

**ORDINANCE NO. 2572**

AN ORDINANCE OF THE CITY OF SALISBURY APPROVING AN AMENDMENT OF THE FY20 GENERAL FUND TO APPROPRIATE AN ADDITIONAL POSITION ALLOCATION FOR THE HIRING OF A VOLUNTEER RECRUITMENT COORDINATOR FOR THE FIRE DEPARTMENT.

WHEREAS, the Fire Department has the need to hire a Volunteer Recruitment Coordinator who will be essential to the continued success of the Volunteer component of the Department; and

WHEREAS, this position will assist in the developing, leading and implementing of a comprehensive recruitment and retention program; and

WHEREAS, the Volunteer Corporations are strongly committed to the creation and implementation of this newly created position and are proposing a partnership that builds on the long-standing cooperative team effort that already exists with the City; and

WHEREAS, there are sufficient funds available in the FY20 Fire Department Budget to fund the additional position; and

WHEREAS, § 7-29 of the Salisbury City Charter prohibits the City from entering into an contract that requires an expenditure not appropriated or authorized by the City Council; and


WHEREAS, appropriations necessary to execute the purpose of this grant must be made upon the recommendation of the Mayor and the approval of four-fifths of the Council of the City of Salisbury.


NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SALISBURY, MARYLAND THAT THE City's Fire Department position allocations be amended by:

- 1) Adding one (1) Volunteer Recruitment Coordinator (civilian)

THIS ORDINANCE was introduced and read at a meeting of the Council of the City of Salisbury held on this 9<sup>th</sup> day of December 2019, and thereafter, a statement of the substance of the Ordinance having been published as required by law, was finally passed by the Council on the 13<sup>th</sup> day of January, 2020.

ATTEST:

  
Kimberly R. Nichols  
CITY CLERK

  
John R. Heath  
PRESIDENT, City Council

APPROVED BY ME THIS 21<sup>st</sup> day of JAN, 2020

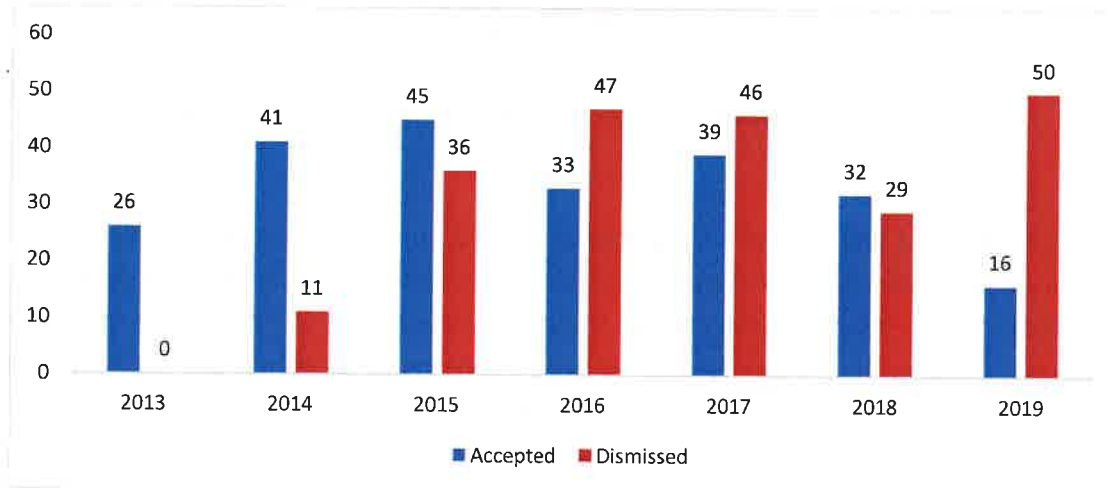
  
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Jacob R. Day, Mayor



## MEMORANDUM

**To:** Julia Glanz,  
**From:** John W. Tull, Fire Chief  
**Subject:** Proposed Volunteer Coordinator Position  
**Date:** October 21, 2019

The volunteer firefighter has been a long-standing tradition in the American Fire Service and in the City of Salisbury Fire Department. The need for an active volunteer membership is crucial to the overall success of a combination fire service. Unfortunately, for some time now our Department has experienced a decline in the number of people willing to join the ranks of our volunteer membership. The Department has witnessed a number of obstacles that affect our ability to recruit new volunteer members and even more alarming, we have seen a significant number of members leave the department for one reason or another. The graph below illustrates the recruitment and retention efforts since 2013.

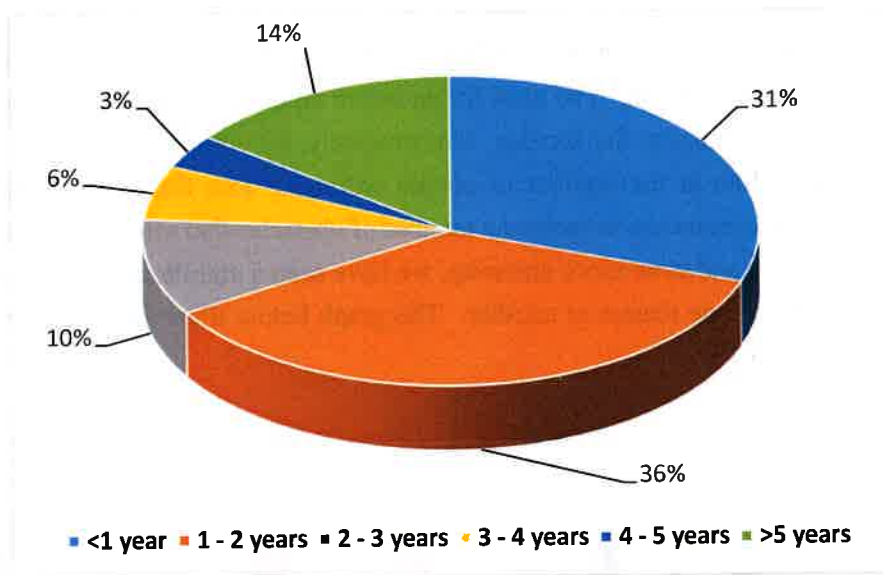


While there is no single reason for the decline in volunteer recruitment, many contributing factors that exist are time restraints, changes in sociological conditions, loss of community feeling and pride, poor leadership, lack of coordination and failure of the Department to manage change. These facts, coupled with increasing call volume and training requirements, have also placed a severe strain on our Department's ability to retain members. According to the City of Salisbury Municipal Code Chapter 2.16 – *Fire Department*, Section 2.16.040 (C) *Volunteer fire companies and volunteer personnel – Active membership*, the Department is authorized to have up to one hundred



## MEMORANDUM

twenty (120) active fire-fighting members including probationary, life-active, honorary active and active members. Currently out of the 120 authorized positions, only 70 positions (58%) are filled. Department statistical data shows that even if we can recruit new members, we have the potential of losing them before they complete two (2) full years of membership. The graph below illustrates that our Department experiences a turnover rate of 67% within the first two (2) years.



Through the work of the Volunteer Corporations and the Fire Department's Administration, we are proposing the development of a full-time Volunteer Coordinator position. This position will be essential to the continued success of our Volunteer component and will assist in developing, leading and implementing a comprehensive program designed to attract and retain qualified volunteers for the Department. This will be accomplished by:

- Creating a Recruitment and Retention Strategic Plan that builds a consistent image for volunteering that is positive, engaging and supports recruitment
- Identifying potential sources of volunteers and implementing strategies to reach all communities
- Developing an onboarding process that is inclusive and aimed at improving our diversity
- Providing oversight of the volunteer contingent on a daily basis with emphasis placed on new members
- Monitoring volunteer participation by analyzing performance metrics



- Providing marketing ideas and activities aimed at targeted audiences that will raise the awareness about the Fire Department and attract non-traditional, qualified members.

The Volunteer Corporations are strongly committed to the creation and implementation of this newly created position. The cost of implementing a robust, successful recruitment and retention program is significant. Understanding the financial commitment, the Volunteer Corporations are proposing a partnership that builds on the long-standing cooperative team effort that already exists. The proposed funding for the salary and benefits of this proposed new position is as follows:

- Year one – The Volunteer Corporations will cover 100%
- Year two - The Volunteer Corporations will cover 75% and the City will cover 25%
- Year three - The Volunteer Corporations will cover 50% and the City will cover 50%
- Year four - The Volunteer Corporations will cover 25% and the City will cover 75%
- Year five and beyond – The City will assume full responsibility of funding

\*\* At the end of year three, the City and the Volunteer Corporations will evaluate the true impact that the position has made on the recruitment and retention of volunteer members. If all parties agree that the program has been successful, funding will continue for the position. The Department will use a 10% annual increase in membership as a benchmark metric.

The goal of this position is to recruit and maintain a stable firefighting force that is diverse, improves community protection from fire-related hazards, medical emergencies and consistently meets the requirements of National Fire Protection Association (NFPA) 1720. The job description has been reviewed and analyzed by the Human Resource's Department with a recommended pay grade established at Grade 9.

Attachments: Volunteer Coordinator Job Description  
Budget Amendment Ordinance

# City of Salisbury

## Classification Description



Classification Title: Volunteer Coordinator  
Department: Fire  
Date: 1/01/20

Pay Grade: 9 (City)  
FLSA Status: NE

### General Statement of Job

Under the general supervision of the assigned supervisor, perform public relations and administrative duties to promote and facilitate a comprehensive recruitment and retention program for the City of Salisbury Fire Department. This position will assist in developing, leading and implementing a comprehensive program that will attract and retain qualified volunteers for the Department.

### Specific Duties and Responsibilities

#### Essential Functions:

*(The following are intended only as illustrations of the various types of work performed and the omission of specific duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position)*

1. Assist the Fire Chief and Volunteer Corporations in the development and implementation of all recruitment and retention programs;
2. Assist the Cadet Supervisor in developing and maintaining an effective viable cadet program;
3. Identify potential sources of volunteers and implement strategies to reach all communities.
4. Maintain entrance level training records and reports in cooperation with departmental training officers;
5. Schedules recruitment and retention activities at community events, develops public relations with the media as well as new partnerships with local businesses, schools, civic organizations, and other community groups as it pertains to recruitment and retention of Volunteers;
6. Serve as a point of contact for volunteers both during and after their probationary year;
7. Responsible for accurate documenting and reporting of volunteer activities and participation;
8. Research and study the latest techniques for recruiting and retaining volunteer firefighters and ways to improve efficiency and effectiveness;
9. Performs activities by analyzing periodic checks of statistics and performance metrics of the volunteer personnel;
10. Recommend and develop ongoing volunteer utilization in cooperation with the Command Staff and Volunteer Corporations to maintain effective internal and external working relationships;
11. Respond to appropriate requests for information from within and outside the Department;
12. Coordinate the Department's Live-In programs;

## **Volunteer Coordinator**

13. Support the Department's Junior Fire Academy;
14. Actively schedule and conduct recruitment presentations in schools and community groups;
15. Use Google platform and other programs to manage, prepare, process, update, and review various records, reports and forms used by the Department;
16. Conduct regular follow-up meetings with applicants and members;
17. Serve on the Volunteer Personnel Board committee and assist with planning and preparation;
18. Maintain Fire Department website and various social media networks;
19. Work in conjunction with the Command Staff personnel to analyze data/issues, forecast needs, draw conclusions, and identify potential solutions, project consequences of purposed actions and effectively implement recommendations;
20. Draft and disseminate press releases and public service announcements to support recruitment efforts and visibility;
21. Attend meetings when assigned and provide update reports on volunteer participation; and
22. Performs other duties as assigned.

### **Required Knowledge, Skills and Abilities**

1. Working knowledge of City policies and procedures;
2. Knowledge of basic fire service and EMS terminology and operational procedures of the City of Salisbury Fire Department;
3. Knowledge of techniques and programs that will successfully contribute to the recruitment and retention of volunteers within the City of Salisbury Fire Department;
4. Work and communicate with people of all ages and socioeconomic groups;
5. Communicate effectively, orally and in writing;
6. Utilize and demonstrate logical and progressive reasoning ability that supports cause and effect relationships;
7. Deal harmoniously with people while promoting community and Department interactions.
8. Act as a representative of the City of Salisbury to the public;
9. Maintain the highest levels of confidentiality;
10. Effectively and efficiently create, organize, track, and maintain department records;
11. Knowledge of Microsoft Office Suite, the Internet, e-mailing systems, and other relevant software or accounting packages;
12. Effectively prioritize and multitask with attention to detail; and
13. Effectively communicate and maintain effective working relationships with other staff members and members of the public.

### **Physical Requirements**

*(Note: The physical demands herein are representative of those that must be met by an employee to be successfully perform the essential functions of this class)*

## **Volunteer Coordinator**

1. Work requires no unusual demand for physical effort.
2. Must have the use of sensory skills in order to effectively communicate and interact with other employees and the public through the use of the telephone and personal contact as normally defined by the ability to see, read, talk, hear, handle or feel objects and controls;
3. Physical capability to effectively use and operate various items of office related equipment, such as, but not limited to a, personal computer, calculator, copier, and fax machine;
4. Work environment involves everyday risks or discomforts which require normal safety precautions typical of such places as offices or meeting and training rooms, e.g., use of safe work place practices with office equipment, avoidance of trips and falls, and observance of fire and building safety regulations.
5. Incumbents may be required to work extended hours including evenings, weekends and holidays.

### **Required Education and Experience**

1. High school diploma or G.E.D.;
2. Must be at least 21 years of age;
3. Three (3) years of experience as a firefighter;
4. Preferred experience working in program development, event planning and volunteer recruitment and retention activities;
5. Strong knowledge of social media platforms (Facebook, Instagram, YouTube, Snapchat, etc.)
6. Minimum of an Associate degree, preferred qualifications would include a Bachelor's degree or equivalent credits from an accredited college or university with major course work in marketing, communications, fire science, public or business administration, or a related field;
7. Or equivalent training, education, and/or experience; and
8. Valid State motor vehicle license of state in which the employee resides

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The above job description is not intended as, nor should it be construed as, exhaustive of all responsibilities, skills, efforts, or working conditions associated with this job.

Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions of this job.