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Today, the demands on the emergency services have never been greater. Fire and EMS departments face increasing challenges ranging from global terrorism and hazardous materials threats to increased call volume and more diverse populations adding new needs and communications challenges. All these efforts take place against a backdrop of shrinking budgets and limited resources.

Fortunately, community volunteerism is on the rise, and capitalizing on that interest allows local emergency organizations to supplement and enhance the services they provide. Having residents volunteer to perform non-emergency tasks for a department allows responders to focus more on training, preparing for, and responding to emergencies while at the same time creating a critical connection between the department and the community it serves.

The Fire Corps Resource Guide is for fire and EMS chiefs and other leaders of state or local fire and EMS agencies interested in establishing or enhancing a non-emergency volunteer program. The Guide was developed by Fire Corps, which is administered by the NVFC in partnership with the IAFC and the many organizations that make up the Fire Corps NAC. Members of the NAC represent nearly every major fire service organization in the nation. They provide valuable input, critical feedback, and supplementary ideas as to the direction of the program. Fire Corps is also supported by the USFA and is funded through the FEMA and Citizen Corps. Fire Corps is one of the five Citizen Corps partner programs. Learn more about Citizen Corps in Section Six of this Guide.

The material contained in this Guide is based on information gathered through the Fire Corps web site (www.firecorps.org), department site visits, questionnaires, and numerous conversations with fire and EMS leadership, volunteer coordinators, and community volunteers throughout the United States.

Fire Corps is a very flexible program. Every department that joins has its own requirements, needs, and challenges that are driven by such diverse variables as the type of department, the demographics of the community it serves, and the resources available (human and fiscal) to the department to fulfill its mission. To accommodate that diversity and allow departments to adapt the program to fit their needs, the Fire Corps national office provides a series of resources for departments to utilize as they see fit. How much or how little a department wants to do after completing the basic registration process is entirely up to the department leadership, but consider that what you get out of the program will be directly related to how much effort your department puts into it.

This Guide walks you through how to create or enhance a local Fire Corps program and provides profiles of successful programs and sample documents to help further these efforts. Sections include:

PART I: ESTABLISHING OR ENHANCING FIRE CORPS PROGRAMS

SECTION 1: INTRODUCTION
Describes the benefits of using community members in fire and EMS departments and reviews the history and purpose of Fire Corps.

SECTION 2: GETTING STARTED
Provides ideas about how to create a Fire Corps program, the roles community members can perform within fire and EMS departments, the costs associated with establishing and maintaining a program, liability issues, and information about volunteer screening, selection, and placement.

SECTION 3: MANAGING AND ASSESSING FIRE CORPS VOLUNTEERS
Addresses supervision and management issues and the development of relevant policies and procedures; contains information about orienting and training new Fire Corps volunteers, providing ongoing training, integrating community members into your department, and evaluating participant performance; and outlines different approaches for assessing your program and the benefits of each.
SECTION 4: RECRUITMENT OF FIRE CORPS VOLUNTEERS
Outlines potential ways to attract non-emergency volunteers, including internal recruitment, citizens’ fire academies, the mass media, the Internet, and existing volunteer resources within the community.

SECTION 5: RECOGNITION OF FIRE CORPS VOLUNTEERS
Addresses the recognition of community programs and individual community volunteers, including federal, state, and local recognition opportunities.

SECTION 6: ORGANIZATIONS AND RESOURCES
Highlights several organizations and programs referenced within the Resource Guide as well as other additional resources.

PART II: PROFILES OF FIRE CORPS PROGRAMS
Describes the specific components of 20 Fire Corps programs. While these Fire Corps programs are multifaceted, the highlighted information features only one component of many within the programs. For more information, contact the program directly or find the agency’s program description at www.firecorps.org.

PART III: SAMPLE DOCUMENTATION
The accompanying CD contains sample forms, handbooks, and other applicable documents from fire and EMS departments with registered Fire Corps programs. The Fire Corps Resource Center at www.firecorps.org contains additional sample documents.
PART I
Establishing or Enhancing Fire Corps Programs
Section one: **Introduction**

**Origin of Fire Corps**

Today, fire and emergency service departments all across the nation must contend with increasing demands for service coupled with inadequate funding. In addition to responding to fires and medical emergencies, firefighters and emergency medical personnel are now being called upon to respond to natural disasters, terrorist attacks, and other emergencies facing their communities.

The Fire Corps program was launched in 2004 in an effort to help departments face these increasing demands. Fire Corps’ mission is to increase the capacity of volunteer, career, and combination departments through the use of community volunteers in non-emergency roles. By recruiting non-emergency help, first responders can devote more time to emergency response and training. In addition, non-emergency volunteers allow departments to expand their services, such as enhancing fire prevention programs or supplying food and water to emergency personnel through rehab/canteen units.

Fire Corps was launched to complement the FEMA’s Citizen Corps initiative and its program partners: CERT, MRC, Neighborhood Watch/USAOnWatch, and VIPS. Citizen Corps and these partner programs share a common goal to have everyone in America help communities prevent, prepare for, and respond to natural disasters, terrorism, crime, public health issues, and other emergencies. With the creation of Fire Corps, Citizen Corps offers volunteer opportunities for community members to support each of the emergency responder disciplines.

Fire Corps is administered by the NVFC in partnership with the many organizations that make up the Fire Corps NAC. Members of the NAC represent nearly every major fire service organization in the nation. They provide valuable input, critical feedback, and supplementary ideas as to the direction of the program. Together these organizations work to create valuable resources and provide critical, much-needed support to our nation’s fire and emergency services.

The foundation of this national initiative to help local fire/EMS departments is the Fire Corps web site located at www.firecorps.org. The site also contains a directory that summarizes opportunities available in fire and EMS departments across the country. The directory is a searchable resource for those interested in networking with departments that offer similar or desired Fire Corps programs as well as a resource for community members wishing to become involved.

To register as a Fire Corps program, an organization must be a fire or EMS department or directly affiliated with one; a local, state, or federal government with offices pertaining to the fire or emergency services; or a local, state, or national not-for-profit fire/EMS organization representing the interests of the fire and emergency services.

Fire Corps also offers:

- tools to help implement your program, including sample documents and forms such as policies and procedures, bylaws, applications, time logs, and more
- marketing tools to help publicize your program and recruit additional members
- technical assistance to help departments determine their volunteer needs and design programs that will effectively meet those needs
- a network of state representatives to help mentor your program and expand your activities
- networking opportunities with other Fire Corps programs
- *Fire Corps E-Update*, a monthly electronic newsletter that provides news and events about Fire Corps activities across the country

**Benefits of Engaging Fire Corps Volunteers**

Engaging community members in the emergency services benefits the department, the volunteers, and the community. While departments strive to maximize fire and emergency services to the community, there is always more to do. Today, departments are experiencing an ever-increasing workload in resource-constrained environments.
Maximizing Resources
Organized support from community members allows fire and EMS departments and their personnel to focus on training as well as preparing for and responding to emergencies. Fire Corps volunteers can fulfill many tasks that are necessary to the department but don’t require operational training. These include administrative assistance, data entry, public education and outreach, firehouse maintenance, and other non-emergency roles. While these tasks are important, they can easily be performed by Fire Corps volunteers instead of taking time from the operational duties of first responders.

Investing in a Fire Corps program can help your department fulfill its primary functions while providing services that may not otherwise be offered. The added value of such a program can be substantial, amounting to hundreds of thousands of dollars.

Enhancing Services
Community members can help provide services that the public wants but that responders and their agencies may not have the time to furnish. These services can include public education on fire and safety-related topics, home safety checks, chaplain services, and other non-hazardous activities.

Improving Your Relationship with the Community
Involving residents from the community can enhance the relationship between your department and the area you serve. This is accomplished in two ways. First, a community member who volunteers with his or her fire or EMS department will have a better understanding of that department and of the needs of the fire and emergency services as a whole. Through that understanding and by being part of the team, the volunteer becomes an advocate in the community for the emergency services. Second, this community contact will allow a department to learn more about its customers (the residents) and adapt to serve them better, a win-win situation for the department and the community it serves.

Working with Your Citizen Corps Council
Citizen Corps is the FEMA’s nationwide, grassroots effort to harness the power of every individual through education, training, and volunteer service to make communities safer, stronger, and better prepared to respond to threats of terrorism, crime, public health issues, and disasters of all kind. This mission is accomplished through a national network of state, tribal, and local Citizen Corps Councils, which bring together the community’s emergency responders, elected officials, and community leaders from social, civic, and faith-based organizations and the private sector.

Citizens Corps Council activities include: all-hazards planning, public education and communications, community participation in training and exercises, coordination of Citizen Corps programs and activities, and equipping volunteers who have a role in disaster response. Citizen Corps volunteer programs include Fire Corps, Community Emergency Response Teams (CERT), Medical Reserve Corps (MRC), Neighborhood Watch/USAOnWatch, and Volunteers in Police Service (VIPS).

Your local Citizen Corps Council is a valuable resource for promoting your Fire Corps program and for leveraging community resources for program development, including recruitment, recognition, and funding opportunities. In addition, it is critical that a leader of the fire/EMS service community sit on the Citizen Corps Council to represent fire and EMS issues in strategic planning efforts to educate, train, and engage all community members. To locate a nearby Citizen Corps Council, visit www.citizencorps.gov/cc/CouncilMapIndex.do.

The work that goes into the creation of a program is almost as important as the program itself. If a department has a clear idea of the roles community residents can play to support the department and sets reasonable expectations, then success is more likely to be achieved.
In this section, you will learn how to create a program, how to assess your needs and the needs of your community, and how to address the logistical issues associated with making non-emergency volunteers part of your team.

In addition to departments starting new programs, there are departments that already have non-emergency volunteers or community outreach programs in place. For them, this section should be used as a review to identify how existing programs are working and where improvements can be made.

**Assess Your Needs**
The first step in establishing a Fire Corps program is to assess the needs of the department and the ability of the members of the department and the community at large to support the program. Once that is complete, this information should be incorporated into the mission, goals, and objectives of your Fire Corps program.

These assessed needs should include non-critical supplemental tasks that may overburden firefighters and EMTs and could be performed by non-emergency volunteers. It is important to recognize the areas in which your department needs help, rank them by importance, and then create or modify your programs to meet the needs at the top of the list.

Remember that the purpose of engaging the community is to supplement and support, not supplant current employees or members. If you replace a paid employee or remove a long-term dedicated volunteer with someone new, you may end up with employees and members who do not welcome the new Fire Corps members as well as new Fire Corps members who do not feel valued.

It is important to remember that Fire Corps members who join your department should be viewed as part of the team. It is important that they feel they are a part of the emergency services “family” at a level that they can commit to.

**Assess Your Department and Community Characteristics**
The characteristics of your department and your community influence the need for, acceptance of, and availability of residents willing to help. You may consider including community members or organizations in the program development process. Factors to consider include department size and type, community size, community demographics, such as the age and transient nature of the population, the presence of philanthropic organizations or other possible supporters, as well as existing sources of volunteers such as higher education institutions or volunteer centers.

It is also important to address employee and member concerns about the addition of Fire Corps members into the department. These discussions should involve labor groups, department members, including existing administrative or support members, and civilian employees. If these groups are involved from the beginning, it will help your department convey the message that the community is there to assist members, not replace them. As a result, the volunteers may be better accepted when they arrive.

**Define Fire Corps Roles**
It is important to have predefined roles that Fire Corps volunteers can fill, thus setting expectations for both the volunteer and the department members. The roles that non-emergency members can perform are endless and in many cases are driven by local needs, such as preparing the public for wildland fire season, developing hurricane evacuation pre-plans in coastal regions, or helping to create street pre-plans in rapidly expanding towns. Below are examples of position descriptions that could be performed by Fire Corps volunteers. This list is by no means complete as there are an infinite number of roles that these individuals can fulfill. Remember, these roles are not intended to replace paid positions within the department. Rather, they are intended to help departments fulfill unmet needs and increase the level of service provided to the community.
**CATEGORY: ADMINISTRATION**

**Title: Account Clerk**
Assists with accounting, bookkeeping, data entry, accounts receivable, and customer service.

*Qualifications:* Related work experience and knowledge of basic bookkeeping and accounting principles; basic knowledge of Microsoft Excel and Word.

**Title: Accreditation Support**
Assists with the provision of accreditation support to the Fire Chief and Executive Staff, i.e. during the Center for Public Safety Excellence self-assessment process or other local/regional accreditation process.

*Qualifications:* Ability to read and write English proficiently; basic computer word processing skills.

**Title: Administrative Assistant**
Assists with office management, scheduling, meeting facilitation, meeting coordination, research, report writing, and document proof-reading.

*Qualifications:* Related work experience; good customer service skills; good writing and public speaking skills; self-starter; accomplishes work assignments with limited supervision.

**Title: Archivist**
Compiles photos, news clippings, video, audio, historical, and other items and archives in binders, storage facilities, data files, etc.

*Qualifications:* Good organizational skills and ability to use computer databases.

**Title: Budget Analyst**
Assists in the analysis and preparation of budgets and related documents.

*Qualifications:* Knowledge of principals, practices, methods, and terminology used in public accounting and financial management.

**Title: Critical Incident Stress Management (CISM)**
Provides CISM counseling to department members following significant incidents.

*Qualifications:* Must be licensed mental health professional with background or coursework in CISM or may be chaplain with coursework in CISM.

**Title: Fire Historian**
Researches history of fire service and fire service operations in the community; may develop displays for museums or fire stations of a historical nature; gathers information and display materials of historical significance.

*Qualifications:* Able to conduct research and prepare documentation of fire service history.

**Title: Fire Museum Docent**
Assists with the establishment of displays at public museums; describes historical fire operations and uses of equipment on display.

*Qualifications:* Good public speaking skills; familiarity with historical operations; ability to describe operations and equipment; outgoing personality.

**Title: Fundraising Coordinator**
Assists with scheduling, promotion, organization, and direction of fundraising activities.

*Qualifications:* Marketing/advertising skills and experience; outgoing, affable personality; organized and can work unsupervised; good communication skills; self-starter.

**Title: Geographic Information Systems (GIS) Administrative Support**
Prepares GIS mapping and pre-plan documents and distribution; maintains map books for engine companies/Operations Division; tracks fire inspection workload and pre-fire planning; inputs information into GIS data systems.

*Qualifications:* Knowledge of Computer Aided Drawing (CAD); experience with GPS devices and GIS.

**Title: Grant Writer**
Searches for grants, writes grant applications, and assists with grant management.

*Qualifications:* Related work experience; good writing skills.
Title: Information Technology Specialist
Assists with computer systems set-up, diagnosis and repair, website set-up and maintenance. Note: This position has connectivity to multiple categories (i.e. Support, Outreach).
Qualifications: Knowledge of networks, Internet, and any combination of education and experience that would provide the knowledge and skills necessary to carry out the above duties.

Title: Newsletter Editor
Writes articles and develops newsletters for the community and/or department staff.
Qualifications: Ability to communicate effectively both verbally and in writing; good computer skills.

Title: Office Assistant
Assists with answering phones, front desk customer service, filing, word processing, and general office duties.
Qualifications: Good phone and communication skills, quick learner, basic computer skills.

Title: Photographer/Videographer
Photographs special events, department events, and emergency incidents. Note: Can support multiple areas/categories.
Qualifications: Must have access to appropriate equipment and knowledge of digital camera and/or video and various lenses (supplies may be provided by the department).

Title: Program Coordinator
Coordinates the recruitment, selection, and assignments of other volunteers within the volunteer program; may support multiple areas and categories.
Qualifications: Experience in supervision and/or management of people; multi-tasker; highly developed skills in problem resolution; adaptable to change; basic computer skills.

Title: Public Relations Coordinator
Ombudsmen; assists with outreach and recruiting additional Fire Corps members; may support multiple areas and categories.

Title: Special Events Coordinator
Schedules, promotes, organizes, and directs special events.
Qualifications: Organized and can work unsupervised; good communication skills; self starter.

Title: Vintage Fire Apparatus Restoration
Restores vintage apparatus for historical, educational, and special event value; researches and locates necessary parts; performs repair work; and schedules necessary outside work and donations.
Qualifications: Mechanical aptitude and interest.

CATEGORY: FIRE PREVENTION

Title: Fire Prevention Coordinator
Develops fire prevention program for the department along with an implementation plan.
Qualifications: Experience in teaching, lesson plan creation, and knowledge of standard office software applications such as Word, Excel, and Access.

Title: Fire Safe Clearance Inspector (Urban-Wildland Interface)
Assists with the conduction of inspections of public facilities and private residences to ensure adequate fire clearances in the urban-wildland interface areas.
Qualifications: Knowledge of local fire code and ordinances; customer service skills; valid driver’s license; good driving record.

CATEGORY: OUTREACH

Title: Commercial Fire Prevention Coordinator
Assists with contacting businesses to provide fire prevention information; checks to see that businesses are in compliance with fire codes prior to official inspections.
Qualifications: Outgoing personality with excellent speaking skills; ability to learn commercial fire prevention tips; awareness of fire code violations; good follow-through skills.
Title: Home Fire Safety Coordinator
Assists with contacting residents and offering fire prevention tips for making the residence safer; conducts home smoke alarm tests and installations upon request.
Qualifications: Good phone skills; good public speaking skills; ability to learn elements of fire prevention and safety information; minimal mechanical aptitude.

Title: School Fire Safety Coordinator
Assists with contacting schools and delivering fire prevention presentations to schools to increase their safety; conducts school fire safety inspections and witnesses school evacuation drills upon request.
Qualifications: Good phone skills; good public speaking skills; ability to learn elements of fire prevention and safety information.

Title: Translator/Interpreter
Assists department responders in communicating with non-English speaking residents during emergency incidents; promotes public safety and fire prevention; outreach.
Qualifications: Bilingual; good communication skills; ability to handle high-stress situations.

CATEGORIES: SUPPORT SERVICES / EMERGENCY INCIDENT

Title: Crisis Intervention Specialist
Provides crisis intervention and counseling to community members during and following significant incidents.
Qualifications: Applicable para-professional training in crisis intervention.

Title: Food Unit Coordinator
Assists with procuring supplies, food, and beverage service for the incident, including remote locations and to personnel unable to leave their position of tactical field assignment.
Qualifications: Knowledge of local purchasing and supply restrictions and requirements; knowledge of current nutritional and public health guidelines for emergency workers; ability to complete detailed reporting requirements.

Title: Radio Operator
Assists the Incident Communications Manager in the set-up and operation of radios and the Incident Communications Unit.
Qualifications: Knowledge of theory and operations of fire and emergency service communications, radios, and radio systems.

Title: Responder Rehabilitator
Provides support to medical unit leader in the deployment and operation of the rehab facility; may perform certain tasks within the facility if trained; assists with set-up and break-down of facility.
Qualifications: Knowledge of operating principles of a rehab facility; experience with delivery of emergency medical services is helpful.

CATEGORIES: TRAINING

Title: Adjunct Faculty
Assists in the delivery of specific subject matter based on the individual’s area of expertise.
Qualifications: Knowledge of adult learning concepts; instructional design and/or delivery experience; subject-matter expertise.

Title: Audio/Visual Support Technician
Assists the training officer, guest instructors, lecturers, and presenters with setting up multimedia presentations and videos.
Qualifications: Knowledge of computers and presentation software; ability to interface computers with P/C projector, audio systems, and VCR and/or DVD players; ability to develop slide presentations such as PowerPoint and add graphics, photographs, video clips, documents, and maps to enhance the presentation.

Title: Course Support Specialist
Assists in the scheduling of departmental training activities; maintains training “master” calendar; schedules training classrooms and drill grounds.
Qualifications: Ability to use personal computers and standard software applications such as Word, Access, and Excel.
Title: Department Librarian
Catalogs and maintains inventory of training materials such as textbooks, magazines, training manuals, instructional materials, and other media. 
Qualifications: Use of personal computers and database programs; ability to communicate effectively, both verbally and in writing; ability to categorize and supervise storage.

Title: E-Learning Specialist
Assists with the development and delivery of online learning programs; web site development; interacts with various divisions to ascertain appropriate information to place on the Internet. 
Qualifications: Above average knowledge of computer systems, online learning design, and delivery methodologies pertaining to the Internet.

Title: Fire/EMS Training Role Player
Assists the Training Officer in providing training to department personnel and the public as a role player. 
Qualifications: Outgoing personality; available to work various hours of the day.

Title: Language Instructors, Tutors, and Interpreting Services
Provides classes or personal tutoring in basic second-language instruction to department members. 
Qualifications: Ability to speak, read, and write English and a second language that is appropriate for the demographics of the jurisdiction and the ability to impart knowledge to others; previous teaching experience preferred but not required.

Title: Records Management Specialist
Assists in the maintenance of training records. 
Qualifications: Ability to use personal computers and standard software applications such as Word, Access, Excel, and others; good organizational skills.

Title: Training Materials Publisher
Creates training programs and curricula, student materials, training brochures, course catalog, and marketing brochures. 
Qualifications: Knowledge of desktop publishing and graphic design methodologies; proficient in design and presentation software.

Selecting Fire Corps Volunteers
The selection of non-emergency volunteers has become complicated in today’s world. It is important for every department to screen individuals before bringing them on board as part of their department. The level of screening will depend on department policies and the role of the volunteer. Individuals with access to confidential information or department equipment may require more intensive screening.

All applicants should be asked to complete an application form. They should provide contact information, an emergency contact, and references. Applicants should also detail their skills, experience, and availability. You may also choose to provide a cover letter or informational brochure about your Fire Corps program to explain the department’s expectations and the opportunities offered.

If you are considering accepting the applicant into the program, the Fire Corps coordinator or other department representative should make arrangements to interview the candidate. The interview should assist in determining if the prospective candidate is a good fit for your department. In addition to an application and the interview, you may consider additional screening including:
• criminal background check
• reference check
• fingerprinting
• drug testing

Some departments may choose to complete some or all of these steps before conducting an interview. In this event, the information required to complete the screening(s) should be requested in the volunteer application.

Selection is critical. Regardless of the function the person is serving, his or her actions, on and off duty, will reflect on the department. The person’s friends and neighbors and the community at large may not distinguish between a firefighter or EMT and a Fire Corps volunteer.
Once a community member has been accepted, you may choose to send a letter welcoming him or her to the department. A letter signed by the chief, fire commissioner, or company president can convey the department’s appreciation and serve as the first step in cultivating a long-term relationship with an individual that is donating his or her time and talents to your department.

Declining Fire Corps Volunteers
Each department must develop criteria for screening and selection before establishing a Fire Corps program. The specific criteria will vary from one department to another. While you may have certain universal criteria, such as no felony convictions, other criteria may depend on the activities the member will be engaged in, such as driving a departmental vehicle or conducting public education in local schools. Making potential members aware of these selection criteria at the outset may prevent unqualified individuals from applying. It is also useful to have established criteria to refer to if an individual complains about not being selected. If you have a multidimensional program, an individual who is inappropriate for one role may be a good fit for another role within the department. If a Fire Corps candidate is not suitable for placement within your department, there may be better opportunities elsewhere in the community. You can refer him or her to the local Citizen Corps Council, the local volunteer center, or make the person aware of other volunteer opportunities.

Liability Concerns
Fire Corps programs offer substantial benefits to a department and its Fire Corps members, but, like all department activities, can produce unexpected results - events that are not planned outcomes of the activity. Unexpected results include volunteer injury as well as harm to others caused by a department’s or a volunteer’s wrongful act or failure to act with reasonable care. The potential consequences include liability to compensate victims under state law. For the liable person or organization, this can mean loss of financial and other resources, as well as damage to partnerships and reputation in the community.

Concern about these consequences, especially the department’s potential liability for injury to a volunteer or a member of the public, is a barrier that discourages some departments from starting a Fire Corps program. Members of the public often have similar concerns and consequently are unwilling to volunteer if the department does not offer liability protection and injury benefits. These barriers are best addressed directly and early in the process of organizing a Fire Corps program, by adopting a plan to minimize liability and to pay for liability that does occur.

Fire Corps created the Fire Corps Liability Guide: Managing the Unexpected in Fire Corps Activities to help your department address liability issues within your Fire Corps program. This Guide is available on the Fire Corps web site at www.firecorps.org.

Budgeting/Funding
Establishing and maintaining a Fire Corps program is not a cost-free endeavor; however, the added value of such a program can be substantial. For a combination or volunteer department that already has volunteers, the program support costs can be minimal. The mechanisms to manage the new members of your team are already in place, and many career departments may already have community outreach programs of which Fire Corps can become an extension. The costs associated with establishing and maintaining a Fire Corps program will vary depending on the scope of opportunities you offer. Remember that you are greatly adding to the value of your department.

Costs to consider include:
- personnel—the time and/or salary and benefits for program coordinator(s)
- screening
- specialized, on-the-job training
- work space requirements
- supplies
- equipment
- recognition
Funding for Fire Corps programs can come from many different places. Federal funding is available under the Homeland Security Grant Program, which consolidates several funding streams, including the State Homeland Security Program, Urban Areas Security Initiative, Metropolitan Medical Response System Program Grants, and Citizen Corps. In addition, the Assistance to Firefighters Grant Program can be used to support Fire Corps activities.

Contact your local Citizen Corps Council to identify the fire and emergency service representative to communicate your needs and to receive more information. If there isn’t a fire and emergency service representative on the Council, offer your services. If there is not a Citizen Corps Council in your area, visit www.citizencorps.gov for information about starting one.

More information can be found at the grants information section of the Fire Corps website at www.firecorps.org. However, do not stop there when looking for ways to offset the cost of having a Fire Corps program. Local businesses are a great resource to approach about donating to your department to help offset these costs. They may also provide in-kind services or donations, ranging from a gift certificate for your Fire Corps member of the month, to equipment needed to complete critical tasks.

In addition to grants and direct donations, many fire/EMS departments have partnered with an existing local nonprofit association or have been involved in creating an association that can raise funds and secure nonprofit status. Local branches of civic groups and service organizations, such as Rotary International, Lions Club International, and the Benevolent and Protective Order of the Elks, may be willing to provide support.

You may also consider filing for tax-exempt status for your Fire Corps program. While several types of tax-exempt status exist under the Internal Revenue Code, filing under Section 501(c)(3) is the most common and will work well for the needs of your Fire Corps program. There are several benefits your Fire Corps program can enjoy if 501(c)(3) status is obtained. Your program could become eligible for both public and private funds and grants, and individual donors can claim personal federal income tax deductions, which may create an incentive to donate. There are several financial benefits as well. As a tax-exempt organization, your Fire Corps program may become eligible for state and federal exemptions from payment of corporate income, sales, and property taxes. Additionally, the organization may enjoy lower postal rates on third-class bulk mailing, less expensive advertising rates in publications, and discounted space from some Internet service providers. Free radio and public service announcements are often provided by the local media, which would be a great resource for Fire Corps to reach and educate the community.

Some legal work is required to obtain 501(c)(3) tax-exempt status for your Fire Corps program. Visit the Fire Corps Resource Section online at www.firecorps.org to learn more.

Once you have defined ways that members of the public can support you and have solicited their participation, the real work begins. Now you must manage those that offer to help, make them a part of your team, and assess your program’s success.
In this section, you will learn how to supervise, place, train, and assess your Fire Corps members. Just as with Section Two, departments with current programs should review the considerations presented here against their existing operations to identify where improvements can be made.

### Supervising and Managing Fire Corps Volunteers

While establishing a Fire Corps program can help to free up emergency personnel, it is not self-sufficient. Continued success depends on effective management. Fire Corps members must be prepared for the pace and atmosphere of working in an active fire or EMS station. It is the responsibility of the program coordinator to help Fire Corps volunteers become acclimated to and navigate this environment. Selecting a person or persons to coordinate program activities is important to a successful program. A program coordinator may be an existing operational or administrative volunteer, a qualified volunteer who is recruited for the position, a uniformed or civilian employee, or a mixture of the above. The decision will ultimately depend on the department's resources. There may also be several people responsible for the management and supervision of your Fire Corps members, depending on the size of your department and program. The person(s) responsible must be committed to the mission and purpose of the program. The program coordinator must also possess management skills and be able to supervise others. Volunteers require supervision, support, feedback, and evaluation, just like paid employees. There may be a local or state network of volunteer coordinators who can provide guidance to a new coordinator on management training opportunities.

### Developing Program Policies and Procedures

Before establishing your Fire Corps program, you need to develop operational guidelines and policies about the governance and function of the program. Having a set of policies provides the structure to manage the program equitably and can prevent future problems.

Specific policies to consider include:
- confidentiality
- time requirements
- training requirements
- use of equipment
- uniforms
- termination

Departments also need to make Fire Corps members aware of departmental policies and procedures they must follow. For example, Fire Corps volunteers should be instructed about how to deal with representatives of the media while on duty. Examples of departmental policies and procedures can be found on the CD accompanying this Guide.

### Placement

Two issues should be considered in determining the placement of Fire Corps volunteers. First, you need to understand the specific needs of the department which is uncovered in the assessment stage of program establishment. Second, the skills and interests of a potential member should be considered. Don’t assume that a person is interested in using the same skills or serving the same function that he or she serves professionally. While a former accountant may be an asset to your department’s financial management division or treasurer, that person may want a new experience. An unhappy or unfulfilled volunteer is more likely to leave your department, thus wasting your investment in recruiting and training. Placement should be negotiated between the Fire Corps member and the program coordinator.

### Training

Once a person joins your department, he or she must be made aware of the expectations, policies, and procedures to be followed. The length, structure, and format of the training will vary according to the size of the department and the scope of your program.
Orientation
All Fire Corps members should receive an orientation to the department before taking on any responsibilities. It can be helpful to supplement this orientation by providing the member with a handbook of policies and procedures that he or she can refer to in the future. A sample volunteer handbook is available on the CD accompanying this Guide. Some departments use their Citizen’s Fire Academy as a prerequisite to volunteering. In this instance, the academy functions as the orientation.

The following is a list of items you may want to consider including in your handbook:
• a welcome from the chief, president, or other command staff representative
• the history of the department
• an organizational chart
• requirements of membership
• the goals and purpose of the Fire Corps program
• the policies and procedures governing the Fire Corps program
• bylaws and policies and procedures of the department (if applicable)
• a glossary of language, abbreviations, and acronyms used by the department
• emergency procedures and other contact information
• timesheets and other required forms
• a termination policy
• evaluation procedures

In addition to the above, the Fire Corps volunteers should:
• meet with his or her supervisor
• be shown the location(s) where he or she should report
• meet the members and/or employees he or she will be working with
• be shown where to store personal belongings
• be shown where to park

Many of these tasks can be accomplished either at an orientation meeting or at the department’s regular company or training meeting. There may be additional mandatory training required by your local or state government, such as sexual harassment training. Upon completion of this basic introduction to the department’s requirements and expectations, you may consider asking the non-emergency volunteer to sign an agreement acknowledging applicable policies and procedures and a commitment to a certain schedule or number of shifts or events.

Ongoing Training
Initial training should be supplemented by ongoing in-service training. This will keep your Fire Corps members apprised of policy and programmatic changes and further develop their skills, enabling them to better carry out the tasks they are assigned. Some departments offer CPR and emergency first aid. You might also consider cross-training with your partner Citizen Corps programs, such as the CERT and MRC. Other resources for on-going training are the Citizen Corps Affiliate Programs and Organizations, including the Red Cross, the Amateur Radio Relay League, and Meals on Wheels. More information can be found at www.citizencorps.gov/programs/affiliate.shtm.

Integrating Fire Corps Volunteers into the Department
One of the most important tasks you must complete after recruiting and selecting your Fire Corps members is to truly make them part of your team. The emergency services are home to a wonderful camaraderie among staff, and the community members that join your Fire Corps program need to feel that they are included. Integrating Fire Corps volunteers into the culture of your department can be a significant challenge, and one that differs by the type of department, its size, and if there have been attempts to integrate non-emergency volunteers in the past. Fire Corps volunteers who do not feel welcome are unlikely to stay. They must feel welcomed not only by those they work with directly, but by all of the operational members and staff that they support.
There are a number of formal and informal ways to help your Fire Corps team feel as though they are a part of the department:

- changing your bylaws to allow them to be a class of “member”
- allowing them to use department facilities, such as a workout room
- allowing them to join the credit union
- including them in formal and informal celebrations, such as birthdays and recognition events
- providing the member with insignia or clothing that identifies him or her as a volunteer with your department
- distributing department newsletters and information to them, including them on e-mail lists, and providing them with member access to your website

**Program Assessment**

Assessing the costs and benefits of your Fire Corps program can help you and other decision-makers in making budget and resource distribution decisions. It is important to document the resources required to manage, implement, and maintain your Fire Corps program. As discussed earlier, a volunteer program is not a free endeavor. The added value, however, can be substantial. Information and data supporting the value of the program can be vital to its maintenance and growth. Collecting data before the implementation of the program (baseline data) can assist in measuring the growth and impact of your program. You will likely collect both quantitative (e.g. numbers) and qualitative (e.g. anecdotal) data. Examining the same type of data on an annual basis can be helpful in determining if the goals of the program are being met. Commonly collected information includes:

- the number of individuals taking part in the program
- how many hours each Fire Corps member contributes on a monthly basis
- the types of activities they are engaged in
- when applicable, the number of activities completed

Fire Corps has provided time and activity logs to help you gather this important data. These forms are available online at www.firecorps.org and can be tailored to meet the specific needs of your department and/or program.

**Assessment of Fire Corps Volunteers**

Fire Corps members should be routinely assessed. Depending on the size and scope of the program, this assessment may be completed by the program coordinator and/or the individuals’ supervisor. Many departments choose to formally evaluate their volunteer staff on an annual or biannual basis. This evaluation can be a valuable tool to:

- select a member for formal recognition
- identify and prevent a potential problem
- determine what training would be helpful to the individual in performing his or her role
- determine whether the individual can and would like to take on a new or additional role
- obtain feedback and suggestions about the structure and management of the Fire Corps program
Calculating the Dollar Value of Volunteer Contributions
There are several ways to measure the value of your Fire Corps volunteers’ contributions. You may choose to calculate the equivalent hourly rate of pay; however, if you have Fire Corps members serving numerous roles, specific calculations may be difficult. You may also choose to use the national average for volunteer time which is calculated at $20.85/hour according to the Independent Sector for 2009 (www.independentsector.org/programs/research/volunteer_time.html). Note that this national average changes annually.

Using this calculation, if Fire Corps members contributed 6,000 hours to your department in a 12-month period, the value of their contributions would be $125,100. Although this dollar amount may be helpful when making budgetary and programmatic decisions, the value of involving the community and the positive public relations generated by your Fire Corps program are not included in this amount. While difficult to measure, anecdotal information and feedback from the community are also important considerations. And, of course, there are the immeasurable benefits of reducing loss of life and property because Fire Corps volunteers expand community outreach and education efforts and free up firefighters and EMTs to focus on their highly skilled responsibilities in keeping the community safe.

In addition, to making and justifying internal funding decisions, the information collected should be used to identify the strengths and weaknesses of the program, determine program growth areas, and seek additional program support from the public and outside entities, such as community foundations.

In order to develop a successful Fire Corps program, it is incumbent on the department to actively recruit members of the community. Just registering your Fire Corps program on the web site is not going to bring people knocking on your door. Research on volunteerism has consistently shown that people who are asked to volunteer are far more likely to do so than those who are not asked.
Section four: Recruitment of Fire Corps Volunteers

Internal Recruitment
There may be pre-existing avenues within your agency that can be used to recruit non-emergency help for your Fire Corps program. To find out what recruitment efforts are currently underway, coordinate with your local Citizen Corps Council and program partners to leverage resources and promotion efforts. While you may not already have what you consider to be a true volunteer program, there are likely individuals in your community who currently assist your department by participating in programs such as a citizen's advisory board. These individuals may be the first community members to reach out to when developing a program. Fire and EMS departments consider their current volunteer members as the best source of recruitment. This “word of mouth” recruitment is invaluable. Existing members frequently become protective of the program's reputation and share the department's desire to maintain its respect and integrity.

Citizen’s Fire Academy
Many fire/EMS departments host a Citizen's Fire Academy that can be a great source of individuals interested in furthering their commitment to the organization. You may be able to cultivate this interest in the department into a long-term relationship. In some cases, the participants may take the lead role in establishing a continued relationship by creating an alumni association. Some alumni associations have formed tax-exempt, nonprofit associations that can raise funds to support volunteer programs or other agency activities.

Mass Media
Your local media (television, radio, and newspaper) can assist in advertising your Fire Corps program. These media organizations may also produce stories profiling your Fire Corps members and their accomplishments. In addition, there are examples of press releases and other documents for promoting your Fire Corps program available on the Fire Corps web site at www.firecorps.org. Media professionals are dedicated emergency responders. Whether they are covering wars or reporting on the aftermath of earthquakes, fires, and floods, they are essential players in the world of emergency response. It takes a bit more effort to engage media professionals in covering disaster preparedness and community planning activities. However, the time and energy spent is quite worthwhile.

Internet
Community members are increasingly using the Internet to conduct research on organizations and to find volunteer opportunities. If your local government and/or department maintains a web site, you should publish information about your Fire Corps program there, including opportunities available, a point of contact for additional information, and an application form. In addition to advertising on your department’s web site, you should register your program with Fire Corps at www.firecorps.org to have it included in the national directory. At no cost, you can also include a description of your program, post a link to your department’s site, provide a downloadable application form, and post photos of your members in action.

Existing Volunteer Organizations

Citizen Corps Councils
The purpose of a Citizen Corps Council is to develop a strategic approach to comprehensive, all-hazards community safety through public education and outreach, training and exercises, and volunteer opportunities to support local emergency responders.

Citizen Corps activities at the local level include Fire Corps. As you develop your Fire Corps program, you may want to consider representing the fire and emergency services on your local Citizen Corps Council. The Council can help match potential volunteers to opportunities, secure funding, leverage resources, identify opportunities for cross-training, recognize Fire Corps members, and promote your program. For example, the Fairfax County, Virginia, Citizen Corps Council’s web site, (www.fairfaxcountycitizencorps.org), serves as a centralized referral resource for volunteer opportunities in public health and safety fields within the
Section four: Recruitment of Fire Corps Volunteers

County. Information about the Citizen Corps initiative appears in Section 6 and a complete listing of Citizen Corps Councils is available at www.citizencorps.gov/cc/CouncilMapIndex.do.

In addition to the five Citizen Corps program partners (CERT, Fire Corps, MRC, Neighborhood Watch, and VIPS), there are 26 national Citizen Corps Affiliate Programs and Organizations. These Affiliates offer resources for public education and outreach, training, and volunteer members who may be interested in supporting your fire/EMS department. A full listing of Citizen Corps Affiliates is available at www.citizencorps.gov/programs/affiliate.shtm.

The Points of Light Foundation (www.pointsoflight.org) to locate the Center nearest you. The Points of Light Foundation is a Citizen Corps Affiliate.

Retired and Senior Volunteer Program
The Retired and Senior Volunteer Program (RSVP) is a national service initiative dating back to 1969. RSVP is a key element of the Corporation for National and Community Service (CNCS). Through RSVP, CNCS provides grants to qualified agencies and organizations to engage people 55 and older in volunteer service. An office on aging, or a similar office within a community’s local government, may coordinate RSVP opportunities within your community. One of the added benefits of recruiting volunteers through RSVP is the provision of accident, personal liability, and excess automobile insurance coverage for the volunteer by the RSVP sponsoring agency.

More information about RSVP can be found at www.seniorcorps.gov/about/programs/rsvp.asp. Citizen Corps works closely with all the CNCS programs.

Civic Groups
Existing civic groups in your community, such as the United States Junior Chamber (“Jaycees”), can be helpful in getting the word out about your program. These groups may also be a good source for recruiting non-emergency help, particularly if a group of volunteers is needed for a special event. The Jaycees are a Citizen Corps Affiliate. Other civic group Affiliates include the Veterans of Foreign Wars, the American Legion, the American Legion Auxiliary, Meals on Wheels, and more.

Volunteer Centers
Your community may have a centralized Volunteer Center that has information about volunteer opportunities throughout the area. Once you have established a program, you should let the Center know so it can refer potential volunteers to your department. If you do not know of a Volunteer Center in your community, you may contact the Points of Light Foundation (www.pointsoflight.org) to locate the Center nearest you. The Points of Light Foundation is a Citizen Corps Affiliate.

Educational Institutions
Colleges and universities in your community can be another source for finding and recruiting Fire Corps members. Increasingly, students are required to volunteer or complete internships before graduation. While a student intern may require additional supervision, he or she may have more time and demonstrate a greater commitment to the mission of the department.
Recognizing the Fire Corps members that participate in your program helps convey the important role they play in your department and is key to their retention. Fire Corps volunteers should be recognized for the time, effort, and talents they provide and not be taken for granted.

**Departmental Recognition**
Recognition does not need to be time-consuming or expensive to be meaningful. You should acknowledge your Fire Corps members regularly through sincere expressions of gratitude. Simple ways to accomplish this include:

- verbal expressions of thanks
- letters of commendation
- pictures with and/or certificates of appreciation signed by local elected officials
- Fire Corps member of the month awards
- Fire Corps member of the year awards
- personal notes
- posted photos of members “on the job”
- letters to the member’s employer
- giving gift certificates donated by local businesses
- highlighting members on your department’s website
- working with your local media to publicly highlight member contributions
- regular award and recognition banquets/events
- pins to acknowledge a certain number of total hours volunteered
- plaques
- shirts, bags, and other items with the Fire Corps and/or department logo

**Community and State Volunteer Award Programs**
Many states, local communities, and civic groups offer formal awards for volunteers and organizations. Check with your Citizen Corps Council, your state volunteer commission, or your local Volunteer Center to find out what types of awards and recognition programs for which your volunteers can be nominated.

Examples of state award programs include:

- **Arizona - Governor’s Commission on Service and Volunteerism**
  [www.volunteerarizona.org/award/award.htm](http://www.volunteerarizona.org/award/award.htm)
- **New Hampshire - Spirit of New Hampshire Awards**
- **Iowa - Governor’s Volunteer Awards**
  [www.volunteeriowa.org/awards/](http://www.volunteeriowa.org/awards/)
- **North Carolina - Commission of Volunteerism & Community Service**
  [www.volunteernc.org/programs/volunteerAwards.aspx](http://www.volunteernc.org/programs/volunteerAwards.aspx)

**National Award and Volunteer Recognition Programs**

**Fire Corps Award of Excellence**
The Fire Corps Award of Excellence is presented annually to a Fire Corps program that has excelled in community involvement, improving the efficiency of their department through implementation of a community program, innovative integration of community members within their program, and reward-
Section five: Recognition of Fire Corps Volunteers

For more information about the award, visit www.firecorps.org.

President's Volunteer Service Award
The President's Council on Service and Civic Participation was created in 2003 with a mission to recognize and encourage outstanding volunteer service and civic participation by individuals and organizations. The awards, modeled after the President's Physical Fitness Awards, are given on an annual basis. This award program provides an excellent and inexpensive opportunity for your volunteers - and your agency - to be recognized. If you have volunteers who are 15 years old or older and have completed 100 hours of volunteer service in the previous 12 months, they are eligible to receive the President's Volunteer Service Award. If you have volunteers who have completed more than 4,000 hours of volunteer service in their lifetime, they are entitled to an award. Each of these individuals will receive:

- a personalized certificate of achievement
- an official President’s Volunteer Service Award pin
- a note of congratulations from the President of the United States
- a letter from the President's Council on Service and Civic Participation

For more information about the program, including criteria, visit www.presidentialserviceawards.gov.

Daily Points of Light Award
The Daily Points of Light Awards program is co-sponsored by the Points of Light Foundation, the Corporation for National and Community Service, and the Knights of Columbus. Each weekday, one volunteer or volunteer effort receives the Daily Points of Light Award. These awards are given to individuals who find innovative ways to meet community needs, efforts which often lead to long-term solutions and impact social problems in their local communities. For application criteria, please visit http://www.pointsoflight.org/recognition.

National Volunteer Week
National Volunteer Week was established through executive order by President Nixon in 1974. Every President since then has signed a proclamation recognizing National Volunteer Week as an annual celebration of volunteerism. Many states, localities, and agencies schedule recognition events to coincide with National Volunteer Week. For information on National Volunteer Week, including free downloadable resources and a list of upcoming dates, visit the Points of Light Foundation web site at www.pointsoflight.org/signature-events-and-series.
This section contains contact and other information about Citizen Corps, partner programs, and the members of the Fire Corps National Advisory Committee. In addition there are links and information about organizations and products that can help you improve or start a Fire Corps program. You can always refer to the Fire Corps web site at www.firecorps.org for updated information and resources to help expand your program.

**Citizen Corps and Program Partners**

**Citizen Corps**

www.citizencorps.gov

Fire Corps is a proud partner of Citizen Corps, the FEMA’s nationwide grassroots strategy for comprehensive community preparedness. Local Citizen Corps Councils bring government and civic leaders together to collaborate on achieving community resilience through personal preparedness and increased participation in community safety and response programs. Elements of local strategies include outreach and education on personal preparedness; integration of nongovernmental assets and personnel in preparedness and response protocols; improved plans for emergency notifications, evacuation, and sheltering; and increased citizen participation in community safety through volunteerism.

**Medical Reserve Corps (MRC)**

www.medicalreservecorps.gov

The MRC is sponsored by the Office of the U.S. Surgeon General. It coordinates the skills of practicing and retired physicians, nurses, and other health professionals as well as other citizens interested in health issues, who are eager to volunteer to address their community’s ongoing public health needs and help their communities during large-scale emergency situations. MRC volunteers may deliver necessary public health services during a crisis, assist emergency response teams with patients, and provide care directly to those with less serious injuries and other health-related issues. MRC volunteers may also serve a vital role by assisting their communities with ongoing public health needs (e.g., immunizations, screenings, health and nutrition education, and volunteering in community health centers and local hospitals).

**USAOnWatch - Neighborhood Watch**

www.USAOonwatch.org

USAOnWatch is the face of the national Neighborhood Watch program. The program is managed nationally by the National Sheriffs’ Association in partnership with the Bureau of Justice Assistance, Office of Justice Programs, and U.S. Department of Justice. Time-tested practices such as “eyes-and-ears” training and target-hardening techniques continue to be at the core of the program. As groups continue to grow, the roles of citizens have become more multifaceted and tailored to local needs. USAOnWatch empowers citizens to become active in homeland security efforts through community participation. USAOnWatch provides information, training, technical support and resources to local law enforcement agencies and citizens. The USAOnWatch web site provides information on how to start a watch and provides resource information and success stories on Neighborhood Watch.
Volunteers in Police Service (VIPS)
www.policevolunteers.org
The VIPS program provides support and resources for agencies interested in developing or enhancing a volunteer program and for citizens who wish to volunteer their time and skills with a law enforcement agency. The program’s ultimate goal is to enhance the capacity of state and local law enforcement to utilize volunteers. The International Association of Chiefs of Police manages the VIPS Program in partnership with the Bureau of Justice Assistance, Office of Justice Programs, and the U.S. Department of Justice.

Fire Corps National Advisory Committee
The following organizations represent the 15 members of the Fire Corps National Advisory Committee, which provide strategic direction and important feedback about the program from the emergency services.

Congressional Fire Services Institute (CFSI)
www.cfsi.org
The CFSI is a nonprofit, non-partisan policy institute charged with educating members of Congress on fire and life safety issues.

Fire Department Safety Officers Association (FDSOA)
www.fdsoa.org
The FDSOA was established in 1989 as a nonprofit association, incorporated in Massachusetts. Its mission is to promote safety standards and practices in the fire, rescue, and emergency services community.

International Association of Arson Investigators (IAAI)
www.firearson.com
The IAAI is a worldwide organization of fire investigators, fire service/law enforcement professionals, and other related disciplines dedicated to the promotion of professional standards in fire investigation, fire safety, public education and awareness of fire-related issues, and the suppression of arson.

International Association of Black Professional Fire Fighters (IABPFF)
www.iabpff.org
The IABPFF recognizes in part, that education and collaboration are two, pro-active means of sharing consistent information with policymakers. The results of collaborative efforts will assist in the provision of fire service-related training for firefighters and fire prevention education for communities.

International Association of Fire Chiefs (IAFC)
www.iafc.org
Established in 1873, the IAFC is a powerful network of more than 12,000 chief fire and emergency officers. Its members are the world’s leading experts in firefighting, emergency medical services, terrorism response, hazardous materials spills, natural disasters, search and rescue, and public safety legislation.

International Association of Fire Fighters (IAFF)
www.iaff.org
The IAFF is an active lobbying organization representing city and county firefighters, emergency medical personnel, state employees, federal workers, and fire and emergency medical workers employed at certain industrial facilities.

International Association of Women in Fire and Emergency Services (iWOMEN)
www.i-women.org
The mission of iWOMEN is to provide a pro-active network that supports, mentors, and educates current and future women in the fire and emergency services. iWOMEN is dedicated to improving the fire service through the involvement and success of women.

International Fire Service Training Association (IFSTA)
www.ifsta.org
The IFSTA was established in 1934 with a mission to identify areas of need for training materials and foster the development and validation of training materials for the fire service and related areas. The IFSTA is an association of fire service personnel who are dedicated to upgrading firefighting techniques and safety through training.
International Society of Fire Service Instructors (ISFSI)  
www.isfsi.org
The ISFSI represents the true change-agents of the fire service. The organizational mission is to improve firefighter safety through quality instruction and information sharing. The organization represents fire service instructors in matters regarding legislation, regulation, and standards.

National Association of Hispanic Firefighters (NAHF)  
www.nahf.org
The NAHF stands committed to the recruitment, retention, and advancement of Hispanic firefighters by developing and conducting national, unbiased and culturally aware programs in these areas. The organization is further committed in the formation of coalitions and the establishment of strategic partnerships in the support and realization of a more responsive, productive, and diverse workforce within the fire service and to provide fire prevention educational awareness.

National Association of State Fire Marshals (NASFM)  
www.firemarshals.org
The membership of the NASFM comprises the most senior fire officials in the United States. State fire marshals’ responsibilities vary from state to state, but marshals tend to be responsible for fire safety code adoption and enforcement, fire and arson investigation, fire incident data reporting and analysis, public education, and advising governors and state legislators on fire protection. Some state fire marshals are responsible for firefighter training, hazardous materials incident responses, wildland fires, and the regulation of natural gas and other pipelines.

National Fire Protection Association (NFPA)  
www.nfpa.org
The mission of the international, nonprofit NFPA is to reduce the worldwide burden of fire and other hazards on the quality of life by providing and advocating scientifically-based consensus codes and standards, research, training, and education. The NFPA membership is comprised of individuals from around the world and national trade and professional organizations.

National Volunteer Fire Council (NVCF)  
www.nvfc.org
The NVFC is the leading nonprofit membership association representing the interests of the volunteer fire, emergency medical, and rescue services. The NVFC serves as the voice of the volunteer in the national arena and provides invaluable tools, resources, programs, and advocacy for first responders across the nation.

North American Fire Training Directors (NAFTD)  
www.naftd.org
The NAFTD represents the state, provincial, and territorial directors of fire training in the United States and Canada. The mission of the NAFTD is to focus the combined, diverse talents and resources of its members to achieve a safe environment through enhancing and supporting the role of training and education for the fire and rescue services.

Volunteers in Police Service (VIPS)  
www.policevolunteers.org
The VIPS program provides support and resources for agencies interested in developing or enhancing a volunteer program and for citizens who wish to volunteer their time and skills with a law enforcement agency.

Other Resources and Organizations of Interest
Corporation for National and Community Service  
www.nationalservice.org
The Corporation for National and Community Service is a public-private partnership created by Congress in 1993, which oversees three national service initiatives. AmeriCorps is a national service network of hundreds of nonprofits and programs that engage thousands of Americans in full-time and sustained part-time community service. It provides education awards in return for such service. Learn
and Serve America supports and promotes service learning in schools, universities, and communities, providing models and assistance to help teachers and community leaders integrate service and learning from kindergarten through college. The National Senior Service Corps is a network of people age 55 and older who participate in the Foster Grandparent Program, the Senior Companion Program, or the Retired and Senior Volunteer Program.

**Points of Light Foundation & Volunteer Center National Network**  
[www.pointsoflight.org](http://www.pointsoflight.org)

The Points of Light Foundation is a national, nonpartisan, nonprofit organization that promotes volunteerism. Through a variety of programs and services, the foundation encourages people from all walks of life - businesses, nonprofits, faith-based organizations, low-income communities, families, youth, and older adults - to volunteer. The foundation advocates community service through a partnership with the Volunteer Center National Network. Together, they reach millions of people in thousands of communities to help mobilize people and resources, which deliver solutions to community problems.

**IRS Publication: Tax Exempt Status for Your Organization**  

Produced by the IRS: U.S. Department of the Treasury, this publication discusses the rules and procedures for organizations that seek recognition of exemption from federal income tax under section 501(a) of the Internal Revenue Code. It explains the procedures you must follow to obtain an appropriate ruling or determination letter recognizing your organization’s exemption, as well as certain other information that applies generally to all exempt organizations.

**Retention and Recruitment for the Volunteer Emergency Services – Challenges and Solutions**  

The NVFC, in partnership with the U.S. Fire Administration, has released an in-depth guide on two of the biggest challenges facing the volunteer fire and emergency services – retention and recruitment. This guide addresses the primary challenges departments face regarding retention and recruitment and then outlines proven solutions to overcome these obstacles. This valuable resource is designed for all volunteer and combination departments who are experiencing retention and recruitment challenges.

**Developing & Managing Volunteers-Independent Study Course IS-244**  
[www.training.fema.gov/emiweb/PDS/](http://www.training.fema.gov/emiweb/PDS/)

The FEMA has created the Professional Development Series, which includes seven Emergency Management Institute independent study courses that provide a well-rounded set of fundamentals for those in the emergency management profession. Many students build on this foundation to develop their careers.

**Expert Network Resources**  
[Home Safety Council](http://www.homesafetycouncil.org/expertnetwork)

The nonprofit Home Safety Council offers members of Fire Corps a free online resource to support home injury prevention education at the community level. Addressing the top causes of unintentional home injury, including fire and burns, the Expert Network contains high-quality educational tools that can be accessed on demand, downloaded, and in many cases tailored specifically to local needs. In addition, members of the Expert Network receive exclusive mailings from the Home Safety Council with carefully selected teaching tools not available online, including high-quality educational videos and printed materials.
Firewise Communities Program
http://firewise.org/
Firewise Communities is part of the National Wildland/Urban Interface Fire Program, which is directed and sponsored by the Wildland/Urban Interface Working Team of the National Wildfire Coordinating Group, a consortium of wildland fire organizations and federal agencies responsible for wildland fire management in the United States. The program is a multi-agency effort designed to reach beyond the fire service by involving homeowners, community leaders, planners, developers, and others in the effort to protect people, property, and natural resources from the risk of wildland fire - before a fire starts. The national Firewise Communities program is intended to serve as a resource for agencies, tribes, organizations, fire departments, and communities across the U.S. who are working toward a common goal: reduce loss of lives, property, and resources to wildland fire by building and maintaining communities in a way that is compatible with our natural surroundings.
PART II
Profiles of Fire Corps Programs
Part II presents profiles of 20 separate Fire Corps programs. The departments that are profiled offer several different programmatic opportunities for community members to participate within their departments. The profiled programs represent a cross section of different types of departments, programs, and locations throughout the United States and its territories. For additional information on any of the programs highlighted, please contact the person listed. For more profiles of different Fire Corps programs, check out the online database of Fire Corps programs at www.firecorps.org.

Bernalillo County Fire & Rescue: Albuquerque, NM
Carters Valley Volunteer Fire Department: Church Hill, TN
Cherryville Fire Department: Cherryville, NC
Glendale Fire Department: Glendale, AZ
Green Valley Fire District: Green Valley, AZ
Hanover Fire & EMS: Hanover, VA
Ingleside Volunteer Fire Department: Ingleside, TX
Johnson County Rural Fire District #1: Clarksville, AR
Kansas Police and Fire Athletic Association: Wichita, KS
King County Fire District #40: Renton, WA
Layton City Fire Department: Layton City, UT
Lynnwood Fire Department: Lynnwood, WA
Macomb Township Fire Department: Macomb Township, MI
Manteca Fire Department: Manteca, CA
Northwest Fire/Rescue District: Tucson, AZ
Selma Fire Department: Selma, CA
Stayton Fire District: Stayton, OR
Victoria Fire Department: Victoria, TX
Westmont Fire Department: Westmont, IL
Whitman Fire Rescue: Whitman, MA
Support Staffing
The Bernalillo County Fire & Rescue Department (BCFD) utilizes members of their community in several categories ranging from Fire Corps volunteers to volunteer firefighters. The Fire Corps program is used as an introduction to the BCFD for residents who are interested in joining the department and has been in place since the 1980s. Some citizens choose to continue volunteering at the non-emergency level, while others have chosen to continue with their training to become volunteer or career firefighters with the BCFD.

All Fire Corps members must pass a drug screen and background investigation prior to being accepted into the program. Once accepted, these members are provided with BCFD uniforms and must complete the BCFD Fire Corps Academy which includes:

- BCFD orientation
- Bernalillo County mandated training which includes:
  - Bloodbourne pathogens
  - Bernalillo County loss control policy
  - Bernalillo County zero tolerance sexual harassment policy
  - Respiratory protection
  - Introduction to fire
  - Emergency Service Unit, Air-truck, and other support apparatus
  - Fire prevention/education
  - Wildland Firefighter I
  - Hazardous materials awareness
  - Confined space awareness
- Coaching the Emergency Vehicle Operator
- Basic life support for healthcare providers
- Firehouse etiquette

After completing the academy, Fire Corps members are assigned to any number of BCFD Fire Corps tasks which include the following duties:

- **Administrative/Clerical** - Perform administrative tasks within a district station or headquarters, such as data entry, filing of reports, and general office duties
- **Department Photographer** - Work with the training, volunteer, and fire prevention divisions and with incident commanders to take still and video photography of department activities
- **Fire Ground Support** - Work with incident commanders assisting with command post operations including delivery and operation of the BCFD mobile command post, recharging self-contained breathing apparatus, and general post incident cleanup
- **Rehabilitation** - Work with incident commanders to assist the BCFD personnel in maintaining safe levels of physical/mental endurance as part of the rehab group for personnel revitalization
- **Public Education** - Present fire education information to community groups either on their own or in support of other BCFD personnel at special events
- **Training** - Assist with current and ongoing training classes for all department staff as well as the community

The BCFD Fire Corps members are expected to maintain a minimum level of activity to remain on active status with the program. The program has been widely successful as a public relations and recruiting tool for the BCFD.
Population Served: 12,000
Department Type: Volunteer
Uniformed Personnel: 36
Fire Corps Members: 18

Contact Person(s):
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Fundraising
The Carters Valley Volunteer Fire Department (VFD) Fire Corps program evolved out of a Ladies Auxiliary. This transition in 2007 opened the door to many new members. Within five months, the number of Fire Corps members skyrocketed. Currently, the program has 18 active members, most of which were recruited by word-of-mouth through family members at the department or through the department’s yearly community mailing. Carters Valley VFD leaders and members work very closely with their Fire Corps team and view them as an integral part of their family. The Fire Corps members perform rehabilitation services, engage in public relations activities, and, most notably, lead 80 percent of the department’s fundraising efforts.

The creation of the Fire Corps program has allowed the department to expand its fundraising endeavors. For more than 10 years, Carters Valley VFD has raised funds by selling refreshments at the annual community block party in the neighboring town of Mount Carmel. With the Fire Corps team’s effort to improve the event, thousands of dollars are raised each year from the block party alone. Additionally, Carters Valley VFD and their Fire Corps team create a Haunted Forest every fall as another successful fundraiser. About a month in advance, Fire Corps members begin to clear the wooded trails, spray for poison ivy, and build props to go along with the year’s designated theme. Admission fees support the department and totaled over $14,000 in 2008.

In the summer of 2008, the Carters Valley Fire Corps expanded its fundraising efforts by sponsoring its inaugural Duck Race, which rose over $4,500 for the department. The event was advertised in the local media, through fliers distributed throughout the community, and on electronic message boards through the Tennessee Department of Transportation. With the city’s permission, the department released 1,400 rubber ducks in a city park stream. Each duck was numbered and had a corresponding numbered ticket. Community members paid five dollars per ticket in hopes that their duck would be the first to cross the finish line.
Cherryville Fire Department

Population Served: 5,700
Department Type: Combination
Uniformed Personnel: 7 Career, 33 Volunteer
Fire Corps Members: 47

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Support Staffing
The City of Cherryville, NC, has a robust program utilizing various talented individuals to help better serve the community through several initiatives that utilize community volunteers in innovative roles. Through the local Rotary Club, a grant writer was identified and has come on board to write grants for the department. She is a professional grant writer for a large electric co-op in the community and has taken on not only traditional grant applications such as the Assistance to Firefighters Grant program, but she has also written grant requests for various community and corporate grant programs.

Another role community members play in the Cherryville Fire Department is raising money for a department scholarship for spouses and children of Cherryville firefighters. The Fire Corps team helps to raise money to allow two $2,000 scholarships to be awarded every year. Other tasks include Senior’s Offering Safety, a group of 24 seniors who provide home safety inspections in the community and perform community outreach on behalf of the department. Through the department’s Fire Corps program, a local company also donates time and supplies to clean and maintain the fire station.
Population Served: 225,000
Department Type: Career
Uniformed Personnel: 240
Fire Corps Members: 50

Contact Person(s):
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Crisis Response Program
The Glendale Fire Department strives to provide rapid response to community needs, caring service for everyone, innovative efforts to save life and property, and professional performance at all times. To compliment this mission, the department established the Crisis Response Program (CR) and registered with Fire Corps in March of 2008.

The CR team is made up of dedicated volunteers trained by the Glendale Fire Department. They specialize in being compassionate and professional during a time of need. Some CR members have a background in behavioral health, crisis intervention, or emergency medicine. Their main job is to provide immediate crisis intervention and referrals to victims, family, and witnesses after a traumatic event, and to guide citizens in the right direction. Some team members are actual Emergency Medical Technicians. They can provide basic emergency first aid to customers as well.

Volunteers are recruited through various mediums, such as the city’s web site and informational brochures. If selected, they receive 90 hours of training from a Regionalized Crisis Intervention Training
team. This training includes: Victimology, Crisis Intervention, Communication Skills, Sudden & Violent Death, Stages of Grief, Death Notification, Post Traumatic Stress Disorder, On Scene Safety, Incident Command, NIMS, Sexual Assault, Infection Control, Mental Health, Suicide, Vulnerable Adults (Abuse & Neglect), Victim & Legal Issues, Child Maltreatment, Children & Trauma, Substance Abuse, Domestic Violence, Stress Management, Diversity, and more.

The program was initiated to increase response reliability for fire and police units. By dispatching the CR volunteers to an incident, the team is able to relieve the emergency response units to go back into service and mitigate the incident when it is appropriate to do so. Previously, once the firefighters extinguished the fire or other emergency, they often had to respond to another call, leaving the family with little information on how to cope with the loss. Now CR volunteers are dispatched to the same response scene and assist the family in crisis intervention, helping with contacting insurance companies, locating shelter, and identifying all immediate needs such as food, water, clothing, and medication.

The CR program is funded through the city, has several partnerships within the business community and educational sector, and secures private and corporate donations to support its operating needs.

Lynette Jelinek, Human Services Division Manager of the Glendale Fire Department, stated, “In a career fire department, having paid personnel and volunteers work collaboratively may be challenging. However, the Glendale Fire Department personnel support the volunteers of the CR program and understand that the volunteers are the foundation of the Crisis Response service delivery. Without volunteers, the Crisis Response Unit would not exist. The program is a benefit to the community, the Glendale Fire Department, and nearby cities. The program can provide the necessary guidance to make a difference in someone’s life during a very difficult time.”
Population Served: 40,000
Department Type: Career
Uniformed Personnel: 56
Fire Corps Members: 32

Contact Person(s):
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Support Staffing
Established in 1975, the Green Valley Fire District (GVFD) provides a wide variety of emergency services to a suburban and rural area of more than 40,000 constituents. Originally serving a primarily senior population, the GVFD’s 40-square-mile area now encompasses a more diverse population that includes young professionals and families within Green Valley and portions of the Town of Sahuarita. The District is governed by five publicly elected officials. The GVFD operates out of 4 stations covering both residential and commercial areas, and maintains optimum response times.

Registering with Fire Corps in 2005, the Green Valley Fire Corps team provides various innovative services and administrative support for the GVFD. The initial group of only a few volunteers has expanded to include more than 30 members serving the community.

Members have installed lock boxes for residential homes, making it easier for fire crews to access the homes during an emergency. GVFD Fire Inspector Greg Hernandez said, “In an emergency situation, a quick response time is critical; treatment is delayed if we have to break down your door.” Homeowners keep a set of house keys inside the sturdy, 2x4-inch miniature safe, which is usually installed near the front door. Firefighters are able to open the lock box with a secured key to which only the GVFD has access. This not only saves precious time, but also money that would be spent repairing property damage caused by a forced entry.

In addition to lock box installation, the GVFD’s Fire Corps volunteers help provide snake control throughout the community. Snakes, many of which are rattlesnakes, are a common problem in the Green Valley area, and residents often call 911 if they encounter these reptiles. It is not unusual in the summer months for the volunteers to remove 10 or more snakes from local properties per day.
Other duties of the GVFD’s Fire Corps volunteers include clearing waste or vegetation from fire hydrants. One of the bigger responsibilities that has been assigned to Fire Corps is the placement of reflective blue hydrant markers on area streets. These mark the location of hydrants for better night visibility and are required by code. This was formerly a time-consuming job for the crews. Fire Corps volunteers also perform 90 percent of the District’s smoke alarm installations and battery replacements for Green Valley residents. All Fire Corps members have completed approximately 20 hours of CERT training along with an additional 20 hours of specialized training which includes radio procedures, computer use, report writing, and driver operations. This training is done in-house by GVFD personnel. Administrative assistance by other Fire Corps volunteers has also become a key component of their service. Their work consists of answering non-emergency phone calls, filing paperwork, general office duties, as well as special projects in the administrative setting.

The GVFD’s Assistant Fire Chief Bill Bohling said, “Our Fire Corps members have been a great asset, saving the District time and money. The program enables us to continue providing essential services and allows our first responders to remain on the front lines. Fire Corps presence has made it possible for crews to concentrate on the critical calls, maintain training schedules, and generally reduced expense generated when the larger apparatus has to respond to non-emergency calls. It’s a great cohesive relationship that benefits everyone – the District, the community, and the taxpayers.”
Population Served: 94,000
Department Type: Combination
Uniformed Personnel: 130 Career, 500 Volunteer
Fire Corps Members: 24

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Support Staffing
Hanover Fire and EMS has a history dating to 1890 with the formation of the Ashland Volunteer Fire Department, and today is made up of a combination system consisting of 16 fire and rescue stations. Non-operational personnel as part of an auxiliary (or “ladies auxiliary”) date back to the beginning of organized fire service in Hanover County. As times progressed, the auxiliaries grew in scope to include other support roles that exist today, roles driven by the need to run the rescue squads and fire companies that make up the Hanover County system as the real businesses they are.

Fire Corps support personnel perform a wide range of tasks including:

- General administrative work - filing of paperwork, tracking of hours
- Bookkeeping - tracking company finances
- Fundraising initiatives - bingo, fund drives, etc. to create income for the companies
- Incident report/data management - data entry of reports

- Life safety education - educating the public on fire and life safety information
- Web site development - increasing the public image of the companies through the Internet

Through the accomplishment of these critical tasks, Fire Corps support personnel relieve the emergency service providers, both volunteer and career, from these tasks and allow them to focus on what they are trained to do—fight fires and save lives.
**Support Staffing**

The Ingleside Volunteer Fire Department, located near the Corpus Christi Bay in Texas, has had a long-standing history of volunteerism. The department was founded in the early 1940’s when local residents joined together to gather equipment and supplies needed to protect its population. Dedicated individuals worked to evolve the service into a full-time operation based entirely on volunteers. The department’s enthusiasm to help friends and neighbors is still strong today, not only from Ingleside’s first responders, but also from the members of the Ingleside Fire Corps (IFC).

The IFC is comprised of community members, individuals from other organizations, and spouses of Ingleside’s first responders. The Fire Corps was registered in August 2006 to help with the department’s non-emergency activities. These include fundraising, fire and life safety education, providing rehab on scene, public relations, emergency pre-planning, apparatus and facility maintenance, donations management, SCBA pack change out, vitals, first aid, and much more.

The IFC hosts many events, including dinners at the fire station, car washes, a Easter egg hunt, a 5k Run/Walk, and open houses. They also assist the emergency managers by providing a venue to teach the community about hurricanes and personal preparedness by hosting town hall meetings. The IFC visits with special needs individuals that may or may not need assistance during an evacuation. They teach these individuals how to prepare and make sure they are registered for the 2-1-1 Transportation Registry. In 2008, preparations became reality with Hurricane Ike and the IFC successfully tracked the special needs evacuees to Waco and San Antonio and then back home.

In recognition of the IFC’s accomplishments during the hurricane, the City Mayor declared September 23 to be “Ingleside Fire Corps Day.”

In addition to disaster preparedness, the IFC is also working to provide all Ingleside residents with operable smoke detectors and promote the Vial-of-Life project, a program which encourages individuals to
post their medical information on their refrigerators in order to help emergency personnel administer proper medical treatment.

Training is continuous for IFC members and all members receive CERT training to develop skills in team building, disaster psychology, terrorism, fire safety, disaster medical, and light search and rescue. Some IFC members have become Red Cross Certified Instructors for CPR, AED, and First Aid. All training provided by the IFC is open to the public.

The IFC applies for Homeland Security Grants under the Citizen Corps Program and has been awarded the grant each year since 2006. An Emergency Response Trailer was one item purchased and can be deployed during a disaster, used to set up a shelter, or used for community functions.

The IFC has obtained their 501(c)(3) qualification from the IRS as a registered nonprofit organization.

Building upon the teaching of their late Fire Chief, Bob Richardson, the IFC established the “Bob Richardson Scholarship Fund” at the local high school. He supported learning at any level and at any age, feeling that your knowledge could never be taken away from you. Currently, the IFC is awarding two $500 scholarships to deserving local students.
Population Served: 28,000
Department Type: Volunteer
Uniformed Personnel: 19
Fire Corps Members: 80

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Fire Prevention Education
Located at the foot of the Ozark Mountains, Johnson County Rural Fire District #1 (RFD #1) is a small rural volunteer fire department with 19 members. The department’s fire safety programming has been able to significantly increase due to the help of its Fire Corps team. The department teamed up with members of the University of the Ozarks’ business organization, Future Business Leaders of America-Phi Beta Lambda, Inc., to help achieve its mission to reduce fire deaths, civilian injuries, and economic losses by increasing fire safety awareness. To that end, strategies have been developed to create either behavioral or environmental changes among the public. With the help of the students, new facets have been brought into the fire safety program, including more structure and organization. The students are able to help the department with the program’s strategic plan and marketing. The group has been a vital part of the department’s fire safety program and has contributed to the reduction of property loss and burn injuries in the District.

Fire Corps has increased the number of fire safety programs the department can offer as well as the number of volunteer hours served. Activities of the RFD #1 Fire Corps include conducting fire safety programs at elementary schools, civic organizations, and the university. The group also helps sponsor a fire safety calendar contest for area school children, organize and implement the annual Johnson County Fire Safety Awareness Parade and Kidsfest Safety Fair, install smoke alarms in the homes of the elderly, and many other activities. The Fire Corps team participates in approximately 300 hours of fire safety training annually.
Health and Safety Initiatives
The Kansas Police and Fire Athletic Association (KPFAA) serves many municipal first response agencies in the Midwest region of the United States. The KPFAA came into existence over two years ago when organizer Dan Atkeson heard the alarming statistic that heart attacks are the leading cause of line-of-duty firefighter deaths. Atkeson decided to utilize his background in wellness and fitness to create KPFAA with the purpose of “building healthier officers, for better service, for safer communities.”

“After many years of working with school children in fire prevention programs, I know the impact we firefighters can have as role models,” explained Atkeson. “Why not be role models of health and help stimulate and encourage the nearly one-third of our children that are currently obese? I feel we can have a huge impact in our communities with the right kind of programs geared toward health and wellness of our school-aged children.”

Before the children can be reached, however, the firefighters and other emergency personnel had to embrace the idea. This is where approximately 100 Fire Corps volunteers came in handy. The volunteers donated a combined time of 2,500 hours to produce the Heart of America Police and Fire Games in 2008, which was renamed The Heart of America Emergency Service Games in 2009. The games promote activity and sports with a common goal of improving health and wellness.

The Fire Corps volunteers were vital to ensuring that the 2008 event was a success and ran smoothly. The duties included keeping score, acting as referees, distributing water, entering data, setting up, and tearing down. Additionally, a handful of volunteers were active in planning, coordinating, web design, and event fundraising.

In 2008, 175 first responders participated in the games. The goal for the following years is to have 500 participants and increase annually. The increased size of the event will mean even more volunteers are needed in the future, but KPFAA is not worried. Atkeson explains, “When the public see healthy and fit police/fire/EMS personnel, it makes them feel safe. As a result, they are eager to help us in our games concept.”

Thanks to the dedication of the Fire Corps volunteers for making the games possible, many participants were inspired to practice healthier habits while working to protect and serve their respective communities. As one competitor explains, “I received the gold medal in the games for the competition Train Like a Freak. It inspired me to work hard at losing 60 pounds and making better lifestyle choices.”
Population Served: 41,000
Department Type: Career
Uniformed Personnel: 40
Fire Corps Members: 30

Contact Person(s):
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Amateur Radio Support Group
King County Fire District 40 has sponsored an Amateur Radio Support Group (ARSG) since 1994 to provide supplemental and back-up communications in instances when traditional methods fail. Through the coordination of the ARSG, antennas and radios have been purchased and installed on the department’s apparatus, and antennas have been mounted on the District’s fire stations. This set-up provides a means for communication between the apparatus and the stations should the district’s existing radio system fail. ARSG members perform periodic ride-alongs to test the system and learn to work with paid staff in the field in preparation for being called to service. Most members are also CERT trained by Fire District 40.

All Fire Corps members participating in the ARSG undergo background checks prior to being accepted into the program. The program is capped at 30 members and maintains a waiting list of individuals wishing to join. The ARSG meets monthly and conducts regular communication drills and disaster simulations to perfect their skills while also assisting with other public events in the community. They also regularly participate in communications and public relations regarding the ARSG program and Fire District 40.
Support Staffing
Layton City Fire Department’s Fire Corps Program has two separate initiatives: a rehabilitation (rehab) program for department personnel at emergency scenes and a series of public education presentations. For the Fire Corps rehab program, the Layton City Fire Department recruited from its retired and past members, many of whom began serving the department up to 40 years ago as volunteer firefighters. The department felt that these former firefighters would best understand the need for the program. They converted a 1997 ambulance into a rehab vehicle, called Rehab 51, which allows Fire Corps members to respond to emergency incidents and provide important rehabilitation services to the first responders.

Recruiting retired firefighters has proven beneficial to both the department and the volunteers. At the conclusion of the first meeting, one of the Fire Corps members expressed his enthusiasm for the program, saying, “Thanks for doing this. It feels good to be involved again.”

The second Fire Corps initiative is within the public education area of the fire department. The department approached the drama clubs of the two high schools within its jurisdiction and asked them to join Fire Corps. The department believed that the members of the drama clubs could add value by participating in presentations with department personnel at fire safety assemblies at the local elementary schools. Both drama clubs responded enthusiastically and are helping to write the curriculum. They will also assist with creating props for the presentations, in addition to helping department personnel deliver the materials during assemblies.
Population Served: 35,000
Department Type: Career
Uniformed Personnel: 48
Fire Corps Members: 22

Contact Person(s):
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Community Preparedness
The Lynnwood Fire Department’s Fire Corps program was established in January 2006 and has grown to include twenty-two members, ranging in age from 26 to 84. These volunteers assist the fire department in a variety of tasks including community preparedness efforts. Successful recruiting for the program was done through speaking about the program to groups of potential volunteers, advertising in citywide newsletters, newspaper articles, and posting the program on volunteermatch.org.

When citizens join the Lynnwood Fire Department Fire Corps, they are encouraged to complete CERT training and FEMA Independent Study Program courses 100 and 200. This training prepares members to promote the Neighborhood Disaster Preparedness Program, which encourages neighborhoods to unite and plan for a disaster by mapping out which neighbors have special needs, special skills, or equipment that could be useful in the event of an emergency. Since Fire Corps members are trained in disaster preparedness, they are able to help on-scene during emergencies as well as at the fire station to assist citizens who come in for disaster aid.

Fire Corps members also assist with the National Night Out, a major event for Lynnwood’s fire and police departments. Fire Corps members ride along in Lynnwood Fire Department vehicles to distribute disaster preparedness materials to each neighborhood and encourage community members to get involved. For National Night Out 2008, they visited 26 neighborhood gatherings in the 7.7 square-mile city.

In addition, Lynnwood Fire Corps members provide administrative help to the department through office staffing and blood pressure checks for the community. They staff booths at the back-to-school resource fair, school open houses, and the local county fair. They also participate in public fire and life safety education within the community.

To counterbalance all of their hard work, Lynnwood Fire Corps members participate in quarterly social get-togethers that include a summer barbeque and a holiday party. These events help members build bonds with each other, their families, and fire department personnel. A monthly newsletter containing up-coming events, recaps of past events, and training information is also distributed to all members.
Population Served: 78,000  
Department Type: Combination  
Uniformed Personnel: 88  
Fire Corps Members: 38  

Contact Person(s):  
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Support Staffing  
The Macomb Township Fire Department Fire Corps members participate in a wide array of tasks including teaching CPR to the public, participating in special events, general station maintenance, hose testing, providing rehab on emergency scenes, evaluating and installing smoke detectors, teaching safe use of fire extinguishers, teaching slip & fall prevention, and fire safety education to all ages. Fire Corps volunteers participate in public service announcements that air on the local cable television station.

The strength of the Macomb Township Fire Corps lies in its diversity. Volunteers meet monthly to train on different aspects of fire safety and emergency preparedness. At these training/meetings, there are discussions on how the program can best serve the department and community’s needs. They archive and preserve department photos and other items of historical significance. One member applies her photography skills to capture on-scene pictures which the department uses later for training purposes.

Members have adopted and initiated many department projects since the program’s inception in 2007, led by different Fire Corps members. These include preparing an After a Fire Kit to help residents who have suffered a tragedy, providing information to educate new parents about infant safety, and assisting with the creation of an emergency translation book.

Macomb’s Fire Corps volunteers also receive in-depth training in different areas of safety and
preparedness from the department’s Safe from Fire Initiative. The volunteers then spread these safety messages to other Macomb residents as well as adjoining communities so that they can become better prepared to handle emergency situations in their own homes and neighborhoods.

The Macomb Township Fire Corps members truly believe in serving the community. They have adopted the program manager’s view that the community consists of where you live, work, educate yourself, play, and pray. It is not confined to the invisible dotted lines on a geographical map. It goes where you go.

The department uses volunteer qualifications, background checks, and identification criteria and procedures to ensure safety for the Fire Corps, the department members, and the community. To recruit volunteers for the program, the department aired a video public service announcement on local television stations and released articles to local newspapers.

Additional support from the program came from the Urban Area Security Initiative: Nonprofit Security Grant Program, which provides funding to nonprofit organizations that are at high risk for an international terrorist attack. The money was used to provide uniforms and training systems for Fire Corps members as well as purchase additional equipment for the department and township. Some of the equipment purchased has been used to assist stranded motorists and provide temporary power to victims of downed wires who use oxygen machines.

Macomb Township’s Fire Corps success has earned them recognition at the local and national levels. Their team has received the President’s Volunteer Service Award and the 2008 Fire Corps Award of Excellence. Their Program Manager also received the 2007 Macomb County Firefighter of the Year Award for his dedication to establish and expand the Macomb Fire Corps program.
Population Served: 65,300
Department Type: Career
Uniformed Personnel: 62
Fire Corps Members: 24

Contact Person(s):
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Support Staffing
Firefighters and EMS personnel often take on the role of public safety educators by going to local schools and teaching important fire and life safety messages to students. While this is a critical and even life-saving community service, the use of first responders for these activities can take away from a department's ability to respond to emergencies by pulling firefighters and EMS personnel from the frontlines.

The Manteca Fire Department, a career department located an hour from the San Francisco Bay Area in California, decided to address this issue and called on retired community members for help. Their solution was SAFE, or Seniors Assisting the Fire Effort. A registered Fire Corps program since April 2006, SAFE consists of senior citizens who, through their non-emergency assistance, contribute to the department’s mission to “protect, prevent, prepare, and provide.” SAFE members help with the department's Fire Awareness In The Schools Program, an injury prevention program that educates Manteca’s elementary schools from second to sixth grade about various fire and life safety concerns.

“These events make a major difference in our community’s quality of life, and we know from talking with the students years later that they remember the training and what to do in an emergency,” said Jim Fey, Manteca Fire Department’s Administration Supervisor of the SAFE program. “This would not be possible without the help of our SAFE volunteers.”
In addition to the educational outreach assistance, SAFE members help the department in a variety of other ways. SAFE activities include:

- **Community Event Reinforcement** - SAFE volunteers distribute fire safety literature and provide children with an overview and tour of the department’s fire engines. The members also participate in the local “Heart Lab” training for students, educating students on very basic CPR, First Aid, and healthy living and lifestyles, such as the benefits of exercise, good nutrition, and not smoking.

- **Training Assistance** - The SAFE team recently assisted the department in a three-day, mass-casualty training event where they posed as victims with mock injuries, which added an element of realism to the exercise.

- **Clerical Duties** - SAFE volunteers help the fire prevention bureau with clerical duties related to the department’s weed abatement program. This program is intended to prevent fire hazards created by vegetative growth and the accumulation of flammable debris.

- **Technical Assistance** - One SAFE member is a radio/communications expert and has been a valuable resource in evaluating options to overcome current dispatch challenges.

- **Disaster Preparedness** - SAFE members have been cross-trained as Ham radio operators and will serve as a valuable resource to the department in the event of disaster. These operators were trained by a SAFE member, a retired Senior whose background was in communications.

- **Explorer Program** - A team of youth Explorers is assigned to a SAFE volunteer at community events. The SAFE member supervises while the Explorers help children try on turnout gear and tour the department’s apparatus. One SAFE member has taken on the role of an Explorer program advisor. The Explorer program currently has 20 members and is a way for youth to give back to the community while gaining invaluable experience.

Administration Division Chief Kirk Waters noted that the relationship between the department and volunteers has been successful because the seniors are able to use their life skills to perform roles and responsibilities they are interested in, while at the same time, meeting the department’s needs and serving the community. “Everyone has something to contribute, and we are very grateful for their enthusiasm and fortunate to have their support,” he said.
Population Served: 114,000
Department Type: Career
Uniformed Personnel: 192
Fire Corps Members: 20

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Support Staffing and Community Assistance Program
Northwest Fire and Rescue District’s (NWFD) Citizen Corps Council, which falls under the Pima County Citizen Corps Council, consists of a Fire Corps program and a CERT program. Many of the CERT volunteers have also become Fire Corps volunteers. NWFD Fire Corps is very active in the Pima County area and administers many projects.

Fire Corps volunteers distributed several thousand smoke alarms throughout the community and have met with hundreds of senior citizens to distribute kits for fall prevention, as well as other items promoting safety. The Fire Corps volunteers have also been instrumental in distributing thousands of “Child Watcher Tags” to families for use at pool sites to help prevent drowning incidents. These lanyards contain a whistle and instructions for what to do in the event an emergency occurs.

NWFD Fire Corps recently received a grant to purchase and distribute the national File of Life (www.folife.com) medical information cards. The File of Life medical information cards are placed in plastic magnets to be stored on the refrigerator. The information contained in these cards help first responders to begin immediate, informed care during an emergency. This program also includes a wallet-sized medical information card that an individual can carry at all times.

Another program driven by the NWFD Fire Corps is the Community Assistance Program (CAP). The CAP team is dispatched after critical incidents and team members are trained in crisis response so they can help community members in the wake of a difficult and traumatic incident. This allows the fire/EMS units to get back into service more quickly and focus on the next call, while being confident that the community members’ needs are being addressed.

NWFD’s Fire Corps has also begun the “Pay it Forward” program, where community members can donate gift cards for the CAP team to distribute to those affected by an accident, fire, medical emergency, or related incident. The gift cards are available in $25 increments and can be used at grocery stores, gas stations, and other stores to purchase necessity items.
**Population Served:** 24,000  
**Department Type:** Combination  
**Uniformed Personnel:** 25  
**Fire Corps Members:** 7  

**Contact Person(s):**  
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**Selma Advocates Fire Education**  
The Selma Fire Department, a combination department located in central California, has gone to great lengths to educate their community on the importance of fire and life safety through their Fire Corps program, Selma Advocates Fire Education (S.A.F.E.). S.A.F.E.’s mission is to provide a comprehensive and proactive public education program that will span the entire Selma community, protecting its citizens from diverse fire safety issues.

The Selma Fire Corps program creates a safe community by utilizing Fire Corps volunteers in various capacities, such as conducting public education at community events and distributing smoke alarms. Volunteers also operate the department’s Fire Safety House, which emphasizes the correct way to exit a bedroom if there is smoke and Sparky’s Hazard House, which is an innovative teaching aid that allows the audience to participate in transforming the house from hazardous to safe through the use of 3D parts, flips, tokens, and stick-on illustrations.

To reach various populations across the Selma community, S.A.F.E. Ambassadors give fire prevention and life safety education presentations at senior centers, local schools, and community festivals and events. Presentations and information are offered in both English and Spanish. Selma Fire Corps also hosted S.A.F.E. Day at the Park, where over 200 attendees enjoyed a fun-filled day of learning about fire prevention and life safety issues. S.A.F.E. members handed out packets of prevention information and operated the Selma Fire Safety House, where messages were focused on kitchen safety to coincide with the Fire Prevention Week theme, “Prevent Cooking Fires: Watch What you Heat.”

S.A.F.E. believes that by decreasing the occurrence of residential fires, injuries, and deaths, the S.A.F.E. Fire Corps program will also ensure the safety of firefighters.
Stayton Fire District

Population Served: 15,000
Department Type: Combination
Uniformed Personnel: 5 Career, 65 Volunteer
Fire Corps Members: 11

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Support Staffing
Stayton Fire District has an ongoing mission: “To provide outstanding service with commitment to saving lives and property.” The District’s Support Program, which was founded in 2002 and registered with Fire Corps in 2005, plays an instrumental role in accomplishing this mission. The Stayton Fire District’s Fire Corps volunteers have been given the title of Support Members because they are considered a vital part of the department membership.

Support Members supplement the firefighters in performing a long list of critical tasks, including canteen and rehab services on major fires or practice burns, photography and scrap booking, and event planning. Support Members also assist with office work, building projects, fundraisers, and grant applications. Additionally, fire prevention and life safety education, support for the department’s Juvenile Firesetter intervention program, public fire safety advertisements, department presentations, and chaplain services add to the list of Stayton’s Support Members activities.

Support Members hosted a raffle at the annual Firemen’s Breakfast to raise funds for the District’s Smoke Detector Program and other projects. Smoke detectors are purchased at a discount through partnerships with local business owners and then distributed to community members who are unable to purchase them on their own. Funds were also used to purchase supplies for “Burn Out Barrels,” which are large trash containers filled with the immediate basic necessities a family might need after a fire and until long-term help arrives. The barrels may include household items and supplies, toiletries, coupons for food and lodging, after-the-fire guidelines that will help them with insurance, tips on replacing documents, important numbers, and safety information. Other innovative activities include the installation of reflective address signs in rural areas of the 104-square-mile District. This project was funded by an Assistance to Firefighters Grant. Address signs were needed to locate homes that were not well marked or addresses that were not visible at night. These signs help responders locate addresses and, as a result, improve their response times to these residents.

Rhonda Grant, Stayton’s Fire Corps Coordinator, remarked, “Many have found that each of us has something to give and being a Support Member is a rewarding way to help your fellow man, give back to your community, and make a difference.”

To ensure safety, reliability, and retention, Stayton’s Support Members go through an application process similar to the District’s firefighting volunteers. They complete a membership form and go through a background check, drug test, and a Department of Motor Vehicles check. To keep Stayton’s citizen volunteers active and engaged in the department, the Support Members are required to attend and participate in at least one District activity per quarter to maintain their membership. In return, the Support Members are covered by workers compensation insurance while participating in District activities and are eligible for the District’s group life insurance after six months of continued activity with the District.
Population Served: 100,000
Department Type: Combination
Uniformed Personnel: 107
Fire Corps Members: 30

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Civilian Fire Academy
The Victoria Fire Department (VFD) works hand-in-hand with the Victoria Civilian Fire Academy Alumni (VCFAA), a registered Fire Corps program. The VCFAA is comprised of members of all ages, genders, backgrounds, and levels of experience. The one thing they all have in common is the desire to support and supplement resource-constrained fire and emergency service organizations in the Victoria area.

Since it was created, VCFAA has more than doubled in membership and logged a total of over 2,000 hours of service assisting the efforts of the VFD. The team is officially recognized by the State of Texas as a nonprofit entity and has become a 501(c)(3) organization. As such, they are able to receive tax deductible gifts, corporate and individual donations, and qualify for more grants. VCFAA was recently awarded a large corporate grant for its continuous efforts to educate the community about fire safety.

All of the VCFAA members have graduated from the Victoria Civilian Fire Academy, where they learn hands-on fire safety skills. The majority of the members have also graduated from the local Civilian Police Academy, where they receive training similar to that which police officers go through. Over half of the members received the Distinguished Citizens Award for devoting thirty-six hours of their time to learn about Victoria's city government and infrastructure.

VCFAA members are in the process of being trained by the Texas Department of State Health Services for the Strategic National Stockpile program, which uses the help of citizens in case of a pandemic flu or bioterrorism disaster. They are also working with the Victoria Emergency Management Office to receive CERT certification.
During Fire Prevention Week, the VCFAA assisted the VFD in its Fire Prevention Week Fire Safety Program. Over 7,000 children from area schools participated in the annual event. VCFAA members helped put on a colorful fire safety musical production for the children. The older children were given tours of the ambulance and medical evacuation helicopter, plus they were able to experience firefighting activities firsthand with the local firefighters by spraying water from the fire hose, watching a Jaws of Life demonstration, and witnessing their teachers repelling from a suspended lift after donning safety gear.

The VCFAA raised money to sponsor a team of VFD firefighters to participate in the Scott Firefighter Combat Challenge competition. The VFD team showed off their firefighting skills along with teams from all across the country. The competition starts with regional events in the U.S. and Canada, and culminates in a world championship.

Additionally, the VCFAA also assists the VFD in many areas, including:

- Providing rehabilitation services to firefighters and emergency responders at fire and disaster scenes
- Aiding in hurricane evacuations and preparedness planning, including assisting in simulation exercises
- Offering clerical support when needed
- Recording and cleaning de-commissioned firefighting bunker gear that is sent to an outside agency, re-vitalized, and then recycled back to requesting fire departments
- Showcasing the VFD and the Fire Corps team in various parades and special events throughout the year
- Visiting schools to judge fire prevention posters
- Setting up booths at the local mall, warehouse stores, and the local zoo to provide fire safety information and smoke alarms to both children and adults
- Cooking and delivering Thanksgiving goodies to each local fire station during the holiday

“I think the Fire Corps team has done a fine job of interacting with the city active forces, such as the emergency management, police, and of course the fire department,” said Jeb Brian Lacey, Emergency Management Coordinator for Victoria City/County. “I believe it is very important that we keep the volunteers involved – beginning with the education to the exercises – so they will be more in tune to a real life scenario, and feel better prepared to help. It also helps the leaders know they have this added trained resource to call on.”
Westmont Fire Department

Population Served: 28,500
Department Type: Combination
Uniformed Personnel: 80
Fire Corps Members: 98

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Support Staffing
The Westmont Fire Department, an accredited department, has 80 members with 2 stations staffed 24/7. They run about 3,800 calls a year and provide ALS coverage. The department primarily serves auto dealerships, some office complexes, and supports three nursing homes and several retirement centers (one with 3,000 residents).

The Westmont Fire Corps members help the department with various duties including making copies, answering phones, entering data, helping with public education, open houses, and filing. Each week about eight members work an average of four to eight hours. The department benefits greatly from the program as it gets people with the skills that are needed, and the Fire Corps members enjoy giving back to the community.

Westmont Fire Department had non-emergency volunteers for five years prior to registering with Fire Corps. The Fire Corps volunteers are now part of fire department family and continue to provide a valuable service while enabling the department to meet its many goals.
Whitman Fire Rescue

Population Served: 14,488
Department Type: Combination
Uniformed Personnel: 30
Fire Corps Members: 29

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Support Staffing
Whitman Fire Rescue is a combination fire-rescue department protecting the more than 14,000 residents in Whitman, MA. Whitman records date back to the 1600s while the town of Whitman was incorporated on March 4, 1875. The modern town is made up of commercial, mercantile, industrial, and residential districts.

Whitman Fire Rescue responds to over 2,000 emergency calls annually with two engine companies, one rescue squad, one ladder truck, and two ALS ambulances. The majority of calls are emergency medical.

With the inception of Fire Corps in 2005, the department decided to incorporate its 20 CERT volunteers into this program because they were eager to do more. Fire Corps provided an avenue to welcome these volunteers into the department. Because Fire Corps members have also been trained in incident command, they are truly another tool that the incident commander has at his or her disposal.

Whitman's Fire Corps members provide services such as firefighter and equipment rehabilitation, lighting, command post assistance, changing SCBA bottles, victim assistance, scene cleanup, piloting outside apparatus, photography, and providing assistance when necessary. Fire Corps has allowed the department to offer services that otherwise may not have been available. The department works very closely with the Fire Corps volunteers, including them in the family of service.