



Township of
Upper St. Clair
Pennsylvania

ORGANIZATION ASSESSMENT AND STRATEGY RECOMMENDATIONS

UPPER ST. CLAIR VOLUNTEER FIRE DEPARTMENT

ALLEGHENY COUNTY, PA

PREPARED BY
ROBB CONSULTING, LLC

AUGUST 2022

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EXECUTIVE SUMMARY

PURPOSE

The purpose of the project was to work with the officers and members of the Upper St. Clair Volunteer Fire Department and Upper St. Clair Township officials to assess the existing volunteer fire-rescue system to identify and recommend governance and operational objectives for the future success of the fire-rescue system. At the time of the assessment, there was no current strategic plan in place for the fire service in Upper St. Clair. The leadership of the volunteer fire department and township agreed an outside assessment to provide recommendations, guidance for change, and new initiatives would be helpful in charting a path forward.

ROBB Consulting, LLC (ROBB) was retained to accomplish this task. The focus of this assessment and strategy recommendations report is to develop objectives that would be adopted by the volunteer fire department and the township to promote and advance a strong cooperative working relationship.

ROBB was tasked to assess the following core areas:

- *Organizational Governance*
- *Fire-Rescue Operations*
- *Capital Assets*
- *Membership Development*
- *Community Relations and Support*

HOW DID WE DETERMINE YOUR NEEDS?

Through a series of first-person and small group interviews, as well as a review of existing organizational and operational data and practices, ROBB identified objectives and recommended outcomes that will advance both the volunteer fire department and township government, which is legislatively required to provide fire and emergency services.

OUR GOALS FOR YOU TO SUCCEED

As a result of the assessment, the resulting eleven objectives listed in this report have been developed that ROBB envisions will strengthen the volunteer fire department and will position the township to better support the fire-rescue system over the next three years.

EXECUTIVE SUMMARY CONTINUED

1. Today, managing an all-hazards fire and emergency services system is a full-time job. Appointing a full-time person to function as the chief fire official and manager of a reorganized fire and emergency system will go miles in placing the responsibility where it belongs.
2. Manage change so it doesn't manage you. We all know change can sometimes be challenging. Increased communication, on-going education on the mission of fire and emergency services, and better community engagement will build better relationships, both internally and externally. By establishing an ad hoc committee, the fire department, local government, and the community can build better relationships and advise on the current and future needs of the emergency service system.
3. Municipal government is the local authority responsible for guaranteeing the delivery of fire and emergency services. Reorganize and elevate the Department of Fire Protection into fully functioning township department with a long-term funding plan.
4. Today's volunteers want to train and respond to emergency calls. Why? To put their education and training to use. The volunteer fire department should streamline business operations, reduce officer positions and committees where appropriate, assign tasks to members in order to optimize member input and time where it counts, responding to emergency calls.
5. The responsibility of all fire and emergency service organizations is to respond to the public's call for help in a safe and expedient manner with a well-trained team of firefighters, Emergency Medical Technicians, and other professionals. Both the township and volunteer fire department need to continuously monitor the number of personnel responding to emergency calls and develop a plan to address shortfalls in staffing, based on accurate data, if that time arrives.
6. Unlike administrative officers, fire line officers are tasked to supervise members at both emergency and non-emergency events and to provide for the health, safety, and welfare of those individuals as well the residents of the community. Developing a qualifications-based eligibility policy will help ensure the best candidates are serving in the appropriate operational role.
7. Prepare for the future. No one knows what tomorrow may bring but every emergency services system needs people. Developing a formal staffing plan to recruit and retain members is essential for the short-term and long-term success of the volunteer fire department and township.
8. Dispatch capacity and response pre-planning works. Run cards that determine what agency and what type of apparatus responds to an emergency call is needed. A large scale incident or when several emergency incidents are occurring at the same time is not the time to determine what resources are needed to mitigate the emergency.

9. Fire trucks are expensive. So are buildings. Both of these capital assets need to be planned and budgeted.
10. Support current and future volunteer members. In Pennsylvania and nationally, volunteer numbers continue to shrink. Member recruitment and retention is a top priority. Both the volunteer fire department and township need to determine what programs are the best to support current and future volunteers and implement those programs and provide appropriate funding.
11. Start to look beyond the township's municipal border for practical solutions. Opportunities exist which will provide positive, long-term results for the volunteer fire department and township. Recruitment, joint training, deployment, and staffing partnerships can lead to positive results.

OUTCOMES

This assessment and its strategy recommendations outline the best course of action for the future success of the Upper St. Clair Volunteer Fire Department and Upper St. Clair Township and provides a foundation for a new discussion. By implementing the goals identified in this assessment, a stronger, more resilient all-volunteer fire department can be maintained and possibly expanded in the next three years. This outcome relies on increased communication, developing and maintaining better relationships, which ultimately leads to a better level of trust. By working together, both groups will be able to quickly adapt to the outside forces and challenges that impact daily lives and communities across the country every day.

BACKGROUND

What is now known as the Township of Upper St. Clair was originally settled by a Scotsman named John Fife, who arrived from Virginia in 1762. The land was claimed by both Virginia and Pennsylvania at the time; the dispute finally settled in 1784. In 1788, Allegheny County was formed and divided into seven townships, one being St. Clair. Later, the township was divided into Upper and Lower St. Clair. The township was named in honor of General Arthur St. Clair, a Scottish immigrant who was the only Pennsylvanian to become a Major General in the Continental Army during the Revolutionary War. He also served as the President of the Continental Congress in 1787. Over the next hundred years, the township remained a rural farm community. However, around 1913, the first trolley began to run from Pittsburgh to the township, transforming the area into a suburban, residential area. The township's most rapid growth took place from the 50s to the 70s. Its popularity as a place to live continues, however. U.S. News and World Report named the township one of the 10 best places to live in the United States in 2009.

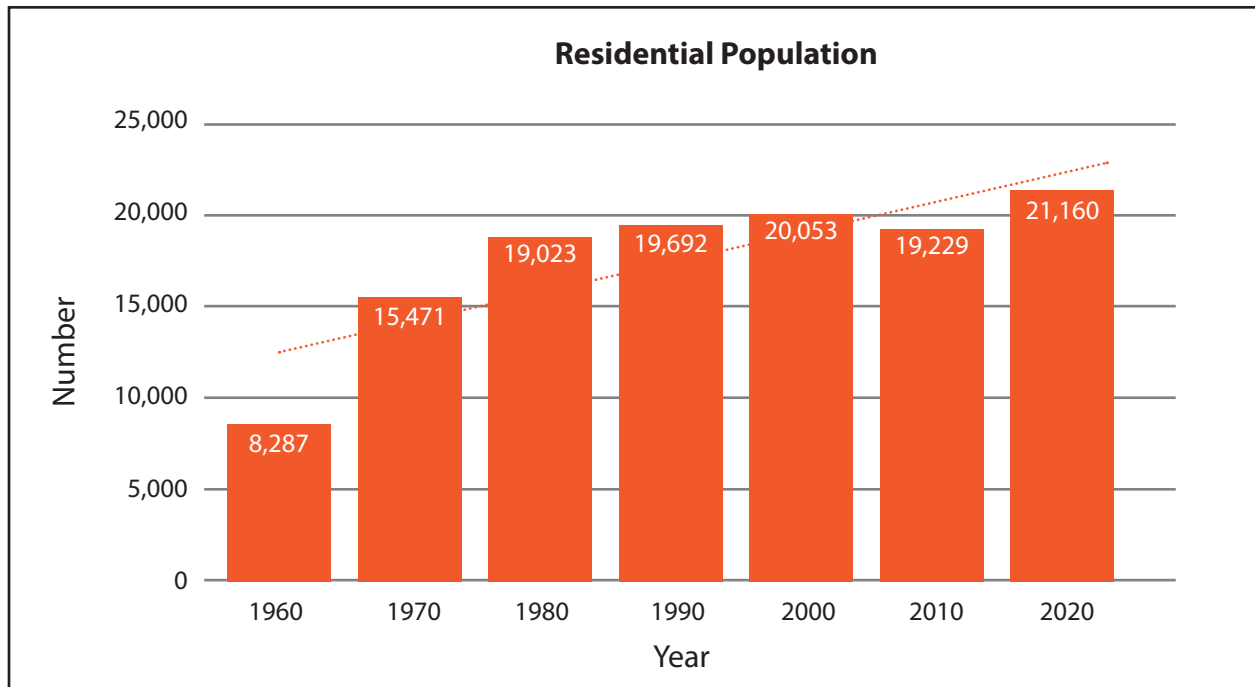
The current population of the township is 21,160 (2020 U.S. Census data), which has increased 9% (19,229) over the past 20 years. The current total number of households in the township is 7,345. The median household income is \$128,482, due in large part to the fact that 97% of the population graduated from high school and 69% have a bachelor's degree or higher. Nearly 65% of the township's population aged 16 and above is in the labor force; another 18% are 65 years or older, so many of those residents are retired. The total number of businesses located within the township in 2012 (the most recent available Census data) was 1,905.

Persons 65 years and over represent 18.4% of the population, which is slightly higher than the national average of 16%. Persons with a disability represent 4.5% of the population. The Township of Upper St. Clair is home to some of the largest and most expensive housing in metropolitan Pittsburgh, with a median 2020 home value of \$292,449.

Residential Population

1960	1970	1980	1990	2000	2010	2020	% Change
8,287	15,471	19,023	19,692	20,053	19,229	21,160	+155%

Source – U.S. Census Bureau

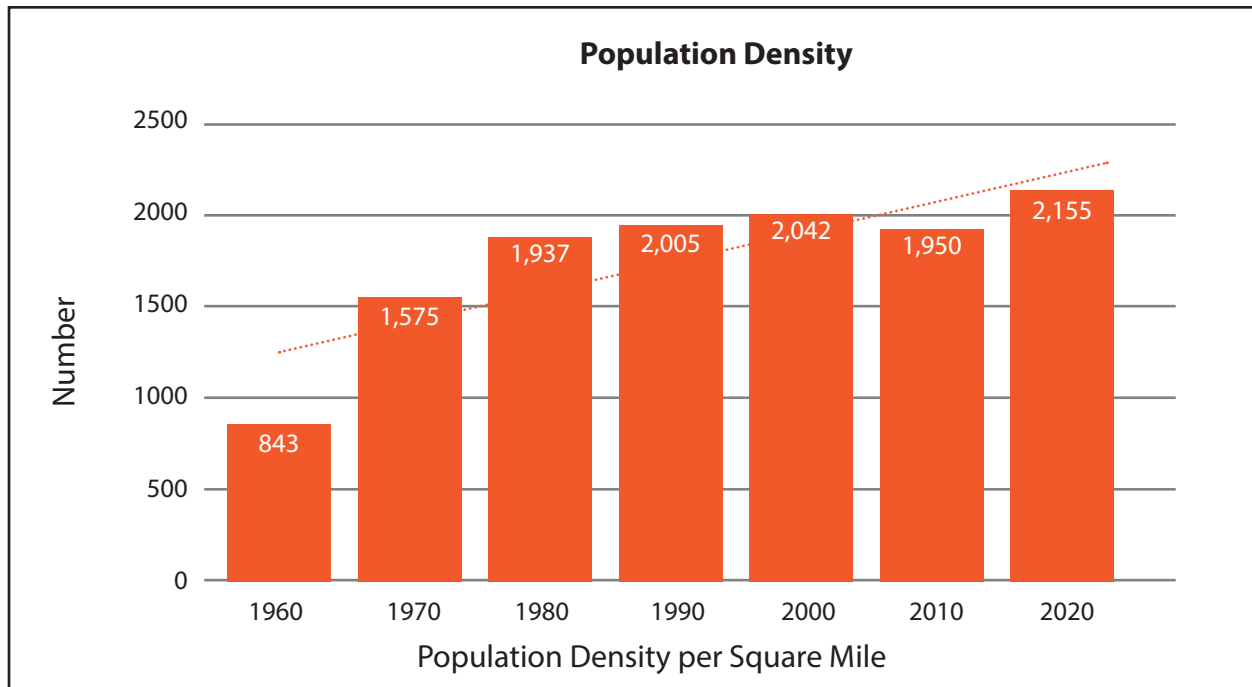


Source – U.S. Census Bureau

Population Density per Square Mile

1960	1970	1980	1990	2000	2010	2020	% Change
843	1,575	1,937	2,005	2,042	1,958	2,155	+155%

Source – U.S. Census Bureau



Source – U.S. Census Bureau

The Upper St. Clair Volunteer Fire Department services more than 20,000 people within its jurisdiction, running approximately 300 calls per year on average. The fire department is an all-volunteer department with 28 volunteers, providing fire and rescue services to the Township of Upper St. Clair and surrounding communities since 1939. It operates three engines, one ladder truck, one rescue vehicle, two squad vehicles, two multi-purpose staff vehicles, and a rubber inflatable boat out of two stations. The first due service district encompasses a geographic area of 9.82 square miles in Allegheny County, Pennsylvania.

The first due service district is home to many attractions including:

- South Hills Village Mall
- Many parks, including Boyce Mayview, Chartiers, Wiltshire, and Gilfilian
- Whole Foods and Trader Joe's markets
- A country club, many shops, restaurants, churches, schools, and other businesses

Because the Township of Upper St. Clair is located approximately sixteen miles south of the city of Pittsburgh and within the metro urban area, the additional large amenities there (casino, museums, parks, sports teams, performing arts theaters, universities) contribute to the public safety needs of the department and the community it serves.

Fire Service Delivery

In February of 2008, amending the Act of February 1, 1966 (1965 P.L.1656, No. 581) entitled “An Act concerning townships of the first class”, and amending, revising, consolidating, and changing the law related thereto, providing for the establishment of fire and emergency medical services providing for specific powers of township relating to emergency services, the General Assembly of the Commonwealth enacted House Bill No. 1134. In amending the Act, a clause was added that the township “shall be responsible for ensuring that fire and emergency medical services are provided within the township by the means and to the extent determined by the township, including the appropriate financial and administrative assistance for these services. The township shall consult the fire and emergency medical service providers to discuss the emergency service needs of the township. The township shall require any emergency services organization receiving township funds to provide to the township an annual itemized listing of all expenditures of these funds before the township may consider budgeting additional funding to the organization.”

To attain the delivery of optimum fire services, it is essential that local governments recognize and accept that responsibility to fulfill the obligation to provide appropriate guidance and direction to:

- Oversee the formation process of the organization of fire services.
- Ensure that the fire service organization reflects the public interest.
- Protect the service from undesirable external interference.
- Determine basic policies for providing services.
- Legally define the duties and responsibilities of service providers.

Identification of this authority and responsibility is also defined in Section 3-1 of NFPA 1201, *Standard for Delivering Fire and Emergency Services to the Public*, as:

“The government agency responsible for establishment and operation of the fire department shall adopt a formal statement (by laws, resolution, or statute) of purpose and policies for the fire department that includes the type and levels of services that are to be provided, the area to be served, and the delegation of authority to the fire chief and other officers to manage and operate the fire department.”

In 2001, the National Fire Protection Association (NFPA) proposed a deployment standard for volunteer fire departments that was successfully adopted as NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments*. Response time and staffing benchmarks throughout

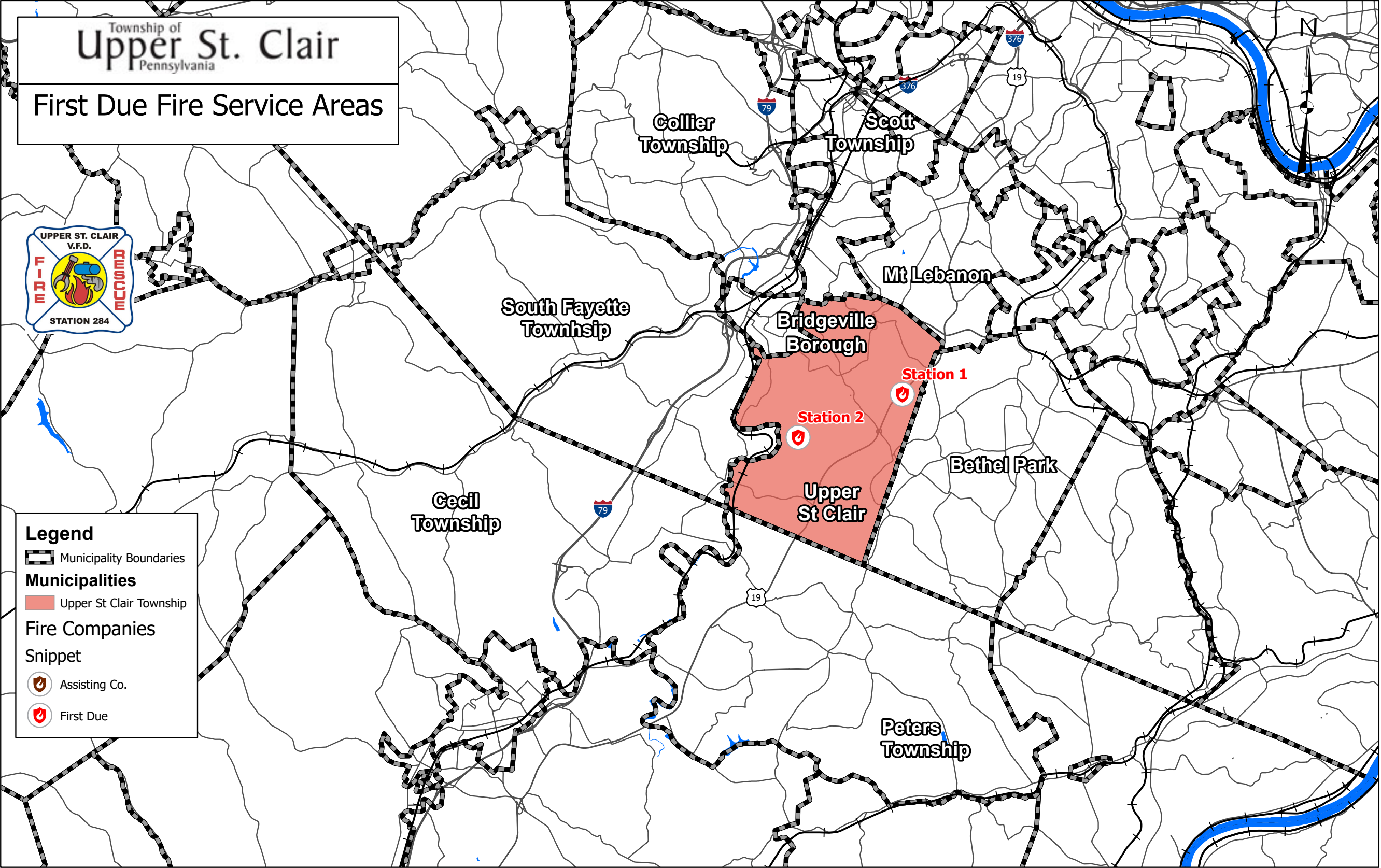
the standard are based on a community's population density. A community may have more than one response benchmark based on varying population densities and/or demographics.

This national deployment standard does not, however, recognize local issues, conditions, service demands, or community needs. Every community should adopt realistic response expectations based on local needs and conditions. NFPA 1720 serves as a goal and should only be utilized as a foundation for a community to establish its own service level goals.

Distribution and Concentration of Resources

A community's distribution and concentration of resources has a direct effect on its ability to assemble an effective response force in a timely manner. "Effective Response Force" is defined as the total number of staff and equipment that must reach a specific emergency location within a maximum prescribed total response time that is capable of initial fire suppression and/or mitigation. This number is generally the result of a critical tasking analysis conducted by the local fire department as part of a community risk assessment utilizing the NFPA Standard 1720 as a benchmark. Standard 1720 defines an "Effective Response Force" as 15 firefighters for a residential dwelling fire, 27 firefighters for a commercial or strip mall fire, and 36 firefighters for a high-risk occupancy fire.

Map:
First Due
Service
Area

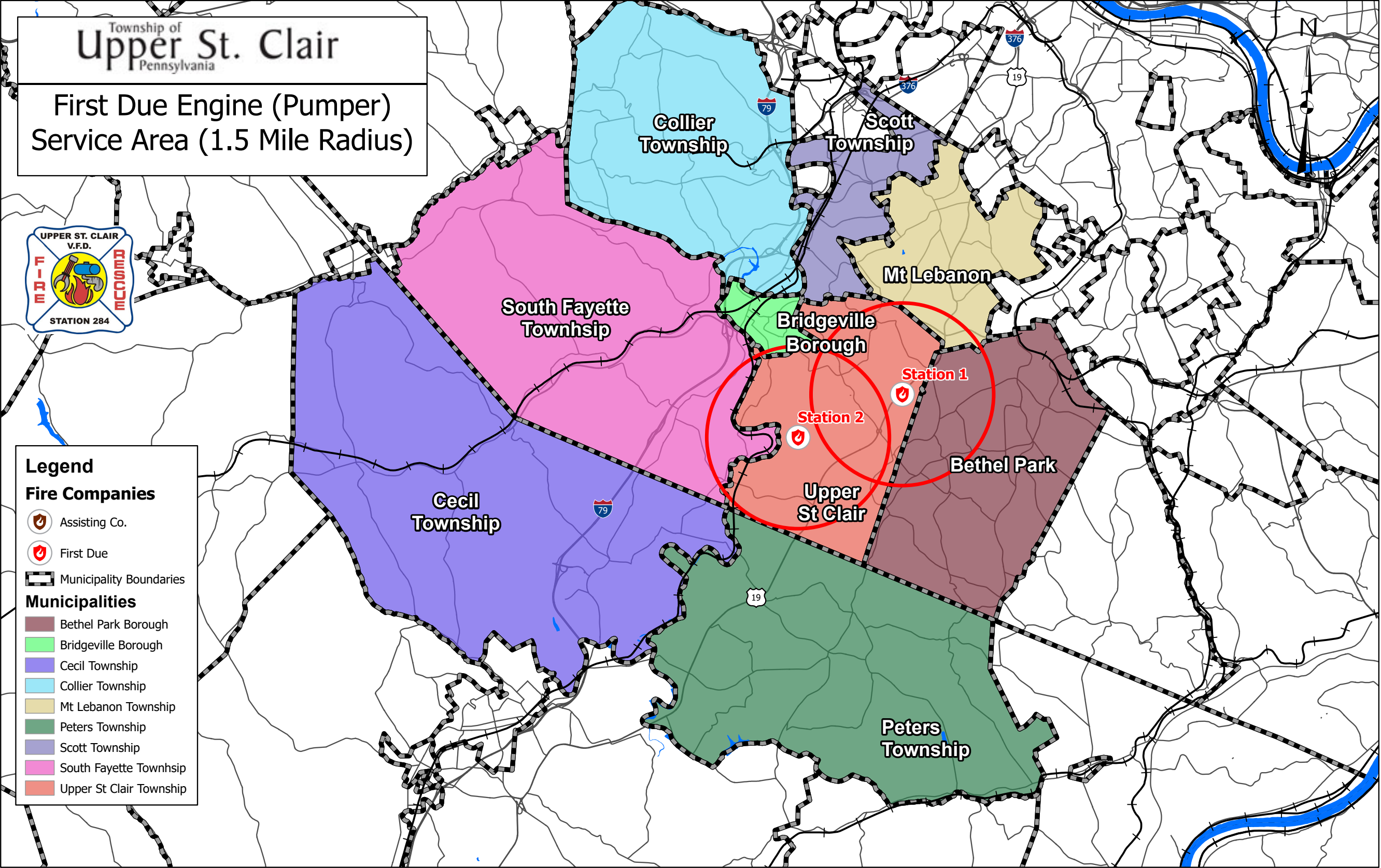


PennDOT, PASDA, US Census Bureau

The Commission on Fire Accreditation International (CFAI) defines distribution as the station and resource locations needed to minimize and terminate emergencies. Effective distribution assures a sufficiently rapid first due response and is measured by the percent of the jurisdiction covered by first due units within adopted public policy time frames. Refer to map *First Due Fire Service Areas*.

The Insurance Services Office (ISO) has always evaluated the distribution of fire resources throughout a community based on a fixed travel distance of 1.5 miles for an engine company (~4 minutes travel time) and 2.5 miles for a ladder/service company (~6 minutes and 40 seconds travel time). The ISO conducted its most recent survey of the community's fire protection capabilities, effective May 1, 2021. The community's distribution was 5.63 credits out of a possible 10 credits, equating to engine and ladder companies being capable of meeting the travel time objectives approximately 56 percent of the time.

Map:
First Due Engine (Pumper) Service Area (1.5 Mile Radius)

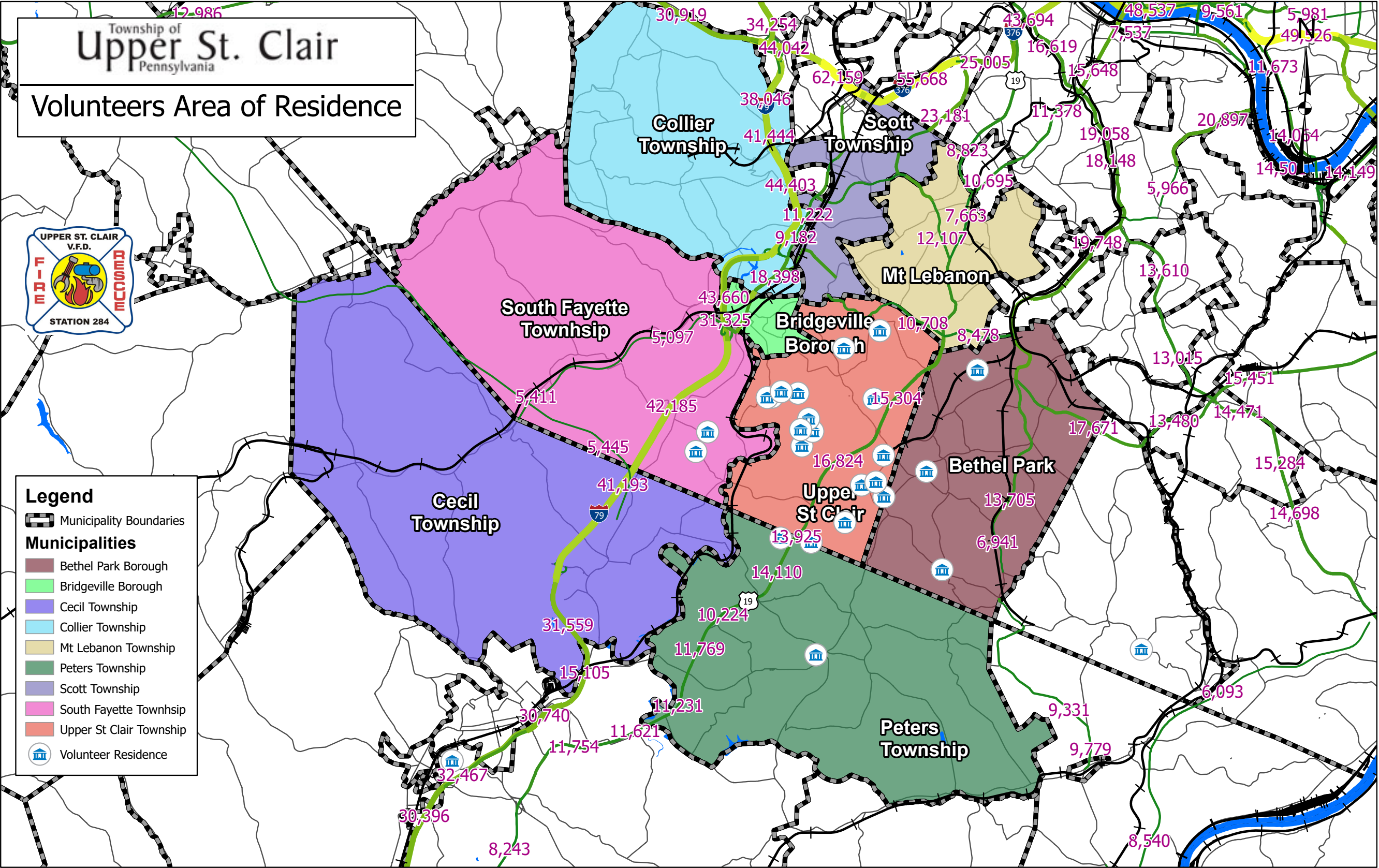


PennDOT, PASDA, US Census Bureau

Distribution does not take into consideration whether a station is staffed by career firefighters with relatively fast turnout times or with volunteer firefighters with unknown turnout times. The primary objective of an adequate distribution of resources in an “urban” environment is to allow a community to measure itself against a standard that provides for the response of an initial engine, staffed with a minimum of four firefighters, arriving within 5 minutes and 20 seconds of dispatch, 90 percent of the time, and the assembly of an effective response force of 15 firefighter within 9 minutes of dispatch, 90 percent of the time.

Also affecting a volunteer department’s ability to meet response time objectives is the distribution of firefighters’ homes and their proximity to present fire station locations. Refer to map *Volunteers Area of Residence*.

Map:
Volunteers
Area of
Residence



PennDOT, PASDA, US Census Bureau

Concentration is defined as the spacing of multiple resources arranged so that an initial “Effective Response Force” can arrive on scene within the timeframes outlined in the following NFPA 1720 Staffing and Response Time Benchmarks Table. Considerations for automatic and mutual aid should be given to the type of hazard (residential, commercial, high hazard), proximity of the resource, the capability of the resource, and whether the resource is staffed or unstaffed.

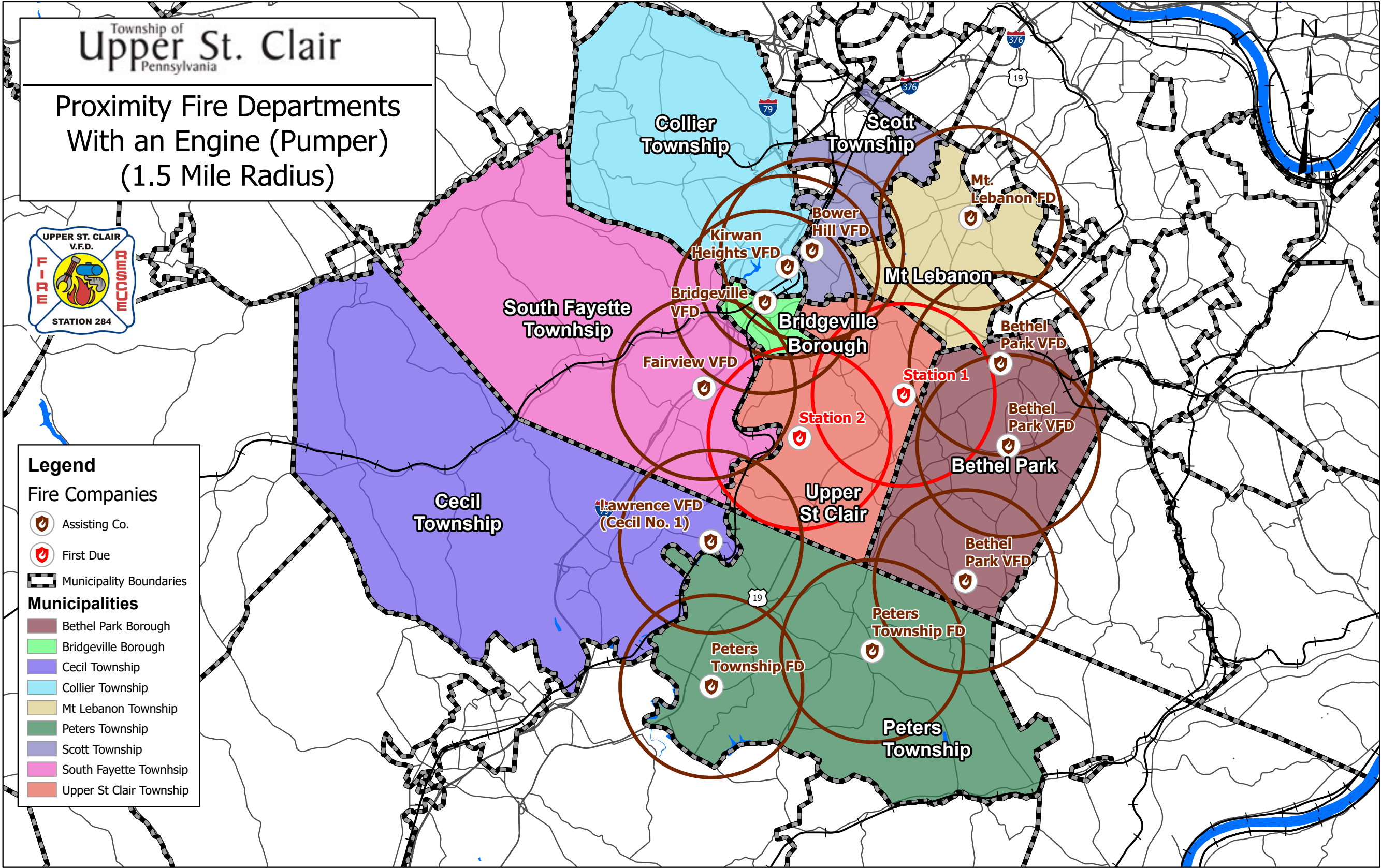
NFPA 1720 Response Benchmarks by Population Density

Demand Zone	Demographics	Staffing and Response Time	Percentage
Urban	>1,000 people/mi.2	15 / 9	90
Suburban	500 – 1,000 people/mi.2	10/10	80
Rural	<500 people/mi.2	6 / 14	80

The location and spacing of resources in adjacent communities that can assist the Upper St. Clair Volunteer Fire Department in assembling an effective response force in a timely manner based on an “urban” demographic include Bethel Park, Bridgeville, Bower Hill, Collier Township (Kirwan Heights), South Fayette (Fairview), Cecil Township (Lawrence), Mt. Lebanon, and Peters Township. In addition to spacing, consideration should be given to the response time, capabilities, and staffing of the adjacent resource(s) during alarm assignment development.

The impacts of distribution and concentration on staffing and service delivery are further discussed in the Strategy Objectives – Fire-Rescue Operations section of this Strategic Assessment.

Map:
Proximity
Fire
Departments
with an
Engine
(Pumper)
(1.5 Mile
Radius)



PennDOT, PASDA, US Census Bureau

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 1: APPOINT TOWNSHIP FIRE CHIEF/DIRECTOR OF THE DEPARTMENT OF FIRE PROTECTION

RECOMMENDED OUTCOMES

- **Functions as the top fire-rescue officer for the township**
- **Manages a reorganization of the Department of Fire Protection**
 - **Works to build strong levels of trust and communication with elected officials, volunteer members, surrounding fire departments, and the public**
 - **Directs, manages, and leads volunteer firefighters and staff**
- **Establish a communication plan**
- **Responsible for the implementation and oversight of the Strategic Assessment**

In 2022, the level of work needed to manage an all-hazards fire-rescue agency successfully is exorbitant. Budgeting, purchasing, regulatory compliance, community risk reduction, increasing calls for service, and extensive training are just some of the core functions today's fire chiefs, paid or volunteer, are expected to perform. Today's fire chief must also serve as a leader, manager, coordinator, enabler, change agent, capacity-builder, role model, human resource manager, facilitator, volunteer advocate, visionary, and planner.

As more and more communities are evaluating areas in which to improve their existing emergency service agencies, one area that many are considering, and implementing, is full-time, paid leadership. The goal of this approach is to reduce the administrative workload of volunteer fire officers and to allow existing members to do what they signed up to do: *become well trained firefighters that respond to emergency calls to help their communities. Locally, Dormont Borough, Mt. Lebanon, Peters Township, Cecil Township, North Strabane Township, and South Strabane Township have full time, paid leadership that successfully directs, manages, and leads both full-time and volunteer firefighters.*

The challenge for many volunteer fire chiefs, in addition to trying to meet all the roles and responsibilities identified above, is they usually have full-time jobs and other commitments that limit their availability to perform everything that is required. In general, volunteer fire chiefs tend to focus their attention on training and emergency activities, while limited time is available and allocated to address other crucial areas. Expecting a volunteer fire chief, with limited time and availability, to successfully perform the functions that career fire chiefs perform in 40+ hour work weeks is not realistic. In addition, many volunteer fire chiefs' authority is often limited by department bylaws, creating conflict within the organization.

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 1: APPOINT TOWNSHIP FIRE CHIEF/DIRECTOR OF THE DEPARTMENT OF FIRE PROTECTION CONTINUED

During the interview process, several interviewees stated that the existing volunteer fire chief is forced to function in several different capacities. Interviewees stated that the current fire chief goes above and beyond his duties to make things work but is often used as a catch-all or fixer upper. At times, the chief may function as the administrative leader, the training officer, liaison to the township, and apparatus driver/firefighter, just to name a few roles. This strategy is ineffective and creates additional challenges for anyone serving in this position. Several people interviewed also expressed concern that the “wearing of multiple hats” could lead to the eventual loss of the current volunteer fire chief due to burnout or potentially deter anyone from filling this role in the future.

In 1979, Upper St. Clair Volunteer Fire Department produced an eleven-page long range plan. This plan was the project of then Fire Chief R. R. Thomson. Along with a small group of members, Chief Thomson developed the plan to provide short-term and long-term goals, for not only the volunteer fire department, but also for the township. Among the many goals he envisioned for the fire department was the hiring of a full-time paid fire chief. The plan envisioned the fire chief managing the operational or “line” operations of the department. The responsibility to manage the volunteer corporation’s administrative business and members would continue to fall to the fire department president. Dwindling membership and increased calls were both noted as challenges to the volunteer fire department at the time.

In 1983, the Upper St. Clair Volunteer Fire Department, under the direction of Fire Chief John Best, produced an updated long range plan. This plan, like the previous plan of 1979, emphasized the challenge of recruiting and retaining high quality members. The plan also recommended the township hire a full-time paid fire chief/fire marshal for daytime leadership, along with proper management of the department. This recommendation was made due to the increasing size of the fire department budget and that such an operation cannot be effectively managed by a part-time volunteer.

While conducting the current assessment, township business representatives were interviewed. When asked who the township fire chief was, they responded that the township fire marshal was the chief fire official in Upper St. Clair. When asked why they thought this, they stated that this individual was the “go-to” person for not only fire and building code questions, but also the person they searched out for everything else township related. As one person said, “She is the person who gets us the answers.” The fire marshal was also the staff person available during weekday hours when they were working. Many business representatives assumed the township had a paid fire chief and this individual

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 1: APPOINT TOWNSHIP FIRE CHIEF/DIRECTOR OF THE DEPARTMENT OF FIRE PROTECTION CONTINUED

filled the role. After explaining the current fire-rescue system in the township to them, they were surprised. When asked about their perception of response and operational functions the volunteer fire department performed on the scene of an emergency call, they were satisfied with the level of service and had positive interactions with the members.

To support the fire and emergency services in Upper St. Clair, the township should **appoint a full-time fire chief** to function as the career administrative and operational fire-rescue officer for the township and **manages a reorganization of the Department of Fire Protection as its Director**.

This position will have several important functions. The first would be to plan, coordinate, and supervise the delivery of fire-rescue and related emergency services in the township. The second primary function would be to ensure that the recognized volunteer fire department is equipped and prepared to continue to provide safe and effective fire protection and first responder emergency medical services to the citizens and businesses under the jurisdiction of the township. The fire chief should be qualified to perform incident response and command responsibilities as the chief operations officer. A formal chain of command should be developed and adopted within the administrative and operational divisions of the reorganized Department of Fire Protection.

To accomplish the primary functions, the individual hired for this position needs to have several specific skill sets, most importantly strong interpersonal skills, **to build a high level of trust and communication**. Those skills will be needed to build and maintain good relationships between the volunteer fire department, township appointed and elected officials, the police department, and the community. These relationships will go a long way in maintaining a strong volunteer-based fire-rescue system for the immediate future. By doing so, the volunteers will feel that they are a valuable part of the system and bring more than just warm bodies to the table.

Providing full-time leadership and reorganizing the Department of Fire Protection will **support the volunteer line officers** by providing full-time administrative help, team building, leadership development, capital planning, goal setting, relationship building, and budgeting. This will permit the volunteer fire department and its officers to perform their existing duties and focus specifically on member development, training, and response to calls for service. This individual would also act as the link between the township government and the volunteer fire department.

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 1: APPOINT TOWNSHIP FIRE CHIEF/DIRECTOR OF THE DEPARTMENT OF FIRE PROTECTION CONTINUED

When creating, or in this case reorganizing, a fire-rescue system, challenges inevitably will occur. Any belief that the transition will be 100 percent perfect is unrealistic. From time to time, there will be misunderstandings and disagreements. To minimize this, it is recommended to ***establish a communications plan***.

When asked about external communications during the initial and subsequent member interviews, members identified poor communications between the volunteer fire department and township as an issue that has resulted in a lack of trust between the two entities. A few members believe this lack of communication has created a sense of suspicion. Both officers and members suggested more engagement with the township as a solution to minimize this perception.

Internally, a lack of communication has led to members not feeling appreciated, informed, or trusting of one another. A fire department culture is built upon the values of safety, caring, integrity, trust, professionalism, and fun. Feedback from members describe a toxic environment of bullying, intimidation, favoritism, yelling, talking behind other members' backs, and placing personal interests before those of the department and community, which creates a negative culture, especially by today's societal standards, that is certain to lead to recruitment and retention problems.

The new fire chief should be charged with the responsibility of implementing a communications plan that creates a positive and professional environment. As an official department head within the township organizational structure, the fire chief would be expected to attend regular meetings with the manager and elected officials and for providing the membership with updates regarding township business and expectations. Once implemented, the fire chief should set up a process to review any official complaints and, if necessary, provide a remedy. The goal is to create a process that reduces any partiality and conflicts of interests and establishes a path to address challenges and seek agreeable outcomes.

Interviewees from the volunteer fire department also expressed the need to develop a strong communications plan. Every member said good communication in today's world is vital for success. Developing such a plan will help manage the sharing of information between the volunteer fire department, its members, and the township, while at the same time providing for more reliable and timelier communications. The plan must identify how the information will be shared and who will receive the appropriate information based on the member's specific rank and their level of responsibility. The plan should also limit the quantity of information.

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 1: APPOINT TOWNSHIP FIRE CHIEF/DIRECTOR OF THE DEPARTMENT OF FIRE PROTECTION CONTINUED

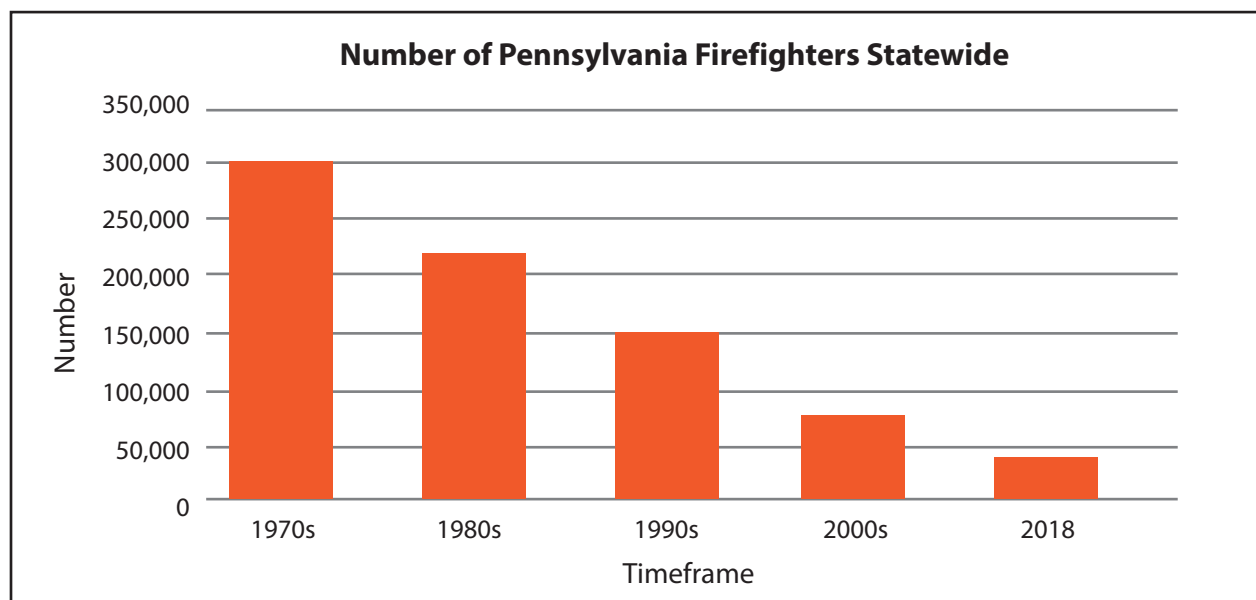
Both recommended outcomes will work toward improving communications and establishing a baseline level of trust between the township and the fire department and within the fire department itself. This will allow members to know where to direct questions they may have related to programs, policies, or other events. The development and adoption of this plan will also help create a dynamic cultural shift in the relationship between the entities and the interaction among the members of the department.

A full-time fire chief can have a tremendous impact on improving communications within the department, itself, thus breaking down the culture of distrust that is keeping members away and causing members to quit. The fire chief will be available 40+ hours per week and will have more time to interact with members and quickly remedy problems. This will, however, be a change for everyone associated with the department. Remember, change is hard. There will need to be a commitment from the volunteer fire department leadership, the members of the department, and the township if the goal of improving communications it is to be successful.

Finally, the fire chief will also be **responsible for the implementation and oversight of the objectives identified within this Strategic Assessment**. This person will need to solicit a broad base of input into the planning and decision-making processes to assist in advancing the objectives of this assessment.

SUPPORTING DOCUMENTS

Pennsylvania Firefighters Statewide

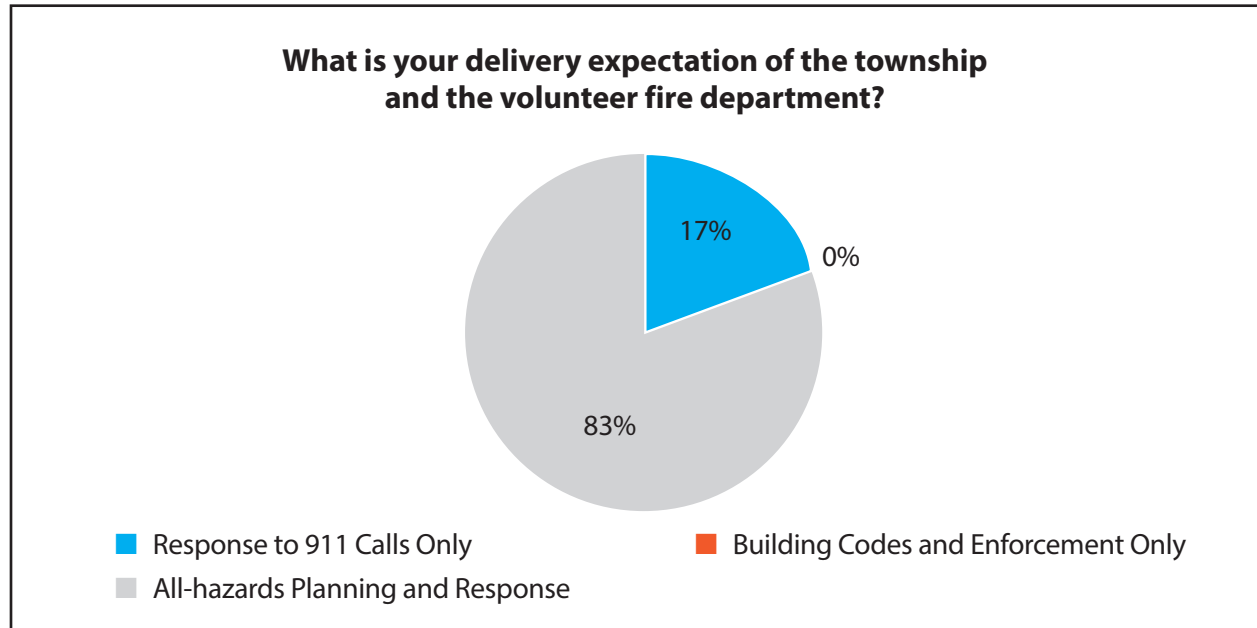


Source: PA House Resolution 148, PA Senate Resolution 60, PA Senate Resolution 6

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

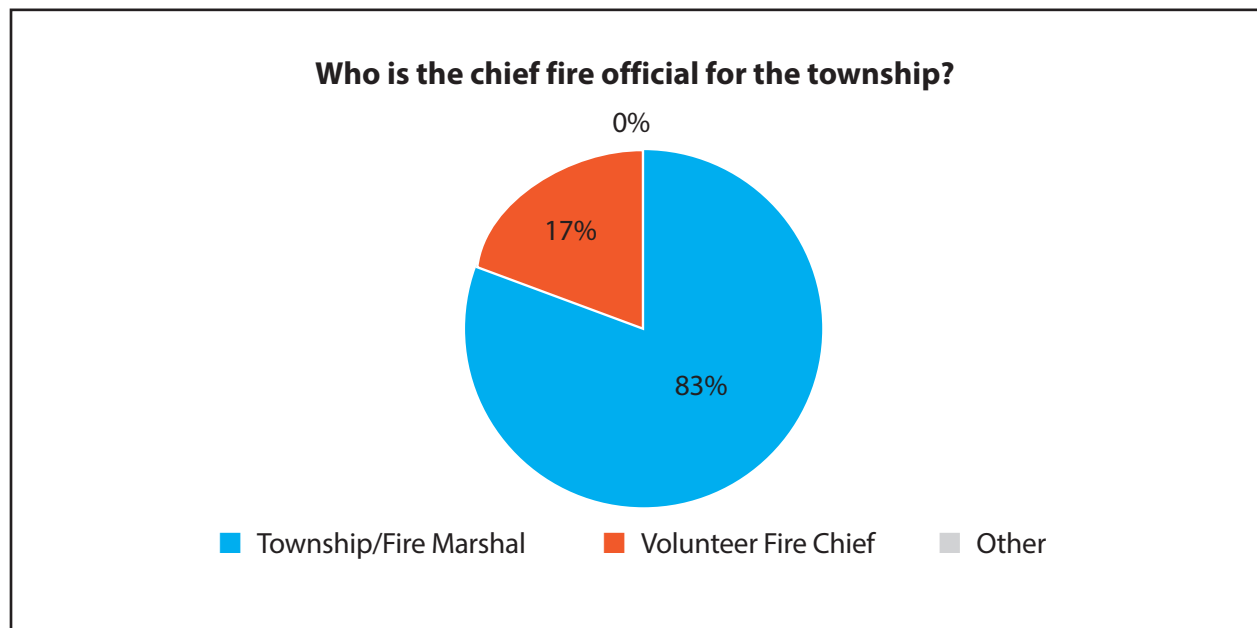
OBJECTIVE 1: APPOINT TOWNSHIP FIRE CHIEF/DIRECTOR OF THE DEPARTMENT OF FIRE PROTECTION CONTINUED

Delivery Expectation – Responses from Business Focus Group



Source: Responses from Business Interviews.

Chief Fire Official – Responses from Business Focus Group

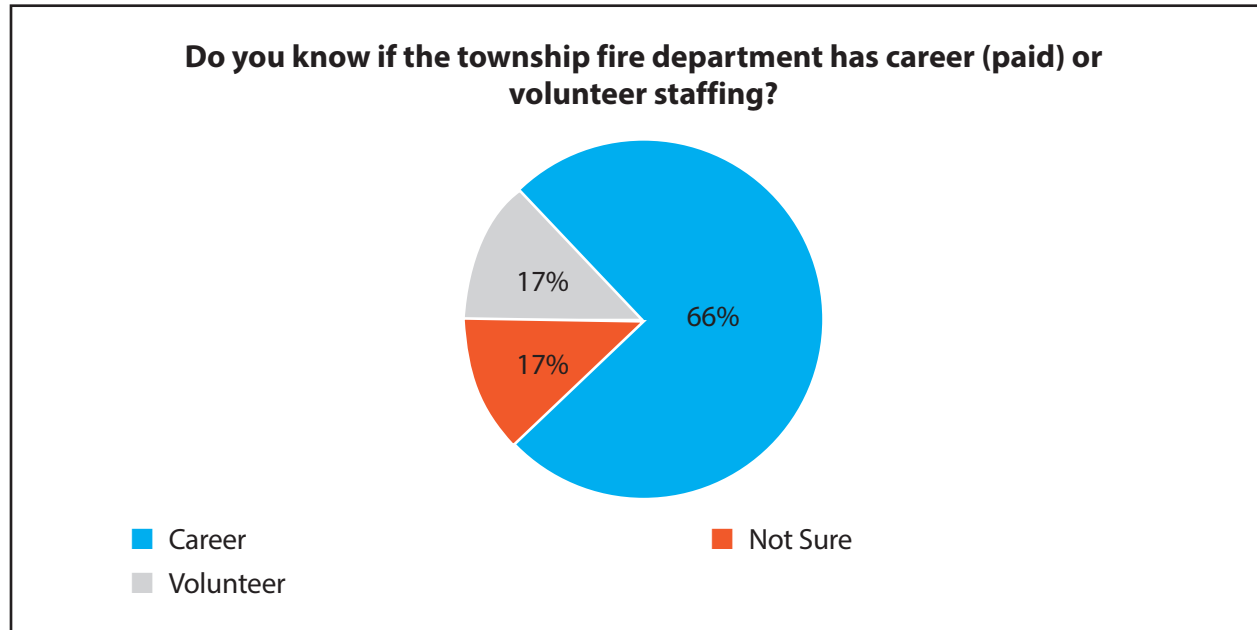


Source: Responses from Business Interviews.

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 1: APPOINT TOWNSHIP FIRE CHIEF/DIRECTOR OF THE DEPARTMENT OF FIRE PROTECTION CONTINUED

Career or Volunteer Staffing – Responses from Business Focus Group



Source: Responses from Business Interviews.

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 1: APPOINT TOWNSHIP FIRE CHIEF/DIRECTOR OF THE DEPARTMENT OF FIRE PROTECTION CONTINUED

SAMPLE JOB DESCRIPTION

Fire Chief/Director of the Department of Fire Protection

- Serves as the full-time, career administrative head of the Department of Fire Protection
- Serves as the full-time, career operational fire-rescue chief for the township
- Plans, coordinates, and supervises the overall activities of the Department of Fire Protection in coordination with volunteer officers and members of the volunteer fire department and supporting ambulance agency

This shall include:

- Prepare annual Department of Fire Protection budget;
- Coordinate strategic and long-range goals and plans for fire department staffing and the recruitment and retention of volunteer members;
- Coordinate long-range capital needs planning for review and approval;
- Coordinate standardized equipment and bulk purchasing;
- Coordinate with the volunteer fire department to ensure they are in compliance with state and federal health and safety regulations;
- Ensure fire department practices and procedures are consistent with pertinent governmental regulations and industry voluntary consensus standards;
- Provide for the quality control of fire dispatching;
- Provide for the health, safety, and training of staff;
- Adhere to standardized reporting requirements as established by the Township; and
- Coordinate fire safety public education.
- Develops and establishes goals, objectives, policies, and procedures for the Township; oversees and evaluates such programs and activities
- Responsible for the development, updating, and maintenance of the Standard Operating Guidelines
- Responsible for working with township leadership to implement the strategic goals identified in this report and future comprehensive and strategic plans
- Identifies and develops future fire officers
- Acts as the Board's representative for external, non-emergency inquiries and will be assigned as the Public Information Officer at incidents involving the Township
- Automatically responds to the following incidents/emergencies, as required:
 - All fire and rescue emergencies greater than 1st-alarm assignment
 - Vehicle accidents involving fire and ambulance vehicles
 - Incidents involving a serious firefighter injury or fatality
 - Incidents involving civilian fatalities
 - Any other event, as deemed necessary by the Township
- Performs related additional duties as required by the Township
- Attends and is available for all public meetings of the Township

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 1: APPOINT TOWNSHIP FIRE CHIEF/DIRECTOR OF THE DEPARTMENT OF FIRE PROTECTION CONTINUED

FIRE AND EMS RUN CARD FORM

Municipality		Fire Agency					EMS Agency	Run Card Number	County Fire Box # DES Use ONLY
Incident Type	Dispatch						Other (Specify number and apparatus type needed; ie 1-RH, 1-SP)	Station Dispatches (List station numbers that should be dispatched; ie Sta44, Sta36)	
	Engine	Aerial	Tanker	Rescue	Brush	EMS			
FIRE, RESIDENTIAL									
FIRE, COMMERCIAL									
FIRE, INDUSTRIAL									
FIRE, HIGH RISK									
RESCUE, VEHICLE									
RESCUE, COMM./INDUS.									
RESCUE, WILDERNESS									
AIRCRAFT									
FIRE ALARM, RESIDENTIAL									
FIRE ALARM, ALL OTHER									
BUILDING COLLAPSE									
BOMB THREAT									
MEDICAL									
MASS CASUALTY									
MISCELLANEOUS									

Task Assignment: The township manager, working with the assistant township manager, initiates this discussion with the township board and fire department.

Timeline: Year 1

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 2: ESTABLISH AD HOC STRATEGIC ASSESSMENT IMPLEMENTATION ADVISORY COMMITTEE

RECOMMENDED OUTCOMES

- **Increase communication among the fire department, local government, and the community during the implementation process.**
- **As needed, advise on objectives of the Strategic Assessment.**
- **Membership could include a diverse mix of fire department leadership, community and business members, and local government officials.**

The township, working with the volunteer fire department, should ***establish an ad hoc strategic assessment implementation advisory committee***. The committee is solely advisory in its capacity. The Township's Board of Commissioners has ultimate authority as it is ultimately responsible for the delivery of fire protection service to the municipality.

There are two primary goals for the implementation of an advisory committee. The first goal of the advisory committee is to ***increase both internal and external communications and build better internal and external relationships***. During the interview process, it was evident that engaging the community to educate them to the challenges of the volunteer fire and emergency services was a top priority for the officers and members of the department. As in most places, there is an assumption that people understand how public safety is delivered and how local government works. Unfortunately, this is not necessarily true. Most interviewees reported that the community has no idea what the department does day-to-day and how much work it takes to run a successful volunteer organization. Most importantly, many community members have no idea that the people answering their call for help are volunteers. This feedback was verified while conducting the interviews with local businesses. Local government may have resources or expertise that may benefit the fire department in their efforts to educate the community.

The second goal of the advisory committee is to provide broad-based input into the planning and decision-making process to ***advise on the objectives of the assessment***. This group can evaluate the broad range of stakeholder interests that are affected by a specific objective presented in the organization assessment and allow for the in-depth and focused involvement and input from all stakeholders. As communities change and the emergency service needs evolve, funding needs typically change. Costs will continue to rise. This group can also be the information and educational resource for the development of consensus when and where it is needed for these complex issues that affect the broader community. They can also review opportunities and challenges facing today's fire and emergency services.

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 2: ESTABLISH AD HOC STRATEGIC ASSESSMENT IMPLEMENTATION ADVISORY COMMITTEE CONTINUED

SUPPORTING DOCUMENTS

Sample Community Advisory Committee Membership

Members	Number
Fire Department President	1
Fire Chief / Director of Fire Protection	1
Board of Commissioners	3
Township Representatives (Appointed)	2
Total:	7

Task Assignment: The proposed township fire chief and appointed township representative should advance this objective in cooperation with the president of the volunteer fire department and Board of Commissioners.

Timeline: Year 1

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 3: REORGANIZE AND ELEVATE THE DEPARTMENT OF FIRE PROTECTION

RECOMMENDED OUTCOMES

- **Recognize the Department of Fire Protection as a township managed and funded department.**
- **Review and update service agreements with the volunteer fire department.**
- **Develop a sustainable funding plan that reviews all financial activity of the fire department**

In Pennsylvania, the authority having jurisdiction (AHJ) for the provision of the delivery of fire and EMS is local government. This requirement is statutorily required in the First Class Township Code and is commonly referred to as Act 9 of 2008. Most home rule charter municipalities have similar language. This provision in the local government codes, however, does not state which entity will provide the service nor to what level of service will be provided. It only says it must be provided.

In most communities across the Commonwealth, this is accomplished through the municipal government's reliance upon those already tasked with providing those services, the local volunteer fire department, ambulance service, and/or rescue squad. Even though these volunteer emergency service organizations are not municipally created nor municipal managed departments or agencies, such as police and public works, they need to be viewed as a valuable, local government function.

Historically, volunteer fire departments have been known to be "private clubs" that only come to the municipal governments when they need money for a capital project or daily operating needs. This relationship has also worked the other way. In many circumstances, local officials take a "hands off" approach when it comes to the delivery of fire and emergency services. Unfortunately, this is not a recommended policy and the current relationship between Upper St. Clair Volunteer Fire Department and Township of Upper St. Clair should not be viewed the same way.

The township should **reorganize and elevate the Department of Fire Protection**. In Chapter 21 of the Township of Upper St. Clair Code, the Department of Fire Protection is recognized, but is not a full functioning township department. In the organizational chart for the township, the two entities are connected by a dashed line. The Department of Administration will coordinate activities of the Department of Fire Protection that require any action, support, or cooperation by and of the township. The Department of Fire Protection should become a full-fledged township department and report to the Township Manager. The township should review current language in its code to determine the

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 3: REORGANIZE AND ELEVATE THE DEPARTMENT OF FIRE PROTECTION Continued

need to adopt an ordinance that would further define the Department of Fire Protection. An example of an ordinance from East Norriton Township in Montgomery County, Pennsylvania, is included in Supporting Documents. The proposed fire chief/Director of the Department of Fire Protection is recommended to oversee and manage this department.

The reorganized Department of Fire Protection fulfills what past leadership in the Upper St. Clair Volunteer Fire Department had recommended to the township to prepare for the future. Serious fluctuations in available qualified volunteer firefighters are nothing new. In the long-range plan presented by volunteer Fire Chief R.R. Thomson in January 1979, he recommended the township hire a full-time paid fire chief. This individual would be appointed and paid by the township and tasked to manage the township fire department. By 1983, Chief Best recommended full-time paid firefighters be hired. According to feedback provided by long-standing members during this assessment process, the concept of a paid fire chief and paid firefighters for daytime staffing has been discussed internally on and off again since it was initially proposed.

Additionally, the department should assume fire prevention code and alarm code duties. This includes assisting the police department with open burning and fireworks enforcement. The department should also coordinate with the Department of Planning and Community Development staff on building code, property maintenance code, and plan reviews as required, and provide support for Building and Fire Codes Appeals and Advisory Code hearings. In addition to the fire chief, future fire-rescue administrative support personnel and/or operational staff should be considered for placement within this department. To do this, the township should amend pertinent municipal codes to reflect these recommendations.

The Upper St. Clair Volunteer Fire Department has been the designated fire-rescue provider to the township since its inception. To improve relationships, the fire department should become community partners with Upper St. Clair officials. Elected township commissioners and appointed municipal officials should be very familiar with their fire department, and that can only be accomplished through consistent communication. This is also true for the officers and members of the fire department. By forming a strong relationship, it will ensure open lines of communication so that the financial and other needs of the fire department are thoroughly discussed ahead of time and should never be a surprise to the township.

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 3: REORGANIZE AND ELEVATE THE DEPARTMENT OF FIRE PROTECTION Continued

In many jurisdictions, the foundation for the expectation of the volunteer fire department or ambulance service as service providers are the agreements with the local government that govern the obligations of each party. ***Any existing service agreements should be reviewed and updated.*** For more and more volunteer fire departments, their funding is tax revenue either generated by, or funneled through, the local government. Any existing service agreements should be reviewed regularly to ensure all parties are fulfilling their obligations and that the agreement is still representative of the current relationship. Typically, these agreements, whether called a Service Agreement, Memorandum of Understanding, or other such name, contain many key points, but most include at a minimum the following:

- Recognition as the fire-rescue provider
- Outline of required periodic meetings between the parties
- Local government funding allotment with designated annual increases
- Permitted uses of the local government funding
- Annual reporting requirements, sometimes at local government's expense
- Proof of insurance coverage

This type of agreement clearly defines the roles and responsibilities of all parties and provides the answers to important questions when the volunteers and elected or appointed officials change over time. During this process, the township should also review and amend any pertinent local government codes.

In addition to decreasing membership, the other significant concern revealed during the interview process with the members was the volunteer fire department's need for consistent funding. The majority of interviewees stated this is very important for the future success of the organization. Regarding municipal funding, there appears to be a significant lack of awareness among the members as to the level of financial support that is already provided by the township. Unlike many neighboring volunteer departments that receive minimal financial support from local government, the township recognizes the need to financially support the efforts of the volunteer fire department, taking significant steps to provide financial assistance over the past decades.

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 3: REORGANIZE AND ELEVATE THE DEPARTMENT OF FIRE PROTECTION Continued

The township maintains an expectation that fundraising by the volunteer fire department is limited to its annual fund drive. The township recognizes that fundraising requires considerable staff hours and appreciates that the men and women of the organization already volunteer hundreds of hours each year to the department and community. The township and fire department should discuss further the misconception that the township is not funding sufficiently the fire department. Any additional funding that is expected by the membership as part of the requirements of Act 8 of 2008 should be discussed.

Currently, the township provides a specific allocation annually from its general fund. This amount is based on the township's historical budget data and the budget request submitted by the volunteer fire department. According to data provided by the township, this has averaged approximately \$300,000 annually in the last decade. The budget categories funded include the following:

Township Budget Category	Use	Percent of Budget
Insurance	Workers Compensation, vehicles	10%
Utilities	Fire hydrants, building electric, water, sewer, phone, gas	57%
Information Technology	Information technology (IT) support, website	12%
Discretionary Use (VFD)	Vehicle repair, maintenance, public outreach, etc.	20%

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 3: REORGANIZE AND ELEVATE THE DEPARTMENT OF FIRE PROTECTION Continued

Insurance, utilities, and IT support are managed by the township staff. Additional funding by the township located in other line items includes expenses associated with the maintenance and repair of both fire stations owned by the township and used by the volunteer fire department, janitorial, maintenance, repair, and replacement of major building elements such as the roof and HVAC systems, and more everyday needs like grass mowing, snow removal, and parking lot maintenance. Capital funding for the fire stations and primary fire-rescue apparatus is provided by the township and must be included in the township's 5-year Capital Improvement Plan to be considered, and if approved, added to the annual budget process.

The discretionary funds provided to the volunteer fire department are managed by the president and treasurer. These funds are typically used for maintenance and repair of apparatus, communication equipment repairs, and community engagement. Throughout the year, the volunteer fire department submits vendor invoices to the township's finance department for review. When approved, the township pays the vendor directly. In addition to the township's funding, the department also receives funds from an annual fund drive, where an appeal is mailed directly to all residential homes and businesses within the township.

Volunteer Fire Department Budget Category	Use
Administrative	Office supplies, accounting services, legal
Member Benefits	Incentive (Point) system, LOSAP
Miscellaneous	Janitorial, minor equipment, community outreach
Discretionary Use (VFD)	Vehicle repair, maintenance, public outreach, etc.

The final part of the current funding system is contributions to the volunteer fire department from the Pennsylvania Foreign Fire Insurance Tax program. Commonly referred to as Act 84 funds, the annual allotment from the state passes through the township's general fund to the volunteer fire department's affiliated volunteer firefighter's relief association. The Commonwealth of Pennsylvania levies this tax on out-of-state (also known as "foreign") insurers and then passes the revenue to local municipalities for several uses including fire-rescue funding. The local municipality is required by law to pass the funds to the volunteer fire department's affiliated volunteer firefighter's relief association that serves its jurisdiction. The state statute also provides for the management and audit of these funds and limits how a volunteer fire department may spend them. This funding source fluctuates year to year based on taxes collected.

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 3: REORGANIZE AND ELEVATE THE DEPARTMENT OF FIRE PROTECTION Continued

Volunteer Firefighter Relief Association Budget Category	Use
Insurance	Liability, E&O, disability, life insurance
Training	Fire-rescue, emergency medical classes
Personnel Protective Equipment (PPE)	Turnout gear (pants, coats, helmets, gloves, etc.) and breathing apparatus
Communication Equipment	Portable hand-held radios, mobile radios, pagers Hydraulic rescue tools, hand tools, hose

All of the revenue sources reported above fund the fire-rescue system. Proper funding is critical to the system's success. During the initial and on-going discussions with the volunteer fire department, the officers worked to provide solid financial information needed for this portion of the assessment. The charts showing financial data in the supporting documents section of Objective 3 provide actual budget data back to and including 2010. This is significant since data retention is not always available in many organizations and municipal jurisdictions. Data provided over this length of time provides a solid historical overview and will help determine short-term and long-term funding needs more easily.

The township has indicated that they can assist the volunteer fire department as needed to accomplish better administrative and financial procedures. As we know, very few people volunteer for a fire department to be an accountant or a budget analyst. Township finance personnel have the expertise and can teach and support the volunteer fire department regarding budget and financial functions. Some of those areas include the following:

- Establishing appropriate financial reporting and controls.
- Developing annual and capital budgets.
- Creating audits or financial reviews.

Finally, to create the strong budget needed for the successful fire-rescue system, three questions need to be asked:

- What is the volunteer fire department going to fund?
- What is the volunteer firefighter's relief association going to fund?
- What is the township going to fund?

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

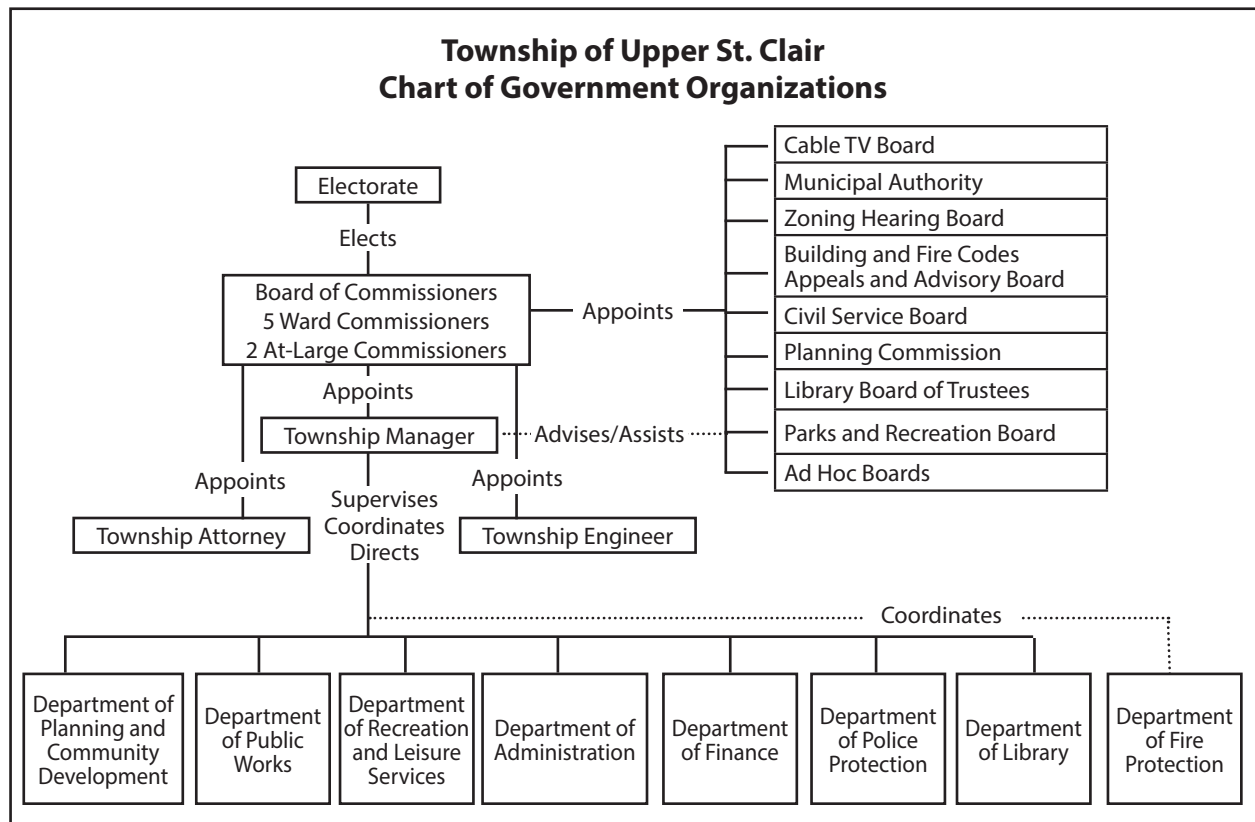
OBJECTIVE 3: REORGANIZE AND ELEVATE THE DEPARTMENT OF FIRE PROTECTION Continued

With the answer to these three questions in hand, a budget development and approval process can be implemented. The end result will be a **sustainable funding plan** at the proper financial levels to cover the day-to-day operations, short-term capital needs, and long-term capital needs of the volunteer fire department and the Department of Fire Protection.

The importance of good data - administrative, financial, and operational - cannot be overlooked. The collection and analysis of this data will be the basis of critical decision-making that will lead the department and the township into the future. If ignored, incorrect data and miscommunications will create additional challenges. The Ad Hoc Strategic Assessment Implementation Advisory Committee that is recommended in Objective 2 would benefit both the volunteer fire department and the township as the committee that facilitates discussions, increases communications, and builds trust among all parties.

SUPPORTING DOCUMENTS

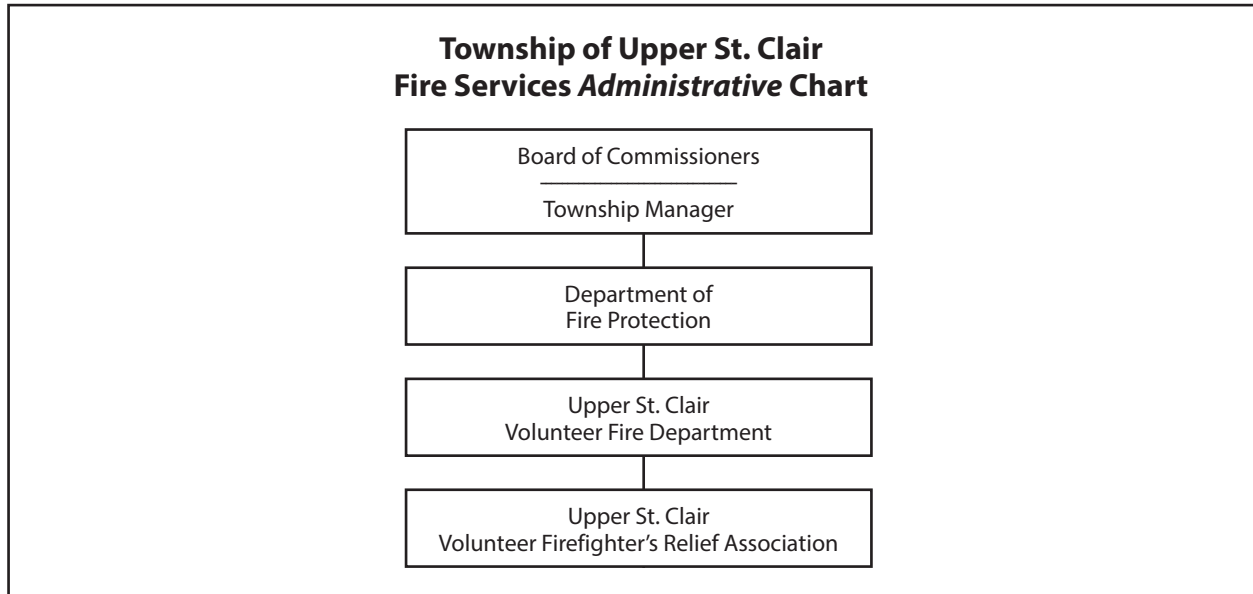
Current Township Chart of Government Organization



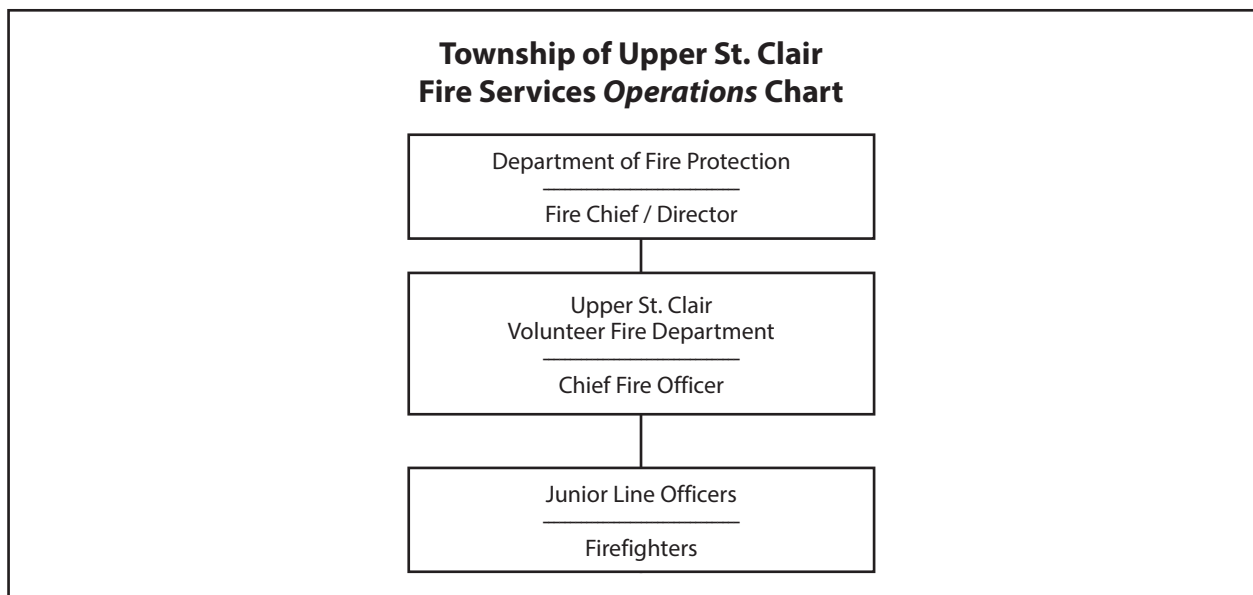
STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 3: REORGANIZE AND ELEVATE THE DEPARTMENT OF FIRE PROTECTION Continued

Proposed Fire Services Administrative Organization Chart



Proposed Fire Service Operations Organization Chart



STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 3: REORGANIZE AND ELEVATE THE DEPARTMENT OF FIRE PROTECTION Continued

ORDINANCE NO. 584

EAST NORRITON TOWNSHIP MONTGOMERY COUNTY, PENNSYLVANIA

AN ORDINANCE OF EAST NORRITON TOWNSHIP, MONTGOMERY COUNTY, PENNSYLVANIA, AMENDING PART 1, ADMINISTRATIVE LEGISLATION, CHAPTER 10: FIRE DEPARTMENT, SECTIONS 10-12, 10-13, 10-14, 10-16, AND 10-17 OF THE EAST NORRITON TOWNSHIP CODE OF ORDINANCES TO ESTABLISH A TOWNSHIP FIRE CHIEF, REPEALING ALL ORDINANCES OR PARTS THEREOF IN CONFLICT THEREWITH, AND PROVIDING FOR A SEVERABILITY CLAUSE AND AN EFFECTIVE DATE.

WHEREAS, the East Norriton Township Board of Supervisors has adopted Part 1, Administrative Legislation, Chapter 10: Fire Department, of the East Norriton Township Code of Ordinances related to the creation, governance and regulation of the East Norriton Township Fire Department; and

WHEREAS, Chapter 10: Fire Department, Sections 10-13 and 10-14 of the East Norriton Township Code of Ordinances articulate that the position of Fire Chief shall be elected from within the Norriton Fire Engine Company pursuant to its bylaws and further establishes that said Fire Chief of the Norriton Fire Engine Company shall be the chief fire officer of the Township and shall have the power and responsibility for carrying out the provisions of Chapter 10; and

WHEREAS, Chapter 10: Fire Department, Section 10-3 of the East Norriton Township Code of Ordinances establishes that the Fire Department and all personnel comprising the Fire Department shall at all times conform to any and all rules and regulations as adopted by the East Norriton Township Board of Supervisors as well as the Commonwealth of Pennsylvania's Second Class Township Code, notwithstanding anything in the constitution and bylaws of the Fire Department, and vests the ultimate responsibility of the Fire Department with the East Norriton Township Board of Supervisors; and

WHEREAS, Section 803(b) of the Pennsylvania Second Class Township Code, 53 P.S. § 66803(b), empowers East Norriton Township by ordinance to make rules and regulations for the government of fire companies which are located within East Norriton Township and their officers; and

WHEREAS, the East Norriton Township Board of Supervisors has determined that the creation of a civilian management position of Township Fire Chief who shall serve as the chief fire officer of the Township and who shall be vested with the ultimate power and responsibility for carrying out the provisions of Chapter 10 of the East Norriton Township Code of Ordinances through the following amendment and enacting provisions related thereto will promote the general welfare and coordinated and practical community development within the Township.

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 3: REORGANIZE AND ELEVATE THE DEPARTMENT OF FIRE PROTECTION Continued

NOW, THEREFORE, BE IT RESOLVED, by the East Norriton Township Board of Commissioners that Chapter 10: Fire Department of the East Norriton Township Code of Ordinances is amended as follows (text to be deleted is shown as ~~strikethrough~~, text to be added shown as underline):

I. AMENDMENT OF THE CODE

Chapter 10. Fire Department

ARTICLE I. Fire Department of East Norriton Township.

§ 10-12. Annual Report.

The Fire Company shall submit annually to the Board of Supervisors (~~through the Township Fire Chief~~) an annual report of activities, operations and financial condition for the calendar year preceding.

ARTICLE II: Township Fire Chief, Township Deputy Fire Chief, Norriton Fire Engine Company Fire Chief, Public Safety Director and Emergency Management Coordinator.

§ 10-13. Appointment. This section is deleted in its entirety and is amended to read as follows:

- A. The Township Fire Chief shall be a civilian managerial position and shall be appointed by the Board of Supervisors.**
- B. The Township Deputy Fire Chief shall be a civilian position and may be appointed in the discretion of the Board of Supervisors.**
- C. The Norriton Fire Engine Company Fire Chief shall be appointed by the Fire Department based on the Fire Department's bylaws.**

§ 10-14. Duties.

- A. The Township Fire Chief shall be the chief fire officer of the Township and shall have the power and responsibility of carrying out the provisions of this chapter.**
- ~~[B. The Fire Chief shall report to the Public Safety Director who will report to the Board of Supervisors and the Township Manager the efficient and effective operation of the Fire Department. The Fire Chief will develop and enforce standard operating guidelines based on recognized practices and procedures.]~~**
- B. The Township Fire Chief shall report to the Board of Supervisors and the Township Manager the efficient and effective operation of the Fire Department. The Township Fire Chief will develop and enforce standard operating guidelines based on recognized practices and procedures in consultation with the Norriton Fire Engine Company Fire Chief.**

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 3: REORGANIZE AND ELEVATE THE DEPARTMENT OF FIRE PROTECTION Continued

- C.** The Township Deputy Fire Chief shall report to the Township Fire Chief and coordinate with said Township Fire Chief in the efficient and effective operation of the Fire Department.
- D.** The Norriton Fire Engine Company Fire Chief shall report to the Township Fire Chief and the Township Deputy Fire Chief and shall coordinate the implementation of the Township Fire Chief's standard operating guidelines within the fire company.
- [~~C~~] **E.** The Public Safety Director will coordinate with the Township Fire Chief's command of large scale or complex emergencies when such action is necessary to protect life and property. The Township Fire Chief, Township Deputy Fire Chief or other officer in charge of the scene shall have authority to close streets, initiate evacuations and exclude the public from the immediate vicinity of the emergency or place of danger.

ARTICLE III. Fire Marshall.

§ 10-16. Appointment.

The Board of Supervisors shall appoint an officer to be known as the Fire Marshal of East Norriton Township as recommended by the ~~{Public Safety Director}~~ Township Fire Chief, whose duties shall be as hereinafter described.

§ 10-17. Duties.

- A. The Fire Marshal shall have the power and responsibility of enforcing all laws, ordinances and regulations with respect to: (See Township's job description for this position).
- B. The investigation of the cause, origin and circumstances of fires and explosions shall be in the following order: Fire Marshal, Deputy Fire Marshal, Township Fire Chief, Township Deputy Fire Chief and the chain of command within the Fire Department.

II. REPEALER

Any and all terms, conditions and provisions of any Ordinance of East Norriton Township in conflict with the terms, conditions and provisions of this Ordinance, are hereby repealed to the extent of such conflict.

III. SEVERABILITY

It is hereby declared to be the legislative intent of the Board of Supervisors of East Norriton Township, that if a court of competent jurisdiction declares any of the provisions of this Ordinance to be invalid or ineffective in whole or in part, the effect of such decision shall be limited to those provisions which are expressly stated in the decision to be invalid or ineffective, and all other provisions of this Ordinance shall continue to be separately and fully effective.

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 3: REORGANIZE AND ELEVATE THE DEPARTMENT OF FIRE PROTECTION Continued

IV. EFFECTIVE DATE

This Ordinance shall be effective immediately upon adoption by the Board of Supervisors of East Norriton Township.

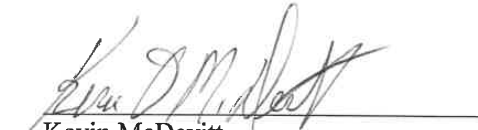
ORDAINED AND ENACTED by the Board of Supervisors of East Norriton Township, Montgomery County, Pennsylvania, this 26th day of May, 2020.

Attest:




Robert R. Hart
Secretary

**EAST NORRITON TOWNSHIP
BOARD OF SUPERVISORS**


Kevin McDevitt
Chairman

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 3: REORGANIZE AND ELEVATE THE DEPARTMENT OF FIRE PROTECTION Continued

ANNUAL TOWNSHIP FUNDING OF USC VFD													
	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020* Actual	2021 Actual	2022 Budget
Operating	240,926	244,665	249,479	228,027	274,376	275,641	265,841	297,047	307,720	283,262	270,041	265,479	317,868
Capital	272,700	-	-	8,769	-	-	-	737,613	5,324	8,320	-	-	89,690

ANNUAL USC VFD BUDGET													
	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020* Actual	2021 Actual	2022 YTD
Income	115,023	99,038	178,746	143,729	182,190	204,176	150,956	159,313	159,605	140,590	253,198	191,470	43,994
Expenses	90,417	77,186	187,508	103,558	166,951	172,662	260,730	147,779	193,323	143,335	154,616	128,066	60,166
Net Income/Loss	24,605	21,852	-8,762	40,171	15,238	31,514	-109,773	11,533	-33,718	-2,745	98,581	63,403	-16,171

*represents DCED and CARES Grants

ANNUAL USC VFRA BUDGET												
	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020* Actual	2021 Actual
Income	453,449	250,830	174,916	174,191	174,014	154,936	154,934	174,752	131,890	139,539	144,652	156,054
Expenses	393,919	142,089	111,190	164,234	206,758	182,208	162,074	159,414	105,084	108,797	122,559	105,669
Net Income/Loss	59,530	108,740	63,725	9,957	-32,743	-27,272	-7,140	15,338	26,805	30,742	22,092	50,384

ANNUAL STATE VFRA PASS-THROUGH AMOUNTS TO USC VFRA													
	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	% Change
Dollar Amount	170,455	250,755	142,391	160,662	151,457	154,816	154,800	142,252	131,452	142,864	143,972	128,554	-25%

Task Assignment: The township manager and proposed township fire chief advance this objective in cooperation with the township board.

Timeline: Year 1 - Year 2

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 4: CONTINUE TO UPDATE FIRE DEPARTMENT ADMINISTRATIVE GOVERNANCE

RECOMMENDED OUTCOMES

- **Streamline administrative leadership.**
 - **Combine board of directors chairman and president positions.**
 - **Revise committee structure to optimize member input and time.**
- **Continue revising bylaws to meet on-going administrative needs.**
- **Identify and retain outside counsel to assist with this process.**

The current administrative officers work diligently to make the best administrative and financial decisions based on generally accepted business and accounting practices. The idea of the implementation of a ***monthly workshop meeting should be considered***. This was proposed by the former fire department president while this assessment was being developed. Its purpose is for the officers of the fire department to meet to review and prepare for the business that will be acted upon at the upcoming fire department and relief association meetings. This preparation allows for a more organized meeting, better decisions, and better time management.

In support of the long-term needs of the fire department, a ***Strategic Planning Team*** should be established. This team would be responsible to plan for the administrative and operations needs of the department and provide long-term guidance for the department. The core areas identified include the following:

- Advance objectives of this strategy recommendation plan
- Manage the budget and investment planning
- Manage capital assets
- Revise officer and committee structure as needed
- Develop officer transition process
- Review administrative and operational guidelines
- Monitor administrative staff needs

At times it is easy to forget about the administrative or “business” side of an organization. This can especially happen in a fire and emergency service organization due to the nature of its mission. Firefighters and other providers are focused on training and response. However, the administrative function provides for the governance and day-to-day business functions. A strong day-to-day business

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 4: CONTINUE TO UPDATE FIRE DEPARTMENT ADMINISTRATIVE GOVERNANCE CONTINUED

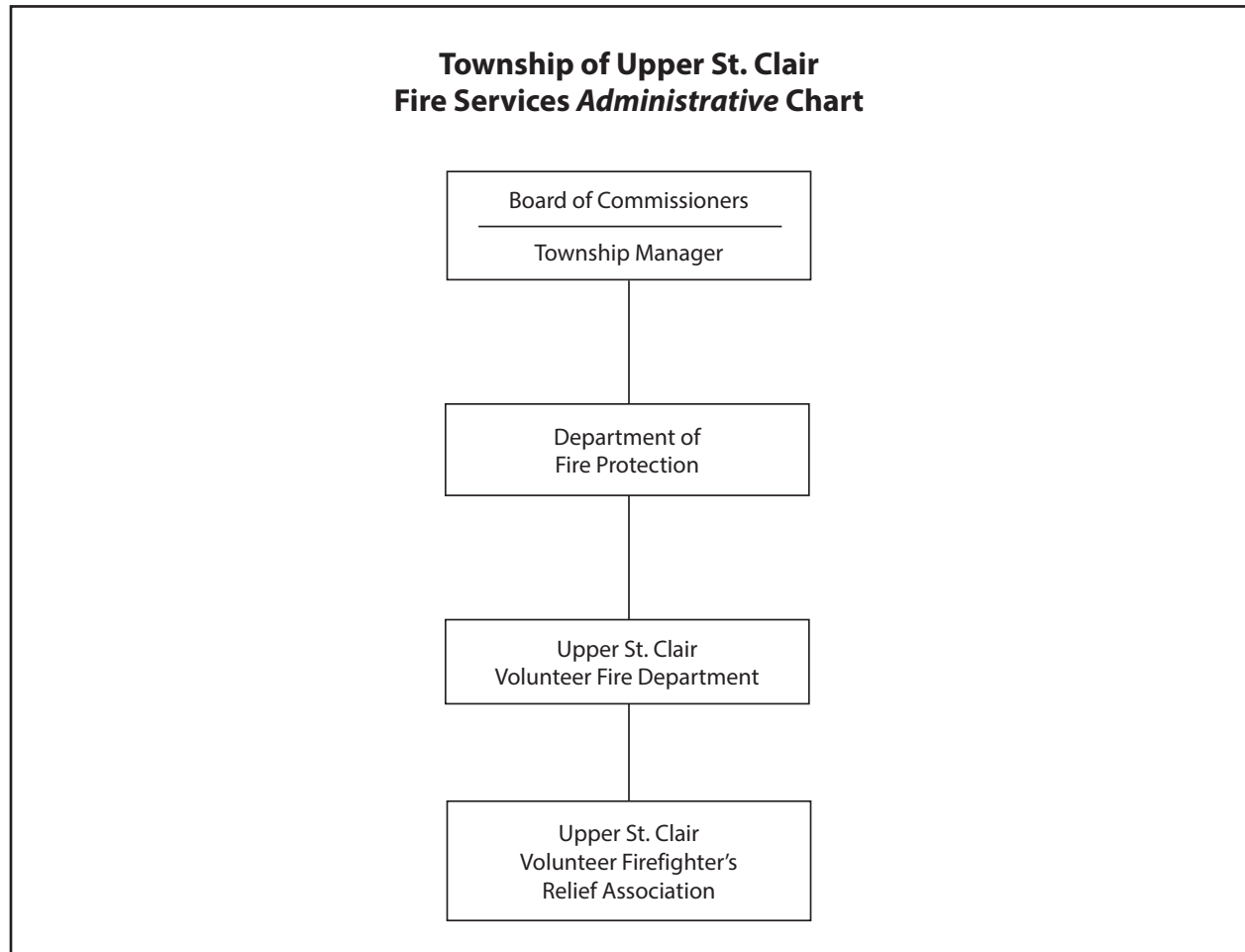
plan with proper execution is paramount for any successful organization to accomplish its mission. The team should strive to consist of members with diverse business experience and institutional knowledge of fire and emergency services, non-profit organizations, and local government. By creating a team with diverse backgrounds, the administrative board will be positioned to advance the strategic needs of the department both administratively and operationally. The team should also review, collect feedback, and approve the administrative and operational guidelines of the department.

Today, everyone is busy. The focus of today's volunteer firefighter and emergency responder is to attend training and responding to calls. Like it or not, members to handle the "business side" of the organization are hard to find. The administrative workload to keep any organization running smoothly is time consuming and continues to increase. Monitoring the amount of time each officer of the department dedicates to running the organization in addition to training and answering calls for service is paramount. Burnout is a mounting problem. Managing people must become a priority. By monitoring the hours volunteered and discussing options to reduce the volunteer's workload, the department may determine the need for some type of paid administrative help, such as a part-time business manager. An investment in part-time administrative support will reduce volunteer administrative hours and allow members to focus on training and emergency response.

STRATEGY RECOMMENDATIONS – ORGANIZATIONAL GOVERNANCE

OBJECTIVE 4: CONTINUE TO UPDATE FIRE DEPARTMENT ADMINISTRATIVE GOVERNANCE CONTINUED

SUPPORTING DOCUMENTS



Task Assignment: The department president and proposed township fire chief should advance this objective.

Timeline: Year 1 – Year 2

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 5: CONTINUALLY ASSESS NEED FOR OPERATIONAL STAFFING

RECOMMENDED OUTCOMES

- **Continuously monitor personnel response statistics.**
 - **Evaluate current daytime response times.**
- **Project future daytime staffing based on membership needs.**
- **If necessary, develop plan to address staffing shortfalls.**
- **Ensure the accuracy of all statistical data.**

It is generally accepted that to control a building fire with minimal life and property loss, a fire department must be able to place an adequate number of firefighters and equipment on the fire scene, ready to engage an emergency, within a given timeframe.

The resource needs and timeframe are driven by the growth process of a typical fire. Once ignition occurs, a fire does not grow in a linear fashion, it grows exponentially. Unchecked, it ultimately reaches a point known as “flashover.” At flashover, a fire changes from involvement of a limited area of the room to a full fire involvement of the space. This event occurs almost explosively. Flashover is a critical stage of fire growth for two reasons. First, a person in a flashover room cannot survive. Others within the building will likely be injured and possibly trapped. Second, the rate of combustion and fire spread increases dramatically, making victim location and rescue far more difficult. Fire control will require more hose lines and water flow.

Control of a pre-flashover fire can be safely accomplished with a minimum number of resources. When a small crew of firefighters can begin fire control activities on a small appliance fire, a cooking accident, an overheated motor, a smoldering mattress or similar incident prior to flashover, the chance of injury or loss of life is low, and damage is usually minor. It is a generally accepted benchmark that a minimum of four firefighters should arrive within 5 minutes and 20 seconds of dispatch 90 percent of the time to control a pre-flashover fire.

On the other hand, once a flashover occurs, a large complement of firefighters will be needed for fire control and the likelihood of life loss or injury to both occupants and firefighters is high. Damage will be substantial, often resulting in destruction of the building and contents. A fire department’s best opportunity to alter the course of the emergency, stop loss, and minimize the negative consequences is to intervene as early as possible in the fire timeline.

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 5: CONTINUALLY ASSESS NEED FOR OPERATIONAL STAFFING CONTINUED

The ability of adequate fire suppression forces to greatly influence the outcome of a structural fire is undeniable and predictable. Data generated by NFPA provide empirical evidence that rapid and aggressive interior attack can substantially reduce the human and property losses associated with structural fires.

Fire Extension in Residential Structures in the United States

Rate per 1000 Fires			
Extension	Civilian Deaths	Civilian Injuries	Dollar Loss per Fire
Confined to the room of origin	2.32	35.19	\$4,874
Beyond the room but confined to the floor of origin	19.68	96.86	\$34,772
Beyond the floor of origin	26.54	63.48	\$48,840
Note: Residential structures include dwellings, duplexes, manufactured homes (also called mobile homes), apartments, row houses, townhouses, hotels and motels, dormitories, and barracks.			

NFPA Standard 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*, was developed in 2001 as the benchmark standard for defining levels of service, deployment capabilities, and staffing levels for substantially volunteer fire departments. The purpose of this standard is to specify the minimum criteria addressing the effectiveness and efficiency of the volunteer public fire suppression operations, emergency medical service, and special operations delivery in protecting the citizens of the jurisdiction. NFPA 1720 specifies, based on population density, the number of resources required within a specified timeframe to successfully mitigate a fire in a relatively small, 2,000 square foot, single family dwelling.

Although Upper St. Clair is considered a suburb of the City of Pittsburgh, based on the “urban” definition provided by the National Fire Protection Association, which is greater than 1,000 people per square mile, the department should strive to meet the urban demand zone response benchmarks identified in Standard 1720.

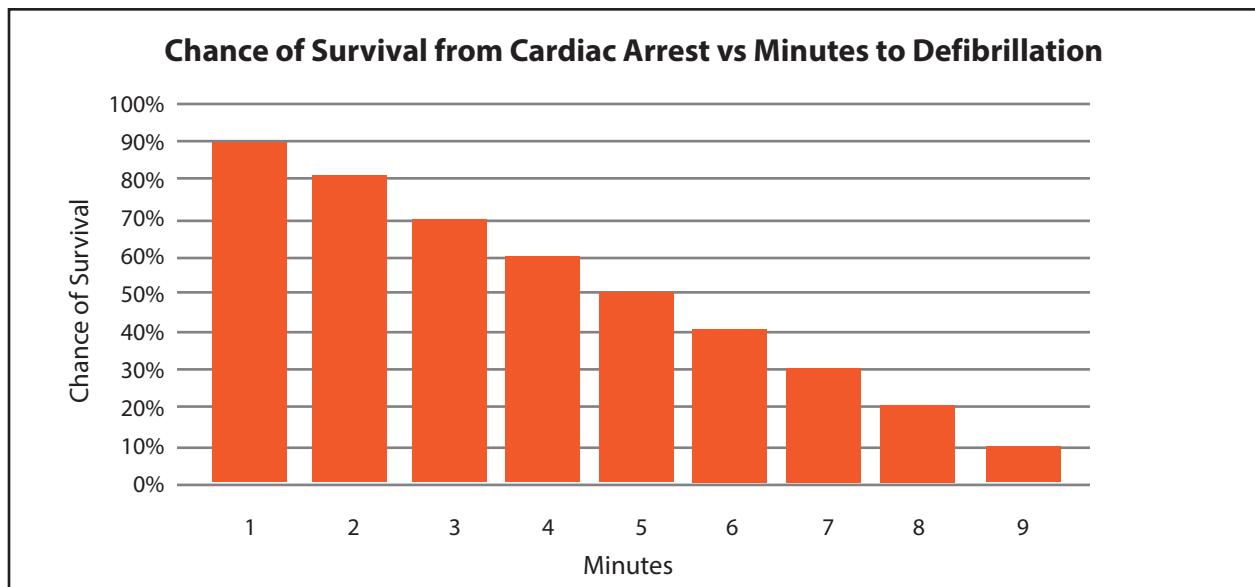
STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 5: CONTINUALLY ASSESS NEED FOR OPERATIONAL STAFFING CONTINUED

NFPA 1720 Response Benchmarks by Population Density

Demand Zone	Demographics	Staffing and Response Time	Percentage
Urban	>1,000 people/mi.2	15 / 9	90
Suburban	500 – 1,000 people/mi.2	10/10	80
Rural	<500 people/mi.2	6 / 14	80

Like flashover, time is a critical component of a cardiac arrest before brain death occurs. Brain damage is usually irreversible after ten minutes without oxygen. Early defibrillation is a vital form of intervention. When cardiac arrest occurs, the heart starts to beat chaotically (fibrillation) and does not circulate blood through the body. For every minute without defibrillation, the odds of survival drop seven to ten percent. A sudden cardiac arrest victim who is not defibrillated within ten minutes has virtually no chance of survival. The shortest possible response time creates the highest probability of resuscitation.



As call volume continues to increase and the number of active volunteers decreases, inadequate volunteer staffing and possibly even failed calls will occur. It is well reported in the media that the number of people who volunteer in Pennsylvania and across the country continues to decline. Even with a quality recruitment and retention program, it may not be possible to maintain enough adequately trained firefighters and support personnel to respond to every emergency and non-emergency call for service.

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 5: CONTINUALLY ASSESS NEED FOR OPERATIONAL STAFFING CONTINUED

The current volunteer roster of the department lists 28 members. Of those members, 17 reside in Upper St. Clair, four reside in McMurray, four reside in Bethel Park, two reside in Bridgeville, and one resides in North Strabane. Six members are identified as probationary, two members are identified as junior firefighters, five members are identified as support (exterior) firefighters, and 15 members are identified as either officers or suppression firefighters. Generally, “active” members are defined as those members who attend a minimum number of training sessions (24 hours annually per NFPA) and calls (~10 – 25%).

In the volunteer service, historical data suggests that approximately 25 – 35% of active volunteers are available to respond to incidents at any given time due to work, family commitments, vacation, etc. Based on this data, a minimum membership goal should be to maintain an “active” membership of at least sixteen members, with “active” defined as members who attend a defined minimum percentage of calls (usually 15% - 20%), who regularly attend training, and who are physically capable of performing interior firefighting duties. While members that perform non-interior firefighting duties can have great value to the department, residents expect that when a fire truck shows up, the members staffing the fire truck will be capable of saving lives and protecting property as opposed to standing outside waiting for help.

To ensure that all calls for service in the system are answered with an adequately staffed response in a timely fashion, the proposed fire chief, along with volunteer fire department line officers, ***must continuously monitor volunteer personnel turnout per call statistics***. This needs to be done to determine if the number of volunteer members responding per call is ***decreasing, stable, or even increasing***. If data indicates a loss of members over time, replacement staffing needs can be determined using this data. ***A part-time, full-time, or paid-on-call staffing plan can be developed*** to provide sufficient personnel to respond during the day and times of the week when volunteer staffing is not adequate.

Along with the operations or line side of the system, the volunteer fire department should continually monitor and track the amount of time contributed by volunteer members to support the administrative needs that exist within the organization.

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 5: CONTINUALLY ASSESS NEED FOR OPERATIONAL STAFFING CONTINUED

During the interview process, department respondents stated they had concerns with the accuracy of statistical data. This data includes annual calls, staffing per call, and response times. Moving forward, the department must **ensure the accuracy of all statistical data**. This is critical to making proper staffing and deployment decisions.

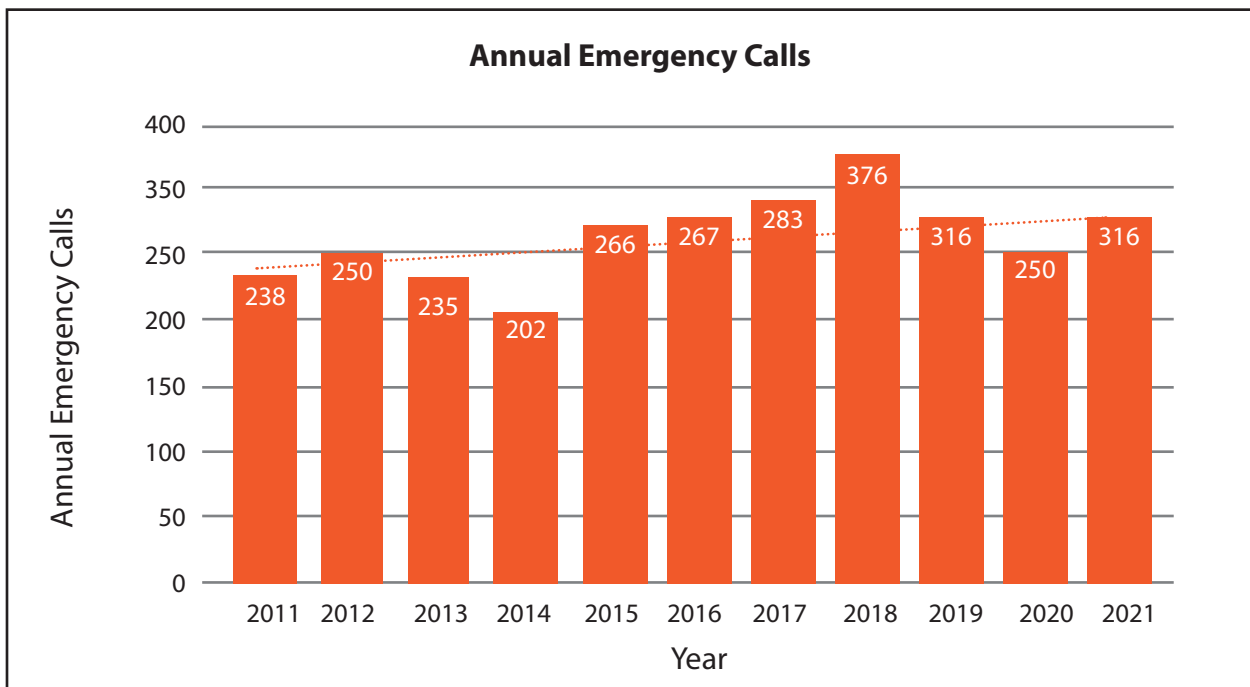
SUPPORTING DOCUMENTS

Annual Emergency Calls

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	% Change
Emergency Calls:	238	250	235	292	266	267	283	376	316	250	316	+33%

Source: Upper St. Clair Volunteer Fire Department

Annual Emergency Calls



Source: Upper St. Clair Volunteer Fire Department

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

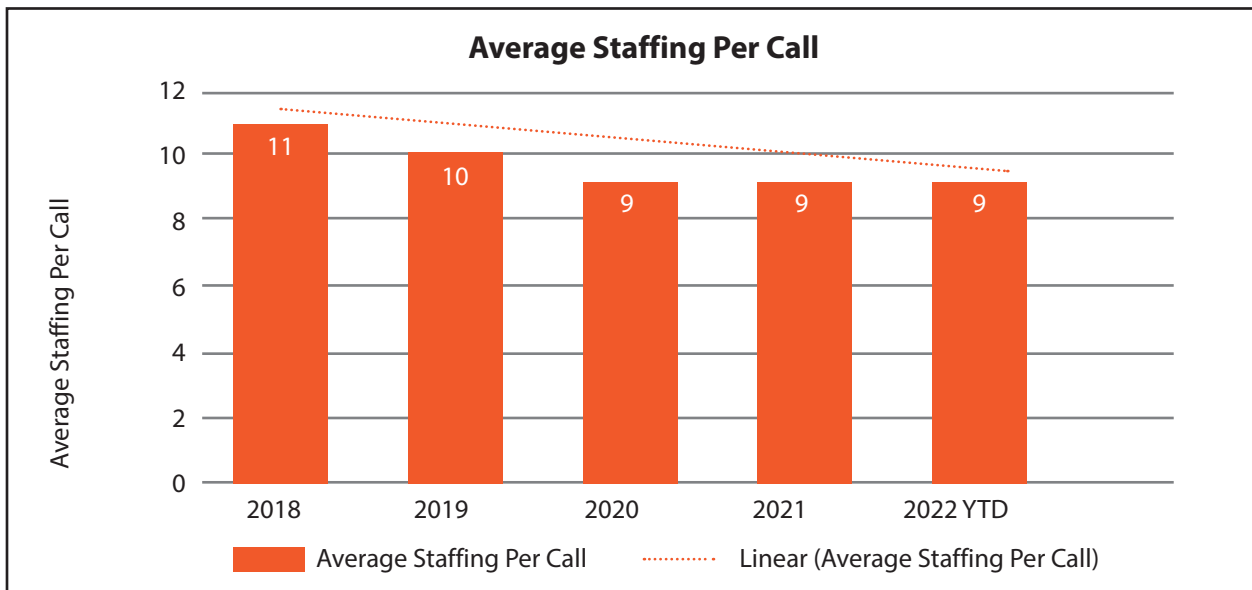
OBJECTIVE 5: CONTINUALLY ASSESS NEED FOR OPERATIONAL STAFFING CONTINUED

Average Staffing Per Call

	2018	2019	2020	2021	2022-YTD	Average
Average Staffing Per Call:	11	10	9	9	9	-9%

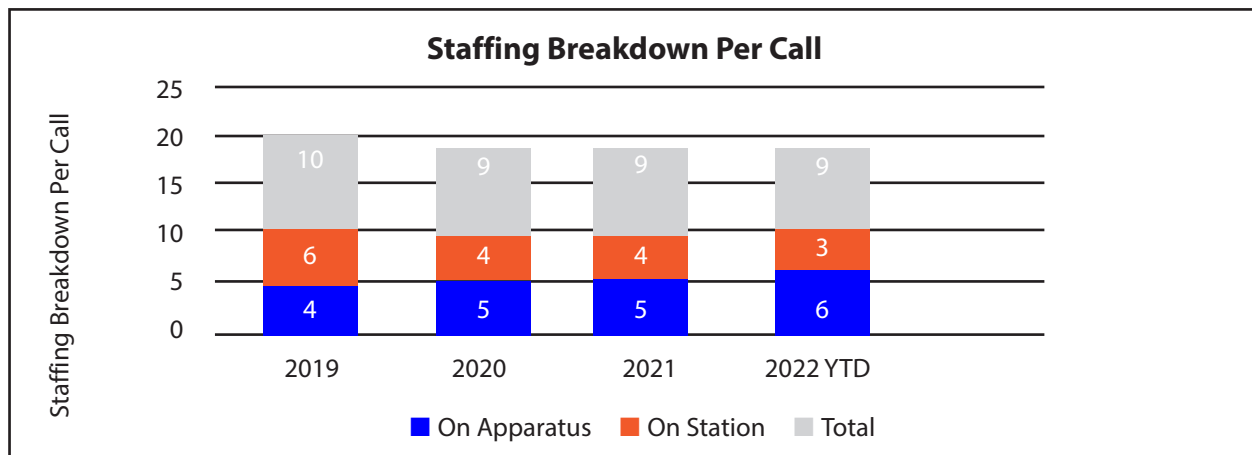
Source: Upper St. Clair Volunteer Fire Department

Average Staffing Per Call



Source: Upper St. Clair Volunteer Fire Department

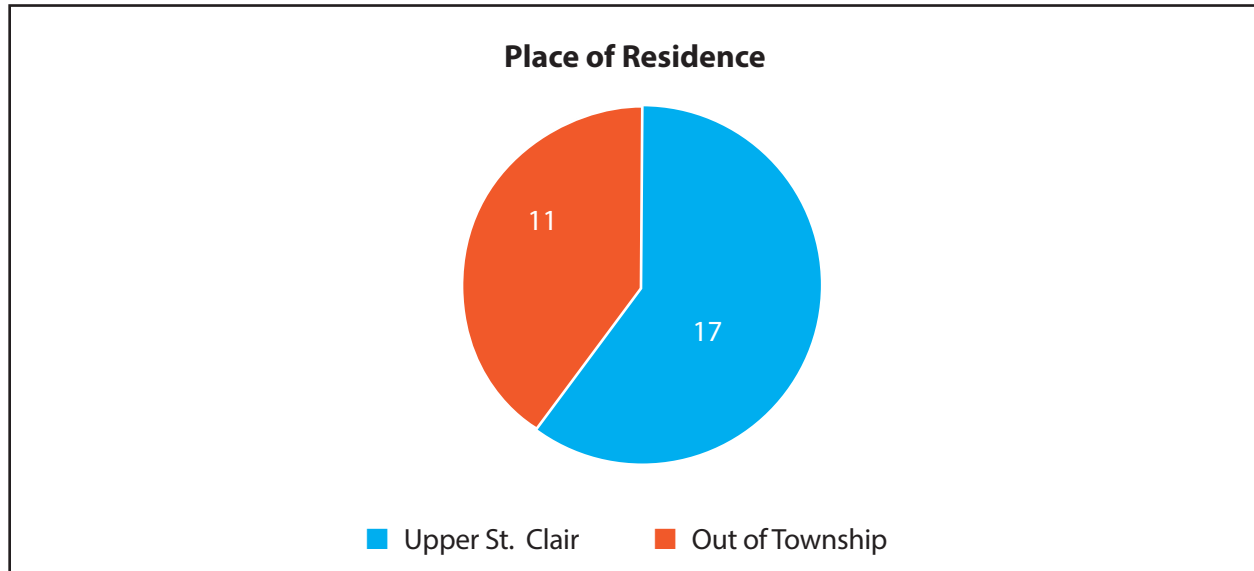
Staffing Breakdown Per Call



STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

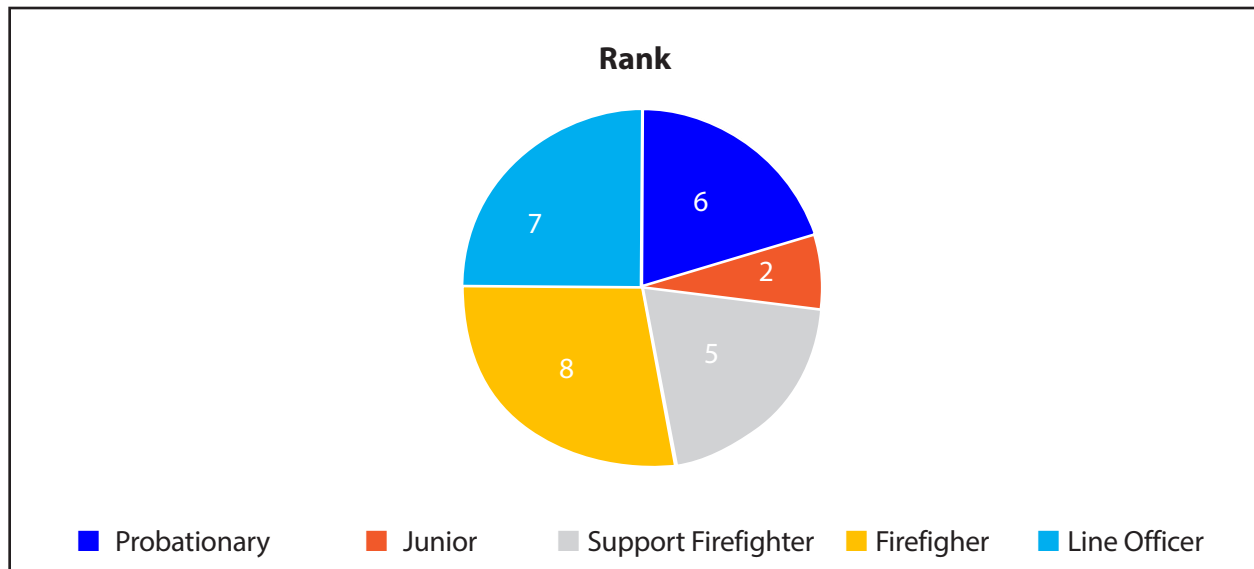
OBJECTIVE 5: CONTINUALLY ASSESS NEED FOR OPERATIONAL STAFFING CONTINUED

Place of Residence – Current Responding Members



Source: Upper St. Clair Volunteer Fire Department
May 2022 roster reports 28 total responding members

Rank – Current Responding Members



Source: Upper St. Clair Volunteer Fire Department
May 2022 roster reports 28 total responding members

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 5: CONTINUALLY ASSESS NEED FOR OPERATIONAL STAFFING CONTINUED

Task Assignment: The proposed township fire chief and volunteer fire department line officer should advance this objective.

Timeline: Year 1 – Year 3

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 6: DEVELOP A FIRE OFFICER ELIGIBILITY POLICY

RECOMMENDED OUTCOMES

- **Officers are to be eligible for election based on qualifications.**
- **Model this after existing policies that use a qualifications-based process.**
- **Ensure officers are qualified and competent to provide for the safety of residents and responders.**

Fire and administrative officers play an incredibly important role in a volunteer fire department and can have either an extremely positive or extremely negative effect on the organization itself. The officers set the tone and impact morale, both good and bad. The officers have immense responsibility in taking care of the organization and the customers they serve while professionally representing the organization and the township. Fire officers, unlike administrative officers, are tasked with the supervision of members at both emergency and non-emergency events and for providing for the safety of responders and residents. In today's climate, it is imperative that those serving in the roles of fire officers have the education, training, and experience to carry out these incredibly important responsibilities.

Whereas traditionally fire officers have been elected by their peers based on popularity, many organizations have come to the realization that there must be some level of minimum qualifications to fill these vital roles. Based on research conducted by Jason Zigmont, PhD, NREMT-P, in 2007, a common denominator in a large majority of volunteer fire rescue organizations across the United States is the transition from simply electing or appointing members to these positions based on popularity to some type of minimum requirements to be eligible to fill these roles.

Working directly with the volunteer fire department, the proposed fire chief/Director of Fire Protection should help create a **fire officer selection policy** to begin to develop the next round of operational leadership. Interviewees stated that the administrative work associated with managing and operating a volunteer fire department is very time consuming and overwhelming. One volunteer fire department member indicated that the department's success or failure hinges on the level of support the members might receive from leadership in the future. The proposed fire chief, working with all parties, should make supporting, mentoring, establishing standards for, and preparing for promotion of the volunteer fire department officers a top priority.

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 6: DEVELOP A FIRE OFFICER ELIGIBILITY POLICY CONTINUED

SUPPORTING DOCUMENTS

Sample Volunteer Fire Officer Qualifications

Department Line Officers

Department officers perform a wide variety of firefighting and supervisory duties, including, but not limited to; preparation of required reports and records; ensuring compliance with apparatus and equipment maintenance policies; supervising firefighting and rescue operations; maintaining operational efficiency of their crews through participation in departmental training programs and department drills; and the enforcement of discipline and the rules and regulations of the fire department.

• Lieutenants

The rank of lieutenant is generally the first supervisory/promotional opportunity within a fire department. Fire lieutenants are responsible for overseeing and training firefighters within a firehouse and serving as the lead commander on calls for service in the absence of a higher-ranking officer. Fire lieutenants are generally responsible for the supervision, safety, and direction of an assigned department at an emergency incident.

Minimum qualifications for the rank of lieutenant may include:

- Minimum age requirement, generally at least 21 years of age
- Minimum number of years of service in the fire department, generally 3 years' experience beyond the age of 18
- Minimum annual attendance and hours of training requirements
- Minimum training requirements including Essential of Firefighting, Hazardous Materials Operations, First Aid/CPR, Basic Vehicle Rescue, Incident Safety Officer, Introduction to Fire Officership, and a class in Strategy and Tactics
- Requirements for Pro-Board Certification as a Firefighter I

Because of their important role in directing firefighters, lieutenants must **possess knowledge** of scene operations and be more educated than their subordinates. Individuals meeting the minimum requirements as established by the department/township would either be eligible to be elected to the position by the membership, appointed by the fire chief, or appointed by placement on a written exam or assessment process.

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 6: DEVELOP A FIRE OFFICER ELIGIBILITY POLICY CONTINUED

• Captains

The rank of captain is generally the second supervisory/promotional opportunity within a fire department for members who have previously successfully served as a lieutenant. Fire captains are responsible for overseeing and training firefighters within a firehouse and serving as the lead commander on calls for service in the absence of a higher-ranking officer. Fire captains are generally responsible for the supervision, safety, and direction of an assigned department or companies at an emergency incident, or responsible for all companies operating within a designated sector.

Minimum qualifications for the rank of captain may include:

- Minimum age requirement, generally at least 23 years of age
- Minimum number of years of service with progression in a fire department, generally 5 years' experience beyond the age of 18
- Minimum annual attendance and hours of training requirements
- Minimum training requirements including Essential of Firefighting, Hazardous Materials Operations, First Aid/CPR, Basic Vehicle Rescue, Incident Safety Officer, Introduction to Fire Officership, and a class in Strategy and Tactics
- Requirements for Pro-Board Certification as a Firefighter II
- Additional training in at least one additional rescue discipline

Fire captains must possess an exceptional level of management ability. A captain may also oversee a special function such as training or technical rescue. Individuals meeting the minimum requirements as established by the department/township would either be eligible to be elected to the position by the membership, appointed by the fire chief, or appointed by placement on a written exam or assessment process.

Chief Officers

• Deputy Chief

The deputy chief is usually the highest-ranking officer with a focus solely on department operations. A deputy fire chief supervises and coordinates the activities of captains and lieutenants, managing firefighters, conducting training, and ensuring that department policies and procedures are followed. Deputy chiefs generally serve in command roles at emergency incidents and as the incident commander on calls in the absence of the fire chief and assistant fire chief.

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 6: DEVELOP A FIRE OFFICER ELIGIBILITY POLICY CONTINUED

Minimum qualifications for the rank of assistant fire chief may include:

- Minimum age requirement, generally at least 26 years of age
- Minimum number of years of service with progression in a fire department, generally 8 years' experience beyond the age of 18
- Minimum annual attendance and hours of training requirements
- Minimum training requirements including Essential of Firefighting, Hazardous Materials Operations, First Aid/CPR, Basic Vehicle Rescue, Incident Safety Officer, Introduction to Fire Officership, and a class in Strategy and Tactics
- Requirements for Pro-Board Certification as a Firefighter I and or Firefighter II, Fire Instructor I, and Fire Officer I

Deputy chiefs must possess an exceptional level of management and incident operation training and experience. Individuals meeting the minimum requirements as established by the department/township would either be eligible to be elected to the position by the membership, appointed by the fire chief, or appointed by placement on a written exam or assessment process.

• **Assistant Fire Chief**

The assistant fire chief is responsible for directing the activities of the fire department and is the sole authority and command at the scene of a fire in the absence of the fire chief. The assistant fire chief assists the fire chief with administrative duties as assigned. The assistant fire chief will assist the fire chief with the enforcement of all policies and procedures concerning firefighting in accordance with municipal ordinances, state law, and federal laws and regulations.

Minimum qualifications for the rank of assistant fire chief may include:

- Minimum age requirement, generally at least 28 years of age
- Minimum number of years of service with progression in a fire department, generally 10 years' experience beyond the age of 18
- Minimum annual attendance and hours of training requirements
- Minimum training requirements including Essential of Firefighting, Hazardous Materials Operations, First Aid/CPR, Basic Vehicle Rescue, Incident Safety Officer, Introduction to Fire Officership, and a class in Strategy and Tactics
- Requirements for Pro-Board Certification as a Firefighter I and or Firefighter II, Fire Instructor I, and Fire Officer I
- Additional training in at least one additional rescue discipline

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 6: DEVELOP A FIRE OFFICER ELIGIBILITY POLICY CONTINUED

Individuals meeting the minimum requirements as established by the department/township would either be eligible to be elected to the position by the membership, appointed by the fire chief, appointed by placement on a written exam or assessment process, or appointed by the township manager.

• Fire Chief

The fire chief is responsible for directing the activities of the fire department and is the sole authority and command at the scene of a fire. The fire chief is the chief fire administrator responsible for directing all volunteer fire fighters and ensuring that fire fighters have adequate training. The fire chief is responsible for ensuring that firefighting equipment is monitored on a regular basis and is in good working order. The fire chief will develop and enforce all policies and procedures concerning firefighting in accordance with municipal ordinances, state law, and federal laws and regulations.

Minimum qualifications for the rank of fire chief may include:

- Minimum age requirement, generally at least 28 years of age
- Minimum number of years of service with progression in a fire department, generally 10 years' experience beyond the age of 18
- Minimum annual attendance and hours of training requirements
- Minimum training requirements including Essential of Firefighting, Hazardous Materials Operations, First Aid/CPR, Basic Vehicle Rescue, Incident Safety Officer, Introduction to Fire Officership, and a class in Strategy and Tactics
- Requirements for Pro-Board Certification as a Firefighter I and or Firefighter II, Fire Instructor I, and Fire Officer I
- Additional training in at least one additional rescue discipline

Individuals meeting the minimum requirements as established by the department/township would either be eligible to be elected to the position by the membership, appointed by the fire chief, appointed by placement on a written exam or assessment process, or appointed by the township manager.

Task Assignment: The proposed township fire chief and volunteer fire department president should advance this objective.

Timeline: Year 2 – Year 3

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 7: DEVELOP A FORMAL STAFFING PLAN

RECOMMENDED OUTCOMES

- **Potential functions to consider include training coordination, community risk planning, community engagement/outreach, and potential as-needed apparatus driver/operator.**
- **Review potential for cross-department assistance that may be available through other township departments.**
- **Supports and/or supplements community development with community risk planning.**
- **Review Staffing for Adequate Fire and Emergency Response (SAFER) guidelines as a possible funding source.**

The primary goal of a **formal staffing plan** is to successfully recruit, retain, staff, and manage a substantially all volunteer department, bolstered by full-time leadership. As Fire Chief R. R. Thomson noted in 1979, staffing shortages of the day were becoming a concern to the officers and members of the Upper St. Clair Volunteer Fire Department. In response to comments made during a public meeting in August 1981, the fire chief provided several remarks in response. At the time, he pointed out several important facts regarding volunteers and people:

1. There will be a cost for providing paid firefighters.
2. The value in the volunteer fire and emergency services is the dedicated volunteers.
3. Some people will oppose anything.
4. The township will need to consider alternative staffing options if the volunteer membership dwindles.

Chief Thomson's remarks were again reiterated in the volunteer fire department's 1983 long range plan, while under the direction of Fire Chief John Best.

Based on feedback during the interviews, there may be an immediate need to help solve staffing problems at the volunteer fire department, especially during weekday daytime hours. Some members reported that it may become more common to have fire apparatus respond to emergency calls for service with only a driver, which is a serious safety concern. As a volunteer fire department, this is an anticipated problem. To slow or reverse this trend, some outside of the box ideas and solutions must be considered to increase volunteer staffing. When developing a staffing plan, the department should evaluate historical response averages, who is currently available to respond, and what level of service the community expects.

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 7: DEVELOP A FORMAL STAFFING PLAN CONTINUED

A successful staffing program with satisfied and dedicated personnel does not come without full-time management, whether career or volunteer. If there comes a need to add part-time and/or full-time staffing in the future, it is imperative that the township have a full-time employee to manage posting, hiring, intake, scheduling, payroll, discipline, and management of these employees. It is not realistic to expect a volunteer fire department president, trustee, or fire chief to be a manager of part-time or full-time employees or to provide for the scheduling and constant oversight of a volunteer staffing program. The fire chief/director and the township management team must function as part of the future staffing management team.

Another solution, or partial solution, to providing sufficient staffing may include the implementation of a “Duty-shift Program.” This initiative can often pay dividends by attracting individuals to volunteer who prefer to schedule blocks of time to serve rather than be subjected to being always on call. This is not unlike performing volunteer work for hospitals, nursing homes, and schools. With this program, the fire department establishes minimum participation guidelines and minimum training requirements. Members agree to be at the fire station for a specified number of time blocks per month. In return, the volunteer would receive a small stipend, and be entitled to all the benefits of volunteer membership.

This program is a departure from the traditional volunteer fire department model. That said, many departments in the suburban Washington, DC area, for example, have found great success by implementing a “Duty-shift Program”. They have found that there is a segment of their population that is willing to volunteer, but is too busy with family, jobs, and other obligations to participate on an on-call basis. Providing workspaces at the stations for volunteer members who can work remotely is another possible partial solution to the daytime staffing issues. An additional benefit of these types of programs is the additional staffing credits received for personnel as part of the Insurance Services Office (ISO) Grading Schedule.

Locally, the Cranberry Township Volunteer Fire Department and the Moon Run Volunteer Fire Department have implemented Duty Crew Programs, where members in good standing with other local fire departments who have their Firefighter I Certification provide scheduled staffing for these departments in exchange for a stipend. Duty crew members are required to attend a minimum number of departmental trainings and schedule a minimum number of shifts per month. The Mt. Lebanon and North Strabane township fire departments pay volunteers a stipend to provide scheduled staffing. Any staffing plan must be aligned with a comprehensive recruitment and retention program to sustain a substantially all-volunteer fire department for the near future.

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 7: DEVELOP A FORMAL STAFFING PLAN CONTINUED

SUPPORTING DOCUMENTS

Task Assignment: The proposed township fire chief, township finance director, and township manager should advance this objective.

Timeline: Year 2 – Year 3

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 8: EVALUATE DISPATCH PROTOCOLS AND CAPABILITIES

RECOMMENDED OUTCOMES

- Review firefighter safety and accountability while responding to and operating at emergency calls
- Establish standardize dispatch assignments and pre-determined box alarms
- Evaluate advantages and disadvantages of moving fire dispatching to Allegheny County
 - Meet with Allegheny County 911 staff regarding current proposed legislation for public safety answering points and ring down centers.
- Ensure the accuracy of all statistical data related to fire department response.

During the interview process, and while attending a department training session at an acquired structure, several members casually discussed challenges in the township's dispatch and response system. A high functioning dispatch center is essential for monitoring the safety and accountability of firefighters during an active fire or rescue emergency. The fire chief/Director of Fire Protection should **evaluate township-wide dispatch and accountability protocols**. Members reported areas where "tweaks" to the dispatch system would provide for a greater level of safety and be beneficial to the development of experienced firefighters and support personnel.

One area members stated should be reviewed is **firefighter safety and accountability while responding to and operating at the scene** of an emergency call. The perception by some members is that the current municipal dispatch system for the volunteer fire department is not the best option for fire dispatching. The Upper St. Clair dispatch center handles all fire, police, and EMS 911 calls along with all non-emergency calls coming to the township. When a fire call is received, the township dispatch center only has the capability to dispatch the township's volunteer fire department. The dispatch occurs on the township's fire radio frequency.

If the call requires the response of mutual aid resources, the township's on-duty dispatcher may have to call Allegheny County 911, Bethel Park Dispatch, and Washington County 911 by a land-line telephone to request mutual aid. This process adds several minutes to a request and additional time waiting for much needed help to arrive. Whether mutual aid is given or received, the township fire department many times does not switch to the county-wide radio system while working alongside these mutual aid resources. The lack of coordination creates safety and accountability issues on the incident scene. Typically, having only one dispatcher on-duty at a time, the need to monitor more than

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 8: EVALUATE DISPATCH PROTOCOLS AND CAPABILITIES CONTINUED

one radio frequency, and answer incoming calls may overwhelm this one dispatcher, and as a result, place the fire-rescue responder at a disadvantage. By not working on the same radio system, on-scene fire and rescue operations are not being coordinated and a firefighter's MAYDAY or distress radio transmission may not be heard.

Another example used by members during the training session of this delay in dispatch and response involved departments dispatched by Allegheny County 911. In many cases, the Upper St. Clair Volunteer Fire Department has no idea when the neighboring fire departments are responding to an emergency call. Members reported that while training or performing other activities at the main fire station, emergency warning sirens will be heard. Members must switch to the county-designated tactical operations frequency on their pagers to find out what is transpiring. On occasion, the township fire department has been due to respond to the same incident, but since an entirely different dispatch center is handling that call, unnecessary delays in dispatch and response occur and the potential for loss of property and life may increase.

As the discussion continued, members added that additional fire and EMS resources are not pre-determined based on closest proximity. This is the policy for a single call for service that requires only one or two resources, an expanding incident in which more resources are required, or multiple calls for service occurring simultaneously in the township. The current procedure is to request additional resources to the scene of an emergency or to transfer and relocate resources to an empty Upper St. Clair fire station by the incident commander as each incident unfolds. The current “pick as you go” process puts the incident commander, the on-scene firefighters, other emergency service providers, and residents at significant operational risk. ***A standardized dispatch assignment based on the type of incident, along with pre-determined box alarms, should be established.*** These standardized dispatch assignments are referred to as automatic aid – assistance that is automatically dispatched by an agreement between local fire departments – which allows for the dispatch of other departments automatically to reduce potential time delays and ensure an adequate response.

In many jurisdictions, so called “nuisance alarms” such as automatic fire alarms, waterflow alarms, wires, spills, and other hazardous conditions are handled by the fire department. In Upper St. Clair, the police department handles most of these responses. While this decreases the workload of the volunteer firefighters, and is certainly a viable approach, numerous members of the department believed that a discussion should be held between the township police and fire departments to

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 8: EVALUATE DISPATCH PROTOCOLS AND CAPABILITIES CONTINUED

discuss reevaluating current protocols to these types of incidents. If found to be the most appropriate action, the fire chief/Director of Fire Protection should have a discussion with Allegheny County Department of Emergency Services to ***evaluate Allegheny County's ability to dispatch 911 fire calls*** and utilize the south county operations radio frequency for on-scene operations as viable options.

As mentioned earlier, the department should develop run cards, based on geographic planning zones, hazard type, and resources to attempt to meet the NFPA 1720 time benchmarks and the assembly of a minimum of 15 firefighters for residential fires, 27 firefighters for commercial fires, and 36 firefighters for high hazard occupancies. While ring down centers can be effective for police departments that often operate independently, fire departments generally operate with other local and regional partners to mitigate hazards that are beyond the capabilities of any single entity. The township should meet with the county 911 Center to determine how proposed legislation will affect the township's ability to maintain its own dispatch center, meet proposed new regulatory requirements, and/or expand the number of dispatchers on duty to provide for firefighter safety, proper resource dispatch, and data collection.

STRATEGY RECOMMENDATIONS — FIRE-RESCUE OPERATIONS

OBJECTIVE 8: EVALUATE DISPATCH PROTOCOLS AND CAPABILITIES CONTINUED

SUPPORTING DOCUMENTS

FIRE AND EMS RUN CARD FORM

Municipality		Fire Agency					EMS Agency	Run Card Number	County Fire Box # DES Use ONLY
Incident Type	Dispatch						Other (Specify number and apparatus type needed; ie 1-RH, 1-SP)	Station Dispatches (List station numbers that should be dispatched; ie Sta44, Sta36)	
	Engine	Aerial	Tanker	Rescue	Brush	EMS			
FIRE, RESIDENTIAL									
FIRE, COMMERCIAL									
FIRE, INDUSTRIAL									
FIRE, HIGH RISK									
RESCUE, VEHICLE									
RESCUE, COMM./INDUS.									
RESCUE, WILDERNESS									
AIRCRAFT									
FIRE ALARM, RESIDENTIAL									
FIRE ALARM, ALL OTHER									
BUILDING COLLAPSE									
BOMB THREAT									
MEDICAL									
MASS CASUALTY									
MISCELLANEOUS									

Task Assignment: The proposed township fire chief/Director of Fire Protection, township management team should advance this objective.

Timeline: Year 2 – Year 3

STRATEGY RECOMMENDATIONS — CAPITAL ASSETS

OBJECTIVE 9: ADOPT APPARATUS REPLACEMENT PLAN

RECOMMENDED OUTCOMES

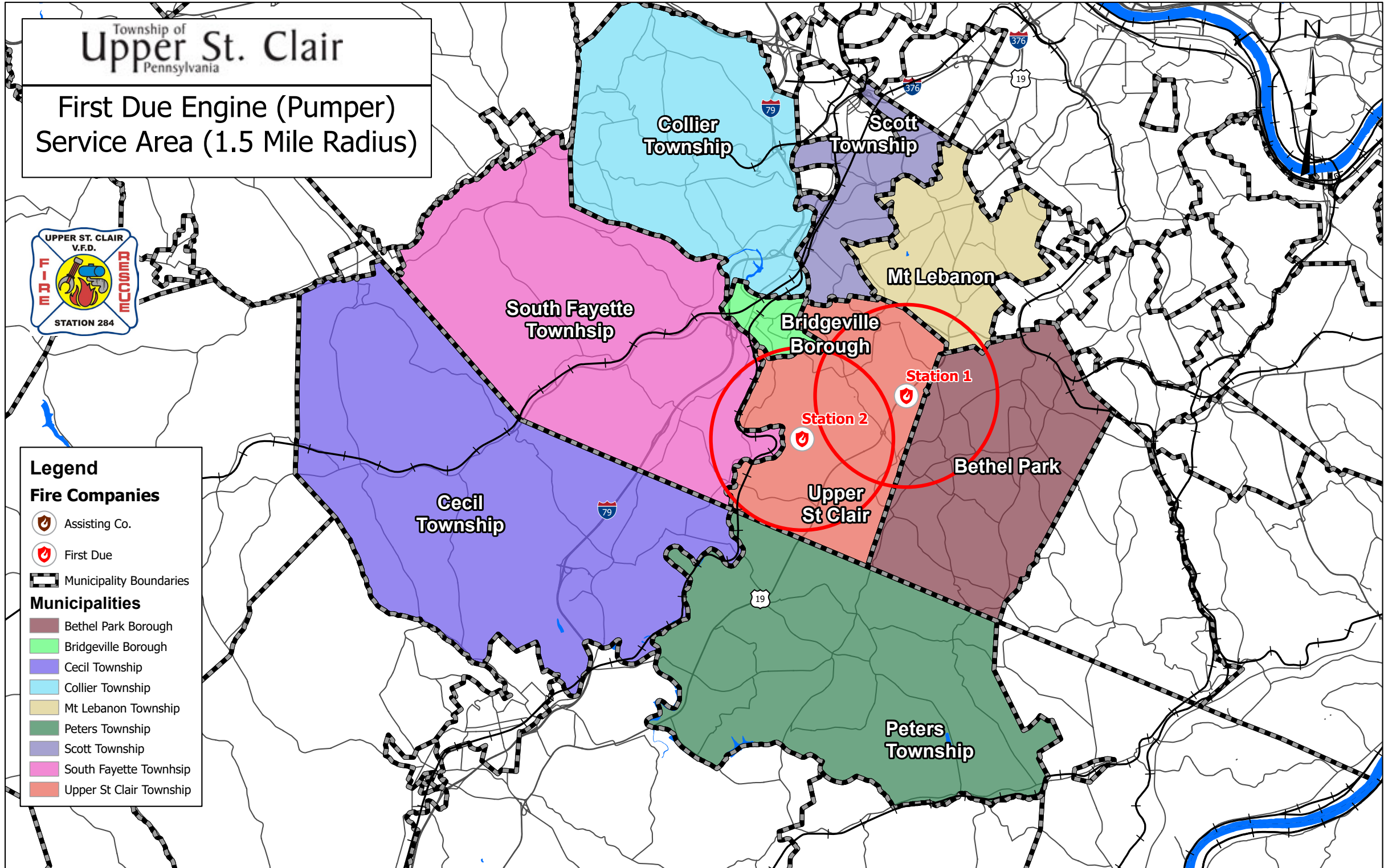
- **The township continues to purchase and maintain apparatus fleet.**
 - **Eliminate one rescue truck and replace with an engine/rescue.**
- **The township continues to own and operate fire-rescue stations.**
 - **Continue to operate a two-station system.**

Historically in Pennsylvania, volunteer fire companies, ambulances, and rescue squads have planned, purchased, and funded the apparatus, equipment, and facilities that they deemed appropriate to serve their community and, in many cases, their mutual aid and automatic aid partners. The organizations would spend countless hours engaging the community through fundraising events, seek financial support from local government elected and appointed leaders, and if funded, proceed with implementation of the plan for facilities and apparatus. The more formal plans typically follow a generally accepted national guideline such as the ISO and the NFPA for water supply, communication, apparatus, and equipment. In most cases however, organizational leadership would simply decide it was time to move forward with replacing or rebuilding a particular piece of apparatus, adding additional apparatus, and upgrading or replacing a facility.

The township and fire department should ***develop a system-wide plan for buying and maintaining apparatus***. The reason for this is twofold. The first is the increased cost to purchase and maintain fire-rescue apparatus, especially for volunteer organizations. The second reason is that a system-wide plan will eliminate duplication of apparatus and provide a better financial planning tool. The proposed plan will not only reduce unnecessary apparatus, but it will also allow for proper purchasing of specialized apparatus for the varying risks in the community while also meeting the legitimate ability of the department to staff the apparatus.

A list of ***specifications*** will be created by the proposed fire chief with input from appropriate members of the department to purchase apparatus that best serve the needs of the system. Upon bidding the first apparatus, the proposed fire chief should review the FEMA, Department of Homeland Security, ***Assistance to Firefighters Grant (AFG)*** program guidelines to see if the department is eligible for possible funding. Finally, with adoption of this plan, an adequate reserve fleet will be created for the Township of Upper St. Clair.

Map:
First Due Engine (Pumper)
Service Area (1.5 Mile Radius)



PennDOT, PASDA, US Census Bureau

**Township of
Upper St. Clair
Pennsylvania**

**First Due Ladder Truck
Service Area (2.5 Mile Radius)**

**UPPER ST. CLAIR
V.F.D.
FIRE
STATION 284**

Legend

Fire Companies

- Assisting Co.
- First Due

Municipalities

- Bethel Park Borough
- Bridgeville Borough
- Cecil Township
- Collier Township
- Mt Lebanon Township
- Peters Township
- Scott Township
- South Fayette Township
- Upper St Clair Township

Collier Township

Scott Township

Mt Lebanon

Bridgeville Borough

Station 1

Bethel Park

Upper St Clair

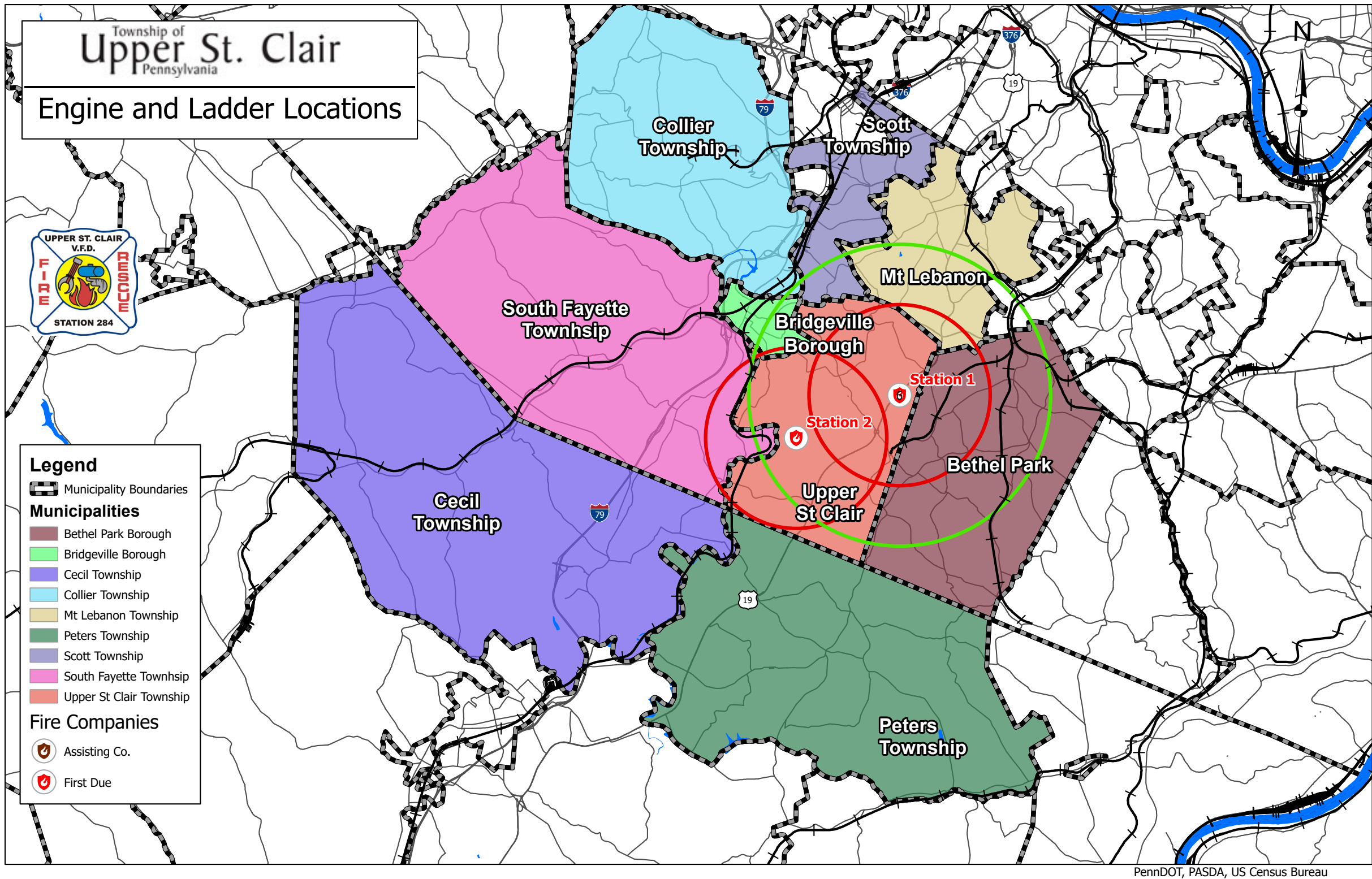
Cecil Township

South Fayette Township

Peters Township

PennDOT, PASDA, US Census Bureau

Map:
Engine
and Ladder
Locations
(Upper
St. Clair
Only)



STRATEGY RECOMMENDATIONS — CAPITAL ASSETS

OBJECTIVE 9: ADOPT APPARATUS REPLACEMENT PLAN

CONTINUED

One of the first and most obvious considerations when choosing optimal sites for fire stations is location. The Insurance Service Office (ISO) is a primary resource in assisting to evaluate optimal fire station vicinity and coverage area, as discussed in the Background - Distribution and Concentration of Resources sub-section of this assessment. The response time requirements, as outlined in the NFPA 1710/1720 standards, also lends to inform communities as to the optimal areas to place fire stations. In the volunteer fire service, the proximity of the fire station to the location of a volunteer's home is significant, as greater travel distance from home to station leads to longer response times.

The current station locations appear to be adequate and evenly distributed to provide for a timely response. Additionally, the township should continue to own and maintain both fire stations

SUPPORTING DOCUMENTS

Fire Apparatus Requirements – Township of Upper St. Clair

The fire department grading section of the ISO's Public Protection Classification includes a review of the engine and ladder-service company needs, equipment carried, response to fires, training and available fire fighters for each community. Based on the township's required fire flow and the number of buildings three stories or greater in height, the township's apparatus needs are as follows (Table 1):

Upper St. Clair	# of Engines	# of Ladders	# of Service
Apparatus Recommended	3	1	0

The most recent ISO grading was received in January of 2021. The township received the following credits for engine and ladder companies:

- The township received 5.99 out of a possible 6.00 credits for engine companies.
- The township received 3.00 out of a possible 3.00 credits for meeting the township's required fire flow of 3,000 gallons per minute.
- The township received 3.72 out of a possible 4.00 credits for ladder companies.

STRATEGY RECOMMENDATIONS — CAPITAL ASSETS

OBJECTIVE 9: ADOPT APPARATUS REPLACEMENT PLAN CONTINUED

Fire Apparatus Replacement

It is a generally accepted fact that fire apparatus, like all types of mechanical devices, have a finite life. The length of that life depends on many factors, including vehicle mileage and engine hours, quality of the preventative maintenance program, quality of the driver training program, whether the fire apparatus was used within the design parameters, whether the apparatus was manufactured on a custom or commercial chassis, the quality of workmanship by the original manufacturer, the quality of the components used, and the availability of replacement parts, to name a few.

In the fire service, there are fire apparatus with 8 to 10 years of service that are simply worn out. There are also fire apparatus that were manufactured with quality components, that have had excellent maintenance, and that have responded to a minimum number of incidents that are still in serviceable condition after 20 years. Most would agree that the care of fire apparatus while being used and the quality and timeliness of maintenance are perhaps the most significant factors in determining how well a fire apparatus ages.

The Upper St. Clair Volunteer Fire Department deploys the following vehicles and apparatus from two stations:

Unit Designation	Year	Manufacturer	Type	Station
284 Engine 1	2018	Rosenbauer	Pumper	1
284 Engine 2	2001	American LaFrance	Pumper	2
284 Engine 3	2009	American LaFrance	Pumper	1
284 Truck	2005	American LaFrance	100' Aerial	1
284 Rescue	2009	American LaFrance	Rescue	1
284 Squad 1	2012	Dodge Ram	Utility	1
284 Squad 2	2019	Chevy Tahoe	Training	1
284 Squad 3	2012	Dodge Ram	Pickup	2
284 Command/ Chief	2021	Chevy Silverado	Staff	1

STRATEGY RECOMMENDATIONS — CAPITAL ASSETS

OBJECTIVE 9: ADOPT APPARATUS REPLACEMENT PLAN CONTINUED

National Fire Protection Association Standards for Apparatus Replacement

The National Fire Protection Association (NFPA) Standard on Automotive Fire Apparatus, Guidelines for First-Line and Reserve Fire Apparatus recommends that apparatus greater than 15 years be placed in reserve status and upgraded to incorporate as many features as possible of the current fire apparatus standard. The recommended age for reserve apparatus is between twenty and twenty-three years, with applicable upgrades.

Definition of first-line fire apparatus: First-line fire apparatus must be manufactured to NFPA 1901 and must be maintained in accordance with NFPA 1912 and 1915.

Definition of reserve fire apparatus: Reserve fire apparatus is defined as apparatus manufactured to applicable NFPA 1901 editions, after 1991 and prior to the 2009 edition. Such apparatus must have been **upgraded to include as many of the features as possible** found in 2009 or newer units.

While NFPA standards are not mandatory, they establish a datum point for age of apparatus and updating guidelines. Fire departments that do not follow NFPA guidelines assume full liability of retaining known deficient apparatus in service. To knowingly operate or approve of the operation of a vehicle that could kill or injure the public or a fire fighter severely exposes fire department officials to liability.

Critical enhancements in design, safety, and technology should also play a key role in the evaluation of an apparatus' life cycle. Previous editions of the fire department apparatus standards featured many requirements advancing the level of automotive fire apparatus safety and user friendliness. Contained within the 2009 edition were requirements for rollover stability; tire pressure indicators; seat belt warning systems requiring all occupants be properly seated and belted; extended seat belt length requirements resulting from an in-depth anthropometric study evaluating the average size of today's fully dressed firefighter; roadability, including minimum accelerations and top speed limitations; enhanced step and work surface lighting; cab integrity testing; increased use of retroreflective striping in the rear of apparatus, providing a consistent identifiable set of markings for all automotive fire apparatus; and enhanced aerial control technologies, enabling short jacking and envelope controls.

STRATEGY RECOMMENDATIONS — CAPITAL ASSETS

OBJECTIVE 9: ADOPT APPARATUS REPLACEMENT PLAN CONTINUED

Based on NFPA recommendations, the company's existing apparatus covered by the NFPA standard would be replaced on the following schedule:

Unit Designation	Year	Manufacturer	Type	Replacement Year
284 Engine 1	2018	Rosenbauer	Pumper	2033 (-11)
284 Engine 2	2001	American LaFrance	Pumper	2016 (+6)
284 Engine 3	2009	American LaFrance	Pumper	2024 (-2)
284 Truck	2005	American LaFrance	100' Aerial	2020 (+2)
284 Rescue	2009	American LaFrance	Rescue	2024 (-2)

Note: NFPA Standards only address apparatus. The replacement of utilities, squads, staff vehicles, etc., are not addressed by NFPA.

American Public Works Association (APWA) Vehicle Replacement Guide

The APWA vehicle replacement guide uses a weighted point system based on age, usage, type of service, maintenance and repair costs and overall condition of the vehicle.

Age	1 point for every year of chronological age, based on in-service date	
Miles/Hours	1 point for each 10,000 miles or 1,000 engine hours of use	
Type of Service	1, 3, or 5 points based on type of service the unit is exposed to. First-line fire apparatus are classified as severe duty service.	
Reliability	1, 3 or 5 points based on the frequency that the vehicle is in the shop for repair. A five would be assigned to a vehicle that is in the shop two or more times per month on average while a 1 would be assigned to once every 3 months or less.	
M&R Costs	1 to 5 points based on total life maintenance and repair costs	
Condition	This category takes into consideration body condition, rust, interior condition, accident history, anticipated repairs, etc. A scale of 1 to 5 is used with 5 being poor condition.	
Point Ranges	Fewer than 18 points	Excellent
	18 to 22 points	Good
	23 to 27 points	Qualifies for replacement
	28 points of above	Needs immediate consideration

STRATEGY RECOMMENDATIONS — CAPITAL ASSETS

OBJECTIVE 9: ADOPT APPARATUS REPLACEMENT PLAN

CONTINUED

Upper St. Clair Volunteer Fire Department Fleet APWA Ratings

2001 American LaFrance Pumper (284 Engine 2)		
Age	2001 (21 years old)	20 points
Miles	27,848	3 points
Reliability		2 point
Condition	Fair	3 points
M&R		2 points
Type of Service	Engine	5 points
Total Points		35 points

2005 American LaFrance Aerial (284 Truck)		
Age	2005 (17 years old)	16 points
Miles	31,042	3 points
Reliability		2 points
Condition		2 points
M&R		3 points
Type of Service	Aerial	5 points
Total Points		31 points

2009 American LaFrance Pumper (284 Engine 3)		
Age	2009 (13 years old)	12 points
Miles	17,660	2 points
Reliability		1 point
Condition		2 points
M&R		1 point
Type of Service	Engine	5 points
Total Points		23 points

STRATEGY RECOMMENDATIONS — CAPITAL ASSETS

OBJECTIVE 9: ADOPT APPARATUS REPLACEMENT PLAN

CONTINUED

2009 American LaFrance Rescue (284 Rescue)		
Age	2009 (13 years old)	12 points
Miles	6,270	1 point
Reliability		1 point
Condition		2 points
M&R		1 point
Type of Service	Rescue	5 points
Total Points		22 points

2018 Rosenbauer Pumper (284 Engine 1)		
Age	2018 (4 years old)	3 points
Miles	7,404	1 point
Reliability		1 point
Condition		1 point
M&R		1 point
Type of Service	Engine	5 points
Total Points		12 points

2012 Dodge Ram Utility Body (284 Squad 1)		
Age	2012 (10 years old)	9 points
Miles	7,842	1 point
Reliability		1 point
Condition		2 points
M&R		1 points
Type of Service	Utility	3 points
Total Points		17 points

2012 Dodge Ram Pickup (284 Squad 2)		
Age	2012 (10 years old)	9 points
Miles	12,500	1 point
Reliability		1 point
Condition		2 points
M&R		1 points
Type of Service	Pickup	3 points
Total Points		17 points

STRATEGY RECOMMENDATIONS — CAPITAL ASSETS

OBJECTIVE 9: ADOPT APPARATUS REPLACEMENT PLAN

CONTINUED

2019 Chevy Tahoe (Training)		
Age	2019 (3 years old)	2 points
Miles	11,692	1 point
Reliability		1 point
Condition		1 point
M&R		1 point
Type of Service	Staff	3 points
Total Points		9 points

2021 Chevy Silverado Pickup (Command/Chief)		
Age	2021 (1 years old)	1 points
Miles	<10,000	1 point
Reliability		1 point
Condition		1 point
M&R		1 point
Type of Service	Staff	3 points
Total Points		8 points

Based on the point scales for vehicles and apparatus following the APWA Replacement Guide, the Upper St. Clair vehicles and apparatus fall into the following categories:

Excellent	Good	Qualifies for Replacement	Needs Immediate Consideration
284 Engine 1	284 Rescue	284 Engine 3	284 Engine 2
284 Squad 1			284 Truck
284 Squad 2			
284 Squad 3			
Chevy Silverado (Command/Chief)			

STRATEGY RECOMMENDATIONS — CAPITAL ASSETS

OBJECTIVE 9: ADOPT APPARATUS REPLACEMENT PLAN CONTINUED

Considering ISO requirements, NFPA recommendations, APWA ratings, organizational and community needs, call volumes, maintenance, and budgets, the following apparatus capital replacement schedule has been developed for the organization operating out of two stations, with minor modifications to the current fleet of apparatus, and maintaining a reserve engine:

Year	Make		Replacement Year	Est. Cost**
2001	American LaFrance	Pumper	2023	\$800,000
2005	American LaFrance	Aerial	2025	\$1,400,000
2009	American LaFrance	Rescue	N/A	\$0
2009	American LaFrance	Pumper	2030	\$770,000
2012	Dodge	Pickup	2032	\$60,000
2012	Dodge Ram	Utility	2032	\$180,000
2018	Rosenbauer	Pumper	2038	\$840,000
2019	Chevy Tahoe	Staff	2029	\$60,000
2021	Chevy Silverado	Staff	2031	\$60,000
	TOTAL			\$4,170,000
	RESALE VALUE			(\$175,000)
	NET			\$3,995,000

Re-sale value of the existing fleet is estimated at \$175,000 at the time of re-sale. Based upon the above replacement schedule, approximately \$133,000 should be placed into an apparatus fund annually to fund the replacement of the existing fleet over the next 30 years.

The rescue would be replaced with a rescue pumper that would allow the township to continue to meet ISO needed fire flow requirements, while not replacing a single-function apparatus that is averaging less than 500 miles per year. Ideally, all major apparatus would be replaced on a 20-year replacement schedule.

Comments regarding the Fire Apparatus Fleet and the Recommended Replacement Schedule

- **Resale value** – It is difficult to determine resale value of fire apparatus. Resale value can vary depending on factors such as if the vehicle is “traded-in” to a vendor during the purchase of a new unit; whether the fire apparatus is advertised and sold by the fire department; or whether the fire apparatus is sold to a used fire apparatus broker. Resale value is also affected by the condition of the unit at the time of sale. With the myriad factors affecting resale value, there is no resale value estimated in this Replacement Schedule. It should simply be noted that there is some resale value for each unit that would reduce the overall cost of the proposed Replacement Schedule.

STRATEGY RECOMMENDATIONS — CAPITAL ASSETS

OBJECTIVE 9: ADOPT APPARATUS REPLACEMENT PLAN CONTINUED

- The proposed Fire Apparatus Fleet **Recommended Replacement Schedule includes the primary front-line fire apparatus for Upper St. Clair Volunteer Fire Department**, and utility/squad apparatus, sport utility vehicles for chief officer use, or specialized equipment such as off-road utility vehicles, boats, and trailers as well. These items must be considered as part of a full Fire Apparatus Fleet Replacement program. A replacement model that is typical for support types of units in a fire service fleet is:
 - Command/Chief units – replacement on a 5 – 10-year service life
 - Utility/Pickups – replacement on a 10 – 15-year service life
 - Off-road utility vehicles – replacement on a 20-year service life
- **Fleet consolidation.** At this time, the 2009 American LaFrance rescue truck is not recommended for replacement. When evaluating the risk in the township and available neighboring resources, adequate basic and advanced rescue resources exist within the South Hills region.
- **Suggested Replacement Year.** At the present time, a 20-year life cycle should be considered for all major apparatus. However, an annual review of the condition of these units and their maintenance records should be conducted to keep track of any serious issues that are identified that would justify early replacement for this unit. However, the current replacement schedule allows for a staggered replacement schedule to accommodate an approximately 5-year+ window between replacements of front-line apparatus.

Current Apparatus Distribution

Station 1	Station 2
Engine	Engine
Engine	Utility
Aerial	
Rescue	
Utility	
Pick-up	
Squad (Tahoe)	
Staff (Command/Chief)	

Future Apparatus Distribution – Option 1

Station 1	Station 2
Engine/Rescue	Engine
Engine (In-service Reserve)	Utility
Aerial	
Utility	
Pick-up	
Staff (Command/Chief)	

STRATEGY RECOMMENDATIONS — CAPITAL ASSETS

OBJECTIVE 9: ADOPT APPARATUS REPLACEMENT PLAN

CONTINUED

Recommended Replacement Schedule & Projected Cost – Option 1

Year	Make	Type	Owner	Replacement Year	Est. Cost**
2002	American LaFrance	Engine	VFD	2023	\$800,000
2005	American LaFrance	Aerial	USC	2025	\$1,400,000
2008	American LaFrance	Rescue	VFRA	Remove	\$0
2008	American LaFrance	Engine	USC	2030	\$770,000
2012	Dodge Ram	Utility	USC	2034	\$180,000
2017	Rosenbauer	Engine	USC	2038	\$840,000
2014	Dodge Ram	Utility	VFD	2024	\$60,000
2019	Chevrolet Tahoe	Training	VFRA	2029	\$0
2020	Chevrolet Silverado	Staff (Command/Chief)	VFD	2030	\$60,000
	TOTAL				\$3,270,000

** Based on 2022 costs

Future Apparatus Distribution – Option 2

Station 1	Station 2
75' Quint	75' Quint
Engine/Rescue	Utility
Utility	
Pick-up	
Staff (Command/Chief)	

Recommended Replacement Schedule & Projected Cost – Option 2

Year	Make	Type	Owner	Replacement Year	Est. Cost**
2002	American LaFrance	Engine	VFD	2023	\$800,000
2005	American LaFrance	Quint	USC	2025	1,000,000
2008	American LaFrance	Rescue	VFRA	Remove	\$0
2008	American LaFrance	Quint	USC	2030	\$1,000,000
2012	Dodge Ram	Utility	USC	2034	\$180,000
2017	Rosenbauer	Engine	USC	Refurb/Spare	\$250,000
2014	Dodge Ram	Utility	VFD	2024	\$60,000
2019	Chevrolet Tahoe	Training	VFRA	2029	0
2020	Chevrolet Silverado	Staff (Command/Chief)	VFD	2030	\$60,000
	TOTAL				\$3,350,000

** Based on 2022 Costs

STRATEGY RECOMMENDATIONS — CAPITAL ASSETS

OBJECTIVE 9: ADOPT APPARATUS REPLACEMENT PLAN

CONTINUED

Current Apparatus Ownership

Year	Make	Designation	Model	Ownership
2017	Rosenbauer	Engine 1	Commander	USC Township
2002	American La France	Engine 2	Eagle	USC VFD
2008	American La France	Engine 3	Eagle	USC Township
2005	American La France	Ladder Truck	Eagle	USC Township
2008	American La France	Rescue	Eagle	USC Fire Relief Association
2012	Dodge	Squad 1	Ram 5500	USC VFD
2019	Chevrolet	Squad 2	Tahoe	USC Fire Relief Association
2014	Dodge	Squad 3	Ram 2500	USC VFD
2020	Chevrolet	Command	2500	USC VFD

Task Assignment: The proposed township fire chief and township finance director should advance this objective.

Timeline: Year 2 – Year 3

STRATEGY RECOMMENDATIONS — MEMBERSHIP DEVELOPMENT

OBJECTIVE 10: IMPROVE MEMBER RECRUITMENT AND RETENTION

RECOMMENDED OUTCOMES

- **Establish a membership team.**
 - **Develop member and officer position expectations.**
- **Expand life member category.**
 - **Retain institutional knowledge.**
 - **Simplify membership categories.**
- **Continue and enhance the member benefit program.**
 - **Enhance the existing point system.**
 - ◊ **Provide additional funding to increase the existing investment in volunteer members.**
 - **Enact the Act 174 Tax Credit Program.**
 - ◊ **Provide an incentive to increase involvement from township residents.**
- **Initiate a formal junior/cadet program.**
 - **Explorer post**

Since the report “Pennsylvania Burning” was issued in 1976 to the most recent legislative report on the health of the Fire and EMS system in Pennsylvania, “SR 6”, the number of available and trained volunteers for fire companies, ambulances, and rescue squads has continued to decrease year after year. It is estimated that Pennsylvania had roughly 38,000 active volunteers in 2018, down from an estimated 300,000 active volunteers in the mid-1970s. From state-wide studies or any of the numerous local or regional evaluations conducted across the Commonwealth, all indicate that volunteer numbers are steadily decreasing.

As calls for service continue to increase, demand by the public for more services, increased training needs, and challenging organizational and municipal government dynamics, the number of those who willingly volunteer may well continue to decrease. This includes both administrative and operational members. The result will be a significant cost burden to provide these services. Despite the various studies, recommendations, and even pro-active steps some communities have taken to date, the trend continues downward. As a result, the department should work diligently to **improve member recruitment and retention.**

STRATEGY RECOMMENDATIONS — MEMBERSHIP DEVELOPMENT

OBJECTIVE 10: IMPROVE MEMBER RECRUITMENT AND RETENTION CONTINUED

The mission of an emergency service organization is to provide rapid response to emergency calls for service with highly trained, equipped, and competent personnel to respond to calls for service 365 days a year. In an all-volunteer system, having enough members to fulfill its mission is the highest priority and the biggest challenge today. **A department-level membership team** should be established to recruit and on-board new members, retain current members, and develop the future administrative and operational leaders of the department.

During interviews, members reiterated the on-going challenge of on-boarding and retaining new members. It can be difficult to express what is expected from an individual who has no connection to the emergency services, especially the volunteer system. A few members also shared that there is a strong need to educate newly elected or appointed officers on the duties and responsibilities to their new position. The membership team should **develop member and officer position expectations/ job descriptions**. What are the duties and responsibilities of each member of the team? This could take the form of stand-alone policies or a comprehensive handbook that includes the vision the fire department has for its members and officers, how a new member is successfully on-boarded, and how to best educate new officers to successfully fulfill their leadership roles.

Another action that needs to be continued is the participation of past active members. Based on membership requirements, members reaching a certain age are required to retire. Recently, revisions were made to the bylaws to permit the continuation of active service of life members. The department should work to **expand the life member category**. These members can provide many benefits to the organization including institutional knowledge, serve as mentors on the proposed membership team, and provide administrative and operational support. The department should also review the bylaws to determine if additional revisions to simplify membership requirements are needed.

There are many things that can be done to retain the dedicated volunteers we have today. Each organization must determine what it is that keeps their members coming back day to day. Everyone has a different reason to volunteer. Once it is determined what incentives are optimal, the department should **continue and enhance member benefit programs** that would include the existing point system. Whether it is gift cards, tickets to local sporting events, or a stipend, a program is needed to say “thank you” for volunteering your time and talents. Members would qualify based on their yearly activity level and participation would be tracked in-house. The member benefit program should also include guidelines for members who have passed to honor their contributions to the department.

STRATEGY RECOMMENDATIONS — MEMBERSHIP DEVELOPMENT

OBJECTIVE 10: IMPROVE MEMBER RECRUITMENT AND RETENTION CONTINUED

To reiterate — since the 1970s, the number of active volunteer responders in Pennsylvania has gone from approximately 300,000 to what is reported today in Senate Resolution 6 at approximately 38,000. An all-volunteer emergency system exists only because of the dedicated members of the community who willingly donate a significant portion of their time and talent. The township should ***adopt the Act 174 Tax Credit Program***. There are two reasons to adopt this program. First, to retain existing volunteer members who are residents of the township. The second reason is to provide an incentive to township residents who may consider joining the fire department to serve in some capacity.

Another project identified during the interview process with members is a ***junior/cadet firefighter program*** that could be initiated to develop the next generation of volunteer firefighters in the community. This localized effort could focus on partnering with the Upper St. Clair School District, the Boy Scouts of America, or both groups. The benefit of partnering with the Boy Scouts is their nationally recognized and endorsed Exploring™ program. Exploring™ provides a proven and flexible program, saving countless hours in developing a stand along program. It adds another level of community involvement to help reverse the downward trend in volunteerism.

STRATEGY RECOMMENDATIONS — MEMBERSHIP DEVELOPMENT

OBJECTIVE 10: IMPROVE MEMBER RECRUITMENT AND RETENTION CONTINUED

SUPPORTING DOCUMENTS

Sample Membership Team

Members	Number
Administrative Officer	1
Operations Officer	1
Active Member-at-Large	1
Junior Member-at-Large	1
Life or Retired Member-at-Large	1
Total:	5

Recruitment and Retention

Program	Status
Length of Service Program	Continue
Life Insurance	Continue
Catastrophic Loss	Continue
Point System	Enhance
Act 174 Tax Credit	Adopt

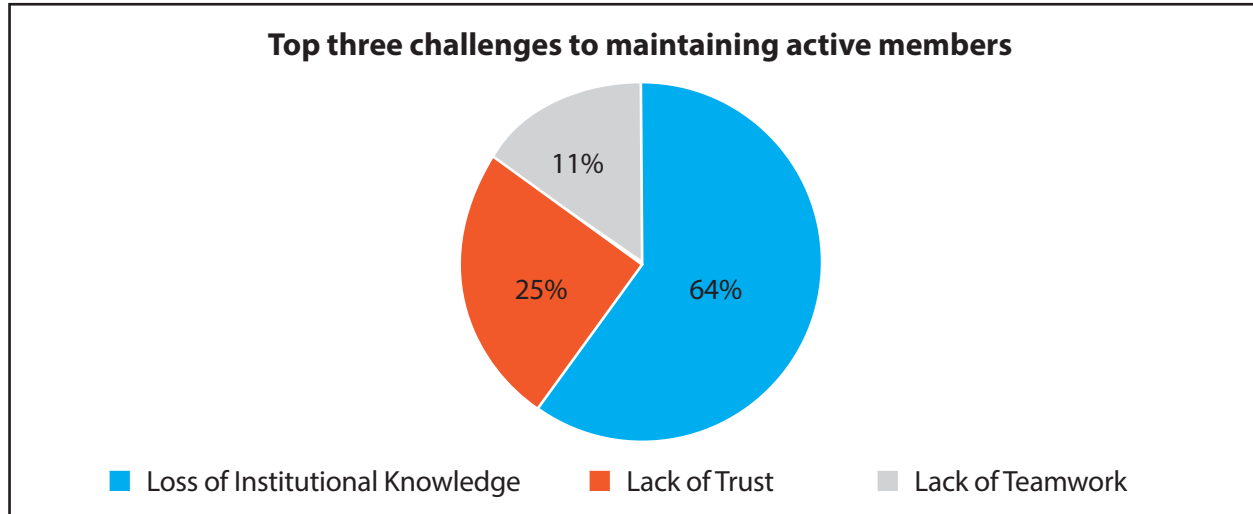
In an effort to establish current volunteer firefighter opinions on the existing administrative and operational aspects of the department, in-person, open dialogue interviews were conducted. During the interviews, a total of eighteen members were interviewed. In addition to informal discussions, two specific questions were asked of each participant.

The first question was “What do you think is the greatest challenge for the future success of the fire department?” The top response from this question was “loss institutional knowledge.” More than half of the members responded that retaining members, especially those members who are considered to be retired, is very important. Those individuals know where the fire department has come from and have learned what works and doesn’t always work. Interviewees also felt that these members could provide many additional years of service in administrative and support roles.

STRATEGY RECOMMENDATIONS — MEMBERSHIP DEVELOPMENT

OBJECTIVE 10: IMPROVE MEMBER RECRUITMENT AND RETENTION CONTINUED

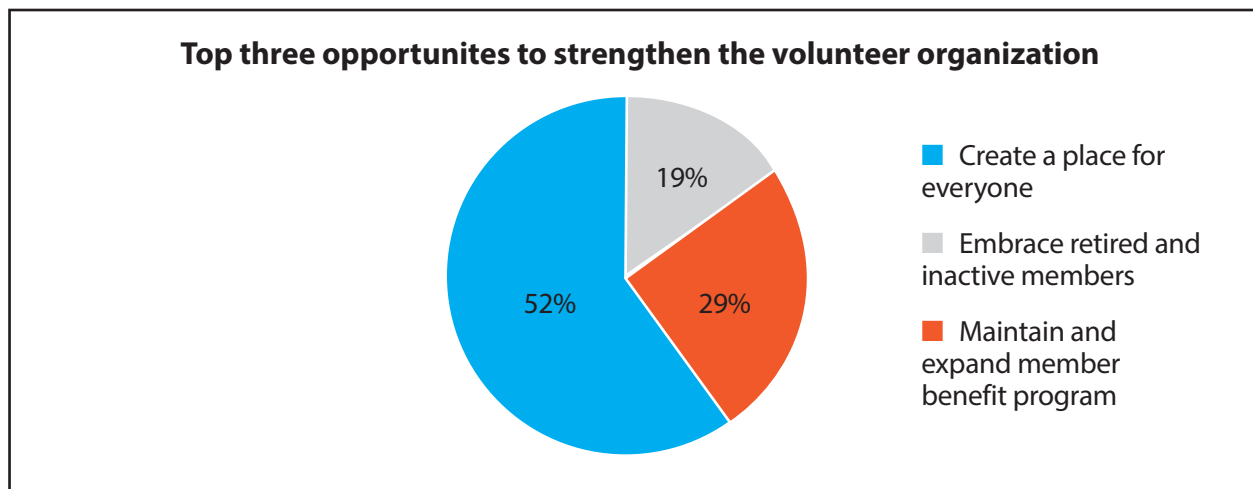
Current Membership Challenges – Member Interviews



Source: Responses from eighteen Upper St. Clair Volunteer Fire Department members

The second question asked of the members was “What opportunities do you see for the future success of the fire department?” Over fifty percent of the members interviewed responded that by creating a department that was welcoming and that embraced the skills and talents that every member brings to the department, volunteerism could be maintained for the foreseeable future. Those members also stated that at times, the management of the human component of the department needs to be improved. They stated that cliques exist that harm the overall atmosphere of the department.

Current Membership Opportunities – Member Interviews



Source: Responses from eighteen Upper St. Clair Volunteer Fire Department members

STRATEGY RECOMMENDATIONS — MEMBERSHIP DEVELOPMENT

OBJECTIVE 10: IMPROVE MEMBER RECRUITMENT AND RETENTION CONTINUED

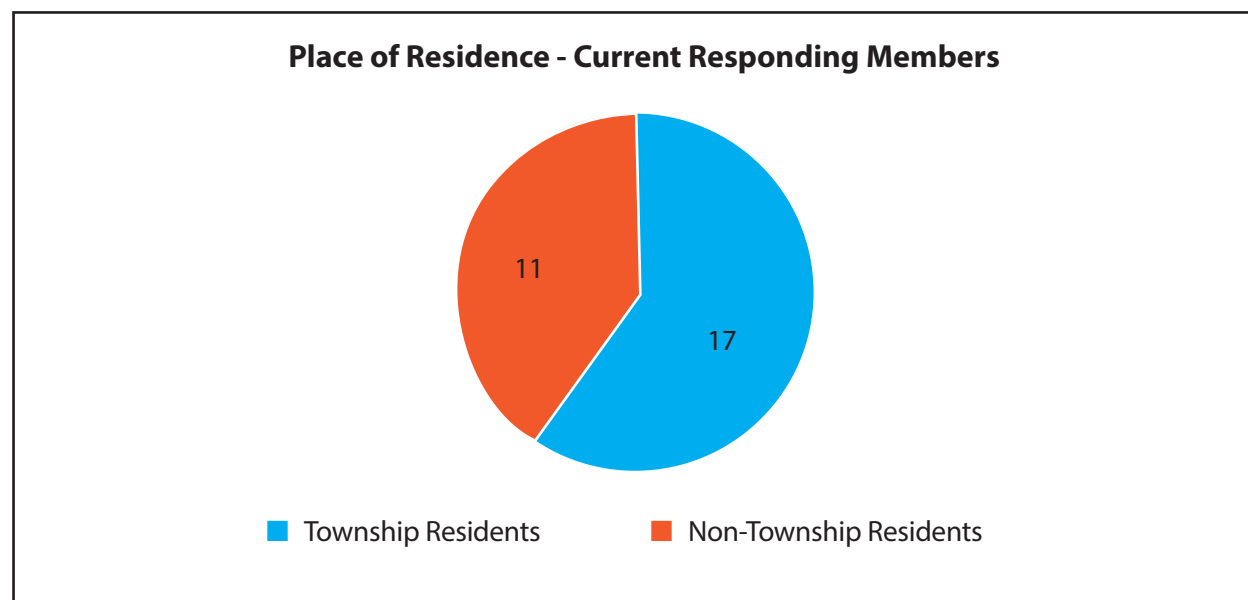
Active Member Requirements

Activity	Annual Activity Opportunities	Time Duration**	Required Participation	Total Hours
Emergency Calls	316*	1 hour	20%	60
Drills	24	2 hours	50%	24
Fire School	4	4 hours	4	16
Department Meetings	12	1.5 hours	50%	9
Work Details	24	2.5 hours	50%	30
House Duties	12	.50 hours	12	6
Truck Checks	12	1.5 hours	12	18

*Based on 2021 total annual emergency calls

**Estimated time duration per activity

Place of Residence – Current Responding Member



Township of Upper St. Clair Pennsylvania

Volunteers Area of Residence

Legend

- Municipality Boundaries
- Municipalities**
 - Bethel Park Borough
 - Bridgeville Borough
 - Cecil Township
 - Collier Township
 - Mt Lebanon Township
 - Peters Township
 - Scott Township
 - South Fayette Township
 - Upper St Clair Township
- Volunteer Residence

ZIP Codes: 15001, 15002, 15003, 15004, 15005, 15006, 15007, 15008, 15009, 15010, 15011, 15012, 15013, 15014, 15015, 15016, 15017, 15018, 15019, 15020, 15021, 15022, 15023, 15024, 15025, 15026, 15027, 15028, 15029, 15030, 15031, 15032, 15033, 15034, 15035, 15036, 15037, 15038, 15039, 15040, 15041, 15042, 15043, 15044, 15045, 15046, 15047, 15048, 15049, 15050, 15051, 15052, 15053, 15054, 15055, 15056, 15057, 15058, 15059, 15060, 15061, 15062, 15063, 15064, 15065, 15066, 15067, 15068, 15069, 15070, 15071, 15072, 15073, 15074, 15075, 15076, 15077, 15078, 15079, 15080, 15081, 15082, 15083, 15084, 15085, 15086, 15087, 15088, 15089, 15090, 15091, 15092, 15093, 15094, 15095, 15096, 15097, 15098, 15099, 15100, 15101, 15102, 15103, 15104, 15105, 15106, 15107, 15108, 15109, 15110, 15111, 15112, 15113, 15114, 15115, 15116, 15117, 15118, 15119, 15120, 15121, 15122, 15123, 15124, 15125, 15126, 15127, 15128, 15129, 15130, 15131, 15132, 15133, 15134, 15135, 15136, 15137, 15138, 15139, 15140, 15141, 15142, 15143, 15144, 15145, 15146, 15147, 15148, 15149, 15150, 15151, 15152, 15153, 15154, 15155, 15156, 15157, 15158, 15159, 15160, 15161, 15162, 15163, 15164, 15165, 15166, 15167, 15168, 15169, 15170, 15171, 15172, 15173, 15174, 15175, 15176, 15177, 15178, 15179, 15180, 15181, 15182, 15183, 15184, 15185, 15186, 15187, 15188, 15189, 15190, 15191, 15192, 15193, 15194, 15195, 15196, 15197, 15198, 15199, 15200, 15201, 15202, 15203, 15204, 15205, 15206, 15207, 15208, 15209, 15210, 15211, 15212, 15213, 15214, 15215, 15216, 15217, 15218, 15219, 15220, 15221, 15222, 15223, 15224, 15225, 15226, 15227, 15228, 15229, 15230, 15231, 15232, 15233, 15234, 15235, 15236, 15237, 15238, 15239, 15240, 15241, 15242, 15243, 15244, 15245, 15246, 15247, 15248, 15249, 15250, 15251, 15252, 15253, 15254, 15255, 15256, 15257, 15258, 15259, 15260, 15261, 15262, 15263, 15264, 15265, 15266, 15267, 15268, 15269, 15270, 15271, 15272, 15273, 15274, 15275, 15276, 15277, 15278, 15279, 15280, 15281, 15282, 15283, 15284, 15285, 15286, 15287, 15288, 15289, 15290, 15291, 15292, 15293, 15294, 15295, 15296, 15297, 15298, 15299, 15300, 15301, 15302, 15303, 15304, 15305, 15306, 15307, 15308, 15309, 15310, 15311, 15312, 15313, 15314, 15315, 15316, 15317, 15318, 15319, 15320, 15321, 15322, 15323, 15324, 15325, 15326, 15327, 15328, 15329, 15330, 15331, 15332, 15333, 15334, 15335, 15336, 15337, 15338, 15339, 15340, 15341, 15342, 15343, 15344, 15345, 15346, 15347, 15348, 15349, 15350, 15351, 15352, 15353, 15354, 15355, 15356, 15357, 15358, 15359, 15360, 15361, 15362, 15363, 15364, 15365, 15366, 15367, 15368, 15369, 15370, 15371, 15372, 15373, 15374, 15375, 15376, 15377, 15378, 15379, 15380, 15381, 15382, 15383, 15384, 15385, 15386, 15387, 15388, 15389, 15390, 15391, 15392, 15393, 15394, 15395, 15396, 15397, 15398, 15399, 15400, 15401, 15402, 15403, 15404, 15405, 15406, 15407, 15408, 15409, 15410, 15411, 15412, 15413, 15414, 15415, 15416, 15417, 15418, 15419, 15420, 15421, 15422, 15423, 15424, 15425, 15426, 15427, 15428, 15429, 15430, 15431, 15432, 15433, 15434, 15435, 15436, 15437, 15438, 15439, 15440, 15441, 15442, 15443, 15444, 15445, 15446, 15447, 15448, 15449, 15450, 15451, 15452, 15453, 15454, 15455, 15456, 15457, 15458, 15459, 15460, 15461, 15462, 15463, 15464, 15465, 15466, 15467, 15468, 15469, 15470, 15471, 15472, 15473, 15474, 15475, 15476, 15477, 15478, 15479, 15480, 15481, 15482, 15483, 15484, 15485, 15486, 15487, 15488, 15489, 15490, 15491, 15492, 15493, 15494, 15495, 15496, 15497, 15498, 15499, 15500, 15501, 15502, 15503, 15504, 15505, 15506, 15507, 15508, 15509, 15510, 15511, 15512, 15513, 15514, 15515, 15516, 15517, 15518, 15519, 15520, 15521, 15522, 15523, 15524, 15525, 15526, 15527, 15528, 15529, 15530, 15531, 15532, 15533, 15534, 15535, 15536, 15537, 15538, 15539, 15540, 1

STRATEGY RECOMMENDATIONS — MEMBERSHIP DEVELOPMENT

OBJECTIVE 10: IMPROVE MEMBER RECRUITMENT AND RETENTION CONTINUED

Task Assignment: The president of the fire department should coordinate the implementation of this objective along with the proposed fire chief. Once implemented, the membership team will manage any programs implemented and will report back to the officers and membership monthly.

Timeline: Year 1 – Year 3

STRATEGY RECOMMENDATIONS — COMMUNITY RELATIONS AND SUPPORT

OBJECTIVE 11: CONTINUE TO DEVELOP REGIONAL RELATIONSHIPS

RECOMMENDED OUTCOMES

- **Work with neighboring fire departments to strengthen and develop new opportunities.**
 - **Recruitment, training, deployment, and staffing opportunities**
- **Support regional technical specialty services.**
 - **SHACOG and neighboring fire-rescue agencies**
- **Establish an EMS ride-along program.**
 - **Develop the program with Tri Community South EMS.**
- **Propose Work Response Policy.**

On the regional level, members believe that many opportunities exist to ***strengthen existing and develop new relationships with neighboring fire-rescue organizations***. The fire department has to continue to work to restore its working relationships with its neighbors. During the individual and small group discussions, members identified several new partnerships that could benefit not only the fire department and township but also the region.

As the number of volunteer firefighters continues to decline in communities across the United States, there is a greater need for regional cooperation and multi-agency responses. As opposed to the current response procedure of requesting additional resources to the scene of an emergency as each incident unfolds, the department needs to develop pre-determined run cards, ensuring an immediate response from the closest, capable, resources. The Township of Upper St. Clair Township is in the unique position of having staffed fire stations and on its northern (Mt. Lebanon) and southern (Peters Township) borders; however, it continues to rely mostly on all-volunteer departments for mutual aid. The department should leverage these staffed resources to provide a greater level of service to its residents and train with its mutual aid partners at least quarterly.

One potential for regional cooperation is a ***regional recruitment program***. This effort would focus on the South Hills area and the fire-rescue agencies that have a service area that covers the same geographic area as the Route 19 corridor from the City of Pittsburgh to the Washington County border, or be a collective effort led by the South Hills Area Council of Governments (SHACOG) Fire Chiefs Advisory Committee.

STRATEGY RECOMMENDATIONS — COMMUNITY RELATIONS AND SUPPORT

OBJECTIVE 11: CONTINUE TO DEVELOP REGIONAL RELATIONSHIPS CONTINUED

Members also saw the opportunity to do more on basic and advanced training in specialty areas. Supporting the **SHACOG Technical Rescue Team**, the Allegheny County Hazardous Materials team, and the Urban Search and Rescue Strike Team needs to be continued. These programs already help with building relationships and help coordinate regional needs. Participation in the SHACOG may someday lead into a more regional, coordinated program for apparatus purchases and staffing. Long-term, members saw regional cooperation as a viable way to eliminate costly duplication of services and as a path to more formal regionalization of services as the number of volunteers continues to decrease.

911 emergency medical services are provided by Tri-Community South (TCS) EMS. TCS is an intergovernmental cooperative formed by the Township of Upper St. Clair, the Municipality of Bethel Park, and South Park Township. Since 1977, TCS has been providing both basic and advanced life support care to the region. The fire department provides limited medical support in the form of quick response services. One member provided input that they believed that members that have an interest in EMS will not gain much experience unless they are directly employed with an ambulance provider. The fire department rosters several members who are certified as Emergency Medical Technicians (EMTs). The department should develop an **EMS ride-along or mentoring program** to provide its member with more field experience. This will provide benefits to both the fire department and TCS and expose members to other areas of public safety that may lead to employment opportunities.

In a few regions of the state, employers still support the local volunteer fire and EMS agencies by permitting employees to leave work to respond to significant emergency calls. In many places, this luxury no longer exists. Working with local employers, the membership team should **promote a standardized work response program**. An area identified by several interviewees is developing a program that encourages local employers to let their employees who are active firefighters and EMS providers respond to daytime calls. A formal program such as this, if properly managed, would benefit the fire department and community by providing additional personnel on emergency calls.

Other areas of regional cooperation could include an enhanced fire and life safety education program in cooperation with the school district, a fire inspection program that includes the use of volunteer members to conduct annual fire safety inspections of commercial properties, safety/community days, safety fairs, smoke detector purchasing and community smoke detector blitzes, among other activities.

STRATEGY RECOMMENDATIONS — COMMUNITY RELATIONS AND SUPPORT

OBJECTIVE 11: CONTINUE TO DEVELOP REGIONAL RELATIONSHIPS CONTINUED

SUPPORTING DOCUMENTS

Sample Employee Fire and Ambulance Work Response Policy:

ABC Company Inc. recognizes the value of the volunteer fire and ambulance service and the contributions that its employees make by creating a safer community to work, live, and play. Employees are permitted to respond to emergencies within Upper St. Clair and adjacent communities, but in no case to stand-by calls, during the normal workday provided they meet the requirements listed below:

1. The employee(s) must be an active member of the duly recognized volunteer fire department and be named on a list annually supplied by the appropriate ABC Fire Department #1.
2. Employee(s) responding would only perform initial fire-rescue operations and driver/operator functions and if sufficient qualified personnel arrive on the scene and the employee(s) is released by the Officer in Charge, said employee(s) will be dismissed and be required to immediately return to work.
3. No employee(s) shall respond to a fire-rescue or ambulance emergency if performing a vital function that could ultimately affect the health, safety and/or welfare of the public, and said employee(s) will not respond until authorization to do so is received from the employee's immediate supervisor.
4. Employee(s) responding must immediately notify his/her supervisor that he/she is responding.
5. Should employee(s) respond to a fire-rescue or ambulance call and be required to remain on the scene after the normal reporting time for work, upon reporting for duty said employee shall immediately notify the immediate Supervisor of the reason for the lateness and/or absence. Said Supervisor shall then make the necessary notation on the employee's timecard so that employee receives the normal compensation. If employee(s) responds and remains on the scene beyond the end of his/her normal shift, the immediate Supervisor shall note on the timecard that employee(s) left before the end of the shift and the reason for so doing.
6. Said Supervisor shall then make the necessary notation on the employee(s) timecard so that employee receives the normal compensation.
7. Each employee must first be approved by Management to be able to respond to fire-rescue and ambulance emergencies. Criteria for approval shall be based on the job duties and responsibilities of the employee and their ability to leave their work assignments.

STRATEGY RECOMMENDATIONS — COMMUNITY RELATIONS AND SUPPORT

OBJECTIVE 11: CONTINUE TO DEVELOP REGIONAL RELATIONSHIPS CONTINUED

It is the intent of the above paragraph that employee(s) responding to a fire-rescue or ambulance call not be penalized for doing so.

Task Assignment: The proposed fire chief, township manager, and fire department president should advance this objective.

Timeline: Years 2 - 3

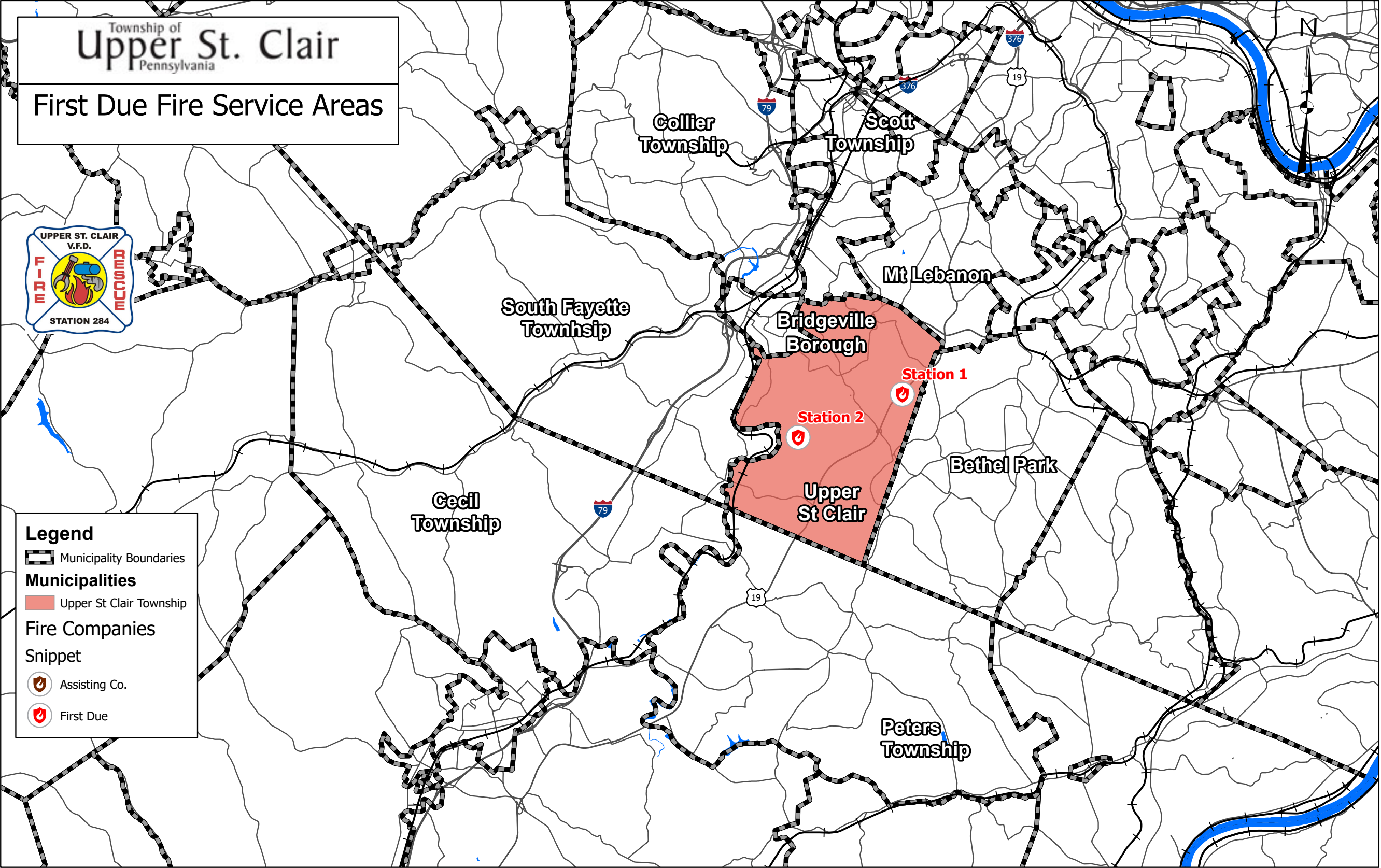
WORK PLAN

WORKPLAN	Year 1	Year 2	Year 3
Appoint Township Fire Chief/ Director of Department of Fire Protection	▲	▲	
Establish Ad Hoc Advisory Committee	▲	▲	
Reorganize and Elevate Department of Fire Protection	▲		▲
Continue to VFD Governance	▲		▲
Continually Assess Operational Staffing Needs	▲		▲
Develop Fire Officer Eligibility Policy		▲	▲
Develop Formal Staffing Plan		▲	▲
Evaluate Dispatch Protocols and Capabilities		▲	▲
Adopt Apparatus Replacement Plan	▲		▲
Improve Member Recruitment and Retention	▲		▲
Continue to Develop Regional Relationships		▲	▲

APPENDIX 1 – STAKEHOLDER INPUT AND INTERVIEWS

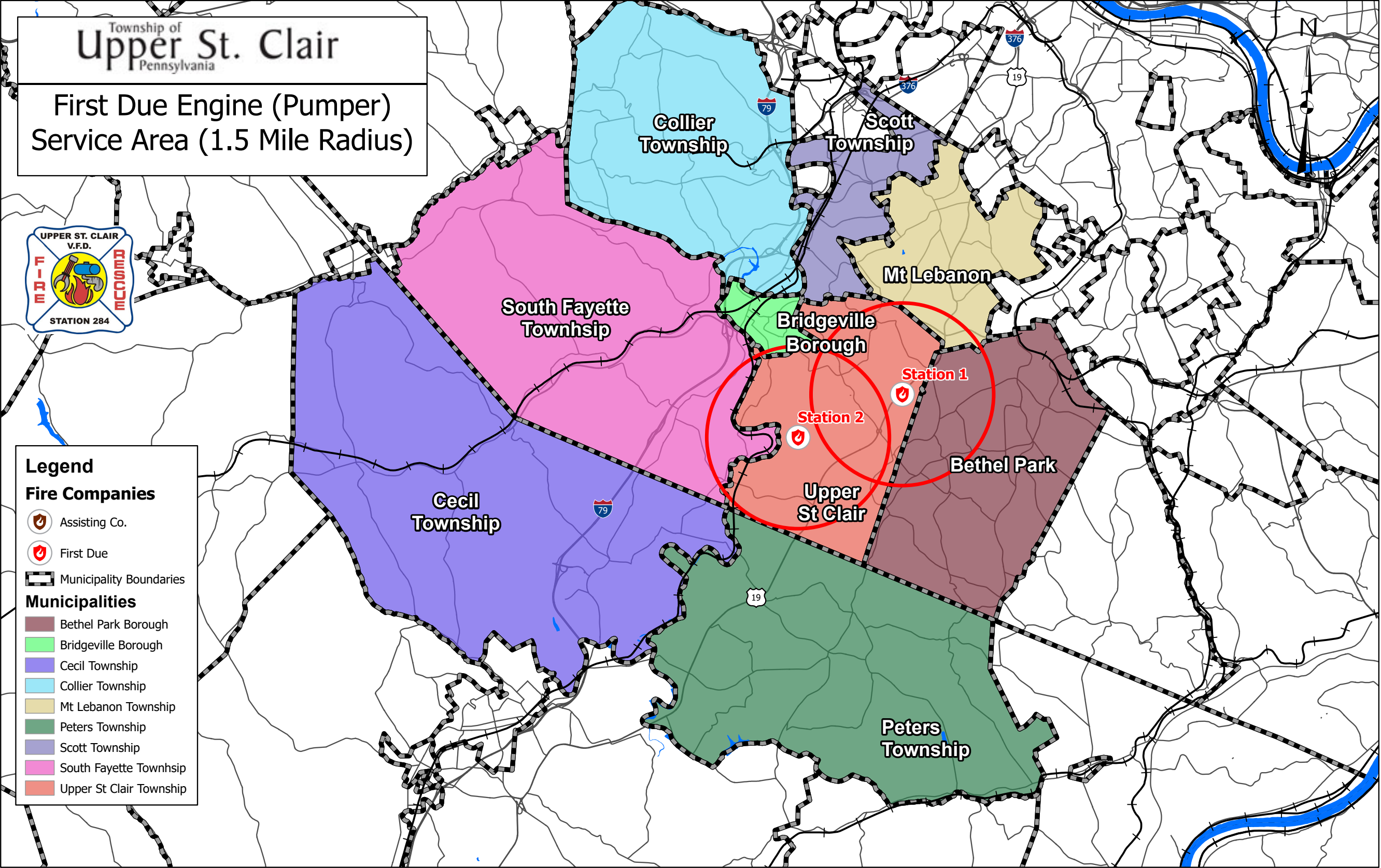
Stakeholder Input and Interviews	Date
Kick-off Meeting – Township Management Staff, VFD President, and Fire Chief Kick-off Meeting – VFD Membership	December 2020
Telephone Interviews – VFD Members	January 2021
Telephone Interviews – VFD Members	February 2021
Township Staff Interviews	March 2021
In-Person Interviews – Township Board Township Businesses VFD Officers	April 2021
In-Person Interviews – Businesses In-Person Interviews – VFD Board Chair, President, and Fire Chief	May 2021
In-Person Interviews – Acquired Structure Training Neighboring Agencies	June 2021
In-Person Interviews – One-on-one Member Interviews	July 2021
Fire Chief and Captain Interviews President and Treasurer Interviews	August 2021
Township Management Staff, VFD President, and Fire Chief Meetings	September 2021
Township Management Staff, VFD President, and Fire Chief Meetings	October 2021
Follow-up Interviews and Additional Data Collection	January – July 2022
Completed Report	August 2022

Map 1:
First Due
Service
Areas



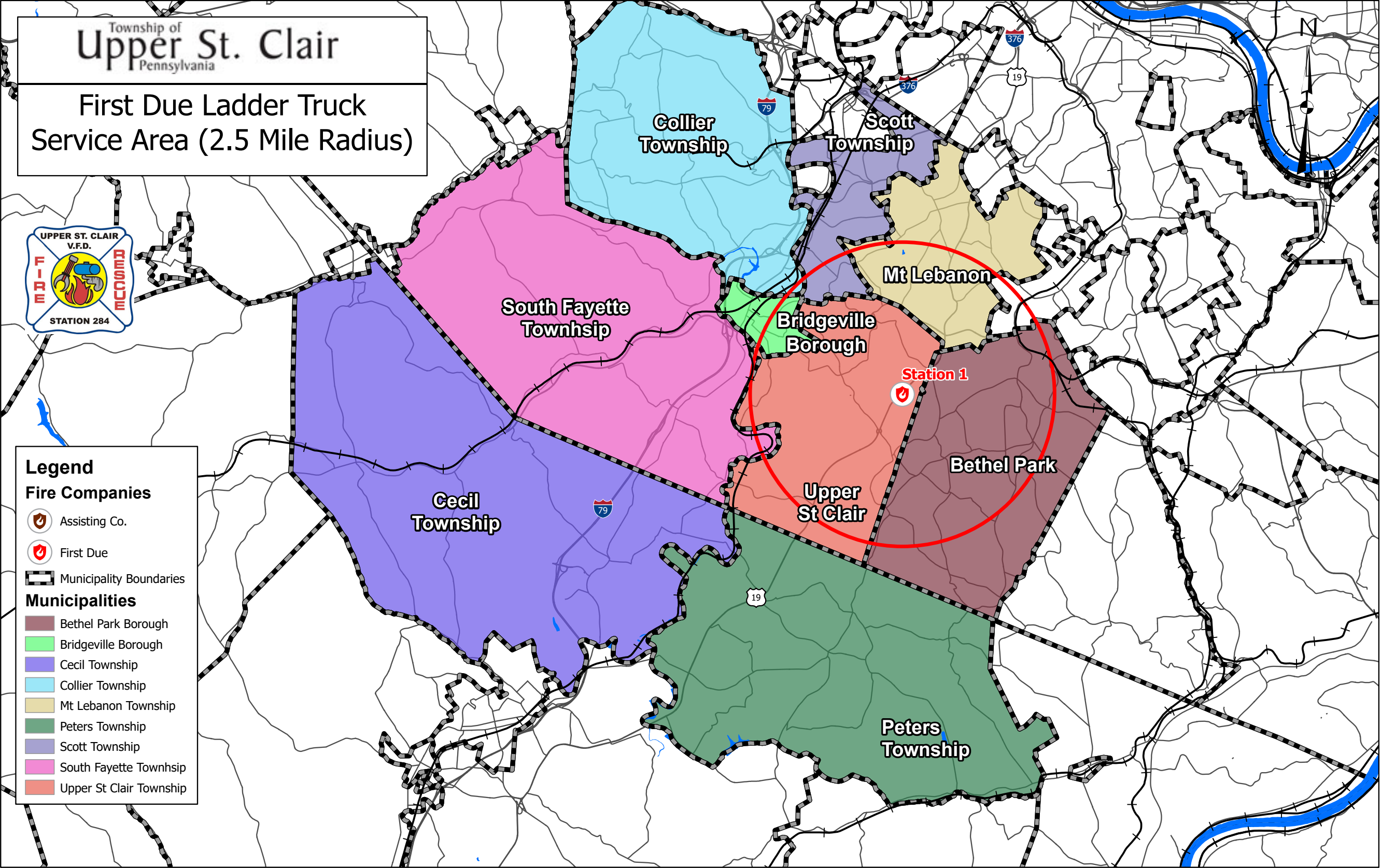
PennDOT, PASDA, US Census Bureau

Map 2:
First Due Engine (Pumper)
Service Area
(1.5 Mile Radius)



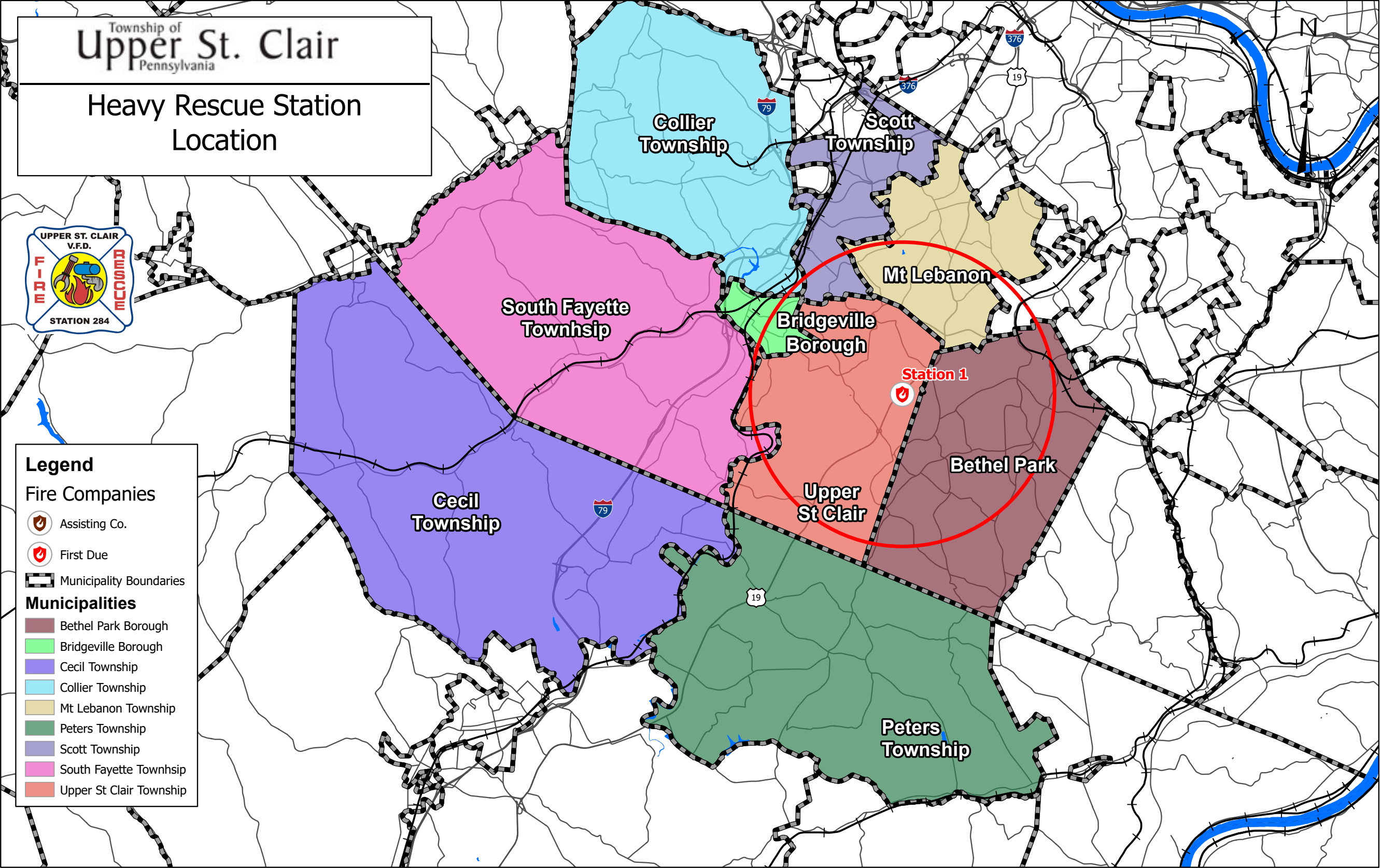
PennDOT, PASDA, US Census Bureau

Map 3:
First Due
Ladder Truck
Service
Area
(2.5 Mile
Radius)

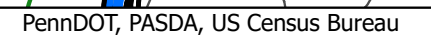


PennDOT, PASDA, US Census Bureau

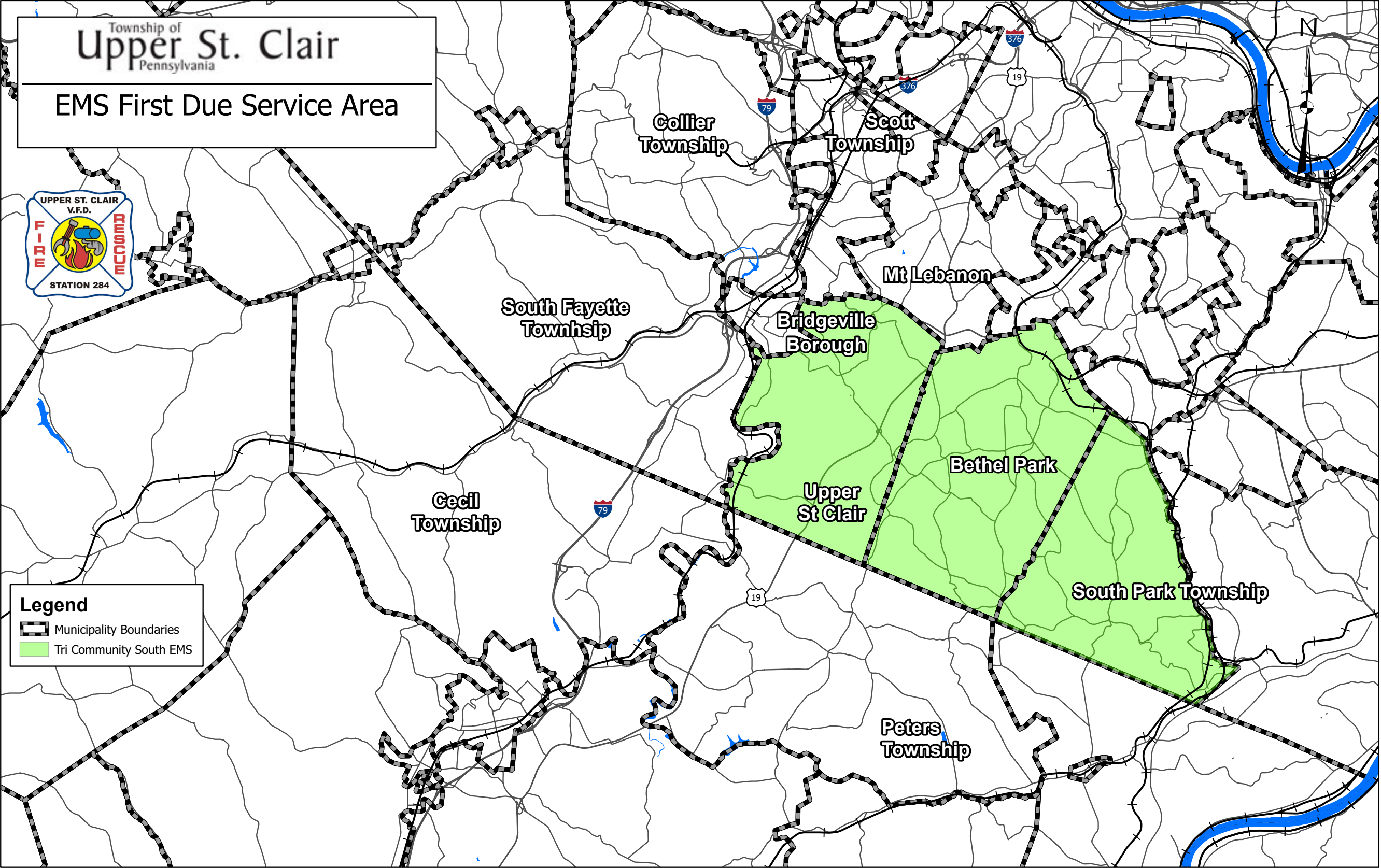
Map 4:
Heavy
Rescue
Station
Location



PennDOT, PASDA, US Census Bureau

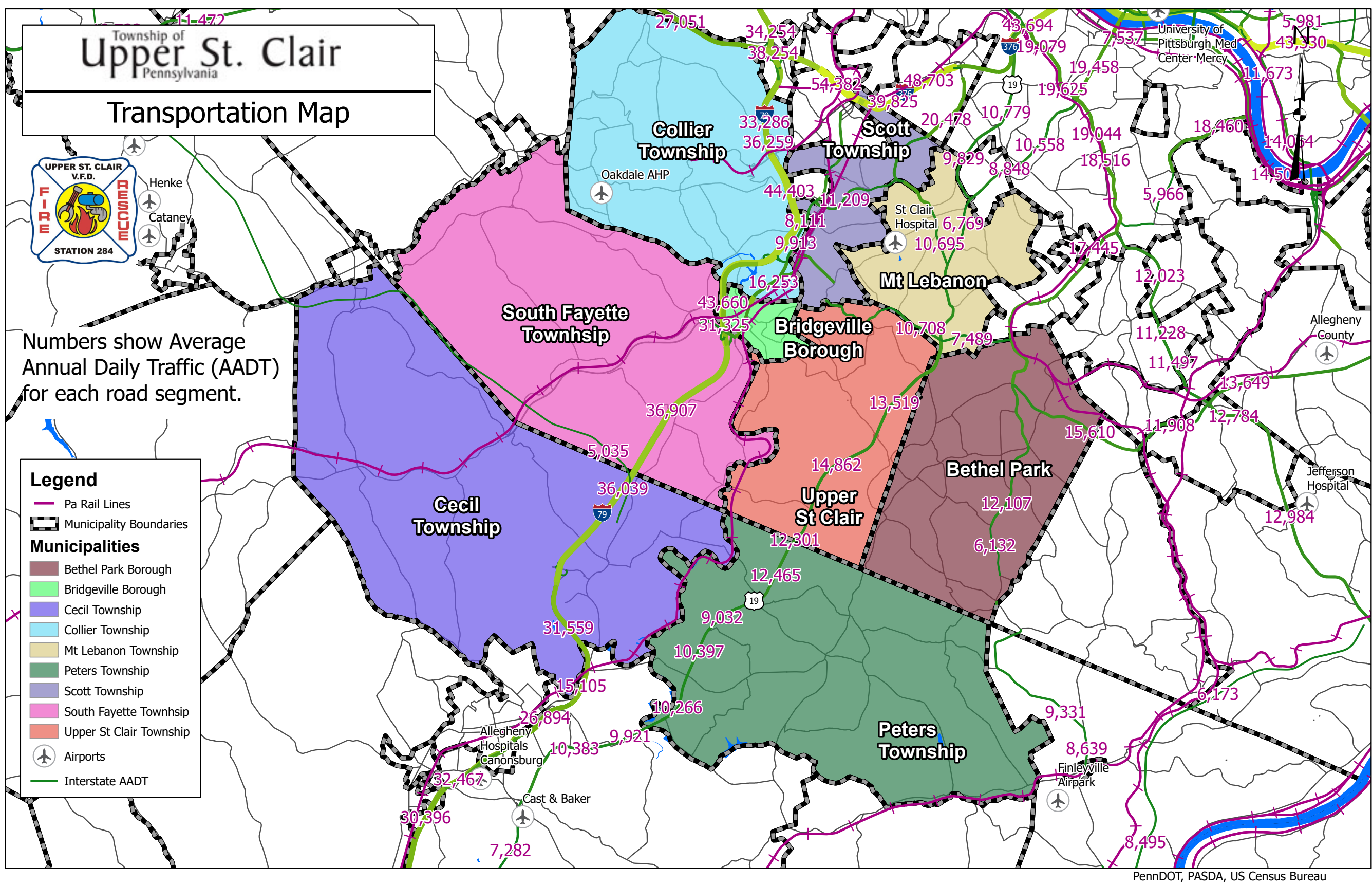


Map 6:
EMS
First Due
Service
Area

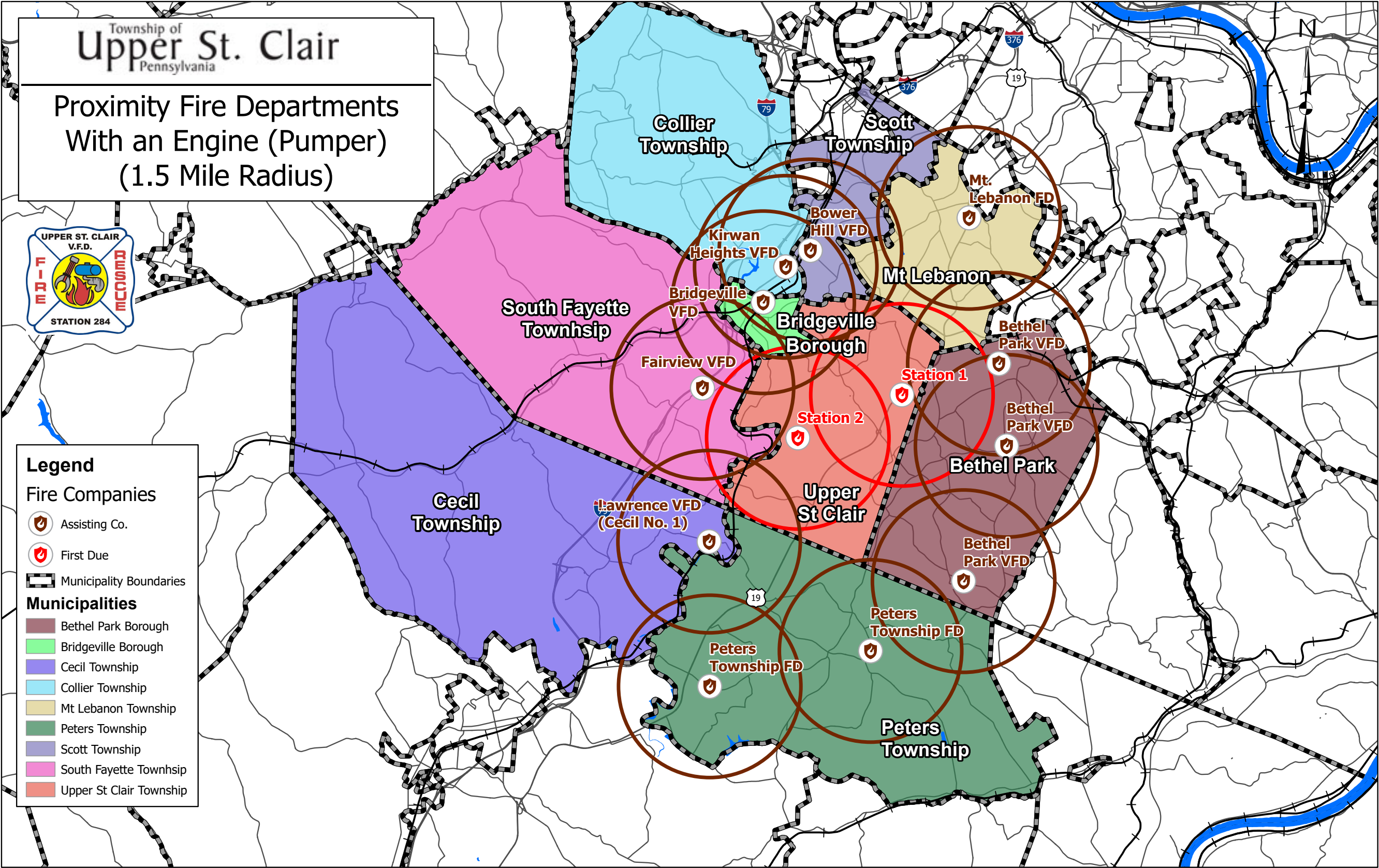


PennDOT, PASDA, US Census Bureau

Map 7:
Transportation
Map

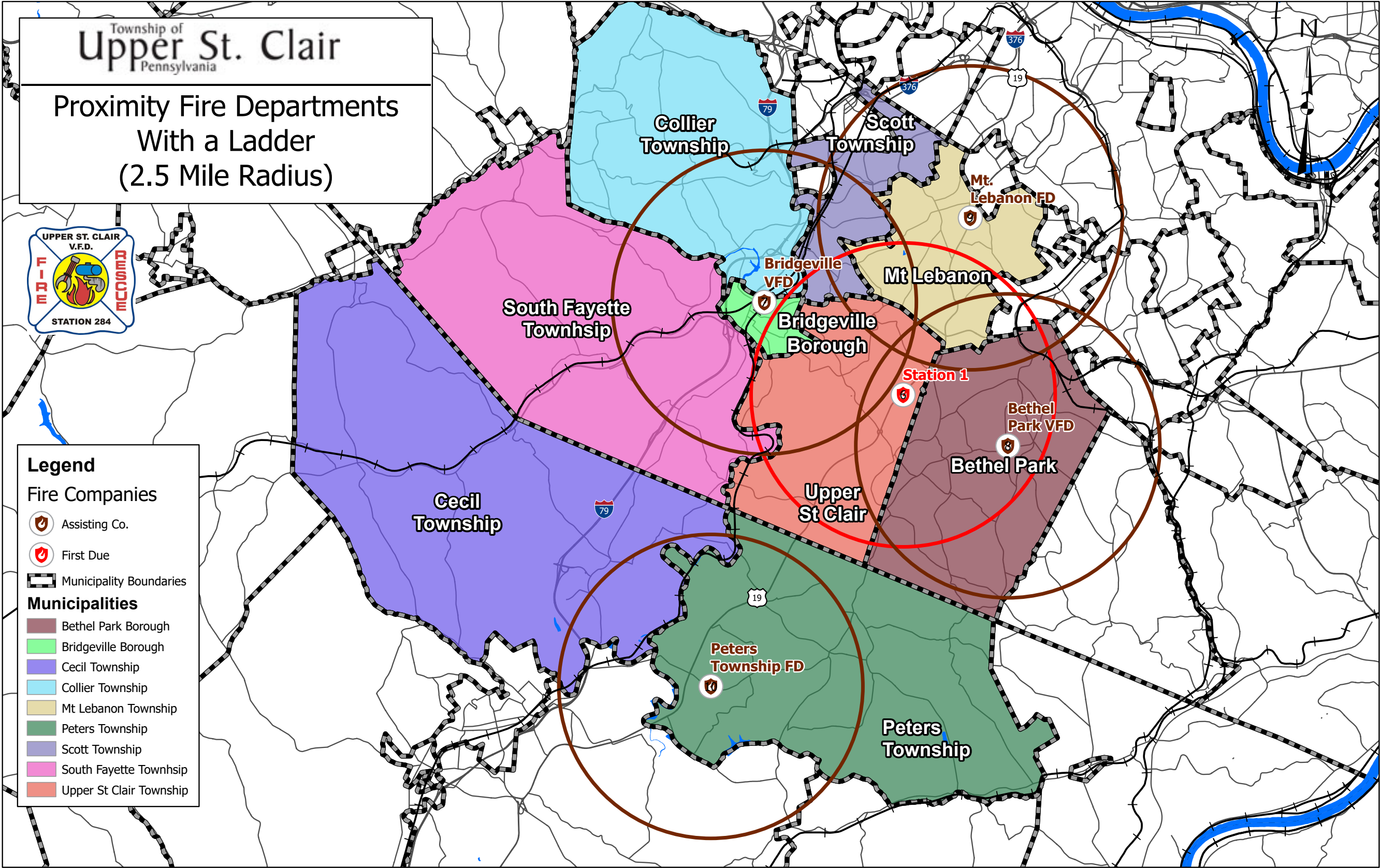


Map 8:
Proximity Fire
Departments
with an Engine
(Pumper) (1.5
Mile Radius)



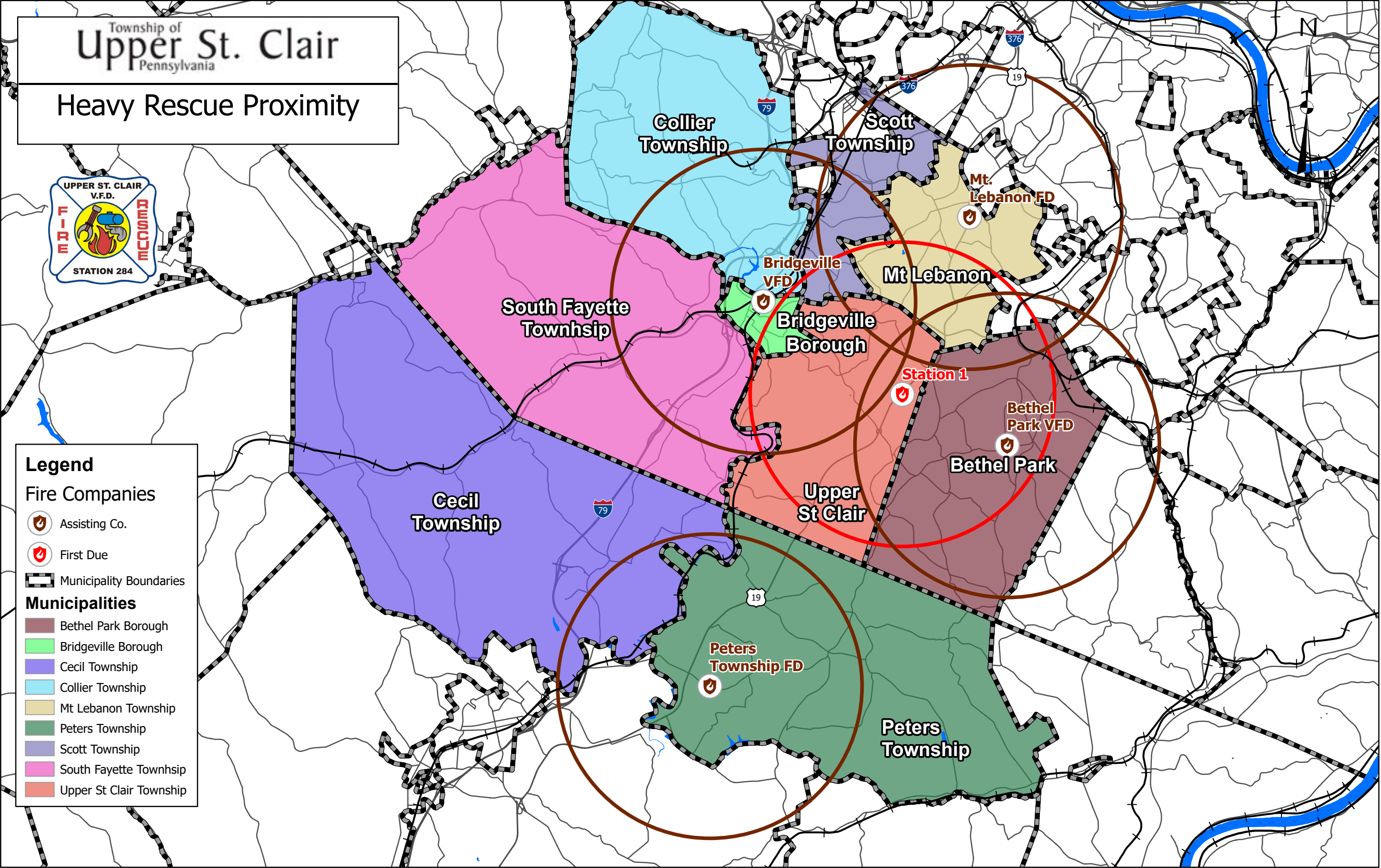
PennDOT, PASDA, US Census Bureau

Map 9:
Proximity Fire
Departments
with a Ladder
(2.5 Mile
Radius)



PennDOT, PASDA, US Census Bureau

Map 10:
Heavy
Rescue
Proximity



PennDOT, PASDA, US Census Bureau

APPENDIX 3 – TERMINOLOGY

Automatic Aid: A formal or non-formal agreement between neighboring fire departments, ambulance services and rescue squads to “automatically” assist each other on the “initial” dispatch to an emergency when apparatus and manpower are available.

Benchmark: A standard from which something can be judged. Searching for the benchmark, or best practice, will help define superior performance of a product, service, or process.

Career Firefighter: An individual whose primary employment is as a firefighter for a municipality or other agency or company and who derives the majority of his earned income working in the fire service.

Call for Service (aka Fire Call, 911 Call): This term refers to any urgent, 911 fire, rescue and emergency medical call for assistance. This may also include non-emergency calls for service including but not limited to lock outs, home flooding, welfare checks, lift assists, lost persons, and animal rescues.

Command: This term refers to the individual in charge of the incident that is directing the activities of all other responders.

Concentration: Spacing of multiple resources arranged so that an initial “effective response force” can arrive on scene within the time frames outlined in on-scene performance expectations.

Distribution: Geographic location of all first-due resources for initial intervention. Generally measured from fixed response points, such as fire stations, and expressed as a measure of time.

Driver/Operator (aka Engineer, Pump Operator, Pump Technician, Chauffeur): A firefighter who is responsible for driving the engine safely to the scene of the call and the operation of the pumps on an engine, to provide sufficient water to the firefighters on the hose. The term may be either a position title or a rank; usage varies among departments.

Effective Response Force: The minimum amount of staffing and equipment that must reach a specific emergency zone location within a maximum prescribed total response time and is capable of initial fire suppression, EMS, and/or mitigation.

Engine (aka Pumper, Fire Engine, Pump Truck): A fire suppression vehicle that carries and pumps water and is designed to carry firehose used to supply water to the pump and attack, control and extinguish fire.

Engine Company (aka Pumper Company): A group of firefighters who are assigned to and man a fire “engine” (pumper) apparatus with a water pump and equipped with firehose and other tools related to fire extinguishment.

Extrication: The removal of a trapped victim such as a vehicle extrication, confined space rescue, or trench rescue; sometimes using hydraulic spreader, Jaws of Life, or other technical equipment.

Fire Apparatus: Fire-Rescue Apparatus is divided into seven categories by National Fire Protection Association, Standard 1901. This includes Pumper Fire Apparatus, Initial Attack Apparatus, Mobile Water Supply Apparatus, Aerial Apparatus, Quint Fire Apparatus, Special Service (Rescue) fire apparatus, and Mobile Foam fire apparatus. Each of the categories are defined in detail by the NFPA Standard to which all fire apparatus must be constructed in the United States.

Fire Station (aka Fire House, Engine House): A fire station is a permanent structure or designated area established for storage of firefighting and rescue apparatus (fire engines, ladder trucks, ambulances, and related fire-rescue vehicles), personal protective equipment, firehose, fire extinguishers, and other related fire. In many cases it may also have kitchen, dormitory living and fitness facilities as well as work areas such as offices, meeting rooms, workshop, and laundry.

Fire Inspector: A person who is responsible for issuing permits and enforcing the fire code, including any necessary premises inspection, as before allowing (or during) a large indoor gathering.

Fire Marshal: Administrative and investigative office for fire prevention and arson investigation

Fire Police: A volunteer firefighter, special police officer or constable who is part of a fire department, tasked with ensuring the safety and security of emergency scenes, traffic control, crowd management as well as general assistance to the fire department and other agencies.

Firefighter: A rescuer extensively trained primarily to put out hazardous fires that threaten civilian populations and property to rescue people from car accidents, collapsed and burning buildings and other such situations. The increasing complexity of modern industrialized life with an increase in the scale of hazards has stimulated both advances in firefighting technology and a broadening of the firefighter-rescuer’s remit.

Hazardous Materials: Any materials which may include solids, liquids, or gasses which may cause injury, death, or damage if released or triggered.

ISO Rating (Insurance Services Office Public Protection Classification Rating): This is a rating number published by the Insurance Services Office used by insurance companies in many states to determine homeowner insurance premiums. Recently some insurance companies, including State Farm, have now adopted a per-zip-code, actual loss, based system in several states and no longer use the ISO (PPC) system.

Ladder Truck (aka Ladder, Hook and Ladder, Truck, Aerial, Snorkel): A fire truck that has an extension ladder, carries certain firefighting equipment, and can be set up to flow large quantities of water from an elevated position is called a “Ladder Truck.”

Mass casualty incident (MCI): Any incident that produces many injured persons requiring emergency medical treatment and transportation to a medical facility. The exact number of patients that makes an incident “mass casualty” is defined by departmental procedures and may vary from area to area.

Mutual Aid: A formal or non-formal agreement between neighboring fire departments, ambulance services and rescue squads to assist each other when “requested” by the officer-in-charge of the neighboring agency to an on-going emergency when apparatus and manpower are available.

NFPA (National Fire Protection Association): A research group which sets several standards and best practices for firefighting, equipment, and fire protection in the United States. These standards have also been adopted in many other countries around the world.

Professional Firefighter: All firefighters are classified as “professionals” by both the International Association of Fire Chiefs (IAFC) and the International Association of Fire Fighters (IAFF trade union). All firefighters are required by most state laws and general practice to meet the same training and equipment standards, take the same examinations for promotion and perform the same work under the same hazards. There are two accepted categories of Professional Firefighters--Volunteer Firefighters who may or may not receive pay for services and Career Firefighters whose primary employment and source of earned income is in the fire service.

Quint: A combination type of firefighting apparatus with five defining attributes. The Quint apparatus is both a Pumper and a Ladder truck. A “Quint” has: 1. a pump, 2. hose, 3. a water tank, 4. ground ladders, and 5. an aerial ladder.

Rescue: Physical removal of a live person or animal from danger to a place of comfort.

Rescue Company: A group or squad of firefighters trained and equipped to enter adverse conditions and rescue victims of an incident. In some areas of jurisdictions, this is often delegated to a Truck Company.

Rescue Engine: A single piece of fire apparatus that can operate as either a rescue or an engine. This apparatus normally is outfitted with heavy rescue equipment, hose lines, pump, water tank, etc.

SCBA (Self Contained Breathing Apparatus): Specialized breathing equipment which has an oxygen tank and mask. This equipment keeps firefighters and other rescue personnel from breathing in smoke and other hazardous gases. This equipment is part of a firefighter’s personal protective equipment (PPE).

Standard Operating Procedure, Guideline (SOP or SOG): Rules for the operation of a fire department, such as how to respond to various types of emergencies, training requirements, use of protective equipment, radio procedures; often include local interpretations of regulations and standards. In general, “procedures” are specific, whereas “guidelines” are less detailed.

Station Activities: In addition to calls for service, volunteer fire and EMS personnel perform many other activities while on-station. This includes but is not limited to monthly membership meetings, volunteer firefighter’s relief association meetings, committee meetings, company trainings, work details, and community engagement events.

Structure Fire (aka Structural Fire, Building Fire, House Fire): A fire in a residential or commercial building. Urban fire departments are primarily geared toward structural firefighting.

Tanker (aka Tender, Water Tender): A road-based fire apparatus equipped to carry large volumes of water to a fire. This piece of apparatus is typically used in rural areas without an adequate supply system, such as rural areas without hydrants. Tenders may have pumps and associated hardware to facilitate their mission. Some regions of the country, fire departments refer to this apparatus as Tenders or Water Tenders.

Truck Company (aka Ladder Company): A group of firefighters assigned to staff an apparatus that carries aerial and ground ladders, forcible entry tools, possibly extrication tools and salvage covers, and who are otherwise equipped to perform rescue, ventilation, overhaul and other specific functions at fires; also called “ladder company”.

Turnout Gear (Bunker Gear, Turn Outs): The protective clothing worn by firefighters and other rescue personnel made of a fire-resistant material such as Nomex or Aramid and designed to shield against extreme heat. This includes jacket, pants, helmet, gloves, fire-resistant hood, and boots. This equipment is part of a firefighter’s personal protective equipment (PPE).

Volunteer fire department: An organization of part-time firefighters who may or may not be paid for on-call time or firefighting duty time, but who in nearly all states are held to the same professional training standards and take the same examinations to advance in rank as career firefighters. [In some regions, particularly eastern New York, New Jersey, Pennsylvania and Maryland volunteer fire departments and fire protection districts have independent taxing authority and are equally as well equipped and paid while working as career fire department members.]

USC Twp Resolution

TOWNSHIP OF UPPER ST. CLAIR

RESOLUTION NO. 1694

A RESOLUTION OF THE TOWNSHIP OF UPPER ST. CLAIR, A HOME RULE MUNICIPALITY, COUNTY OF ALLEGHENY, COMMONWEALTH OF PENNSYLVANIA, DIRECTING THE APPROPRIATE TOWNSHIP OFFICIALS TO DEVELOP AND IMPLEMENT A JOINT STUDY AND STRATEGIC PLANNING PROCESS OF THE UPPER ST. CLAIR VOLUNTEER FIRE DEPARTMENT.

WHEREAS, the Board of Commissioners has designated the Upper St. Clair Volunteer Fire Department (“USCVFD”) as the provider of Fire Protection Services for the Township; and

WHEREAS, the USCVFD has provided a high level of emergency service to the community since its founding in 1939; and

WHEREAS, the USCVFD has expressed a desire to partner with the Township of Upper St. Clair to undertake a joint study of the USCVFD and strategic planning process to ensure the highest quality volunteer fire services can continue to be provided to Upper St. Clair residents; and

WHEREAS, the Board of Commissioners wishes to continue supporting the efforts of the USCVFD to provide fire protection services to the Township, allowing them to focus on training and recruiting volunteers for the sole purpose of being a volunteer firefighter; and

WHEREAS, The Board of Commissioners acknowledges the letter dated October 21, 2020 sent from USCVFD Leadership to the Township Manager and likewise desires to partner with the USCVFD to undertake a joint study and strategic planning process; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Township of Upper St. Clair as follows:

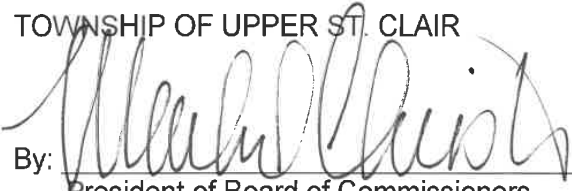
THAT, the Board of Commissioners directs the Township Manager to develop and implement a process to comply with the intent of this Resolution with the following stipulations:

1. A recognized professional consultant be hired to conduct this process who is experienced in the area of professional volunteer fire companies in Pennsylvania.

2. The process shall include, at a minimum, the following core areas: membership development, fire operations, organizational governance, capital assets, and community relations.
3. The strategic planning process shall include in-person interviews with officers, current and former members of the USCVFD, members of the Board of Commissioners, appropriate appointed officials of the Township, and other community stakeholders.
4. The process shall result in the development and delivery of a Strategic Plan, covering a minimum 3-5 year period.
5. The Township Manager is directed to provide the necessary resources and funding to this process to ensure the intent of this Resolution is accomplished.

ADOPTED by the Board of Commissioners of the Township of Upper St. Clair on this 2nd day of November 2020.

TOWNSHIP OF UPPER ST. CLAIR

By: 

President of Board of Commissioners

ATTEST:


Township Manager/Secretary

APPENDIX 5 – USC VFD RESOLUTION



Upper St. Clair Volunteer Fire Department 2001 Washington Rd. ♦ Upper St. Clair, PA 15241 ♦ (412) 835-0660

October 21, 2020

Township Manager Matthew Serakowski
1820 McLaughlin Run Road
Upper St. Clair, PA 15241

Dear Matt:

The Upper St. Clair Volunteer Fire Department is excited to work together with the Township of Upper St. Clair to form a Strategic plan for the future of the Fire Department to ensure our Residents are provided the level of emergency service that they have been accustomed to since our founding in 1939.

We want the Township to be aware of the trend in Pennsylvania of losing Volunteer Firefighters due to age of members, work requirements of members, members leaving due to family restraints, etc. This problem is not unique to Upper St. Clair as it is often the topic of County, Regional and State meetings attended. In 1970 Pennsylvania had about 300,000 Volunteer Firefighters, today that number is 38,000 and declining.

Our Department has spent thousands of dollars on retention of members by providing them with a \$50,000.00 Life Insurance policy. We offer a Stipend Program where we pay out the members every December for the Points earned throughout the year. We offer a Length of service awards program for years of service. The station is top notch and we provide a tv room and pool table to encourage members to hang out so crews are available to roll out the door. Still members make the hard choice to leave.

We have tried many Recruitment tools to find members such as Social Media Post, Today Magazine articles, word of mouth to recruit new members, but the time restraints required to be a trained Firefighter are keeping new members away.

Along with the Manpower issues we currently have. We have an aging fleet of apparatus with some pieces reaching their useful life to be considered on ISO reporting. Funding of our larger pieces have been achieved by working with the Township to secure low interest loans and other sources of funding for these purchases in prior years.

In closing we want to reiterate our desire to work together to protect our residents and provide the quality of service they deserve. Our Core group of members are aging and moving on to Life Membership status. They have served us well over the years and are hoping the next generation in the Department now has the assistance needed to maintain the strong tradition of the Fire Service into the future. We look forward to this joint study.

Daniel Barr
President

Mike Moore
Chief

Dave Ickes
Chairman BOD

UPPER ST. CLAIR
VOLUNTEER FIRE DEPARTMENT

LONG RANGE PLANNING

PREPARED BY
R.R. THOMSON, CHIEF

JANUARY, 1979

INTRODUCTION:

This document has been prepared in order to give insight into what changes might be appropriate over the next five (5) to ten (10) years in order that this department may continue to provide the finest fire protection feasible to the residents and property owners of this Township. Such insight is considered appropriate in order that advance planning and funding might be made. In addition, it is appropriate that the members of the department and local government officials have an overview of what is presently envisioned relative to local fire protection in the future.

The format of this document is to list the major objectives, in turn, in each of several specific areas. It is assumed that the reader is familiar with the status of each of these fire related areas as they presently exist so that little emphasis is placed on the past or present. Rather such discussions focus on the future in each such area.

This document has been reviewed with a limited number of officers and men in the department. Their comments and suggestions have been incorporated where considered appropriate. It does not however have the unanimous endorsement of the entire department as there presently are, and probably always will be, differences of opinion. This document must therefore be regarded primarily as the opinions of the present Chief and upon conditions as they presently exist and are forecast for the future. It is not inconceivable that a different Chief, different line officers, and different members in the future might have significantly different ideas.

It is also possible that unpredictable changes within the department and/or community may significantly alter or negate the objectives stated herein.

A. BUILDINGS

The present two stations should be adequate for the next 5-10 years. With a all volunteer department an additional substation in the Somerville Drive area has been considered. However, informal agreements have been reached with the Bower Hill Volunteer Fire Department. Such agreements require both departments to respond to all calls in that general area thus improving response time and manpower coverage. In view of the highly residential nature of the Township, it may not be possible to provide and always maintain a sufficient number of volunteers to support three stations (or possibly even two). By utilizing some paid firemen (see Section D) the need for three (or two) stations is somewhat reduced as is the present dual department response in the Somerville Drive area.

Long Range Objectives relative to buildings

1. Pay off the large mortgages on both buildings as soon as possible;
2. Provide for the continued maintenance and upkeep (Main station stucko may be a major problem in the future);
3. Finish the upstairs of the sub-station;
4. Take steps to reduce the heating costs of the sub-station;
5. Permit the use of the main station meeting room by local civic groups where feasible (as both a community service and a fund raising endeavor);
6. Install a modern workroom and storage area in the old kitchen area of the main station;
7. Procure and install bars on certain of the windows of the sub-station to improve its security.

APPENDIX 6 – USC VFD LONG RANGE PLAN – JANUARY 1979

CONTINUED

B. GROUNDS

The grounds surrounding the main station are insufficient for adequate parking. The grounds surrounding the sub-station are poorly drained and are marginal for training purposes (see Section F).

Long Range Objectives relative to the grounds

1. Clear and pave the additional land recently acquired from PAT next to the main station to provide for additional parking;
2. Resolve the present water drainage problems at the sub-station;
3. Replace the trees at the sub-station killed by poor drainage;
4. Remove and replace the trees in front of the main station.

C. VEHICLES

The present vehicles are as follows:

1. 1979 Emergency Van;
2. 1978 1500 GPM Pumper;
3. 1976 100 foot Ladder Truck;
4. 1974 1250 GPM Pumper;
5. 1972 1250 GPM Pumper.

For planning purposes it is considered that replacement should be made when a pumper nears 15 years of age. In order to realize a reasonable resale price even earlier replacements should be considered.

Long Range Objectives relative to vehicles

1. Replace the 1972 pumper in 1985 (13 years old)
prepare specifications in 1983;
2. Replace the 1974 pumper in 1987 (13 years old)
prepare specifications in 1985;

3. Replace the panel truck with;
 - a. A heavy duty rescue vehicle (with air cascade);
 - b. A chief's car/mobile command post.

D. MEMBERSHIP

The backbone of the department is its membership. Unfortunately the source of potential high quality members is quite limited in this Township. Since adequate coverage cannot be guaranteed with an all volunteer department (especially during the daytime on normal work days) provisions should be made to improve this situation. It should also be noted that the exceptional degree of fire protection in this township that currently exists could not have been achieved or cannot be maintained by relying on a volunteer non-professional fire chief without the efforts of a dedicated and extremely competent fire marshal.

Long Range Objectives relative to membership

1. Continue to hold the maximum number of members to 35 (a large department is not considered to be effective or appropriate);
2. Strive to maintain a large waiting list (in order to keep the on-board members active and competitive);
3. Institute a mandatory retirement age and formal periodic physical examination requirements for all members;
4. As soon as feasible provide a full time paid fire chief who would;
 - a. Be a resident of the township who would normally be available in the township to answer all emergency calls;
 - b. Be in charge of all line activities of the department including all paid firemen.

-NOTE-

Consideration should be given to combining the duties and responsibilities of the fire chief and fire marshal since that one individual might serve both functions exclusively within this township (independent of Scott Township). Since the chief would be paid from township funds (see Section K) he should be appointed by the township in accordance with Civil Service type requirements. Since he would interface directly with the volunteers his appointment should also be endorsed by the membership of the department.

All non-line activities of the department would be the responsibility of the president who would serve as the link between the volunteers and the chief/line activities.

5. Within five (5) years provide a limited number of full time paid professional firemen who would;

a. Provide at least two (2) men at the main station between 7 A.M. and 6 P.M. during normal work days (when volunteer coverage is most undependable);

b. Serve as volunteers during other hours (and thus be members of the department);

c. Be assigned various duties by the chief such as maintenance, fire prevention, administration, etc., during working hours;

6. Should an insufficient number of volunteers ever develop, consider increasing the number of paid professionals so that at least two (2) men per shift could be provided at the main station at all times.

-NOTE-

Preference should be given to existing members of the department for all paid professional positions that might eventually be established.

E. COMMUNICATIONS

The new base radios and pagers should provide an effec-

APPENDIX 6 – USC VFD LONG RANGE PLAN – JANUARY 1979

CONTINUED

tive system for several years. Maintenance and improvements will, however, require continuing funding and attention.

Long Range Objective relative to communications

1. Continue to maintain the present systems in first class condition;
2. Provide for the replacement of pagers which may be lost or damaged. It is also possible that the lifetime of such pagers may be less than ten (10) years and therefore complete replacement may be required;
3. Upgrade the present mobile command post to include all mutual aid fire and police frequencies;
4. Replace at least three (3) of the existing seven (7) two-way mobile truck/chief units and provide a similar unit for the 2nd assistant chief;
5. Replace at least two (2) of the four (4) small mobile units now used by the junior line officers;
6. Provide scanners for all of the vehicles;
7. Provide the capability to activate all home monitors and pagers from the mobile command post;
8. Replace at least three (3) of the six (6) walkie-talkies and provide two (2) additional units for other trucks;
9. Provide sirens for both stations and replace the existing sirens (for use on structural fires only and for civil defense type alarms);
10. Modify the base receivers and pagers for the selective calling of men;
11. Replace the existing home receivers as required.

F. TRAINING

An aggressive and thorough training program is essential not only for the safety and well-being of the members but also for the effectiveness of the department.

Long Range Objectives relative to training

1. Further improve the requirements and training for all emergency vehicle operators (possibly with the assistance of local or state police);
2. Construct a burn building and fire pit for department use (at the sub-station if feasible) unless a comparable facility becomes available in this general area in the near future;
3. Formalize and document training requirements for probationary firemen, firemen and line officers;
4. Formalize and document training and qualification programs to carry out the above training requirements;
5. Procure at least five (5) new commercially available training films per year until an adequate film library is locally available;
6. Procure and implement the use of video tape equipment to record local training in order that such training can be repeated and made up when required. Such equipment would also be of use in fire prevention and public relations endeavors.
7. Periodically update and revise the department's training manual;
8. Develop and periodically update the fire prevention/pre-plans of all schools, churches, and all major buildings in the township;
9. Procure the services of professional instructors for local training should department members not be capable of or available to carry out an effective training program;

10. Continue to have the chief and senior line officers attend the National Chiefs Conference and related seminars, training, meetings, etc.;

11. Have selected members of the department attend professional fire training schools and conferences on the county, state, and national level.

G. MAINTENANCE (Vehicles and Equipment)

This area is extremely important and time consuming. It is one of the most difficult to effectively carry out with an all volunteer department.

Long Range Objectives relative to maintenance

1. Continue to improve the records, requirements and procedures for all vehicles and all major equipment;

2. Utilize the services of a professional mechanic to carry out corrective vehicle maintenance as required;

3. Utilize the services of a professional mechanic to carry out certain preventative vehicle maintenance wherever this cannot be effectively done by department members;

4. Provide for major preventative and corrective maintenance and repairs that may be required. Items of this nature will include water tank replacement(s); factory servicing/testing of aerial ladder; repacking of pump(s); overhaul of engine(s), rear ends, transmissions, etc; and related items.

H. EQUIPMENT

The department currently is considered to be well equipped. However, frequent new acquisitions are necessary due to the heavy wear and tear on all fire fighting equipment and in order to take advantage of advances in fire fighting technology that are made.

APPENDIX 6 – USC VFD LONG RANGE PLAN – JANUARY 1979

CONTINUED

Long Range Objectives relative to equipment

1. Replace one complete hose load (500 ft. 1 1/2, 2000 ft. 2 1/2, and 1000 ft. 3 1/2) approximately each five (5) years;
2. Provide each man with a complete new set of protective equipment approximately every five (5) years;
3. Acquire a Hurst tool and an Air Bag concurrent with the procurement of a heavy duty rescue vehicle (see Section C);
4. Acquire a hose washer and dryer for the sub-station (replacement for the main station units may also be required);
5. Provide the main station with emergency power so that this building can shelter residents in extreme emergencies;
6. Acquire one or more trailer mounted emergency power plants for use in power black outs and other major emergencies;
7. Convert all 110 volt electrical cable, reels, lights, plugs, adaptors, tools, etc. from the present two (2) wire system to the safer, OSHA required three (3) wire grounded system.

I. FIRE PREVENTION

In the past this area has been quite informal and based almost entirely upon the motivation of a few individuals.

Long Range Objectives relative to fire prevention

1. Formalize aggressive programs to be made to various groups;
2. Factor formal programs into certain grades of the local schools and conduct such programs yearly;
3. Make periodic presentations to township residents via local cable TV or group presentations (talks and films on fire prevention, demonstrations of fire extinguishers and smoke detectors, films and comments on local fires, periodic fire reports, etc.);

J. WATER SUPPLY

The existing hydrants and water supply are judged to be adequate. Additional hydrants and lines will be required as new areas of the township are developed.

K. FINANCES

A great deal of time is devoted by the volunteers in fund raising - at the expense of training and maintenance. This situation is not considered to be in the best interest of fire protection and can hopefully be minimized in the future.

Long Range Objectives relative to finances

1. Continue to acquire state and federal funds to the maximum extent possible;
2. Continue to carry out an annual, formal fund drive;
3. Delete all future carnivals and other fund raising endeavors;
4. Continue to receive major capital equipment (trucks, radios, etc.) from township funds;
5. Continue to receive an annual township appropriation for fire equipment and operations;
6. Obtain township assistance, if required, to pay off the sub-station mortgage without resorting to carnivals, etc;
7. Continue to fund all volunteer activities (including the volunteer's reimbursement program) solely from the annual fund drive;
8. Have all salaries and costs relating to the fire chief and professional firefighters funded by the township.

L. OTHER

Long Range Objectives relative to other areas

1. Develop selective alarm/response capability so that

only a relatively few men respond to other than major emergencies (pagers and on-duty professionals will make this more feasible);

2. Continue to respond to non-emergency and to community service type requests to the extent feasible with the available manpower;

3. Provide full uniforms for all members in order to increase the professionalism and esprit-de-corps of the department;

4. Continue to improve relationships with neighboring fire departments and fire organizations as follows;

a. Plan and schedule periodic drills with the neighboring departments (at least one per year with each neighboring department);

b. Plan and conduct at least one line officers meeting per year with each of the neighboring departments to discuss mutual problems;

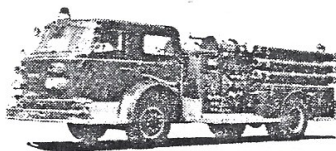
c. Have one or more members attend each meeting of each area fire organization and report activities back to this department;

d. Continue to have the chief attend the local chief's (45.28 MHZ) meetings.

5. Continue to maintain the excellent working relationship among this department, the police department, the ambulance service and the township officials and staff.

UPPER ST. CLAIR TOWNSHIP VOLUNTEER FIRE DEPARTMENT

2001 WASHINGTON ROAD



UPPER ST. CLAIR, PA. 15241

TO: Upper St. Clair Township Commissioners
FROM: Robert R. Thomson, Fire Chief
DATE: August 17, 1981
SUBJECT: PENDING FIRE PROTECTION LEGISLATION

Several statements relative to fire protection were made by various individuals at the August 3, 1981 Commissioner's meeting that were either incorrect or misleading. It is considered important that such statements be corrected/clarified. Accordingly, I have listed below the specific statements and my comments thereon.

1. Statement

You can get 250 gallons per minute (GPM) of water from a garden hose.

Response

Typical water flow rates through hand-held hose lines are as follows:

- | | |
|----------------------------------|--------------|
| (a) A 2-1/2 inch hose line | 250 GPM |
| (b) A 1-1/2 inch hose line | 125 GPM |
| (c) A 1 inch "booster" hose line | 30 GPM |
| (d) A "garden hose" | About 10 GPM |

2. Statement

It appears to be a typographical error that it takes 3 firemen to deliver 250 GPM of water since Upper St. Clair's newest pumper will deliver 1500 GPM.

2.

Response

It is true that our newest pumper is rated at 1500 GPM (the others are rated at 1250 GPM). That means that the truck will deliver at the pump outlet at least that much water. It does not mean that the truck, all by itself, will use that water to attack the fire. Firemen must do that! A single fireman can safely handle a garden hose (about 10 GPM) or a one inch "booster" line (30 GPM). A minimum of 2 firemen are required to handle a 1-1/2 inch hose line (125 GPM).

A minimum of 3 firemen (and relatively strong ones at that) are required to handle a single 2-1/2 inch hose line (250 GPM). This, of course, does not include the firemen operating the pump(s), the officer(s) directing the operations, the support firemen, etc.

3. Statement

Upper St. Clair firemen do not receive serious injuries; just minor cuts and bruises.

Response

The following item is taken verbatim from my 1980 report to the Township.

"17. There were 15 recorded cases where firefighters were hurt or injured at emergencies, drills, or fire schools. While most were quite minor (cuts, burns, bruises, smoke inhalation, etc.), two required hospital treatment and one required an extended period of hospitalization, recuperation/ disability."

The most seriously injured fireman mentioned above injured his back in connection with a lightning strike fire on Willowbrook Road. He was hospitalized for 11 days (most of that time in traction) and wore a cervical collar for weeks thereafter. His total period of disability was 10 weeks. The two injuries that required hospital treatment were for second degree leg burns received as a result of falling through a burnt out floor (4 days disability) and a wrist/arm injury at a major fire (10 days disability). Several of the remaining 15 cases in 1980 required first aid at the scene by ambulance personnel.

APPENDIX 7 – USC VFD FIRE PROTECTION MEMO – AUGUST 1981

CONTINUED

3.

To date in 1981 we have had 7 recorded cases of injuries. Three of these required hospital treatment as follows:

1. An operation to remove a metal fragment from a hand injury (11 days disability).
2. X-Rays and treatment of a severely twisted and sprained ankle (2 weeks disability).
3. A fractured bone in the hand (6 weeks disability).

Some of the more serious injuries that I can recall that resulted in hospital treatment or confinement from prior years include:

- A broken ankle (8 weeks disability).
- A broken wrist (subsequent operation required) (19 weeks disability).
- Pneumonia (4 weeks disability) (including 10 days hospitalization).
- A major back problem (6 month disability) (including 8 days hospitalization).
- A back problem resulting from a two story fall through a burnt out floor (6 weeks disability) (including several days hospitalization).
- An automobile accident (enroute to a fire call) in which a fireman was injured and his wife received injuries which subsequently proved to be fatal.

Most of the men who suffered considerable pain and underwent periods of disability with their injuries hardly consider them to have been "minor".

On a more personal note of the scores of injuries that I have received in the past 20 years with the Upper St. Clair Volunteer Fire Department, those that I do not consider minor include:

- Being overcome by heat/smoke and requiring medical assistance in reviving.
- Losing two toe nails from frostbite.
- Permanently damaging a leg and knee which causes considerable periodic discomfort.

4.

Fortunately we in Upper St. Clair have been very, very lucky in the past. There have been many cases where we have escaped serious injuries. Such as:

- (a) Fire truck rolled over.
- (b) Man fell off of roof.
- (c) Man blown off ladder.
- (d) Man trapped in burning building (dove through boarded window).
- (e) Inhalation of toxic fumes.
- (f) Bricks fell on man's helmet.
- (g) Hose line ruptured.
- (h) Man fell off of responding truck.
- (i) Vehicle accidents.
- (j) Eye injuries.

As a final point, it is considered inappropriate to argue that since our firemen have been relatively lucky in the past we do not need a strong sprinkler ordinance in the hope that they will continue to be lucky in the future with more and more bigger buildings which contain more exotic (and dangerous) materials than ever before.

4. Statement

After all people are out of the building, the Fire Department can let the building burn down.

Response

Such action would be irresponsible and would most likely result in damage suits (and judgements) against the Fire Department, the firemen and the Township. Last year the City of Pittsburgh paid \$823,725 in damages in that it was alleged that they fought a fire "in a negligent manner" - not that they did not fight the fire at all. There have been many other such judgements recently.

5.

5. Statement

The Township owns the fire sub-station and leases it to the Fire Department for \$1 per year.

Response

The Fire Department owns the sub-station. We will make the last mortgage payment of \$15,000 (plus interest) this year. By so doing the entire cost of the building will have been paid for by this department (with no monies from Township or from tax funds).

6. Statement

The \$500,000 for the first year of a partially paid fire department is apparently in error.

Response

The above figure is an order of magnitude estimate. One can quibble as to each of the many details that should go into such a figure. However, it is a fact that for the part paid, mostly volunteer fire department in Mt. Lebanon the 1981 budget is \$717,000. From this fact alone it should be apparent that \$500,000 is not totally out of the ball park, at least for the first year of operation of a partially paid fire department in Upper St. Clair. (It should be quite apparent just what a bargain this Township has in its all-volunteer fire department).

7. Statement

I have concern over the fact that only 3 men sometimes respond to daytime calls.

Response (Also see the response to Statement #8)

I too have a great deal of concern over this and also concern over:

- When during the emergency the men respond (i.e., does one man respond in 4 minutes and the other two 20 minutes later) and;
- Specifically who responds (i.e., are they all real old and in poor physical condition or, on the other hand, are they all brand new members with little or no experience).
- If any firemen at all will respond (my greatest concern).

6.

Unfortunately it is a fact of life with most all-volunteer fire departments that conceivably, no firemen at all might someday respond to an emergency call. This is more than remotely possible in Upper St. Clair where so few of our members work within the Township. Although this has never happened in Upper St. Clair in the past, it is a possibility that we all must recognize.

There is some comfort, however, in knowing that this Department, like most volunteer departments, has mutual aid agreements with the surrounding communities. In the event that additional manpower is needed it can easily be obtained (with some delay in arrival) by simply asking.

8. Statement

A number of present firemen would be opposed to a partially paid fire department.

Response

A number of present firemen (like a few members of any group) would be opposed to ANYTHING! If and when it becomes apparent that an adequate number of competent volunteer firemen cannot normally be expected to respond to emergency calls, it is hoped that this department would be responsible enough to take corrective action. It should be noted that in recent meetings (Board of Directors and full Department) the following possibilities have been discussed:

- (a) Increasing informal recruiting efforts.
- (b) Initiating formal recruiting efforts.
- (c) Actively solicitating female firefighters (housewives who are likely to be available during daytime hours)
- (d) Adding a paid Fire Chief.) See also the long
) range plan included
- (e) Adding a small complement of paid men for) with my 1979 report
daytime duty.) to the Township.

In the event that it ever becomes apparent that the present Fire Department is incapable of providing reasonably adequate fire protection to this Community, it will be incumbent upon the Township to provide such protection - irrespective of the wishes of any of the individual volunteers.

APPENDIX 7 – USC VFD FIRE PROTECTION MEMO – AUGUST 1981

CONTINUED

7.

9. Statement

There is no evidence that sprinklers are needed in Upper St. Clair.

Response

A brief review of our records indicates that the following fires have been brought under control by the sprinkler system before the arrival of the Fire Department:

<u>Date</u>	<u>Location</u>	<u>Type</u>
8/19/80	Stop & Go, Route 19	Trash Room Fire
8/6/80	Stop & Go, Route 19	Trash Room Fire
3/25/79	Giant Eagle - SHV	Storeroom Fire
4/21/79	Giant Eagle - SHV	Storeroom Fire
7/29/79	Gimbels - SHV	Storeroom Fire
6/4/78	SHV Elevator Shaft	Trash Fire
11/2/76	Sun Drugs - SHV	Stockroom Fire
3/15/76	Radio Shack - SHV (Bethel)	Storeroom Fire
2/11/76	Woolworths - SHV (Bethel)	Trash Fire
12/14/74	Sun Drug - SHV	Men's Room Fire
12/4/73	Stop & Go, Route 19	Trash Room Fire
3/22/73	Gimbels - SHV	Stockroom Fire
3/10/73	SHV Elevator Shaft	Trash Fire
1/27/73	SHV Maintenance Room	Trash Fire

Even if there had never been a fire in Upper St. Clair brought under control by sprinklers (which is not the case), it would be inappropriate to use this as an argument against a strong sprinkler ordinance. Upper St. Clair used to be a small residential community with a preponderance of field fires. As more and more commercial buildings are built the need for such an ordinance increases substantially.

8.

10. Statement

If sprinklers are required in commercial buildings they should also be required in schools, churches, etc.

Response

I agree that this would be desirable - they would also be desirable in buildings such as the fire stations, the Township building, the Township garage, etc. Unfortunately, there are numerous cost/feasibility problems associated with requiring the retro-fit of sprinklers in existing structures.

It is also considered inappropriate to argue that sprinklers should not be required in commercial buildings since they are not required in schools/churches. This argument can be extended to say that they should not be required in South Hills Village or in the MCM Grand, etc. since they are not required in private homes (where many fires and fire fatalities occur). This philosophy seems to say "lets only require sprinklers in any building in which X firemen were killed or where Y civilian deaths occurred."

It is my understanding that the feasibility of requiring sprinklers for future churches, schools, etc. is being considered by the Township staff. This Department is also actively considering adding sprinkler systems to both fire stations. It is also noted that sprinkler system for new single family residences are under development and a requirement for such systems may someday also be appropriate.

11. Statement

An expert in the fire protection/prevention field should be consulted.

Response

Upper St. Clair is extremely fortunate in having as its Fire Marshal one of the foremost experts in this field in this State, if not in this Country. Apparently this fact is not well recognized nor appreciated.

12. Statement (or inference)

By enacting the proposed (or any) sprinkler ordinance a partially paid fire department will not be needed or, conversely by not enacting such an ordinance a partially paid fire department will be essential.

9.

Response

A strong sprinkler ordinance is considered necessary independent of whether the fire department is all volunteer, fully paid or part paid/part volunteer.

For example, South Hills Village would be unsafe without sprinklers even if we had 100 full-time, paid firemen. In addition, if we were to add a paid chief and two paid firemen who would always be available in the daytime, there might well be calls where the average number of men present might only be 3 or 4 (not the assumed average of 12) and thus it might be impossible to control a major fire in a non-sprinkler building of 7,000 square feet (without resorting to mutual aid).

3. Statement (from a prior Commissioner's meeting)

A MGM Grand type tragedy can't happen here.

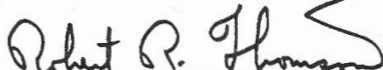
Response

This is wishful thinking like the Titanic can't sink or that my children will always be good. Whenever you argue that something can't or won't happen, that's when it sure might.

The way to help assure that tragedies won't occur is by enacting and enforce strong building and fire codes before the fact and not after such tragedies have occurred.

SUMMARY

It is hoped that the above responses will be of value to you in your deliberations on the proposed sprinkler ordinance.


Robert R. Thomson, Fire Chief

APPENDIX 8 – USC VFD LONG RANGE PLAN – FEBRUARY 1983

TO: Douglas A. Watkins, Township Manager
FROM: John Best, Fire Chief
DATE: March 4, 1983
SUBJECT: LONG RANGE PLAN

Attached you will find the long range plans of this department. This report was discussed at the March 2, 1983 meeting of the Upper St. Clair V.F.D. All of the areas were covered in detail.

The membership by motion give their unanimous support to this plan. The plan will work providing there are no major break-downs in equipment or major construction developments.

If you have any questions, please feel free to contact me at any time.

JB:cak

Attachment

UPPER ST. CLAIR
VOLUNTEER FIRE DEPARTMENT

LONG RANGE PLANNING

PREPARED BY
JOHN S. BEST, CHIEF

FEBRUARY, 1983

INTRODUCTION

This document has been prepared in order to give insight into changes considered appropriate over the next five (5) to ten (10) years in order to maintain the highest level of fire protection for the residents and property owners of Upper St. Clair. This insight is considered appropriate to give direction to this department and to local officials as well as to assist the Township and this department in preparation for the expenses of the future.

This document will list the major objectives in specific areas along with the projected costs of specific programs. It is presumed that the readers of this report are familiar with the present fire department and its operation. Comments have been solicited from the officers and members of this company and have been incorporated into this report. The report was accepted by a unanimous vote of the company on March 3, 1983. Please remember that this report is based on the present needs of the Township and estimates of future needs. However, unpredictable changes, both within the department and community, may necessitate alterations, or in some instances, negate the objective stated within this report.

A. VEHICLES

The present vehicles are as follows:

- (a) 1979 Emergency Van
- (b) 1978 American La France 1500 GPM Pumper
- (c) 1976 American La France 100 ft. Ladder Truck (sale pending)
- (d) 1974 American La France 1250 GPM Pumper
- (e) 1983 American La France 1500 GPM Pumper with 75 ft. aerial ladder
- (f) 1983 Saulsbury Rescue and Disaster Unit

Items (a) and (d) are owned by the fire department while items (b) and (c) are owned by the Township. Item (e) is scheduled for delivery in May or June of 1983. Item (f) is scheduled for delivery in September or October of 1983.

For planning purposes, it is considered that replacement of vehicles should occur every ten (10) years to maintain a high resale value of the equipment.

Long Range Objectives Relative to Vehicles

- (a) The 1974 American La France 1250 GPM Pumper could be replaced in 1985. The projected cost of this replacement will be approximately \$150,000. Since this truck is the fourth truck to roll on fire calls and in effect is the third pumper, it is recommended that this truck not be replaced in 1985. It is, however, recommended that approximately \$35,000 be provided between now and 1985 to correct the severe rust conditions which have occurred on this apparatus and also to replace the standard transmission with an

APPENDIX 8 – USC VFD LONG RANGE PLAN – FEBRUARY 1983

CONTINUED

automatic transmission. By fixing this apparatus, it should serve the community until at least 1992. In 1991, we should replace this truck and move the 1978 pumper into the roll of the present 1974 pumper. Once again, this is based on the proposed growth of the community. Should this growth radically change, it may be necessary to replace this apparatus at an earlier date.

- (b) In late spring, we will accept delivery on a new 1500 GPM American La France pumper with a 75 foot aerial ladder. This ladder should adequately serve this community and should benefit our insurance rating. Projected replacement of this apparatus should be in the year 2007. It is impossible to project replacement costs at this time.
- (c) We will complete the sale of the 1976 aerial ladder truck this spring at a projected sale price of \$165,000. The community can be better served with the new pumper-ladder combination than with the existing aerial ladder truck.
- (d) Acquire in 1983 a heavy duty rescue-disaster unit which will also serve as a hazardous material response unit. This acquisition will be a major part of our community's pending disaster plan and will have the most up-to-date rescue and communication equipment available. It is planned to have an on-board computer system which will contain the disaster plan including outside support and a complete plan of the Township including utility lines, etc. It will also have the capabilities of producing 15,000 watts of mobile electric power. We will be able to administer oxygen to eight (8) patients at the same time. The unit will carry our air cascade system to operate our power tools for rescue and can provide enough breathing air to efficiently support any predictable disaster. The apparatus is the most critical need for this department and community and many hours of planning have gone into this development. The unit will be constructed of stainless steel and should serve the community for a minimum of twenty-five (25) years. The projected cost of this apparatus is \$220,000. It will be necessary for this department to work closely with the Township to provide \$175,000 for this purchase over the next five (5) year period.
- (e) The 1978 American La France 1500 GPM pumper is in excellent condition and, barring any unforeseeable problems, should serve the community for another ten (10) years or until approximately 1983.
- (f) The 1979 van should, upon the arrival of the two (2) new trucks, be converted to a mobile command post and/or a chief's car. To convert to a command post, it will be necessary to obtain additional communication equipment. The use of this van is an important part of the Township's disaster plan.
- (g) The projected cost of maintenance of our fleet over the next five (5) years barring major breakdowns is as follows:

(a) 1974 American La France Pumper - including reconditioning	\$35,000
(b) 1978 American La France Pumper - preventive maintenance	6,000
(c) 1979 Van - preventive maintenance	1,000
(d) 1983 American La France Pumper/Ladder	1,500
(e) 1983 Heavy-duty rescue truck	2,000

Once again, this report is based on the projected growth of the Township and the maintenance schedule is based on no major breakdowns. Naturally, as the equipment gets older, it will cost more to maintain same and I cannot accurately project figures beyond five (5) years from now.

B. MEMBERSHIP

Undoubtably, the backbone of this department is its membership. Unfortunately, the source of high quality members is limited within this Township (due to the nature of the community) and turnover is extremely high. This creates extensive training problems and makes it quite difficult to maintain a high state of readiness for emergencies.

Long Range Objectives Relative to Membership

Since adequate coverage cannot be guaranteed within an all-volunteer department (especially during daytime on normal working days) several provisions are in the development stage and several other steps should be taken as soon as possible. These include:

- (a) By March 1, 1983, we are going to a dual-call system for daylight emergencies. This means that for all structure fire calls, one other surrounding company will automatically respond. This should help with our manpower problems in the daytime.
- (b) We will continue to try to actively recruit new members but as previously stated, this is a difficult task in our type of community.
- (c) As soon as possible, the Township should hire a full-time paid fire chief/fire marshal to guarantee leadership in the daytime and to insure the proper management of the department (including administration, planning, operation, maintenance, etc.). The fire department is approaching a \$2,000,000 operation and it cannot effectively be managed by a part-time volunteer. There are just too many hours needed to accomplish this task even when work is delegated. The projected yearly cost including fringe benefits is \$45,000.
- (d) In the future, paid firefighters should be employed depending on the growth of the community and the chief's recommendations.

C. BUILDINGS

The present two stations should be adequate for the next five to ten years. With an all-volunteer department, an additional substation in the Somerville Drive area has been considered. However, informal agreements have been reached with the Bower Hill Volunteer Fire Department. Such agreements require both departments to respond to all calls in that general area thus improving response time and manpower coverage. In view of the highly residential nature of the Township, it may not be possible to provide and always maintain a sufficient number of volunteers to support three stations (or possibly even two). By utilizing some paid firemen, the need for three (or even two) stations is somewhat reduced as is the present dual department response in the Somerville Drive area and the pending daytime mutual aid responses.

Long Range Objectives Relative to Buildings

- (a) Pay off the mortgage on the main station (the sub-station is debt free);
- (b) Provide for the continued maintenance and upkeep. Items requiring future attention include:
 - 1. Roof of main station (rear section);
 - 2. Stucko of main station;
 - 3. Sewer at main station;
 - 4. Painting (trim) at sub-station;
 - 5. Weatherstrip bay doors at sub-station.
- (c) Replace the furnace and engine room heaters at the main station;
- (d) Remodel the offices at the main station;
- (e) Complete the installation of a modern workroom and storage area, at the sub-station and in the old kitchen area of the main station.

D. GROUNDS

The grounds surrounding the main station are quite vulnerable in that part of the parking area is owned by PAT. The grounds surrounding the sub-station are poorly drained.

Long Range Objectives Relative to the Grounds

- (a) Acquire clear title to the land at the main station now leased from PAT;
- (b) Landscape the above area in order that rescue training conducted in that area is less visible from Route 19;
- (c) Resolve the present water drainage problem at the sub-station;

- (d) Replace the trees and shrubs at the sub-station killed by poor drainage, also complete landscaping;
- (e) Remove and replace the trees in front of the main station;
- (f) Pave a major portion of the drive and parking area at the main station.

E. TRAINING

An aggressive and thorough training program is essential not only for the safety of the members but also for the effectiveness of the department and the safety of our community.

Long Range Objectives Relative to Training

- (a) Further improve the requirements and training for all emergency vehicle operators, including an annual requalification program.
- (b) Construct training facilities for our use in the area of the sub-station. It is a must that our personnel be trained in structure fires before they happen. Currently, our training is limited unless we are fortunate enough to obtain an abandoned building for structure fire training.
- (c) Formalize training for pump operators, rescue squad personnel and ladder truck operators. If necessary, further improve qualifications in these areas.
- (d) Procure available visual aids for training purposes.
- (e) Utilize our video tape equipment to record training for critique purposes and for review by those who miss the formal training sessions.
- (f) Update the department's training manual which incidentally is the most comprehensive manual to our knowledge in the state.
- (g) Obtain the services of professional instructors for local training on special subjects.
- (h) Continue to have chief and line officers attend conferences and seminars to keep abreast of the changes in our business.
- (i) Continue to send the members to the different training academies available for advanced and basic training.

F. EQUIPMENT

The department currently is considered to be well equipped. However, frequent new acquisitions are necessary due to the heavy wear and tear on all fire fighting equipment and in order to take advantage of advances in fire fighting technology that are made.

Long Range Objectives Relative to Equipment

- (a) Replace one complete hose load (500 ft. 1-1/2, 2000 ft. 2-1/2, and 1000 ft. 3-1/2) approximately each five (5) years;
- (b) Provide each man with a complete new set of protective equipment approximately every five (5) years;
- (c) Acquire up-to-date rescue equipment concurrent with the procurement of a heavy duty rescue vehicle (see Section A);
- (d) Acquire a replacement hose washer and dryer for the main station;
- (e) Provide the main station with emergency power so that this building can shelter residents and firemen in extreme emergencies;
- (f) Replace all air masks with new positive pressure units as follows:
 - 1. Replace half by 1984
 - 2. Replace remainder by 1986

G. MAINTENANCE - VEHICLES AND EQUIPMENT [Also See Item A (g)]

This area is extremely important and time consuming. It is one of the most difficult to effectively carry out with an all volunteer department.

Long Range Objectives Relative to Maintenance

- (a) Continue to improve the records, requirements and procedures for all vehicles and all major equipment;
- (b) Utilize the services of a professional mechanic to carry out corrective vehicle maintenance as required;
- (c) Utilize the services of a professional mechanic to carry out certain preventative vehicle maintenance wherever this cannot be effectively done by department members;
- (d) Provide for major preventative and corrective maintenance and repairs that may be required. Items of this nature will include water tank replacement(s), repacking of pump(s), overhaul of engine(s), rear ends, transmissions, etc., and related items;
- (e) Periodically pressure test all hose in the department;
- (f) Complete the yearly testing of all fire pumps;
- (g) Have the aerial ladder professionally tested every 3 years (or sooner if appropriate).

H. FIRE PREVENTION/PUBLIC RELATIONS

In the past, this area has been quite informal and based almost entirely upon the motivation of a few individuals.

Long Range Objectives Relative To Fire
Prevention/Public Relations

- (a) Formalize aggressive programs to be made to various groups;
- (b) Factor formal programs into certain grades of the local schools and conduct such programs yearly;
- (c) Make periodic presentations to Township residents (talks and films on fire prevention, demonstrations of fire extinguishers and smoke detectors, films and comments on local fires, periodic fire reports, etc.);
- (d) Utilize the department's video equipment and utilize the local Cable TV equipment and outlet as feasible for the above presentations.

I. COMMUNICATIONS

A modern and efficient communication system is essential for the operation of the department. Such a system is also a critical factor in the Township-wide disaster plan.

Long Range Objectives Relative to Communications

- (a) Improve the present communications equipment at the main station so that it could be a self-contained unit should the current police facilities become inoperative for some reason.
- (b) Obtain the equipment needed for use in the mobile command post to be used during major disasters.
- (c) Replace all pagers by the end of 1983.
- (d) Begin replacement of home receivers in 1984 and complete same by 1986.
- (e) Explore the feasibility of incorporating an alert feature into our Cable TV system within the community.
- (f) Replace and relocate siren poles and stands as necessary. It may be necessary to move the Johnson Road siren should the school district sell or lease the property.
- (g) Replace two of the small mobile units currently in use by the junior officers with new 100 watt radios.

- (h) Provide the capability of activating the radios from the mobile command post.
- (i) Continue to update our portable radios for on-scene use in emergencies.
- (j) Continue to update the selective calling of manpower and other Township officials.
- (k) Obtain the necessary equipment to notify personnel should there be a prolonged telephone or power outage within the Community.

J. WATER SUPPLY

The existing hydrants and water supply are judged to be adequate. Additional hydrants and lines will be required as new areas of the Township are developed.

K. FINANCES

A great deal of time is devoted by the volunteers in the fund raising at the expense of training and maintenance. This situation is not considered to be in the best interest of fire protection and should be minimized in the future.

Long Range Objectives to Finances

- (a) Continue to acquire state and federal funds to the maximum extent possible;
- (b) Continue to carry out an annual, formal fund drive;
- (c) Further computerize the above fund drive records;
- (d) Better utilize the Township facilities for the fund drive records and for the addressing/stuffing/stamping/mailing of fund drive letters;
- (e) Delete all future carnivals and other fund raising endeavors, if possible;
- (f) Continue to receive major capital equipment (trucks, radios, etc.) from Township funds;
- (g) Continue to receive an annual Township appropriation for fire equipment and operations;
- (h) Obtain Township assistance, if required, to meet unusual expenses without resorting to carnivals, if possible;
- (i) Continue to fund all volunteer activities (including the volunteer's reimbursement program) solely from the annual fund drive;
- (j) Have all salaries and costs relating to a paid fire chief and professional firefighters (if and when utilized) funded by the Township;

APPENDIX 8 – USC VFD LONG RANGE PLAN – FEBRUARY 1983

CONTINUED

- (k) Work closer with the Township on needs so that the proper monies can be budgeted.

L. OTHER

Long Range Objectives Relative to Other Areas

- (a) Develop selective alarm/response capability so that only relatively few men respond to other than major emergencies (paggers and on-duty professionals will make this more feasible);
- (b) Continue to respond to non-emergency and to community service type requests to the extent feasible with the available manpower;
- (c) Provide full uniforms for all members in order to increase the professionalism and esprit-de-corps of the department;
- (d) Continue to improve relationships with neighboring fire departments and fire organizations as follows:
 - 1. Plan and schedule periodic drills with the neighboring departments (at least one per year with each neighboring department);
 - 2. Plan and conduct at least one line officer's meeting per year with each of the neighboring departments to discuss mutual problems;
 - 3. Have one or more members attend each meeting of each area fire organization and report activities back to this department;
 - 4. Continue to have the chief attend the local chief's (45.28MHZ) meetings.
- (e) Continue to maintain the excellent working relationship among this department, the police department, the ambulance service and the Township officials and staff;
- (f) Continue to improve the formal records of the department;
- (g) Insist upon the vigorous enforcement of the existing building and fire codes. Also, assist with the periodic review and upgrading of these codes to keep them current with technological advances;
- (h) Complete a professional examination of all insurance coverage of the department to verify adequate protection of the line officer, the volunteers, the fire department, the Township staff and the Township itself in the event of liability suits;

APPENDIX 8 – USC VFD LONG RANGE PLAN – FEBRUARY 1983

CONTINUED

- (i) Assist with the preparation of a Township-wide disaster plan. Such a plan should explicitly detail the duties/responsibilities of all involved parties (police, fire, medical, public works, local businesses, utilities, private individuals, etc.) for all conceivable emergencies and disasters;
- (j) Fully implement an automatic mutual aid response to all structure fires during normal working hours (when relatively few volunteers are available);
- (k) Procure and implement computer aided dispatching equipment which would aid the desk men in emergency dispatching, including precise location of structure and nearest hydrant, special hazards (propane tanks, swimming pools chemicals, etc.), special considerations (invalids, etc.), mutual aid response assignments, utilities, etc.

JB:cak

APPENDIX 8 – USC VFD LONG RANGE PLAN – FEBRUARY 1983

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PROJECTED COSTS

<u>Year</u>	<u>Budget</u>	<u>Loan</u>	<u>Capital</u>	
1983	\$ 40,000	\$ 6,000	\$ 25,000	\$71,000
1984	42,000	6,000	25,000	73,000
1985	44,000	6,000	20,000	70,000
1986	46,000	6,000	20,000	72,000
1987	48,000	6,000	20,000	74,000
1988	50,000	6,000	25,000	81,000
1989	52,000	6,000	25,000	83,000
1990	55,000	6,000	25,000	86,000
1991	58,000	6,000	25,000	89,000
1992	<u>60,000</u>	<u>6,000</u>	<u>25,000</u>	<u>91,000</u>
	<u>\$495,000</u>	<u>\$60,000</u>	<u>\$235,000</u>	<u>\$790,000</u>

Budget items are based on a 5% annual increase

Loan items is low cost loan to state

Capitol - Partial use for Rescue Truck Purchase

Partial use for reconditioning work on 1974 pumper

Partial use for payment on new truck to be purchased in 1991

Partial use for any unforeseen major repairs

APPENDIX 9 – FIREFIGHTER LIFE SAFETY INITIATIVES

The National Fallen Firefighters Foundation (NFFF) hosted a summit in 2004 that produced sixteen (16) initiatives to serve as a blueprint for reducing firefighter deaths and serious injury.*

1. Define and advocate the need for cultural change in the fire service.
2. Enhance personal and organizational accountability.
3. Focus attention on risk management.
4. Empower firefighters to stop unsafe acts.
5. Develop national training/qualification standards.
6. Develop national physical fitness standards.
7. Create a national research and data system relative to the initiatives.
8. Use technology as it relates to health and safety.
9. Investigate all firefighter fatalities, injuries, and near misses.
10. Ensure grant programs of safe practices.
11. Develop national response procedures.
12. Develop national procedures to violent incidents.
13. Provide firefighters and their families access to counseling.
14. Provide resources for public education in fire and life safety.
15. Advocate residential sprinklers.
16. Make safety a design consideration for apparatus.

***Source – NFPA Everyone Goes Home program**

The Upper St. Clair Volunteer Fire Department

2001 Washington Road Upper St. Clair PA 15241 (412) 835-0660



August 29, 2022

Daniel R. Paoly, President, At Large	Dante R. Plutko, Jr., Vice President, Ward 1
Pamela L. Enck, Ward 2	Robert W. Orchowski, Ward 3
Todd D. Burlingame, Ward 4	Ronald J. Pardini, Ward 5
Richard I. Thomas, At Large	Matthew R. Serakowski, Township Manager
Irving S. Firman, Solicitor	

RE: Robb Consulting/ Organizational Assessment and Strategy Recommendations

Dear Commissioners, Manager Serakowski and Solicitor Firman.

The Upper St. Clair Volunteer Fire Department working with the Robb Consulting LLC, reviewed the initial draft of the fire department assessment report entitled "Organizational and Strategy Recommendations for the Upper St. Clair Volunteer Fire Department." After correcting some inaccuracies regarding financial and operational data contained in the draft, we feel the report is ready for review.

Entering into this process it's important that we affirm our mutual goal of providing the highest level of fire and rescue services to the township residents and to determine the pathway forward with regards to the report's recommendations.

To enable discussion and possible implementation of the recommendations we have proactively established an internal Organizational Assessment and Strategy Recommendations Review Committee. It is the committee's position that key

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August 29, 2022

RE: Organizational Assessment and Strategy Recommendations

stakeholder involvement in the process is critical to success. As such, the committee is supportive of the concept of the creation of an Ad Hoc Strategic Assessment and Implementation Committee as mentioned in the report on page 27. While we have some other ideas on committee structure, membership, and charge, we firmly believe that the path forward will be best served by this type of structure.

The department agrees with the report's position that increased and improved communication between the department and the township is essential as we establish the next steps. We are confident that this can be achieved. We have a great history of doing so, as evidenced in our work together in the construction of the new fire station and many other initiatives over the department's history.

Once again, thank you for the opportunity to review the report. Please let us know when we can meet to discuss the establishment of our committee and to determine the next steps.

Sincerely,

The members of the Organizational Assessment and Strategy Recommendations
Review Committee

David Kish, Chairman (412) 287-3381

Keith Scannell, Member, 2nd Assistant Chief