



Croton-on-Hudson Emergency Medical Services Recruitment and Retention Committee

Recruitment and Retention Tentative Budget:

All pricing within this tentative budget has been obtained from a single source. Before actual purchases are made, appropriate quotations will be obtained for current market rates from three reliable vendors with preference given for purchasing locally if financially feasible.

Recruitment:

USPS Mailing to Response Area: 4000 households

This mailing will be a three-stage effort to establish awareness of Croton EMS, the services that it offers, and the opportunity to volunteer, and announce the free classes.

First Mailing:	5.5" x 8.5" Postcards	4000 Pieces	\$2,153.20
Second Mailing:	4" x 6" Postcards	4000 Pieces	\$1,357.60
Third Mailing:	5.5" x 8.5" Postcards	4000 Pieces	\$2,153.20

Coroplast Sidewalk Signs: 100 Signs

These signs are those seen for politicians lining the streets. We would look into two designs: a "Proud to Volunteer" sign for existing members and a "Volunteer at Croton EMS" for non-member households and temporary placement in key locations

Proud to Volunteer:	24" x 36" Signs	50 Signs	\$400.00
Volunteer at Croton EMS:	24" x 36" Signs	50 Signs	\$400.00

Vinyl Booth Banner: 2 Banners

These banners will be used during any scheduled event where Croton EMS is able to set up a booth and/or hang signage. Two designs, one with a strong recruitment message, and one with a strong awareness message, both with appropriate branding.

Croton EMS Awareness:	6' Banner	1 Sign	\$400.00
Croton EMS Recruitment:	6' Banner	1 Sign	\$400.00

Vinyl Street Banner: 2 Banners

These banners will be hung above the road during our focused recruitment effort as well as during National EMS Awareness Week and any other appropriate time. A section can be designed to allow attachment of appropriate timely announcements such as events.

Croton EMS Awareness:	15' Banner	1 Sign	\$600.00
Croton EMS Recruitment:	15' Banner	1 Sign	\$600.00

Clear Plastic Window Stickers: 200 Stickers

These window stickers will be posted on all public and commercial buildings willing to display the Croton EMS awareness and/or recruitment message at their location.

Croton EMS Awareness:	8.5" x 7.5" Stickers	100 Stickers	\$223.18
Croton EMS Recruitment:	8.5" x 7.5" Stickers	100 Stickers	\$223.18

Clear Plastic Car Window Stickers: 100 Stickers

These car window stickers will be available to Croton EMS members to present a "Proud to Volunteer" message to increase branding.

Croton EMS Branding:	4" x 4" Stickers	100 Stickers	\$293.63
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Interior Posters: 100 Posters

These interior heavy stock gloss finish posters will be for interior posting at public and commercial buildings willing to display the Croton EMS awareness and/or recruitment message at their locations.

Croton EMS Awareness:	11" x 17" Posters	50 Posters	\$109.63
Croton EMS Recruitment:	11" x 17" Posters	50 Posters	\$109.63

Event Posters: 5 Posters

These posters are full resolution prints on vinyl laid on a stiff backing rated for outdoor use. Croton EMS would establish 5 designs of very impacting and effective imagery to draw attention to our missions and goals of helping people. They would be posted at events where Croton EMS is stationed along with the booth and banners.

Croton EMS Imagery:	18" x 30" Posters	5 Posters	\$345.00
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Tri-fold Brochure: 500

These tri-fold full color brochures will be used during any event where Croton EMS has a booth or table available. They will exist as a single point of reference for all aspects of Croton EMS awareness and recruitment information.

Awareness and Recruitment:	8.5" x 11" Brochures	500 Brochures	\$308.70
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Community Classes: 10

By offering free classes, such as first-aid, CPR, babysitting medical care, etc to the community, we can obtain Croton EMS awareness and recruitment benefits.

Community classes	Assorted Classes	10 Classes	\$2,000.00
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Business Cards: 1000 Cards

These cards will be used for quick and easy handouts at any event or situation in which either awareness of Croton EMS or a recruitment effort is possible. Double-sided Croton EMS official cards (no personally identifiable cards).

Croton EMS Awareness:	3.5" x 2" Business Cards	500 Cards	\$84.84
Croton EMS Recruitment:	3.5" x 2" Business Cards	500 Cards	\$84.84

Calling Cards: 1000 Cards

These cards will be provided to the patient or patient family during each Croton EMS call to provide our basic information and a thank-you message for being able to assist them.

Croton EMS Branding:	3.5" x 2" Business Cards	1000 Cards	\$97.83
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Design Services:

Many of the recruitment materials will require design services to either be donated or purchased. Such work can be performed by a lay-person, but often it is possible to tell that it was a non-professional who designed the artwork. It is recommended that we ensure all efforts are of a professional enough quality to instill respect and establish a very positive image of the Croton EMS brand.

Design Services:	Rough Quotation	\$2,000.00
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Summary of Tentative Recruitment Budget:

USPS Mailing to Response Area	\$5,664.00
Coroplast Sidewalk Signs	\$800.00
Vinyl Booth Banner	\$800.00
Vinyl Street Banner	\$1,200.00
Clear Plastic Window Stickers	\$446.36
Clear Plastic Car Window Stickers	\$293.63
Interior Posters	\$219.26
Event Posters	\$345.00
Tri-fold Brochure	\$308.70
Business Cards	\$169.68
Calling Cards	\$97.83
Community Classes	\$2,000.00
Design Services	<u>\$2,000.00</u>
Subtotal	\$14,344.46
15% Contingency	<u>\$2,151.66</u>
Total Tentative Recruitment Budget:	\$16,496.12

Retention:

EMS Headquarters: Air Conditioning

Currently there are only two rooms in the EMS Headquarters with air conditioning. These rooms are the office with the records and what is currently the paid staff room. The basement meeting room, the living room, and remaining bedroom are all lacking any air conditioning. Such conditions are not conducive to the comfort of the volunteers or paid staff while working duty shifts, conducting meetings, or training.

EMS Headquarters: Toilet

The current toilet, while functional, is not in optimal condition. Multiple members have commented on lacking complete comfort with the facilities. While the bathroom is small, offering the most comfort possible with the space that is available is important for the comfort of both paid staff and volunteers, especially with overnight duty shifts.

EMS Headquarters: Television

One of the primary sources of entertainment that volunteers use while performing duty shifts or socializing while waiting for a call is the television. This is either through watching tv, watching movies, or using game systems. The current TV is old, small, cannot handle HD, and of a much lower quality than any current generation TV. As a central point of entertainment, a new TV is important for drawing volunteers to the headquarters and increasing response capabilities. Associated with the TV is the wall mount, the equipment stand, and sound system.

EMS Headquarters: Cable service

The current television channels that are available are the basic free broadcast. There is no cable service being provided at the EMS Headquarters, and so the channels are limited and often don't include the ones that volunteers wish to watch. As such, they do not congregate at the EMS Headquarters as is often common for games or other events with other agencies.

EMS Headquarters: Gaming system

Interactive games with multiple players are a common social activity for volunteers to use while waiting for EMS calls. Generally four-player, quick round games, where players can rotate based on who is winning and losing generates great interest and draw for younger members to be at the Headquarters and available. Additionally, offering the exercise options (such as Wii Fit) can draw additional members to be at the EMS Headquarters.

EMS Headquarters: Ceiling fans

During times that neither air conditioning nor heating is necessary, the air movement offered by ceiling fans is a cost-effective method of providing comfort. Replacing the current ceiling fans is a relatively inexpensive step that can lead to cost-savings through decreased power usage.

EMS Headquarters: Beds

With overnight duty shifts being an important aspect of providing coverage for EMS calls, the comfort of the members who will be at EMS Headquarters is directly related to the ability to obtain night crew commitments. Currently, the beds that are available do not provide a level of comfort for sleeping that encourages people to stay at EMS Headquarters. Providing beds, and especially mattresses, which are comfortable enough for people to sleep well between calls is important in gaining commitments for nighttime duty crews.

EMS Headquarters: Couches

The current couches, while functional, were obtained from the side of the road. New comfortable couches that are in good condition will help to build the professional image of EMS Headquarters and draw people to take more pride in the organization, be more comfortable when at the EMS Headquarters, and will increase people staying at the house.

EMS Headquarters: Window Blinds

Proper window blinds are reasonable and appropriate for privacy throughout the EMS Headquarters, but especially within the bedrooms. The lack of proper window coverage for bedrooms when expecting volunteers to stay during overnight duty shifts is a realistic concern that has been expressed.

EMS Headquarters: Cleaning Service

A professional and attractive appearance is important to the image of both Croton EMS and the Village of Croton. It will also assist in both recruiting new members, and retaining existing members through the pride in the organization. Contracting a cleaning service is generally the most common choice made by agencies to maintain the conditions of the building.

EMS Headquarters: Cleaning Supplies

Whether or not a cleaning service is contracted, specific incidents may occur that will necessitate members cleaning a mess. The ability to take responsibility for keeping the EMS Headquarters clean when necessary is important for the feeling of personal involvement. As such, a vacuum cleaner, garbage bags, cleaning supplies, etc are important to have stocked and available.

EMS Headquarters: Grill

A daily activity during the week that has drawn regular attendance from volunteer members is grilling for lunch. The current grill, while functional, is a donated item which was replaced for a reason. A new grill will help support the growing involvement during the day, as well as offer better opportunities for events at night and on the weekends.

EMS Headquarters: Interior Lighting

The current lights in the EMS house are somewhat insufficient to offer good night-time illumination. New lamps, especially in the living room, will offer a brighter more inviting environment. This will be better for reading or any other activities the members wish to pursue in the EMS Headquarters.

EMS Headquarters: Exterior Lighting

There is a total lack of exterior lights in the rear of the building, and the front lights are barely sufficient to properly light the walkway. Better lighting for the entrance and in the rear of the building will offer less of a hazard during use, more comfort for members when utilizing the building at night, and offer more opportunities for night-time events.

EMS Headquarters: Refrigerator and Freezer

The kitchen contains two refrigerators, neither of which work. While Croton EMS does not currently stock any food or drinks for members other than water, individuals should have the ability to bring their own food and drinks in and have a proper place to keep them. While there is one mostly working refrigerator in the basement, it is not convenient to access while upstairs, and is not functioning optimally.

EMS Headquarters: Designated Parking

The parking restrictions should be updated to indicate that it is for "Emergency Services Personnel Only" and should be extended to include the strip in front of the EMS Headquarters.

Members: Physicals

There is a dual purpose to offering/requiring physicals from the members. It protects the Village of Croton and Croton EMS in case of a medical issue with one of the members during a call, and it also provides a service to individuals showing that we care about their wellbeing. Croton EMS and Croton Fire can utilize the same provider, and on the same schedule, keeping the costs to a minimum while offering the benefit and protection.

Members: Gym Membership

Offering a gym membership to Croton EMS members who are in good standing will provide a significant perceived value to members. It may be possible to obtain such membership at a significantly discounted rate, and even may help members maintain better health if there is recognition of completing workout regimes.

Members: Duty Uniforms

Providing each member with a full duty uniform for use during both calls, duty shifts, and during any event, parade, or other public involvement establishes a strong sense of pride and professional involvement in the organization. It also strongly benefits the public perception of the organization and the respect given the members. By wearing a uniform, it also encourages professional behavior and helps members recall they represent Croton EMS and the Village of Croton.

Members: Duty Uniform Insignia

As members undergo training, obtain more certificates, dedicate more years, or any other significant occurrence in their career with Croton EMS, offering specific insignia is a way to acknowledge their dedication. By wearing this insignia, members have a visible way to display goals achieved and obtain recognition of their achievements.

Members: Training Reimbursement

One of the most well-known methods of retaining satisfaction is by maintaining the ability for an individual to continue their growth. By allowing members to expand the range of training they can take to include that which is offered by private entities, those who are interested will have a greater reason to remain. While we will have the expense of covering those classes, retaining highly experienced and dedicated members is critical.

Members: LOSAP

When Croton EMS split from Croton Fire, the LOSAP benefits were no longer available to Croton EMS members. By reinstituting this system, there will be a long-term benefit to members of Croton EMS to maintain their involvement and cover calls.

Members: Liability, Disability, Injury Coverage

A concern of all emergency services volunteer is the impact to their family and life should they suffer injury, disability, and some form of liability while performing their duties. By formalizing the coverage and protection of Croton EMS members, concerns can be decreased.

Members: Social Events

Social events are a means by which members will interact on a level beyond just the professional environment of the EMS calls. By creating a much stronger sense of the organization, and a personal commitment to the other members of Croton EMS, retention is dramatically increased. Additionally, these events are a non-financial benefit offered to the members as an additional incentive, and are a means by which they can be drawn out and then individually encouraged in a face-to-face meeting.

Members: Family Involvement

"Regardless of whether family members are part of a department or auxiliary, every department should hold social events that involve families. Again, if family members feel included in the department, they are usually more supportive of it and more willing to adjust family schedules around the time demands of the member of the fire department" - *FEMA Retention & Recruitment for the Volunteer Emergency Services*. Additionally, by having social events which include the family, a greater sense of commitment and cohesiveness between the members will be established because they are involved with each other on a much more substantial level.

Members: Recognition

Recognition of member achievements through the course of the year, on both a monthly, quarterly, annual, and individual level is important. By having a range of recognition mechanisms, members will see a tangible result from their hard work and dedication.

Members: Team-building training and events

While social events are excellent to build a general sense of involvement with each other, specialized team-building events and exercises done through a training organization can provide a fun way to get people to really understand each other and trust and count on their fellow Croton EMS volunteers. Shared experiences are one of the best ways to encourage team-building and self-encouragement to stay an active member of Croton EMS.

Members: Tangible incentives

While needing careful research and implementation, tangible benefits and incentives can help offset expenses that members incur while being involved in Croton EMS. Gas is the primary example of a direct expense. Research has indicated that minimal benefits can reap dramatic differences in responses.

Croton EMS: Volunteer Coordinator

An extensive investment, a volunteer coordinator can be a part-time or full-time position with the responsibilities of handling a vast range of tasks and duties, but primarily coordinating recruitment efforts, and ensuring retention of existing members. By maintaining Croton EMS as a volunteer agency, the cost of the position will pay for itself through the prevention of additional paid staff members. However, if Croton EMS is able to increase its membership and retain them through all volunteer efforts, this cost would not be necessary.

Officer Training: Management and Leadership Training

"Effective leadership helps retain members as well as reduce dissatisfaction" - *FEMA Retention & Recruitment for the Volunteer Emergency Services*. By training the leaders of Croton EMS in leadership and management techniques, a greater level of member satisfaction and retention can be achieved.

Total Tentative Retention Budget:

\$30,000.00