1. Creation of the career department in 2005 –
2. Movement of the department to new county owned facilities –
3. Generational shift within the membership from older members to a younger Generation X
4. The current economic times –
5. What factors do you feel currently impede you from fully participation as a volunteer within the department?

Appendix B

Leadership Questionnaire

Interview Data Collection Instrument: Stafford Volunteer Fire Department recruitment and retention. The purpose of this interview is to obtain information on the view of the current and past leaders of the Stafford Volunteer Fire Department in regards to recruitment and retention issues.

Name: Patrick MacKay

Years in the fire service: 11

Current volunteer position: Fire Chief, Stafford Volunteer Fire Department

Current career position: Master Technician, City of Fairfax Fire Department

Why this person: Chief MacKay is the current Volunteer Fire Chief with the Stafford Volunteer Fire Department. He came up through the ranks of the department from junior firefighter. His father was also a career firefighter and fire chief.

Questions: Several issues have affected the ability of the Stafford Volunteer Fire Department to recruit and especially retain volunteer members over the past decade. What are your thoughts on the following issues which are possibly involved in recruitment and retention?

1. Creation of the career department in 2005 – I believe the creation of the career department has been beneficial to the citizens of Stafford County and has improved the fire & rescue system. With that said, there were some growing pains associated with the inception of the career department. However, I do not believe this had a negative effect on recruitment and retention.

2. Movement of the department to new county owned facilities – I believe the move to the county owned facility in May 2009 has affected our recruitment and retention efforts. While the amenities are certainly an improvement, I believe we have lost a lot of the camaraderie and cohesiveness we had at the old building. The larger building allows folks to spread out and not interact with each other. Also, folks do not seem to take as much pride in the new facility as it's not "ours".
3. Generational shift within the membership from older members to a younger Generation X - As unfortunate as it sounds; I believe the generational shift has changed the type of members we receive. There are certainly exceptions to the norm, however it seems a lot of the newer folks don't truly understand what the fire service is about and are not interested in applying the principles the fire service is based upon. Many folks lack initiative, discipline, and ask "what's in it for me?" before doing things. Often times these folks don't last very long in our firehouse as that's not acceptable and they fail to respond to attempts to reform their mindset. It is the 21st century and we, as a fire service, must recognize this and adapt to the generational change while serving as leaders. However, the basic principles that the fire service was founded and built upon are still very applicable and should not be lost.
4. The current economic times – I believe that due to the economic state of the country, many folks lack the time to volunteer or are simply not interested.
5. What factors do you feel currently impede you from fully participation as a volunteer within the department? I am still very active. However my level of activity has dropped off dramatically with the addition of two children to my life. In the near future I will be

dedicating more time to pursuing higher education which will inevitably affect the amount of time I volunteer.

Appendix C

Leadership Questionnaire

Interview Data Collection Instrument: Stafford Volunteer Fire Department recruitment and retention. The purpose of this interview is to obtain information on the view of the current and past leaders of the Stafford Volunteer Fire Department in regards to recruitment and retention issues.

Name: Shawn Dunstan

Years in the fire service: 19 (counting junior years)

Current volunteer position: Life member/Technician, Stafford Volunteer Fire Department

Current career position: Captain, City of Fairfax Fire Department

Why this person: Technician Dunstan served as the Fire Chief of Stafford Volunteer Fire Department from 2008-2011. He came up through the ranks of the department from junior firefighter. His father is also a life member of the department.

Questions: Several issues have affected the ability of the Stafford Volunteer Fire Department to recruit and especially retain volunteer members over the past decade. What are your thoughts on the following issues which are possibly involved in recruitment and retention?

1. Creation of the career department in 2005 – Of course as the system progressed and the “absolute need” for volunteers diminished the desire to volunteer diminished. Included into that is the call volume...when that diminishes, typically so do volunteers....not only has this been a factor, but the double standard that the career leadership staff had for so long quickly demoralized and discouraged many volunteer members.

2. Movement of the department to new county owned facilities – of course, I was born and raised in the old firehouse and there was a lot of tradition and pride in that building...it was a firehouse. Our new fire station is poorly designed and not really “home.”
3. Generational shift within the membership from older members to a younger Generation X - I came into the department with the old guys and yet still fit in with the young guys...I was kind of a middle of the road guy, so this did not effect it much...although, I enjoy hanging out with the older guys, because it is like the “old times.”
4. The current economic times – this has not affected the SVFD much because of pay for performance and we are getting enough funding.
5. What factors do you feel currently impede you from fully participation as a volunteer within the department? Honestly, at the end of the day, my answer to question 1 and the fact that my career has taken on many new responsibilities that take up a lot of time (to include 500 hours of overtime last year) and most importantly my family is getting older and at the age where they are engaged in many activities.

Appendix D

Leadership Questionnaire

Interview Data Collection Instrument: Stafford Volunteer Fire Department recruitment and retention. The purpose of this interview is to obtain information on the view of the current and past leaders of the Stafford Volunteer Fire Department in regards to recruitment and retention issues.

Name: John McDonald

Years in the fire service: 37

Current volunteer position: Life member/Technician, Stafford Volunteer Fire Department

Current career position: Battalion Chief, Navel District of Washington Fire Department

Why this person: Technician McDonald served as the Fire Chief of Stafford Volunteer Fire Department from 1986-1988, 1992-1995, and most recently 2007-2008. He came up through the ranks of the department from junior firefighter. He has other family members who are founding and life members of the department.

Questions: Several issues have affected the ability of the Stafford Volunteer Fire Department to recruit and especially retain volunteer members over the past decade. What are your thoughts on the following issues which are possibly involved in recruitment and retention?

1. Creation of the career department in 2005 – It helped the county and department as a whole. At the time it was perceived as a threat by the membership of SVFD and the volunteer way of operation.
2. Movement of the department to new county owned facilities – The movement from our dated facility to the county building increased the lack of trust with the county from the

younger members of the department. The younger members argued with older members who tried to educate them to the benefits of the partnership. This turned several members both young and old away from the department.

3. Generational shift within the membership from older members to a younger Generation X - Younger members want the here and now. They are not interested in serving on committees or planning for the future. Their only interest is to run calls and have a hang out with no discipline; while the county foots the bill. No spending plans are required, no leadership growth is taught and this attributed to driving middle aged mentoring firefighters away from the department.
4. The current economic times – Minimal impact has been felt because money has supplemented by the county and Ladies Auxiliary. Because several other volunteer companies have begun to fail and are unstaffed; we run their calls as well as ours. Under the counties pay for performance, SVFD wins the lion's share of funds as a result.
5. What factors do you feel currently impede you from fully participation as a volunteer within the department? No planning, no spending restraints and no mixture from the leadership team. Five of the eight top officers are all members of the same career department, leaving little room for opinions outside of their group. Also the lack of ability from the county staff to enforce membership rules, they create rules but then disregard them when convenient.

Appendix E

Leadership Questionnaire

Interview Data Collection Instrument: Stafford Volunteer Fire Department recruitment and retention. The purpose of this interview is to obtain information on the view of the current and past leaders of the Stafford Volunteer Fire Department in regards to recruitment and retention issues.

Name: Jeff Lare

Years in the fire service: Unknown

Current volunteer position: Unknown

Current career position: District of Columbia Fire Department

Why this person: Jeff Lare served as the Fire Chief of Stafford Volunteer Fire Department from 2005-2007. Jeff is also a former Marine, which brought him to the Quantico/Stafford area. Jeff has moved from the area and attempts to contact him to solicit his responses failed.

Appendix F

Leadership Questionnaire

Interview Data Collection Instrument: Stafford Volunteer Fire Department recruitment and retention. The purpose of this interview is to obtain information on the view of the current and past leaders of the Stafford Volunteer Fire Department in regards to recruitment and retention issues.

Name: Brian Rooney

Years in the fire service: 37

Current volunteer position: Life member/inactive, Stafford Volunteer Fire Department

Current career position: Battalion Chief, Fairfax County Fire and Rescue Department

Why this person: Chief Rooney served as the Fire Chief of Stafford Volunteer Fire Department from 2003-2004. He also served as the Assistant Chief from 1995-2003 and 2004-2005.

Questions: Several issues have affected the ability of the Stafford Volunteer Fire Department to recruit and especially retain volunteer members over the past decade. What are your thoughts on the following issues which are possibly involved in recruitment and retention?

1. Creation of the career department in 2005 – Not an issue to me personally. The fact of the matter is that the volunteer corps as a whole was not able to provide the level of service necessary to provide appropriate protection to the citizens.
2. Movement of the department to new county owned facilities – Not an issue for me. My involvement in this facility was early in the planning stages, but I was of the mindset that the sooner we got out of the toilet, roof, ramp, and etc. repair business, the better. This

should have allowed members more resources and energy to concentrate on “riding fire trucks”.

3. Generational shift within the membership from older members to a younger Generation X
- To me, this is where the issue lied. Although I never thought of myself as an “old guy”, I guess at some point that’s how I was viewed. In my opinion, those who had that view simply did not have the skill sets and life’s experiences to operate the department in the manner in which it needed. Although there were intelligent personnel they were overshadowed or muted by the “mob” that controlled the votes. I can’t speak to anything that is going on currently but, in my opinion, the leadership that took over immediately after my departure really harmed the credibility and reputation of the department
4. The current economic times – No opinion
5. What factors do you feel currently impede you from fully participation as a volunteer within the department? Although I could probably carve out some time now, and have a positive influence on some of the younger folks, I’m not really all that motivated. The last time I investigated the application process there were a number of standards imposed at the county level that I didn’t have time for. (shots etc). Who knows I still might make it back someday.

Appendix G

Leadership Questionnaire

Interview Data Collection Instrument: Stafford Volunteer Fire Department recruitment and retention. The purpose of this interview is to obtain information on the view of the current and past leaders of the Stafford Volunteer Fire Department in regards to recruitment and retention issues.

Name: Jerry Wilhelm

Years in the fire service: Unknown

Current volunteer position: Life Member/ Inactive Stafford Volunteer Fire Department

Current career position: Lieutenant, District of Columbia Fire Department

Why this person: Jerry Wilhelm served as the Fire Chief of Stafford Volunteer Fire Department from 1995-2003, then again from 2004-2005. Jerry still lives in the area but attempts to contact him to solicit his responses failed.

Appendix H

Leadership Questionnaire

Interview Data Collection Instrument: Stafford Volunteer Fire Department recruitment and retention. The purpose of this interview is to obtain information on the view of the current and past leaders of the Stafford Volunteer Fire Department in regards to recruitment and retention issues.

Name: Adrian Mundy

Years in the fire service: Unknown

Current volunteer position: Assistant Chief Stafford Volunteer Fire Department

Current career position: Battalion Chief, City of Fairfax Fire Department

Why this person: Adrian Mundy has served as the Assistant Fire Chief Fire of Stafford Volunteer Fire Department from 2010 until present. Chief Mundy was solicited for responses but failed to return information.

Appendix I

Leadership Questionnaire

Interview Data Collection Instrument: Stafford Volunteer Fire Department recruitment and retention. The purpose of this interview is to obtain information on the view of the current and past leaders of the Stafford Volunteer Fire Department in regards to recruitment and retention issues.

Name: Joseph Charley

Years in the fire service: 20

Current volunteer position: Life Member/Captain, Stafford Volunteer Fire Department

Current career position: Firefighter/Paramedic, City of Fairfax Fire and Rescue Department

Why this person: Captain Charley has served as a line officer for several years within SVFD. He is a former Marine which brought him to the Quantico/Stafford area.

Questions: Several issues have affected the ability of the Stafford Volunteer Fire Department to recruit and especially retain volunteer members over the past decade. What are your thoughts on the following issues which are possibly involved in recruitment and retention?

1. Creation of the career department in 2005 – While the creation of the department was necessary to properly deliver emergency services to the county, promises of an equal system haven't fully been realized. County policies tend to be applied differently depending whether the member/unit is career or volunteer. Volunteers are held to the letter of the law, while practices can be altered for career personnel if needed. The county also to use the volunteer system as their own recruitment tool, volunteers they like tend to be hired as career personnel, while others are not given the same advantage. There is an

overall, lack of respect for the volunteer officers. While career chief officers have full authority over volunteers, certified volunteer company officers have no authority of career staff in their stations. To “officially” get a career member to accomplish something you need to contact their career supervisor to instruct them to help. I thought we were all equal once certified to our levels.

2. Movement of the department to new county owned facilities – I feel this was the beginning of the end for the department. We lost our home. 2080 felt like a firehouse, the 305 is simply a fire station. Since we share the facility with a second volunteer agency, the rescue squad, and career staffing for the medic unit, it does not feel like “our” home.
3. Generational shift within the membership from older members to a younger Generation X – I see myself as sort of in the middle between these two groups. The younger generation does not always understand the more mature problems older members need to deal with. Things like marriage, children, and career advancement are items more senior members have to deal with before their “playtime” at the station. Over the past couple of administrations, this has led to the lack of any true long term planning for the department. The feeling has been more of a live for the now mentality. Over time this “me-ness” has led me to become more intolerant of the younger generation. They do not seem to be interested in the morals and values I try to pass on to them.
4. The current economic times – Personally, providing for my wife and family is my number one priority. Times being the way they are, I try to be except when people must work overtime or even that 2-day job for \$500 to make ends meet. I have to do the same thing. I do believe this has affected both recruitment of new members and retaining other who begin to slip from volunteering to make extra money; then just never come back.

5. What factors do you feel currently impede you from fully participation as a volunteer within the department? At this point in my life my family must continue to be priority one. Overall I just don't enjoy it anymore. It is hard to force yourself to go do something that you are not enjoying. I truly believe this next year will be a critical year for SVFD. Currently, no one really wants to step up become chief next year. That coupled with several years of no true long term strategic planning, lack of duty crew plans, and the lack of use of the established chain of command may have crippled the department. I hope that is not the case, although I will probably be taking a step down to focus on my family priorities.

Appendix J

Leadership Questionnaire

Interview Data Collection Instrument: Stafford Volunteer Fire Department recruitment and retention. The purpose of this interview is to obtain information on the view of the current and past leaders of the Stafford Volunteer Fire Department in regards to recruitment and retention issues.

Name: Jason Schmidt

Years in the fire service: 11

Current volunteer position: Technician, Stafford Volunteer Fire Department

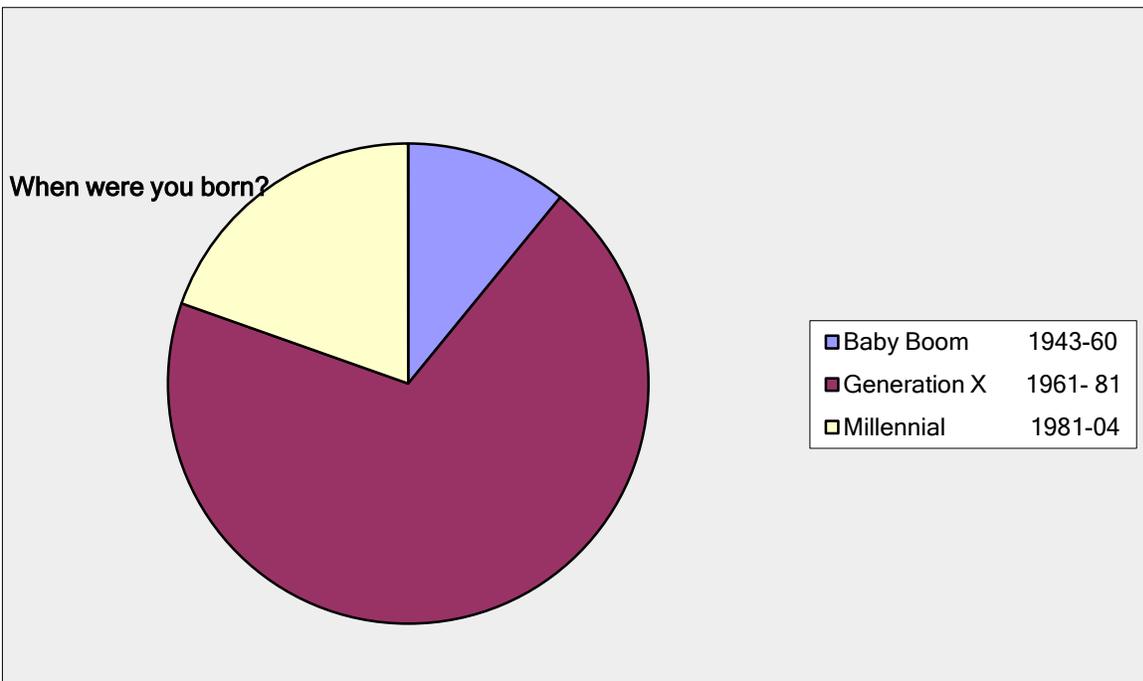
Current career position: Firefighter, Fairfax County Fire & Rescue Department.

Why this person: Jason Schmidt has served as a company officer for several years at Stafford Volunteer Fire Department, most recently as Captain from 2005-2011. Jason recently took a step down from participating as a line officer and has become inactive. Jason was solicited for responses but failed to return information.

Appendix K

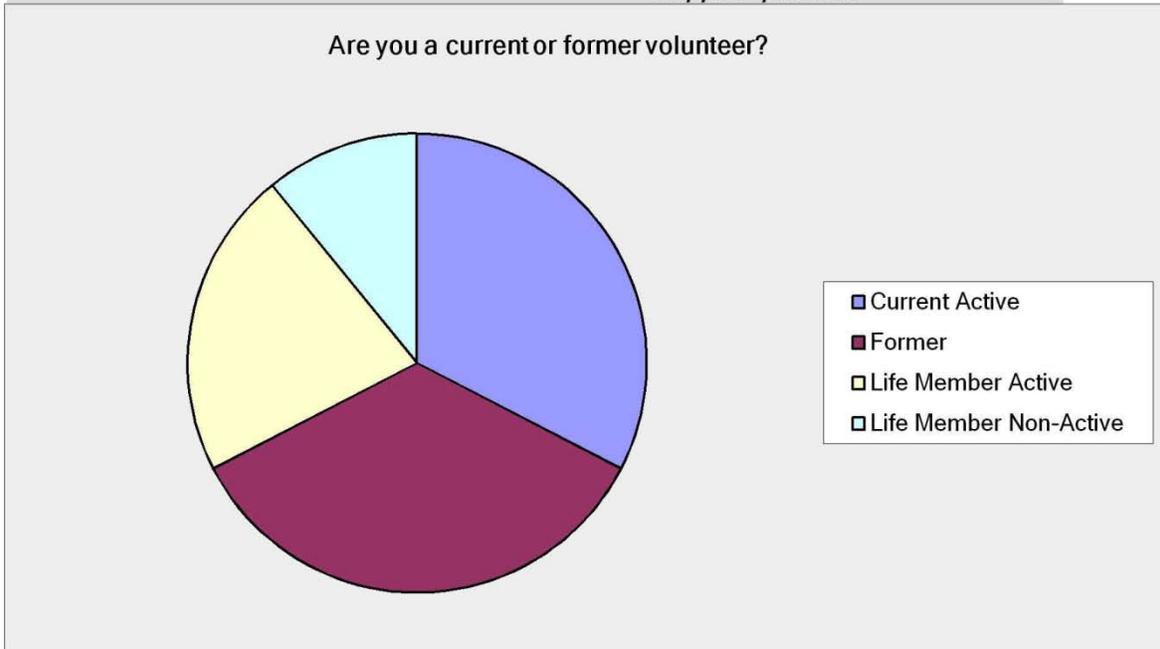
Volunteer Participation in Emergency Services

When were you born?		
Answer Options		
	Response Percent	Response Count
Baby Boom 1943-60	10.9%	5
Generation X 1961- 81	69.6%	32
Millennial 1981-04	19.6%	9
answered question		46
skipped question		0



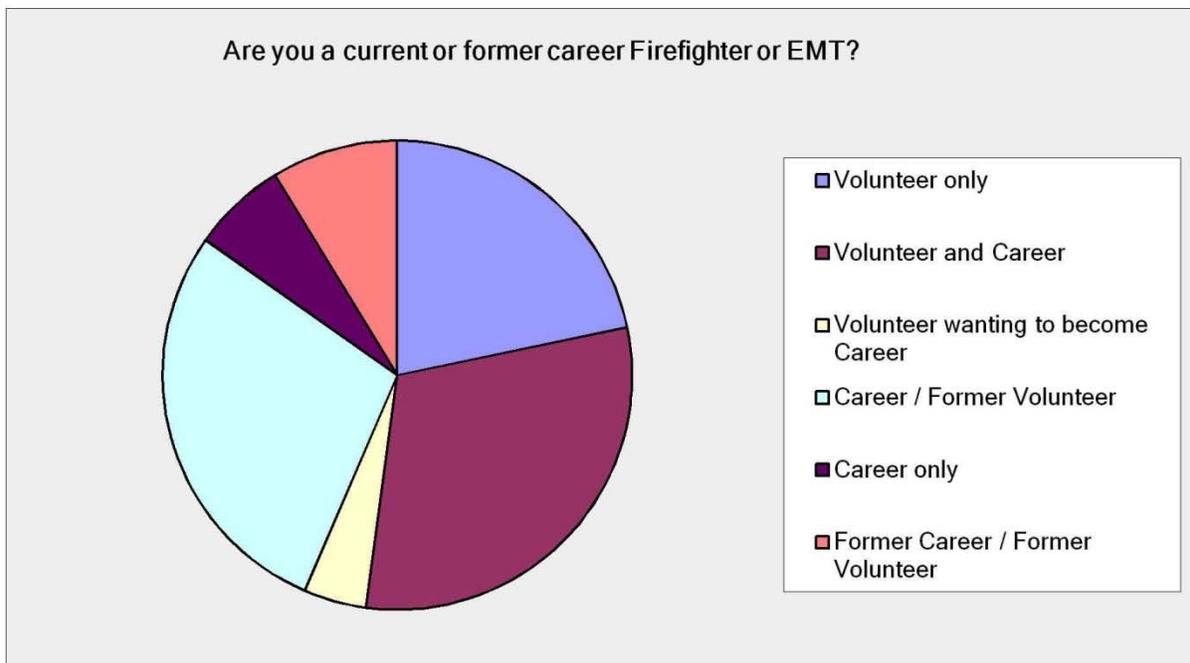
Volunteer Participation in Emergency Services

Are you a current or former volunteer?		
Answer Options	Response Percent	Response Count
Current Active	32.6%	15
Former	34.8%	16
Life Member Active	21.7%	10
Life Member Non-Active	10.9%	5
<i>answered question</i>		46
<i>skipped question</i>		0



Volunteer Participation in Emergency Services

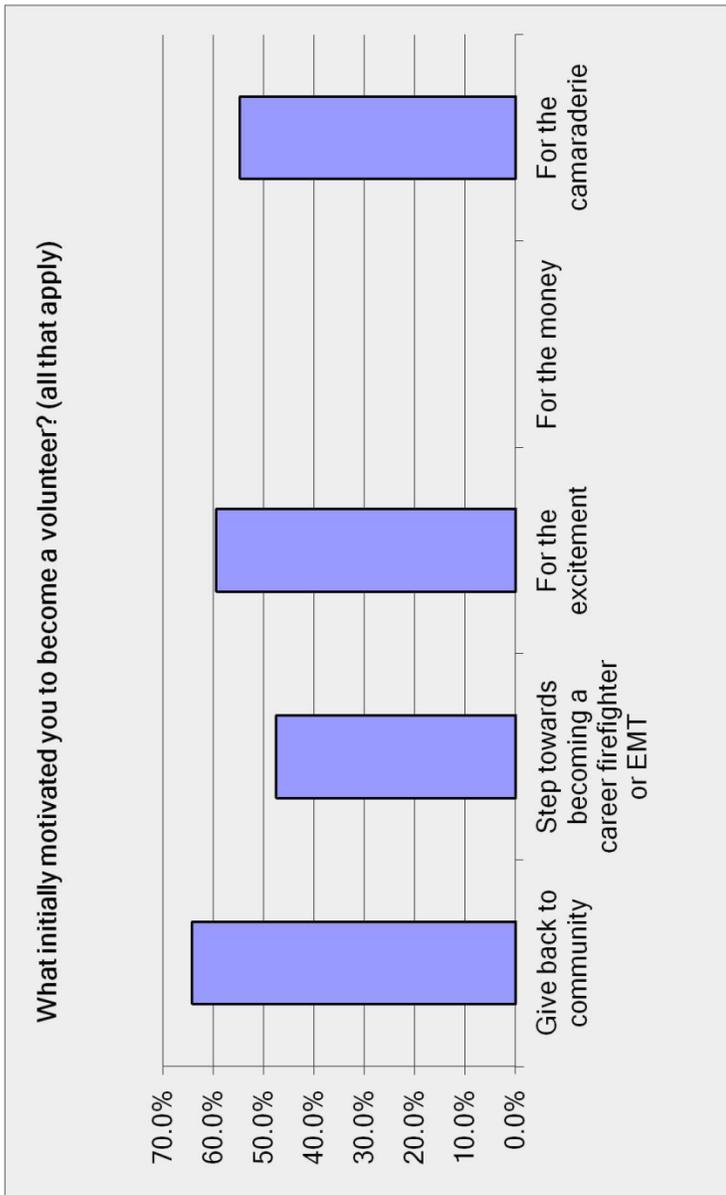
Are you a current or former career Firefighter or EMT?		
Answer Options	Response Percent	Response Count
Volunteer only	21.7%	10
Volunteer and Career	30.4%	14
Volunteer wanting to become Career	4.3%	2
Career / Former Volunteer	28.3%	13
Career only	6.5%	3
Former Career / Former Volunteer	8.7%	4
<i>answered question</i>		46
<i>skipped question</i>		0



Volunteer Participation in Emergency Services

What initially motivated you to become a volunteer? (all that apply)		
Answer Options	Response Percent	Response Count
Give back to community	64.3%	27
Step towards becoming a career firefighter or	47.6%	20
For the excitement	59.5%	25
For the money	0.0%	0
For the camaraderie	54.8%	23
Other (please specify)		12
	<i>answered question</i>	42
	<i>skipped question</i>	4

Number	Response Date	Other (please specify)	Categories
1	Feb 29, 2012 2:02 AM	Family - Dad was a volunteer	
2	Feb 28, 2012 10:21 PM	Follow in my Fathers footsteps	
3	Feb 28, 2012 12:10 PM	additional training	
4	Feb 27, 2012 6:05 PM	my ex wife convinced me	
5	Feb 27, 2012 4:16 PM	Growing up, I had a career Chief and Deputy Chief living in my neighborhood. They convinced me to join their combination department. Years later, I applied and was hired by a department in the NOVA region.	
6	Feb 27, 2012 3:59 PM	Family was career	
7	Feb 27, 2012 2:58 PM	wouldn't let me in boy scouts. small NH town;! took a year to get bylaws changed so I could join the department as a female.	
8	Feb 27, 2012 2:30 PM	"Try before you buy". I wanted to see if it was something I wanted to do as a career and then I volunteered while I applied for career firefighting jobs.	
9	Feb 27, 2012 12:29 PM	Save lives/Help people	
10	Feb 27, 2012 12:07 PM	Always interested, parent involved	
11	Feb 27, 2012 12:28 AM	Husband	
12	Feb 27, 2012 12:10 AM	Personal tragedy	



Volunteer Participation in Emergency Services

How many hours a month do you work at your paying job?			
Answer Options			Response Count
			45
<i>answered question</i>			45
<i>skipped question</i>			1
Average			194 Hours
Number	Response Date	Response Text	Categories
1	Mar 1, 2012 9:36 PM		0
2	Feb 29, 2012 12:00 PM		288
3	Feb 29, 2012 10:10 AM		60
4	Feb 29, 2012 2:03 AM		50
5	Feb 29, 2012 1:26 AM		240
6	Feb 28, 2012 11:51 PM		224
7	Feb 28, 2012 10:21 PM		168
8	Feb 28, 2012 9:51 PM		200
9	Feb 28, 2012 9:39 PM		200
10	Feb 28, 2012 8:34 PM		250
11	Feb 28, 2012 7:15 PM		192
12	Feb 28, 2012 4:57 PM		120
13	Feb 28, 2012 3:51 PM		190
14	Feb 28, 2012 12:10 PM		200
15	Feb 28, 2012 1:56 AM		240
16	Feb 28, 2012 1:43 AM		240
17	Feb 28, 2012 12:11 AM		168
18	Feb 27, 2012 7:49 PM		170
19	Feb 27, 2012 6:20 PM		240
20	Feb 27, 2012 6:05 PM		224
21	Feb 27, 2012 5:20 PM		120
22	Feb 27, 2012 4:18 PM		240
23	Feb 27, 2012 3:59 PM		56
24	Feb 27, 2012 3:51 PM		
25	Feb 27, 2012 3:39 PM		168
26	Feb 27, 2012 3:20 PM		240
27	Feb 27, 2012 2:58 PM		160
28	Feb 27, 2012 2:47 PM		224
29	Feb 27, 2012 2:30 PM		240
30	Feb 27, 2012 2:30 PM		220
31	Feb 27, 2012 2:24 PM		175
32	Feb 27, 2012 1:38 PM		160
33	Feb 27, 2012 12:46 PM		224
34	Feb 27, 2012 12:30 PM		
35	Feb 27, 2012 12:08 PM		120
36	Feb 27, 2012 8:31 AM		
37	Feb 27, 2012 2:45 AM		224
38	Feb 27, 2012 1:22 AM		240

39	Feb 27, 2012 1:17 AM	224
40	Feb 27, 2012 1:14 AM	288
41	Feb 27, 2012 12:29 AM	160
42	Feb 27, 2012 12:15 AM	300
43	Feb 27, 2012 12:10 AM	240
44	Feb 26, 2012 11:36 PM	224
45	Feb 26, 2012 10:58 PM	240

Average

194.0714286

Volunteer Participation in Emergency Services

In a typical month, about how many hours do you volunteer?	
Answer Options	Response Count
	45
<i>answered question</i>	45
<i>skipped question</i>	1

Average 45 Hours a month/active member

Number	Response Date	Response Text	Categories
1	Mar 1, 2012 9:37 PM		48
2	Feb 29, 2012 12:01 PM		48
3	Feb 29, 2012 10:10 AM		
4	Feb 29, 2012 2:03 AM		60
5	Feb 29, 2012 1:26 AM		
6	Feb 28, 2012 11:52 PM		
7	Feb 28, 2012 10:22 PM		20
8	Feb 28, 2012 9:52 PM		
9	Feb 28, 2012 9:39 PM		
10	Feb 28, 2012 8:34 PM		
11	Feb 28, 2012 7:16 PM		18
12	Feb 28, 2012 4:57 PM		
13	Feb 28, 2012 3:51 PM		80
14	Feb 28, 2012 12:11 PM		60
15	Feb 28, 2012 1:56 AM		50
16	Feb 28, 2012 1:43 AM		56
17	Feb 28, 2012 12:11 AM		16
18	Feb 27, 2012 7:49 PM		10
19	Feb 27, 2012 6:20 PM		36
20	Feb 27, 2012 6:06 PM		
21	Feb 27, 2012 5:21 PM		108
22	Feb 27, 2012 4:18 PM		
23	Feb 27, 2012 4:00 PM		30
24	Feb 27, 2012 3:52 PM		
25	Feb 27, 2012 3:41 PM		100
26	Feb 27, 2012 3:20 PM		
27	Feb 27, 2012 2:59 PM		40
28	Feb 27, 2012 2:47 PM		
29	Feb 27, 2012 2:30 PM		
30	Feb 27, 2012 2:30 PM		40
31	Feb 27, 2012 2:24 PM		180
32	Feb 27, 2012 1:38 PM		22
33	Feb 27, 2012 12:46 PM		
34	Feb 27, 2012 12:30 PM		35
35	Feb 27, 2012 12:08 PM		24
36	Feb 27, 2012 8:31 AM		16
37	Feb 27, 2012 2:46 AM		20
38	Feb 27, 2012 1:22 AM		

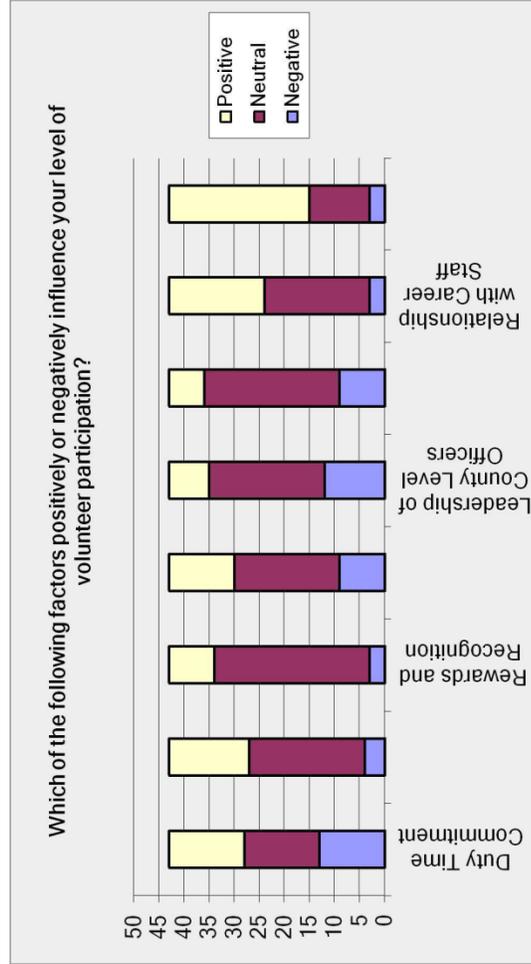
39	Feb 27, 2012 1:18 AM	
40	Feb 27, 2012 1:14 AM	25
41	Feb 27, 2012 12:29 AM	
42	Feb 27, 2012 12:15 AM	
43	Feb 27, 2012 12:11 AM	20
44	Feb 26, 2012 11:36 PM	10
45	Feb 26, 2012 10:58 PM	48

Average 45.18518519

12 members over 40 hours/month
 3 members over 100 hours/month

Volunteer Participation in Emergency Services

Which of the following factors positively or negatively influence your level of volunteer participation?				
Answer Options	Positive	Neutral	Negative	Response Count
Duty Time Commitment	15	15	13	43
Training Time Commitment	16	23	4	43
Rewards and Recognition	9	31	3	43
Leadership of Company Officers	13	21	9	43
Leadership of County Level Officers	8	23	12	43
County Operational Policies	7	27	9	43
Relationship with Career Staff	19	21	3	43
Relationship with other members	28	12	3	43
		<i>answered question</i>		43
		<i>skipped question</i>		3

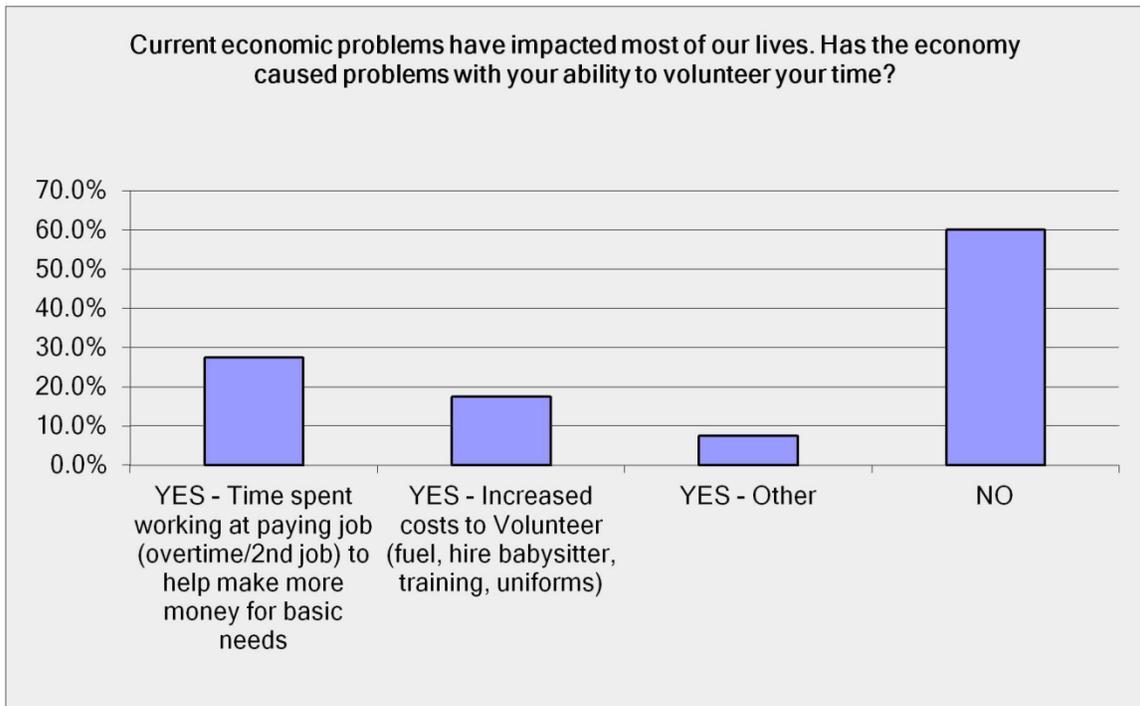


Volunteer Participation in Emergency Services

Current economic problems have impacted most of our lives. Has the economy caused problems with your ability to volunteer your time?

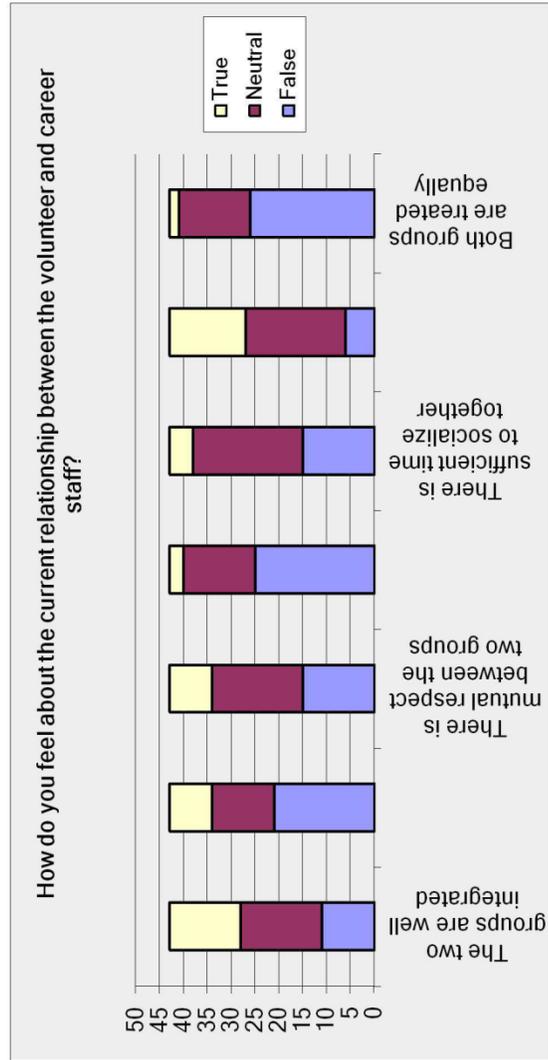
Answer Options	Response Percent	Response Count
YES - Time spent working at paying job (overtime/2nd	27.5%	11
YES - Increased costs to Volunteer (fuel, hire babysitter,	17.5%	7
YES - Other	7.5%	3
NO	60.0%	24
Other (please specify)		8
<i>answered question</i>		40
<i>skipped question</i>		6

Number	Response Date	Other (please specify)	Categories
1	Feb 28, 2012 9:44 PM	N/A	
2	Feb 27, 2012 3:21 PM	not a current volunteer	
3	Feb 27, 2012 2:33 PM	College degree program, part-time job	
4	Feb 27, 2012 2:31 PM	N/A - not current volunteer	
5	Feb 27, 2012 12:47 PM	N/A	
6	Feb 27, 2012 12:34 PM	Full Time Retired	
7	Feb 27, 2012 12:11 PM	Not really, I just work alot more OT	
8	Feb 27, 2012 8:35 AM	No impact on retired Federal employee	



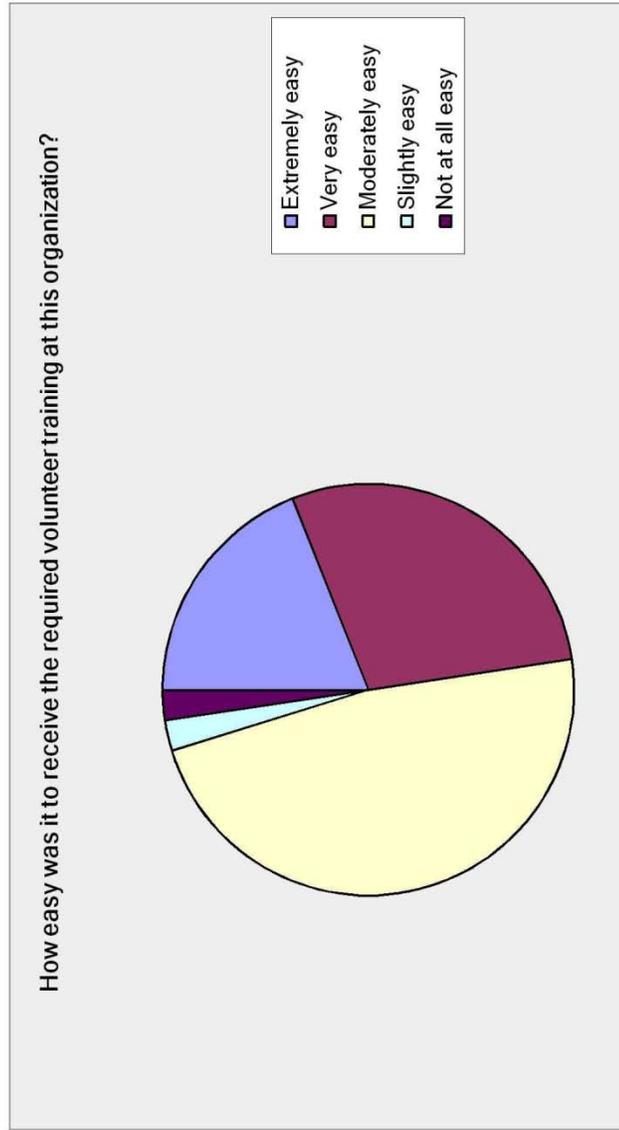
Volunteer Participation in Emergency Services

How do you feel about the current relationship between the volunteer and career staff?				
Answer Options	True	Neutral	False	Response Count
The two groups are well integrated	15	17	11	43
The two groups are equally valued by County Leadership	9	13	21	43
There is mutual respect between the two groups	9	19	15	43
There is sufficient time to train together	3	15	25	43
There is sufficient time to socialize together	5	23	15	43
There is sufficient room for advancement on both sides	16	21	6	43
Both groups are treated equally	2	15	26	43
<i>answered question</i>				43
<i>skipped question</i>				3



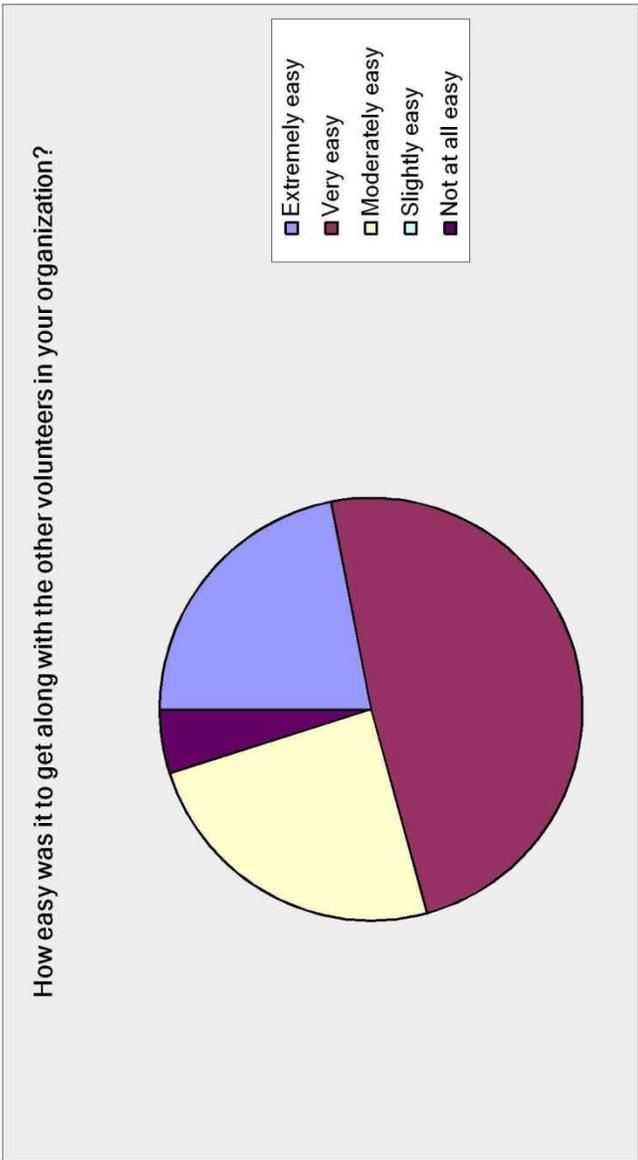
Volunteer Participation in Emergency Services

How easy was it to receive the required volunteer training at this organization?		
Answer Options	Response Percent	Response Count
Extremely easy	19.0%	8
Very easy	28.6%	12
Moderately easy	47.6%	20
Slightly easy	2.4%	1
Not at all easy	2.4%	1
<i>answered question</i>		42
<i>skipped question</i>		4



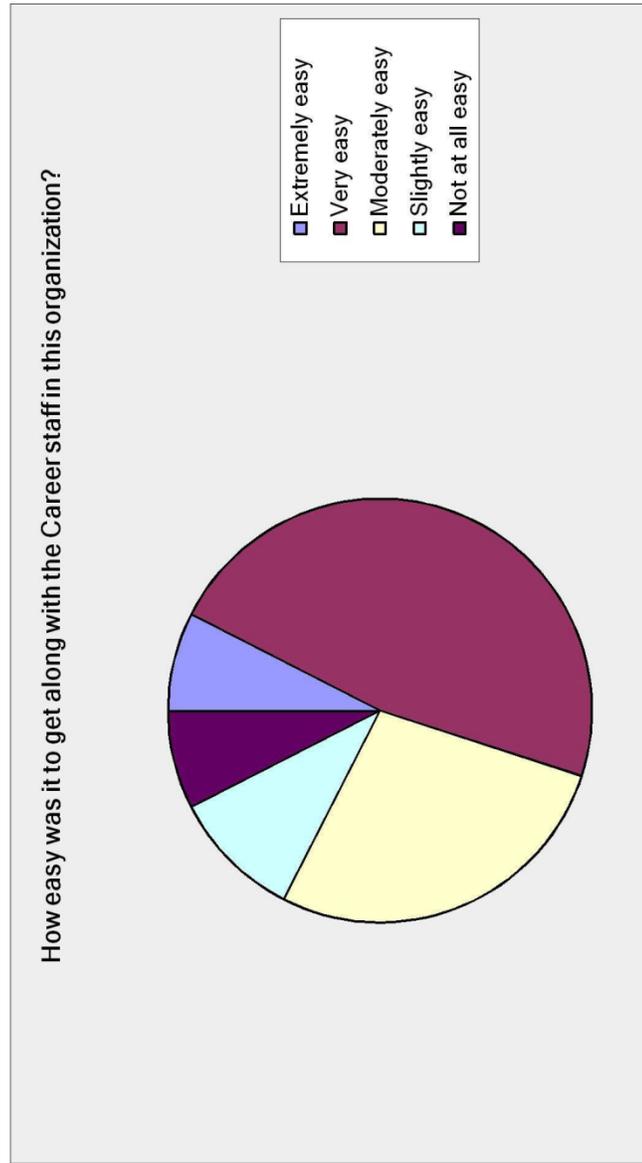
Volunteer Participation in Emergency Services

How easy was it to get along with the other volunteers in your organization?		
Answer Options	Response Percent	Response Count
Extremely easy	22.0%	9
Very easy	48.8%	20
Moderately easy	24.4%	10
Slightly easy	0.0%	0
Not at all easy	4.9%	2
<i>answered question</i>		41
<i>skipped question</i>		5



Volunteer Participation in Emergency Services

How easy was it to get along with the Career staff in this organization?		
Answer Options	Response Percent	Response Count
Extremely easy	7.5%	3
Very easy	47.5%	19
Moderately easy	27.5%	11
Slightly easy	10.0%	4
Not at all easy	7.5%	3
<i>answered question</i>		40
<i>skipped question</i>		6

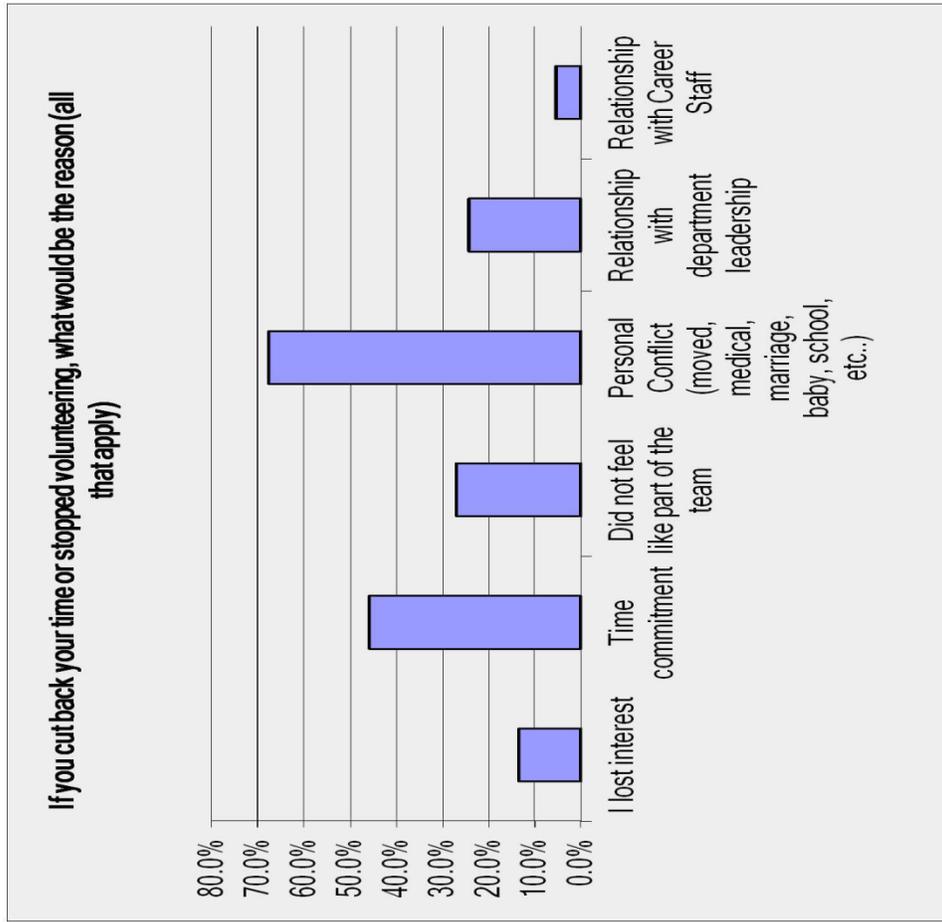


Volunteer Participation in Emergency Services

If you cut back your time or stopped volunteering, what would be the reason (all that apply)

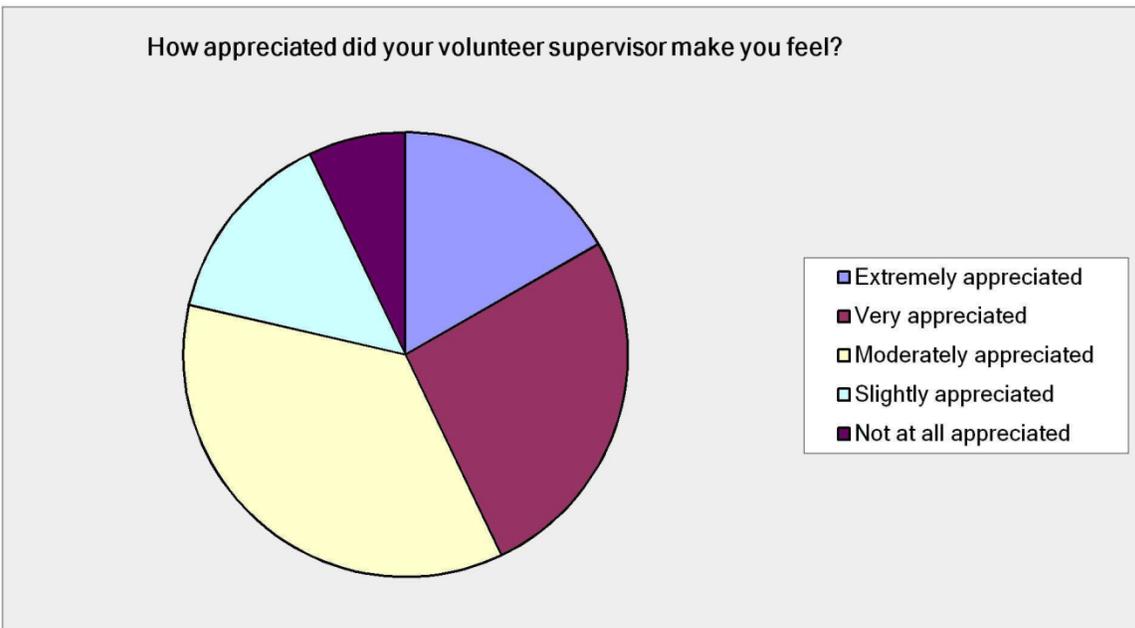
Answer Options	Response Percent	Response Count
I lost interest	13.5%	5
Time commitment	45.9%	17
Did not feel like part of the team	27.0%	10
Personal Conflict (moved, medical, marriage, baby,	67.6%	25
Relationship with department leadership	24.3%	9
Relationship with Career Staff	5.4%	2
Other (please specify)		10
	answered question	37
	skipped question	9

Number	Response Date	Other (please specify) Categories
1	Feb 28, 2012 10:27 PM	Tired of political issues and incompetence.
2	Feb 28, 2012 9:45 PM	All of the bullshit politics! After a while, I just got tired of it.
3	Feb 28, 2012 8:36 PM	the kids wanted to be in charge
4	Feb 27, 2012 6:13 PM	Volunteerism should only occur in localities where there is no career staff. If there exists a volunteer contingent in a predominantly career department they should be redesignated as auxiliary firefighters
5	Feb 27, 2012 3:22 PM	not a current volunteer
6	Feb 27, 2012 1:46 PM	Participate when possible, but currently have the flu and do not want to expose others.
7	Feb 27, 2012 12:47 PM	N/A
8	Feb 27, 2012 12:12 PM	Mostly parenthood and work...
9	Feb 27, 2012 8:37 AM	Possible health problems as you age
10	Feb 27, 2012 1:20 AM	Union member harassed about being a volunteer



Volunteer Participation in Emergency Services

How appreciated did your volunteer supervisor make you feel?		
Answer Options	Response Percent	Response Count
Extremely appreciated	16.7%	7
Very appreciated	26.2%	11
Moderately appreciated	35.7%	15
Slightly appreciated	14.3%	6
Not at all appreciated	7.1%	3
<i>answered question</i>		42
<i>skipped question</i>		4

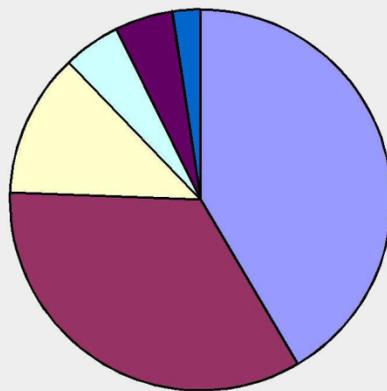


Volunteer Participation in Emergency Services

Overall, were you satisfied with your volunteer experience with this organization, neither satisfied nor dissatisfied with it, or dissatisfied with it?

Answer Options	Response Percent	Response Count
Extremely satisfied	41.5%	17
Moderately satisfied	34.1%	14
Slightly satisfied	12.2%	5
Neither satisfied nor dissatisfied	4.9%	2
Slightly dissatisfied	4.9%	2
Moderately dissatisfied	0.0%	0
Extremely dissatisfied	2.4%	1
<i>answered question</i>		41
<i>skipped question</i>		5

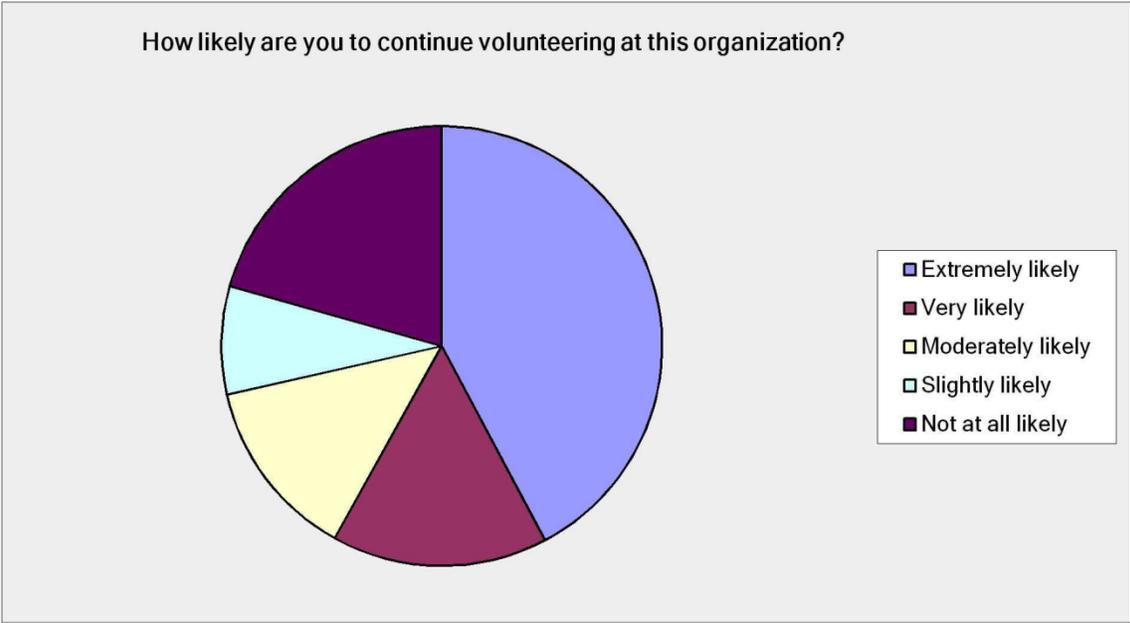
Overall, were you satisfied with your volunteer experience with this organization, neither satisfied nor dissatisfied with it, or dissatisfied with it?



- Extremely satisfied
- Moderately satisfied
- Slightly satisfied
- Neither satisfied nor dissatisfied
- Slightly dissatisfied
- Moderately dissatisfied
- Extremely dissatisfied

Volunteer Participation in Emergency Services

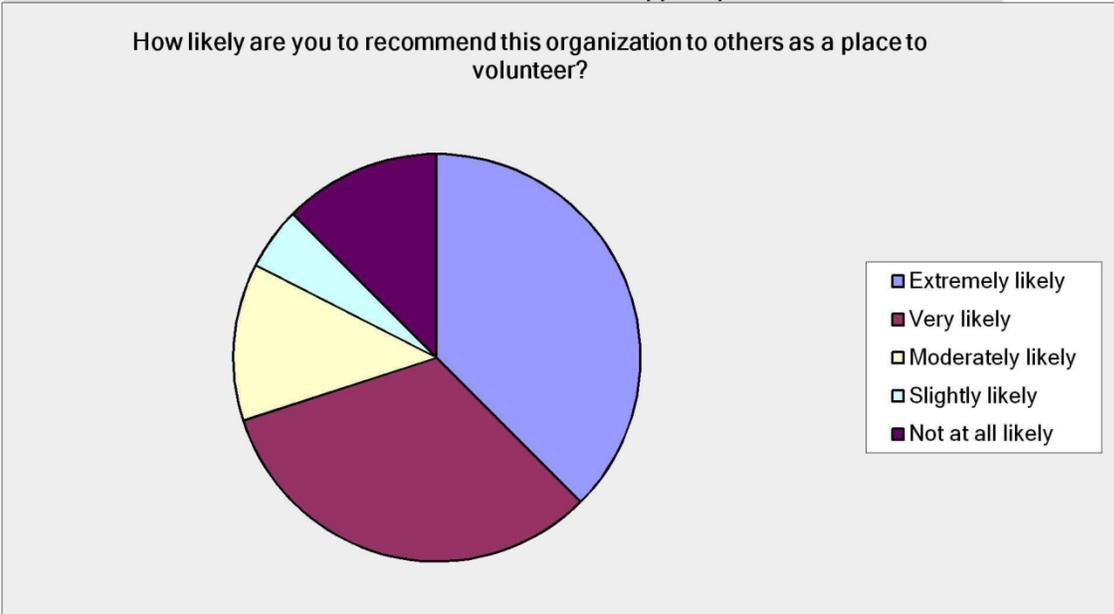
How likely are you to continue volunteering at this organization?		
Answer Options	Response Percent	Response Count
Extremely likely	41.0%	16
Very likely	15.4%	6
Moderately likely	13.0%	5
Slightly likely	7.7%	3
Not at all likely	20.0%	10
<i>answered question</i>		39
<i>skipped question</i>		7



Volunteer Participation in Emergency Services

How likely are you to recommend this organization to others as a place to volunteer?

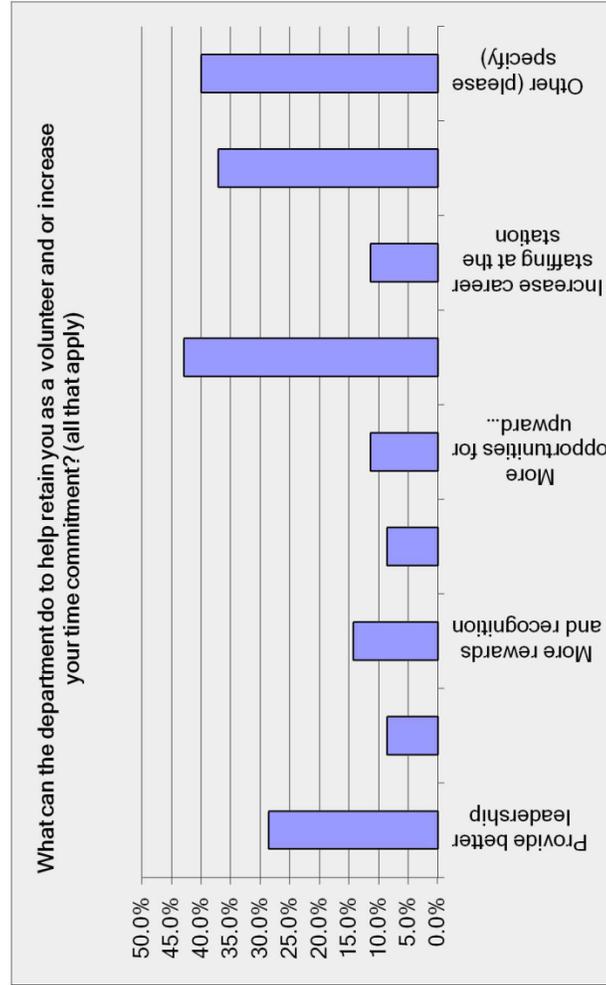
Answer Options	Response Percent	Response Count
Extremely likely	37.5%	15
Very likely	32.5%	13
Moderately likely	12.5%	5
Slightly likely	5.0%	2
Not at all likely	12.5%	5
<i>answered question</i>		40
<i>skipped question</i>		6



Volunteer Participation in Emergency Services

What can the department do to help retain you as a volunteer and or increase your time commitment? (all that apply)			
Answer Options	Response Percent	Response Count	
Provide better leadership	28.6%	10	
Provide a pay per call or stipend for duty time	8.6%	3	
More rewards and recognition	14.3%	5	
Better training opportunities	8.6%	3	
More opportunities for upward advancement	11.4%	4	
Provide clear departmental goals and procedures	42.9%	15	
Increase career staffing at the station	11.4%	4	
Provide equal treatment for all members	37.1%	13	
Other (please specify)	40.0%	14	
	<i>answered question</i>	35	
	<i>skipped question</i>	11	
Number	Response Date	Other	Categories
1	Feb 29, 2012 12:10 PM	At this time I would not be able to increase my time due to having two children and working many hours on my federal shift.	
2	Feb 28, 2012 10:34 PM	Become less greedy for a organization and notice that there are problems with staffing shortages. In turn request more career staffing allowing volunteers to provide care when they properly trained and can, not when its convenient!	
3	Feb 28, 2012 8:37 PM	to late	
4	Feb 28, 2012 12:16 AM	Get rid of cliques!	
5	Feb 27, 2012 6:25 PM	Just realize the time commitment put upon new/current members to train to new standards. it make no sense to have to take similar classes for multiple jurisdictions because your volunteer county wants to make it harder to remain. I.E. taking a RIT class at the volunteer station when you already have it from your career job.	
6	Feb 27, 2012 3:49 PM	Time commitment at home with kids too demanding and not able to continue	
7	Feb 27, 2012 3:03 PM	notice the small things and insist pride of providing a service to the community remain the focus of why we are here. Question #3 - former career, current volunteer	
8	Feb 27, 2012 2:56 PM	The FD I volunteered with in NJ for 7 years was 100 % volunteer. We did not interact with paid staff or paid firefighters in any way so many of the questions in this survey	

9	Feb 27, 2012 2:33 PM	would have been better answered as Not Applicable. Just an FYI
10	Feb 27, 2012 1:52 PM	Leadership with vision, not just reactive to situations as they occur 1. Improve communication lines from leaders down to rookies: Although the experienced leader's know what they want accomplished, sometimes the intent is not clear as to what is needed. 2. The training opportunities Website needs to be updated more. The volunteers use the training opportunities Website as a means to plan time, and the Website seems to lack content and seems hardly accurate or updated. I'm retained just lack time due to work and kids... The leadership can show the volunteered members that they are appreciated and our community is also appreciated for what we have providing. With that, we will continue to move on to the next level of service to others. LOSAP or other retirement/benefit
11	Feb 27, 2012 12:13 PM	
12	Feb 27, 2012 8:45 AM	Figure out how to integrate career and volunteer personnel on EVERY level. Neither side has to abide by the same rules. Neither side wants to work with each other.
13	Feb 27, 2012 1:17 AM	
14	Feb 27, 2012 12:23 AM	



Volunteer Participation in Emergency Services

Please provide basic information. No personal information will be released to outside parties. For data verification only.

Answer Options	Response Percent	Response Count
Name:	100.0%	36
Company:	100.0%	36
Age:	94.4%	34
City/Town:	94.4%	34
State:	100.0%	36
ZIP:	97.2%	35
Email Address:	83.3%	30
Phone Number:	69.4%	25
	<i>answered question</i>	36
	<i>skipped question</i>	10

Number	Response Date	Name:	Categories	Company	Age:	City/Town	State:	ZIP:	Category	Email Address:	Phone Number:	Categories
1	Mar 1, 2012 9:41 PM	Braindan		SVFD	20	Stafford	VA	22554		engine2@yahoo.com		
2	Feb 29, 2012 12:10 PM	Conan Kelley		Yorkshire VFD	38	Manassas	VA	20111		eng754ine@gmail.com 571-451-7788		
3	Feb 29, 2012 10:15 AM	Larry Mullin		widewater VFD	40	Stafford	VA	22554		lmullin9870@hotmail.c 7033071044		
4	Feb 29, 2012 2:08 AM	Laird Abbott		Former Company 2 / F	38	Kathleen	GA	31047		labbot@stafford2fire.c 540-841-3412		
5	Feb 28, 2012 11:59 PM	Laura Huggins		Fairfax Fire and Resc.	31	Glen Burnie	MD	21060		mustianguaggi@gmail 443-538-6883		
6	Feb 28, 2012 10:34 PM	Gene		SFD	23		VA					
7	Feb 28, 2012 9:55 PM	Chris Jenkins		Clear Brook Vol Fire a	36	Winchester	VA	22603		christopher.jenkins@k 000-000-0000		
8	Feb 28, 2012 9:48 PM	Matthew M. Murphy		Loudoun County Fire t	40	Manassas	VA	20110		37598@gmail.com 571-436-7822		
9	Feb 28, 2012 8:37 PM	T. McCoy		NDW	44	woodbridge	VA	22193		hazmat22193@aol.com		
10	Feb 28, 2012 7:19 PM	Robert Dickinson		Stafford VFD/ Loudour	37	Stafford	VA	22554		rdickinson1974@hugh 703-930-4720		
11	Feb 28, 2012 3:54 PM	Patrick Cartwell		SVFD	35	Stafford	VA	22554		pcantwel@stafford2fir 5404488139		
12	Feb 28, 2012 12:15 PM	Steve		Leesburg Volunteer Fi	32	Leesburg	VA	20176		stealesian51179@yahoo.com		
13	Feb 28, 2012 1:49 AM	James W			53	Ashburn	VA	20147		slash835@verizon.net 703-402-5730		
14	Feb 28, 2012 12:16 AM	X		SVFD	38	Stafford	VA	22554				
15	Feb 27, 2012 6:25 PM	Michael Guck		Dale City VFD	37	Dale City	VA	22193		mikeguck@hotmail.co 703 869-4298		
16	Feb 27, 2012 6:13 PM	Thomas comolly		fairfax county fire & res	51	alexandria	VA	22310		goodyield@yahoo.co 7039710452		
17	Feb 27, 2012 4:20 PM	Amos Akers		Manassas City Fire Re	35	Manassas	VA	20110		Amos Akers@gmail.c 7037321236		
18	Feb 27, 2012 3:56 PM	Rob Shuff		Stafford	59	stafford	VA	22554				
19	Feb 27, 2012 3:49 PM	Scott Pierpoint		Dale City VFD	43	Dale City	VA	22193		mac5nzae98@aol.co 540-809-6639		
20	Feb 27, 2012 3:24 PM	Travis Nguyen		fcid	27	Alexandria	VA	22309		travis.nguyen@fairfax 7034749889		
21	Feb 27, 2012 3:03 PM	Amy Tate		SVFD	27	Manassas	VA	20109		atate@svfd.org 7032565656		
22	Feb 27, 2012 2:56 PM	W. Wilson		Alexandria Fire Depart	35	Springfield	VA	22151		jschmidt@stafford2fir 540-446-9490 cell		
23	Feb 27, 2012 2:34 PM	Jason Schmidt		Stafford Volunteer Fire	32	Stafford	VA	22554		FFXfireman@verizon. 571-437-4031		
24	Feb 27, 2012 2:33 PM	Joel		Former SVFD	39	Fredericksburg	VA	22407				
25	Feb 27, 2012 2:27 PM	Kevin Wilson		SVFD	32	Manassas	VA	20136		kwilson@svfd.org 703-565-7590		
26	Feb 27, 2012 1:52 PM	Mark Givens		SVFD	47	Stafford	VA	22556		mark.givens@ssc.com 703-630-5680		
27	Feb 27, 2012 12:37 PM	Ron		Stafford VFD	67	Bowling Green	VA	22427		dystoo@hotmail.com 804-634-1538		
28	Feb 27, 2012 12:13 PM	Shawn		Stafford VFD	31	Stafford	VA	22554		shawn.dunstan@fairfa 540256759		
29	Feb 27, 2012 8:45 AM	Spencer Sakai		Company 2	29	Stafford	VA	22554		eng22nr@gmail.com 540-446-3096		
30	Feb 27, 2012 2:52 AM	Jarrod Schmidt		Stafford volunteer Fire	46	Fredericksburg	VA	22407				
31	Feb 27, 2012 1:27 AM	Brian Rooney		SVFD	46	Stafford	VA	22554				
32	Feb 27, 2012 1:17 AM	m		svfd	48	Stafford	VA	22405				
33	Feb 27, 2012 12:32 AM	Deanne Singer		Stafford	41	Stafford	VA	22554		hebybrown1@gmail.com		
34	Feb 27, 2012 12:23 AM	Herb		SVFD	32	Stafford	VA	22191		jcharley@stafford2fir 5402560928		
35	Feb 27, 2012 12:15 AM	Joe Chatley		Stafford Volunteer Fire	33	Stafford	VA	22554		link00@comcast.net 5403790914		
36	Feb 26, 2012 11:01 PM	Steve		Stafford		Stafford	VA					