



PROUDLY SERVING THE ENTIRE CALIFORNIA FIRE SERVICE SINCE 1922

Request for Proposals

Staffing for Adequate Fire and Emergency Response (SAFER) Grant Administrator

Contact: Gene Gantt, Executive Director
1232 Q Street, Suite 200
Sacramento CA 95811
(800) 451-2831
Genegantt.@comcast.net

STATEMENT OF PURPOSE

The California State Firefighters' Association (CSFA) is requesting proposals for the purpose of selecting a highly qualified and motivated company to implement and professionally manage the activities delineated in the Association's successful **Staffing for Adequate Fire & Emergency Response (SAFER)** grant application.

SUBMITTAL DEADLINE

Proposals shall be emailed, mailed, or delivered to the location listed below, identified with the terms "SAFER Proposal". The proposal must be signed in the name of company and must bear the signature of a person authorized to sign the proposal.

The deadline for receipt is January 7, 2019 at 5pm.

If mailed or delivered, the proposal shall be addressed to:

CA State Firefighters' Association
Attn: Gene Gantt, Executive Director
1232 Q Street, Suite 200
Sacramento CA 95811

If emailed, the proposal shall be addressed to: genegantt@comcast.net

CSFA: A STRONG AND UNITED VOICE

1232 Q Street • 2nd Floor • Sacramento, CA 95811 • (800) 451-2732 • Fax: (916) 446-9889 • www.csfa.net • membership@csfa.net

INTENT, GOALS, BUDGET & SCHEDULE

Intent. The intent of this RFP is to select one company to develop, implement and professionally manage the activities outlined in the California State Firefighters' Association's (CSFA) successful SAFER grant application. In September 2018, CSFA was notified that it had been awarded a Grant in the amount of \$1,998,300.

The Narrative Statement from the grant application is attached as Exhibit A.

SAFER Grant Goals. CSFA has a three-pronged Marketing Plan that addresses the problems of Recruitment and Retention of Volunteer Firefighters in California. These are R&R Workshops, Live Fire Training, and a large scale media campaign and support of newly recruited firefighters with physicals and PPE.

First, provide Recruitment and Retention Workshops 4 times a year State-wide for 25 fire service leaders, at no cost. This Workshop would be a Train-the-Trainer style, which will allow attendees to share lessons learned with their own and other departments.

Second, Live Fire Training for Volunteers. Under a 2012 SAFER Grant, CSFA was able to train 1,200 firefighters from all over the State; some were attending their first live fire class. This Advanced Fire Training is aimed squarely at Retention. Volunteers who have completed their department's firefighter training and are fully active members would attend. CSFA would hold four 2-day live fire training courses around the State each year with the goal of training 800 firefighters.

Third, assist departments with recruitment by providing a professionally developed recruiting campaign. This includes TV, radio, and print media and access to applications received at a central website 855VolFire.com. In addition, the budgetary burden of new recruits would be offset by reimbursing departments for Entry Level Physicals and a full set of structural PPE for new recruits, up to 40 per year for 4 years, or 160 firefighters State-wide.

In coordination with the SAFER Committee, the selected Grant Administrator will develop the materials and programs and implement the activities specified in Exhibit A.

BUDGET. Following is the budget as submitted with the SAFER grant application:

- Travel - \$42,700 for each of the four years for a total of \$170,800
- Equipment - \$100,000 for each of the four years for a total of \$400,00
- Supplies - \$90,000 for each of the four years for a total of \$360,000
- Contractual - \$275,000 for each of the four years for a total of \$1,067,500

Total of the Grant awarded: \$1,998,300. The anticipated starting date is February 2019.

TENTATIVE SCHEDULE. Interested parties are invited to furnish the requested items herein no later than 5pm on January 7, 2019. The proposals can be mailed, emailed, or delivered to the address specified on the cover of this RFP. The proposals will be reviewed for completeness and the top rated bid will be forwarded to the CSFA Board of Directors for final review and approval at its meeting of January 23-24, 2019. The selected firm will be notified by January 31, 2019.

GENERAL

The selected Grant Administrator will be responsible for ensuring all government rules and procedures are followed for all expenditures associated with the Grant. This includes providing all government required quarterly reports, requests for disbursements from the Grant, financial records and accounting, all audits and close out reports on the success of the Grant. All reports, records, and requests for reimbursement shall be reviewed and approved by CSFA prior to submission and copies provided for CSFA records. All records and files and works created as part of this project shall remain the property of CSFA.

The Grant Administrator shall support CSFA for any audit that the US Government requests and ensure that CSFA has followed all rules and regulations associated with the Grant.

The Grant Administrator will work closely with the CSFA office, the CSFA Board of Directors, and the SAFER Committee to ensure open constant communications on activities associated with the Grant and assistance required by the CSFA Board and/or SAFER Committee.

CSFA staff will have calculated hourly rates that be used to quantify any CSFA Administrative costs to be charged to the Grant.

Activities associated with the Grant by the CSFA Board of Directors, SAFER Committee, and/or CSFA staff will be charged to the Grant covering mileage and per diem for appropriate meetings and other activities that are directly related to the Grant.

CSFA will develop an expense report specific to the Grant and provide detailed requests with documentation of meeting attendance justifying the request for reimbursement.

RESPONSE FORMAT AND CONTENT

The submitted proposal should be organized by responding to items 1 through 5 below in sequence. State the number and title; example: 2. Proposed Team, then give your response. Please keep responses as succinct as possible. Use the term “No Proposal” to indicate no

response to a particular item. Submit your authority on corporate letterhead with an authorized signature.

1. Brief Company Profile including Primary and Service Locations. State the location of the main office of the company. Include other contact information such as mailing address, email address, telephone, cellular, and FAX numbers.
2. Proposed Team. Please list the partners, subcontractors, and other representative(s) for your proposal, including the locations and contact information such as mailing address, email address, telephone, cellular, and FAX numbers. Provide a brief resume for each key team members.
3. Similar Experience, including Other Relevant Clients. Please furnish three references from similar clients. Please detail the scope of services provided to the client as well as their contact information.
4. Program Design Approach and Creative Solutions. Describe the steps and process for working with CSFA and its SAFER Committee to implement and manage this Grant. This is the section of the RFP where you can apply your experience, knowledge of CSFA and its other programs.
5. Proposed Fees. Please identify the fee that you are requesting for the services identified in the Proposal based on defined activities.

Narrative Statement for Volunteer Recruitment and Retention Activity

EXHIBIT A

*** Element #1 - Project Description (30%):***** 1a. What problems and issues are the fire departments that your organization will be reaching with this grant experiencing in recruiting new volunteer firefighters (e.g., why are they unable to recruit members)? (3000 characters)**

Volunteer and Combination Career/Volunteer Fire Departments in the State of California are served by the California State Firefighters Association, founded in 1922. These Departments in California are unable to recruit new volunteers based on three major issues. These issues are budget constraints, socioeconomic issues, and public awareness.

California Volunteer and Combination Fire Departments continue to be asked to do more with less. They respond to more calls for service each year, yet have the same or fewer budget dollars available for equipment. 25% of Departments don't perform entry level physicals on their personnel, and 44% have staffing limitations due to equipment and PPE budgets (CSFEWBC 2016). They don't have funding for a public relations campaign, or a budget for a recruiting campaign. Under the 2012 SAFER Grant, CSFA successfully assisted VFD's with printed media for recruitment, and all 590 Volunteer organizations were provided with Volunteer Applications for new members.

The issue facing California Departments are the social and economic realities of today. In the last 3 decades, the number of volunteer firefighters in the US has shrunk by 12%. In that time, the number of calls for service has tripled. California Fire Departments are facing the same challenges as the rest of the Nation. People no longer have the time to volunteer as they once did; two income households are more common than ever, and the number one reason given for not volunteering is lack of time. Other issues, such as an aging population, greater transience in the State, and the rise of the "Me" generation are making volunteers more difficult to find. Despite this dire outlook, CSFA was able to buck the national trend in decreasing volunteer numbers during its previous SAFER Grants Performance Periods. The Departments surveyed in the 2016 Needs Assessment showed a 13% increase in their average number of volunteer firefighters. Still with an average of 15 to 20% turnover per year, there is still much more to do, and the Volunteer and Combination Departments here need much more help.

The last major issue facing California Departments is Public Perception. When surveyed (NVFC 2015), 80% of Americans were unaware whether their local fire department needed volunteers. In California and the West, the situation is even more extreme; 86.5% of our population doesn't know that the Volunteer Firefighter ranks are critically low. 50% of people living in California and the West don't even know if their local Fire Department is Career, Combination, or Volunteer. This lack of public understanding of the nature of the fire service in California simply means there is an enormous need for public education and outreach here. The CSFA is uniquely positioned to assist all 590 Volunteer/Combination Departments in California with its extensive experience in exactly these sorts of media campaigns, and by providing Recruitment and Retention Workshops across the State.

*** 1b. What problems and issues are the same fire department's experiencing in retaining members (e.g., why are current volunteer firefighters leaving their respective departments)? (2000 characters)**

The 590 Volunteer and Combination Fire Departments in California face the same retention challenges as the rest of the nation. These issues fall into three major categories: Time Demands, Changes in the Fire Service, and Leadership Issues (USFA).

The time demands on Volunteer Firefighters are extensive. When Americans volunteer their time they spend one hour a week. The average volunteer firefighter gives six times that or more. Higher federal training standards require more time spent training and recertifying. Higher annual call volumes and the demand for a broader range of services by the tax-paying public means more hours given. Too often these demands become more than the volunteer firefighter can manage, and they resign. There is a 15-20 % annual turnover rate among volunteer firefighters.

Changes in the Fire Service include a decrease in the social aspects of volunteering and an increase in nuisance and false alarm calls. These issues decrease the personal value of volunteering.

The Third issue is Fire Service Leadership. Challenges such as lack of a coordinated leadership, failure to manage change, and friction between volunteer and career members in combination departments all have a detrimental effect on morale, and lead to the departure of Volunteers.

With this grant the CSFA will be able to assist departments with their retention challenges. The Live Fire Training proposed in this Grant Request is highly sought after, and will prepare volunteer firefighters for the most high risk calls- the structure fire. 49% of firefighters need this critical training (NFPA 2016). This type of training re-energizes volunteers, increases morale, and helps them recommit to the department and the fire service. Perhaps even more important is the training for Fire Chiefs offered at the Recruitment and Retention Workshops. They will learn strategies to retain and motivate their current volunteers, and to address management's part in the retention issue.

*** 1c. What is the organization's implementation plan, including the goals, objectives, methods, specific steps, and timelines to directly address the problems and issues discussed above? Describe the current marketing plan in place, or if requesting grants funds for a marketing program, discuss the marketing efforts to be put in place. (1500 characters)**

The CSFA has a three-pronged Marketing Plan that addresses the problems of Recruitment and Retention of Volunteer Firefighters in California. These are R&R Workshops, Live Fire Training, and a large scale media campaign and support of newly recruited firefighters with physicals and PPE.

First, provide Recruitment and Retention Workshops 4 times a year State-wide for 25 fire service leaders, at no cost. This Workshop would be a Train-the-Trainer style, which will allow attendees to share lessons learned with their own and other departments.

Second, Live Fire Training for Volunteers. Under the 2012 SAFER Grant, CSFA was able to train 1200 firefighters from all over the State; some were attending their first live fire class. This Advanced Firefighter Training is aimed squarely at Retention. Volunteers who have completed their department's firefighter training and are fully active members would attend. The CSFA would hold four 2-day live fire training courses around the State each year with the goal of training 800 firefighters. Third, assist departments with recruitment by providing professionally developed recruiting campaign. This includes TV, radio, and print media and access to applications received at a central website 855VolFire.com. In addition, the budgetary burden of new recruits would be offset by reimbursing departments for Entry Level Physicals and a full set of structural PPE for new recruits, up to 40 per year for 4 years, or 160 firefighters State-wide.

*** 1d. How will the proposed project be evaluated for its impact on the problem and issues identified by the fire departments that your organization will be reaching with this grant? Describe how you will measure the overall effectiveness that the grant is having on assisting the fire departments with the recruitment and retention of volunteer firefighters. (3000 characters)**

The impact this grant has on the issues of Recruitment and Retention of Volunteer Firefighters will be measured at key points throughout the performance period, and the overall effectiveness will be assessed quarterly, annually, and in the final closeout report to FEMA.

The first Key Point for measuring impact will be at the end of each class or training session provided under this grant. Exit surveys will be distributed at the end of each Live Fire Training session to assess the impact the hands on class had for volunteers. Metrics included will measure satisfaction with the class itself, and the effect such training has on the volunteer's commitment to and enthusiasm for their volunteer department. Assessments will also be used in the Recruitment and Retention Workshops; key metrics here will be the value of lessons learned, and which specifically they are most likely to put into practice once they return to their departments.

The Program Manager will produce quarterly and annual reports measuring overall effectiveness to the CSFA Board and to FEMA, along with a final closeout report at the end of the grant performance period. Key metrics in these reports will include progress reports on the media campaign, numbers of various types of advertising purchased and the assessed impact of it, the requests for printed media support from various departments around the state, and feedback on their impressions of its effectiveness local and regionally. Number of volunteer applications received and referred will also be reported.

A very important measure of the impact and overall effectiveness will be this number of Volunteer applications received by CSFA and distributed to the 590 departments in the State. These applications will be an enormous and direct indicator of the success of the media campaign, just as they were in the last Recruitment and Retention Grant, where CSFA was able to provide new volunteer applications to every single one of the 590 departments that have volunteers.

Every effort will be made during the grant performance period to assess the ongoing effectiveness of the proposed media campaign, and to keep it highly productive. Lessons learned from previous SAFER Recruitment and Retention grants will be employed to assure maximum benefit for every dollar spent.

These prior grants, though successful, were 10 and 6 years ago, respectively. A great deal of attrition has happened in

Departments all across the State since that time. Volunteer and Combination Departments are once again in need. In the forth year of this Grant's performance period, the CSFA and the CSFEWBC would undertake another state-wide needs assessment to measure the impact of this grant, and what more will need to be done beginning in 2022 to maintain gains in the numbers of Volunteer Firefighters serving in the State.

*** 1e. What are the specific benefits the new volunteer firefighters and/or retention of current volunteer firefighters will provide for the fire departments participating in this application and their respective communities? (1000 characters)**

The specific benefits of new and retained Volunteer Firefighters for their Departments and their communities can be categorized two ways: financial benefits and safety.

The Volunteer Firefighter represents a savings of \$64,000 per year to the Department and the community he or she serves. The retained Volunteer also represents the savings of the cost to train them, which can be as high as \$25,000. The experienced volunteer also carries inherent value in their experiences and skills that is not easy to quantify in dollars. This "institutional memory" can literally be priceless.

The biggest benefit will be increased safety for the firefighters and the community. People living in Rural areas have three times the rate of fire deaths than those in urban areas, and roughly half of California's population is served by departments that are part or all volunteer. The best way to protect these lives is to have more firefighters to meet the NFPA 1720 standard of response.

*** 1f. Please provide details on the organization's procurement practices and the timelines outlining the chronological steps to complete the activities requested in this application. (2000 characters)**

The CSFA's procurement and acquisition practices under this grant will comply with Federal Procurement Policy.

The first step after the Grant Award will be to field an RFP for an experienced Program Manager. This position should be filled within 4-6 weeks.

In the first quarter of the first year, the Program Manager will review best practices in Recruitment and Retention, and gather information from the prior SAFER R&R grants. The new media campaign will be designed with this information at hand. The first quarterly report will be issued.

In the second quarter of the first year, The new media campaign will be produced, including new TV, radio and internet advertising and print media. An internal membership "advertising" campaign among CSFA members will make member departments aware of the upcoming media campaign and the availability of print materials for use in their local areas. The Recruitment and Retention Workshops, PPE and physicals reimbursement, and NFPA 1403 Live Fire Training will be advertised as well. CalChiefs and other fire service organizations will also be contacted to "spread the word". The 855VolFire.com website will be updated and go live with the new media campaign. The quarterly report for FEMA and to the CSFA Board will be issued.

In the third quarter of the first year, the first workshops and live fire trainings will be scheduled. The media campaign will launch and applications will be delivered to local fire departments as they come in on the 855VolFire.com website. Print media will be sent to local departments. Reimbursements for PPE and physicals for new recruits will be processed as they are received. At the end of the third quarter, the Program Manager will report to the CSFA Board and FEMA.

In the forth quarter of the first year, these activities will continue. The first yearly report will be issued. Subsequent quarters will follow this cycle of workshops, live fire training and reimbursements until the end of the Grant.

***Element #2 - Impact on Daily Operations (30%):**

*** 2a. How are the fire departments participating in this application, their current volunteer firefighters, and communities at risk without the items/activities requested in this application? (2000 characters)**

The risks of not having enough new and retained volunteer firefighters are frightening for California communities, their current volunteers and their Fire Departments. These risks range from the inability to meet NFPA 1720 response goals to having no fire protection available. Without new volunteers and retaining their current staff some California volunteer

departments are in danger of shutting down completely.

According to the California Office of the State Fire Marshal, there were 1,283,357 calls for fire department response in the State in 2014 (the most recently available statistics). Of these, 954,052 were considered emergencies, a direct threat to life or property. With half the State served by all or part volunteer departments, this huge burden continues to be shouldered in large part by volunteer firefighters. Yet 44% of volunteer and combination department don't have enough funding for equipment and PPE for their volunteers. This continuing trend of loss of volunteers may mean volunteer fire departments having to shut down.

Increasing time demands of the department are often the reason current volunteers leave the service. Without new volunteers to share the ever-increasing burden, existing volunteers are at risk of leaving. The risk for existing volunteers also include losing their department entirely due to lack of new staffing, burnout due to increasing call volume and fewer responders, and injury or death due to response fatigue resulting from lack of adequate staffing. Under the previous SAFER Grant, CSFA was able to reverse the national trend of shrinking volunteer firefighter ranks in California. Departments had a 13% average increase in volunteers from the 2012 Grant. The CSFA is requesting this grant funding to continue this critical work now, and assist Volunteer and Combination Departments with their mission of saving lives and property in California.

*** 2b. How will that risk be reduced if awarded? (2000 characters)**

The risk to Volunteer and Combination Departments, their current volunteers, and the communities they serve would be reduced with this funding by providing new volunteers to the Departments, and financial relief for their new equipment.

By providing professionally designed marketing materials to Departments, along with a substantial multimedia campaign, public awareness for the need for Volunteer Firefighters will be raised. 86.5% of people living in the Western US are unaware whether their local Fire Department needs Volunteers. The population of the West is also the most likely to become Volunteer Firefighters when made aware of the need. 7.3% of the population of the Western US is would volunteer with their local department if made aware of the need. (NVFC, 2015). These numbers mean there is a pool of untapped volunteers waiting to become firefighters, if they can be reached with a media campaign.

The risks for existing volunteers would be decreased by the support of extra staffing to respond to calls for service. This additional staff would share the burden of response, decreasing the risk of burnout and the time demands for existing volunteers, thereby helping retention efforts.

These grant funds would assist Fire Departments with their recruiting efforts by reimbursing a portion of the cost of new firefighters. 25% of Departments don't perform NFPA 1582 Entry Physicals for new recruits, and 44% have their recruitment efforts limited because they can't pay for equipment and PPE for new members. These grant funds would offset both of those costs, allowing departments up to \$2500 for new sets of PPE for recruits.

*** 2c. What impact will the recruitment of new volunteer firefighters and/or the retention of current volunteer(s) have on the operational needs and capabilities of the fire departments participating in this application in order to comply with NFPA? (2000 characters)**

NFPA Standard 1720, "Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments" provides for certain response times based on population density. Most Volunteer and Combination Departments in California serve Suburban and Rural or Remote areas. The Standard specifies a response of 10 firefighters on scene in 10 minutes of the alarm in 80% of calls for Suburban areas, and 6 firefighters at the call within 14 minutes of alarm in 80% of responses in Rural areas. For Remote areas, where distance to the call is greater than 8 miles, 4 firefighters on scene 90% of the time meets the Standard. In California, 44 of 58 Counties fall under the Rural or Remote population density number. The Volunteer Fire Departments that serve these areas will be able to meet the Standard more easily and more often with the addition of more volunteers. Simply put, more available volunteers adds up to a greater response to alarms.

With this grant funding, Departments will be able to fulfill NFPA 1582, "Standard on Comprehensive Occupational Medical Program for Fire Departments" for their new recruits. Currently 25% of Departments do not provide an Entry Physical to their new Volunteers. Under this Grant, Departments would be able to apply for reimbursement of the expense of such physicals, up to \$450 for each one.

The NFPA Standard 1403, "Standard on Live Fire Training Evolutions" specifies that Volunteers who have completed

their Departments' Firefighter Training are allowed to participate in Live Fire Training, yet 49% have not had it. Under this Grant, the CSFA would provide four 2 day Live Fire Training Classes per year around the State for each year of the Grant performance period. This would result in 800 Volunteer Firefighters receiving this Training. They would then be more experienced, more capable and more safe responding to structure fires in the future.

***Element #3 - Financial Need (30%):**

*** 3a. Please provide an income versus expenses breakdown of the current annual budget as indicated in the Request Details section of the application. (2000 characters)**

The CSFA operates entirely within its general fund each year. The annual income of the CSFA is projected to be \$971,585 this fiscal year, Calendar Year 2018. Total expenses are projected at 915,354, with a net ordinary income of \$56,231, or 5% of our gross income. This is a remarkably small budget for an organization that represents 790 Fire Departments, 590 of which are part or all volunteer. Membership in the CSFA is 15,625; 10189 of these are active firefighters in both career and volunteer departments.

In the State of California, most Fire Departments rely on the General Fund of the city or county. These general funds are the result of local property tax revenues. Since the passage of Prop 13 in 1978, these property tax revenues can be raised by no more than 2% per year. This meager increase in the monies that feed the general fund is outstripped by the increasing costs for all other services provided by the city or county. Fire Department budgets all across the State continue to be tight, and almost half of volunteer departments face budget shortfalls that keep them from recruiting and equipping new volunteer firefighters (CSFEWBC 2016). These budgets effect their ability to pay for training for current volunteers, 49% of whom have never had Live Fire Training (NFPA 2016). They also have no budget for recruitment and retention efforts, which leads to falling staffing numbers. The CSFA is seeking this grant funding to support Departments all across the State of California with assistance in these critical areas.

*** 3b. Please describe the organizations budget shortfalls and why the organization is unable to address your financial needs without federal assistance. (2000 characters)**

The single largest income source for the CSFA, at \$844,285 this fiscal year, is membership dues. These make up 87% of our gross income. CSFA provides its services and legislative representation to the Fire Service of California on this meager budget. The CSFA has no funding to combat the ongoing problems of Recruitment and Retention of Volunteers, and to bridge the communication gap with the general public and let them know how desperately volunteer firefighters are needed.

Retention and Recruitment is vital to the Fire Service and to the safety of lives and property of the citizens of California. 590 of the 790 Fire Departments in California are all or partly volunteer. 44% of these volunteer departments face recruitment challenges based on budget shortfalls. This grant funding is critical to reimburse those departments for NFPA 1582 Physical and new recruit PPE. The cost to train a new volunteer firefighter is more than \$25,000 according to the National Volunteer Fire Council. Helping to offset some of that cost means more volunteers for the departments with these budget challenges.

Fire departments need more volunteers, yet have no budget or know-how for any sort of recruitment campaign. The CSFA has already run successful recruitments, providing new volunteer applications to 590 departments in the State. Local campaigns will benefit from TV, internet and radio advertising, as well as CSFA printed recruiting material, and fire service leaders will have the opportunity to attend R&R workshops.

Lastly, 49% of firefighters need to receive NFPA 1403 Live Fire Training, according to the 2016 NFPA Needs Assessment. These grant funds will train 800 California Volunteer Firefighters with live fire training. By giving this training to current volunteers, it will act as a retention tool as well, making these firefighters better equipped to respond, and more likely to remain in the department.

*** 3c. What other actions has your organization taken to obtain funding elsewhere (i.e., state assistance programs, other grant programs, etc.) and how have similar projects been funded in the past? (2000 characters)**

The CSFA has previously funded these projects with SAFER Grants, all of which have been very successful. Other funding sources have been unable to offer this large amount of financial support. In serving all of California, which represents 12% of the population of the United States, large budgets are needed to cover the entire State.

Ten years ago, the 2008 SAFER grant focused on a large scale recruitment media campaign, and was very well received. The TV, radio, and internet presence assisted local departments with their efforts. These local efforts were further aided by print media from the same Grant. Posters and other print media were used by dozens of departments.

The second SAFER grant, in 2009, began the series of Recruitment and Retention workshops for fire service leaders. Given at no cost to the attendees, 741 department staff members were trained in best practices in finding new and keeping existing firefighters. The return on investment for these classes, assisted by the media campaign, was apparent in the 2016 CSFEWBC needs assessment for California. Departments showed an increase in volunteers of 13%.

A final SAFER grant was awarded six years ago in 2012. This Grant included more print media, more TV advertising, funding for new firefighter physicals and PPE, and the addition of Live Fire Training for existing volunteers. 240 Fire Departments were impacted by this grant, 1200 firefighters were trained in Live Fire classes, 300 sets of PPE were reimbursed, and recruitment best practices, including and emphasis on social media, were utilized.

Previous efforts have been successful, yet the annual attrition rate of volunteers is 15-20%. This means that recently realized gains could be wiped out with one year of low recruitment. There is still much to be done in California. The prior Grants began this work 10 years ago, and it is time readdress this ongoing problem in California.

*** 3d. How are other critical functions of your organization affected without this funding? (1000 characters)**

The mission of the CSFA is to continue to be the fire service leader in state and federal legislation, safety issues involving firefighters and the public, and provide the best in-service training programs. To meet these goals on a Budget based almost solely on membership fees, the CSFA MUST aggressively pursue grant funding opportunities such as SAFER Grants.

75% of fire departments in California are all or part volunteer. Understanding that the average turnover per year is 15-20%, these departments are in a recruitment and retention crisis. To stem this tide, new recruits must be found, and retention efforts must be more effective and widespread. To meet these goals, the CSFA proposes repeating its successful Media Campaigns with new, updated material, providing fire service leaders with the education, materials and support to run their local R&R campaigns, and Live Fire Training to established volunteers, 49% of whom have never had it.

***Element #4 - Cost Benefit (10%):**

*** Please describe the benefits (i.e., anticipated savings, efficiencies) the fire departments participating in this application and their communities will realize if awarded the items/activities requested in this application. (3000 characters)**

The recruitment of new volunteer firefighters is difficult and expensive. Replacing current volunteers is even more expensive when the loss of their knowledge, skills and experience is factored in. Finding new volunteers means targeting certain groups and knowing what message is most effective. Officers of volunteer and combination departments throughout California don't have this expertise.

Instead, with this Grant Funding, they could look to the CSFA to provide them with the support they need in a multimedia recruiting campaign. By investing \$394,000 in television, internet and radio marketing, and another \$312,000 in print media for State-wide use, this campaign would use lessons learned from previous efforts and use the most effective social media, television, and print methods to bridge the public information gap. These local and regionally effective recruitment methods brought in hundreds of new volunteers under the last grant six years ago; the CSFA is uniquely positioned in the California Fire Service to do so again, with potentially even more far reaching results. The Website, 855VolFire.com, became a tool for all California Departments, and will be again.

By teaching members of Departments throughout California the latest and best strategies for Recruitment and Retention, the CSFA will maximize the reach of the recruitment media campaign. Attendees at Recruitment and Retention classes will do so at no cost to their departments; these Train-The-Trainer Workshops will be offered 4 times a year across the State. This will allow Volunteer Department Members to train others in their own and neighboring departments, vastly increasing the reach of lessons learned.

With the recruitment of new firefighters comes the expense of physicals and equipping them. These costs will be offset for 40 new recruits a year in California under this Grant. Departments would receive volunteer applications directly from their own recruiting efforts or via the website. As these new volunteers join up, the Department would apply for relief from the cost of their physicals and equipment. 44% of California Departments struggle to afford the equipment and PPE their new members need. This grant represent an budget savings to communities and VFDs of \$472,000 over the life of the grant.

Lastly, the CSFA will use Grant Funds to put on 2-day NFPA 1403 Live Fire Training Classes four times a year for the duration of the grant performance period. These classes have become difficult for individual departments to afford with the use of an expensive burn trailer, and the burning of donated structures, when they are available, becomes more difficult to permit every year. Under this grant, 800 firefighters would be trained in structural firefighting at no cost to their departments. The cost of this training is \$288,000, but the knowledge, skills and experience gained will make these firefighters safer and more effective when protecting lives and property.

Element #5 - Additional Information : If you have any additional information you would like to include about the organization, the fire departments participating in this application, and/or this application in general, please provide below. (2000 characters)

2017 was the worst fire season in the history of California, with record loss of life and property destruction. Wildfires burned an area equal to the State of Delaware, 10,800 structures were lost, and 48 people lost their lives, including two firefighters. Based on early indicators, the 2018 fire season may be even worse.

The CSFA is committed to assisting the fire departments in the State to be prepared for the future. This will be done by providing fire service leaders from throughout the State the latest and best national practices for recruiting and retaining volunteer firefighters, including screening applications, interviewing prospects and explaining expectations, evaluating prospects in light of department need, and motivating volunteers to stay in the department for years to come.

Further, the CSFA will offer budget relief to cash-strapped departments that are unable to recruit new volunteers due to lack of money. This relief will come in the form of reimbursement for equipment and physicals for new members, and desperately needed live fire training for current members. Budget relief will also come in the form of recruiting program support through a State-wide media campaign and recruiting print materials. This program netted 7000 volunteer applications under the 2008 SAFER grant, and with best practices in place, we look forward to once again reversing the trend of shrinking volunteer ranks throughout the State.

Lastly, these effects will stretch beyond the borders of California, where the Office of the State Fire Marshal estimates that 9000 new volunteer firefighters are needed. Oregon, Nevada and Arizona have reaped the benefit of these campaigns under prior grants, with areas along their shared borders with California also receiving the benefit of the TV and Radio advertising. The same regional effect will be seen again under this grant.

Thank you for your time in reading this application, and the opportunity to apply for this funding.

FEMA Form 080-0-4b