CHAPTER ELEVEN
IMPLEMENTATION PLAN

This Chapter provides a suggested implementation plan for the Township of Lower Merion to consider in charting a long-term approach to the delivery of qualitative fire protection services.

The observations and advisory recommendations represent the Study Team’s best judgment at this time. Clearly, there are divergent views about the best way to deliver public safety services; there are always differing opinions about perceived needs and desired goals within any organization or group of organizations. The Study Team has drawn on experiences as practitioners in fire departments and fire and emergency services consultant experience with more than 120 fire and rescue agencies. The Study Team's best judgment is presented in this Study for consideration and possible implementation by the Township of Lower Merion, Board of Commissioners, Township Manager, LMFD and fire companies.

There are more than 140 recommendations in this Report. The Board of Commissioners, Township Manager and Chief Fire Officer are encouraged to make the final decisions on recommendations, time lines, and any fiscal outlays after gaining input from stakeholders, LMFD officers and firefighters and fire company officials.

REVIEW OF REPORT

Although there may be calls for quick action on recommendations, the Study Team suggests a three-month period for review of the findings and recommendations. One cannot expect to review several hundred pages of detailed and technical material and immediately decide on which suggestions, if any, to consider and the timing for their implementation. Moreover, in considering changes in the delivery of public safety services, incremental steps are necessary.

As part of the review by the Board of Commissioners, Township administration, the CFO, district chiefs, officers and firefighters (volunteer and paid) should be provided the opportunity to have input relative to any observations, conclusions and recommendations.
IMPLEMENTATION PLAN

HUMAN ELEMENT

An organization's most important resource is its people, volunteer and paid. Consideration of any form of change tends to generate anxiety and strong emotional feelings among those affected. Many of the perceived anxieties are unfounded, but that does not make the feelings any less real. This fact should be recognized and addressed as part of an implementation program.

Fears, misgivings, and concerns about change should be confronted frankly and openly by the members of Lower Merion fire and rescue services and Township officials. Furthermore, the posture should be positive. Most of the barriers to a more efficient and cost-effective fire/rescue service delivery in any jurisdiction can be avoided or circumvented if more personnel were involved in the decision-making.

In short, maintaining a high consideration of the human element during any change is a key component to success.

CUSTOMER-BASED DECISIONS

In developing advisory recommendations for the Township of Lower Merion and the fire and rescue services, safety was clearly an important cornerstone. However, one concept remained uppermost in the Study Team's considerations: any decisions to be made should be made on the basis of what is best for the customer: the resident, business owner and visitor.

Although day-to-day issues consume a great deal of energy, fire and rescue personnel everywhere need to guard against “losing track” of organizational purpose to provide the quickest and best quality service to the customer. The customer is, of course, the public. Decisions on what the members want or like are important. However, many times when that approach is the basis for decision-making, the decisions may not result in the best service.

The Study Team was impressed with the strong commitment and attitudes of the fire/rescue personnel in the Township of Lower Merion. While there is no evidence that the current fire/rescue service providers do not have the interests of the customer at heart, the Study
IMPLEMENTATION PLAN

Team encourages the Township and the fire/rescue providers to assure that the customer is uppermost when making implementation decisions for the system. What is traditional to, or most liked by, the members of a particular organization should be secondary to the level of service provided to the customer.

MONITORING IMPLEMENTATION

A recommendation of this Study is that the recommended Emergency Services Board (ESB) make quarterly reports to the Township Board of Commissioners on the progress of implementation based on information provided by the responsible implementing agency: Township staff, CFO, district chiefs, fire companies and/or other involved entities. Additionally, a comprehensive annual status report should be made by the ESB to the Township Board of Commissioners.

IMPLEMENTATION OBSTACLES

There may be differences of opinion and criticism of a number of the recommendations contained in this Study. However, a substantial number of the recommendations are suggestions made to the Study Team by Township officials and/or members of the Lower Merion Fire Department, volunteer and paid.

Although difficult issues may surface, open communications and input should assist in “getting beyond” these types of implementation issues.

FISCAL IMPACTS

The fiscal impacts will depend on which, if any, recommendations are implemented by the Township of Lower Merion and/or the fire and rescue companies. The primary areas related to costs and savings (cost avoidance) include:

A. Maintaining four ladder trucks and one heavy rescue squad serving the Township;
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B. Providing additional fire inspector staffing to conduct commercial and industrial fire building inspections;

C. Providing comprehensive public fire education;

D. Participating as a key component of the emergency management function;

E. Providing an administrative secretary for support of the fire prevention functions;

F. Implementing a comprehensive volunteer recruitment and retention plan; and,

G. Providing a professional part-time volunteer recruitment and retention coordinator.

Once the Township and/or the fire and rescue companies decide on a specific course, finance personnel should be requested to assess the fiscal impacts of any changes.

RETURNS ON INVESTMENT

In upgrading the personnel, operations, management and administration of a fire and rescue service it is not possible to delineate all the positive outcomes. Improving the quality of life and saving lives in a community does not necessarily involve quantitative analysis.

A number of the anticipated returns on investment for the operations and management recommendations in this Study include:

A. Improved management of the Lower Merion fire and rescue services through restructuring the Emergency Services Board;

B. Improved coordination and oversight of emergency incident operations through an enhanced team effort among the various components of the LMFD;
IMPLEMENTATION PLAN

C. Improved response times and fire services delivery through upgrading the utilization of the paid staffing of the fire stations;

D. Reduced potential for major fires and other incidents through commercial and industrial fire building inspections;

E. Improved response time through monitoring and evaluating fire and rescue response time data;

F. Improved cost effective service through automatic mutual aid;

G. Improved firefighter effectiveness and safety through upgraded training;

H. Reduced mortality from cardiac arrest and other EMS emergencies through implementation of QRS programs;

I. Improved safety of firefighters and customers resulting from implementation of safety programs;

J. Increased awareness, planning for major fire incidents, and improved effective use of firefighters through implementation of pre-fire planning by firefighters and officers in the fire stations; and,

K. Upgraded incident management through implementation of ICS and post-incident critiques.

THE FIRE DEPARTMENT TEAM

During the course of conducting this assessment, it became exceedingly clear to the Study Team that the various components of the Lower Merion Fire Department (CFO, chief officers, deputy fire marshals, fire company officials and volunteer and paid staff) do not currently function as a team.

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The conduct of this Study included extensive interviews of Fire Department personnel (volunteer and paid), Township officials and members of the public. In addition, the Study Team conducted a detailed survey of volunteer personnel to gather essential data and provide a means for direct input to the Study Team. A consistent overriding theme heard by the Study Team throughout this assessment process was that the Lower Merion Fire Department is fragmented, there are serious interpersonal and inter-organizational problems and that there is not a team approach within the organization.

The consistent theme expressed by personnel to the Study Team is that there are serious organizational and relationship problems within the Lower Merion Fire Department. The desire of all personnel in the various components of the Fire Department seems to be to redevelop THE TEAM within the Lower Merion Fire Department. The Study Team was impressed by the expression of a strong willingness by all personnel—volunteer and paid alike—to commit the time and effort to redevelop the team approach.

The opinions regarding appropriate solutions to this major problem within the Lower Merion Fire Department vary widely among the members, volunteer and paid. Many different ideas for solutions for organizational change were suggested to the Study Team. This Report presents a number of organizational change options for consideration by the Township and its Fire Department. These suggested changes focus on the long-term redevelopment of a team approach within the Lower Merion Fire Department. The suggestions for organizational changes made by many members of the Fire Department serve as the basis for a number of recommendations made in this Report by the Study Team.

The Study Team sincerely appreciates the openness and willingness to provide input by all members, volunteer and paid, of the Lower Merion Fire Department. That input assisted the Study Team to have a clear understanding of the various issues and opportunities for potential improvement available to the Township and its Fire Department.
IMPLEMENTATION PLAN

Conflict Reduction Strategy

How else can one reduce the damaging friction in the LMFD, besides selecting the proper leadership approach? The following are a number of suggested strategies that should lead to reduced friction among the volunteer and paid members.

A. Understand the rationale for combination services. Importantly, members of the LMFD must understand the reasons for the need of both volunteer and paid members. The leadership of the Fire Department (CFO, DCFO, and district chiefs) should work with all members to gain an understanding as to why a combination fire department is the proper approach for Lower Merion.

B. Need for R-E-S-P-E-C-T. Earning respect in the fire service often requires a long and hard process. Respect between career and volunteer members does not differ, but there are important considerations.

For the paid members, this is their livelihood, how they pay for their homes, their cars, their children’s educations. Volunteers should respect this and understand that organizational changes and financial decisions often directly affect the job and income of the paid members. Volunteers should also respect the fact that the paid personnel are usually confined to the station for the shift. Volunteers must also recognize that the career firefighters have a unique and special relationship with the other members of their shift. Living one quarter to one third of their lives with these same people leads to unique relationships, friendships and tensions of which the volunteers should be respectful.

Paid personnel should respect that the volunteers give of their time for little or no compensation. They may take hundreds of hours of training. They give up time with their families and time from work. Paid members should recognize that the volunteer does not go off duty when shift change occurs; the volunteer could be summoned 24 hours a day, 365 days a year. Finally, career personnel should also respect the community involvement volunteers bring to the fire service.
IMPLEMENTATION PLAN

Respect and understanding from both sides will go a long way toward reducing tensions between volunteer and paid service providers. All sides can increase the level of respect by taking their roles seriously, getting the best training and certification available and performing well on incidents. Respect is earned from competence more than from good intentions.

C. Equality. Another vital and important factor for combination fire services lies in the need to promote equality and parity between the volunteer and paid members. This encompasses all aspects of the service, from training to operations to management.

All members performing the same job should, to the extent possible, meet the same level of training. All firefighters must know the job equally well, whether receiving compensation or not. Separate standards for firefighters drive a wedge between career and volunteer personnel. Likewise, officers should be held to the same standards of training whether or not they get a paycheck. All members should have equal access to training opportunities.

Equality should also exist in operations. Staffing of the apparatus should permit equally trained members to have equal opportunity to perform their duties, such as when involved in auto extrication and hazmat operations.

Members should be equally accountable for their actions. Rules and regulations, policies and standard operating procedures should be uniformly applicable to all members of the Fire Department.

Equality in management is important also. Whether the top management is paid or volunteer should not matter. Since career and volunteer members of the Fire Department all bear responsibility for carrying out the Department's mission, all must participate in management functions.
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D. Define job roles. Job descriptions should be clearly defined, with responsibilities clearly laid out for all members of the Department, whether paid or volunteer.

E. Top management’s influence. Paid or volunteer, the leadership, and CFO, set the tone for the relationship between the members. Policies of inclusion, fairness and equity, along with intolerance for prejudicial behavior, will go a long way toward improving the teamwork between the career and volunteer members.

With the implementation of these and other conflict resolution strategies, a significant source of stress for the employees and volunteers will be reduced. The community will benefit from the improved level of service provided. When the alarm bell sounds, the public expects help. Teamwork, essentially, makes for the professional response necessary to provide this help.

The common ground, respect and understanding forged in the stations between volunteer and paid members in combination departments, will carry over to safe and effective operations on the fire ground and rescue scene, allowing the fire department to provide the best possible service to the public.

Chief Officer’s Role in Combination Fire Department

The role of each chief officer and other senior staff in the combination paid/volunteer fire department is crucial to the success of the fire department as an organization and to the extent to which there is or is not teamwork within the fire department. By the extent to which the following types of functions are carried out the chief officers can either positively or negatively influence the success of the combination fire department and extent to which there is teamwork within the fire department:

1. Mutual support of the needs and concerns of both the volunteer and paid members;
IMPLEMENTATION PLAN

2. Establishment of clear and concise policies and procedures that apply equally to volunteer and paid members, as appropriate;

3. Open communications throughout the fire department;

4. Officers meetings and other subject matter meetings to encourage increased understanding and communications between various fire department components;

5. Providing encouragement and guidance to the various components of the fire department; and,

6. Enforcement and discipline that is applied in a manner that is considered consistent between the various components of the fire department.

The Township and Chief Fire Officer should assure that the leadership of the Fire Department is acting in the best interest of a team effort between the various components of the LMFD and the volunteer and paid members of the Fire Department.

SUGGESTED TIME LINE

This Implementation Plan should be considered as a strategic planning tool for use over the immediate, mid-term and future. Additional issues may need consideration in the future; therefore, the Plan should be used as a flexible guide for decisions relative to the organization, management and provision of fire and rescue services.

Figure 11.1 depicts a time line that could be used as a guide for consideration of changes. After relevant review and input, a final time line should be established.
Township of Lower Merion Fire Services Study  
Suggested Timeline  
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<table>
<thead>
<tr>
<th>Recommendations</th>
<th>2007</th>
<th>2008</th>
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<tbody>
<tr>
<td>1. Review Fire Services Study, gain Relevant input from Stakeholders/service providers</td>
<td>Nov-Dec</td>
<td>Jan-Mar</td>
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<td>2. Clarify Observations, Conclusions, Recommendations based on Relevant Input</td>
<td>Apr-June</td>
<td>Jul-Sept</td>
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<td>3. Re-order and Modify Recommendations based on Relevant Input</td>
<td>Oct-Dec</td>
<td>2009</td>
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<tr>
<td>4. Re-structure LMFD Board of Directors to Emergency Services Board</td>
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<td>5. Task the ESB with Monitoring and Reporting on Progress w/ Study Recommendations</td>
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<td>6. Task the ESB with Township-wide Fire Coordination &amp; Oversight Responsibilities</td>
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<td>2012</td>
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<td>7. Establish/Enforce Roles/Responsibilities Memoranda of Agreement w/ each Fire Company</td>
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<td>8. Adopt a Consistent Operational Rank Structure for the LMFD</td>
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<td>9. Revise Lower Merion Code to Reflect Changes in Organization Structure; ESB, etc.</td>
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<td>10. Re-affirm the Goal of Supporting and Strengthening Combination Volunteer/Paid Fire Service</td>
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<td>11. Merge the Lower Merion &amp; Narberth Volunteer Firefighter's Relief Associations</td>
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<td>12. Provide ESB &amp; Township Board w/ Quarterly &amp; Annual Volunteer Activity Data</td>
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<td>13. Implement Volunteer Stand-by Programs in all LMFD Fire Stations</td>
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<td>14. Implement Constant Two-Paid Staff at Each of the LMFD Fire Stations: 50 hrs. Per Week</td>
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<td>15. Take Actions Leading to Paid FF Staff Employment by the Township</td>
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<td>16. Upgrade Bunkroom Facilities at all LMFD Fire Stations</td>
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Legend  
- Start  
- Ongoing  
- Part of Project Completion

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Township of Lower Merion Fire Services Study
Suggested Timeline
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Recommendations

17. Implement and Monitor Criteria to Determine Need for Additional Future Paid Staffing
18. Appoint & Utilize Apparatus Specifications Committee
19. Implement Trial Apparatus Maintenance by Township Fleet Maintenance
20. Replace Air/Light Unit In-Kind, w/ Similar Configuration/Role as Current Unit
21. Adopt a 20-Year Fire/Rescue Apparatus Replacement Schedule Based on Criteria
22. Implement Automatic, Closest/Dispatched, Mutual Aid for All Emergency Incidents
23. Initiate Joint Township (Lower Merion/Rednor) Funding Support to Bryn Mawr Fire Company
24. Implement Compliance w/ SOP #22: Officer Qualifications Requirements: No Grandfathering
25. Implement Minimum Training Standards for Probationary Members of LMFD
26. Establish NIMS ICS Incident Command Training and Compliance for Officers
27. Upgrade/Replace Fire Training Building & Classroom
28. Provide Full-Time LMFD Training Officer Position
29. Develop/Implement Driver & Pump Operator and In-Service Training Requirements
30. Implement Comprehensive Pre-Fire Planning Program w/ Paid Firefighters
31. Implement and Enforce Operational SOPs Issued Only by the LMFD
32. Implement Initial Single Rescue Dispatching w/ Designated First Due Response Areas

Legend

Start
Ongoing
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### Township of Lower Merion Fire Services Study
### Suggested Timeline
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<tr>
<th>Recommendations</th>
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<tr>
<td>33. Implement County 800MHz Radio System</td>
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<td>34. Assess/Revise Fire District Boundaries</td>
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<td>35. Implement Box-Type Dispatching Township-wide</td>
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<td>36. Initiate Immediate Response of Fire Apparatus by Volunteer and Paid Staff</td>
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<td>37. Establish Joint Health &amp; Safety Committee &amp; Appoint Safety Officers</td>
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<td>38. Implement Emergency Incident Accountability &amp; Post-Incident Analysis Policies</td>
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<td>39. Initiate EMS First Responder Quick-Response Service from Fire Stations</td>
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<td>40. Determine and Implement Solutions to Support Vol. FF Housing Costs in Lower Merion</td>
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<td>41. Plan and Fund Comprehensive Volunteer Recruitment &amp; Retention Program w/PT Staffing</td>
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<td>42. Implement Comprehensive Township-wide 3-Tier Inspections Program w/Paid Firefighters</td>
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<td>43. Staff the Township Fire Prevention Programs w/One DFM, Two AFMs &amp; Two Inspectors</td>
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<td>44. Transition to One Rescue and Two Squads Township-wide</td>
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<td>45. Establish Fire Inspections Fee Schedule to Fund Fire Prevention Programs</td>
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<td>46. Transition to Revised Apparatus Fleet Complement: 11 pumper, 4 trucks, 1 rescue</td>
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<td>47. Develop and Implement a Firefighter Risk Management Plan Based on NFPA 1500</td>
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<td>48. Develop/Implement High School Fire Cadet Program</td>
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IMPLEMENTATION PLAN

STUDY REVIEW AND UPDATE

This comprehensive Study includes many recommendations and options for improvement in the Township fire and rescue services based on data, programs, plans, and expectations of fire and rescue service and Township personnel. As selected improvements are pursued and implemented over the next few years, change will likely occur. At that point, more complete and comprehensive data should be available upon which to conduct an updated assessment of the needs of the customers and the status of fire and rescue services. The results of such an assessment should provide direction for future system enhancements.

In the experience of the Study Team, an overall review and update of the conclusions and recommendations contained in this Study should be conducted every three years to maintain a “living” planning document upon which to base continued improvement. Such a periodic reassessment should be conducted by individuals not involved in the day-to-day implementation and monitoring process, or, internally by a special work group.
APPENDIX A

FIRE SERVICES STUDY RECOMMENDATIONS

The following are the recommendations of the Lower Merion Fire Services Study.

CHAPTER TWO - FIRE SERVICES ORGANIZATION

2.1 The Township Board of Commissioners should consider restructuring the current LMFD Board of Directors into the re-titled Emergency Services Board. This board should be tasked with Township-wide fire coordination and oversight responsibilities.

2.2 The Board of Commissioners is encouraged to include the chief of the Narberth Ambulance Corps as a member of the Emergency Services Board and to include all fire, rescue and EMS service providers on the Board to enhance joint planning and service provision.

2.3 The Township Board of Commissioners is encouraged to task the newly created Emergency Services Board with the responsibility to monitor and report on the progress of recommendations contained in this Study.

2.4 The Township is encouraged to task the chief fire officer and staff with staffing and supporting the activities of the Emergency Services Board.

2.5 The Board of Commissioners is encouraged to establish and enforce the requirement for memoranda of agreement between each of the seven fire companies and the Township, to clarify mutual roles and responsibilities.

2.6 The Board of Commissioners is encouraged to revise Article 78 to reflect the changes in the organization structure of the Township fire and rescue service outlined in this Study.

2.7 The Emergency Services Board and the LMFD fire companies are encouraged to adopt a volunteer operational rank structure that is consistent among the seven organizations, to include the ranks of district chief, deputy chief, assistant chief,
FIRE SERVICES STUDY RECOMMENDATIONS

captain and lieutenant; the chief ranks would be at the command level and the ranks of captain and lieutenant would be junior developmental unit officer ranks.

2.8 The fire companies are encouraged to adopt the officer appointment approach; the district chief would be appointed by the board of directors and then the district chief would appoint the team of subordinate officers based primarily on qualifications: education, training and experience.

2.9 The Lower Merion and Narberth volunteer firefighter’s relief associations are encouraged to merge into one relief association in order to improve the equity in the distribution and use of the State relief-related funding and provide for the Narberth Fire Company to benefit from the relief funds generated in the non-Borough portion of its first due response district.

2.10 In the event that the two Lower Merion relief associations do not merge, the Borough and Township should assure that the Narberth Fire Company and its members are provided with funding for equipment, training and benefits equivalent to that funded by the Lower Merion Volunteer Firefighter’s Relief Association for its fire companies and members.

CHAPTER THREE - STAFFING AND PERSONNEL UTILIZATION

3.1 The LMFD chief fire officer and the fire company chiefs are encouraged to set a goal of staffing engines, ladders and heavy rescues with at least three volunteer/paid firefighters and officers.

3.2 The fire company chiefs should immediately begin a detailed monitoring and assessment of firefighter incident staffing response data to include the following:

A. Number of firefighters responding on each fire and rescue unit;
B. Number of officers responding on each fire and rescue unit;
C. Number and type of personnel responding in their personal vehicles; and,
FIRE SERVICES STUDY RECOMMENDATIONS

D. Number and type of personnel responding to the fire station on the incident, but remaining in the fire station to staff other apparatus not responding on the incident.

3.3 The Emergency Services Board should consider the establishment of a Township-wide policy requiring the gathering and periodic analysis of this apparatus staffing data.

3.4 The Township, LMFD and fire companies should maintain, encourage and strengthen the current LMFD combination volunteer/paid staffing approach for the long term as a cost-effective approach to service delivery staffing.

3.5 The Township, LMFD and fire companies should encourage the recognition of the LMFD as a fire services delivery agency staffed by volunteers supplemented by a core of full- and part-time paid firefighter staffing: a combination volunteer/paid fire department.

3.6 The chiefs of the fire companies should provide the proposed Emergency Services Board and the Township Board of Commissioners with quarterly and annual volunteer activity information, in summary form, to identify any trends in the levels of activity.

3.7 The chiefs of the fire companies are encouraged to implement volunteer standby programs to ensure that a minimum level of personnel are available in the station and the first-due district.

3.8 The Township, LMFD and fire companies should perform a bunkroom assessment survey and proceed to implement capital projects to provide appropriate state-of-the-art bunkrooms in the fire stations to support volunteer and paid bunkroom needs.

3.9 The fire company chiefs should maintain daily and hourly records of the staffing of the stations by active volunteer personnel, including records regarding personnel sleeping at the fire stations. The data should be summarized monthly and yearly to have a more precise picture of fire station volunteer staffing and associated needs.
FIRE SERVICES STUDY RECOMMENDATIONS

3.10 The Township, LMFD and fire companies are encouraged to title the paid fire staff as “firefighters” in recognition of the vital role fulfilled by these staff members in support and teamwork with the volunteer firefighters and officers.

3.11 To assist the proposed Emergency Services Board, the Township and fire companies in setting criteria to determine the point at which additional paid firefighters should be hired, the following should be considered as criteria:

A. Failure of primary pieces of apparatus to respond on emergency calls for a station on more than 10 percent of the incidents to which a station is dispatched;

B. Failure of primary pieces of apparatus to respond on emergency calls for a station with less than three qualified personnel on more than 30 percent of the incidents to which a station is dispatched;

C. Response from station times for primary pieces of apparatus that exceed three minutes on more than 20 percent of the incidents to which a station is dispatched; and,

D. Dispatch to on-scene time for first arriving primary apparatus that exceeds five minutes on more than 30 percent of incidents to which a station is dispatched.

3.12 The aggressive grant submission effort should continue in a coordinated grant submission approach between the CFO and fire company officials.

3.13 The Board of Commissioners should consider taking action/s leading to the employment of the paid firefighters as Township employees.

3.14 If the Board of Commissioners chooses not to employ the paid firefighters the proposed Emergency Service Board should appoint a Paid Firefighters Committee to coordinate the development and implementation of a number of improvements and consistent programs and policies for the management and utilization of the paid firefighters.
FIRE SERVICES STUDY RECOMMENDATIONS

3.15 The chief fire officer should remain sensitive to the potential concern on the part of volunteers that the deputy fire marshals may over-step their operational role on incidents by ensuring that appropriate policies and procedures are in place and followed, and that there is no basis for such a concern.

3.16 The Emergency Services Board and the LMFD should consider establishing a requirement for all officers take an arson for the first responder course in order to be knowledgeable of basic fire cause and origin matters and the need to maintain the fire scene for further fire investigation as required.

CHAPTER FOUR - FIRE AND RESCUE STATIONS

4.1 The Township, LMFD and fire company chiefs are encouraged to analyze response time data to determine opportunities for reducing response times.

4.2 In the future, the Township of Lower Merion and LMFD are encouraged to consider a reconfiguration of fire station facilities, if the active volunteer membership of one or more fire companies drops substantially.

4.3 The Township, LMFD and fire companies are encouraged to conduct a bunkroom facility assessment and place a priority on providing adequate bunkroom facilities in all fire stations to enhance nighttime staffing of fire apparatus.

4.4 The Township and LMFD should consider appropriately revising and funding fire station-related capital projects with priorities established based on relative need and available funding.

4.5 The Township should consider establishing a team approach with the Borough of Narberth in the funding of Narberth fire station facility needs.
FIRE SERVICES STUDY RECOMMENDATIONS

CHAPTER FIVE - FIRE APPARATUS FLEET

5.1 The Township and fire companies are encouraged to adopt, for the long-term, the suggested composition for the fire and rescue apparatus fleet.

5.2 The Township should consider adopting the suggested apparatus replacement criteria for purposes of making their capital outlay program requests to the Township.

5.3 The fire companies and Township should work as a team in the development of specifications for apparatus and in the process of bidding and contracting for future apparatus, to assure the successful and timely replacement of fire and rescue apparatus.

5.4 The Emergency Services Board is encouraged to appoint and utilize an Apparatus Specifications Committee to develop appropriately consistent basic apparatus specification requirements, provide assistance to the apparatus specification development process and make related recommendations to the ESB.

5.5 The Township is encouraged to initiate a trial fire apparatus maintenance assistance program for the fire companies and expand/revise this program in the future, as appropriate.

5.6 The Township is encouraged to replace the antiquated air and light unit in-kind, with a similar unit as that being replaced, designed on a medium-sized chassis with a two-person cab.

5.7 The Township should consider retaining title of all future fire and rescue apparatus purchased with Township tax funds in order to assure flexibility in use of future apparatus and facilitate the purchase of appropriately economical apparatus purchasing and maintenance in the future.

5.8 The fire company chiefs are encouraged to have their officers periodically/continually monitor the hand tools and equipment on their automotive apparatus to ensure that the applicable NFPA and ISO standards are being met.
FIRE SERVICES STUDY RECOMMENDATIONS

5.9 Regarding the purchase of fire and rescue apparatus for the Bryn Mawr Fire Company, the Township is encouraged to fund the purchase of such apparatus in a team effort with funding provided by Radnor Township to the Fire Company, given the fact that 42 percent of the calls and more than 83 percent of the actual fires run by Bryn Mawr occur in Radnor Township.

CHAPTER SIX - FIRE SERVICES TRAINING

6.1 The LMFD should implement a process by which the training records of all members are reviewed at the fire company level for accuracy and any corrections are made in the Firehouse Software training record database.

6.2 The LMFD should consider establishing a process by which any member wishing to dispute a training course record entry in the Firehouse database must help resolve that dispute by producing a copy of a course completion certificate or a copy of a training institution transcript.

6.3 The LMFD should initiate the review of individual training records and the subsequent updating of the LMFD Firehouse training record database and complete the process within six months.

6.4 The LMFD is encouraged to implement and enforce the existing LMFD SOP No. 22 and allow a 45-day grace period for current officers who are out of compliance to submit training course completion documentation.

6.5 Any LMFD officer failing to comply with the current SOP No. 22 after the 45-day grace period should have his operational command authority removed.

6.6 The LMFD should create a workgroup to revise and re-issue SOP No. 22 so that the officer requirements are more consistent with today's professional standards and follow these suggested minimum training requirements:
FIRE SERVICES STUDY RECOMMENDATIONS

A. Fire Chief and Deputy Fire Chief: Fire Officer II, Hazmat Operations, Instructor I, EVOC, and NIMS ICS300. Fire Chiefs and Deputies at companies running Rescue Units or Squads should also complete the Basic Vehicle Rescue Technician Course.

B. Assistant Chiefs: Fire Officer I, Hazmat Operations, Instructor I, EVOC, and NIMS ICS200. Assistant Chiefs at companies running Rescue Units or Squads should also complete the Basic Vehicle Rescue Technician Course.

C. Captains and Lieutenants: Fire Fighter II, Hazmat Operations, Instructor I, EVOC, and NIMS ICS200. Captains and Lieutenants at companies running Rescue Units or Squads should also complete the Basic Vehicle Rescue Technician Course.

6.7 The LMFD should develop a program and plan to deliver any training courses needed for the existing LMFD officers so that they have an opportunity to comply with the revised SOP No. 22.

6.8 The LMFD should eagerly pursue participation in the Participating Department Recognition Program (state training certifications).

6.9 The LMFD should immediately develop and implement a minimum training standards policy/program that clearly identifies the training requirements for probationary (new) members; the requirements should:

A. Apply to all LMFD fire companies;

B. Require the completion of Modules 1 and 2 of the Pennsylvania Essentials of Firefighting course and the Hazardous Materials-Operations course before the member can ride beyond an “observer/helper” status;

C. Require the completion of Modules 3 and 4 of the Pennsylvania Essentials of Firefighting course before the member can ride as minimum staffing on a fire incident; and,

D. Require the completion of Basic Vehicle Rescue and First Responder (EMS) courses before the member can ride as minimum staffing on a rescue incident.
FIRE SERVICES STUDY RECOMMENDATIONS

6.10 The LMFD is encouraged to require all chief officers to complete the NIMS ICS 300 incident command training and all captains and lieutenants to complete the NIMS ICS 200 incident command training.

6.11 The LMFD is encouraged to continue its use of the township’s training center for live fire training and other related practical skill sessions.

6.12 The LMFD should establish a required, minimum attendance level for active members at company drill training sessions.

6.13 The LMFD is encouraged to develop and implement an in-service company drill program that:

A. Ensures that meaningful, multi-company drills are held at least six times a year and that these drills focus on the various emergency response activities that require multiple units to work together in order to mitigate an incident;
B. Ensures that these drills also include the use of mutual aid agencies from outside of Lower Merion Township;
C. Involves both the volunteer and paid members of the LMFD;
D. Includes the members of the chief fire officer’s and fire marshal’s office; and,
E. Addresses the training goals and objectives of the LMFD and its individual fire companies.

6.14 The LMFD should consider developing and implementing an emergency vehicle driver training program and procedure that is NFPA 1002 compliant and that is applied equally and equitably to the individual fire companies.

6.15 The LMFD should require all current and future engine (pumper) drivers of all fire companies to complete the PVFSCP Pumper/Driver Operator certification.

6.16 The LMFD training officer position should be a stand alone position within the LMFD, reporting to the deputy chief fire officer, with responsibility to coordinate the
FIRE SERVICES STUDY RECOMMENDATIONS

delivery of all certification-based training programs, to coordinate company drill programs and to oversee the management of training records.

6.17 The minimum training qualifications for the LMFD training officer position should include certification to at least the Fire Officer I level, the Instructor I level, and as a Pumper/Driver Operator.

6.18 The LMFD should re-establish the Training Committee in an advisory capacity with the membership to include the LMFD training officer, the training officer of each of the LMFD fire companies and a representative of each of the relief associations and adopt the following goals for the first year:

A. Determining the immediate training needs of fire company officers and active firefighters to comply with the LMFD minimum training qualifications and develop a plan and time schedule by which to deliver that training;
B. Developing short-range considerations for the development of the company drill program; and,
C. Developing a plan for the renovation of the existing drill tower/burn building with possible inclusion of a classroom.

6.19 The LMFD, under the leadership of the Training Committee, should initiate a planning process for the renovation or possible replacement of the burn building, including consideration of an additional burn room to the burn building and the construction of a small classroom structure on site capable of holding at least 25 students.

CHAPTER SEVEN - FIRE AND RESCUE OPERATIONS

7.1 The Township and fire company chiefs should consider implementing a comprehensive pre-fire planning program.
FIRE SERVICES STUDY RECOMMENDATIONS

7.2 The LMFD should consider committing further effort at learning how to use the extensive data available in the Firehouse database and at providing that data to decision makers for planning and program monitoring purposes.

7.3 The Emergency Services Board is encouraged to develop and implement an SOP relating to post incident critiques.

7.4 The Emergency Services Board should establish further Township-wide policies and procedures with comprehensive input and review by all members of the LMFD.

7.5 The fire companies are encouraged to adopt SOPs/SOGs that do not duplicate, change or conflict with LMFD SOPs.

7.6 The Emergency Services Board should consider implementing automatic closest available mutual aid with appropriate surrounding municipalities and fire companies/departments.

7.7 The LMFD is encouraged to maintain a close relationship with the Montgomery County Hazardous Materials Response Team (MCHMRT) and to provide support to the hazmat team as their operations expand in the future.

7.8 LMFD is encouraged to support the operation of Decon 21 by the Penn Wynne Fire Company by ensuring that skills maintenance training occurs on an adequate basis.

7.9 LMFD, in conjunction with the MCHMRT, should review the Bryn Mawr Fire Company’s operation of Decon 23 to ensure that a sufficient number of members are trained to operate the trailer and that skill maintenance training occurs on a regular basis.

7.10 LMFD is encouraged to transition to a one heavy rescue unit and a two squad unit baseline service delivery model, with locations of the units being determined by service demand areas and response times.
FIRE SERVICES STUDY RECOMMENDATIONS

7.11 LMFD should cease the practice of dual-dispatching rescue units for vehicle extrication incidents and implement individual response districts for Rescue 21 and Rescue 22.

7.12 The LMFD must develop and implement a minimum training standards policy that requires all personnel (officers and members) who wish to deliver vehicle extrication services to be trained and certified to the applicable NFPA and/or the Pennsylvania state training standards, at a minimum to the Basic Vehicle Rescue Technician level.

7.13 The LMFD should identify all of the known permit-required confined spaces in the Township and develop emergency response pre-plans for each confined space.

7.14 The LMFD should identify the organization that will serve as its primary provider of confined space rescue services and work with that organization to address training and operational needs.

7.15 The LMFD should ensure that the Belmont Hills and Penn Wynne Fire Companies continue their training in confined space rescue at the operations level.

7.16 The LMFD should require all active members of the LMFD to complete a basic training program on confined space awareness.

7.17 The LMFD should use mutual aid response from surrounding jurisdictions to provide technical rescue response to trench collapse, structural collapse, and high-angle rescue incidents.

7.18 The LMFD should require all active members to complete the four-hour trench awareness course offered by the Montgomery County Fire Academy.

7.19 The LMFD should encourage all active members of the LMFD to complete some type of structural collapse awareness training.
FIRE SERVICES STUDY RECOMMENDATIONS

7.20 The LMFD should continue to support the Gladwyne Fire Company’s operation of two rescue boats and establish a minimum training standards policy that requires all boat operators and boat attendants to be trained and certified by the Pennsylvania Fish and Game Commission.

7.21 The LMFD should work in conjunction with the Volunteer Medical Service Corps of Lower Merion, Narberth and the Township, to establish a quick EMS response service (QRS) at each LMFD fire company, to meet the four-minute response time goal for AED/first responder service delivery as outlined in NFPA 1720.

7.22 The Township is encouraged to aggressively pursue a transition to the County’s 800MHz radio system, and plan and implement an appropriate voice pager solution.

7.23 The Township is encouraged to assure that all active operational volunteer personnel are provided with an appropriate voice paging device that serves to alert the member of calls.

7.24 The fire companies are encouraged to consider the desires of their community neighbors and cease the use of the house sirens.

7.25 The Emergency Services Board is encouraged to ensure that the fire district boundary lines are reassessed and revised, as appropriate, utilizing mileage-based criteria.

7.26 The Emergency Services Board is encouraged to establish the policy of dispatching fire and rescue apparatus on the basis of standard apparatus assignment utilizing the “box” dispatch approach.

7.27 Due to the critical importance of implementing the immediate response of fire apparatus in Lower Merion when possible (when paid staff and/or volunteers are in quarters), the Emergency Services Board is encouraged to address the establishment and implementation of such a policy as soon as possible, with input and support of all of the fire companies.
FIRE SERVICES STUDY RECOMMENDATIONS

7.28 The LMFD is encouraged to review the Police/Finance alarm system installation and activation program/s and, if appropriate, model a fire/smoke alarm handling program similarly, in order to manage and reduce the high number of faulty and false fire/smoke alarms that are handled by the LMFD and its fire companies.

CHAPTER EIGHT - SAFETY AND HEALTH

8.1 The LMFD should revise and enforce the provisions of SOP No. 5, Health and Safety Standard, so that it complies with the current edition of NFPA 1500.

8.2 The LMFD should develop and implement an injury reporting and investigation program that meets the requirements of NFPA 1500.

8.3 The LMFD is encouraged to implement a vehicle collision reporting and investigation process that meets the requirements of NFPA 1500.

8.4 The LMFD should create a joint health and safety committee with representatives from all seven companies, the paid firefighters, and a representative each from the firefighter’s relief association/s and the Township’s insurance department.

8.5 The LMFD should appoint one person as the LMFD health and safety officer and that person be trained and given full authority to act on all health and safety matters as described in NFPA 1500. The LMFD health and safety officer should serve as the chairperson of the LMFD health and safety committee.

8.6 Each member fire company should appoint a health and safety officer to be trained and given full authority to act at the company level on health and safety matters as described in NFPA 1500 and LMFD SOP No. 5.

8.7 The LMFD should develop and implement an NFPA 1500-compliant comprehensive collision and injury prevention program that ensures problem identification, injury and collision prevention training, and injury/collision investigation.
FIRE SERVICES STUDY RECOMMENDATIONS

8.8 The LMF D training program should be overhauled to include the implementation of and emphasis on certification-based training, to include the development and implementation of a thorough and effective in-service training program—all in compliance with NFPA 1500.

8.9 The practice of "grandfathering" members who have not met training requirements should be phased out with the revision and enforcement of minimum training requirements for all officer ranks.

8.10 The LMF D is encouraged to implement officer training requirements that includes Fire Officer II level (NFPA 1021) and completion of ICS 300 level training (NIMS) for chief officers and certification to the Fire Officer I level (NFPA 1021) and completion of ICS 200 level training (NIMS) for captains and lieutenants.

8.11 The LMF D should immediately cease the practice of permitting members to ride the tailboard, in the hose bed and on the main ladder of emergency apparatus.

8.12 The LMF D should develop and implement a driver training program that is NFPA 1002-compliant and standard for all LMF D fire companies.

8.13 The LMF D is encouraged to develop and implement a protective clothing cleaning and maintenance program that complies with NFPA 1851, Standard on Selection, Care, and Maintenance of Structural Fire Fighting Protection.

8.14 The LMF D is encouraged to implement and enforce a "no facial hair" (except limited, mustaches) policy for members approved to wear SCBA.

8.15 The recommended health and safety committee should be tasked to develop and implement a written respiratory protection program that includes the use, maintenance, and repair of SCBA as well as annual training and recertification for personnel.
FIRE SERVICES STUDY RECOMMENDATIONS

8.16 The Township and the LMFD are encouraged to replace Air 24 with a similar air/light unit that has sufficient breathing air compressor and air storage capacity to meet the demands of the new LMFD SCBA units.

8.17 Regarding incident management, the LMFD is encouraged to:

A. Develop clear and consistent incident management policies and procedures that are standardized throughout the Township regardless of the incident’s location;
B. Develop and implement response and mutual aid policies and procedures so that service delivery throughout the Township is consistent; and,
C. Discontinue the practice of permitting the individual fire companies to develop their own response and incident management SOPs and thereby enforce all LMFD SOPs.

8.18 The LMFD is encouraged to develop and implement a FAST SOP that is used consistently and covers the establishment of an initial 2-out crew (standby team) and then transitions to FAST implementation, including moving the FAST “up” in the dispatch order to at least the fourth due company.

8.19 The LMFD, under the lead of the recommended health and safety committee, should develop and implement a standardized accountability system that is used by all companies on a consistent basis at every emergency incident.

8.20 The LMFD health and safety committee should be tasked to review all of the communications and radio system recommendations presented in the Communications section of this report for inclusion in health and safety SOP development and implementation.

8.21 The LMFD is encouraged to develop and implement a post incident analysis policy and procedure that is used for all significant fire/rescue incidents which occur within the Township and Borough.
FIRE SERVICES STUDY RECOMMENDATIONS

8.22 The LMFD should work with the Township (or state if needed) to install a traffic control device on Montgomery Avenue in front of the Union Fire Station so that traffic can be stopped during times of apparatus response and return.

8.23 The Township, Borough and the LMFD should immediately prohibit alcohol consumption on all LMFD fire company premises and that those companies failing to do so have their Township funding withheld pending compliance.

8.24 The Township, Borough and LMFD should consider implementing a “no smoking” policy in all fire stations and LMFD facilities.

8.25 The LMFD, in conjunction with the recommended health and safety committee, should develop and implement an occupational medical plan in accordance with NFPA 1582, Standard on Comprehensive Occupational Medical Program for Fire Departments; and develop and implement a physical fitness program in accordance with NFPA 1583, Standard on Health-Related Fitness Program for Fire Fighters.

8.26 The LMFD should develop and implement a written wellness program that includes personnel health and well-being, medical monitoring, fitness requirements, injury prevention, alcohol and substance abuse, and critical incident stress management.

CHAPTER NINE - VOLUNTEER RECRUITMENT AND RETENTION

9.1 The Emergency Services Board, LMFD and fire companies should assure that accurate and complete personnel (volunteer and paid) response data, by category of response, is captured, maintained and monitored for activity level and planning purposes.

9.2 The Township, LMFD and fire companies are encouraged to continue to periodically place articles in local newspapers regarding activities of the volunteer component of the fire and rescue service.
FIRE SERVICES STUDY RECOMMENDATIONS

9.3 Elected and appointed officials are encouraged to financially support the volunteer recruitment and retention efforts through annual funding and the hiring of a part-time volunteer coordinator.

9.4 The officers of the fire companies are encouraged to:

A. Develop a standard exit interview form to be completed by volunteer personnel who are leaving the program;
B. Collate exit interview information, analyze any trends and work to establish a program to reduce attrition; and,
C. Share exit interview data with the volunteer coordinator (should one be hired) for recruitment and retention program development.

9.5 A comprehensive volunteer recruitment and retention program should be developed. The program should be appropriately funded and include the following:

A. Implement length of service awards programs or other pension programs, as approved;
B. Initiate volunteer retention programs based on input received from the exit interview or forms;
C. Develop a volunteer handbook which can be given to prospective members of the fire companies, explaining the benefits and requirements of becoming a volunteer;
D. Focus volunteer programs toward retention of members during their first four years of membership; and,
E. Focus volunteer programs toward the recruitment and retention of volunteer members to participate in the provision of fire and rescue services.

9.6 Consideration should be given to establishing official mentor programs for new operational volunteer members.

9.7 The Lower Merion fire companies, with the support of the Township, are encouraged to develop and implement a fire and rescue student live-in program.
FIRE SERVICES STUDY RECOMMENDATIONS

9.8 The LMFD, and the fire companies, with the support of the Township, are encouraged to develop and implement a fire and rescue high school cadet program, in partnership with appropriate local public school officials.

9.9 The Township is encouraged to continue to annually recognize the service and heroic deeds of their public safety service providers through an annual business luncheon or awards dinner.

9.10 The Township should take aggressive action to find solutions to assist in keeping volunteer firefighters and officers in Lower Merion housing.

CHAPTER TEN - FIRE PREVENTION

10.1 The LMFD should conduct an in-depth review of the nature and cause of all civilian fire injuries that have occurred over the last five years in the Township and evaluate those results for potential changes needed in LMFD fire prevention programs.

10.2 The LMFD is encouraged to continue to accurately document all fire losses and conduct periodic reviews of fire loss trends in an effort to address any specific revisions needed to the Township building and/or fire codes.

10.3 The LMFD is encouraged to create a fire prevention division that is headed by a deputy fire marshal and staffed by two assistant fire marshals, two fire inspectors, and one administrative secretary.

10.4 The title of fire marshal should remain assigned to the chief fire officer.

10.5 The LMFD fire inspectors should be employees who are assigned firefighting or emergency response responsibilities and who are trained and certified in compliance with NFPA 1031, Standard for Professional Qualifications for Fire Inspector and Plans Examiner, 2003 Ed.
FIRE SERVICES STUDY RECOMMENDATIONS

10.6 In the future, the LMFD should consider re-titling the uniformed fire marshal positions in the department’s fire prevention division.

10.7 The LMFD should work with the Township to establish a LMFD fire services fee schedule that addresses the numerous services provided by the fire prevention division; partial return of revenue to the LMFD for the purpose of technology and training upgrades should be established.

10.8 The LMFD, working in conjunction with the fire companies, must implement an in-service inspection program that utilizes the paid firefighters from the LMFD fire companies to conduct routine fire and life safety inspections.

10.9 The LMFD should implement a three-tier building inspection program that includes the following components:

A. A mail-in, self-inspection program for small, limited-hazard occupancies;
B. An in-service building inspection program using the paid firefighters from the individual fire companies to conduct routine building inspections in their response districts; and,
C. A fire marshal/fire inspector program for building and system inspections of more complex properties or for the follow-up to routine inspections that resulted in uncorrected violations.

10.10 The fire investigation function within the LMFD should remain as a collateral duty of the DFM and the AFMs in the new fire prevention division.

10.11 The suggested new fire prevention division should continue the practice of investigating vehicles fires when called upon to do so by incident commanders.

10.12 The LMFD function of public fire safety education should be fully funded and supported on a Township-wide basis and be assigned as a collateral duty to one of the fire marshals in the proposed fire prevention division.
FIRE SERVICES STUDY RECOMMENDATIONS

10.13 The LMFD should consider the use of a volunteer corps to assist in the delivery of public fire safety education; the corps should be comprised of members from the LMFD fire companies.

10.14 The Township and LMFD are encouraged to enhance the information technology support functions of the Fire Department to support the suggested new staff members and facilitate the improved delivery of fire prevention and records functions.
APPENDIX B - SUGGESTED

AGREEMENT FOR PROVISION OF FIRE AND RESCUE SERVICES

THIS AGREEMENT is made this ___ day of ____________, 2007, by and between the BOARD OF TOWNSHIP COMMISSIONERS, TOWNSHIP OF LOWER MERION, MONTGOMERY COUNTY ("Township") and the _____________________________, a Pennsylvania Corporation ("Company").

WITNESSETH:

WHEREAS, to assist in the administration and coordination of fire and rescue services, the Township has created the Lower Merion Fire Department ("LMFD"); and

WHEREAS, the Company has been duly organized pursuant to Title 27, PA Code and other applicable law with the approval of the Township to provide fire and/or rescue services as a volunteer company to the residents of the Township; and

WHEREAS, the Township desires to contract with the Company to continue to provide fire and/or rescue services in the Township and appropriate funds to the Company for this purpose; and

WHEREAS, nothing in this Agreement is intended, nor shall it be construed to make any volunteer company or any member of a volunteer company, an employee of the Township;

NOW, THEREFORE, this Agreement is entered into upon the following provisions:
APPENDIX B - SUGGESTED AGREEMENT

A. TOWNSHIP AGREES:

1. That the Company’s District Chief shall be a member of the Township’s Emergency Services Board ("ESB"), as described in Township Code, along with the other volunteer fire companies which have entered into agreements similar to this one with the Board of Township Commissioners.

2. That the Company shall have one voting representative in the ESB who shall be the District Chief of the Company. In the event that the District Chief cannot attend meetings of the ESB for an extended period of time, the ESB may, if it determines that extenuating circumstances exist, agree that the Company shall be represented by another chief officer at ESB meetings. The Chief Officer who would attend ESB meetings in the place of the District Chief of the Company shall be designated by the District Chief of the Company.

3. That the Chairman of the Board’s Fire Committee shall serve as Chair of the ESB and shall faithfully execute and enforce ESB policies for the overall provision of fire and rescue services in the Township.

4. That in consideration for providing fire and/or rescue services in Township Code, applicable federal and state provisions, and ESB bylaws and other policies, the Township will budget and appropriate to the Company such public funds as determined by the Board of Township Commissioners.
APPENDIX B - SUGGESTED AGREEMENT

B. COMPANY AGREES:

1. That the Company District Chief, or, in the District Chief's absence and with the approval of the ESB, a Chief Officer, shall serve as the voting representative in the ESB.

2. That the Company will remain at all times a member in good standing of the ESB and the Lower Merion Fire Department, pursuant to the bylaws of the ESB, Township Code.

3. To implement and comply with all ESB and LMFD policies and SOPs.

4. To submit an annual budget in accordance with the policies promulgated by the Township and by the ESB for review by the ESB and approval by the Township Board of Commissioners during its annual budget process. This budget submission shall include a summary statement of major (in excess of $1,000.00) expenditures from all sources of revenue other than Township funds.

5. That whenever the Township Manager determines in writing, and the Board of Township Commissioner concurs, that examination, audit or inspection of all or any portion of a member Company's business records related to the expenditure of Township funds is necessary for the purpose of conducting financial reviews or audits, and that such financial reviews or audits are necessary to protect the interest of the public, the Company shall permit the Township Manager and/or representatives of the Township Manager to inspect its business records relating to Township funds at such reasonable times and
APPENDIX B - SUGGESTED AGREEMENT

under such reasonable circumstances as the Township Manager may direct. The
Company shall make available all records relating to Township funds and shall cooperate
fully in all financial reviews or audits of the Company’s business affairs ordered by the
Township Manager pursuant to this subsection.

6. To provide fire and/or emergency services in accordance with ESB policies
and applicable Township and State laws and regulations.

7. That Township appropriation of funds to the Company is contingent on
compliance with these policies and regulations.

C. TERM OF CONTRACT

The term of this Agreement shall be one year from the date of its execution. This
Agreement shall be automatically renewed for successive one year periods, without
limitation. This Agreement shall be subject to annual review by the Township and the
ESB. In each year after the first full year this Agreement is in effect, the ESB shall
schedule a meeting with the Township Manager or his designee, to be held no later than
December of that year, for the purpose of reviewing the contents of this Agreement. This
Agreement shall remain in full force and effect unless terminated or modified by the
parties in accordance with Section D below.

D. TERMINATION:

1. This Agreement may be terminated by either party upon six (6) months written
notification to the other.
APPENDIX B - SUGGESTED AGREEMENT

2. In the event the Company ceases to comply with the requirements for organization set forth in Township Code., and the Township dissolves said Company, this Agreement shall terminate upon dissolution. Further, although the Board of Township Commissioners may dissolve the Company for any reason, pursuant to this Agreement, the Board agrees that it will only act to dissolve the Company upon a finding by the Board that the Company has failed to provide adequate fire and/or rescue service to the area which it serves, or a condition exists which makes the Company unable to provide adequate fire and/or rescue service. If the Company is so dissolved, this Agreement shall terminate upon dissolution.

   a. Upon dissolution, any title which the Company had to all real and personal property purchased, maintained or repaired by the Company in whole or in part with public funds, which is in the Company, shall vest in the Township and be transferred to the entity/s that assumes responsibility for providing fire and/or rescue service to the first due area of the dissolved Company as follows:

      If the responsibility for providing fire and/or rescue service is assumed by an existing fire and/or rescue Company with the approval of the Board of Township Supervisors, ownership of the real and personal property of the dissolved Company shall be transferred to the Company assuming responsibility for the first due area of the dissolved Company. If the first due area of a dissolved Company is split between two or more existing companies with the approval of the Board of Township Commissioners, the
APPENDIX B - SUGGESTED AGREEMENT

ESB Chairman shall report to the Township Manager the ESB's recommendations as to the division of the real and personal property of the dissolved Company among the companies assuming responsibility for the first due area. If the responsibility for the first due area of a dissolved Company is not assumed by an existing company, a new fire and/or rescue company may be formed, if approved by the Township Board of Commissioners following the recommendation of the ESB and the Township Manager, to assume responsibility for the first due area. The real and personal property of a dissolved Company shall be transferred to such new Company. If an existing or a new company does not assume responsibility for the first due area of a terminated Company, the responsibility for fire and rescue services in that area shall be assumed by the Lower Merion Fire Department and the ownership of the real and personal property of the dissolved Company shall remain with the Township in order to maintain fire and rescue services in the area.

b. Upon dissolution, any portion of the real estate which formerly belonged to the Company which is not routinely used for the provision of fire and rescue services and which had, while in the ownership of the company, been made available for use to by the community for social, civic, or other functions, will continue to be made available for those uses, subject to the need for the Board or any successor in title to use that portion of the real estate for the provision of fire and rescue services.

The purpose of these provisions in subsection (2) of this Agreement for the
APPENDIX B - SUGGESTED AGREEMENT

transfer of title in the event the Company is dissolved is to ensure, to the extent possible, the continuous, uninterrupted provision of fire and rescue service to the area served by the Company. These provisions shall be interpreted and applied to achieve this purpose.

3. This Agreement shall be subject to the continuation of Township Code relating to the creation of the Township of Lower Merion Emergency Services Board.

IN WITNESS WHEREOF the parties hereto have duly executed this Agreement as of the day and year set out above.

BOARD OF COMMISSIONERS OF THE TOWNSHIP OF LOWER MERION, PA

By: __________________________________________
Chairman

ATTEST:

__________________________________________
Clerk

__________________________________________
VOLUNTEER FIRE COMPANY

By: __________________________________________

__________________________________________ (Name)
President/Chief

ATTEST:

__________________________________________
(Name)
Corporate Secretary