



Emergency Services Survey Report

Chester County Recruitment and Retention Committee

April 20, 2017

Analysis of the countywide emergency services survey, conducted September through December, 2016 by the Chester County Recruitment & Retention Committee

Introduction

Volunteerism in the emergency services has dwindled over the last 20 years, over which the current demand on volunteers to complete training and administrative duties has increased significantly. Volunteers across emergency services and support disciplines have historically provided significant tax savings to communities.

The Chester County Recruitment and Retention committee was formed to include members of the Chester County Department of Emergency Services, EMS Council, Fire Chief's Association, and Fire Police Association. The committee created a survey to be administered to those currently involved in the emergency services in Chester County. The purpose of this survey is to gain a greater understanding of these individuals, and to use this information to develop recruitment and retention strategies across Chester County.

The survey was conducted online, with 560 individuals starting the survey. Only 376 individuals completed the survey and had qualifying answers. Survey takers who did not complete the survey cannot be considered in final data, nor can survey takers who indicated they were not currently a member of an emergency services organization that serves Chester County. These responses generated valuable insight into several aspects of the emergency services in Chester County.

As part of the recruitment and retention project, recommended recruitment strategies were developed by incorporating the information obtained from a Tapestry Segmentation study done by ESRI in 2012. Tapestry Segmentation is a marketing tool that describes what individuals in a certain area were most likely to read, listen to on the radio, and watch on television. This information provides valuable information about how to reach potential volunteers. Learn more about Tapestry Segmentation at: www.esri.com/tapestry.

The questions and summarized responses to this survey are included in this report, and a brief discussion about how each question influenced the recommended strategies is also included.

Survey

Thank you for your interest in improving recruitment and retention of the emergency services of Chester County.

Surveys are anonymous, but allow you to provide your name and phone or email at the end of the survey if you are interested in being contacted for more feedback.

The survey consists of 36 questions including demographics, emergency services involvement, joining, staying, and leaving the emergency services, and present and future recruitment and retention activities. The survey should take approximately 15 to 30 minutes to complete. Please fill out this survey to the best of your ability.

This survey is being administered by the Chester County Department of Emergency Services in conjunction with the Chester County Fire Chief's Association. The survey will remain open until December 31, 2016 at 11:59 pm. Results of the survey will be reported to the Chester County Fire Chief's Association.

For any questions regarding the survey, please contact Elizabeth Schew at eschew@chesco.org.

1. What is your age?
 - a. Under 18
 - b. 18 to 24
 - c. 25 to 34
 - d. 35 to 44
 - e. 45 to 54
 - f. 55 to 64
 - g. 65 or older
 - h. Prefer not to answer

2. What is your gender?
 - a. Male
 - b. Female
 - c. Prefer not to answer

3. What is your ethnicity?
 - a. White
 - b. Hispanic or Latino
 - c. Black or African American
 - d. Native American
 - e. Asian / Pacific Islander
 - f. Other
 - g. Prefer not to answer

4. What is the highest degree or level of school you have completed?
 - a. Less than High School
 - b. High School Diploma or GED
 - c. Some College, no degree
 - d. Trade / Technical / Vocational Training
 - e. Associates Degree
 - f. Bachelor's Degree
 - g. Graduate or Professional Degree
 - h. Doctorate Degree
 - i. Prefer not to answer

5. What is your marital status?
 - a. Single, never married
 - b. Married or domestic partnership
 - c. Widowed
 - d. Separated
 - e. Divorced
 - f. Prefer not to answer

6. What is your primary field of employment?
 - a. [Open Ended]

7. To which emergency services organization are you a member?
 - a. [Open Ended]
8. What is your emergency services specialty? (Choose all that apply)
 - a. Firefighter
 - b. EMT/Paramedic
 - c. Fire Police
 - d. Administrative
 - e. Hazardous Materials
 - f. Other (please specify)
9. What is your emergency services status?
 - a. All volunteer
 - b. I get paid, but most of my time is volunteer
 - c. I volunteer some, but most of my time is paid
 - d. All paid
10. How many years do you have in the emergency services?
 - a. Up to 5
 - b. 6 – 10
 - c. 11 – 20
 - d. 21 – 30
 - e. 31 – 65
 - f. 66 or more

11. What are your professional likes and dislikes in the emergency services?

	I like it very much	I like it	Neutral	I don't like it	I strongly dislike it	N/A
Administrative (including fundraising)						
Medical (response, training, etc.)						
Hazmat (response, training, etc.)						
Firefighting (response, training, etc.)						
Rescue (response, training, etc.)						
Fire Police (response, training, etc.)						

Approximately how many hours do you spend on the following duties per month?

12. Administrative (including fundraising)
 - a. [Open Ended]
13. Medical (response, training, etc.)
 - a. [Open Ended]
14. Hazmat (response, training, etc.)
 - a. [Open Ended]
15. Firefighting (response, training, etc.)
 - a. [Open Ended]
16. Rescue (response, training, etc.)
 - a. [Open Ended]
17. Fire Police (response, training, etc.)
 - a. [Open Ended]

18. What best describes your family support for joining the emergency services?
- I have family in the emergency services. My family was supportive.
 - I have family in the emergency services. Some of my family was not supportive.
 - I have family in the emergency services. My family was not supportive.
 - I do not have family in the emergency services. My family was supportive.
 - I do not have family in the emergency services. Some of my family was not supportive.
 - I do not have family in the emergency services. My family was not supportive.
19. What were your primary motivations to BEGIN your involvement in the emergency services? (choose all that apply)
- Adrenaline rush
 - Appreciation from people
 - Career opportunities in Emergency Services
 - Emergency response
 - Equipment (trucks, tools, etc.)
 - Family connection
 - Friendship / camaraderie
 - Heightened community status
 - Incentives / financial
 - Maybe only thing I am good at
 - Personal fulfillment
 - Personal obligation
 - Receiving / delivering training
 - Resume builder
 - Retirement benefits / LOSAP
 - Service to my community
 - Tax savings for the community
20. How did you hear about emergency services opportunities?
- Apparatus or station tour
 - Banner at station
 - Story in local media
 - Community or special event
 - Newspaper or newsletter advertisement
 - Other (please specify)
21. Before you joined the emergency services, what percentage of friends in your social circle were in the emergency services?
- [Sliding scale 0% to 100%]
22. Now, what percentage of friends in your social circle are in the emergency services?
- [Sliding scale 0% to 100%]
23. What are your primary motivations to CONTINUE your involvement in the emergency services? (choose all that apply)
- Adrenaline rush
 - Appreciation from people
 - Career opportunities in Emergency Services
 - Emergency response
 - Equipment (trucks, tools, etc.)
 - Family connection
 - Friendship / camaraderie
 - Heightened community status
 - Incentives / financial
 - Maybe only thing I am good at
 - Personal fulfillment
 - Personal obligation
 - Receiving / delivering training
 - Resume builder
 - Retirement benefits / LOSAP
 - Service to my community
 - Tax savings for the community

24. Why do you believe others left the emergency services?
- Change in employment / job
 - Could not meet assigned duty requirements
 - Could not meet training requirements
 - Did not fit in with other people in firehouse / department
 - Health or fitness issues
 - I have no idea
 - Jurisdictional politics
 - Lack of leadership in station / department
 - Lack of leadership on emergency scenes
 - Lack of incentives / benefits / compensation
 - Life changed: married, moved, kids, retired
 - Not enough calls
 - Station / department politics
 - Too much of a time commitment
 - Other (please specify)
25. Which social media platforms do you use? (Choose all that apply)
- Facebook
 - Twitter
 - Pinterest
 - YouTube
 - LinkedIn
 - Instagram
 - Google+
 - Snapchat
 - I do not use social media
 - Other (please specify)
26. Which social media platforms do you think we should use to recruit?
(Choose all that apply)
- Facebook
 - Twitter
 - Pinterest
 - YouTube
 - LinkedIn
 - Instagram
 - Google+
 - Snapchat
 - I do not use social media
 - Other (please specify)

Please answer the following questions as it relates to recruitment efforts of emergency service organizations in Chester County.

27. Strengths of recruitment in Chester County: Internal advantages, capabilities, resources, assets, people, marketing (reach, distribution, awareness), etc. – or – what should we continue to do? [Open Ended]
28. Weaknesses of recruitment in Chester County: Internal vulnerabilities, limitations, areas to be improved – or – what should we stop doing? [Open Ended]
29. Opportunities in recruitment in Chester County: External chances to improve or expand, trends and patterns – or – what do we need to start doing? [Open Ended]
30. Threats to recruitment in Chester County: External potential problems or risks, factors that may challenge efforts [Open Ended]
31. What resources or support do we need to move forward with recruitment efforts in Chester County? [Open Ended]

Please answer the following questions as it relates to retention efforts of emergency service organizations in Chester County.

32. Strengths of retention in Chester County: Internal advantages, capabilities, resources, assets, people, marketing (reach, distribution, awareness), etc. – or – what should we continue to do? [Open Ended]
33. Weaknesses of retention in Chester County: Internal vulnerabilities, limitations, areas to be improved – or – what should we stop doing? [Open Ended]
34. Opportunities in retention in Chester County: External chances to improve or expand trends and patterns – or – what do we need to start doing? [Open Ended]
35. Threats to retention in Chester County: External potential problems or risks, factors that may challenge efforts? [Open Ended]
36. What resources or support do we need to move forward with retention efforts in Chester County? [Open Ended]

Thank you for your time and your effort towards improving the recruitment and retention efforts of the emergency services in Chester County!

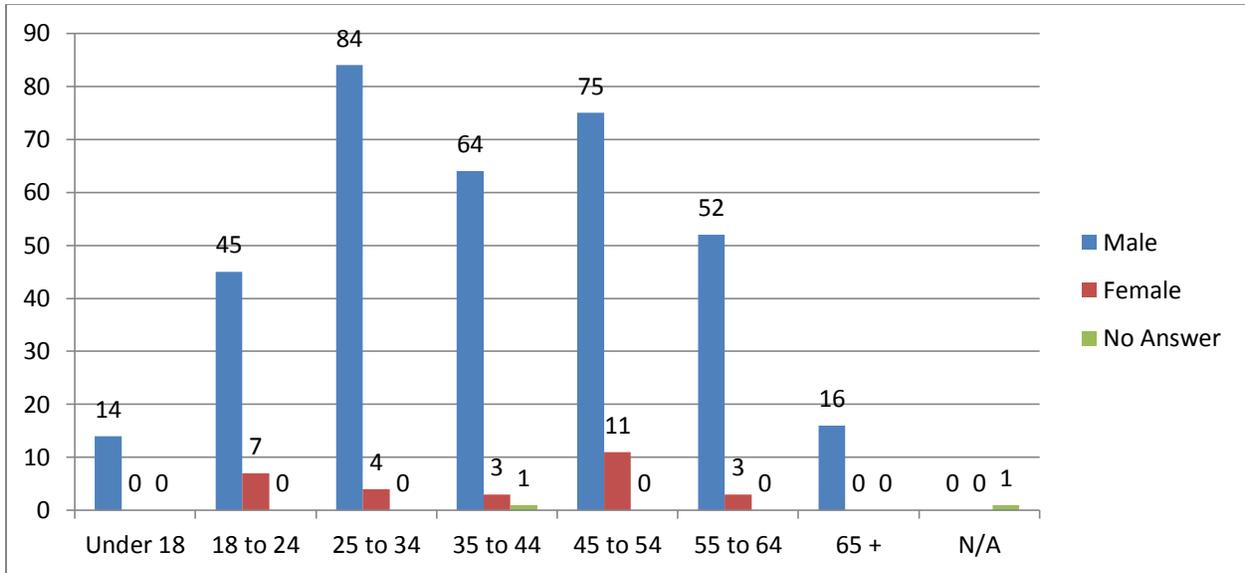
If you would like to provide your name and contact information for further questions or input, please do so below.

If you would like to skip these questions, please scroll down and click the "Submit" button at the bottom of the page.

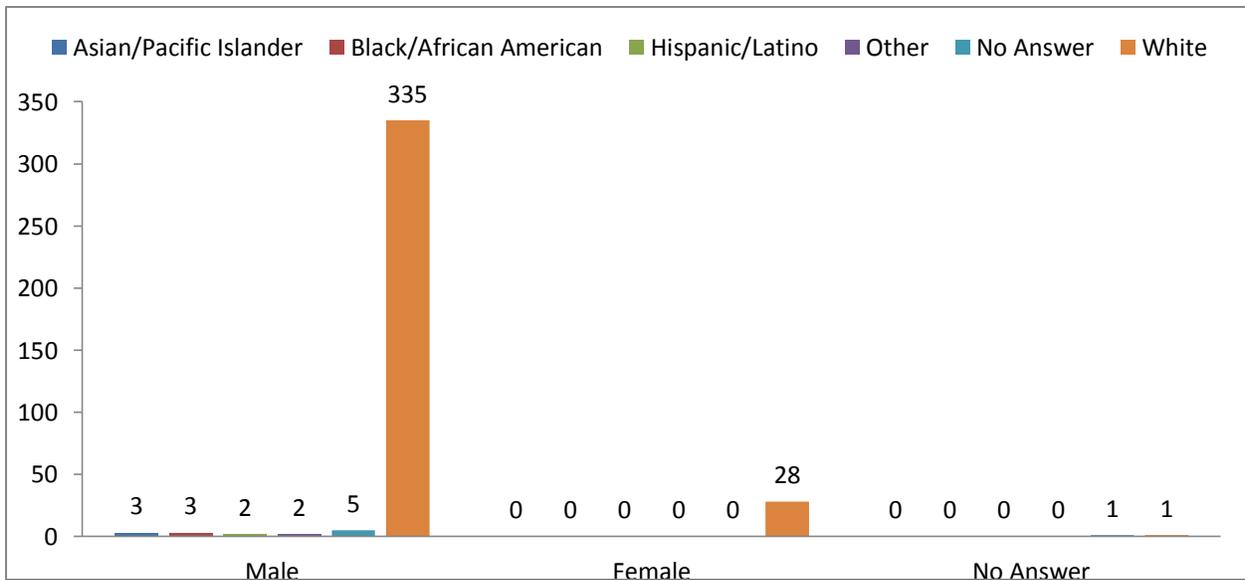
37. Name [Open Ended]
38. Phone and/or Email [Open Ended]
39. Please provide feedback about the survey [Open Ended]

Survey Response Data

Gender by Age

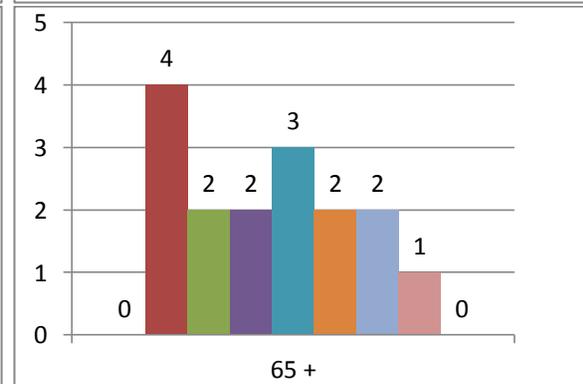
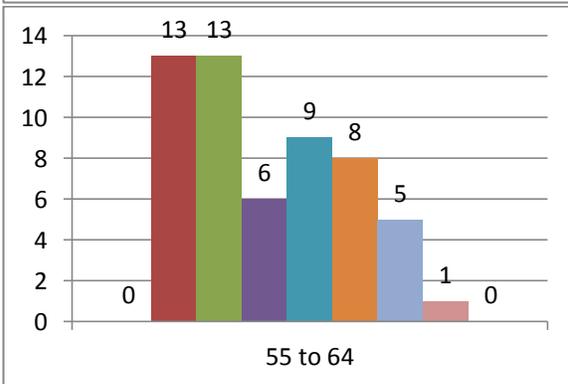
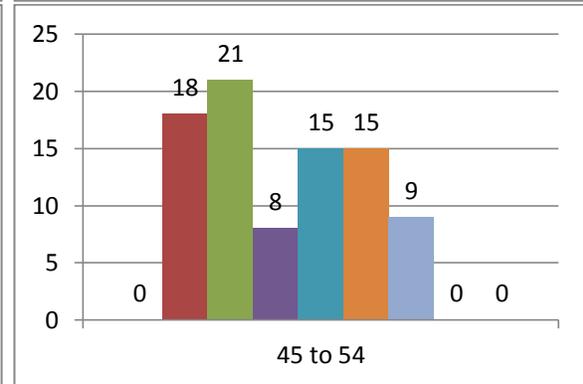
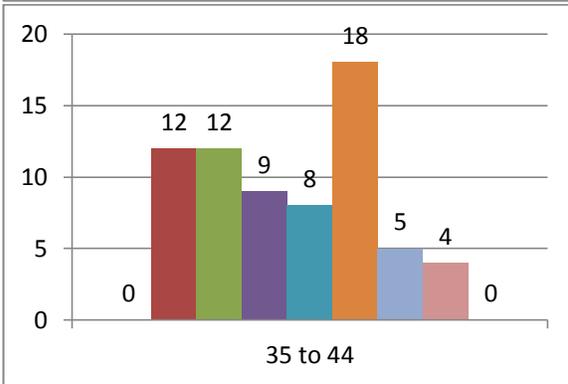
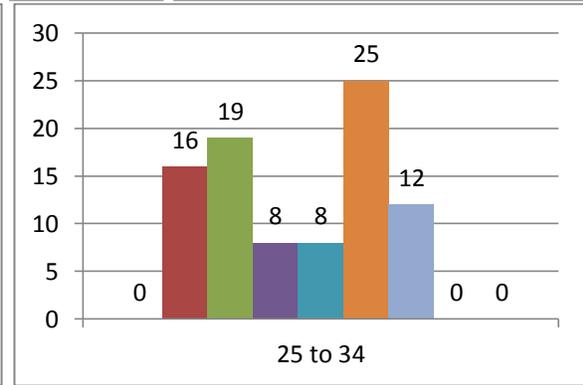
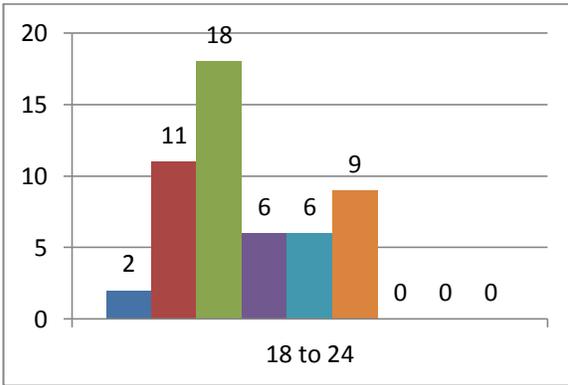
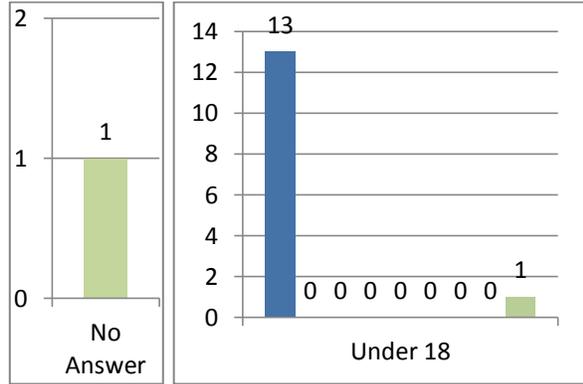


Ethnicity by Gender

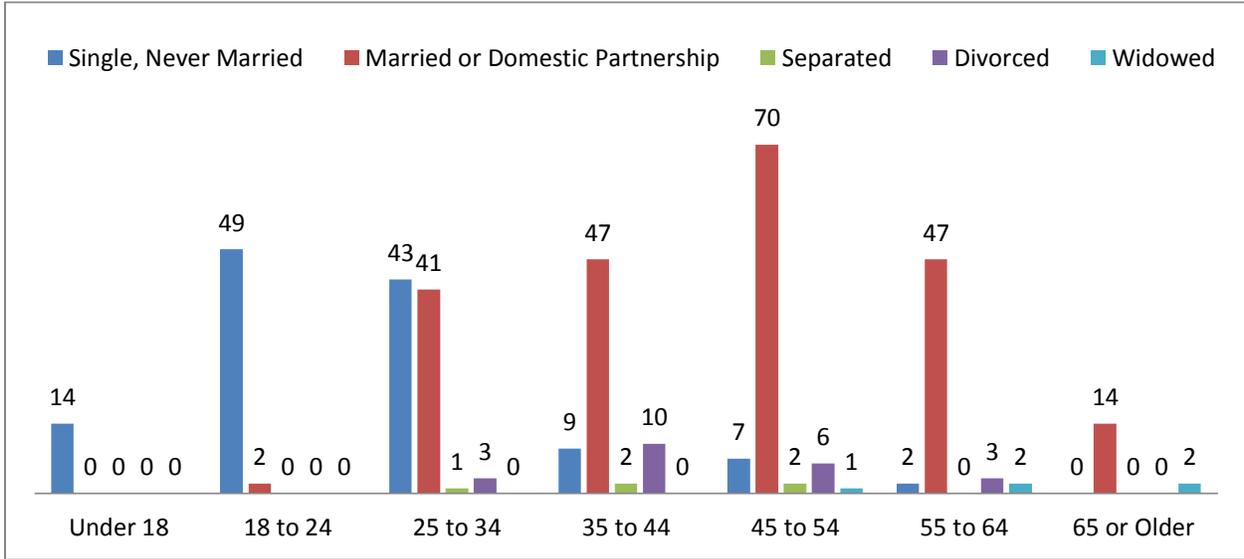


Level of Education by Age

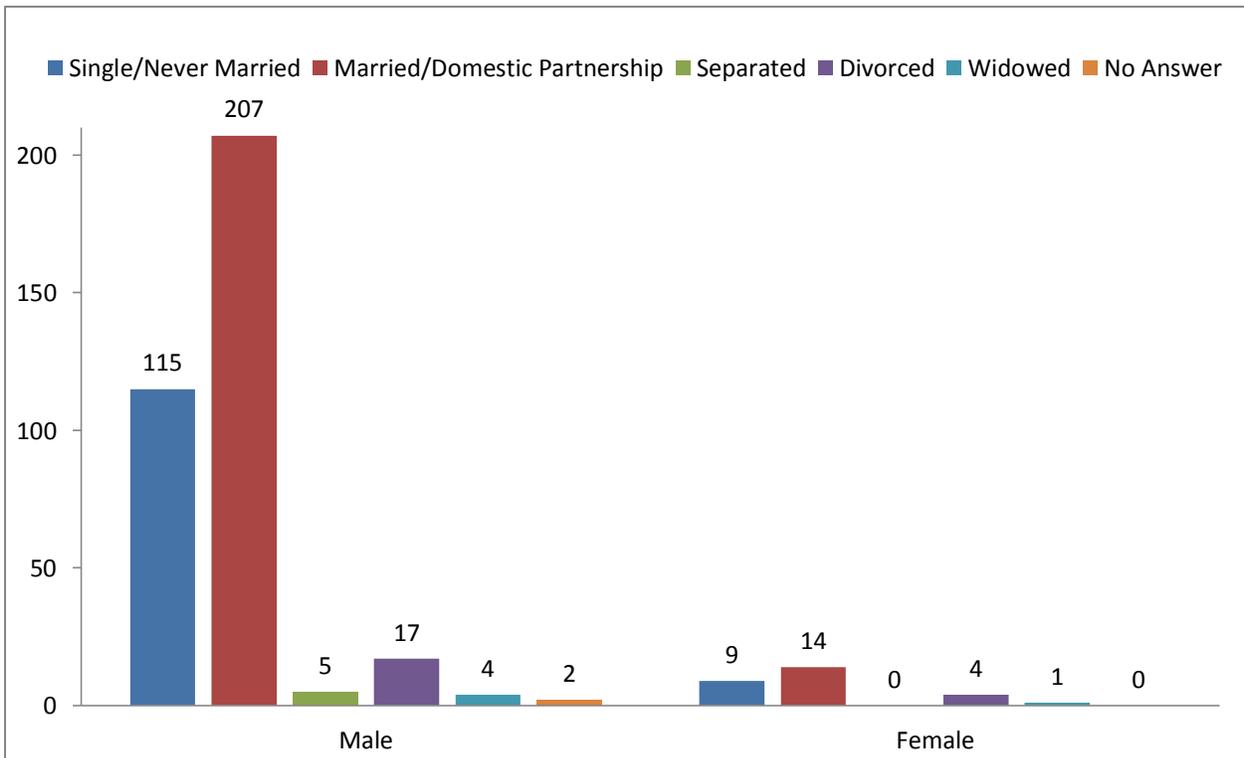
- Less than High School
- HS Diploma or GED
- Some College, no Degree
- Trade/Technical/Vocational Training
- Associates Degree
- Bachelors Degree
- Graduate or Professional Degree
- Doctorate Degree
- No Answer



Marital Status by Age



Marital Status by Gender



Employment Field

The following are the top 14:

1. Emergency & Public Safety (105)
2. Retired (18)
3. IT / Computers (14)
4. Business Owner / Self Employed (13)
5. Law Enforcement (13)
6. Sales (12)
7. Student (12)
8. Education (11)
9. Healthcare (11)
10. Public Works (10)
11. Government (10)
12. Heavy/Tractor-Trailer Truck Drivers (9)
13. Construction (8)
14. Automotive (7)

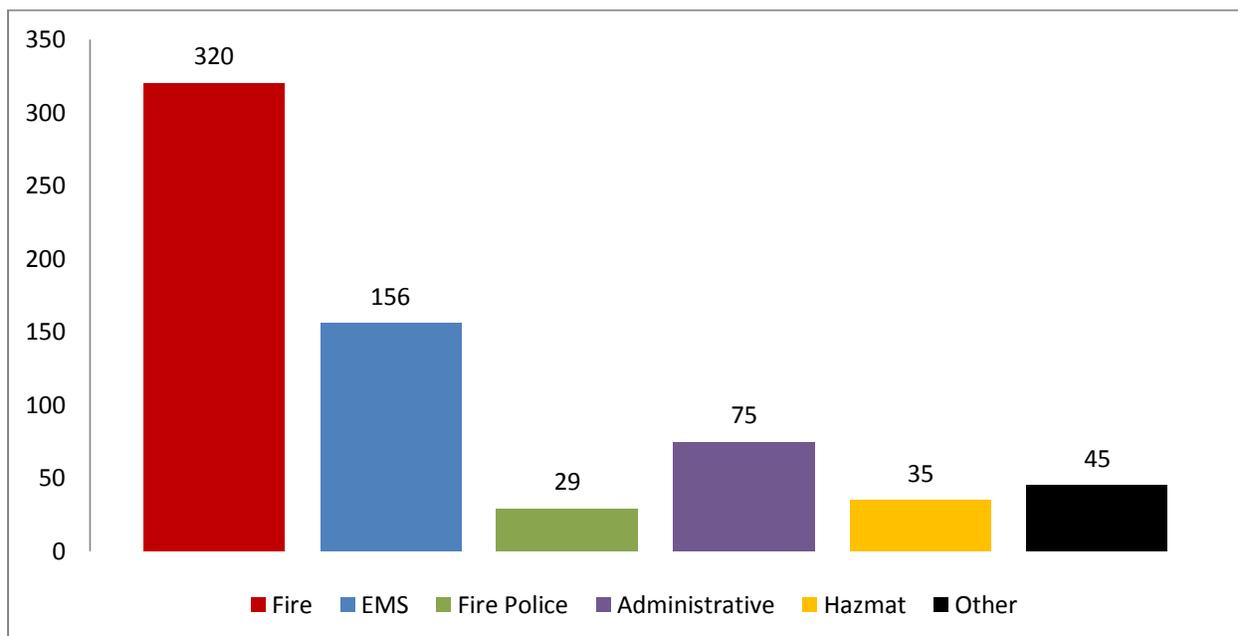
Other employment fields listed by survey takers included:

- Engineering
- Finance
- Laborer
- Management
- Plumbing
- Security
- Food Industry
- Maintenance
- Childcare
- Environmental
- Janitorial
- Administrative
- Clerical
- Safety
- Technology
- Transportation
- Agriculture
- Arts & Entertainment
- Consultant
- Fire Protection
- HVAC
- Logistics
- Machinist
- Medical Device
- Barber
- Pharma/Biotech
- Corporate
- Customer Service
- Data
- Defense
- Direct Care
- Disability
- Equipment Operator
- Fleet Management
- Funeral
- Psychology
- Instrumentation
- Land Surveyor
- Law
- Lineman
- Locksmith
- Loss Prevention
- Manufacturing
- Marketing
- Medical Technologist
- Night Gardener
- Non-Profit
- Pest Management
- Photography
- Pipeline Engineer
- Power Generation
- Private Sector
- Probation Officer
- Property Management
- Retail
- Risk Management
- Service
- Social Work
- Steel
- Technical
- Unemployed
- Welding

Organization Membership

Responses:	Organization	Station #
23	Berwyn Fire Company	2
4	Paoli Fire Company	3
10	Malvern Fire Company	4
10	East Whiteland Fire Company	5
6	West Whiteland Fire Company	6
12	Keystone Valley Fire Department	8
1	Radnor Fire Company	15
7	Union Fire Company #1 of Oxford	21
17	West Grove Fire Department	12 / 22 / 32
8	Avondale Fire Company	23
5	Kennett Fire Company	24
1	Longwood Fire Company	25
12	Cochranville Fire Company	27
6	Sadsburyville Fire Company	31
7	Honey Brook Fire Company	33
8	Wagontown Fire Company	35
17	Po-Mar-Lin Fire Company	36
5	Modena Fire Company	37
8	Thorndale Fire Company	38
3	West Bradford Fire Company	39
2	Coatesville Fire Department	41 / 43
2	Westwood Fire Company	44
12	Downingtown Fire Department	45 / 46
7	Lionville Fire Company	47
6	Glen Moore Fire Company	48
4	East Brandywine Fire Company	49
50	West Chester Fire Department & GFAC	51 / 52 / 53 / 55
8	Goshen Fire Company	54 / 56
5	Kimberton Fire Company	61
2	Ridge Fire Company	62
1	Liberty Steam Fire Company	63
1	Norco Fire Company	64
4	Phoenixville Fire Department	65 / 67
18	Valley Forge Fire Company	68
2	Twin Valley Fire Department	69
2	Ludwig's Corner Fire Company	73
1	Uwchlan Ambulance	87
3	Medic 91 / 93 / 94	91 / 93 / 91
2	Chester County DES	N/A
27	Generic "EMS" or "Fire"	N/A
34	Multiple	N/A
17	No Answer	N/A

Emergency Services Specialty

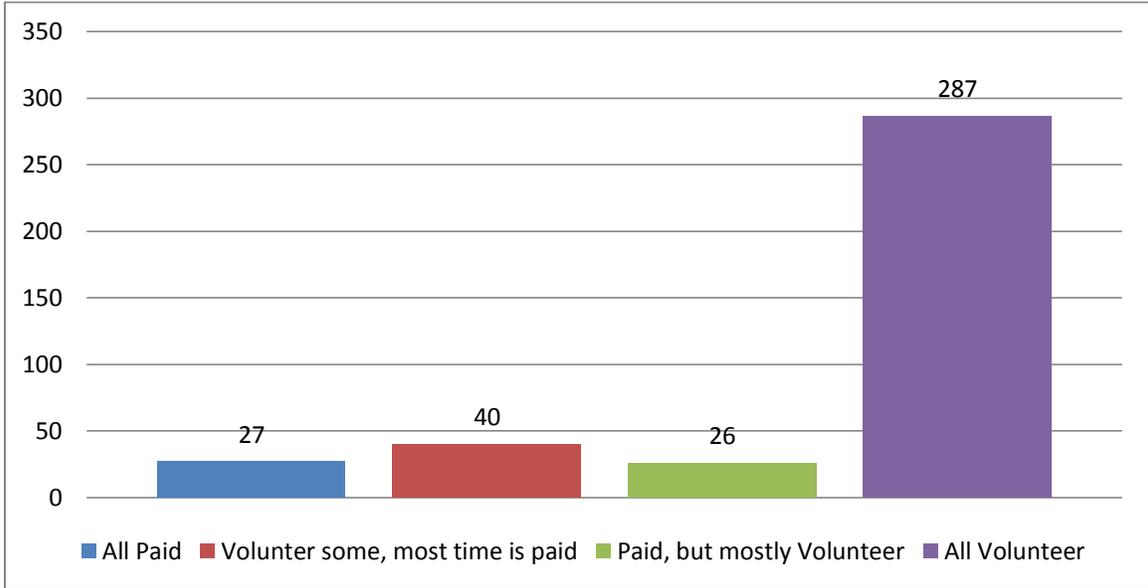


- 134** responders identified fire as their only specialty
- 121** responders identified both fire and EMS as their specialty
- 27** responders identified EMS as their only specialty
- 8** responders identified fire police as their only specialty
- 3** responders identified administrative as their only specialty
- 9** responders identified “other” as their only specialty

Other:

- 9-1-1
- Apparatus Driver/Operator
- Chaplain
- Chief Officer
- Emergency Management
- EMR
- Fire Investigation
- Instructor
- Junior
- Line Officer
- Photographer
- PIO
- Prefer not to Answer
- Public Education
- Rescue
- Safety Officer
- Website/Social Media
- Wild land

Volunteer / Paid Status



Fire & EMS Specialties within "All Paid"

Fire Only	2
EMS Only	13
Fire & EMS	10

Fire & EMS Specialties within "I get paid, but most of my time is Volunteer"

Fire Only	7
EMS Only	3
Fire & EMS	16

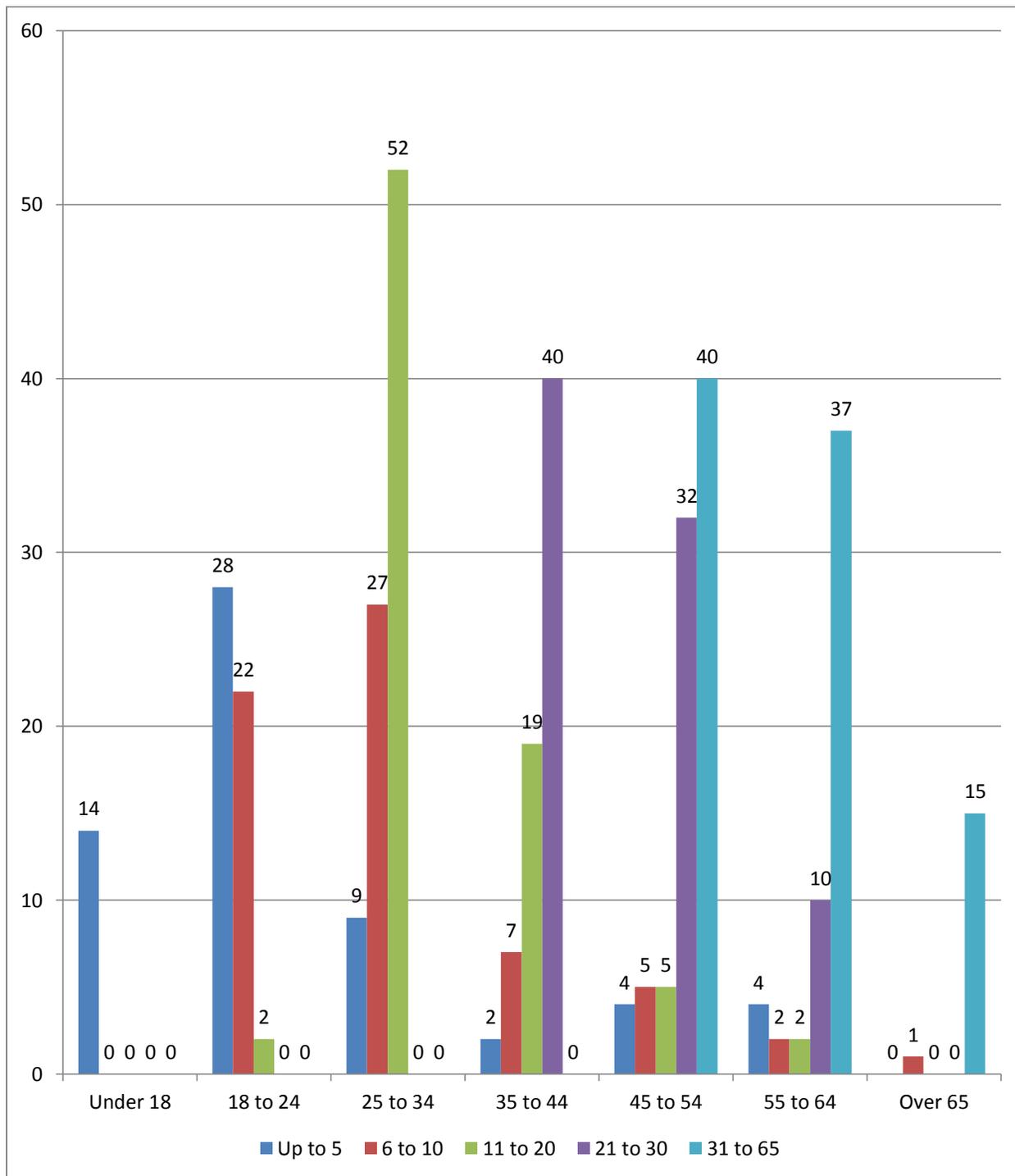
Fire & EMS Specialties within "I volunteer, but most of my time is paid"

Fire Only	7
EMS Only	5
Fire & EMS	28

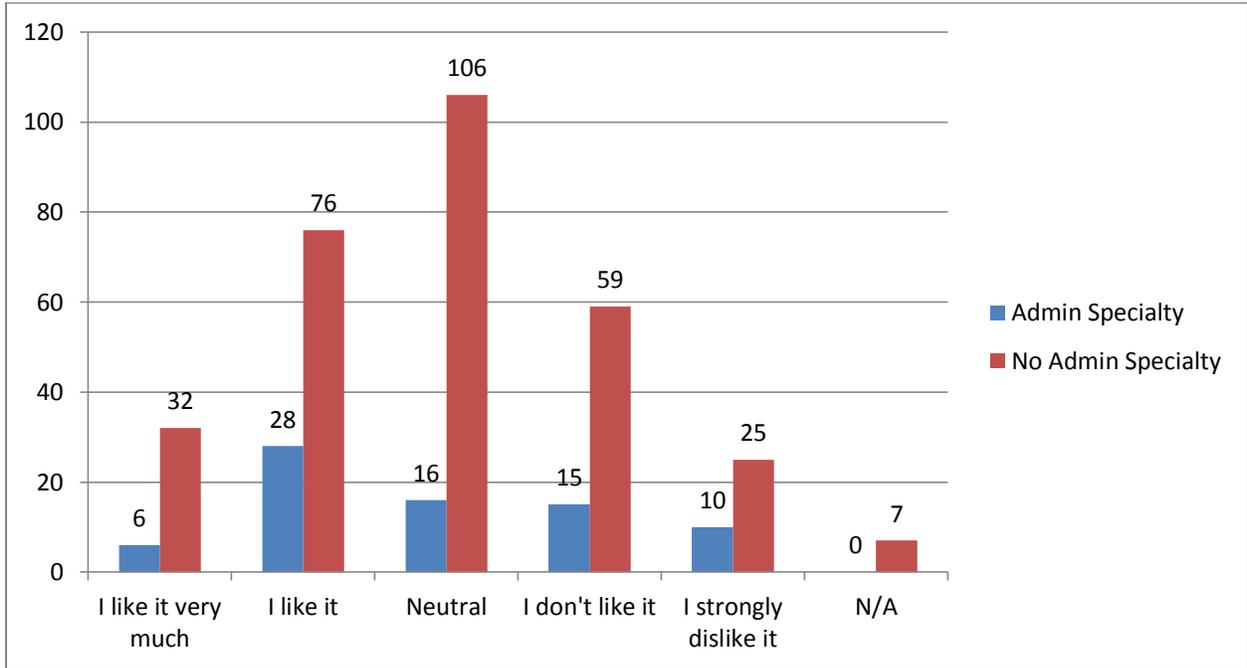
Fire & EMS Specialties within "All Volunteer"

Fire Only	183
EMS Only	17
Fire & EMS	67

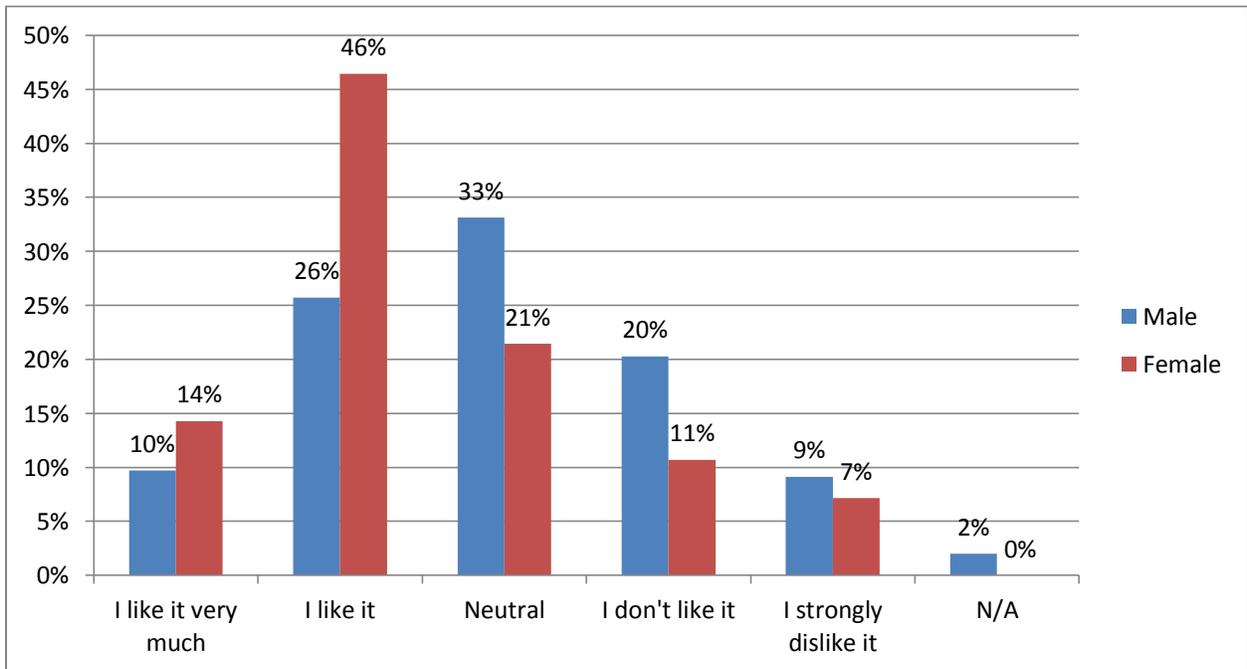
Years in the Emergency Services by Age



**Administrative Duties (Including Fundraising)
Likes & Dislikes by Admin Specialty vs. No Admin Specialty**

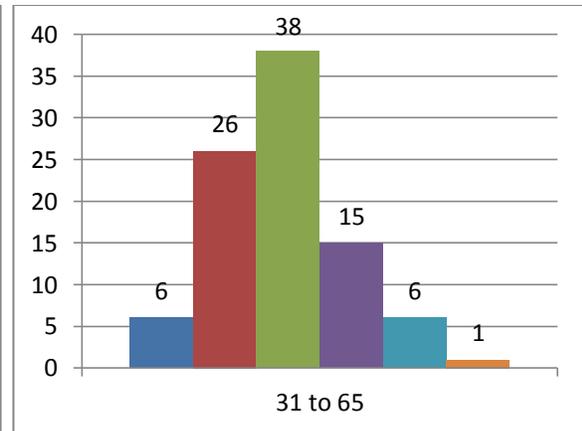
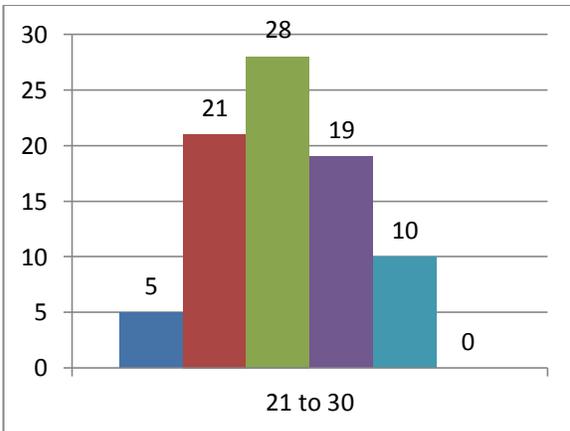
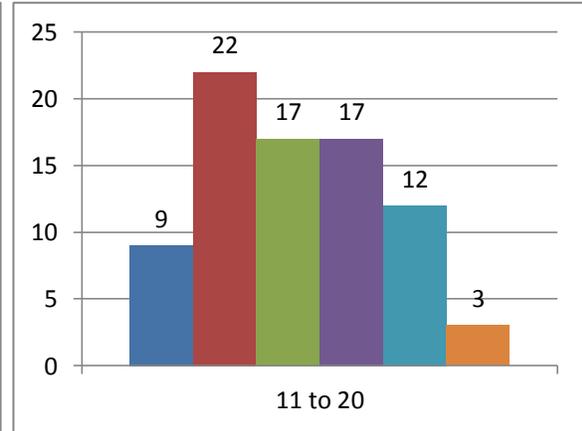
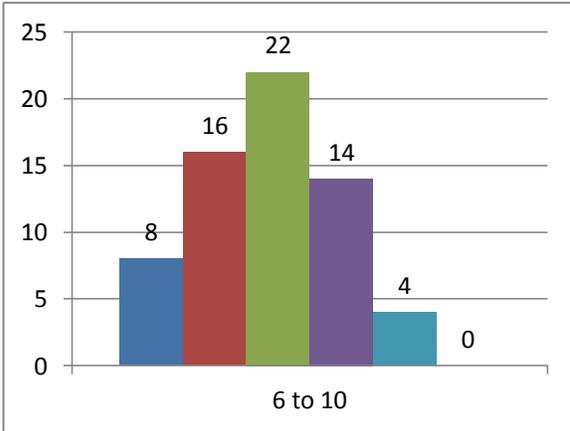
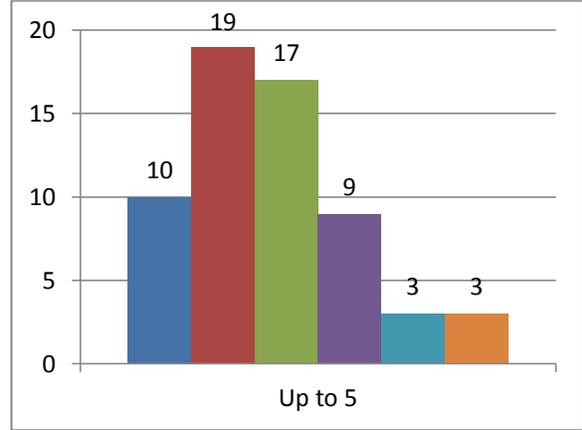


**Administrative Duties (Including Fundraising)
Likes & Dislikes by Gender (%)**



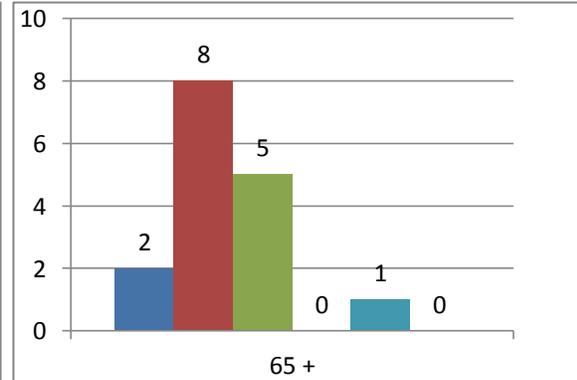
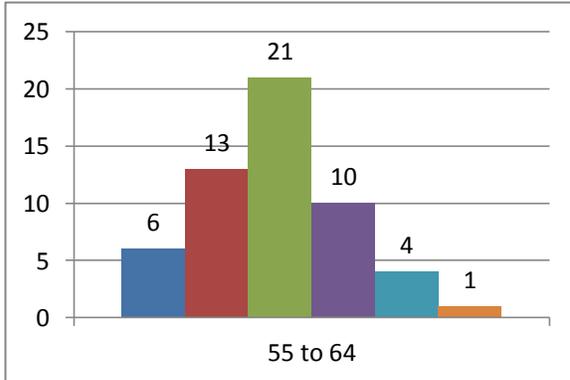
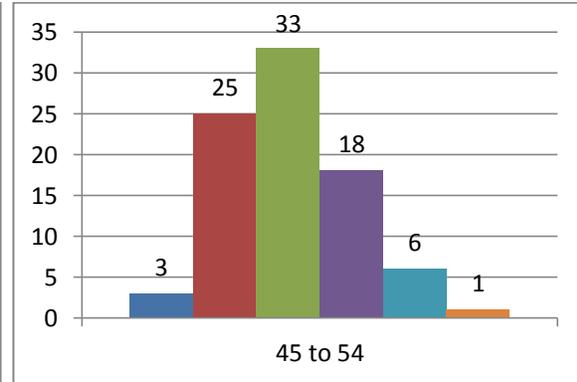
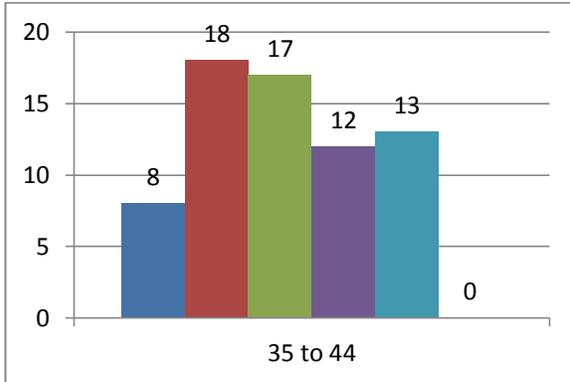
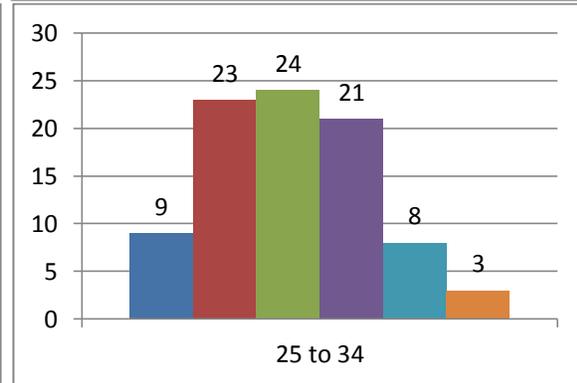
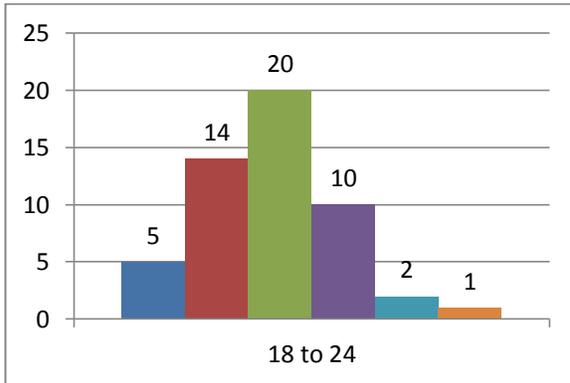
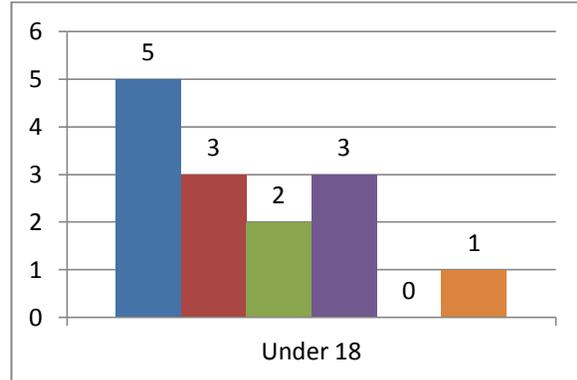
Administrative Duties (Including Fundraising) Likes & Dislikes by Years in the Emergency Services

- I like it very much
- I like it
- Neutral
- I don't like it
- I strongly dislike it
- N/A

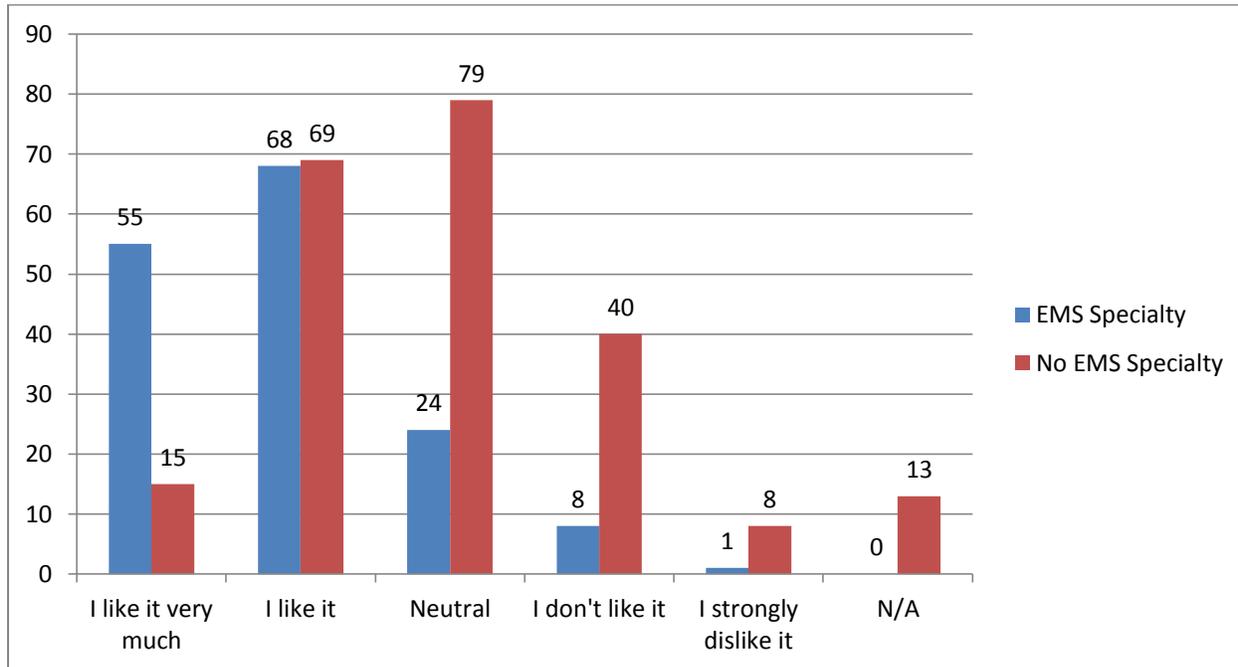


Administrative Duties (Including Fundraising) Likes & Dislikes by Age

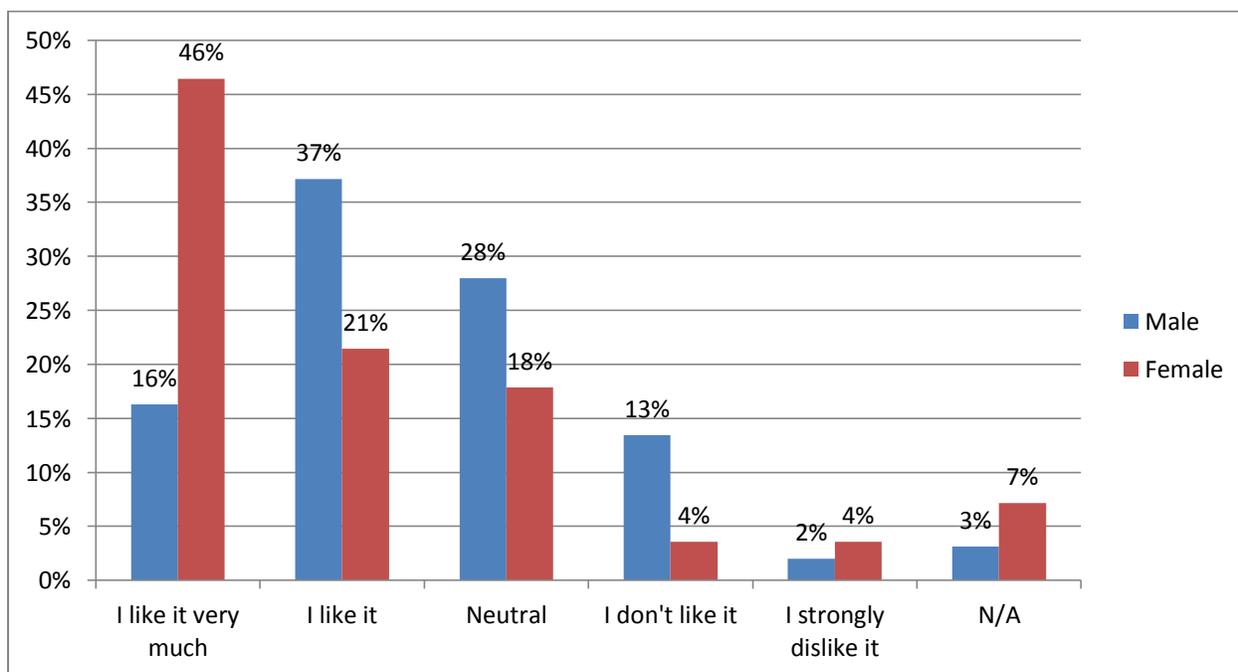
- I like it very much
- I like it
- Neutral
- I don't like it
- I strongly dislike it
- N/A



**EMS Duties (Including Training)
Likes & Dislikes by EMS Specialty vs. No EMS Specialty**

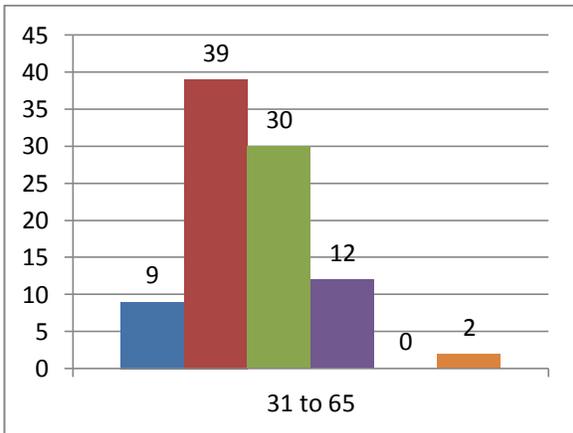
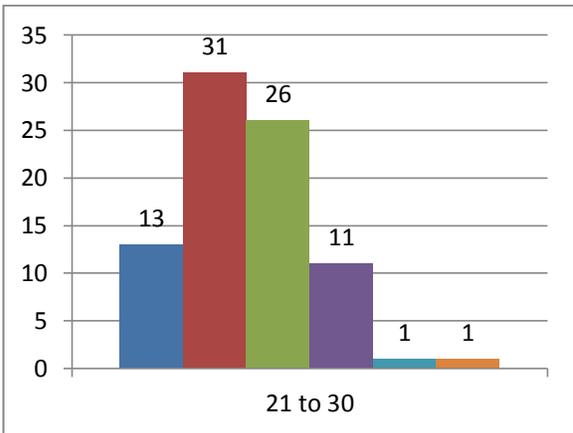
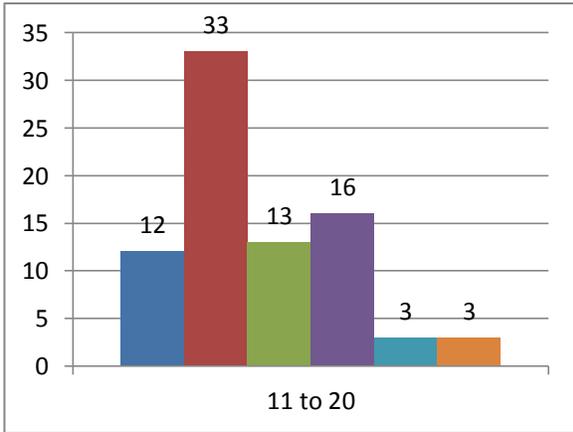
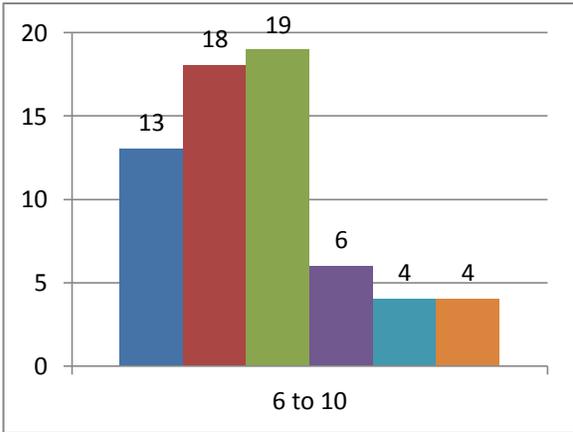
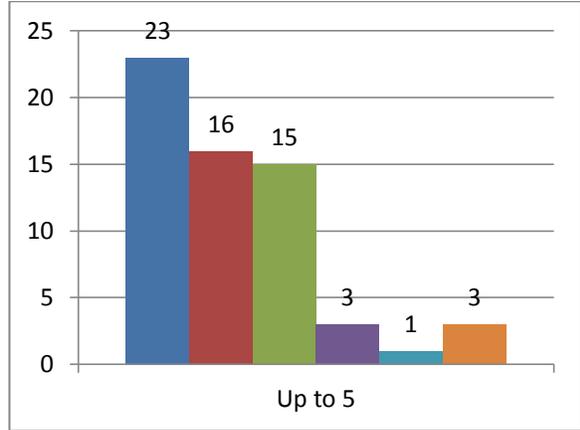


**EMS Duties (Including Training)
Likes & Dislikes by Gender (%)**



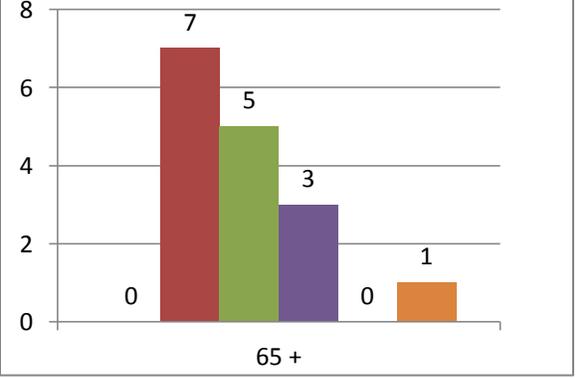
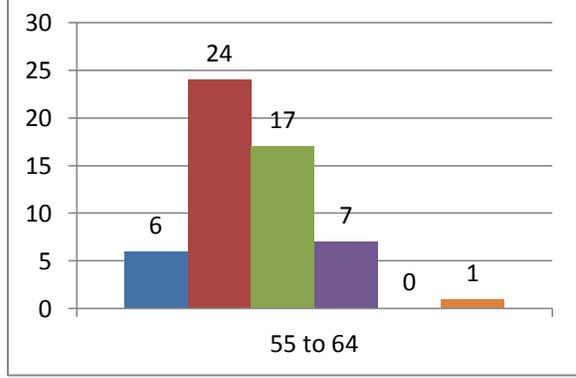
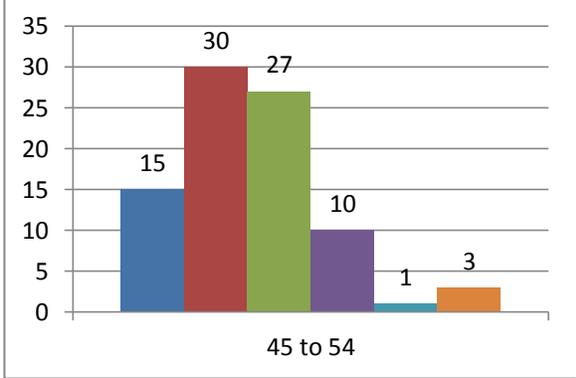
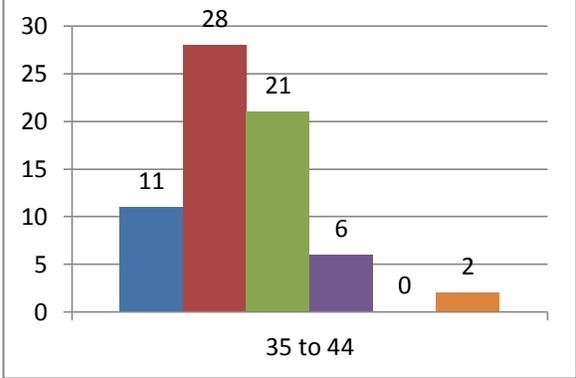
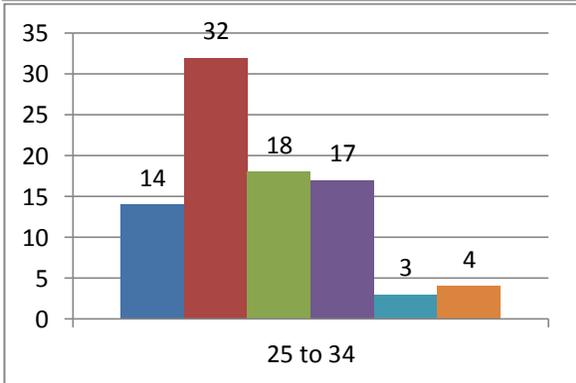
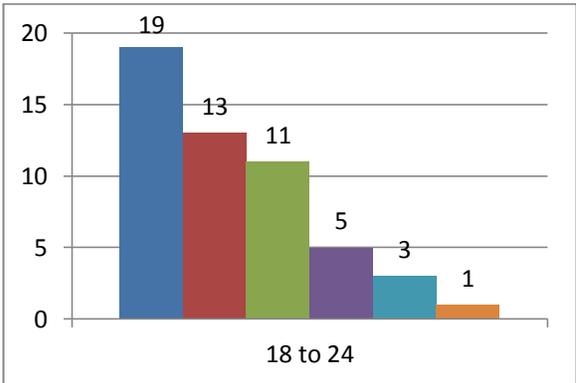
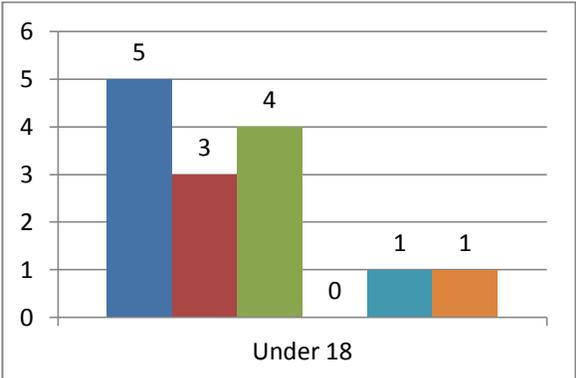
EMS Duties (Including Training) Likes & Dislikes by Years in the Emergency Services

- I like it very much
- I like it
- Neutral
- I don't like it
- I strongly dislike it
- N/A

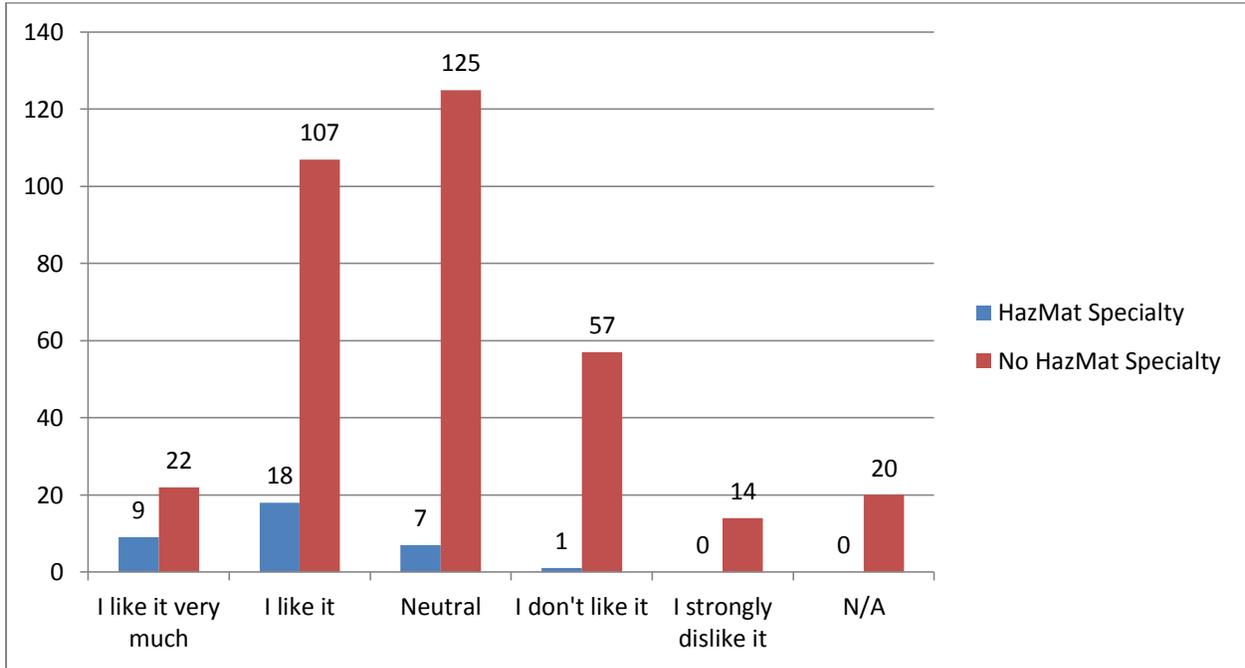


EMS Duties (Including Training) Likes & Dislikes by Age

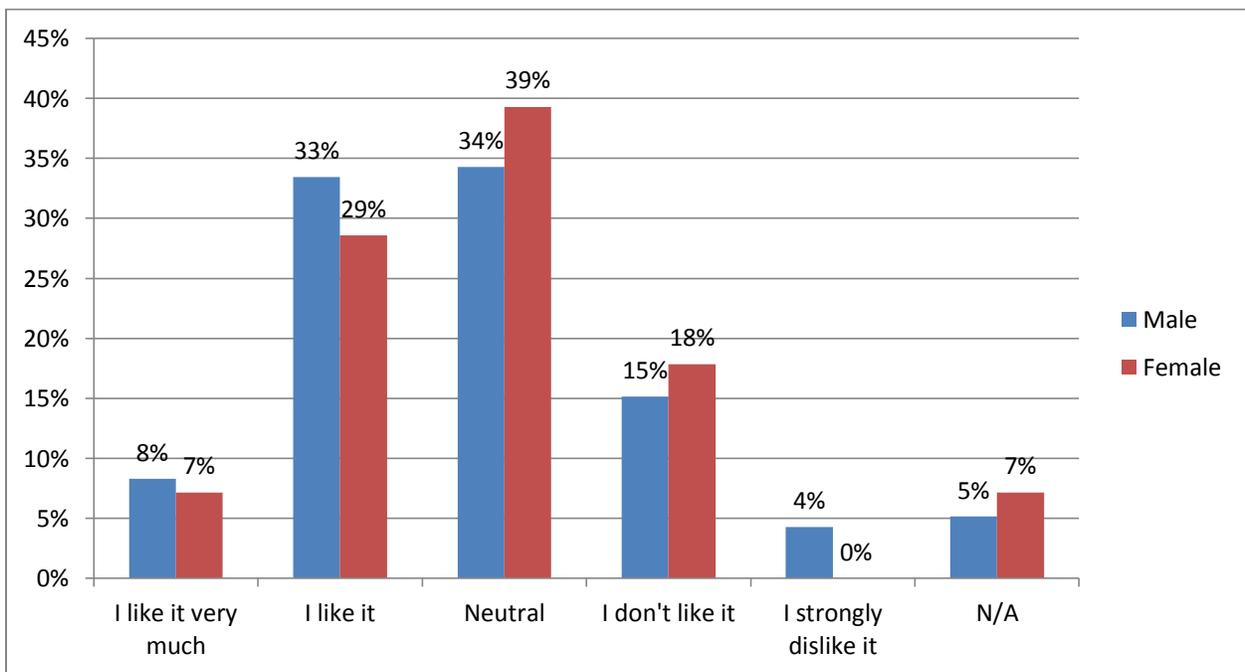
- I like it very much
- I like it
- Neutral
- I don't like it
- I strongly dislike it
- N/A



HazMat Duties (Including Training) Likes & Dislikes by HazMat Specialty vs. No HazMat Specialty

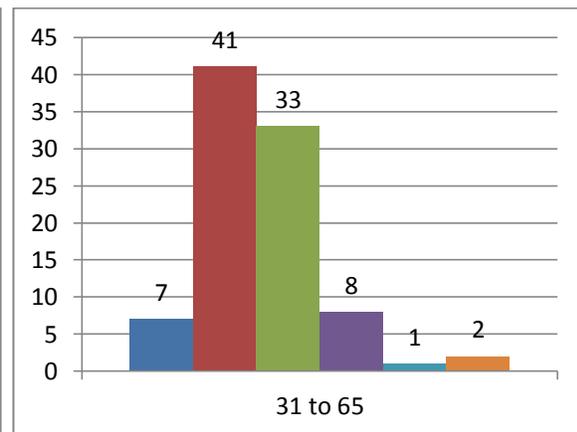
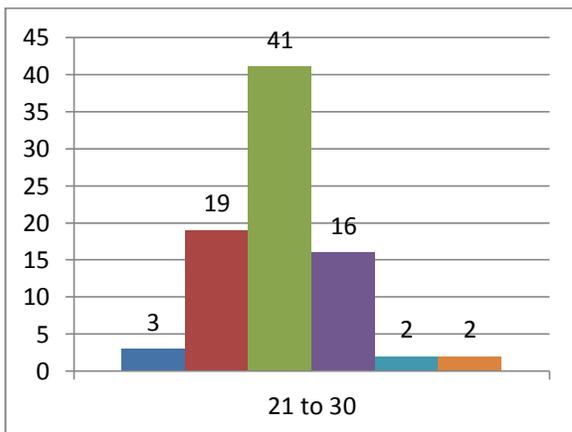
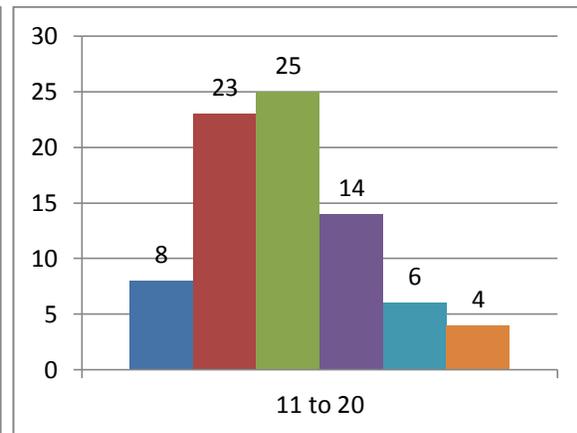
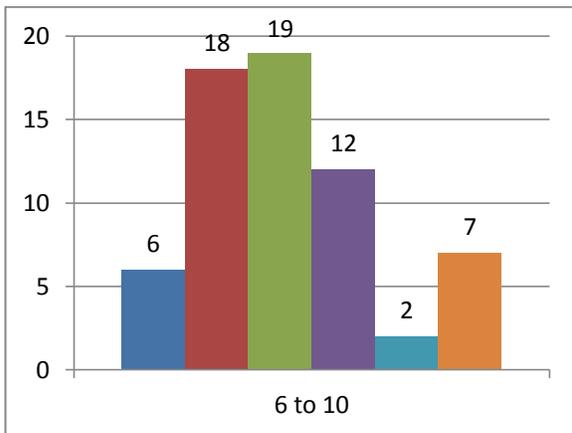
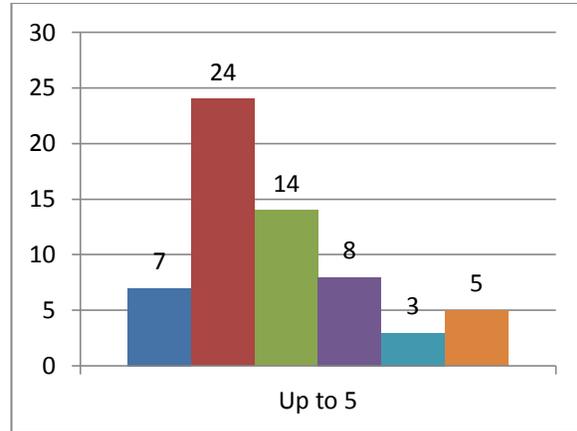


HazMat Duties (Including Training) Likes & Dislikes by Gender (%)



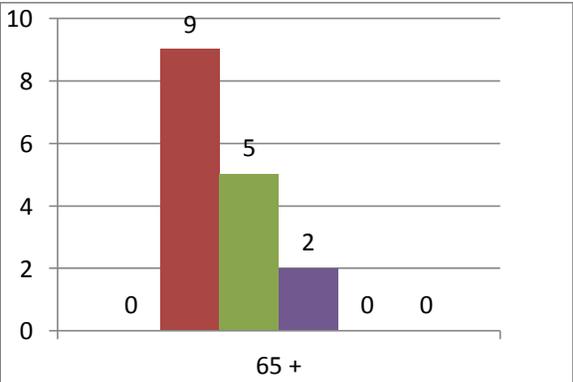
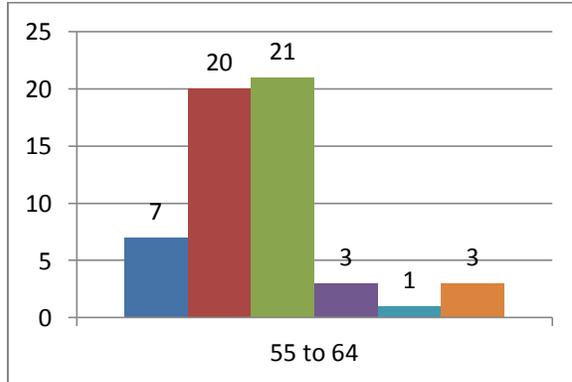
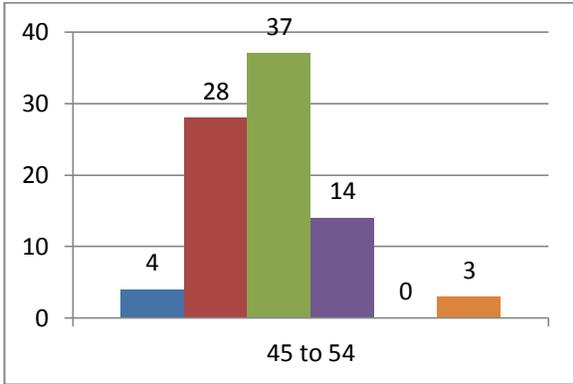
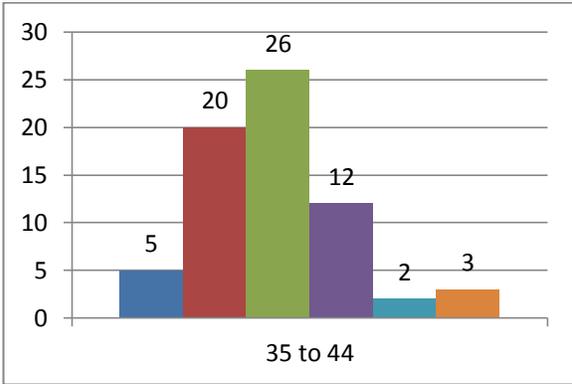
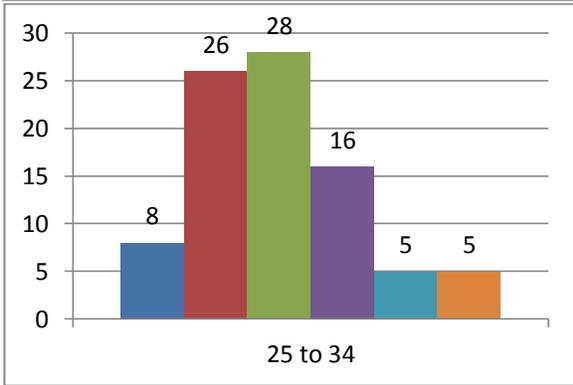
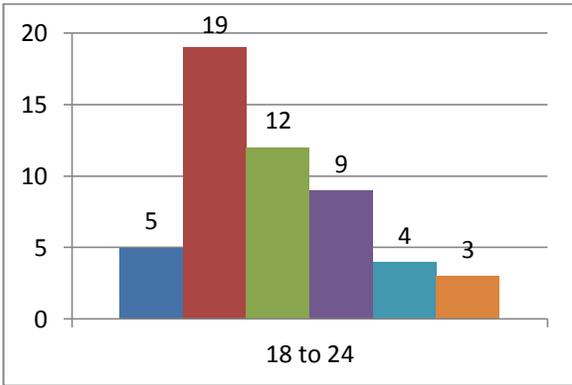
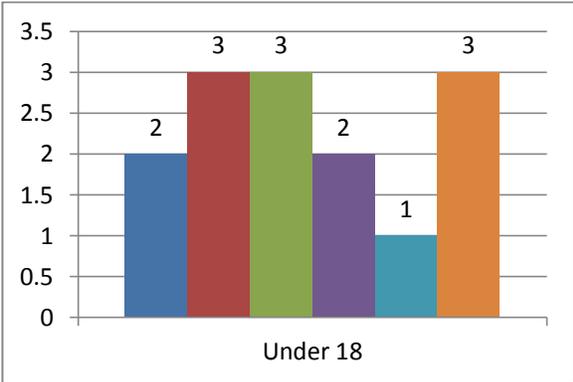
HazMat Duties (Including Training) Likes & Dislikes by Years in the Emergency Services

- I like it very much
- I like it
- Neutral
- I don't like it
- I strongly dislike it
- N/A

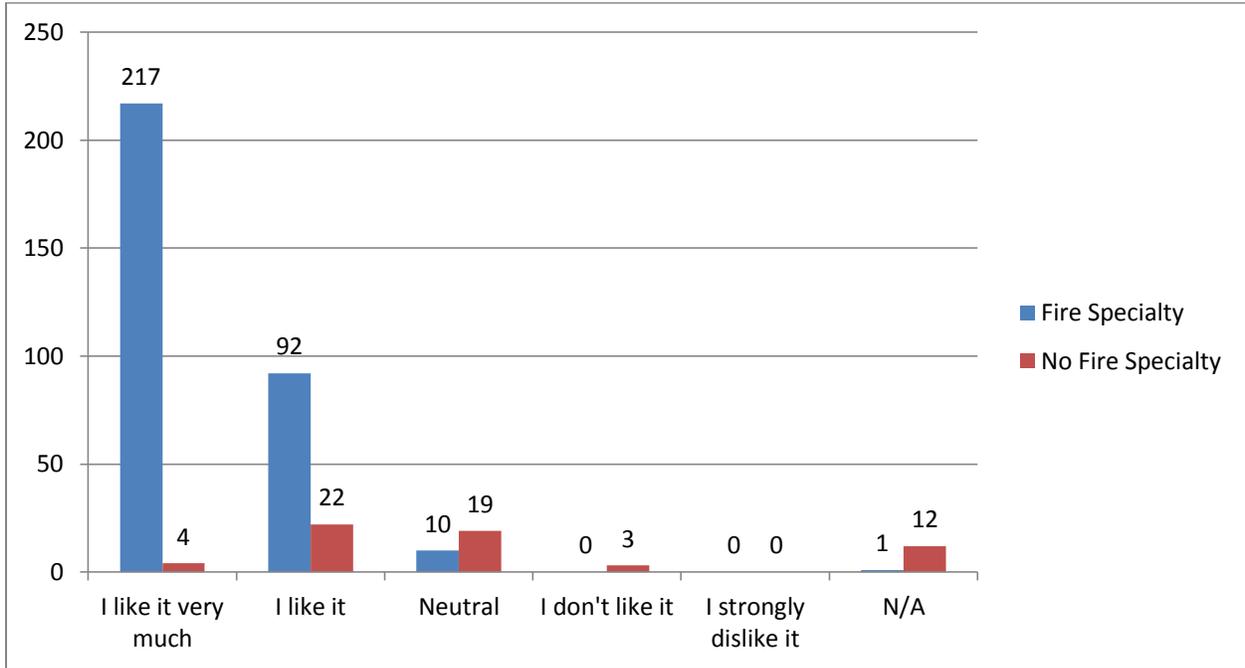


HazMat Duties (Including Training) Likes & Dislikes by Age

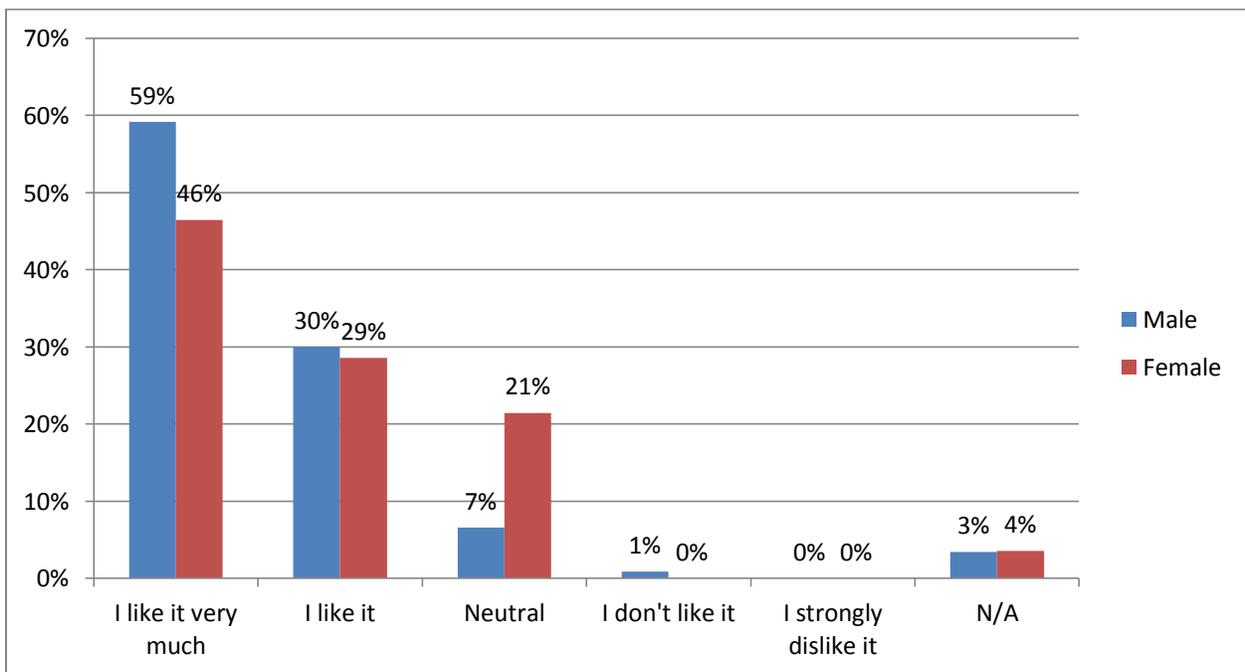
- I like it very much
- I like it
- Neutral
- I don't like it
- I strongly dislike it
- N/A



**Fire Duties (Including Training)
Likes & Dislikes by Fire Specialty vs. No Fire Specialty**

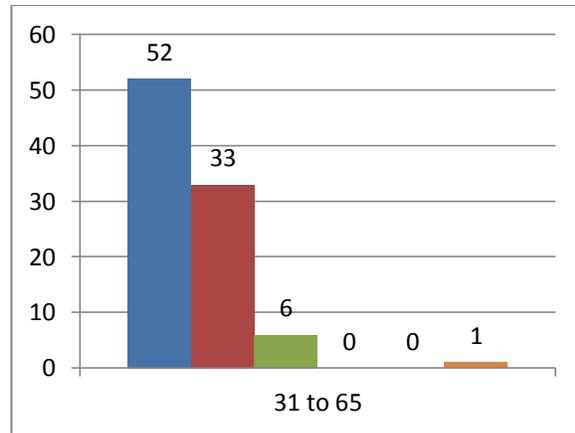
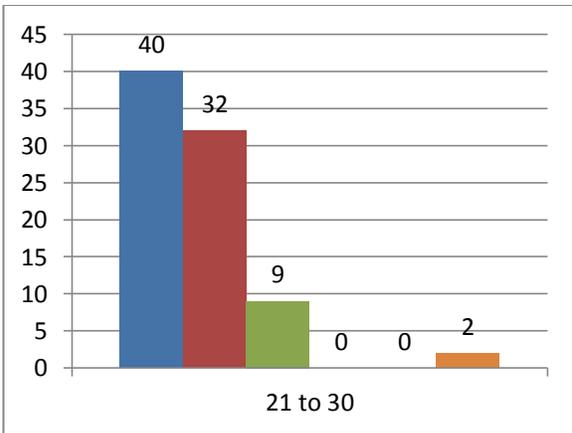
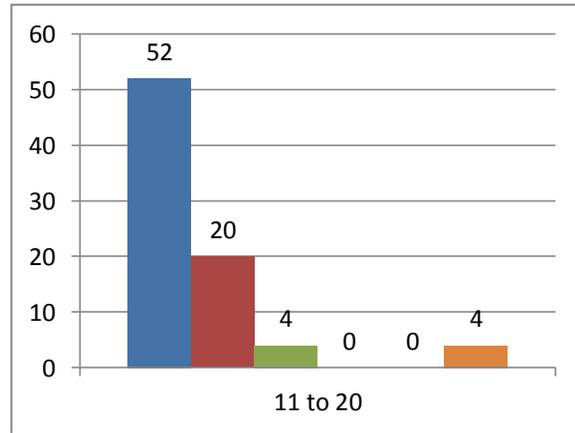
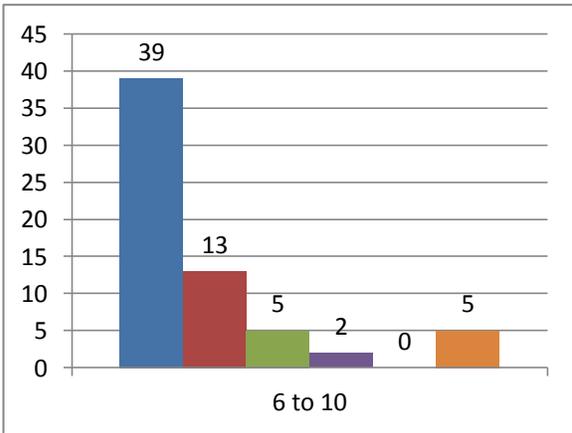
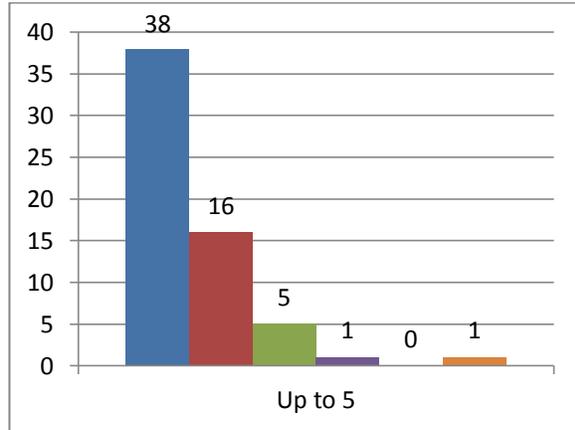


**Fire Duties (Including Training)
Likes & Dislikes by Gender (%)**



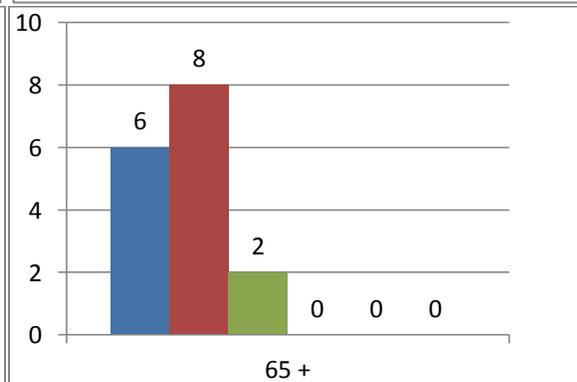
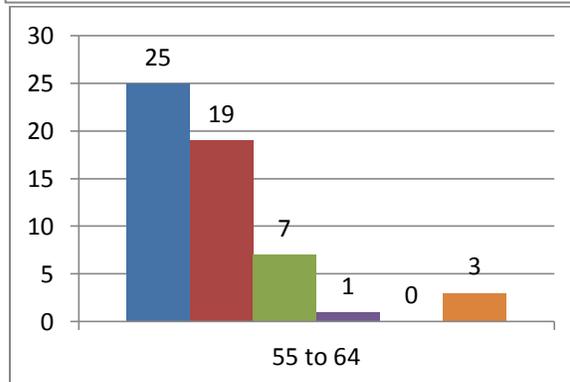
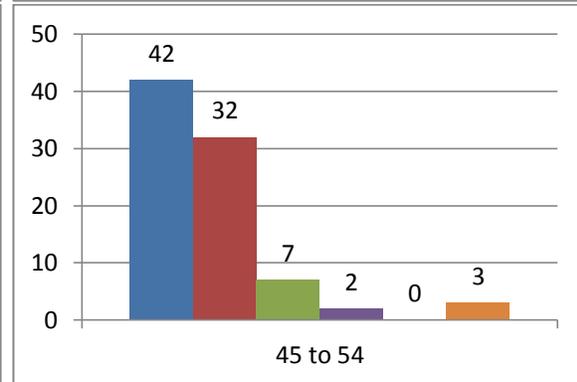
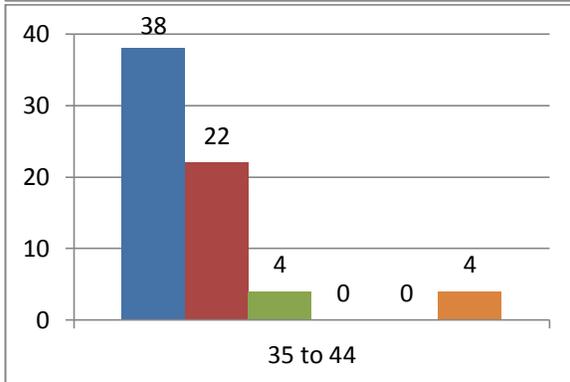
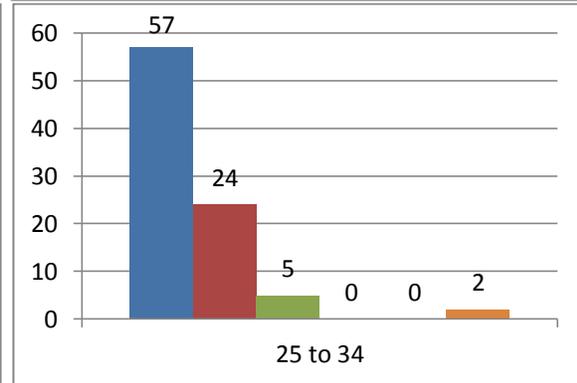
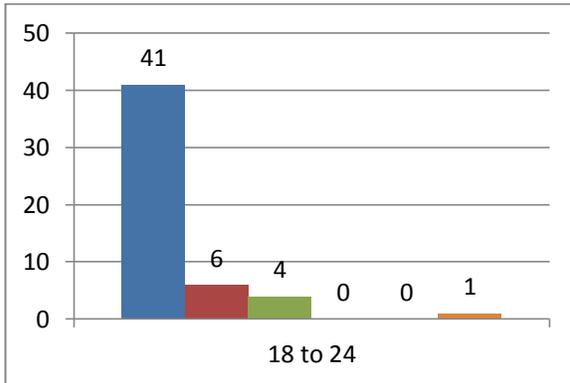
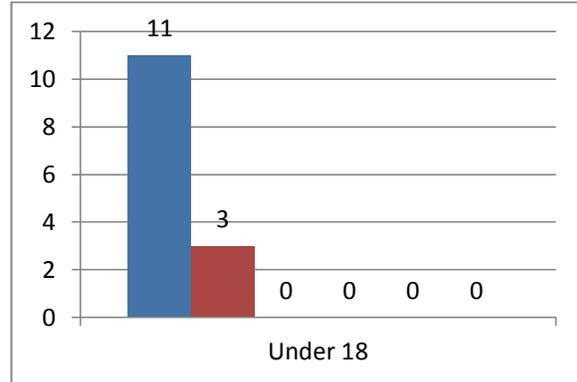
Fire Duties (Including Training) Likes & Dislikes by Years in the Emergency Services

- I like it very much
- I like it
- Neutral
- I don't like it
- I strongly dislike it
- N/A



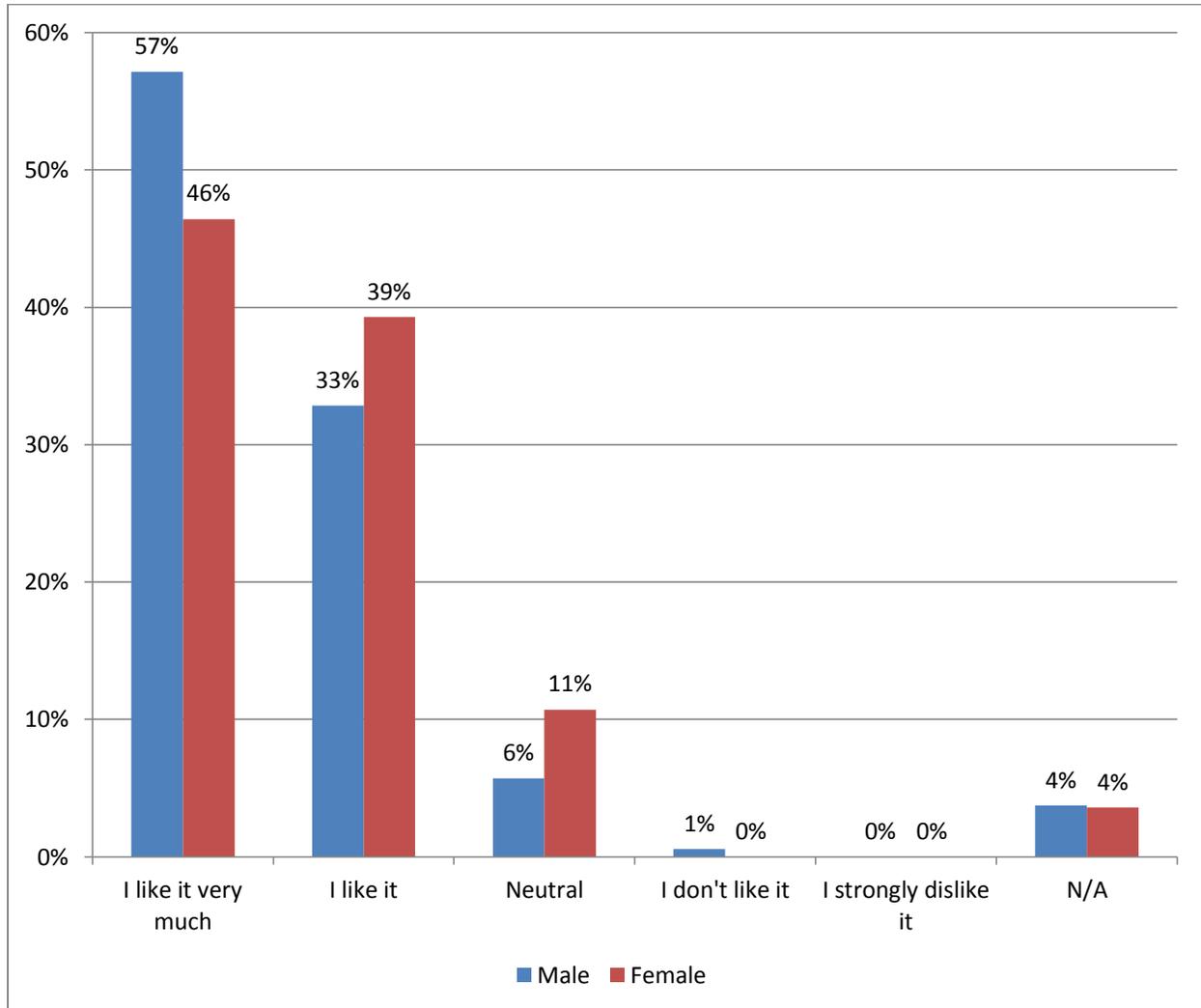
Fire Duties (Including Training) Likes & Dislikes by Age

- I like it very much
- I like it
- Neutral
- I don't like it
- I strongly dislike it
- N/A



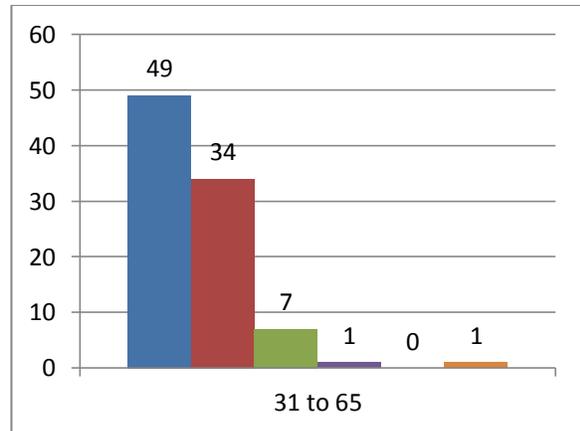
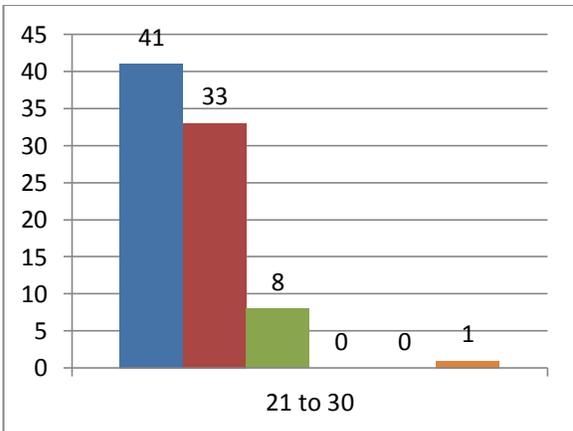
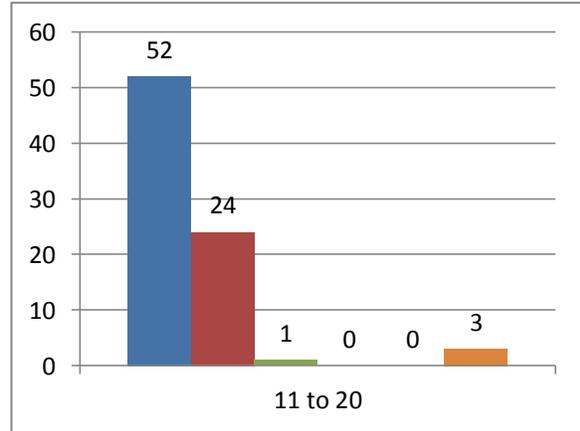
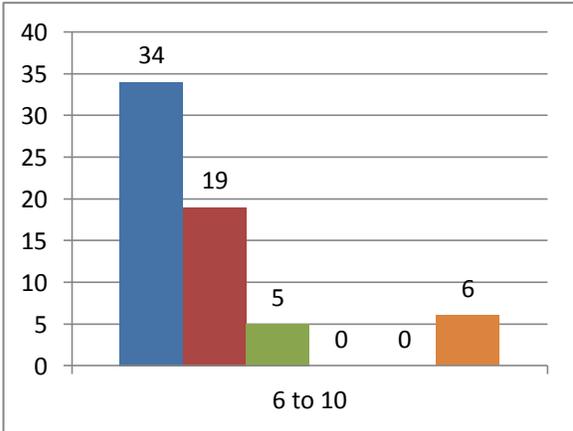
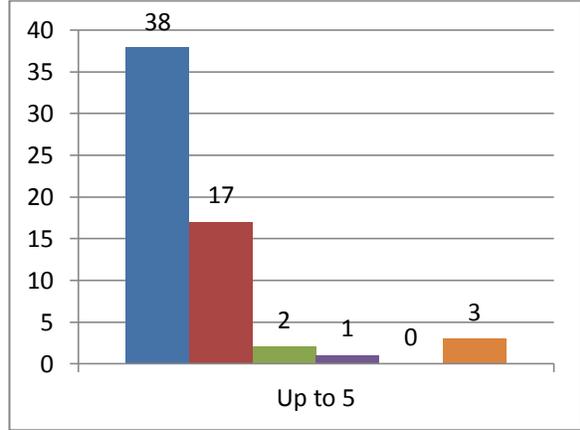
- Likes and dislikes data by rescue specialty and no rescue specialty is not available due to rescue specialty not being an available in previous questions.

**Rescue Duties (Including Training)
Likes & Dislikes by Gender (%)**



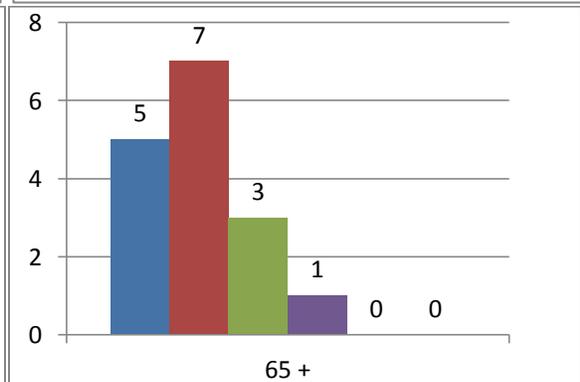
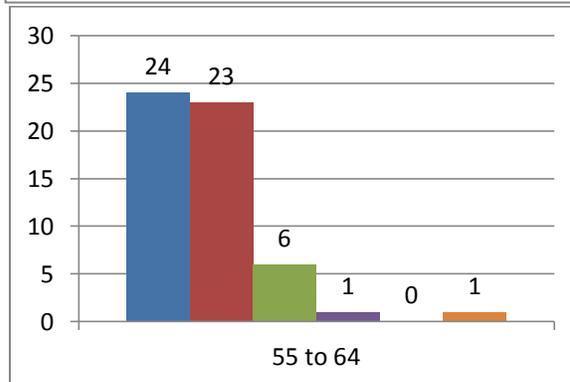
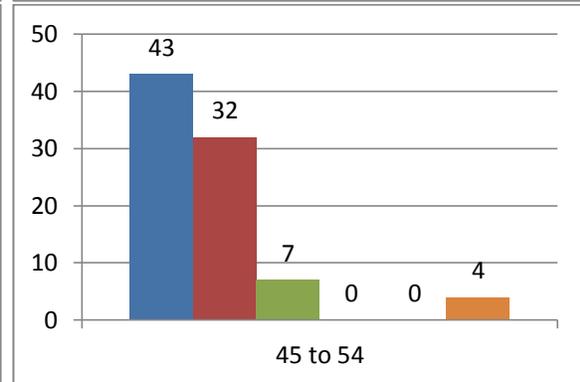
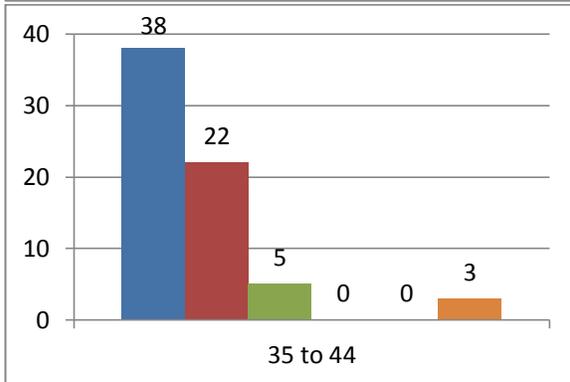
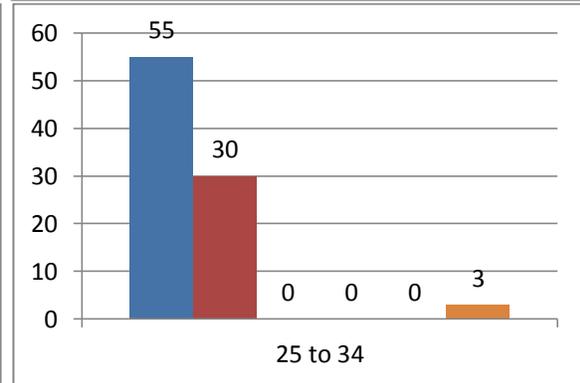
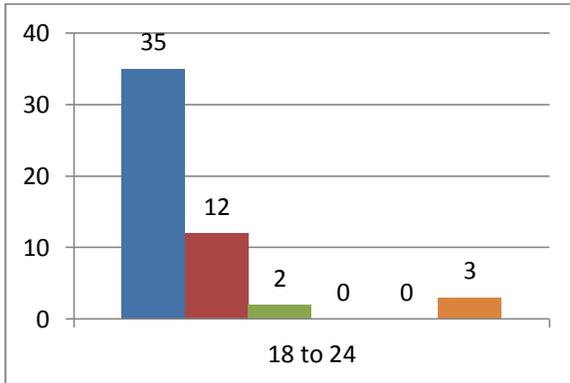
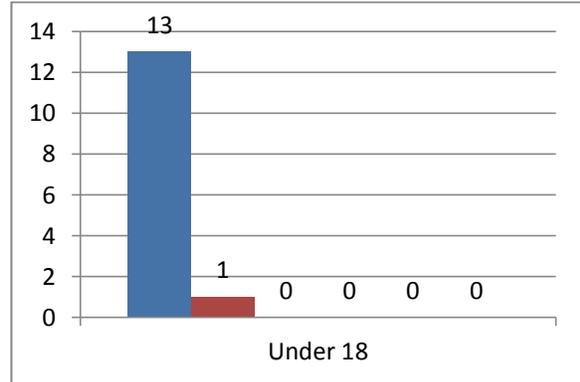
Rescue Duties (Including Training) Likes & Dislikes by Years in the Emergency Services

- I like it very much
- I like it
- Neutral
- I don't like it
- I strongly dislike it
- N/A

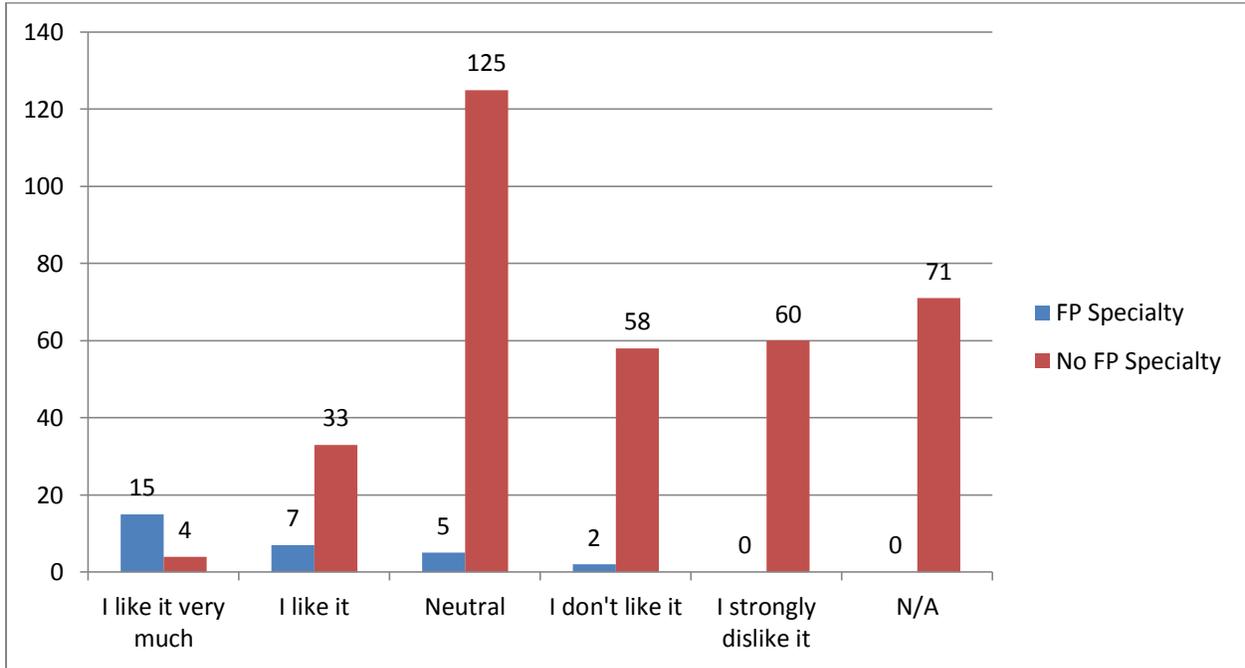


Rescue Duties (Including Training) Likes & Dislikes by Age

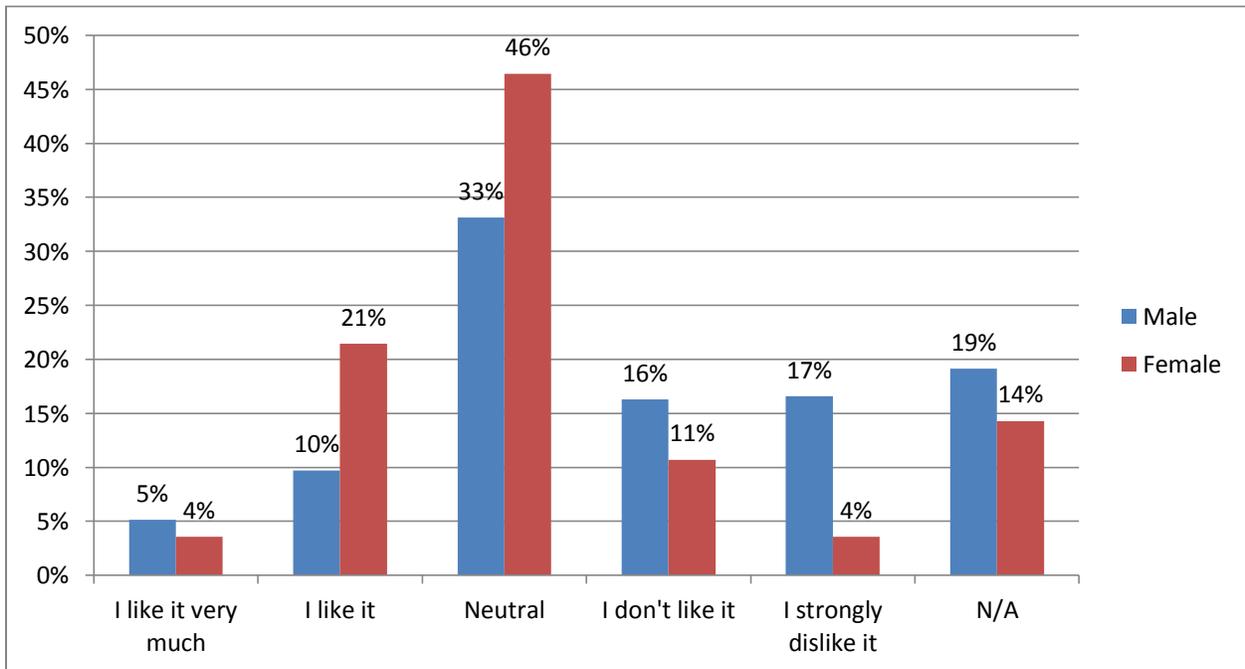
- I like it very much
- I like it
- Neutral
- I don't like it
- I strongly dislike it
- N/A



**Fire Police Duties (Including Training)
Likes & Dislikes by FP Specialty vs. No FP Specialty**

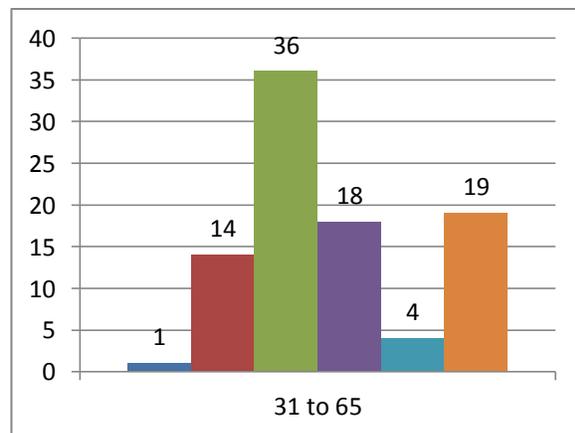
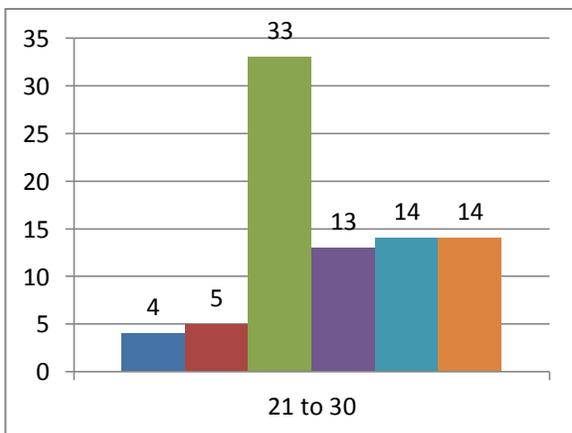
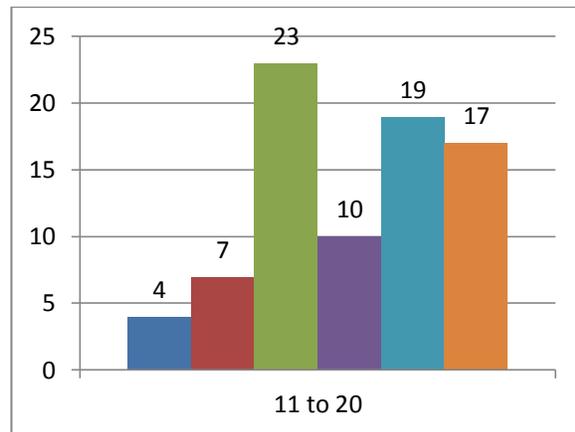
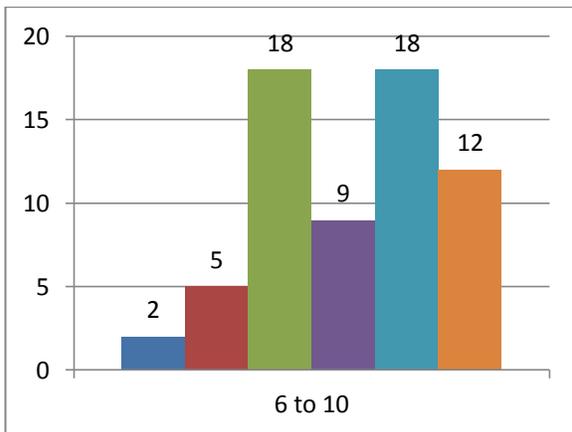
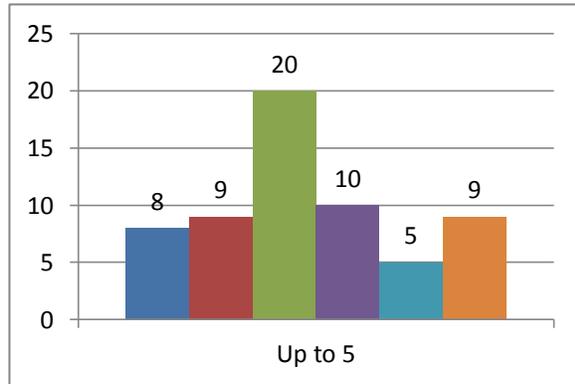


**Fire Police Duties (Including Training)
Likes & Dislikes by Gender (%)**



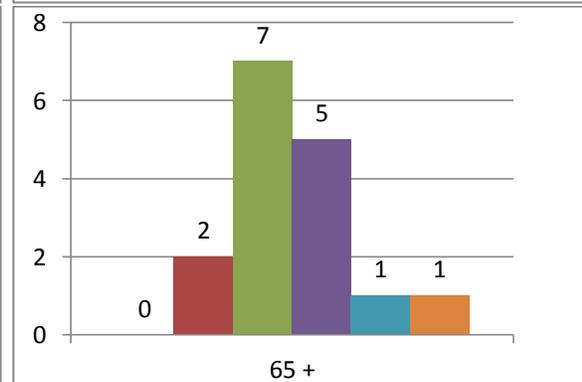
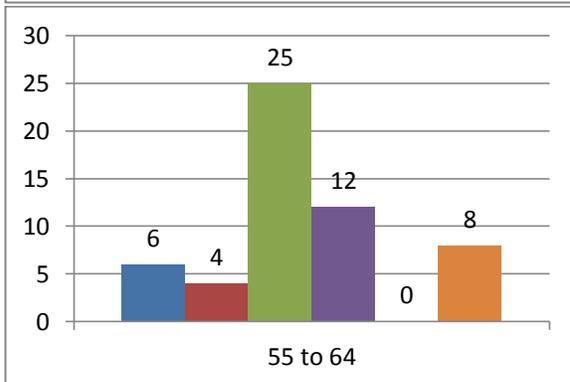
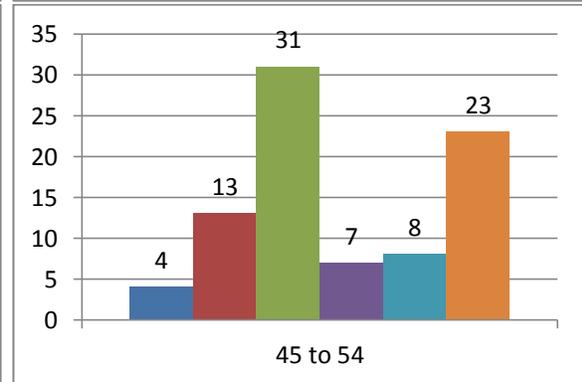
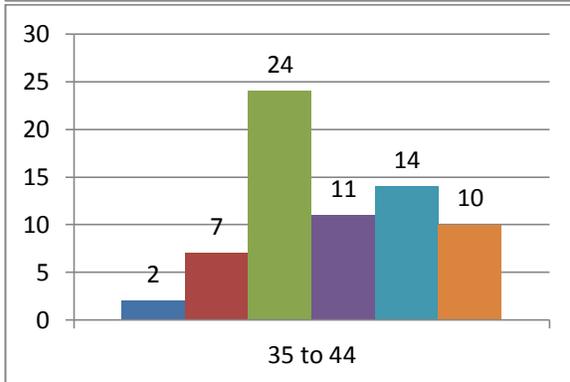
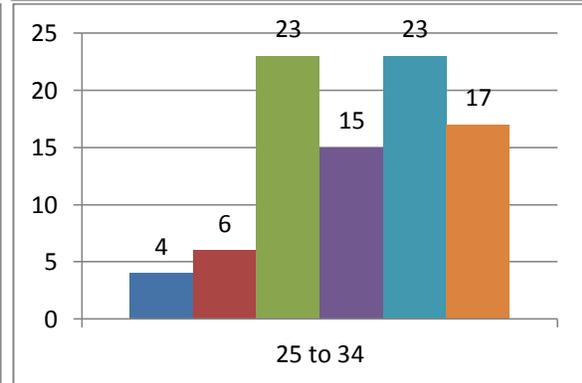
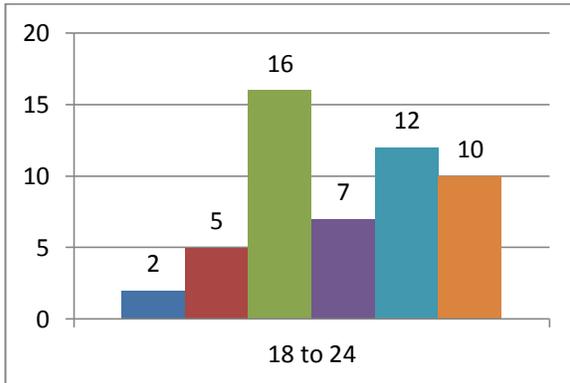
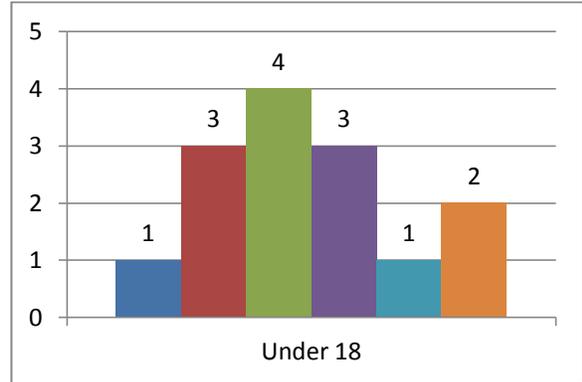
Fire Police Duties (Including Training) Likes & Dislikes by Years in the Emergency Services

- I like it very much
- I like it
- Neutral
- I don't like it
- I strongly dislike it
- N/A

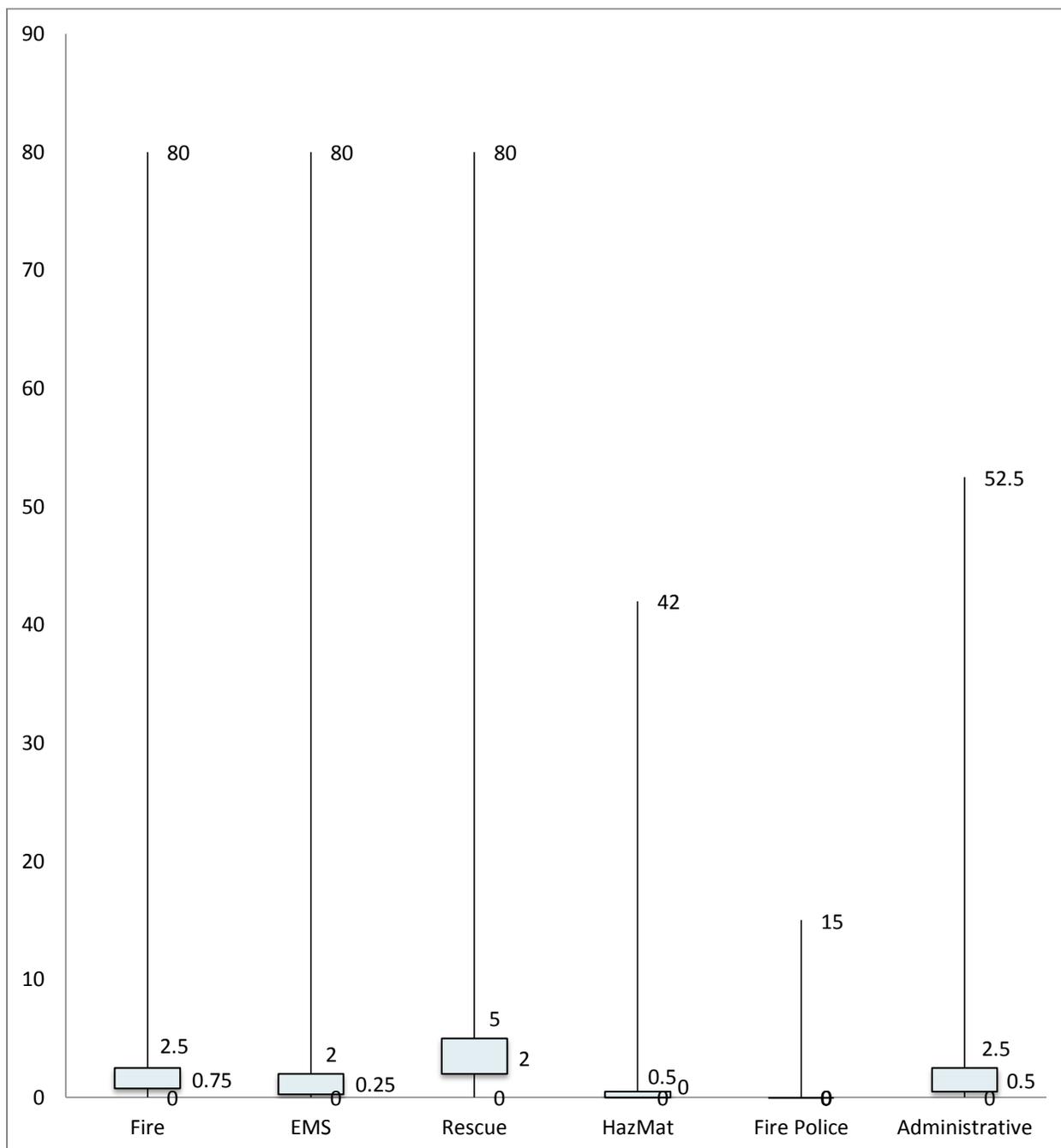


Fire Police Duties (Including Training) Likes & Dislikes by Age

- I like it very much
- I like it
- Neutral
- I don't like it
- I strongly dislike it
- N/A

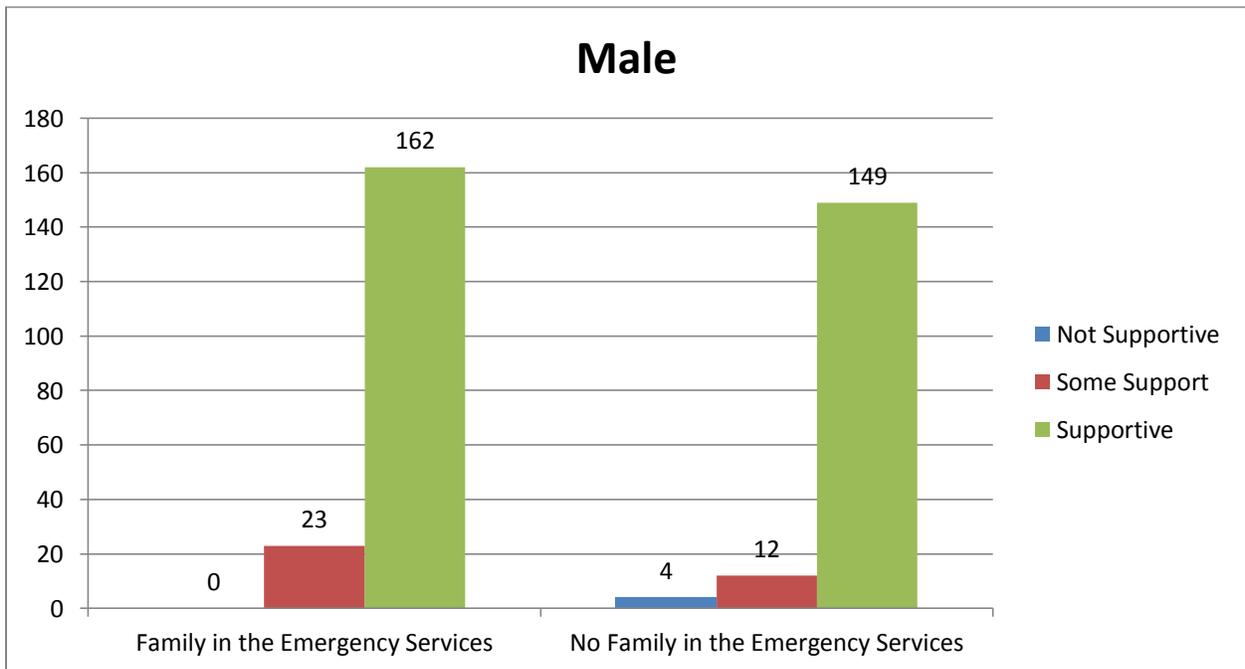
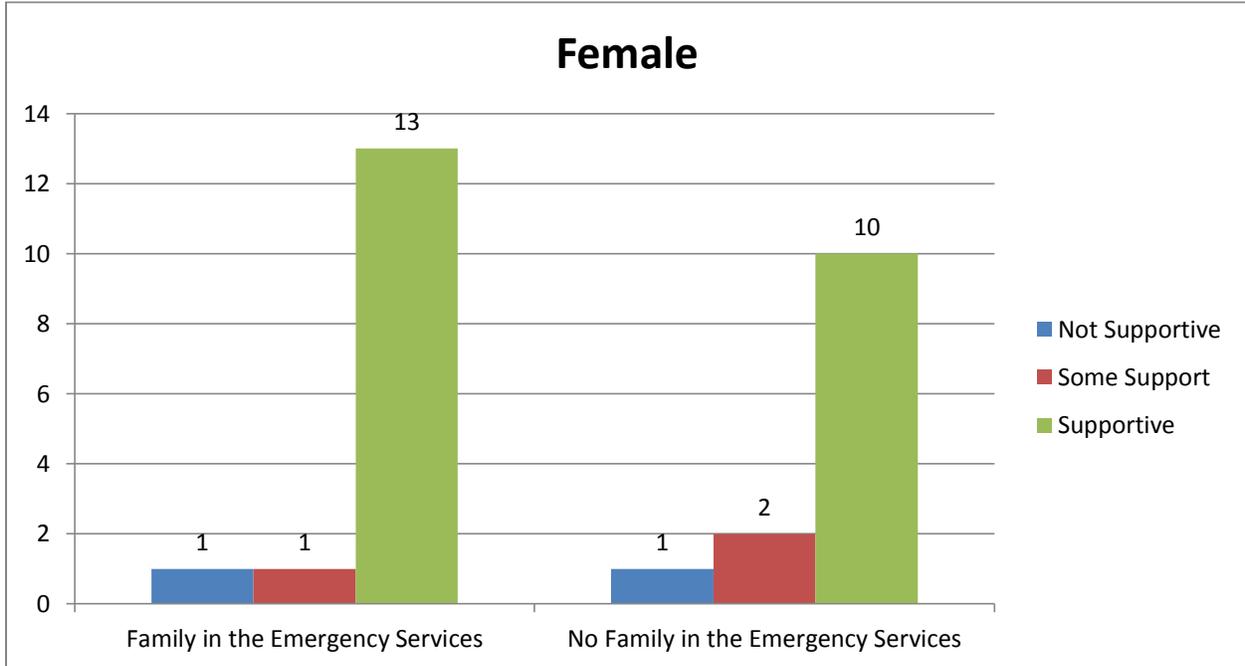


Time Spent on Duties per Week:

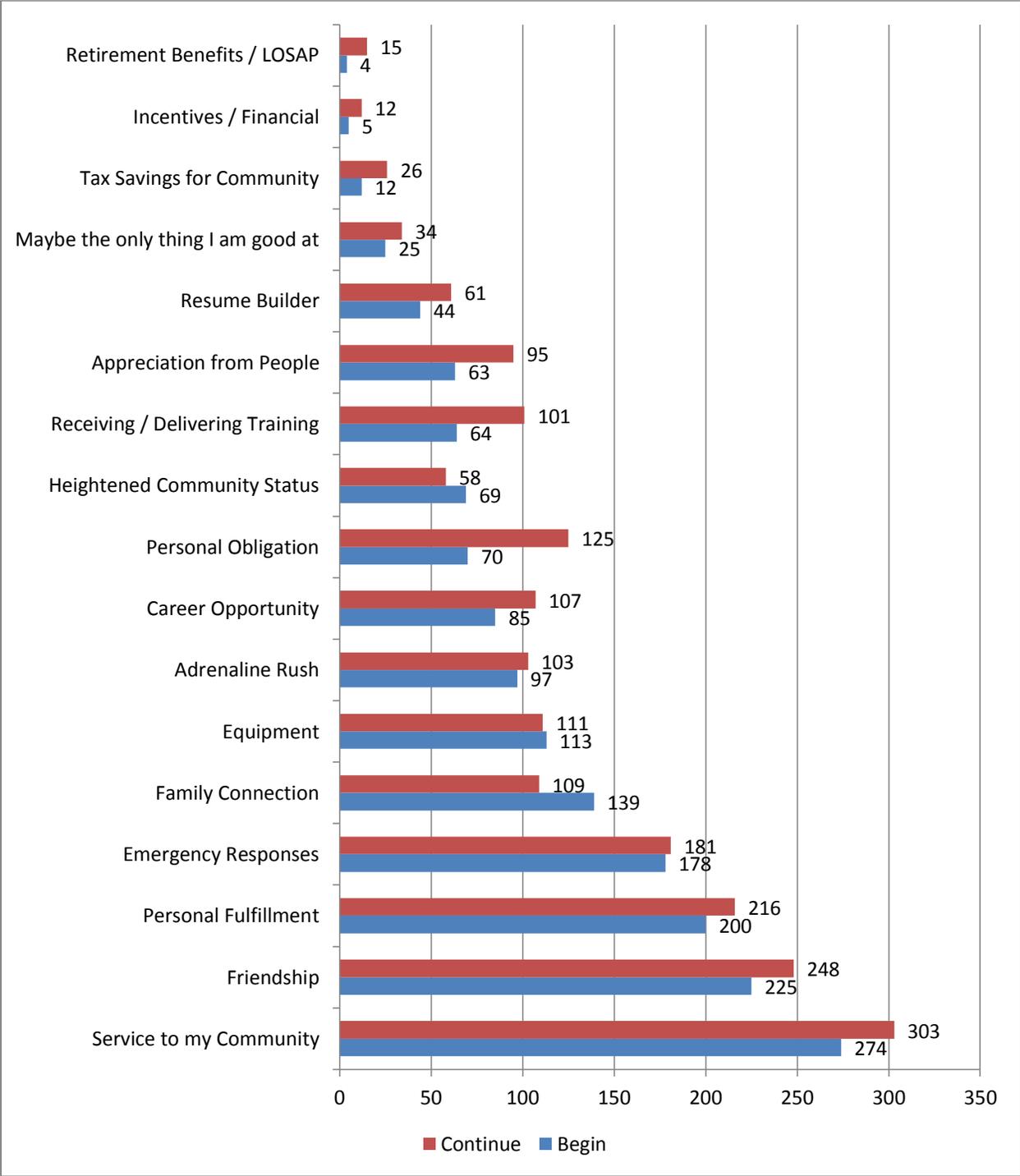


The top of each line represents the highest amount of time spent on each duty as reported in the survey. The shaded box represents where the middle 33% of answers were reported. The bottom of each line is the lowest amount of time spent on each duty as reported (zero).

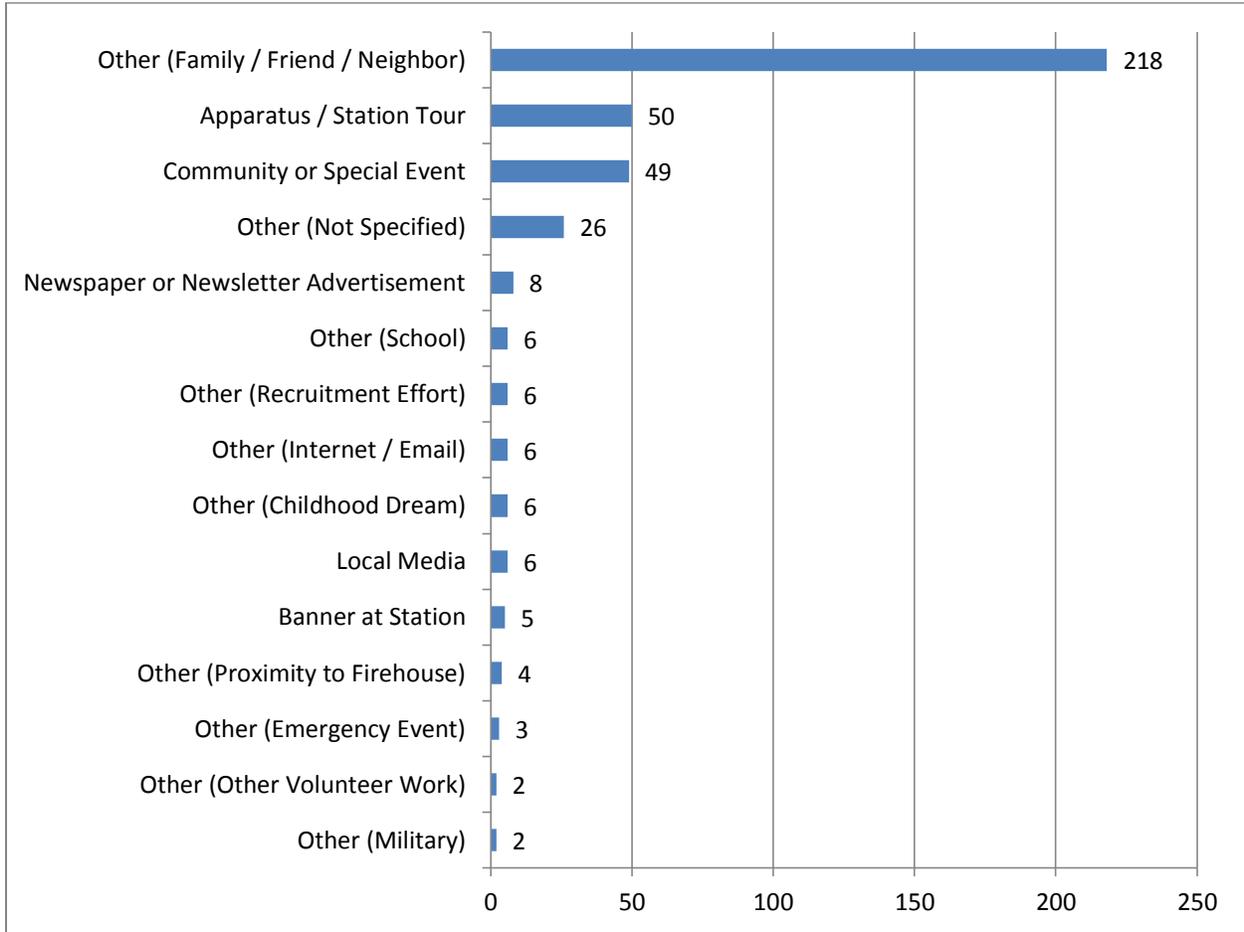
Family Involvement in Emergency Services & Family Support



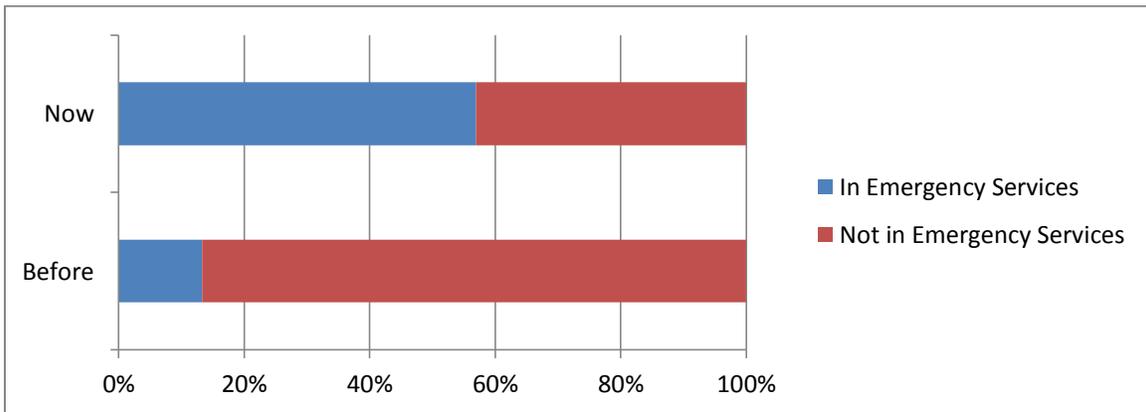
Why did you begin & why do you continue your involvement in the Emergency Services?



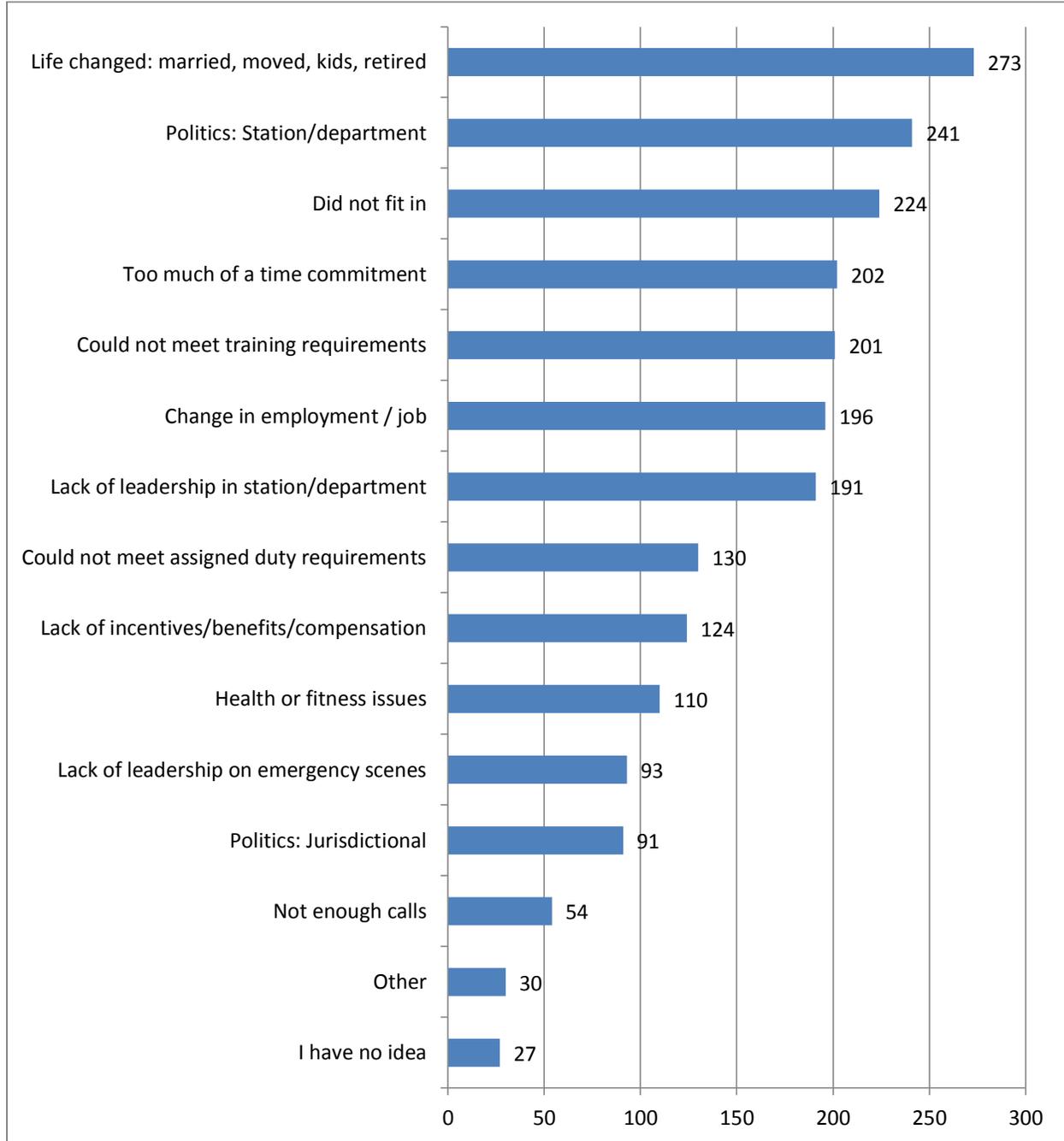
How did you hear about volunteering in the emergency services?



Average % of Friends in the Emergency Services



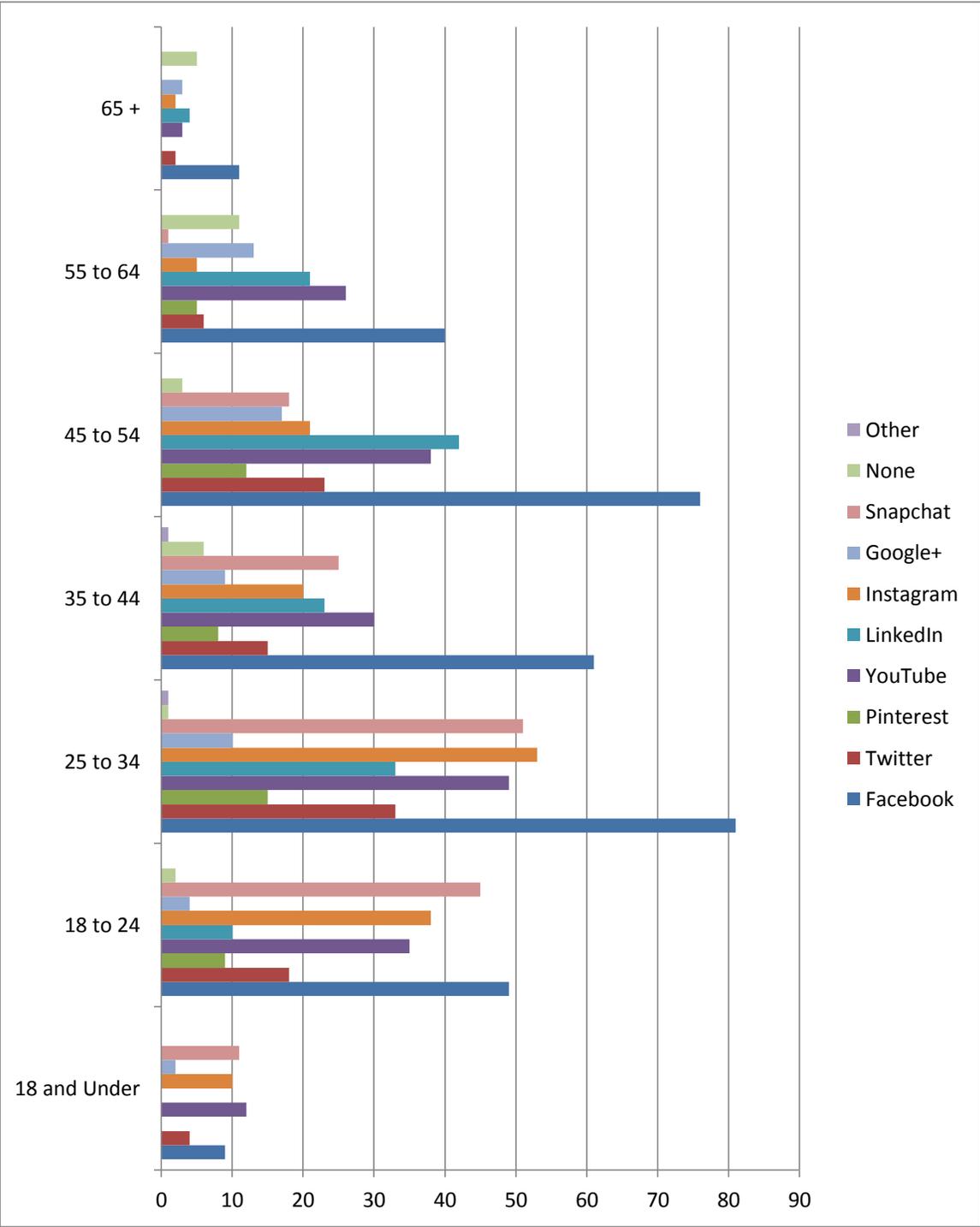
Why do you think others left the Emergency Services?



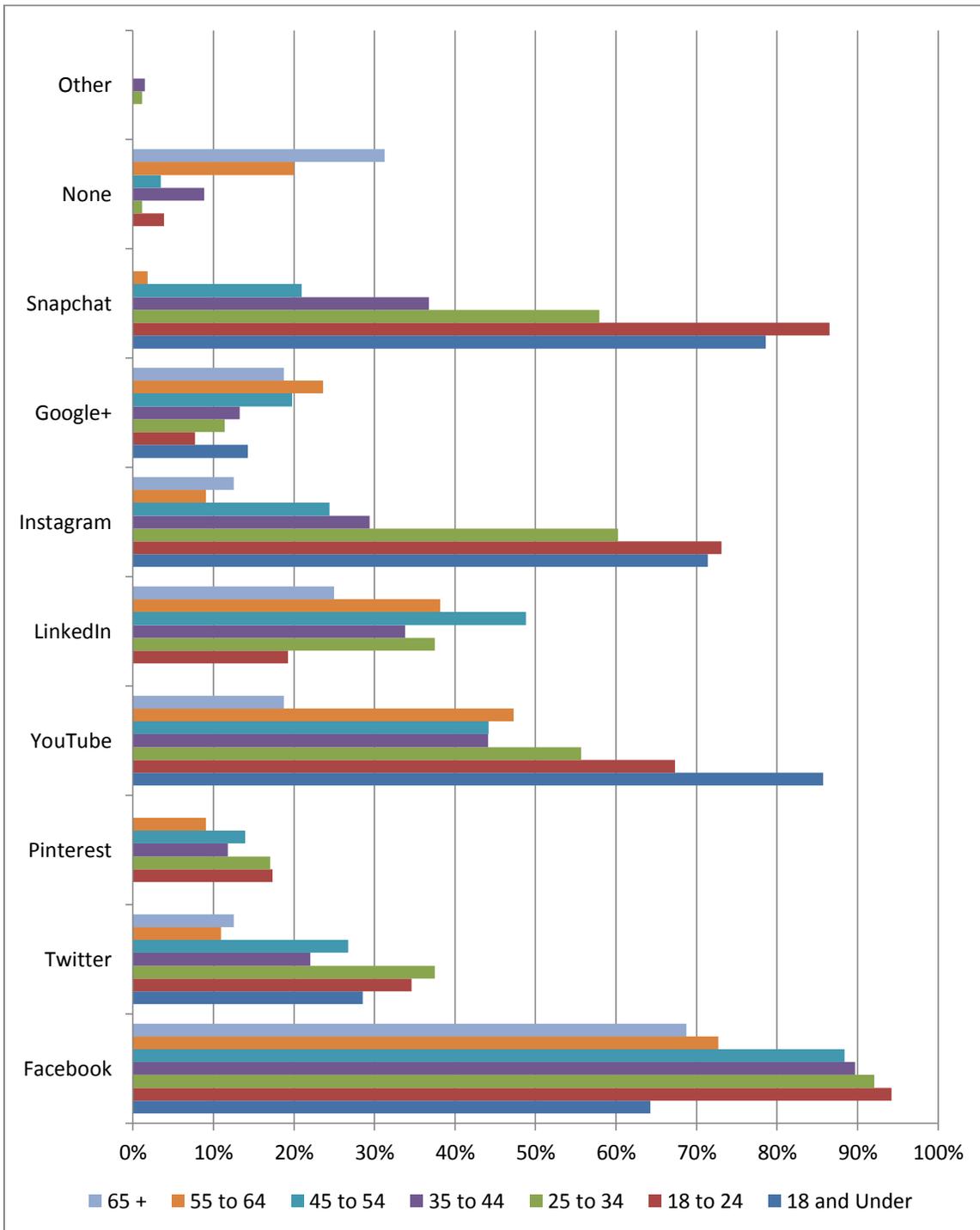
Other:

- Bullying and harassment
- College
- High cost of living
- Do not want to do fundraising
- Personal issues

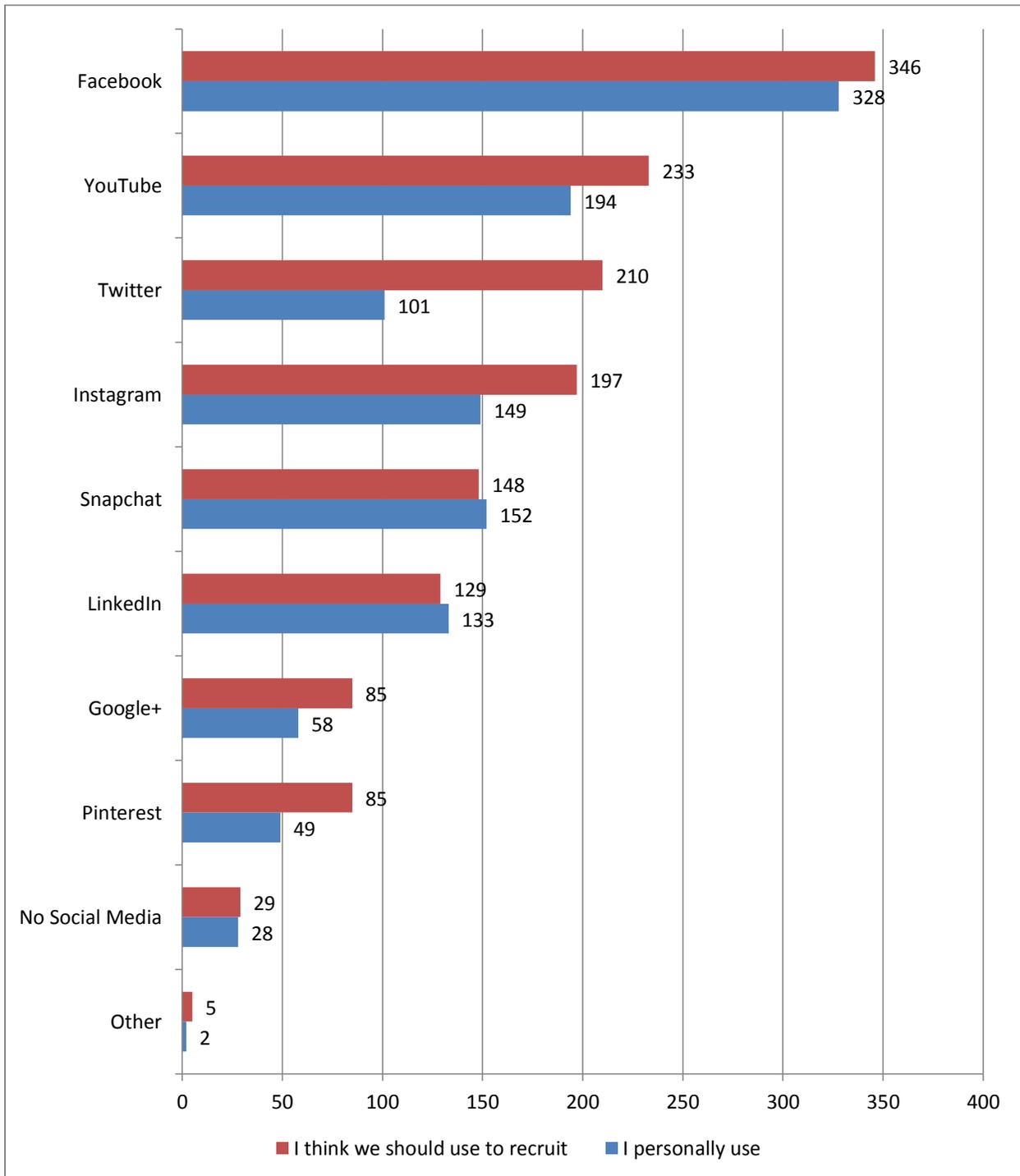
Social Media Use by Age



Social Media Use by Age (%)



Social Media Use – Personal vs. Recruitment



Survey Analysis

Background Information

- The survey was administered to 560 of Chester County Emergency Services Members in the fall of 2016. The final number of completed and qualifying surveys is 379.
- The survey was reviewed and revised by the Recruitment and Retention Committee.
- The survey asked questions about basic information, enjoyment levels of duties, time spent on duties, enlistment reasons, social circle structure, and motivations for entering the service, motivations for leaving the service, social media use, and independent thoughts about recruitment and retention efforts.
- The data from the survey were primarily categorical (respondents pick one or more categories), with some open ended questions, and “other” responses allowing for associated comment.
- As expected, response rates declined as respondents moved through the survey.

Basic Descriptive Information

- National data indicates that 7% of all firefighters (career and volunteer) are women¹. This survey indicates that 7.39% of survey takers are female.
- National data of volunteer firefighters by race is not available.
- Survey takers represent all levels of education.
- Most survey takers are married
- Employment varies greatly, and was difficult to quantify with an open ended question. Top answers not including public safety and students include retired, IT/Computers, Business Owner/Self Employed, Sales, Education, Healthcare, Public Works, Government, Heavy/Tractor-Trailer Truck Drivers, Construction, and Automotive.
- 44 survey takers chose not to identify with an emergency services organization.
- Most survey takers identify firefighting as one of their emergency services specialties. 134 of these individuals identify only with a fire specialty, and 121 survey takers identify both fire and EMS as their specialty.
- 287 of survey takers are volunteer only, with and 27 are paid only. 66 individuals participate both voluntarily and paid.
- Survey takers represent all categories of years in the emergency services.

¹ Hylton J. G. Haynes and Gary P. Stein. *NFPA's "U.S. Fire Department Profile."* January 2016

Moving Forward: Recruitment

- Marketing strategies will be developed to include awareness of the diversity of educational and employment backgrounds of our responders.
- Marketing strategies will include emphasis on:
 - Service to Community
 - Friendship and Camaraderie
 - Personal Fulfillment
 - Emergency Responses
- Encourage individual members to personally ask friends, family, neighbors, and/or co-workers to consider volunteering.
- Social Media:
 - Facebook – Promote the emergency services using ads and posting relevant photos and videos.
 - Pinterest – Link to articles about supporting a significant other in the emergency services.
 - YouTube – Create a county-wide recruitment video(s) to be shared on all social media platforms.
 - LinkedIn – Encourage emergency services members to list their involvement in the emergency services on their LinkedIn profiles.
 - Instagram – Promote the emergency services using ads and posting relevant photos and videos.
 - Snapchat – Encourage emergency services organizations to create and advertise a Snapchat account, showing training, responses, “life around the firehouse.”
- Each emergency services organization will be provided with information about their Tapestry Segmentation. Tapestry Segmentation information includes media preference information such as what individuals in a certain area were most likely to read, listen to on the radio, and watch on television. This information should be used to develop the ways to advertise based on specific populations of each response area.
- Recruitment Ideas:
 - Emphasize family support and understanding
 - Mixers, Beef and Beers, etc.
 - ValPac
 - Welcome package for new families

Moving Forward: Retention

- Retention strategies will be developed by individual organizations to suit their individual needs.
- Retaining individuals who have significant life changes (married, moved, kids):
 - Encourage significant others to become involved in the organization
 - Encourage retention activities that include significant others, children and families of members
 - Increase family understanding of what their emergency services family member does, and thank them for their family's sacrifices
 - Explore housing options such as live-in programs, especially in areas where housing is expensive
- Politics in the Emergency Services:
 - Encourage members and officers of departments to take management, leadership, and ethics training
 - Encourage members and officers of departments to take recruitment and retention specific training
 - The County will continue to offer leadership courses
 - The Committee will be looking into offering recruitment and retention courses as well as a "train the trainer" type course
- Retention Event Ideas:
 - Mixer

Recruitment & Retention Committee Members

Name	Association
Mike King	Chairman / Northern Fire Chiefs Representative
Chris O'Neill	Main Line Fire Chief's Representative
Jeff Stevens	Central Fire Chief's Representative
Steve Dobson	Western Fire Chief's Representative
Jason Griffin	Southern Fire Chief's Representative
Elizabeth Schew	Chester County DES
Amy Amer	Chester County DES
Ron Miller	Fire Police Association
John Applegate	EMS Council
Neil Vaughn	CCFCA Executive Board Representative