

## Fairview Rural Fire Department Service Demand Calculations - 2017

2017 Fairview Rural Fire Department Service Demand<sup>1</sup>:

- Total “unit” dispatches – 2,600
- Total incident dispatches – 1,681

### Station 1

- Total “unit” dispatches – 1357
  - Engine 1 – 568
  - Engine 8 – 158
  - Rescue 1 – 154
  - Tanker 6 – 124
  - Brush 4 – 49
  - Car 1 – 25
  - Car 2 – 276
  - Car 10 - 3
- Total incident dispatches – 936
  - Weekend Incidents – 263
  - Weekday evening calls (18:00 – 06:00) – 232
  - Weekday “day time” incidents (6:00 – 18:00) - 441
  - Municipal incidents – 290
  - Unincorporated area incidents -646
  - Fairview “Beats” incidents – 589
  - Swift Creek “Beats” - 12

### Station 2

- Total “unit” dispatches – 1243
  - Engine 2 – 184
  - Engine 3 – 884
  - Tanker 7 – 160
  - Car 20 – 15
- Total incident dispatches – 1046
  - Weekend Incidents – 295
  - Weekday evening Incidents – 262
  - Weekday “day time” incidents - 489
  - Municipal incidents – 176
  - Unincorporated area Incidents - 870
  - Fairview “Beats” incidents – 699
  - Swift Creek “Beats” – 13
- Total incident reduction if Station 2 closes – 746
  - 300 incidents responded to by both Station 1 and Station 2

Incident allotment to Garner cost share:

- Station 2 total incidents – 1046
  - Number of Incidents Garner FD responded to with Fairview FD - 282
  - Garner FD projected service demand increase – 764
- Incidents within unincorporated areas (Cost share eligible) – 876
- Incidents Garner FD responded to with Fairview FD (Already in cost share) – 171
- Projected increase to Garner “Service Demand” cost share element – 705

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<sup>1</sup> Service demand calculations based on 2017 RWECC

Ten/Ten/Garner Suburban Fire Insurance Realignment and Station Closure

Fairview Station 2		Garner Station 5		Cost Share	Garner Fire Department		Fairview Rural Fire Department	
Cost reductions		Budget Additions			Proj. Station Costs     \$120,040		Est. Station Costs	\$35,402
Captains	(\$209,214)	Captains	\$196,069	49.52%	Cost in current Budget		Vehicle Maint. costs	\$17,075
Driver/Operators	(\$183,504)	Driver/Operators	\$171,310		Membership Dues	(\$3,248)	Total Station cost	\$52,477
FireFighters	(\$122,149)	Firefighters	\$154,310					
Total Staff Cost	(\$514,867)	Total Staff cost	\$521,689	Station Operating	Traing/travel /lodging	(\$16,138)		
Station Operating Cost	(\$52,477)	Staff cost @ cost share	\$258,340		Vehicle Fuel	(\$18,133)		
		Cost Share of Sta. cost	\$29,181	\$58,928	Vehicle Maintenance	(\$17,375)		
Total Reductions	(\$567,344)	Total annual Op	\$287,522		Total	(\$57,194)		
				EMS Share reduction	(\$3,918)			
				Total add. Station Cost	\$58,928			
FY2019 Budget	\$1,651,339	FY2019 Cty Budget	\$4,602,941					
Budget Additions		FY19 Cost @ 48.04%	\$2,211,253					
Part Time FF M-F	\$55,000	New cost share Cost	\$2,279,376					
		Cost increase	\$68,124					
Adjusted Budget	\$1,138,995							
Net annual savings	(\$512,344)	Net Operational Cost	\$355,645					
		Net Savings/Cost	(\$156,699)					

## Fairview Rural Fire Department ISO Change Parcel Count

Garner Fire-Rescue has an ISO rating of 2/4

The Garner Suburban Insurance District has an ISO rating of 4

Number of parcels affected by change:

- **Total parcels proposed to move to Garner Suburban – 3036**
- Total number of Residential less than 10 acres – 2196
- Total number of Vacant parcels – 549
- Total HOA, cemetery, or water / sewer system – 75
- Total number of exempt parcels – 65 (45 have 0 heated sq. footage) 10 Churches, 2 clubs
- Total number of Apartment, manufactured home parcels - 22
- Total number of Forestry parcels – 20
- Total number of Acre with improvement, no house – 24
- Total number of Acres greater than 10 with house – 9
- Total number of Agriculture parcels – 29
- Total number of commercial parcels – 18
- Total number of Mobile Home Park parcels – 3
- Total number of Horticulture parcels – 1
- Total number of Industrial parcels – 11
- Total number of Retirement Home parcels -1
- Total number of Part Exempt parcels – 13



U.S. Fire Administration

# Retention and Recruitment for the Volunteer Emergency Services

Challenges and Solutions

FA-310/May 2007



FEMA



TABLE 1. Retention and Recruitment Root Causes

SOURCES OF PROBLEMS	CONTRIBUTING FACTORS
<b>Time Demands</b>	<ul style="list-style-type: none"> <li>• the two-income family and working multiple jobs</li> <li>• increased training time demands</li> <li>• higher emergency call volume</li> <li>• additional demands within department (fundraising, administrative)</li> </ul>
<b>Training Requirements</b>	<ul style="list-style-type: none"> <li>• higher training standards and new Federal requirements</li> <li>• more time demands</li> <li>• greater public expectation of fire department's response capabilities (broader range of services such as EMS, Hazmat, technical rescue, etc.)</li> <li>• additional training demands to provide broader range of services</li> <li>• recertification demands</li> </ul>
<b>Increasing Call Volume</b>	<ul style="list-style-type: none"> <li>• fire department assuming wider response roles (EMS, Hazmat, technical rescue.</li> <li>• increasing emergency medical call volume</li> <li>• increase in number of automatic fire alarms</li> </ul>
<b>Changes In The "Nature Of The Business"</b>	<ul style="list-style-type: none"> <li>• abuse of emergency services by the public</li> <li>• less of an emphasis on social aspects of volunteering</li> </ul>
<b>Changes In Sociological Conditions (In Urban And Suburban Areas)</b>	<ul style="list-style-type: none"> <li>• transience</li> <li>• loss of community feeling</li> <li>• less community pride</li> <li>• less of an interest or time for volunteering</li> <li>• two-income family and time demands</li> <li>• "me" generation</li> </ul>
<b>Changes In Sociological Conditions (In Rural Areas)</b>	<ul style="list-style-type: none"> <li>• employers less willing to let employees off to run calls</li> <li>• time demand</li> <li>• "me" generation</li> </ul>
<b>Leadership Problems</b>	<ul style="list-style-type: none"> <li>• poor leadership and lack of coordination</li> <li>• authoritative management style</li> <li>• failure to manage change</li> </ul>
<b>Federal Legislation And Regulations</b>	<ul style="list-style-type: none"> <li>• Fair Labor Standards Act interpretation</li> <li>• "2 in, 2 out" ruling requiring four firefighters on scene before entering hazardous environment</li> <li>• Environmental Protection Agency (EPA) live-fire burn limitations</li> </ul>
<b>Increasing Use Of Combination Departments</b>	<ul style="list-style-type: none"> <li>• disagreements among chiefs or other department leaders</li> <li>• friction between volunteer and career members</li> </ul>
<b>Higher Cost Of Housing (In Affluent Communities)</b>	<ul style="list-style-type: none"> <li>• volunteers cannot afford to live in the community they serve</li> </ul>
<b>Aging Communities</b>	<ul style="list-style-type: none"> <li>• greater number of older people today</li> <li>• lack of economic growth and jobs in some towns</li> </ul>
<b>Internal Conflict</b>	<ul style="list-style-type: none"> <li>• disagreements among departmental leaders</li> <li>• friction between volunteer and career members</li> </ul>

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## LEADERSHIP PROBLEMS

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**M**any retention and recruitment problems can be traced back directly or indirectly to leadership problems. Effective leadership helps retain members as well as reduce dissatisfaction. Ineffective leadership is the most common reason for a decline in membership.

**Poor Leadership and Lack of Coordination**--Some of the leadership problems stem directly from the lack of direction given to members, particularly new members. New members need direction, especially in the area of training. If this initial direction is not provided, new recruits often become frustrated and quit. A program of mentoring and coaching needs to be implemented for new members. Incumbent members must be assigned to assist, acquaint, and get the new recruit off to a good start. A department that is progressive and stays on the leading edge tends to have an easier time with recruitment and retention because its members take more pride in the department. Progressiveness, however, requires strong leadership and coordination of members' efforts.

**Authoritarian Management Style**--Dictatorial leaders drive members out of volunteer fire departments. Volunteers feel they are given enough orders in their day-to-day jobs, and prefer not to have every action dictated around the station. Participative management styles attract and retain members. Volunteer members want to have some "ownership" in the organization. They must have a sense of worth and feel they are using their talents to contribute to the overall good. They cannot be treated poorly or looked down upon. Volunteers also have to understand the need for discipline, the fireground is not the place for democracy.

**Failure to Manage Change**--Change is inevitable in any fire department, and it can be painful if it is not managed properly. Departments that undergo major changes (such as consolidations) that are not well-managed usually will lose members. One of the most common causes of management problems during periods of change is poor communications. This is an information age and individuals are used to being kept well informed by media and Internet sources. Withholding information will only lead to gossip, hypothesizing, lower morale, and suspicion. Poor communications are generally the sign of an authoritarian manager who is a weak leader. More will be said about this in the section on leadership.