

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

- 1. PURPOSE:** The purpose of this Plan is to outline a procedure for the potential integration of the Upper Providence Township career firefighters (Station 93) with the volunteers of the Black Rock Volunteer Fire Company (Station 99) into one cohesive organization with career staffing during the daytime hours and volunteer staffing in the evening and on weekends.
- 2. OVERVIEW OF CURRENT UPT ESO'S:** Currently Upper Providence Township (UPT) is serviced by one career daytime fire company and four volunteer fire companies, Black Rock Volunteer Fire Company (Station 99); Royersford Fire Department (Station 98); Trappe Fire company (Station 77) and the Colledgeville Fire Company (Station 34). The primary volunteer fire company for Upper Providence Township and the only volunteer fire company within the Township is the Black Rock Volunteer Fire Company (BRVFC) that was formed through the merger of the former Mont Clare Fire Company (Station 55) and the Oaks Fire Company (Station 63) in 2012. UPT and the former Oaks Fire Company(OFC) leadership in 2006 met to discuss issues related to daytime staffing and the impact it had on providing the residents and businesses within UPT with an acceptable level of service. It was decided to train members of the Public Works and Code Enforcement Departments of UPT who would volunteer to serve as volunteer firefighters for a stipend. These UPT employees would respond when available for emergency incidents within UPT to either the Mont Clare Fire Company (MCFC) or the Oaks Fire Company depending on which station was closer. This procedure was put into practice and addressed the shortfall of volunteers from both the MCFC and OFC organizations. In 2008 UPT purchased their own fire engine and created Station 93 as a separate responding unit within the township and this unit was staffed by full time and part-time career firefighters and the UPT staff that previously responded to either the MCFC or OFC stations during the daytime hours. During the past 12 years Station 93 has grown to a staff of 5 full-time career firefighters and 6 part-time firefighters who are trained at the Firefighter II level or better, have HazMat Technician certification and are EMT's. This staff responds on all daytime alarms within UPT and occasionally as mutual aid outside of the township. Although the use of Station 93 and its UPT staff has addressed the immediate need for a rapid daytime response for emergency incidents within UPT there still is the need for the volunteer organizations to respond with properly staffed and equipped apparatus depending on the type and severity of the emergency incident.

The majority of UPT falls within the first response area of the BRVFC and therefore it is incumbent upon this organization to be able to properly staff its apparatus when dispatched for emergency incidents 24/7/365. BRVFC has not been able to properly staff its apparatus during the daytime hours due to the clear majority of its responding members either work outside of the area or their employers will not allow them to leave for an emergency incident. Therefore, there is a need to supplement the BRVFC staff during the daytime hours. The UPT Fire Chief/Fire Marshall has recommended that the UPT Station 93 staff be increased to allow for a three-platoon rotation that would allow for Station 93 staffing twelve (12) hours per day seven (7) days per week. This action is not within the township budget and is a pending action for the UPT management.

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

An issue related to response time for emergency medical incidents within UPT has also surfaced. Although it is not directly related to the issue of providing responsive fire and rescue services it does impact any plan moving forward. Currently UPT is serviced by Friendship Ambulance, a division of the Royersford Fire Department; Trappe Fire Company Ambulance; and Lower Providence Community Center Ambulance. Ambulance service is centrally dispatched by Montgomery County based upon assigned response areas and the closest available ambulance.

a. ORGANIZATION

i. **STATION 93:** The UPT Department of Fire and Emergency Services is a Department within Upper Providence Township and manages its staff and the Office of the Emergency Management Coordinator.

1. *Officers:*

- a. Josh Overholt, Township Chief of Fire and Emergency Services/ Chief Fire Marshal
- b. Tom Dimmerling, Assistant Chief /Deputy Fire Marshal
- c. Richard Russel, Emergency Management Coordinator / Assistant Fire Marshal
- d. Don Kelly, Captain
- e. Chris Dolan, Lieutenant

2. *Other Key Staff*

- a. Jason Adams, Firefighter/Assistant Fire Marshal
- b. Ryan Colelli, Firefighter/Assistant Fire Marshal

ii. **STATION 99:** BRVFC is an Independent State Chartered 501(c)(3) Not for Profit Corporation with its own Elected Administrative and Fire Officers. This organizational structure includes the following elected and appointed positions.

1. *Elected Officers:*

- a. President: Joseph T. LoCasale, PE
- b. Vice President: William Kasper
- c. Secretary: Michelle Major
- d. Treasurer: Deborah Smith
- e. Membership Secretary: Michele Zajac
- f. Board of Directors:
 - i. John McGrory, Chair
 - ii. Patrick Colgan
 - iii. Richard Hughes
 - iv. Kenneth Cruciani
 - v. Bryen Sims
- g. Fire Chief: James E. Daywalt
- h. Chief Engineer: Robert Rorick

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

2. *Appointed Officers:*

- a. James Callahan, Deputy Chief
- b. Richard Hughes, Assistant Chief
- c. Daniel Miller, Battalion Chief
- d. John McGrory Captain

BRVFC also is affiliated with the Black Rock Volunteer Fire Company Firefighters Relief Association that is funded by the Commonwealth through UPT. The Relief Association has its own elected officers that manage the Association separate from the Fire Company. The purpose of the VFRA is to encourage individuals to take part in the fire service as a volunteer and to provide funds for the protection of the volunteer firefighter and their heirs. According to Act 118 of 2010, VFRAs may use their funds for the following purposes:

- To pay for such normal and reasonable running expenses as may be appropriate to the businesslike conduct of the affairs of the association
- To purchase contracts of insurance for active VFRA members against losses due to injury suffered in the fire service
- To maintain a beneficiary or death benefit fund
- To pay for costs and forwarding tokens of sympathy and goodwill to a firefighter who is ill or hospitalized
- To make cash payments to families in distressed circumstances by reason of age, infirmity or other disability suffered by one of the family members in the course of participation in fire service
- To acquire and maintain membership in any Statewide association or corporation which extends assistance to firefighters
- To contribute or purchase contracts of insurance for rehabilitating a volunteer firefighter who suffered a major impairment due to participation in fire service
- To pay for medical and surgical bills arising from injuries sustained by volunteer firefighters while engaged in activities of the fire company
- To pay reasonable expenses for firefighter training
- To purchase safeguards for preserving life, health, and safety of volunteer firefighters to ensure their ability to participate in fire service
- To secure insurance against liability for loss and expense from claims arising out of official performance of official and authorized duties
- To maintain comprehensive health, physical fitness and physical monitoring programs
- To purchase exercise and fitness equipment
- To purchase fire hoses and nozzles
- To purchase fire prevention materials for public distribution
- To pay reasonable expenses for attending bona fide emergency medical technician or paramedic training schools.

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

b. FACILITIES

- i. **STATION 93:** UPT currently houses Engine 93 in the Public Works Garage during non-duty hours and outside of the Administrative Offices during duty hours when not performing fire inspections throughout the township
- ii. **STATION 99:**
 1. **Mont Clare Station:** Currently the BRVFC owns and operates out of two stations, The Mont Clare Station located at 216 Bridge Street and the Oaks Station located at 260 Green Tree Road. Multiple fire and emergency services studies have been performed for UPT and one common recommendation is the need to relocate the Mont Clare Station from 216 Bridge Street to a more central location in the vicinity of the Township Administrative complex. To facilitate this relocation several actions, need to be planned and executed.
 - a. Disposal of the Mont Clare Station by the BRVFC. This is a politically sensitive issue that needs to be worked by the Working Group. The closure of a fire station is an emotional event that needs to be addressed and the public assured that the response will be the same if not more responsive once the station is relocated. It is recommended that this be a joint announcement with a Township News Release.
 - b. BRVFC has had contact with a realtor specializing in commercial real-estate and the property, if rezoned could be sold quickly for fair market value.
 - c. UPT has hired Indian Valley Assessors to perform an assessment of the property to facilitate a potential sale of the property to the Township by BRVFC.
 2. **Oaks Station:** The Oaks Station was originally built in 1963 with additional bays and office space added in 1993. It has the capacity to house two oversized pieces of apparatus (Squad 99 and Tower 99), and three large/medium sized apparatus (Engine 99-1, TAC 99, Traffic 99-1). Currently there is a bunk room with two sets of bunk beds for overnight staffing but to facilitate true overnight staffing or live-in staff adjustments need to be made to the facility. Currently BRVFC is considering space reallocation for its offices to free us existing office space for bunk room space that would allow for two bunk room with two beds each located near restroom facilities with showers and are adjacent to the apparatus bays. There is also a TV/Breakroom located near the proposed bunk rooms, but kitchen appliances should be provided if the station is to be staffed 24/7/365. If this station is to be retained a survey of the electrical and plumbing is recommended to address inherent issues with outdated systems.

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

c. APPARATUS

i. UPT OWNED APPARATUS:

1. UPT Station 93, all equipment and appliances are owned by UPT
 - a. Engine 93: 2008 Pierce Quantum – 1500GPM Pump w/750 Gallon Tank and seating for 6 firefighters
 - b. 20XX Chevrolet Tahoe (Chief of DFES & Chief Fire Marshal)
 - c. 20XX Ford Expedition (Emergency Management Coordinator)
 - d. 20XX Dodge 2500 Pickup
2. BRVFC Station 99, UPT owns the chassis but the equipment/appliances on each piece of apparatus is either owned by BRVFC or the BRVFC Fireman's Relief Association.
 - a. Engine 99 and 99-1; 2006 Pierce Enforcer Pumpers - 1500 GPM Pump w/750 Gallon Tank and seating for 5 firefighters.
 - b. Tower 99; 2012 Pierce PUC 100' Aerial Platform – 1500 GPM Pump w/400Gallons of Water and seating for 6 firefighters.

ii. BFVFC or BRVFC FIREFIGHTERS RELIEF ASSN. OWNED APPARATUS:

1. Squad 99: 2014 Pierce Velocity Mega PUC Rescue Engine -1500 GPM Pump w/779 Gallons of water and seating for 6 firefighters.
2. TAC 99: 2014 HME Mini EVO – 1500 GPM Pump w/400 Gallons of water and seating for 4 firefighters.
3. 2017 Ford Explorer – Fire Chief's Vehicle
4. 2017 Ford Expedition – Deputy Chief's Vehicle/Command Vehicle
5. 2008 Ford Expedition – Duty Chief's Vehicle
6. 2006 Ford P/U – Fire Police Vehicle
7. 2006 Ford P/U – Fire Police Vehicle

d. STAFFING

- i. **STATION 93:** UPT Station 93 is comprised of career firefighters who are trained at the Firefighter II level with additional certification as HazMat Technicians and Emergency Medical Technicians. There are 5 firefighters employed by UPT on a full-time basis and 6 firefighters employed on a part-time as needed basis.
- ii. **STATION 99:** BRVFC is comprised of responding volunteers who have training certifications at various levels (Attachment A)

e. FUNDING

- i. **STATION 93:** UPT Station 93 is fully funded by UPT through the Fire and Emergency Services Tax that was initiated in 2017.
- ii. **STATION 99:** BRVFC is partially funded by UPT by an allocation that is computed annually based upon a formula that is based 30% Population (2010 Censes), 30% Response Area (Square Miles), and 40% Call Volume (Incident Reports), as well as monies received through an annual fund drive, various

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

fund-raising events and the application and award of various State and Federal Grants. Although the UPT Allocation has been reduced the BRVFC remains financially viable due to the use of short-term and long-term investments and strict budgetary constraints. The short-term investments are targeted to cover funding shortfalls and the long terms investments are targeted for major capital improvements anticipated within the next 3-5 years

3. **STRATEGY:** The recommended execution strategy is based on mutual trust and the desire to work together to formulate a plan to retain the history of the volunteer fire services while integrating the volunteer firefighters with career firefighters into a single cohesive team that shares the common goal of serving the community in which they reside or work.
 - a. **OBJECTIVE:** The objective is multi-faceted, and several issues need to be worked simultaneously. These objectives are as follows;
 - i. Reduce/relocate fire stations to provide the best coverage within UPT for both fire and emergency medical services.
 - ii. Increase staffing during the daytime hours to ensure responding apparatus is properly staffed and equipped to address the required actions.
 - iii. Increase evening and weekend coverage to ensure responding apparatus is properly staffed and equipped to address the required actions.
 - iv. Develop an organizational structure that allows for the retention of the volunteer fire service within UPT while bringing a common standard of operations for all elements of the UPT Department of Fire and Emergency Services.
 - b. **APPROACH:** It is imperative that the approach taken provides the best possible level of service to the community while not having a negative impact on the volunteer spirit of the BRVFC whose members have given their time and energy to providing fire and emergency services to UPT and not end the tradition of community service that BRVFC and its predecessor organizations have given for over 100 years. Therefore, it is recommended that the approach be focused on having a volunteer-based organization that is supplemented by career staff. The volunteer and career staff would continue to be “employees” of UPT but the organization would be called the Black Rock Volunteer Fire Company that would be a subordinate organization of the Department of Fire and Emergency Services. BRVFC would be responsible for providing volunteer and career staffing and timely response to incidents within UPT with primarily career staff 6AM – 6PM, that would be supplemented by volunteers, and a primarily volunteer staff 6PM-6AM that would be supplemented by career staff for QRS responses. The leadership of the organization would have an integrated staff of both career emergency responders. For this approach to be successful there needs to be a major recruiting and retention program established to ensure there are sufficient volunteers to staff apparatus with properly trained firefighters. Currently BRVFC relies on recruiting volunteers from within UPT. The current demographics of UPT does not lend itself to this type of recruiting, therefore BRVFC and UPT

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

need to recruit volunteer firefighters from outside of UPT and develop a plan to provide stipends for those who remain in their assigned station to staff the apparatus from 10PM-6AM daily while providing the current Volunteer Incentive Program for those volunteers who respond from their home or place of employment 24/7/365.

- i. **WORKING GROUP:** To study and develop a plan to merge the BRVFC volunteers and UPT career staffs into one cohesive organization that trains and operates as one entity a Working Group comprised as representatives of both organizations.

1. **ORGANIZATION:**

- a. It is recommended that the UPT Fire Service Working Group be comprised of representatives of UPT and BRVFC meet monthly to move the proposed integration forward and set a series of targeted goals to keep the project focused. A Partnership Agreement should be drafted to ensure both parties are working toward a common goal and there is full and open communication with no “hidden agendas”.
- b. It is recommended that the Working Group be comprised of individuals filling the following positions and minutes of the meeting be taken and distributed to the members of the Group.
 - i. *UPT*
 - Two Supervisors
 - Township Manager
 - Assistant Township Manager
 - Township Fire Chief
 - ii. *BRVFC*
 - President
 - Vice President
 - Fire Chief
 - Deputy Fire Chief

2. **ACTIONS:**

- a. **ORGANIZATIONAL STRUCTURE:** To facilitate focusing the Groups efforts and to learn for the experiences of others it is recommended that the Group research organizations that have merged volunteer and career staffs into a Combination Department and use the lessons learned by others to facilitate the proposed merger. It is recommended that the group contact and discuss the lessons learned by the following organizations during their merger.
 - i. Evesham Township, New Jersey
 - ii. Mount Laurel Township, New Jersey
 - iii. East Whiteland Fire Department, Pennsylvania

The objective is to provide career staffing, to include Quick Response Service (QRS) for medical emergencies, during the daytime hours

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

(6AM – 6PM) seven days per week with the potential for having career QRS staff available 24/7/365. The volunteer staff would provide coverage either with live-in, in station overnight staffing or response from home/work to supplement the career staff during the daytime hours but with full responsibility for responding 6PM-6AM seven days per week.

- b. **NEW UPT FIRE STATION:** A design needs to be developed for the new fire station to be constructed near the Township Administrative Complex. Currently Engine 93 is housed in a Public Works garage in the evening and outside of the Police Station during the daytime hours when the staff is not performing fire inspections. This is not optimal, and a new station\operating location needs to be identified. It is recommended that this action be made a priority and the Working group obtain plans and specifications from at least three somewhat local fire companies that have constructed new fire stations. The station should include administrative space for the Fire Chief, Fire Marshal, Emergency Management Coordinator; a training meeting room; bunk and break room space; kitchen facilities; locker room and physical fitness facilities; apparatus space for a minimum of one engine, one ladder/tower, one ambulance/QRS vehicle, and space for a reserve engine. The following fire companies should be contacted, and their plans and specification reviewed to identify areas/design features that are applicable to a new UPT station.
 - i. Royersford Fire Department
 - ii. Limerick Fire Department
 - iii. East Whiteland Fire Company

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

3. DELIVERABLES

Deliverable	Description
Cooperative Agreement	An agreement between UPT and the BRVFC to mutually work towards the improvement of the fire and emergency services within UPT
Sale of BRVFC Station B (Mont Clare Station)	This is a politically sensitive issue that needs to be worked by the Working Group. The closure of a fire station is an emotional event that needs to be addressed and the public assured that the response will be the same if not more responsive once the station is relocated. It is recommended that this be a joint announcement with a Township News Release. Funds realized from this sale will be utilized by the BRVFC to upgrade/replace their current station
Requirements for a New Fire Station	A jointly developed set of requirements for a new fire station to be built by UPT in the vicinity of the UPT Administrative Complex.
Requirements for the upgrade of the BRVFC Fire Station	A jointly developed set of requirements for upgrade of the BRVFC fire station on Green Tree Road
Organizational Diagram for the new Integrated Department	A jointly developed organizational diagram with duties and responsibilities for the various positions and training requirements for the members both career and volunteer
Public Meeting to Outline the Transition and New Fire and Emergency Service Structure within UPT	A multi phased presentation first to the members of UPT Station 93 and BRVFC Station 99 and then a general presentation to the residents and businesses within UPT
Upgrade of Box Assignments	A joint review and update of the apparatus and assignments for all Box Assignments within UPT
Recruiting and Retention Plan	A jointly developed recruiting and retention plan for career and volunteers within the new organization

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

Renumbering of Stations and Apparatus	A jointly developed selection of a joint Station Number to replace Station 93 and 99 under a common Station Number and Department Name. Recommendations for the identification of Officers and Apparatus.
Timeline for Transition	A jointly developed timeline for the transition to the new organizational structure
Application for Grants to Fund Branding of the New Organization	A joint application based upon the merger of the UPT Station 93 and BRVFC Station 99 into a joint organization. This would include rebranding the apparatus, development of organizational logo, and station identification.
Development of a Joint Certification Training Program	A jointly development of a training program that allows the volunteers to obtain firefighter certifications similar to those required of the career firefighters through the use of in-house training and the facilities at MCFA
Review and Update of Standard Operating Guidelines	A joint review of all SOG's currently issued by UPT Fire Chief and BRVFC to transition to a single set of SOG's for fire and rescue operations within UPT.

ii. FUNDING

1. COMPENSATION

- a. CAREER (6AM-6PM 7-Days per Week with QRS 24/7/365)
 - i. SALARY: As per labor agreement.
 - ii. BENEFITS: As per labor agreement.
 - iii. UNIFORMS: Standard Class B (LAPD Blue with Fire Company Patch on Right Sleeve and Flag on Left Sleeve) to be worn when on duty. Option for Fire Company T-Shirt during the summer months.
- b. VOLUNTEER FIREFIGHTERS (24/7/365)
 - i. VOLUNTEER INCENTIVE PROGRAM:
 - ii. BENEFITS: Life Insurance
 - iii. UNIFORMS: No uniform requirements when responding to an emergency incident. Standard Class B (LAPD Blue with Fire Company Patch on Right Sleeve and Flag on Left Sleeve) to be worn for special duty assignments. Option for Fire Company T-Shirt during the summer months
- c. STIPEND FIREFIGHTERS (10PM – 6AM 7-Days per Week)

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

- i. STIPEN: \$30/night for those who are Firefighter II/EMT certified; \$25/night for those who are Firefighter I certified; and \$20/night for those who have completed Exterior Firefighter training but not yet certified. Annual compensation cannot to exceed 20% of what a career firefighter receives in compensation.
 - ii. BENEFITS: None
 - iii. UNIFORMS: Standard Class B (LAPD Blue with Fire Company Patch on Right Sleeve and Flag on Left Sleeve) to be worn when on duty. Option for Fire Company T-Shirt during the summer months
2. ANNUAL BUDGETING
 - a. DFES: DFES will submit a budget request in accordance with UPT policy.
 - b. BRVFC: In accordance with Act 85, BRVFC will submit an annual budget that lists all anticipated expenditures and will provide UPT with a annual audit performed by an accredited Accounting firm.
3. STRATEGIC PLANNING
 - a. 3-5 YEAR PLAN
 - i. Post integration of career and volunteer staffing and incorporation of lessons learned
 - ii. Expanding response areas for the newly integrated fire company
 - iii. Reassessment of emergency medical service
 - iv. Evaluation of apparatus requirements
 - v. Evaluation of training for volunteers and career staff
 - vi. Other key issues related to fire and emergency services within UPT
 - b. 5-10 YEAR PLAN: Long term goals and objectives to guide the Department of Fire and Emergency Services and BRVFC into the mid-2000's

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

iii. TIMELINE

Description	Start Date	End Date	Duration
Review Draft Project Plan for Integration of Career, Public Works Employees and Volunteers	March 28, 2018	April 25, 2018	28 Days
Public Meeting to Outline the Transition and New Fire and Emergency Service Structure within UPT	April 4, 2018	April 4, 2018	1 Day
Approval of Concept	April 4, 2018	April 15, 2018	11 Days
Access Keys for UPT Public Works Employees	April 16, 2018	April 23, 2018	7 Days
Personal Protective Equipment for Public Works Employees	April 16, 2018	June 30, 2018	75 Days
Review and Approval of Organizational Structure	April 16, 2018	May 23, 2018	30 Days
Partnering Agreement/Organizational Meeting	April 25, 2018	May 23, 2018	30 Days
Reallocation of Space within BRVFC Oaks Station	April 30, 2018	May 30, 2018	30 Days
Approval of BRVFC Live-In and Stipend Volunteer Programs	May 1, 2018	May 31, 2018	30 Days
Driver Training for Township Career and Public Works Employees	May 1, 2018	June 30, 2018	60 Days
Relocation of Career Staff	May 30, 2018	June 15, 2018	15 Days
Application for Grants /Approval of Funds for Branding of the New Organization	May 30, 2018	June 30, 2018	30 days
Initiate Live-In Program at the Mont Clare Station	May18, 2018	June 1, 2018	14 Days
Development of a Joint Certification Training Program	June 1, 2018	June 30, 2018	30 Days

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

Renumbering of Stations and Apparatus	June 30, 2018	July 30, 2018	30 Days
Upgrade of Box Assignments	June 30, 2018	July 30, 2018	30 Days
Draft Joint Training Program	July 1, 2018	August 31, 2018	60 Days
Draft Recruiting and Retention Plan	July 1, 2018	Sept 1, 2018	30 Days
Draft Requirements for a New Fire Station	July 16, 2018	August 16, 2018	30 Days
Review and Update of Standard Operating Guidelines	Sept 1, 2018	Dec 1, 2018	90 Days
Evaluation of Integration and Address Issues	Dec 1, 2018	Feb 1, 2019	60 days
Review Design for New Central Fire Station	Jan 15, 2019	Feb 15, 2019	30 Days
Develop Requirements for Upgrade of BRVFC Oaks Station	Feb 1, 2019	March 1, 2019	30 days
Decision on Disposition of Mont Clare Station	Apr 1, 2019	May 1, 2019	30 Days
Construction of New Fire Station	March 1, 2019	Dec 1, 2019	270 Days
Upgrade of BRVFC Oaks Station	Jan 6, 2020	Sep 15, 2020	270 Days

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**ATTACHMENT A
BRVFC MEMBER TRAINING CERTIFICATIONS**

DRAFT

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**ATTACHMENT B
COOPERATIVE AGREEMENT**

DRAFT

**ATTACHMENT C
PLAN FOR DISPOSAL OF STATION 99-B (MONT CLARE)**

Currently the BRVFC owns and operates out of two stations, The Mont Clare Station located at 216 Bridge Street and the Oaks Station located at 260 Green Tree Road. Multiple fire and emergency services studies have been performed for UPT and one common recommendation is the need to relocate the Mont Clare Station from 216 Bridge Street to a more central location in the vicinity of the Township Administrative complex. To facilitate this relocation several actions, need to be planned and executed.

- a. Disposal of the Mont Clare Station by the BRVFC. This is a politically sensitive issue that needs to be worked by the Working Group. The closure of a fire station is an emotional event that needs to be addressed and the public assured that the response will be the same if not more responsive once the station is relocated. It is recommended that this be a joint announcement with a Township News Release.
- b. BRVFC has had contact with a realtor specializing in commercial real-estate and the property, if rezoned could be sold quickly for fair market value. Currently there is interest in purchase of the building and property by a commercial entity but any sale would be contingent on rezoning.
- c. UPT has hired Indian Valley Assessors to perform an assessment of the property to facilitate a potential sale of the property to the Township by BRVFC.

Since BRVFC is a Chartered Corporation any funds generated from the sale of the Mont Clare Station must be retained by the BRVFC. These funds could then be utilized for the upgrade of the 260 Green Tree fire station.

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**ATTACHMENT D
REQUIREMENTS FOR NEW UPT FIRE STATION**

DRAFT

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

ATTACHMENT E REQUIREMENTS FOR UPGRADE OF BRVFC STATION

The existing BRVFC fire station located at 260 Green Tree Road was originally built in 1063 and expanded in 1993. The station needs a major renovation to accommodate the following items if there is going to be a mix of career and volunteer firefighters working out of the station.

1. Engineering study of the electrical, plumbing and HVAC systems and to support a design to accommodate the following.
 - a. Locker rooms, showers and restrooms for the staff
 - b. Kitchen and eating facilities for the staff
 - c. Sleeping space for STIPEN Firefighters
 - d. “Dorm space for potential “live-in” staff
 - e. Break/TV lounge
 - f. Administrative offices
 - g. Conference/meeting space
2. Funding would need to be born by the BRVFC since they own the property and building
 - a. Funds received from the sale of the Mont Clare Station
 - b. Funds invested for capital improvements
 - c. Funds from the potential sale of the land utilized by the UPLL

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

ATTACHMENT F INTEGRATED FIRE COMPANY ORGANIZATION Revised April 11, 2018

Immediate Action to Staff BRVFC: The majority of UPT falls within the first response area of the BRVFC and therefore it is incumbent upon this organization to be able to properly staff its apparatus when dispatched for emergency incidents 24/7/365. BRVFC has not been able to properly staff its apparatus during the daytime hours due to most of its responding members either work outside of the area or their employers will not allow them to leave for an emergency incident. Therefore, there is a need to supplement the BRVFC staff during the daytime and overnight hours. This augmentation staff would be Special Responding Members of the BRVFC

Daytime Staffing: Multiple options were considered by the Integrated Fire Service Organization Subcommittee: This subcommittee focused on integrating the existing UPT Career Firefighters to respond out of the BRVFC Green Tree Road station during their normal work hours. The UPT Career Firefighters would report to the BRVFC station and two firefighters would conduct normal building inspection activities utilizing either UPT apparatus or BRVFC apparatus as coordinated with the Chief, BRVFC. The remaining staff would remain at the BRVFC station and respond to emergencies on the BRVFC apparatus along with the BRVFC responding staff. This daytime career staff would be supplemented with trained firefighters currently on the UPT Public Works staff to supplement the BRVFC staff during their normal work hours. The Public Works staff would respond from their work site, if possible, to the BRVFC Green Tree Road station and respond to the emergency on BRVFC apparatus.

Overnight Staffing: The Subcommittee recommends the recruiting of trained volunteer firefighters who would receive a stipend for their remaining in the BRVFC station from 10PM to 6AM daily. The recommended evening staffing would also be augmented with individuals who are willing to “live in” the fire station. The initial “live-in” program will be housed at the Mont Clare station due to space availability with existing members who volunteer to support this program. The recruiting of college students who are trained firefighters and single non-college students is integral for the success of a live-in program. These firefighters would live at the station in a dorm room like space and be required to staff apparatus a minimum of 40 hours per week and may include weekend, and holidays.

Interim Organizational Structure for an Integrated Career, Stipend Responding Member and Volunteer Fire Company: The fire company would be known as the Black Rock Volunteer Fire Company and retain its Station 99 as its MONTCO designation. The apparatus currently belonging to UPT Station 93 re-designated as EN-99. BRVFC apparatus would also either be renumbered and/or have “Serving Upper Providence Township” lettered on upper surface as designated by the Fire Chief, BRVFC.

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

Apparatus Numbers/Lettering: Unless shown below all BRVFC apparatus would remain as numbered. Tower 99 and Squad 99 would need “Serving Upper Providence Township” added to an upper surface.

UPT EN 93 would be renumbered EN 99

BRVFC EN 99 would be renumbered EN 99-2

Officer Designations: Effective with the approval of the integrated staffing concept the following designations would be utilized by the BRVFC Fire Officers.

CH99 (Daywalt)

DC99 (Callahan)

AC99 (Hughes)

AC99-1 (Current AC93)

BC99 (Miller)

CT99 (McGrory)

CT99-1 (Career Platoon Leader or EM68)

LT99-1 (Kelly)

LT99-2 (Dolan)

Transition Steps: To ensure the UPT employees are properly integrated into the BRVFC the following actions are recommended.

1. UPT 5 (Township Fire Chief and Chief Fire Marshal) be designated Director of Fire and Emergency Services and Township Fire Marshal. The routine designation would be FM68 and if a significant emergency incident occurs that is above the capability of the BRVFC Chief Officers or the BRVFC Chief Officers request assistance in either an Incident Command level of Incident Fire Operations level FM68 could serve as an Incident Commander and utilize the designation “incident” Command or “incident” Operations with the name of the incident being utilized in lieu of “Incident”
2. BRVFC Chief Engineer will develop a driver’s training program focused on getting the UPT employed staff qualified to operate EN 99-1; EN99-2, TWR99, SD99, and TAC99 as quickly as possible without compromising the safe operation of the apparatus while ensuring the “drivers” are fully knowledgeable with the tools, equipment and appliances carried on the apparatus.
3. CH99 will work with UPT staff to designate which apparatus are designated for use when performing routine fire inspections or responding as a QRS unit. This may require a reallocation of EMS equipment and a battery powered Rescue-Tool to EN99-1 or EN99-2.

Housing of UPT Career Staff at BRVFC Oaks Station: The ultimate plan is to build a new fire station, “BRVFC Central Station”, at the Township Black Rock Complex. Until this new facility is constructed the UPT Career Firefighters will be housed at the BRVFC Oaks Station. The BRVFC Administrative staff and the BRVFC Board of Directors recommend building an office in an existing unutilized apparatus bay adjacent to the TV Room. This space, see attached sketch, will have room for three 36’ x 60” desks and file cabinet. Heating and air conditioning will be provided by tapping into the system supporting the TV Room. The existing storage

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

closets will continue to be utilized by BRVFC but access will be limited to non-career staff duty hours as to limit disruptions. The staff will be able to utilize the Conference Room for any meetings and as a work area as needed. The current BRVFC Presidents Office will be transferred for use by the BRVFC Treasurer and Bookkeeper. The President will share space in the Hall Manager's office. A new Relief Assn. Office will be built outside of the new Treasurers Office, see attached sketch.

The telephone extensions will need to be reallocated and an extension identified, or a new telephone number assigned to the Emergency Management Coordinator/Career Staff Platoon Leader for business calls and phone messages.

Housing of Overnight Staffing: The Special Responding Members and BRVFC Members who participated in the Stipend Responder Program will need a designated sleeping area. A designated sleeping area has been identified and the former office space utilized by the Administrative Staff will be turned into a bunk room with two single beds and the current "Bunk Room" remaining as a designated sleeping area with only two single beds in place of the two sets of bunk beds.

Housing of the Live-In Staff: Until the final disposition of the Mont Clare Station is made it is recommended that the administrative space be designated as "Dorm Space" for those participating in the "Live In" program. If the Mont Clare Station is disposed of prior to the construction of the new BRVFC Central Station, then UPT and BRVFC will need to consider purchasing modular buildings for the "Live In" program members to be located behind the Oaks Station.

**ATTACHMENT G
RECRUITING AND RETENTION PLAN**

DRAFT

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**ATTACHMENT H
AVAILABLE GRANTS**

DRAFT

PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION WITHIN UPPER PROVIDENCE TOWNSHIP

ATTACHMENT I TRAINING PROGRAM

Purpose: The purpose of this Training Program is multifaceted.

1. Design a method of utilizing UPT resources that are certified fire instructors at either Buck, Chester or Montgomery Fire Academies to fast track the training of the volunteer staff to the Firefighter I level.
2. Develop a program that maintains the training proficiency of both the career and volunteer firefighters to an acceptable level.
3. Develop a training program that supports the professional growth of the entire firefighting team from the newest firefighter to the Chief officers.

DRAFT

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**ATTACHMENT J
STANDARD OPERATING GUIDELINES**

DRAFT

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**REFERENCE 1
SECOND CLASS TOWNSHIP CODE**

DRAFT

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**REFERENCE 2
EMERGENCY SERVICES CONSOLIDATION PRINCIPLES AND
PRACTICES (VFIS DOCUMENT)**

DRAFT

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**REFERENCE 3
STEPS TO CREATE A NEW COOPERATIVE AGREEMENT
(VFIS DOCUMENT)**

DRAFT

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**REFERENCE 4
RECRUITMENT AND RETENTION FOR THE 21ST CENTURY
EMERGENCY SERVICES (VFIS DOCUMENT)**

DRAFT

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**REFERENCE 5
VOLUNTEER RESPONDER RETENTION AND RECRUITMENT
TAX CREDIT (ACT 66 OF 2008)**

DRAFT

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**REFERENCE 6
VOLUNTEER FIREFIGHTER TAX CREDIT GUIDANCE
(ACT 172-2016/JULY 2017)**

DRAFT

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**REFERENCE 7
STIPENDS AND VOLUNTEERING
(VFIS DOCUMENT)**

DRAFT

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**REFERENCE 8
2018-2019 RECRUITMENT AND RETENTION PLAN SAMPLE
(VFIS DOCUMENT)**

DRAFT

**PROJECT PLAN – FUTURE FIRE SERVICES ORGANIZATION
WITHIN UPPER PROVIDENCE TOWNSHIP**

**REFERENCE 9
DISCUSSIONS/SITE VISIT WITH THE
FIRE DEPARTMENTS THAT HAVE INTEGRATED CAREER AND
VOLUNTEER FIREFIGHTERS**

1. East Whiteland, PA
2. Evesham Township, NJ
3. Mount Laurel Township, NJ

DRAFT