

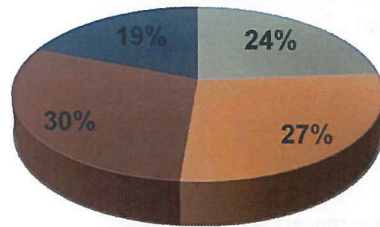


WELCOME TO THE NEW YORK STATE FIRE COORDINATORS' ASSOCIATION

WE ARE A PROFESSIONAL NON-PROFIT ORGANIZATION WHOSE MEMBERSHIP CONSISTS OF ACTIVE COUNTY FIRE COORDINATORS AND THEIR DEPUTIES.

Survey Summary

Interior By Age
817 Departments Reporting 18,703 Interior Firefighters



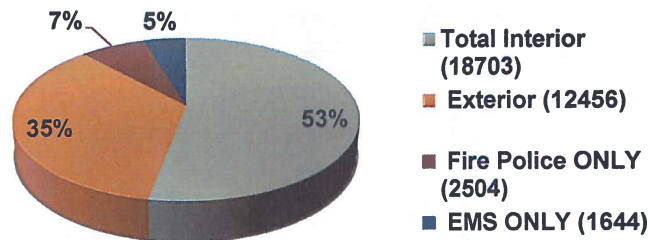
- Interior 18-25 (4469)
- Interior 26-35 (5132)
- Interior 36-50 (5573)
- Interior 51+ (3529)

Fire Department Average Based on 817 Fire Chief Survey Responses
22 Interior Firefighters per Department

*** Average Applied to Entire State = approx. 37,400 Total Interior Firefighters***

Survey Summary

Active FD Responders
817 Departments Reporting 35,307
Responders



Fire Department Average Based on 817 Fire Chief Survey Responses
42 Active Responders per Department

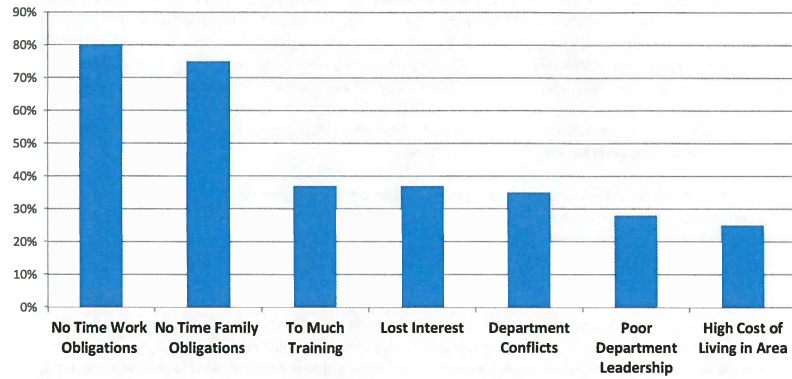
*** Average Applied to Entire State = approx. 71,400 Total Active Responders***

System Issues

- **System Structure**
 - Over 1800 Fire Departments 1700 Volunteer (Fire Coordinator Survey)
 - All with independent operations & administration
 - Limited municipal engagement
 - Almost no HR support
 - Most budgets that do not fully fund operations
 - Fundraising
 - Becomes a priority and adds to what very busy volunteers are already committed too
 - No central oversight, 1700 departments operating alone
- **Additional concerns**
 - Firefighter cancer
 - Responder PTSD and mental health concerns
 - Violence against Responders

Survey Summary

Why do you Think Individuals Leave the Volunteer Service?



Firefighter Surveys 6,852 responses

Current Actions

- **Recruitment and Retention**
 - Primarily at the fire department level resulting in varying levels of success
 - SAFER Grants have been used for State/County/Local R&R
 - Limited success
 - The fire service does not have a history of R&R actions that are sustainable, consistent or dedicated
 - People have always come to us, they no longer are
 - Recruitment
 - What do we have to offer a new recruit?
 - Retention
 - FDs are reluctant to spend money and time on Retention

Recruitment & Retention

Case Study

The Quincy Fire Department was formed in 1878 as the Quincy Hose Company #1. In 1917 the Plumas County Board of Supervisors created the Quincy Fire District and appointed a board of commissioners under the state laws of California. The district protects a population of 5,500 people; it has a primary response area of 11.4 square miles, but responds to an area of 290 square miles. The department's budget is approximately \$461,000 per year: \$224,000 is from the basic tax base, and \$237,000 is from a special assessment that was last passed in 2013 and comes up for renewal every five years. There are no major issues affecting the department today that would have an adverse impact on the organizational structure. The International Organization for Standardization classification is class 4 in the developed areas and 8b in the rural areas.

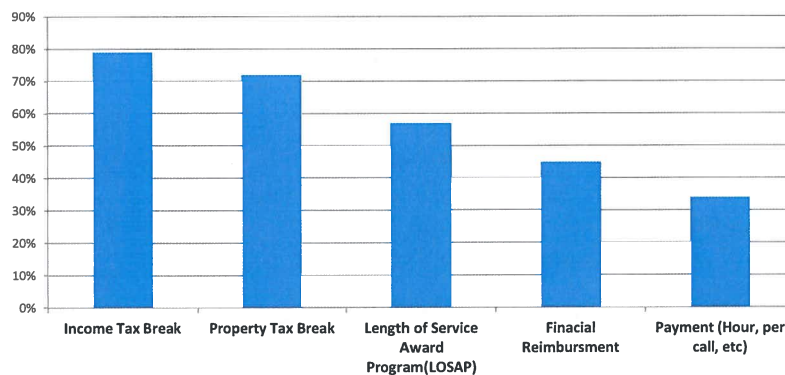
The department has 33 volunteer firefighters, plus three full-time positions (fire chief, secretary, and mechanic). They have an annual workload of 550 alarms on average per year, or approximately 1.5 alarms per day. In addition, the department has 13 volunteer support personnel who provide nonoperational tasks during larger incidents, fire safety training, and other nonemergency functions and operates with a three-person commission.

The department has an approximate turnover rate of 23 percent every year. In other words, seven to eight volunteers need to be recruited annually. To maintain appropriate staffing, department leadership must understand how to recruit and retain volunteers. To be successful in this endeavor, they must understand why people choose to join or leave the volunteer fire and emergency services and ensure that the department is meeting the needs of its volunteer staff.

National Volunteer Fire Council

Recruitment & Retention

How Should Recruitment & Retention be Addressed?

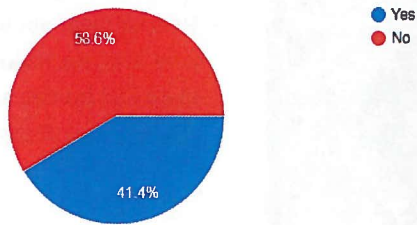


Firefighter Surveys 6,852 responses

Recruitment & Retention

Do You Have a Length Of Service Award Program (LOSAP Retirement)?

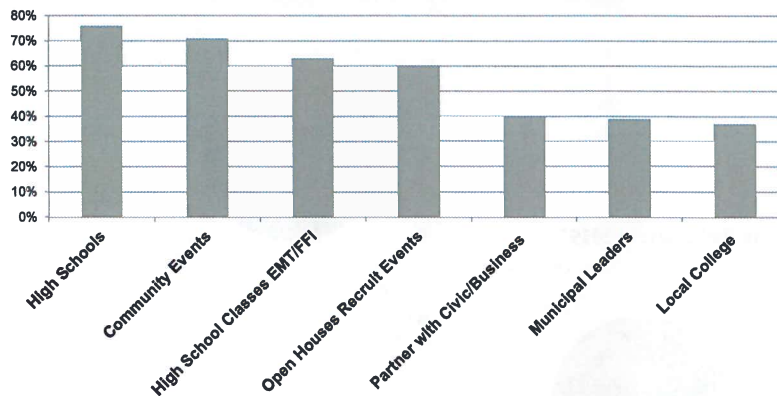
927 responses



Fire Chief Survey all Responses 927

Recruitment & Retention

Where Should Recruitment be Focused



Firefighter Surveys 6,852 responses

Recruitment & Retention

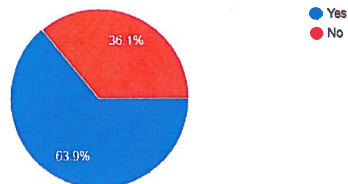


- Open houses alone are not recruitment events
- Recruitment events need to be specific not general
- Recruitment should be focused, who are you looking for?
- Send out invites and target who you are recruiting

FASNY Recruit NY

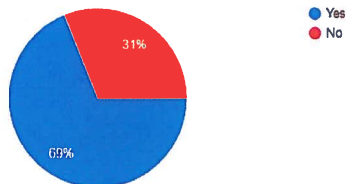
Has Your Department Participated With the FASNY Recruit NY Campaign?

6,853 responses



Do you Plan to Participate in 2019?

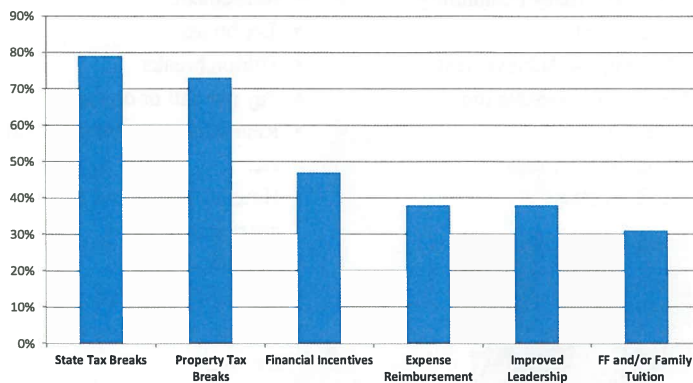
6,853 responses



Firefighter Surveys 6,853 Responses

Recruitment & Retention

What Would Impact Your Retention

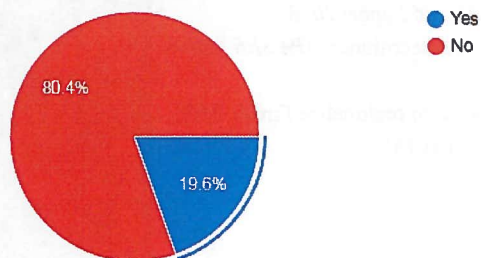


Firefighter Surveys 6,852 responses

Recruitment & Retention

Do You Have a Designated Recruitment Coordinator?

927 responses

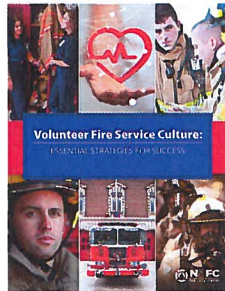


Fire Chief Survey all Responses 927

Recruitment & Retention

Intangible Benefits (NVFC 2018)

- Warm and fuzzy community engagement
- Challenge & Achievement
- New skills, possible job experience
- Social involvement
- Family history



Tangible Benefits (NVFC 2018)

- Retirement
- Tax breaks
- Tuition breaks
- Pay per call or on call
- Reimbursement for gas/food etc.
- Housing assistance, bunk programs
- Insurance
- Business discounts
- Transferable Education and training
- Awards & Recognition

What Can We Do

Possible Answers

- Educate Municipal officials on the crisis (*PA SR6 Report 2018*)
- Involve Fire & EMS stake holders in vetting legislation (*PA SR6 Report 2018*)
- Incentive Based Recruitment (*PA SR6 Report 2018*)
- Simplify process to regionalize Fire & EMS (*PA SR6 Report 2018*)

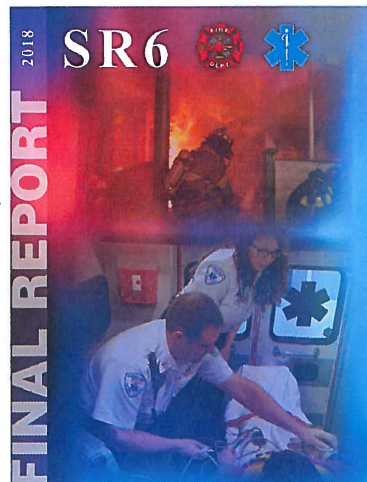


Exhibit I

Example of Cafeteria Plan Concept

<p>Age Range 15-21</p> <ul style="list-style-type: none"> • Logo wear (attire), FD License plate, decal, etc. • Fellowship • Cash items (gas card, gift card) – Maximum \$500 • Learn a skill or knowledge • Live in program • Others as deemed appropriate locally 	<p>(PA SR6 Report 2018)</p>
<p>Age Range 22-35</p> <ul style="list-style-type: none"> • Logo wear (attire) T-shirt, FD license plate, decal, etc. • Fellowship • FD License plate, decal, etc. • Cash items (gas card, gift card, stipend) – Maximum \$500 • Accident and Sickness Insurance • Investment Program or LOSAP Program • Scholarship Tuition • Live in program • Others as deemed appropriate locally (e.g. gear, equipment, etc. as earned awards) 	
<p>Age Range 36-50</p> <ul style="list-style-type: none"> • Logo wear (attire) • FD License plate, decal, etc. • Cash items (gas card, gift card, stipend) – Maximum \$500 • Accident and Sickness Insurance • Investment Program or LOSAP Program • Tax Rebates • Others as deemed appropriate locally (e.g. gear, equipment, etc. as earned awards) 	
<p>Age Range 51-21</p> <ul style="list-style-type: none"> • Logo wear (attire) • FD License plate, decal, etc. • Cash items (gas card, gift card, stipend) – Maximum \$500 • Accident and Sickness Insurance • Investment Program or LOSAP Program • Recognition • Tax Rebates • Others as deemed appropriate locally (e.g. gear, equipment, etc. as earned awards) 	
<p>Age Range 66+</p> <ul style="list-style-type: none"> • Logo wear (attire) • FD License plate, decal, etc. • Cash items (gas card, gift card, stipend) – Maximum \$500 • Accident and Sickness Insurance • Investment Program or LOSAP Program • Recognition • Tax Rebates • Others as deemed appropriate locally (e.g. gear, equipment, etc. as earned awards) 	

Sample Recruitment and Retention Cafeteria Plan - courtesy VETS

What Can We Do

2019 NYS AFC LEGISLATIVE AGENDA

County/Regional Fire Services (NYS AFC 2019)

“Seek legislation to enable authorities having jurisdiction (AHJs) the option to create, form, consolidate, or otherwise merge fire companies and departments at a countywide, regional, or cross-jurisdictional level to “right-size” provision of services across a broader tax base, geographical area, and/or population”



2019 NYSAFC Legislative Agenda

Cost Recovery for Fire Department Ambulance Service

Allow fire departments and fire districts to recover costs for providing ambulance service from insurers, Medicare, and Medicaid in a similar manner as for-profit and not-for-profit ambulance services.

Endangering the Welfare of Firefighters (Illegal Building Conversions)

Pursue legislative and administrative actions that will help to ensure the safety of firefighters by preventing the illegal conversion of single-family buildings into multi-family units without proper permits and review.

County/Regional Fire Services

Seek legislation to enable authorities having jurisdiction (AHJs) the option to create, form, consolidate, or otherwise merge fire companies and departments at a countywide, regional, or cross-jurisdictional level to "right-size" provision of services across a broader tax base, geographical area, and/or population.

Increase VFBL/VAWBL Benefits

Increase volunteer firefighter and volunteer ambulance worker partial permanent disability benefits to a level comparable with those paid for similar disability under Workers' Compensation Law.

Residential Sprinklers

Continue to advocate for residential sprinklers through adoption of the International Residential Code (IRC).

Cancer Benefits – Chapter 248 Laws of 2018

Pursue legislative and administrative actions to clarify, or modify as appropriate, verification requirements and enable extension of benefits to all intended firefighters.

2019 New York State Fire Service Alliance Issues of United Concern

- Chapter amendments to GML 205cc, clarifying or modifying as appropriate the verification requirements so that benefits may be extended to intended firefighters with five years of interior service to their respective departments. (Cancer Bill)

- Emergency medical cost recovery, allowing fire departments and districts currently unable to recover the cost of providing pre-hospital EMS service from insurers, Medicare, and Medicaid in a similar manner as for-profit, not-for-profit, and municipal providers are able to recover costs.*

- Seek an increase in VFBL/VAWBL benefits for partial permanent disability and seek parity with workers' compensation benefits for volunteer firefighters and volunteer ambulance workers in the event they are injured in the line of duty.*

- Pursue legislative and administrative actions for building owners who perform modifications or conversions without obtaining the prescribed permits for single- or multi-family occupancies, which endangers the welfare of the occupants and fire or emergency responders in the pursuit of their duties.

- Establish a prohibition on the sale of upholstered furniture that employs the use of carcinogenic flame-retardant chemicals.

Additional legislative Initiatives Endorsed by the Members of the Fire Service Alliance: 2019

- Work to prevent the removal of residential sprinkler protection from the building codes adopted by the state.
- Insure increased transparency for the process of conducting annual fire inspections for public and private schools.
- *Endorse legislation for the creation of career and technical education opportunities for both fire and EMS disciplines.*
- *Support the increase of the maximum annual contribution under defined contribution LOSAP plans from the current \$700 to \$2,100.*
- *Support legislation to enable authorities having jurisdiction the option to create, form, consolidate, or otherwise merge fire companies or departments on a countywide, regional, or cross-jurisdictional level to "right-size" provision of services across a broader tax base, geographical area, and/or population contingent upon the development and approval of a master plan by the residents affected.*

State Budget Proposals Endorsed by Members of the Fire Service Alliance:

- *Advocate for the increase of an annual tax exemption from the current \$400 helping to incentivize becoming a member of the volunteer fire service.*
- *Advocate for a sales tax exemption on smoke detectors, carbon monoxide detectors, and fire extinguishers to incentivize the purchase of these safety related items.*
- *Monitor the 2019 budget negotiations to ensure adequate and consistent funding levels are maintained for emergency services.*

What Can We Do

- Implementing Change; A strategic and integrated statewide approach will form a framework leading to success.
- In the end, departments must make the best choice for their situation, but leaning on the experience and progress of partners across the state will ease the challenge.
- Fire district meetings that are facilitated by trained area specialists can be followed by county and regional forums to share ideas and solve problems.
- State organizations can provide leadership, guidance, training, legal and planning support. *(NYS AFC/AFDNY 2014)*



Supplementing Volunteer Resources



September 25, 2014 Otton Park, NY

Summary and Recommendations from the Symposium held for the Fire Services in New York State on September 25, 2014



What Can We Do

Shared Services *(NYS AFC/AFDNY 2014)*

- Best Practice The Round Lake - Malta Shared Station These neighboring fire companies recognized that as adjoining communities they both needed better service, apparatus and facilities, but the expense of duplicating improvements in both districts could not be justified.
- So the two departments formed a single entity to add a shared central station housing a new ladder truck. In this way, the area can be served by one new truck instead of two, three stations instead of four, and the two departments retained their independence and main stations.



Supplementing Volunteer Resources



September 25, 2014 Otton Park, NY

Summary and Recommendations from the Symposium held for the Fire Services in New York State on September 25, 2014



What Can We Do

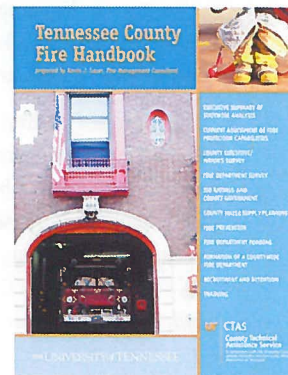
- Need for Centralized Authority for Fire Rescue (*Virginia Fire Service Board*)
 - With single representative organization
 - *County: Coordinators Office, Advisory Board, Chiefs Association, Firefighters Association, EMS Council, Fire Police Association etc.*
 - *State: FASNY, State Chiefs, Fire Coordinators, Fire Districts, OFPC*
- Consolidate smaller departments (*Virginia Fire Service Board*)
- County level strategic planning (*Virginia Fire Service Board*)
- Countywide operational SOP/SOG's and training (*Virginia Fire Service Board*)
- Improve interdepartmental, agency, organizational communication and cooperation
 - The County should host a strategic communication session with a professional mediator to resolve existing challenges and barriers amongst the following entities; fire and rescue departments, Fire and Rescue Association along with Pittsylvania County Administration and its Board of Supervisors. (*Virginia Fire Service Board*)



What Can We Do

Countywide FD

- The need to form a countywide fire department can arise from various situations within a county: desire to decrease duplication of services, inadequate or non-existent coverage of geographic areas, loss of existing departments, need to convert to a partial or complete career department and/or mechanism to fund fire protection through adequate fire tax districts. (*Tennessee County Fire Handbook*)
- The process of creating the fire department requires careful study and planning with all stakeholders (citizens, elected leaders, emergency personnel) having an opportunity to participate in the process. Several phases of the process must be undertaken in order to create the best possible transition. (*Tennessee County Fire Handbook*)



What Can We Do

- Some counties in the state have found it necessary to fund fire protection services at a higher level through a fire tax, but want to keep the fire protection delivery from the independent volunteer fire departments.
- These counties have created a Countywide Fire Department by Resolution that contracts with the local volunteer, municipal and/or private fire departments to provide service. (*Tennessee County Fire Handbook*)

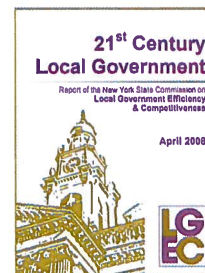
CTAS
County Technical Assistance Service
In cooperation with the Tennessee County Services Association and the County Officials Association of Tennessee

Tennessee County Fire Handbook

prepared by
Kevin J. Lauer
 Fire Management Consultant

What Can We Do

- The potential for moving to countywide management for fire protection and/or emergency medical services (EMS) should be reviewed in each county, with the goals of improving efficiency and service as well as preserving the volunteer system.
- If, after a fact finding and public discussion period, county leaders decide that some level of management for fire protection, EMS, or both would be appropriate at the county level, they may promulgate a plan which would be subject to voter approval through referendum prior to implementation. (*21st Century Local Government NYS Local government Efficiency & Competitiveness 2008*)

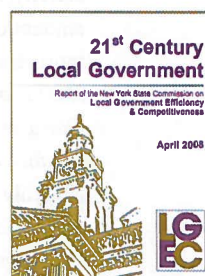


What Can We Do

Additional Recommendations

- Allow towns to directly provide fire protection through the creation of a town-run fire department.
- Require a state study of how fire protection is provided, including the numbers and types of entities providing protection, the geographic size and demography of service areas, response rates, costs, numbers of volunteer and career firefighters, and training received.

(21st Century Local Government NYS Local government Efficiency & Competitiveness 2008)



Compensated Volunteers

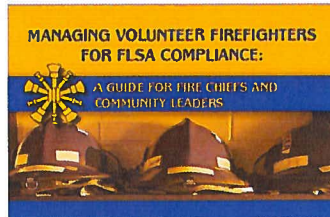
Stipends

Another retention tool that jurisdictions are beginning to use is a monthly stipend program. It is becoming increasingly necessary to compensate volunteers for the use of their time and fuel, etc. A monthly stipend program can increase response rates, training, and certifications. *(Tennessee County Fire Handbook)*

The Fair Labor Standards Act (FLSA) Volunteer Exemption (*Managing Volunteer Firefighters for FLSA Compliance 2006*) federal labor standards An individual who performs services for a public agency qualifies as a volunteer, if:

1. the individual receives no compensation or is paid expenses, reasonable benefits, or a nominal fee to perform the services for which the individual volunteered; and
2. Such services are not the same type of services which the individual is employed to perform for the same public agency.

Compensated Volunteers



- Per Call Basis – Although generally the amount of a nominal fee may not be tied to productivity and may not vary based on time spent on the activity, DOL's regulations specify that the payment of a nominal amount on a per-call basis to volunteer firefighters is acceptable. In its most recent letter, *DOL noted that "compensation 'per call' or other similar bases may be acceptable so long as they may fairly be characterized as tied to the volunteer's sacrifice rather than productivity-based compensation.*
- Monthly or Annual Stipend – DOL has stated that the payment of a nominal monthly or annual stipend to an individual who volunteers on a year-round basis is allowed

New York State Academy of Fire Sciences The Future of the Fire Service in New York State. 1987

The conclusions were those of a panel of state and local fire service leaders ... and their findings were remarkably similar to the analysis and recommendations pronounced more than 25 years later at the 2014 symposium on Supplementing Volunteer Resources in the Fire Service.

In the years since the 1987 report was prepared, fire departments have undertaken various measures to address staff and volunteer issues. But the consensus of the 2014 symposium provides striking confirmation that many of the same concerns about fire service organization and staffing that were expressed 27 years ago still persist today and the changes called for almost three decades ago remain our challenge today.

The 1987 report highlighted the following problems and concerns that were affecting volunteer recruitment and the future of the fire service at that time

New York State Academy of Fire Sciences
The Future of the Fire Service in New York State.
1987

- Declining populations and related demographic changes that reduce volunteer recruitment and fire department revenue sources
- Declining volunteer enrollments
- Volunteers were having difficulty committing the number of hours required for training and response
- Difficulty recruiting and maintaining an adequate number of volunteers to provide day-time protection during the work week
- Increasing reliance on mutual aid, which is considered a temporary or stop-gap solution for addressing staff shortages
- Few employers now permit release of workers to respond to work-day calls
- Paid departments or career forces are also being pressured to reduce staff
- An increase in the cost of providing fire services at a time when revenue sources are decreasing
- Increased requirements to meet safety and OSHA requirements
- The increase in time consuming and demanding training requirements

New York State Academy of Fire Sciences
The Future of the Fire Service in New York State.
1987

The 1987 report made the following general observation:

"We must change the way we organize and operate fire departments...a change is necessary for survival...the fire service of NYS cannot continue on the path it is now following"

The primary recommendation of the report was:

"Establishing town or county-wide fire service, or placing increased emphasis on developing shared resources throughout a town or county, appears to have operational cost advantages over reliance on several independent departments"

Referenced in the NYSAFC/AFDNY Supplementing Resources report 2008

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 NYS Association of Fire Chiefs Legislative Agenda (2019)
<https://www.nysfirechiefs.com/legislativeagenda>

Quote of the Day

- *“We can’t go back and change the beginning, but you can start where you are & change the ending”* C.S Lewis