



Pennsylvania
Governor's Center for
Local Government Services



Pennsylvania
Office of the
State Fire Commissioner

Municipal and Fire Organization Partnership Guide

Association, Mergers, Consolidation, Regionalization

First Edition | March 2025



Lewistown, PA



Commonwealth of Pennsylvania
PA Department of Community & Economic Development
dced.pa.gov



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Preparation of this publication was financed from appropriations of the General Assembly of the Commonwealth of Pennsylvania.

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Overview



Pennsylvania fire and emergency medical services agencies have been struggling for decades to recruit and retain firefighters and medical personnel. There have been significant changes in fire and emergency services regarding staffing, funding, response types, health and wellness of responders, training, and industry requirements over the last several decades. The attrition rate continues to be greater than the number of new personnel entering the service, and there is an ongoing and significant need for qualified, skilled individuals.

The PA fire service is diverse with various organizational and financial structures, locations (rural, urban, suburban, and metropolitan), and types (volunteer, career and combination fire and EMS). As demands continue to be placed on these vital services it is critical to determine how best to sustain local fire organizations.

In the face of evolving challenges and increasing demands, municipal fire departments in the state of Pennsylvania are seeking innovative ways to enhance their services, optimize resources, and improve emergency response capabilities. Intergovernmental agreements, including mergers, consolidations, and associations, have emerged as strategic mechanisms enabling municipalities to pool resources, share expertise, and collaborate effectively in providing vital fire, rescue, and emergency medical services.

Another driving force behind the current struggle of volunteer systems in the Commonwealth of Pennsylvania is the increasing demands and complexities of modern firefighting. As communities grow, so do the challenges associated with fire protection. Volunteer firefighters are expected to possess diverse skill sets and respond to a wide array of emergencies, including hazardous materials incidents, technical rescues, and medical emergencies. Meeting these demands requires continuous training, certifications, and resources. Many volunteer fire departments, especially those in rural areas with limited budgets, find it difficult to provide comprehensive training and equipment to their members. Consequently, volunteers may struggle to keep up with evolving firefighting techniques and technologies, hindering their ability to effectively address the sophisticated emergencies they encounter.

In many cases, the Pennsylvania fire service issues cannot be addressed with a one size fits all solution. However, it has long been identified that duplication in some regions may be a problem. While in other regions, the lack of resources plagues effective fire forces.

These driving forces highlight the urgent need for comprehensive solutions to address the challenges faced by volunteer, combination, and career systems in Pennsylvania. Sustainable funding mechanisms, enhanced training opportunities, and community engagement initiatives are essential components of any strategy aimed at revitalizing and strengthening the fire service infrastructure in the Commonwealth.

Purpose

This document is to provide guidance to fire organizations and municipalities on the different partnership structures. This information is for consideration as part of the planning process for the sustainment of local fire departments which is a vital community service.

It will provide a basic overview of four different types of partnerships and a step-by-step process for each. There will be more detailed information as your project develops with your work group. Additional information and references are also included in the document.

This document is being provided as an informational resource. It is recommended that each organization and municipality who are considering some type of partnership consult with their legal counsel.

Legal Authority and Limitations to Establish Mergers, Consolidations, and Regional Agreements

A large majority of Pennsylvania fire departments, and many emergency medical service units, are incorporated with the Department of State and in their unique bylaws as not for profit, more commonly defined as 501c-3. Legally, this makes them a somewhat autonomous organization, existing within the confines of a municipality and generally recognized to provide a defined service, in this case, fire, rescue, and emergency response.

The municipality retains the ability to recognize the organization, or groups of fire organizations, to provide service, or if by choice does not allow them to provide service within a defined area as occurs in “decertification” language. Each local government subdivision type has unique legislated language on the responsibility to provide a defined level of fire protection. Currently, Pennsylvania legislation does not provide for a mandatory standard or minimum requirement of fire protection.

Related Municipal Section Codes

Borough Government – P.L. 48, No. 8

- [HB 1133 of 2008](#)
- [2014 Act 37 – PA General Assembly](#)

First Class Townships – P.L. 49, No. 9

- [HB 1134 of 2008](#)
- [Act of Jun. 24, 1931, P.L. 1206, No. 331 Cl. 73 - "FIRST CLASS TOWNSHIP CODE, THE"](#)

Second Class Townships – P.L. 47, No. 7

- [HB 1131 of 2008 Section 1553](#)
- [1933 Act 69 - PA General Assembly](#)

Third Class City – P.L. 52, No. 22

- [Act of Mar. 19, 2014, P.L. 52, No. 22 Cl. 11 - THIRD CLASS CITY CODE - REENACTMENT AND AMENDMENT OF ACT](#)
- [2015 Act 67 - PA General Assembly](#)



Advantages and Disadvantages of Mergers and/or Consolidations

Advantages of Mergers and/or Consolidations

Mergers and consolidations among Pennsylvania fire departments offer numerous benefits, addressing the challenges faced by these organizations and enhancing their overall effectiveness in serving communities.

Here are some key advantages of mergers and consolidations for Pennsylvania fire departments:

- 1. Enhanced Emergency Response Capabilities:** Mergers and consolidations create larger, unified fire departments with increased manpower, equipment, and expertise. This consolidation of resources results in improved emergency response capabilities, faster response times, and better handling of complex incidents, ultimately leading to enhanced public safety.
- 2. Economies of Scale:** Combined resources lead to economies of scale, allowing the merged entity to reduce operational costs. Bulk purchasing, shared equipment, and centralized administrative functions result in significant cost savings, enabling the fire departments to optimize their budgets and allocate funds more efficiently.
- 3. Improved Training and Professional Development:** Merged fire departments can offer a broader range of training programs and professional development opportunities to their personnel. Shared expertise and experiences among a larger pool of firefighters enhance the overall skill level of the workforce, ensuring that firefighters are well-trained to handle various emergencies effectively.
- 4. Strengthened Specialized Services:** Larger and consolidated fire departments can maintain specialized teams such as hazardous materials response, technical rescue, and medical services more effectively. These specialized units are crucial for handling diverse emergencies and ensuring that the community is well-equipped to deal with a wide range of incidents.
- 5. Optimal Resource Allocation:** Mergers and consolidations allow for optimal allocation of resources, including personnel, vehicles, and equipment, based on the specific needs of different areas within the merged jurisdiction. This strategic allocation ensures that resources are utilized where they are most needed, maximizing the impact of firefighting efforts.
- 6. Enhanced Community Outreach and Education:** Consolidated fire departments can centralize their community outreach and education efforts, delivering consistent messaging and programs to the public. This unified approach enhances community awareness about fire safety, prevention, and emergency preparedness, leading to a safer environment for residents.
- 7. Improved Sustainability and Long-Term Planning:** Mergers and consolidations provide a stable foundation for long-term planning and sustainability. By reducing redundancies and improving efficiency, merged fire departments can focus on strategic initiatives, capital improvements, and investments in technology, ensuring that the organization remains viable and effective in the future.
- 8. Strengthened Interagency Collaboration:** Consolidated fire departments foster stronger relationships and collaboration with other emergency services and government agencies. This synergy facilitates seamless coordination during emergencies, enhances mutual aid agreements, and promotes a unified approach to disaster response and recovery efforts.

In summary, mergers and consolidations among Pennsylvania fire departments offer a pathway to creating stronger, more efficient, and sustainable emergency response organizations. By combining resources, expertise, and efforts, these mergers enhance the overall capabilities of fire departments, leading to improved safety and well-being for the communities they serve.

Disadvantages of Mergers and/or Consolidations

While mergers and consolidations among Pennsylvania fire departments offer various benefits, there are also potential disadvantages and challenges associated with these organizational changes. It's essential to carefully consider these factors to make informed decisions when considering merging or consolidating fire departments:

- 1. Resistance to Change:** One of the primary challenges in mergers and consolidations is resistance from existing personnel. Firefighters and staff may be apprehensive about changes in leadership, organizational culture, or operating procedures, leading to internal conflicts and reduced morale within the merged entity. This may also lead to initial losses of manpower. With the proper amount of research and planning, great strides can be made to limit this potential disadvantage.
- 2. Loss of Local Identity:** Merged fire departments may lose their individual identities and community connections. Residents and stakeholders often have strong emotional ties to their local fire departments, and a merger might lead to a sense of detachment and decreased community engagement.
- 3. Cultural Differences:** Fire departments from different municipalities may have distinct organizational cultures, standard operating procedures, and communication styles. Integrating these diverse cultures can be challenging and may lead to conflicts, misunderstandings, and difficulties in cohesive teamwork.
- 4. Complex Legal and Administrative Processes:** Mergers and consolidations involve complex legal, administrative, and regulatory processes, including negotiating agreements, resolving jurisdictional issues, and addressing union concerns. Navigating these complexities requires significant time, effort, and legal expertise.
- 5. Unforeseen Costs:** While the goal of mergers and consolidations is often to achieve cost savings, there can be unforeseen costs associated with integrating different systems, upgrading technology, rebranding, and addressing infrastructure disparities. Managing these additional expenses can strain the merged entity's budget.
- 6. Reduced Flexibility and Responsiveness:** Large, consolidated organizations may face challenges in adapting quickly to local needs and emergencies. Decision-making processes might become bureaucratic, leading to delays in responding to changing circumstances or implementing innovative solutions tailored to specific communities.
- 7. Service Disruptions:** During the transition period, there might be service disruptions or gaps in coverage as the merged entity adjusts its operations. Residents may experience delays in emergency response times or changes in service quality during this transitional phase.
- 8. Potential Over-centralization:** Centralization of decision-making authority can lead to over centralization, where local concerns and nuances are overlooked. This can result in a lack of responsiveness to the unique needs of different neighborhoods or communities within the merged jurisdiction.
- 9. Employee Layoffs and Job Insecurity:** Mergers and consolidations may lead to workforce reductions due to overlapping job roles. This can result in layoffs, creating job insecurity among existing employees, impacting their morale, and affecting overall productivity.
- 10. Political and Public Opposition:** Local politicians, community members, and interest groups may resist mergers and consolidations because they perceive the change as detrimental to their communities. Public outcry and political pressure can pose significant challenges to the successful implementation of mergers and consolidations.

In summary, while mergers and consolidations offer potential benefits, it is crucial for Pennsylvania fire departments to carefully assess these disadvantages and develop comprehensive strategies to address them. Transparent communication, stakeholder engagement, and proactive planning are essential to mitigate these challenges and ensure the success of any merger or consolidation efforts.

Interrelated Stakeholders

Various stakeholders are typically involved in the process of fire department mergers and consolidations. These stakeholders play crucial roles in decision-making, implementation, and overall success of the merger or consolidation. Here are the key stakeholders involved in Pennsylvania mergers and consolidations:

- 1. Fire Department Personnel:** Current and future firefighters, including both career and volunteer members, are directly impacted by mergers and consolidations. Their roles, responsibilities, and employment conditions may change, making them essential stakeholders in the decision-making process.
- 2. Fire Department Leadership:** This includes fire chiefs, assistant chiefs, presidents, vice-presidents, and other departmental leaders. Their expertise and leadership are vital during the merger or consolidation process. They are responsible for guiding the transition, ensuring a smooth integration of operations, and maintaining morale among the personnel.
- 3. Municipal Officials:** Elected officials, such as mayors, city/borough council members, township supervisors/commissioners, and other municipal leaders, have a significant influence on the decision to merge or consolidate fire departments. They provide approval, allocate budgets, and set policies that affect the process. Clear communication and support from municipal officials are crucial for the success of the merger.
- 4. Legal Counsel:** Legal experts and attorneys specializing in municipal law are involved in drafting intergovernmental agreements, addressing legal complexities, and ensuring compliance with Pennsylvania laws and regulations. They provide guidance on the legal aspects of mergers and consolidations.
- 5. Labor Unions:** Labor unions representing firefighters, if applicable, are important stakeholders. They negotiate on behalf of the employees, ensuring that their rights, benefits, and job security are protected during the merger or consolidation process.
- 6. Community Members and Residents:** The public, including residents and businesses in the affected communities, are stakeholders with vested interests. Their concerns, opinions, and feedback are crucial for maintaining community support. Public hearings and community engagement initiatives are often conducted to address their questions and gather input.
- 7. Emergency Services Agencies:** Other emergency services agencies, such as police departments, emergency medical services (EMS), and neighboring fire departments, are stakeholders as well. They may collaborate closely with the merging or consolidated fire department and need to coordinate their efforts for effective emergency response.
- 8. Government Agencies:** Various government agencies, at the local, county, and state levels, may be involved in the merger or consolidation process. These agencies can include emergency management departments, regulatory bodies, and state fire service organizations that provide guidance, support, and oversight.
- 9. Financial Institutions:** Banks, financial advisors, and institutions providing funding or loans for the merger are also stakeholders. They play a role in providing financial resources and ensuring that the necessary financial arrangements are in place for the consolidation to proceed smoothly.
- 10. Community Organizations and Advocacy Groups:** Non-profit organizations, community groups, and advocacy organizations focused on public safety and community development can be stakeholders. They may advocate for the interests of the community and provide valuable input during the decision-making process. Engaging these stakeholders effectively, addressing their concerns, and fostering open communication are essential aspects of successful mergers and consolidations in Pennsylvania's fire departments. Collaboration among these groups is crucial to navigating the complexities of the process and ensuring a seamless transition.

DCED Fire Service Assessment Process

Emergency services come in a variety of forms, from a simple intergovernmental agreement addressing mutual aid all the way up to a detailed merger, consolidation, or regionalization. Other forms of service may include automatic aid agreements or functional, partial, and operational consolidations. Each form of service has its advantages depending on the conditions and the manner in which the departments operate.

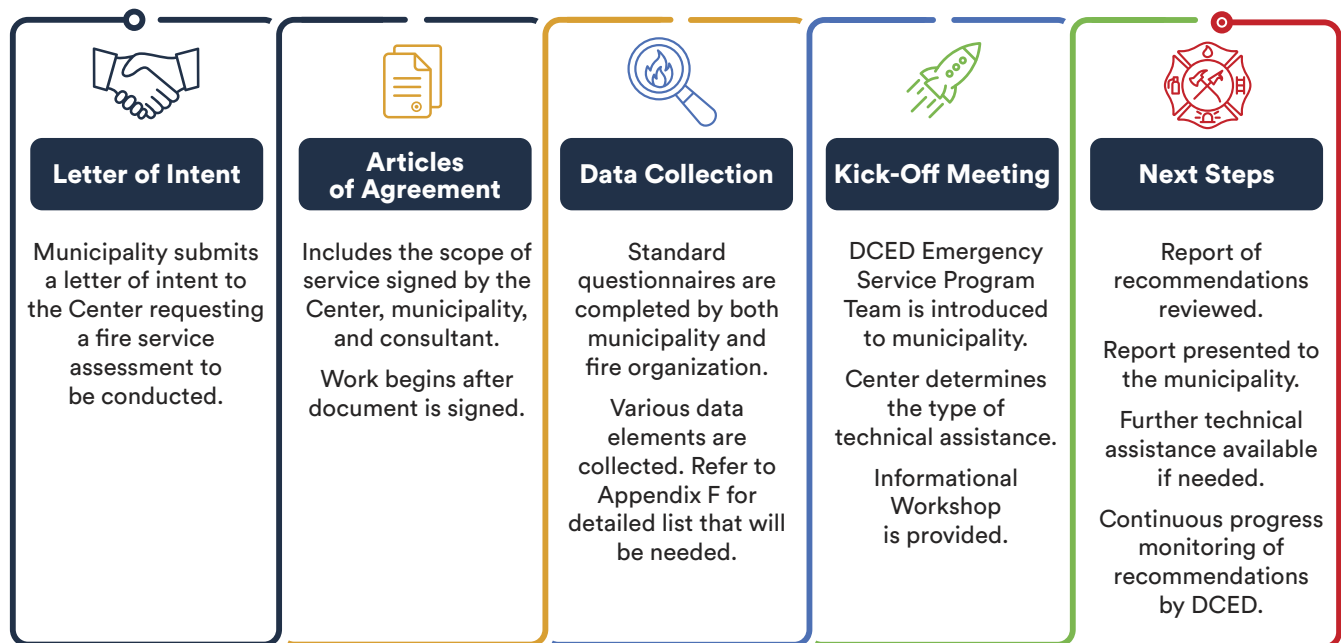
Types of Service Assessments

Fire Service Assessments can include a single area, or a combination of multiple areas offered through this program.

1. Emergency Services Evaluation
2. Fire Services Management
3. Fire Apparatus and Equipment
4. Merger Feasibility
5. Consolidation Feasibility
6. Regional Feasibility
7. Technical Assistance (mediator, sample forms, etc.)

Reference: [DCED - Fire Emergency Fact Sheet 2024 \(dced.pa.gov\)](https://dced.pa.gov/dced-fire-emergency-fact-sheet-2024)

Assessment Process Steps



Letter of Intent

This form is submitted by the municipality(ies) requesting assistance from DCED. [Link to form: Letter of Intent - PA Department of Community & Economic Development](#). Refer to Appendix A of this document.

Articles of Agreement

This document includes the Scope of Service and is signed by a representative of the DCED Emergency Services Program Team municipal government(s) and assigned DCED Peer Consultant. Refer to Appendix B of this document.

Work Begins

Establishing a procedure and timetable for implementation is critical as this process to address the issues and complex problems noted in the study will require significant amount of time and effort to fully understand, collect relevant feedback, and then make appropriate recommendations.

Data Collection

Various types of data and information are required to be submitted throughout the process, and it requires full cooperation of all organizations involved. This process includes the completion of a standard questionnaire for both the municipality(ies) and the fire organization(s), as well as providing other pertinent data elements requested.

Other potential sources of data may include, but are not limited to, local statistics and information on population, employment, economic conditions, income levels, households, and land area that can be secured from a county or municipal planning specialist, as well as general census data. It is also normal for the DCED to reference historical tax data and revenue sources specified in several other online data platforms. *Example: PA DCED State Tax Equalization Board (STEB) and Municipal Statistics (MUNSTAT).*

Analyzing Data and Determining the Specific Outcomes of an Assessment

This is the most difficult function of either the steering committee or reviewing consultants. The decision making process can be very intensive, and it is critical to take the necessary time to sift through all the data provided, examine cost- benefit analysis methods, and then decide if mergers, consolidation, or regional sharing is in the best interest to address items from the needs assessment. It may be beneficial to examine a series of solutions where there may not be one best answer and use stakeholders to provide input on the options. Refer to Appendix C, D and E of this document for more detailed information.

Kick-Off Meeting

This meeting can serve multiple purposes. It provides an introduction of the DCED Emergency Services Program Team to the municipality(ies) and assists the Governor's Center for Local Government Services in determining the type of assistance needed. It may also include an Informational Workshop that provides an overview of local fire service delivery and municipal requirements.

Next Steps

Assessment and Recommendation Report

This report is prepared by the DCED Emergency Services Program Team and sent to the municipal leaders prior to the Peer Consultant presentation. Further technical assistance, such as implementation of recommendations, will be available after the report has been presented.

DCED Emergency Services Program Team

This team will monitor progress of recommendations periodically as agreed upon.

Steps to Establishing a Partnership

Each of the following types of partnerships have various steps to follow. A color-coded sequence has been provided to help guide the step-by-step process. Refer to Assessment Process Steps on pages 6-7 of this document.

- Steps 1 through 5 need to be completed for all types of partnerships.** The steps for each type can be worked on concurrently, but it is important to ensure all applicable steps are completed. For the purpose of this document, the term “Partnership” is defined as an association, merger, consolidation, or regionalization.



Step 1: Formation of a Primary Steering Committee

Schedule a meeting to discuss and create a working group of fire department Officers/members and municipal officials. Legal counsel is strongly recommended.

This step should ideally begin with understanding the need and describing the goal of a Partnership. All parties (fire companies and municipalities) must declare a long-term investment to create an association, merger, consolidation, or regionalization of one or more agencies and clearly define the agreed-upon process.

All levels of the participating organizations should be included to determine what levels of opposition exist and why the opposition exists. This should be done early in the process to remove any discourse and obstacles that may occur later in the process.

Case studies have revealed that shadow groups can disrupt partnerships and should be dealt with early on, even involving them in the planning process as a stakeholder.

The steering committee will be the supervising group that shares collected information of the merger process and may be composed differently if represented by single or multiple municipalities and multiple requesting fire companies.

The typical steering committee should have fair representation from each municipality and fire company with members as follows:

- Municipal business managers
- Elected municipal officials (consider the head of public safety)
- Fire chiefs/assistant fire chiefs and presidents/vice-presidents of the participating agencies
- Citizen(s) in good standing with business/accounting knowledge
- Member(s) of commerce/business community

Municipalities can adopt resolutions in support of the steering committee and its partnership process and to support both organizationally and financially the process with clear objectives. This group will perform the following:

- Select officers to serve within the committee: chairperson, vice-chairperson, and recording secretary.
- Determination of meeting times and locations, as well as recording method for meeting minutes.
- Gather feedback and desires from all constituents, inter-municipal, and related Fire companies.
- Determine a reasonable and objective date that all coordination and documentation will be complete.
- If considering full mergers, consolidations or regionalization, initial consideration of whether an existing facility will suffice or if a new facility will need to be designed as part of the partnership should occur.



Step 2: Develop a Project Plan

Establish a meeting schedule to develop a project plan.

Determination from committee feedback of the partnership option (association, merger, consolidation, or regionalization).

- Creation of a preliminary written plan for the selected partnership option, including what facilities will be maintained, what apparatus will be included or sold, and what will be the position of social halls and social members of the agencies (social and responding members)?
- Creation of a position paper on the final goal/objective with stakeholders and transparent advertisement which can also be accomplished by coordination with DCED Local Government Services to create a third-party best practice document.
- What are some of the early cost expectations to achieve the partnership option between agencies, and what is the opinion of municipal support or support from fire company funds/ What are the expectation of the total membership? This can be accomplished with assistance from DCED Fire Technical Consultants.
- What will be the legal name of the created agency? Maintain a legacy agency and others are dissolved? How many agencies are needed for municipal coverage with the newly created partnership? How will this change the coverage of the municipality, including ISO ratings? *Note: in a consolidation no original agency will survive in the legal name.*
- Participating agencies should vote internally, in each participating agency amongst its membership, to accept the draft recommendations of the partnership, moving forward to cooperate with the merger process.



Step 3: Partnership Administrative Preparatory Stage

Considerable time should be invested in this process, as this will become the document presented to the Pennsylvania Department of State as the declaration of the non-profit status. Also, the bylaws should be drafted considering the agency's future needs, including changes in volunteer or combination systems, or the inclusion of other agencies and services to other municipal agents.

Organizational Structure – Bylaws (Mergers, Consolidations or Regionalization's)

1. Legal agency name (combined agencies) and position of non-profit corporate taxation, and municipal resolutions/ordinances that support fire department.
2. Mission statement of the agency
3. Vision statement of the agency
4. Background and historical context of merger and committee formations
5. Conflict of Interest (COI) agreements
6. Non-Discrimination policy and declarations
7. Physical address of the corporate organization
8. Regular and Special meeting schedules
9. Board of directors (elections, eligibility, and vacancies), if applicable
10. Bonding and Liability statements
11. Defined operational officers, compensations, and vacancies.
12. Membership eligibility process and defined types of membership, including requirement of background checks
13. Standing committees within the corporate structure and functions
14. Annual finance and auditing reports
15. Indemnification statements

16. By-law amendment process
17. Dissolution statement of the fire department
18. Inclusion of other agencies (merging, consolidating, contract coverage)
19. Initial adoption date of the merged agency
20. Revision of bylaw language with adopted dates
21. Proposed written agreement between municipalities and newly created agency, based upon all the above being agreed to by all municipalities involved and newly created agency.

Subcommittees may be formed under the steering committee to draft the various areas of the document, which may include:

Organizational Structure (Administrative and Operational Functions)

- What will be the partnership agency's operations and administrative organizational chart?
- How will the partnership members be brought into the existing fire department?
- How many fire officers and what happens to fire officers of existing/dissolved agencies?
- How will social members transition into existing (new)?
- What are the requirements for active and in-active volunteer membership?
- How are volunteer members removed in the partnership agency for disciplinary reasons?

Policy and Procedure Subcommittee

- What will be the operational mechanisms day to day, both emergency and non-emergency, for the partnership structure?

Financial and Funding

- What are the combined agencies' defined debts and revenue levels?
- How will the debts be joined/transferred for the partnership structure chosen?
- Where will revenue streams come from for the new organization? (Internal fundraising, municipal support including fire service tax, social hall rentals, or memberships)
- How will the annual funding mechanism be reported to the local government, and by whom?
- Will municipalities set resolutions to support funding, accept, and present budgets annually? This section should also include:
 1. any defined compensation via pensions or stipend language for volunteers or financing of part-time employment.
 2. whether career administrative positions (fire chiefs, assistant chiefs) will be created and how to fund them as well as levels of authority or autonomy.

Inventory

- What physical properties or equipment will be maintained, sold, or transferred within the partnership agreement?
- In the end, what will the partnership agency own in physical property?
- What will need to be done, and what will transfer items within the County Orphans Court that the municipality resides in, and what cost?
- Who and what will transfer fireman's relief-owned/funded items within the partnership? What will happen to facilities that are no longer needed and the value of those items?



Step 4: Legal Transfers

Legal transfers of corporate status and property (may involve actions of legal counsel, local solicitor, and accounting):

1. Changes in insurance carriers for all consolidating agencies with all municipalities.
2. Changes in banking and financial institutions for consolidated agencies and legal access to persons who can encumber funds under the new corporate principle.
3. Changes with any vendors who have relationships with the new consolidated agency and who is the existing responsible party. What is the effective date expected for those changes?
4. Organizational change with 501c3 status within the Pennsylvania Department of State for the existing agent (see documents section)
5. Dissolution of 501c3 status with the Pennsylvania Department of State for parties entering a new corporate name/agency. The dissolved party must vote internally in the announced meeting for voluntary dissolution before submitting articles of dissolution to the Department of State and should analyze outstanding debt.
6. Communication with the Pennsylvania Office of the State Fire Commissioner on the status of the consolidation and dissolution of any agency with the Commonwealth of Pennsylvania. Announced new “corporate” name and declared in-service date
7. Collective bargaining changes if influenced by department structures or the development of collective bargaining in conjunction with new combination department structures.
8. Combined firefighters’ relief association(s) will need bylaw amendments and must be legally created within the Office of the Pennsylvania Attorney General. The Pennsylvania Office of the State Fire Commissioner must also be made aware of firefighters’ relief consolidations and changes in participating members.
9. Establish final personnel and qualifications audit about membership categories and minimum training standards for new organization
10. When two or more entities consolidate, and a new entity is created, the legacy entities effectively disband as of the effective date of the consolidation (on filing the Statement of Merger with the Department of State at a later time specified).
11. Upon consolidation and creating a new agency name, the new organization must apply for tax- exempt status with the Internal Revenue Service. If one party with tax-exemption status survives, the surviving organization’s tax exemption can remain.
12. When two or more agencies *merge*, one entity survives in legal name, and the non-surviving entity effectively dissolves and ceases to exist on the effective date of the merger.
13. If any agency provides ambulance/EMS response, it needs to be the surviving organization to prevent interruption of Medicare billing privileges, as creating a new entity will require the new organization to reapply for Medicare billing agreements.
14. The merger plan will eventually be filed with the Department of State after obtaining all necessary approvals and delivery of required notices, including:
 - a. The Attorney General’s office must receive notice of the merger and will issue a letter of no objection to the action.
 - b. If an ambulance/EMS billing provider is included in the merging or consolidating services, a 90-day notice needs to be given to all the municipalities served, the public service answering point (PSAP), the public, the Department of Health, and the Regional EMS council.
 - c. A petition must be filed with the county Orphans court in the county where the organization is physically located, and they will issue an order approving of the merger plan and ordering the organization to transfer legal properties as needed.
15. The organizations should analyze outstanding structural debts, as the new or surviving entity will inherit all the responsibility. An asset purchase agreement can also be designed, and the non- surviving entity can dissolve after the merger, clearing its debts as needed.



Step 5: Internal and External Expectations

Establish the professional internal culture of the organization.

DCED recommends establishing a professional organizational culture and expectations from the beginning of the partnership process. Fire department organizations must have a clear vision and mission along with core values in defensible policy manuals and documentation.

The following would be recommended in this step:

1. Town hall meetings with involved departments to publicize and adopt the “new” bylaw structures of the joined agencies.
2. Meetings with elected officials on the status of all created documents and votes of confidence by involved parties.
3. Town hall meetings with community members to eliminate any rumors or concerns of emergency coverage issues due to facility changes or loss of volunteer agents from consolidation.
4. Identification of career or selected leadership to head the new organization, if applicable.
5. Display of organizational chart to all stakeholders
6. Social media releases of the pending partnership and any changes in the leadership as a result of the process. Involved municipal parties should also share community outreach across their media platforms.
7. Rebranding of items, as needed.
8. Merging of records management database generally with contracted software company
9. Initial budget projection for the first operating year of the new partnership
10. Firefighters’ relief association(s) of Partnership agency begin meetings and reporting to Attorney General



Step 6: Active Date for the Operationally Merged Agency

This is the recognized date the legal corporate organization provides defined charitable emergency response service within single or multiple municipalities. Municipalities identify by resolution the consolidated agency as the provider for the fire, rescue, or EMS response, revenue agreements, and responsible leadership for the organization.

Type of Partnerships

This section provides an overview of the different types of unofficial and official partnership structures that municipalities and/or fire organizations may consider as part of the planning process for sustainment of local fire services.

Association

Association: This type of partnership is similar to regionalization but are normally less formal and more limited in scope allowing member companies to retain their individual identifies. This is an agreement of two or more companies to combine and administer similar activities through a coordinated effort, such as, but not limited to.

1. Joint responses to incidents, which provides for operating efficiencies for the public being served by these companies.
2. Establishing common standard operating procedures, which can be helpful in addressing the response problems.
3. Shared fire/rescue/EMS training programs.
4. Capital purchasing programs.
5. Fire prevention programs.
6. Recruitment and retention initiatives.
7. Administrative duties.

This type of partnership does not normally involve transfers or combination of assets, as most costs of operations or programs are the responsibility of the individual agencies. In some instances, associations may be a prelude to a merger, consolidation, or regionalization.

Basic Process Steps

Use Steps 1, 2 and information within Steps 3 and 5 (where applicable) as noted on pages 8 through 19 of this document.

Completing an assessment through the DCED process may help determine the most appropriate partnership type is chosen based on relevant information of organizations and municipality(ies) involved. *Reference pages 6 through 7 of this document.*

Merger

Merger: The combination of two or more companies which results in all but one relinquishing its name. All assets and liabilities of joining companies are transferred to the surviving company.

The joining of fire and rescue organizations with other fire and rescue organizations is a means by which an increasing number of municipalities are responding to a variety of issues, including fiscal constraints, increasing workload, new and increasing demands for service, and the need to become more cost efficient and productive.

Basic Process Steps

Use Steps 1 through 6 as noted on pages 8 through 13 of this document as the basic steps where applicable AND the additional steps noted below for this type of partnership.



Step 7: Merger Assessment Through the DCED Emergency Service Program

- An evaluation of the costs and benefits of an emergency services organization joining with another organization must be completed.
- The primary goal of any planned merger should revolve around and focus on the appropriate delivery of public safety, with secondary consideration towards economics.
- Completing an assessment through the DCED process may help determine the most appropriate partnership type is chosen based on relevant information of organizations and municipality(ies) involved and what are the next steps in the process. *Reference pages 6 through 7 of this document.*

Administrative Merger – Two or more fire departments maintain separate identities but operations of administrative/staff functions, such as clerical and personnel, are combined. An example would be a single administrator, or business manager overseeing multiple fire departments.

Partial Merger – Each department remains legally separate but joins a group to perform special functions. This group would provide service to both communities but are members of their respective organization. An example would be sharing a piece of apparatus/equipment and/or staffing of a single fire station.

Functional Merger – Each fire department remains legally separate but performs special functions as if they were one department. An example would be combined training or maintenance programs.

Operational Merger – Each fire department remains legally separate, but joins operational functions, delivering services as if they were one department. An example would be a single fire chief overseeing multiple fire department.

Full Merger – Two or more agencies completely merge into a single legal agency. All service demands in each community are looked at as a single function of the department and political boundaries become invisible.

Items to Review:

- Facilities
- Fire Apparatus & Equipment
- Fire Operations
- Training & Certification
- Administration & Budgeting
- Recruitment & Retention
- Responsibility for Fire Services Delivery

Service level questions when considering a merger include:

1. The amount of time it takes fire units to respond to emergencies
2. Number of firefighters who respond to a call
3. How costs will be paid
4. Response ability
5. Apparatus & Equipment needs
6. Minimum training levels
7. Administrative and leadership abilities

Typically, the merging of two or more fire departments results in the following:

- One fire department
- One employer
- One set of rules, regulations, and operating guidelines
- One personnel management system
- One chain of command

Reporting of Merger

Once the official process has concluded, the merged organization must provide the name of the new organization and the status(es) of the old organization(s) to the Office of the State Fire Commissioner to ensure accurate information is on file for grants, loans, Pennsylvania Fire Information Reporting System (PennFIRS) reporting, etc.

Consolidation

Consolidation: The combination of two or more companies which results in the termination of all previous companies and requires the creation of a new company with a new legal name. All assets and liabilities of the former companies are transferred to the new company.

The joining of fire and rescue organizations is a means by which an increasing number of municipalities are responding to a variety of problems, including fiscal constraints, increasing workload, new and increasing demands for service, and the need to become more cost efficient and productive.

Basic Process Steps

Use Steps 1 through 6 as noted on pages 8 through 13 of this document as the basic steps where applicable AND the additional steps noted below for this type of partnership.



Step 8: Consolidation Assessment Through the DCED Emergency Services Program

- An evaluation of the costs and benefits of emergency services organizations voluntarily becoming one organization must be completed.
- The primary goal of any planned consolidation should revolve around and focus on the delivery of public safety, with secondary consideration towards economics.

Completing an assessment through the DCED process may help determine the most appropriate partnership type is chosen based on relevant information of organizations and municipality(ies) involved and what are the next steps in the process. Reference pages 6 through 7 of this document.

Items to Review:

- Facilities
- Fire Apparatus & Equipment
- Fire Operations
- Training & Certification
- Administration & Budgeting
- Recruitment & Retention
- Responsibility for Fire Services Delivery

Administrative Consolidation – Two or more fire departments maintain separate operations while some administrative/staff functions, such as clerical and personnel, are combined. An example would be a single administrator, or business manager overseeing multiple fire departments.

Partial Consolidation – Each department remains legally separate but joins a group to perform special functions. This group would provide service to both communities but are members of their respective organization. An example would be sharing a piece of apparatus / equipment and/or staffing of a single fire station.

Functional Consolidation – Each fire department remains legally separate but performs special functions as if they were one department. An example would be combined training or maintenance programs.

Operational Consolidation – Each fire department remains legally separate but joins operational functions, delivering services as if they were one department. An example would be a single fire chief overseeing multiple fire departments.

Full Consolidation – Two or more agencies completely merge into a single legal agency. All service demands in each community are looked at as a single function of the department and political boundaries become invisible.

Service level questions when considering consolidation include:

1. The amount of time it takes fire units to respond to emergencies
2. Number of firefighters who respond to a call
3. How costs will be shared
4. Response by “back-up” units
5. Apparatus & Equipment at fire stations
6. Minimum training levels

Typically, full consolidation of two or more fire departments results in the following:

- One fire department
- One employer
- One set of rules, regulations, and operating guidelines
- One personnel management system
- One chain of command

Reporting of Consolidation

Once the official process has concluded, the consolidated organization must provide the name of the new organization and the statuses of the old organizations to the Office of the State Fire Commissioner to ensure accurate information is on file for grants, loans, PennFIRS reporting, etc.

Regionalization

Regionalization: Although the term "regionalization" can and is used to generically refer to almost any form of regional partnership or joint venture, DCED uses the term in a specific sense in its Shared Municipal Services Program. As used by DCED, regionalization is the combination of some assets of two or more municipalities to accomplish specific objectives and tasks.

The regional cooperation of fire and rescue organizations is a means by which an increasing number of municipalities are responding to a variety of problems, including fiscal constraints, increasing workload, new and increasing demands for service, and the need to become more cost efficient and productive.

Basic Process Steps

Use Steps 1 through 6 as noted on pages 8 through 13 of this document as the basic steps where applicable AND the additional steps noted below for this type of partnership.



Step 9: Regional Assessment Through the DCED Emergency Service Program

- An evaluation of the costs and benefits of emergency services, groups, or municipalities cooperating to accomplish specific objectives and tasks must be completed (e.g., improve service, lower cost, or serve a broad geographic area).
- Each participating company retains its identity.
- The primary goal of any regionalization should revolve around and focus on the delivery of public safety, with secondary consideration towards economics.

Completing an assessment through the DCED process may help determine the most appropriate partnership type is chosen based on relevant information of organizations and municipality(ies) involved and what are the next steps in the process. Reference pages 14 through 16 of this document.

Items to Review:

- Facilities
- Fire Apparatus & Equipment
- Fire Operations
- Training & Certification
- Administration & Budgeting
- Recruitment & Retention
- Responsibility for Fire Services Delivery

Administrative Regionalization – Two or more fire departments maintain separate operations while administrative and staff functions, such as clerical and personnel, are combined. An example would be a single administrator, or business manager overseeing multiple fire departments.

Partial Regionalization – Each department remains legally separate but joins a group to perform special functions. This group would provide service to communities but remain members of their respective organizations. An example would be sharing a piece of apparatus/equipment and/or staffing of a single fire station.

Functional Regionalization – Each fire department remains legally separate but performs special functions as if they were one department. An example would be combined training or maintenance programs.

Operational Regionalization – Each fire department remains legally separate, but joins operational functions, delivering services as if they were one department. An example would be a single fire chief overseeing multiple fire departments.

Full Regionalization – Two or more departments completely join into a single legal agency. All service demands in each community are looked at as a single function of the department and political boundaries become invisible.

Service level questions when considering regionalization include:

1. The amount of time it takes fire units to respond to emergencies
2. Number of firefighters who respond to a call
3. How costs will be paid
4. Response ability
5. Apparatus/Equipment at fire stations
6. Minimum training levels
7. Administrative and leadership ability

Typically, the regionalization of two or more fire departments results in the following:

- One set of rules, regulations, and operating guidelines
- One personnel management system
- One chain of command
- Specialized training and equipment for response

Reporting of Regionalization

Once the official process has concluded, the regionalized organization must provide the name of the new organization and the statuses of the old organizations to the Office of the State Fire Commissioner to ensure accurate information is on file for grants, loans, PennFIRS reporting, etc.

Notable Considerations

Existing Intergovernmental or Intermunicipal Agreements

One of the most identifiable indicators of whether merger, consolidations, or shared services will be accepted for the fire service is whether or not other regional shared services exist and are understood already within an area. If school districts and regional policing agreements are present and viable, then the methodology for fire and emergency services may be favored.

Geographic Conditions

In most areas of the Commonwealth of Pennsylvania, geographic conditions and features will not present problems, however, occasionally rivers, mountains, and disconnections of borders of municipalities may be an issue. Providing fire protection in nonparties or nonparticipating municipalities may require some political discussion or some additional mutual aid agreements. If such a condition does exist, further meetings to include that municipality as a stakeholder for regional sharing should be encouraged to overcome perceived concerns.

Demographic Consideration

The makeup of communities, including building types, populations, and economics must be considered in any discussions of regional sharing and consolidations. Differences in age, income levels, local economies, and social climates may require some considerable thought in determining changes in the composition and location of emergency responders.

Current Fire Service Consideration

Qualitative situational analysis may require consulting and definition of the current state of fire and emergency service effectiveness as well as general outcomes witnessed. Often, this will reveal the breaches of service and resource requirements that may indicate a merger, consolidation, or regional agreement would be in the best interest of community needs. One of the unfortunate realities within the Commonwealth of Pennsylvania is that not every fire and emergency medical service is currently working at optimum efficiency or defined legal standard, delivering lower quality response in comparison to a national best practice. Substandard fire service performance can be corrected with improvement of equipment, technology adaptation, or investment of leadership both within the fire service and local government. The combined negative influences, also rooted in cost consideration, create the need for required change, often a daunting task. The needs assessment process, usually tasked to a consulting agency such as the DCED, can definitively document the themes of improvement, allow a timeline for change, and determine resources (cost) to correct identified weaknesses.

Adaptability of Emergency Services Operating Conditions

Major differences can be identified between so many organizations, even mutual aid partners approaching community care with different priorities, and these working conditions often present another obstacle to mergers, consolidations, and regional agreements. The organizations involved must, at a foundational level, be willing to evolve and change, envisioning community needs at a higher priority than organizational protection.

Attitudes of Leadership and Members of Organizations

The success or failure of an effort to merge, consolidate, or regionalize emergency services may very well depend on the attitude and levels of cooperation of the fire chiefs, administrative officers, firefighters, health care providers, and municipal leaders involved. There will be some members strongly in favor of moving forward and there may be a strong element of those opposed to any multiple agency discussions. The key is to assist members in keeping an

open mind and answering the appropriate questions to reduce personal stresses. Experience has shown that decisions to merge, consolidate, regionalize, and/or share resources are often shadowed by emotional response and opinions and not the proper data and metrics within the current context. First, and foremost, open, and honest communication amongst all involved stakeholder groups is necessary to eliminate any misconceptions or perceptions of losses connected with mergers, consolidations, regionalization's, and/or shared services.

All levels of staff should constantly be made aware of any study recommendations, and the current state of implementation. One suggestion may be to contact other similar agencies who have successfully completed a merger, consolidation or regionalization within a related region and observe the similar infrastructure, management styles, staffing levels, adoption of technology, levels of training and certification, and overall professionalism of the agencies.

Sustainability of Current Fire Service Models

Maintaining independent emergency services in many neighboring communities, without cooperative efforts, often come with long term inefficient financial impacts for the organizations, as well as the citizens. Vehicle purchasing, facility operating costs, increasing technology requirements, escalating minimum municipal obligations, and higher required standards of service and training have made it impossible for many small communities to see a successful end or even to continue in the current pathway. Cost containment mechanics must be enacted by local government and focused service investment for long term stability and availability of emergency services. Survival often requires vast and severe reexamination of what costs are required and what investments are nice to have within a municipality, particularly in today's limited economy.

Public Opinion and Regional Services

Generally, a local opinion poll would suggest that a citizen of any community basically wants a fire service that:

- Provides a relevant atmosphere of personal safety and protection of property with an expectation of rapid intervention when a problem occurs.
- When a problem is encountered, the fire organization will provide an efficient and timely solution, as well as a return to normal life within the community.
- Will provide fiscal responsibility of funds extended to the organization that are gathered from local revenue sources with defined transparency and audits, as required
- Will be friendly and open to all community requests and needs, as well as seek input from the local citizens and businesses for service changes.
- Be free of liability, negligence, and ignorance of duty in its operations.

More importantly, experience through interviews have shown that citizens of any community or region expect to be kept knowledgeable of the processes involved in mergers, consolidations, and regional sharing. This is critically important as many citizens and social members of fire departments may see a threat when the local facility or service is closed, or a recognized department name is changed.

Instances exist where the desire for merger, consolidation or shared service may be an ask of the emotionally based local community, and not sparked internally by the fire department leadership. Political pressure may be placed upon elected officials to pursue a more fiscally or service driven fire department. It is very important to know the opinions of the public. Townhall style meetings, social media feedback mechanisms, and community engagement may be needed to draw as much awareness of the issue as potentially possible.



Appendices

Appendix A: Letter of Intent

This form is submitted by the municipality(ies) requesting assistance from DCED. [Letter of Intent - PA Department of Community & Economic Development.](#)

Appendix B: Peer-To-Peer Technical Assistance Articles of Agreement

This document includes the Scope of Service and is signed by a representative of the DCED Emergency Services Program Team municipal government(s) and assigned DCED Peer Consultant.

Appendix C: Fire Protection Services Questionnaire: Fire Organizations

Standard questionnaire completed by the fire organization. Various data elements are collected throughout the process.

Appendix D: Fire Protection Services Questionnaire: Municipality

Standard questionnaire completed by the municipality(ies). Various data elements are collected throughout the process.

Appendix E: Fire Services Form

Utilize this form if necessary, should data not be available in an existing format.

Appendix F: Fire Services Management Sample Data Collection Information

Additional quantitative and qualitative Fire and EMS data may be requested to complete the study.

Quick Reference Guide

Additional References

Appendix A: Letter of Intent

DCED-CLGS-01 (04/2024)



COMMONWEALTH OF PENNSYLVANIA
 DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT
 GOVERNOR'S CENTER FOR LOCAL GOVERNMENT SERVICES

LETTER OF INTENT

This Letter of Intent is submitted to the Governor's Center for Local Government Services to request technical assistance. By submitting this request, the municipality agrees to cooperate with the Center.

The governing body must approve this request for assistance by motion prior to submission. No resolution is required.

Complete and return the form either by mail or email to ra-dcedclgs@pa.gov. Center personnel will evaluate the request to determine the level of assistance. The contact person designated below will receive all future information regarding this request.

PLEASE COMPLETE THE FOLLOWING

1. TYPE OF TECHNICAL ASSISTANCE BEING REQUESTED:

- | | | |
|---|---|---|
| <input type="checkbox"/> Police Regionalization | <input type="checkbox"/> Council of Governments/
Intergovernmental Cooperation | <input type="checkbox"/> Public Works |
| <input type="checkbox"/> Police Management | <input type="checkbox"/> Land Use Planning | <input type="checkbox"/> Administrative/Secretary |
| <input type="checkbox"/> Fire Regionalization | <input type="checkbox"/> Uniform Construction Code | <input type="checkbox"/> Home Rule |
| <input type="checkbox"/> Fire Services | <input type="checkbox"/> Finance | <input type="checkbox"/> Boundary Change |
| <input type="checkbox"/> Emergency Medical Services (EMS) | | <input type="checkbox"/> Other: _____ |

2. ARE YOU CURRENTLY A PART OF ANY INTERGOVERNMENTAL AGREEMENT?

- Yes No

If yes, describe briefly:

3. DESCRIPTION OF PROJECT:

CHIEF ELECTED OFFICIAL (PRINT)

Municipality: _____ Federal ID#: _____

County: _____

Name: _____ Title: _____

Municipal Address: _____

Signature: _____ Date: _____

CONTACT PERSON

Name: _____ Title: _____

Address: _____

Phone: _____

E-mail: _____

SIGNATURE AND VERIFICATION

I hereby certify that the governing body, at a public meeting held on _____, has approved this Letter of Intent.

 Attest (Secretary)

 Date

Appendix B: Peer-To-Peer Technical Assistance Articles of Agreement



Pennsylvania
**Governor's Center for
Local Government Services**

PEER-TO-PEER TECHNICAL ASSISTANCE

ARTICLES OF AGREEMENT

This agreement ("Agreement") is between the Commonwealth of Pennsylvania, Department of Community and Economic Development, Governor's Center for Local Government Services ("CENTER"), the municipality of [MUNICIPALITY NAME] ("MUNICIPALITY"), and an agent of the CENTER, selected and certified through appropriate training courses ("Peer-to-Peer CONSULTANT").

WITNESSETH

The MUNICIPALITY has requested, through action of the governing body, the services of the CENTER to provide technical assistance to [SCOPE OF WORK] study of the [MUNICIPALITY NAME] fire services and report to the Municipality's manager and the elected officials on findings and recommendations.

The CENTER will provide the MUNICIPALITY with technical assistance through the use of the Peer-to-Peer CONSULTANT under the following terms and conditions:

- A. MUNICIPALITY, through its officials, employees, or agents shall provide the CONSULTANT with material, data and/or information determined by the Peer-to-Peer CONSULTANT to be necessary for the successful completion of the project.
- B. MUNICIPALITY and the CENTER shall permit the Peer-to-Peer CONSULTANT to determine his/her hours of work and work periods so long as the total time committed to the project does not exceed 100 hours.
- C. The CENTER is responsible for the wages, travel cost, and related expenses of the Peer-to-Peer CONSULTANT and no cost will be assessed to the MUNICIPALITY unless assessment prohibition is waived by the MUNICIPALITY through an addendum to this Agreement, in which case the addendum shall establish the party(ies) responsible for Peer-to-Peer CONSULTANT costs and expense.
- D. The MUNICIPALITY shall hold the CENTER and its agent, the Peer-to-Peer CONSULTANT harmless from any and all claims, demands, and actions based upon or arising out of any activities performed by the MUNICIPALITY employees under this Agreement and shall defend any and all actions brought against the CENTER and/or the Peer-to-Peer CONSULTANT based upon such claims or demands. The

MUNICIPALITY’S standard liability insurance policies shall protect, or shall be endorsed to protect, the CENTER and the Peer-to-Peer CONSULTANT from claims of bodily injury and of property damage arising out of any activities or functions performed by the MUNICIPALITY, the MUNICIPALITY employees, or agents under this Agreement.

- E. The Peer-to-Peer CONSULTANT shall perform and function within the guidelines and regulations established by the CENTER and the documents composed and produced by the Peer-to-Peer CONSULTANT while providing technical assistance to the MUNICIPALITY are the property of the CENTER which shall have full control over the preparation of, amendment of, final production of, and release of such documents.
- F. The CENTER shall have the right to terminate this Agreement at its convenience if the CENTER determines that termination to be in its best interest. Termination shall be effective upon written notice to the Peer-to-Peer CONSULTANT. The Peer-to-Peer CONSULTANT shall be paid for work satisfactorily completed prior to the effective date of the termination, but in no event shall the Peer-to-Peer CONSULTANT be entitled to recover loss of profits.

[MUNICIPALITY NAME]

Signature Date _____

Peer-to-Peer Consultant [NAME, TITLE]

Signature Date _____

**Pennsylvania Department of Community and Economic Development
Governor’s Center for Local Government Services**

Signature Date _____

Appendix C: Fire Protection Services Questionnaire – Fire Organizations

DCED-GCLGS-101 (11/2024)



COMMONWEALTH OF PENNSYLVANIA
 DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT
 GOVERNOR'S CENTER FOR LOCAL GOVERNMENT SERVICES

FIRE PROTECTION SERVICES QUESTIONNAIRE

To be completed by the FIRE PROTECTION SERVICES AGENCY

SECTION I: GENERAL INFORMATION

1. NAME OF FIRE COMPANY:		2. DATE:	
3. ADDRESS:			
4. CITY:		5. STATE:	6. ZIP CODE:
7. PRIMARY CONTACT PERSON:		8. CONTACT PERSON TITLE:	
9. OFFICE PHONE NUMBER:	10. MOBILE PHONE NUMBER:	11. EMAIL ADDRESS:	
12. SECONDARY CONTACT PERSON:		13. SECONDARY CONTACT PERSON TITLE:	
14. OFFICE PHONE NUMBER:	15. MOBILE PHONE NUMBER:	16. EMAIL ADDRESS:	
17. FIRE DEPARTMENT WEBSITE ADDRESS:		18. FIRE DEPARTMENT FACEBOOK PAGE :	
19. TYPE OF DEPARTMENT: <input type="checkbox"/> Career <input type="checkbox"/> Volunteer <input type="checkbox"/> Combination <input type="checkbox"/> Other: _____			
20. PROVIDE A TEMPORARY (FOR LENGTH OF STUDY) USERNAME AND PASSWORD FOR YOUR FIRE REPORTING PROGRAM (PENNFIRS, NFIRS, EMERGENCY REPORTING, ETC). <i>This will be used by the consultant to retrieve necessary data relating to calls for service, response times, etc.:</i> Username: _____ Password: _____			

SECTION II: COMMUNITY INVOLVEMENT

1. DESCRIBE TARGET HAZARDS AND / OR HIGH-RISK OCCUPANCIES: Complete Fire Services Forms, Tab FS – “Risks”
2. DOES YOUR FIRE COMPANY PARTICIPATE IN FIRE PREVENTION ACTIVITIES? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, explain:</i>
3. DOES YOUR FIRE COMPANY CONDUCT RECRUITMENT AND RETENTION ACTIVITIES?? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, explain:</i>

SECTION III: FIRE COMPANY FISCAL INFORMATION

1. DOES YOUR FIRE COMPANY APPLY FOR ANY GRANTS? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If Yes, provide further details using Fire Services Forms, Tab FS – “Grants”. If No, explain:</i>
2. HOW MUCH FUNDING ANNUALLY DO YOU RECEIVE FROM STATE AND FEDERAL GRANTS FOR FIRE COMPANY PROJECTS? \$ _____
3. DOES THE FIRE COMPANY PAY FOR UTILITIES AT FIRE PROTECTION SERVICES FACILITY(IES)? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If Yes, provide further details for the previous three (3) fiscal years using Fire Services Forms, Tab FS – “Utilities”.</i>
4. DOES THE FIRE COMPANY PAY FOR IMPROVEMENTS, MAINTENANCE AND/ OR REPAIRS TO FIRE PROTECTION SERVICE FACILITY(IES)? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If Yes, provide further details using Fire Services Forms, Tab FS – “Facility M&R”.</i>
5. RELATING TO REVENUES AND EXPENSES FOR THE FIRE PROTECTION SERVICES AGENCY(IES): Complete Fire Services Forms, Tab FS – “R&E” for the previous three (3) fiscal years . Information should detail revenue streams (taxes, fund drives, fundraising events, raffles, donations, etc. as well as expenses (building maintenance, apparatus maintenance, PPE, equipment, utilities, fuel, insurance, etc.).

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FIRE PROTECTION SERVICES QUESTIONNAIRE

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SECTION IV: COOPERATIVE SERVICES

1. DO YOU PROVIDE OR RECEIVE FIRE PROTECTION SERVICES TO ANY OTHER JURISDICTION(S)? <input type="checkbox"/> Yes <input type="checkbox"/> No	2. IF "YES", IN WHAT YEAR DID THE SERVICE BEGIN?	
4. IF "YES", LIST THOSE JURISDICTIONS, FORM OF REIMBURSEMENT, AND TYPE OF AGREEMENT BELOW.		
JURISDICTION	AMOUNT OF FUNDING/COST	SELECT TYPE OF AGREEMENT

SECTION V: PERSONNEL

CAREER / COMBINATION SPECIFIC

1. Total number of full-time Fire Protection Services personnel presently employed:	2. Total number of hours worked by full-time Fire Protection Services personnel in previous fiscal year :
3. Authorized number of full-time Fire Protection Services personnel (Potential full strength):	4. Total number of part-time Fire Protection Services personnel presently employed:
5. Total number of hours worked by all part-time Fire Protection Services personnel in previous fiscal year :	6. Total number of administrative-only personnel:

VOLUNTEER SPECIFIC

1. Total number of volunteer Fire Protection Services personnel available:	2. Total annual hours of all volunteer Fire Protection Services personnel for the previous fiscal year :
---	--

ALL

1. ARE FIRE PROTECTION SERVICES PERSONNEL TRAINED TO HAZ-MAT AWARENESS OR HIGHER?
 Yes No *If No, please explain why not:*

2. ARE FIRE PROTECTION SERVICES PERSONNEL TRAINED TO FIREFIGHTER 1 OR HIGHER?
 Yes No *If No, please explain why not:*

3. IS YOUR DEPARTMENT PERFORMING THE CHILD ABUSE CLEARANCE CHECK FOR ALL YOUR MEMBERS / EMPLOYEES?
 Yes No *If No, please explain why not:*

4. IS YOUR DEPARTMENT COMPLETING THE CRIMINAL HISTORY CHECK FOR ALL YOUR MEMBERS / EMPLOYEES?
 Yes No *If No, please explain why not:*

11. FIRE PROTECTION SERVICES PERSONNEL:
Provide a copy of Fire Protection Services personnel using Fire Services Forms, Tab FS – "Roster".

12. PROVIDE A SUMMARY OF ANY BENEFITS PROVIDED TO FIRE PROTECTION SERVICES PERSONNEL:

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FIRE PROTECTION SERVICES QUESTIONNAIRE

PAGE 3

SECTION VI: FIRE COMPANY FACILITIES

1. DOES THE FIRE COMPANY OWN THE FIRE PROTECTION SERVICES FACILITY(IES)?
 Yes No Other: _____

2. DOES THE FIRE COMPANY OWN ANY OTHER PROPERTY / FACILITY OTHER THAN FIRE STATIONS?
 Yes No Other: _____

3. PLEASE PROVIDE INFORMATION REGARDING YOUR PRESENT FIRE PROTECTION SERVICES FACILITY(IES).
Complete Fire Services Forms, Tab FS – “Facility Data”. Include photos of each facility.

4. DOES YOUR FIRE PROTECTION SERVICES FACILITY HAVE ADMINISTRATIVE OFFICE SPACE FOR FIRE COMPANY OFFICERS? <input type="checkbox"/> Yes <input type="checkbox"/> No	5. DOES YOUR FIRE PROTECTION SERVICES FACILITY HAVE A COMMUNITY ROOM/HALL RENTAL SPACE AVAILABLE? <input type="checkbox"/> Yes <input type="checkbox"/> No
6. DOES YOUR FIRE SERVICES PROTECTION FACILITY HAVE SPACE DEDICATED FOR HOUSING (BUNK ROOMS)? <input type="checkbox"/> Yes <input type="checkbox"/> No	7. DOES YOUR FIRE PROTECTION SERVICES FACILITY HAVE A KITCHEN? <input type="checkbox"/> Yes <input type="checkbox"/> No

7A. IF YES TO QUESTION 7, EXPLAIN IF IT IS FOR PUBLIC USE AND/OR FIRE PROTECTION SERVICES PERSONNEL:

8. IS YOUR FIRE PROTECTION SERVICES PROTECTED BY A FIRE ALARM/FIRE SUPPRESSION SYSTEM?
 Yes No

Select all that apply:

7a. If yes, Detection only?
 7b. If yes, Detection and Alarm Transmission?
 7c. If yes, Fire Suppression (Sprinklers) only?
 7d. If yes, Fire Suppression (Sprinklers) and Alarm Transmission?

SECTION VII: FIRE APPARATUS

1. ARE YOUR APPARATUS OPERATORS LICENSED DRIVERS? <input type="checkbox"/> Yes <input type="checkbox"/> No	2. HAVE YOUR APPARATUS OPERATORS COMPLETED EMERGENCY VEHICLE DRIVER'S TRAINING? <input type="checkbox"/> Yes <input type="checkbox"/> No
---	---

3. DOES THE FIRE COMPANY OWN THE FIRE APPARATUS?
 Yes No *If Yes, complete Fire Services Forms, Tab FS – “Apparatus”.*

4. DOES THE FIRE COMPANY PAY TO INSURE THE FIRE APPARATUS?
 Yes No Other: _____

SECTION VIII: EXPECTED OUTCOME/OBJECTIVES

1. PLEASE BE SPECIFIC AND DETAILED:

SECTION VIII: EXPECTED OUTCOME/OBJECTIVES (cont'd)

SAMPLE

SECTION IX: ADDITIONAL INFORMATION

The following additional information must be included:

- Copy of the most recent ISO-PPC Report
- Copy of current Labor Agreement(s)
- Copy of previously conducted fire studies
- Copies of service agreements with other municipalities or fire companies
- Copy of organization By-Laws
- Copy of organization Standard Operating Guidelines / Procedures
- Completed Fire Services Forms Excel File

Please send all completed information to:

ra-dcedclgs@pa.gov

Contact Information or Questions:

Local Government Policy Specialist:

- **Anne Weaver Morrow** | 717-720-7384 | aweavermor@pa.gov

Appendix D: Fire Protection Services Questionnaire – Municipality

DCED-GCLGS-102 (11/2024)



COMMONWEALTH OF PENNSYLVANIA
 DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT
 GOVERNOR'S CENTER FOR LOCAL GOVERNMENT SERVICES

FIRE PROTECTION SERVICES QUESTIONNAIRE

To be completed by the MUNICIPALITY prior to the start of a Fire Study

SECTION I: GENERAL INFORMATION

1. NAME OF MUNICIPALITY:		2. DATE:
3. ADDRESS:		
4. CITY:	5. STATE:	6. ZIP CODE:
7. COUNTY:		
8. WEBSITE:		9. TYPE OF GOVERNMENT:
10. CONTACT PERSON:		11. TITLE OF CONTACT PERSON:
12. OFFICE PHONE NUMBER:	13. MOBILE PHONE NUMBER:	14. EMAIL ADDRESS:

SECTION II: COMMUNITY CHARACTERISTICS

Base the following information on the most recent census report unless more current figures are available. If other than actual census figures are used, please indicate the source:

1. DATE OF CENSUS REPORT:	2. POPULATION:	3. SQUARE MILES:
4. TOTAL MILES OF STATE ROADS IN MUNICIPALITY:		5. TOTAL MILES OF LOCAL ROADS IN MUNICIPALITY:

SECTION III: MUNICIPAL FISCAL INFORMATION

1. REAL ESTATE ASSESSED VALUE: \$	2. REAL ESTATE TAX RATE (MILLS):	3. EARNED INCOME TAX: \$
4. TOTAL GENERAL FUND BUDGETED REVENUES (CURRENT YEAR): \$	5. TOTAL GENERAL FUND BUDGETED EXPENDITURES (CURRENT YEAR): \$	
6. TOTAL GENERAL FUND ACTUAL REVENUE (PRIOR YEAR): \$	7. TOTAL GENERAL FUND EXPENDITURES (PRIOR YEAR): \$	
8. TOTAL FIRE REVENUE (PRIOR YEAR): \$	8A. TOTAL FIRE TAX (PRIOR YEAR): \$	
8B. FOREIGN FIRE INSURANCE (PRIOR YEAR): \$	9. TOTAL FIRE EXPENDITURES (PRIOR YEAR): \$	
10. ON BEHALF OF THE FIRE PROTECTION SERVICE AGENCY, DO YOU APPLY FOR ANY GRANTS? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If Yes, answer questions 10A-C.</i>		10A. HOW MUCH FUNDING WAS AWARDED?: \$
10B. WHAT PROJECT WAS IT FOR?		10C. WHERE WAS THE FUNDING RECEIVED FROM?
11. HOW MUCH FUNDING DID YOU RECEIVE FROM STATE GRANTS FOR MUNICIPAL PROJECTS? \$	11A. IF YOU RECEIVED STATE GRANTS, DESCRIBE FUNDING AND USE:	
12. HOW MUCH FUNDING DID YOU RECEIVE FROM FEDERAL GRANTS FOR MUNICIPAL PROJECTS? \$	12A. IF YOU RECEIVED FEDERAL GRANTS, DESCRIBE FUNDING AND USE:	
13. DOES THE MUNICIPALITY PAY FOR OR PROVIDE FUNDING FOR UTILITIES AT FIRE PROTECTION SERVICES FACILITY(IES)? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If Yes, provide further details using Fire Services Forms, Tab FS – "Utilities".</i>		
14. DOES THE MUNICIPALITY PAY FOR OR PROVIDE FUNDING FOR IMPROVEMENTS, MAINTENANCE AND/OR REPAIRS AT FIRE PROTECTION SERVICES FACILITY(IES)? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If Yes, provide further details using Fire Services Forms, Tab FS – "Facility M&R".</i>		
15. RELATING TO REVENUES AND EXPENSES FOR THE FIRE PROTECTION SERVICES AGENCY(IES): <i>Complete Fire Services Forms, Tab FS – "R&E" for each agency for the previous fiscal year.</i>		

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FIRE PROTECTION SERVICES QUESTIONNAIRE

PAGE 2

SECTION IV: COOPERATIVE SERVICES

1. DO YOU PROVIDE OR RECEIVE FIRE PROTECTION SERVICES TO ANY OTHER JURISDICTION(S)? <input type="checkbox"/> Yes <input type="checkbox"/> No		2. IF "YES", IN WHAT YEAR DID THE SERVICE BEGIN?
4. IF "YES", LIST THOSE JURISDICTIONS, FORM OF REIMBURSEMENT, AND TYPE OF AGREEMENT BELOW.		
JURISDICTION	AMOUNT OF FUNDING/COST	SELECT TYPE OF AGREEMENT

SECTION V: PERSONNEL

1. HOW ARE FIRE PROTECTION SERVICES PROVIDED IN YOUR MUNICIPALITY? <input type="checkbox"/> Volunteer <input type="checkbox"/> Career <input type="checkbox"/> Combination <input type="checkbox"/> Other: _____	
2. Total number of full-time fire protection services personnel presently employed:	3. Total number of hours worked by full-time Fire Protection Services personnel in previous fiscal year :
4. Authorized number of full-time Fire Protection Services personnel (Potential full strength):	5. Total number of part-time Fire Protection Services personnel presently employed:
6. Total number of hours worked by all part-time Fire Protection Services personnel in previous fiscal year :	7. Total number of administrative-only personnel:
7A. WHAT DUTIES DO ADMINISTRATIVE-ONLY PERSONNEL PERFORM?	
8. Total number of volunteer Fire Protection Services personnel available:	9. Total annual hours of all volunteer Fire Protection Services personnel for the previous fiscal year :
10. ARE FIRE PROTECTION SERVICES PERSONNEL TRAINED TO FIREFIGHTER 1 OR HIGHER? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If No, explain:</i> _____	
11. FIRE PROTECTION SERVICES PERSONNEL: <i>Provide a copy of Fire Protection Services personnel using Fire Services Forms, Tab FS – "Roster".</i>	
12. PROVIDE A SUMMARY OF ANY BENEFITS PROVIDED TO FIRE PROTECTION SERVICES PERSONNEL:	

SECTION VI: FIRE COMPANY FACILITIES

1. DOES THE MUNICIPALITY OWN THE FIRE PROTECTION SERVICES FACILITY(IES)?
 Yes No Other: _____

2. PLEASE PROVIDE INFORMATION REGARDING YOUR PRESENT FIRE PROTECTION SERVICES FACILITY(IES).
Complete Fire Services Forms, Tab FS – "Facility Data". Include photos of each facility.

3. DOES YOUR FIRE PROTECTION SERVICES FACILITY HAVE ADMINISTRATIVE OFFICE SPACE FOR FIRE COMPANY OFFICERS? <input type="checkbox"/> Yes <input type="checkbox"/> No	4. DOES YOUR FIRE PROTECTION SERVICES FACILITY HAVE A COMMUNITY ROOM/HALL RENTAL SPACE AVAILABLE? <input type="checkbox"/> Yes <input type="checkbox"/> No
5. DOES YOUR FIRE SERVICES PROTECTION FACILITY HAVE SPACE DEDICATED FOR HOUSING (BUNK ROOMS)? <input type="checkbox"/> Yes <input type="checkbox"/> No	6. DOES YOUR FIRE PROTECTION SERVICES FACILITY HAVE A KITCHEN? <input type="checkbox"/> Yes <input type="checkbox"/> No

6A. IF YES TO QUESTION 6, EXPLAIN IF IT IS FOR PUBLIC USE AND/OR FIRE PROTECTION SERVICES PERSONNEL:

7. IS YOUR FIRE PROTECTION SERVICES PROTECTED BY A FIRE ALARM/FIRE SUPPRESSION SYSTEM?
 Yes No

Select all that apply:

7a. If yes, Detection only?
 7b. If yes, Detection and Alarm Transmission?
 7c. If yes, Fire Suppression (Sprinklers) only?
 7d. If yes, Fire Suppression (Sprinklers) and Alarm Transmission?

SECTION VII: FIRE APPARATUS

1. DOES THE MUNICIPALITY OWN THE FIRE APPARATUS?
 Yes No *If Yes, complete Fire Services Forms, Tab FS – "Apparatus".*

2. DOES THE MUNICIPALITY INSURE OR PROVIDE FUNDING TO INSURE THE FIRE APPARATUS?
 Yes No Other: _____

SECTION VIII: EXPECTED OUTCOME/OBJECTIVES

1. PLEASE BE SPECIFIC AND DETAILED:

SECTION VIII: EXPECTED OUTCOME/OBJECTIVES (cont'd)

SAMPLE

SECTION IX: ADDITIONAL INFORMATION

The following additional information must be included:

- Copy of the most recent ISO-PPC Report
- Copy of each Fire Company's annual incident summary report for the past 3-years
- Copy of current Labor Agreement(s)
- Copy of previously conducted fire studies
- Copies of service agreements with other municipalities or fire companies

Please send all completed information to:

ra-dcedclgs@pa.gov

Contact Information or Questions:

Local Government Policy Specialist:

- **Anne Weaver Morrow** | 717-720-7384 | aweavermor@pa.gov

Appendix E: Fire Services Form

Below are samples of the tabs found in the Excel spreadsheet labeled: Fire Services Form. The user will receive this form from the Governor’s Center for Local Government Services.

FS – Risk tab		Target Hazards/High-Risk Occupancy Facilities		Department: _____
Name of Facility	Physical Address	Primary Use	Target Hazard(s)	

FS – Grants tab		Grants					Department: _____
Grant Provider	Award Amount	Project Description	Other Funding Amount	Other Funding Provider	Total Project Cost	Date of Completion	

FS – Utilities tab		Utilities						Department: _____
Facility Name	Facility Use	Utility Cost	Year	Utility Cost	Year	Utility Cost	Year	

* Fire Station, Social Hall, Other

FS – Facility M&R tab		Improvements, Maintenance and Repairs			Department: _____
Name of Fire Company	Facility	Project	Cost	Date of Completion	

FS – R&E tab		Revenues and Expenses			Department: _____
Fiscal Year	Source / Cost	Revenues	Expenses	Difference	

*Taxes, Fund Drive Letters,
Fundraising Events, Raffles,
Donations, etc

FS – Roster tab		Membership Roster				Department: _____
Name	Rank / Position	Firefighting Training Level - FF1, FF2, Other	Hazmat Training Level - Awareness, Ops, Other	EMS Training Level - EMR, EMT, Paramedic, etc	Hire/Join Date	Pay Rate, if any
1						
2						
3						
4						

*Rank / Position data should define if they are Junior, Active, Retired, Social, Auxiliary, etc.

FS – Facility Data tab		Facility Data			Department: _____
Name of Fire Company	Primary Use	Physical Address	Year of Construction/ Renovation	Number of Apparatus Bays	Insured By: Municipality/ Department

FS – Apparatus tab		Apparatus Inventory										Department: _____
Apparatus ID #	Apparatus Type	Year	Manufacturer	Model	Mileage	Engine Hours	Pump Capacity	Tank Capacity	Aerial Length	Overall Condition	Titled Ownership	

Use the guide below to evaluate your Fire Apparatus. Select the appropriate level nearest your apparatus condition.

Excellent	Good	Fair	Poor
1 - 7 years of service	8 - 15 years of service	15 - 24 years of service	25 or more years of service
No Rust or Corrosion	Traces of Rust or Corrosion	Minor Rust or Corrosion	Major Rust or Corrosion
Annual Pump / Aerial Tests	Bi-Annual Pump / Aerial Tests	Pump / Aerial Tests every 5 years	No Documented Pump / Aerial Tests
Minimal Annual Maintenance Costs	Marginal Annual Maintenance Costs	Significant Annual Maintenance Costs	Major Annual Maintenance Costs
Highly Reliable	Very Reliable	Reliable	Not Reliable

Appendix F: Fire Services Management Sample Data Collection Information

Commonly requested Fire and EMS service data (quantitative and qualitative):

A. Incident Data

1. Total number of incidents and breakdown percentage of types of incidents used by NFIRS record collection
2. The location (address) of incidents is given in the spreadsheet (CSV file) so that a heat map can be generated to show call dispersion
3. Times of incidents within a week and time of day to determine “peak time analysis”
4. Time of incidents over the day of the week (7-day consideration)
5. NFIRS times average, which would include (90th percentile):
 - a. Call handling time (PSAP data)
 - b. Average arrival of first suppression piece travel time (truck or engine)
 - c. Average arrival of effective response force (ERF)
 - d. Average turnout time for fire and cardiac EMS calls (nonemergency calls not included)
 - e. Average on-scene arrival for fire and cardiac EMS calls (nonemergency calls not included)
6. Number of qualified interior firefighters on structural fire incidents annually
7. EMS ORS-related incident response data if the agency provides that service
 - a. Average time to CPR
 - b. Average time to defibrillation
 - c. Total on-scene time
 - d. Percentage of ROSC achieved
 - e. Total incident time till availability
 - f. Breakdown of EMS incident type for patient care (NEMSIS) considers BLS and ALS patient needs
8. Number of mutual aid requests and what municipalities serviced (number of responses to each)

B. Apparatus Data

1. List all apparatus, including date of manufacturer, make and model, current mileage, pumping hours, pump capacity, and any special equipment such as length and aerial or location of rescue equipment—a general description of the quality of the unit.
2. Clear, high-quality images of apparatus taken from the front, drive corner
3. How many incidents run on each of the apparatus listed annually
4. Data on annual unit maintenance costs to determine return on investment

C. Facility Data

1. Image of all four sides, high quality of current fire station facilities
2. Estimated square footage of apparatus space, office space, and general living space
3. Age of facility, as well as a breakdown of remodeling with date of completion and project descriptions.
4. Maintenance or repair failure issues with the facility that are outstanding and costly concerns
5. Who physically holds the title to the land and facility?

D. Mapping Data

(this would be made by DCED GIS staff)

1. 4-minute (240 seconds) travel distances from current facility locations
2. 8-minute travel distance from current facility locations
3. 10-minute travel distance from current facility locations

E. Training Data

1. Adopted annual training plan or monthly training goals
2. Copy of staff recorded training annual year
3. Number of qualified interior firefighters
4. Number of qualified exterior firefighters
5. Number of qualified driver/operators
6. Number of promoted fire officers and job descriptions
7. Adopted minimum training standards and the percentage who meet that

F. Community Risk Reduction Data

1. Smoke or Carbon monoxide detectors installed within the community
2. Public education programs provided {location, time, topic}
3. Structural fires per 1000 residents
4. Fire-related deaths per 1000 residents
5. Total inspections and re-inspections completed annually
6. Trends in juvenile fire-setting incidents
7. Fire cause investigation data (cause of fires, percent intentionally set, conviction rate of intentionally set fires)
8. Community paramedicine programs (how many community visits and services given)

G. Financial Data

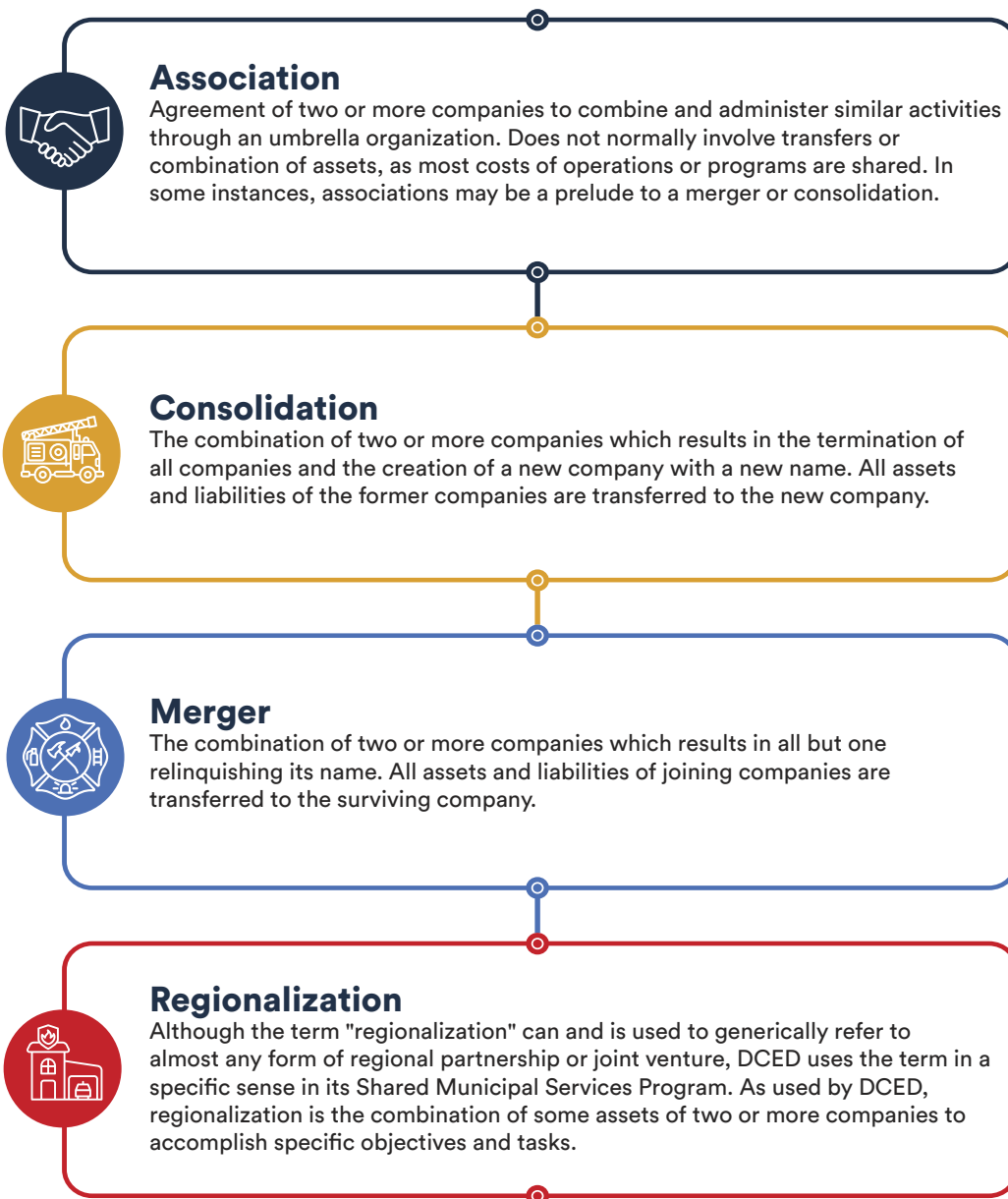
1. Annual operating and capital budgets, including revenue and expenses
2. Any adopted user fees and fee schedules by the municipality for fire and EMS
3. Any adopted tax or special tax language (fire and Ems tax) as well as generated income annually from households and assumed rate
4. Grants received, opening, and closing dates, and projects funded

Quick Reference Guide

The purpose of this document is to provide a quick overview of the different types of unofficial and official partnership structures that municipalities and/or fire organizations may consider as part of the planning process for sustainment local fire services.

More detailed information on the different partnership types and fire study process can be found in the full document. Please follow the links to the [PA Department of Community and Economic Development \(DCED\)/ Governor's Center for Local Government Services \(GCLGS or Center\)](#) and the [Office of the State Fire Commissioner \(OSFC\)](#) websites to access the full document.

Types of Partnerships



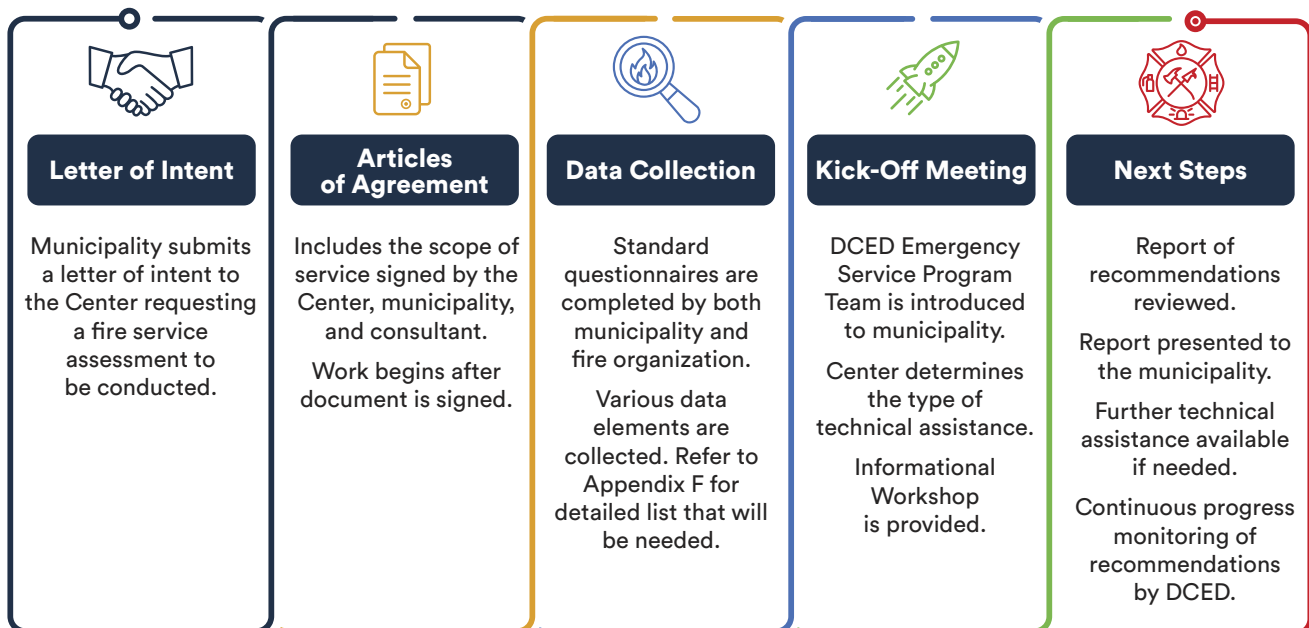
Topic Areas of Assessment

The Municipal and Fire Organization Partnership Guide assess various aspects of the internal structure and operations of the emergency services organizations. The topic areas include but are not limited to:

- ✓ Organization and Staffing
- ✓ Personnel Management
- ✓ Finance—budgeting
- ✓ Agency Effectiveness in Field Operations
- ✓ Response—ability to provide timely service
- ✓ Policy Development
- ✓ Administrative, Management, Technical and Support Services
- ✓ Facilities, Vehicles and Equipment
- ✓ Governing Body Relationship

Data Information

Various types of data and information is needed through the process and requires full cooperation of all organizations involved. This process includes the completion of a standard questionnaire for both the municipality and the fire organization and various other pertinent data elements.



Additional References

PA Department of Community & Economic Development

[Website for Regional Fire and Emergency Services](#)

Please use the QR code to access additional information:

Contact: Yvonne Lemelle (ylemelle@pa.gov)



Office of the State Fire Commissioner

[Website for Recruitment and Retention](#)

Please use the QR code to access additional information:

Contact: Tracie Young-Brungard (tyoung-bru@pa.gov)



Senate Resolution 6 (SR6) – [Legislative \(pa.gov\)](#)

Pennsylvania Orphan’s Court – [Orphans' Court Clerks](#) | [Courts of Common Pleas](#) | [Courts](#) | [Unified Judicial System of Pennsylvania \(pacourts.us\)](#)

Pennsylvania State Association of Township Supervisors – [Home - PSATS Main](#)

Pennsylvania State Borough Association – [PA State Association of Boroughs](#)

Pennsylvania Department of State – [PA Department of State](#)

Non-Profit Guide of Mergers – [A Guide to Mergers of Non-Profit Entities \(pietragallo.com\)](#)

U.S. Fire Administration – [Critical Health and Safety Issues in the Volunteer Fire Service \(fema.gov\)](#)

Pennsylvania Department of Community & Economic Development
Governor's Center for Local Government Services
Commonwealth Keystone Building
400 North Street, 4th Floor
Harrisburg, PA 17120-0225

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