

September 3, 2014
Curtis Hall

A regular meeting of the **PUBLIC SAFETY COMMITTEE** was held tonight, Commissioner J. Andrew Sharkey, Chairman, presiding. Members present were Commissioners Haywood, McKeown, Norris, Rappoport, and Simon. Also present was Ex-Officio Member Portner.

Staff present were Kenneth Hellendall, Emergency Management Coordinator; John J. Norris, Chief of Police; Joseph O'Neill, Fire Marshal; Henry Sekawungu, Planning and Zoning Director; and Bryan T. Havir, Township Manager. Also present was Joseph M. Bagley, Esq., Township Solicitor. A Public Attendance List is attached.

Mr. Sharkey called the meeting to order at 7:30 p.m.

1. Chief Norris reviewed the Police Activity/Community Policing Unit, Clearance and Juvenile Contact Reports for the month of June, 2014.

Chief Norris recommended the following amendments to the Traffic Code:

ADD – FRANKLIN AVENUE – NO PARKING south side from Elm Avenue, 52 feet
easterly to 86 feet easterly

ADD – GAYL ROAD – STOP STREET at Ashbourne Road; at Coventry Avenue

ADD – GERARD AVENUE – 15 MPH; Harrison Avenue to Montgomery Avenue

ADD – HAINES ROAD – STOP STREET at Coventry Avenue; at Ashbourne Road

ADD – ORLEANS ROAD – STOP STREET at Gayl Road; at Haines Road

ADD – UNION AVENUE – STOP STREET at Spring Avenue; at Mountain Avenue

DELETE – BICKLEY ROAD – HANDICAPPED PARKING at 149 Bickley Road

DELETE – EAST AVENUE – HANDICAPPED PARKING at 506 East Avenue

DELETE – FRANKLIN AVNEUE – NO PARKING, south side, Elm Avenue 52 feet
easterly to 114 feet easterly

DELETE – UNION AVENUE – STOP STREET at Spring Avenue

Regarding the Gerard Avenue speed limit, Chief Norris stated that it is currently in effect but not codified. In response to a question from Mr. Simon, Chief Norris stated that there are other streets in the Township with a 15 MPH speed limit similar to that proposed for Gerard Avenue. Mr. Norris questioned the Gayle Road Stop Street. Chief Norris responded that it is in effect but not codified as well as the Stop Street on Haines Road.

Recommendation to the Board of Commissioners: Upon motion of Mr. Portner, the Committee unanimously recommended to the Board of Commissioners the adoption of an Ordinance amending Chapter 285, thereof, entitled “Vehicles and Traffic” (see attached).

Ms. Rappoport noted certain typos in the Police Department’s monthly report.

Mr. Sharkey asked the Police Chief to publish a reminder on the Police Department's Face Book page alerting people to lock car doors.

2. Upon motion of Mr. Portner, the Committee unanimously accepted the Police Activity/Community Policing Unit, Clearance and Juvenile Contact Reports for the month of June, 2014.

3. Upon motion of Mr. Portner, the Committee unanimously accepted the Report of the EMS Director for the month of August, 2014.

4. At the request of Mr. Sharkey, Mr. Hellendall explained the Community Emergency Response Team ("CERT"). It is hoped that this program will start involving residents in Emergency Management to assist during emergency events. Supplies and training will come from FEMA and PEMA. Mr. Hellendall noted that residents have asked how they can participate and help in emergency situations on Emergency Management's Face Book page.

5. Upon motion of Mr. Portner, the Committee unanimously accepted the Report of the Emergency Management Coordinator for the month of August 2014.

6. Upon motion of Mr. Portner, the Committee unanimously accepted the Report of the Fire Marshal for the month of July, 2014.

7. Under Old Business: The Fire Companies gave an update on their 5-Year Strategic Plan, 2014-2018. Mr. Ed Wurster, Facilitator, gave a presentation on behalf of the five (5) Fire Companies (see attached). He explained the following aspects of the plan: the planning process, including who was involved and the data collected; goals and objectives; the strengths and weaknesses of the fire companies; priorities and timelines; revenue sources and fiscal challenges; exploring of grant opportunities; plans for a common regular reporting process to the Commissioners; recruitment process; standardization of policies and procedures; expansion of public relations, marketing, participation in community events; standardization of the procurement process; areas that need improvement; possible merger of the fire companies.

Mr. Haywood thanked Mr. Wurster and the Fire Companies for the efforts put forth in formulating the Strategic Plan. Mr. Sharkey recommended, and the Committee unanimously agreed, to table discussion of the Plan to the October 1, 2014 meeting of the Public Safety Committee. It was agreed that this would allow the Committee additional time to analyze and ask questions about the Plan.

8. Under New Business: Mr. Sharkey stated that there several new storm drain inlets located near the intersection of Harrison Avenue and Waverly Road, and he asked the Police Department to evaluate restricted parking at that location to help keep the inlets clear.

9. Under Citizens Forum: Bill England thanked the Fire Department for its help during a recent storm when a tree fell down in his neighborhood. He thanked the Police Department for its efforts to install a 4-Way Stop Sign at Myers Elementary School.

There being no further business, upon motion of Mr. McKeown, and unanimously approved by the Committee, the meeting was adjourned at 8:00 p.m.



Bryan T. Havir
Township Manager

as per Anna Marie Felix

ORDINANCE NO. _____

AN ORDINANCE TO AMEND THE CODE OF THE TOWNSHIP OF CHELTENHAM, CHAPTER 285 THEREOF, ENTITLED VEHICLES AND TRAFFIC, BY AMENDING CERTAIN STREET AND PARKING REGULATIONS.

The Board of Commissioners of the Township of Cheltenham hereby ordains:

SECTION 1. The Code of the Township of Cheltenham, Chapter 285, Article II, entitled Parking Meter Zones, Section 285-20 thereof is hereby amended by **ADDING** the following:

- | | | |
|-----------------|-----|---|
| FRANKLIN AVENUE | (Q) | NO PARKING south side, from Elm Avenue 52 feet easterly to 86 feet easterly |
| GAYL ROAD | (A) | STOP STREET at Ashbourne Road; at Coventry Avenue |
| GERARD AVENUE | (5) | 15 MPH; Harrison Avenue to Montgomery Avenue |
| HAINES ROAD | (B) | STOP STREET at Coventry Avenue; at Ashbourne Road |
| ORLEANS ROAD | (B) | STOP STREET at Gayl Road; at Haines Road |
| UNION AVENUE | (6) | STOP STREET at Spring Avenue; at Mountain Avenue |

SECTION 2. The Code of the Township of Cheltenham, Chapter 285, Article IV, entitled Schedule of Traffic Regulations, Section 285-43 thereof is hereby amended by **DELETING** the following:

- | | | |
|-----------------|------|--|
| BICKLEY ROAD | (16) | HANDICAPPED PARKING at 149 Bickley Road |
| FRANKLIN AVENUE | (Q) | NO PARKING south side, from Elm Avenue 52 feet easterly to 114 feet easterly |
| EAST AVENUE | (F) | HANDICAPPED PARKING at 506 East Avenue |
| UNION AVENUE | (6) | STOP STREET at Spring Avenue |

SECTION 3. That in all other respects Chapter 285 of the Code of the Township of Cheltenham is hereby approved and accepted as amended, and shall continue in full force and effect.

SECTION 4. This Ordinance shall take effect and be in force from and after its approval as required by law.

ENACTED into an Ordinance this _____ of September, A.D., 2014.

BOARD OF COMMISSIONERS
TOWNSHIP OF CHELTENHAM

By _____
Harvey Portner, President

ATTEST: _____
Bryan T. Havir, Township Manager



PUBLIC ATTENDANCE LIST
Special Board of Commissioners Meeting, 7:30 p.m.
Public Safety Committee, 7:30 p.m.
Public Affairs Committee, 7:45 p.m.
Building and Zoning Committee, 8:00 p.m.
Wednesday, September 3, 2014
Curtis Hall

NAME (Please Print Clearly)	ADDRESS	E-MAIL and/or TELEPHONE
Alyson Elliott	14 Woodspring Circle Sellersville, PA 18960	ealysow72@gmail.com
<i>Michelle Pierce</i>	<i>Ashbourne Rd.</i> <i> Sellersville, PA</i>	
DAVID L. COGN	321 GRAND AVE EP 19027	
Linda Gunn	7907 Toby Leech EP 19027	
Bill England	7709 Chapel E.P	
Gus Xibos	40 W. MCENRUEL JD 19038	
Darrin Harrison ↳ Elkins Park Fire Co.	932 Melrose Ave EP 19027	
Mary Galbally	225 Lismore Ave	mgalbally@verizon.net



PUBLIC ATTENDANCE LIST
Special Board of Commissioners Meeting, 7:30 p.m.
Public Safety Committee, 7:30 p.m.
Public Affairs Committee, 7:45 p.m.
Building and Zoning Committee, 8:00 p.m.
Wednesday, September 3, 2014
Curtis Hall

NAME (Please Print Clearly)	ADDRESS	E-MAIL and/or TELEPHONE
Annie Heffner	8317 Brookside E.P. Pa 19027	
John Xibos Jr.	308 Junekilla Pk Glenside	
Wilkman	1011 Serpentine Ln Wyncote	
John F. Washcayler	Oyonte Fire Camp	
Edward Mulligan	LaMott Fire Co.	
James Butler	208 Harrison Glenside	
C J McMechan	911 Melrose Ave. Melrose Pk	
Jesse Howell	334 E Church Rd Elkins Park, PA 19027	



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NAME (Please Print Clearly)	ADDRESS	E-MAIL and/or TELEPHONE
Jon Musselman TTF Watershed		
Bill Hbbet	Hbbets Easton Poma	
SHELDON SHORES	8129 HEACOCK LANE WYNCOTE	
BRAD PRAWSKY		
STEPHEN JONAS	7809 CLYDE STREET EP. 19027	
Imogen Dugan	Vogel Thrift etc 136 S EASTON	
maire Calles	Leather Case 116 S. Easton Rd	
Bob Hbbet	142 S. Easton Rd	



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Curtis Hall

NAME (Please Print Clearly)	ADDRESS	E-MAIL and/or TELEPHONE
Deb McCarter	211 W. Waverly Glenside	deb.mccarter@ gmail.com
Mary Ann Masee	313 W. Waverly Rd Glenside PA	
Lub Lech		
Robert L Colling	213 Barken Road	rcollingspa@verizon.net 215
E. Kozzi	609 Central	-
TACC Corp c/o NA. M. BROOKER CANNACE A. PASAO, KATHY BROOKER	108-110 S EASTON	gbrooker@baird respiratory.com
Dee drag Idokogi	7411 North 12th St Melrose Park, PA	
Morothy White	Thrift Collectables 126 South Easton Road	

CHELTENHAM TOWNSHIP FIRE DEPARTMENT



5- YEAR STRATEGIC PLAN

2014-2018

GLENSIDE • LA MOTT • ELKINS PARK • CHELTENHAM • OGONTZ

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AUTHORIZATION PAGE

This strategic plan has been developed for the Cheltenham Township Fire Department and its member companies by the long-range planning committee. By affixing signatures below, this plan is hereby approved for implementation and intended to supersede all previous documents and versions.

This document indicates the commitment of leadership to the long-range success of the Cheltenham Township Fire Department to ensure the level of service necessary to fulfill its mission to Cheltenham Township.

Glenside Fire Company:

President: _____

Date: _____

Chief: _____

Date: _____

LaMott Fire Company:

President: _____

Date: _____

Chief: _____

Date: _____

Elkins Park Fire Company:

President: _____

Date: _____

Chief: _____

Date: _____

Cheltenham Hook and Ladder Fire Company:

President: _____

Date: _____

Chief: _____

Date: _____

Ogontz Fire Company:

President: _____

Date: _____

Chief: _____

Date: _____

Executive Summary

The Cheltenham Township Fire Department (Department) and its member fire companies are pleased to present its 2014-2018 strategic plan. The goal of the plan is to clearly define the mission and goals of the Cheltenham Township Fire Department while developing a guide for continued excellent service as we prepare to meet the many challenges and opportunities in providing fire protection and related services during the next five years. The process for developing the plan includes input from internal and external stakeholders, analysis of collected data, and ongoing discussion and collaboration with municipal officials, community leaders, and Department members. The input data is supplemented with guidance from fire service officials at the federal, state, and local levels through lessons learned, shared information, and best practices within the industry.

The plan is based in part on previous efforts of the long-range planning committee, Township of Cheltenham Fire Board, and individual company activities towards strategic and long-range planning.

The strategic plan outlines respective activities and goals of the various divisions, boards, and committees within the fire Department. The long-range planning committee has considered external and environmental factors that will influence how the Department will deliver services into the future. An analysis of Departmental strengths, weaknesses, opportunities and potential threats, obtained through survey of and discussion among stakeholders will be used to guide the development and implementation of recommended strategic plan objectives and future programs. As part of maintaining the strategic plans, on an annual basis committee members will lead stakeholders in a review and update of the strategic plan, modifying objectives to meet the changing needs of the community. The action plan goals and objectives, and the progress and performance indicators for each work program will be reported to the respective Company leaders and elected officials on a quarterly basis with an annual report highlighting activities of the Department and accomplishments and challenges with the strategic plan.

The Cheltenham Township Fire Department has a proud tradition of providing excellent service to the community through a professional, volunteer, staff. The growing demand for services combined with the ever increasing costs of maintaining highly trained, well-equipped fire department make the strategic plan a requirement to maintain industry-leading standards.

Mission Statement and Core Values

Mission Statement

“The Cheltenham Township Fire Department is a volunteer organization committed to protecting the lives and property of the community by responding to emergencies in a professional manner with pride, character and teamwork”

Core Values

HONOR

We will exhibit principled character and personal integrity at all times.

INTEGRITY

We will be honest, respectful and loyal to our peers and the community.

PROFESSIONALISM

We will demonstrate our commitment to the community by providing excellence in service and always hold ourselves accountable.

COMPASSION

We will provide excellent care for all people no matter their situation or social status

DIVERSITY

We respect, value, and celebrate the unique attributes, characteristics and perspectives that make each person who they are and strive to promote inclusion in all activities.

PRIDE

We recognize and remember our history as we strengthen our future so the work of those before us was not in vain.

Guiding Principles

As members of the Cheltenham Township Fire Department, we believe in the following principles:

- The safety of our members and the citizens we serve is paramount.
- We will provide the highest quality of service to all who call upon us.
- We believe in duty, pride and service.
- We recognize and respect the rights of all we serve.
- We are committed to the preservation of life and property of our citizens.
- We believe that the professional development of our members will lead to improved quality of service.
- We will promote a positive environment that inspires teamwork.

Organizational Background

History

Cheltenham Township, as it exists today, is the product of over 300 years of history. The interactions of numerous generations have created a tapestry of events and people that have shaped both the physical and cultural development of the Township. The story of Philadelphia's first suburb is filled with names of local, regional, and national significance. The physical manifestation of the history is the unique building stock that lends Cheltenham its sense of place and character. It is the express desire of the Township to promote and preserve these historical artifacts through the expansion of regulatory tools and historic preservation efforts.

Unsurpassed in courage, dedication and caring, nearly 200 volunteer firefighters serve in the Township's five fire companies -- Cheltenham, Elkins Park, Glenside, La Mott and Ogontz. These extraordinary individuals risk their lives to protect everything that matters including our lives, homes, businesses, properties, houses of worship, schools, and hospitals.

CTFD provides a range of public safety and emergency safety services which include the following:

- Structural fire suppression and search/ rescue
- Vehicle rescue/extrication
- Water rescue
- Trench rescue, high angle rescue, and other technical rescue
- Brush fire response
- Hazardous Materials response
- Gas odor response
- Electrical fire response
- Emergency medical services assistance
- Support Police, EMS, Emergency Management and other public safety organizations

Every volunteer spends hundreds of hours each year practicing fire fighting techniques and training with sophisticated equipment. In addition, they maintain a 24-hour a day readiness to respond to emergency calls, often sacrificing work, sleep or family events in the line of duty.

Firefighters also strive to prevent fires from happening through education programs. Specially trained firefighters visit local schools to teach youngsters how to avoid fire dangers. The Fire Expo, held in conjunction with National Fire Prevention Week each October, offers impressive apparatus demonstrations as well as expert advice on using smoke detectors properly and devising a personal home fire escape plan.

Recent Accomplishments

The Cheltenham Township Fire Department recently received a Staffing for Adequate Fire and Emergency Response (SAFER) grant from the federal government. This allowed the Department to implement a recruitment and retention plan. Additionally, the Department and its member companies have recognized new members who completed professional certification at the Firefighter I level. This nationally recognized certification requires over 185 hours of training and education.

Committee/Task Missions

***Fire Board Mission-** to provide efficient and effective administration and leadership for the Department through coordination of all fire company activities; to maximize effectiveness of Department response activities through provision of specific administrative direction and support for Fire Suppression and Long-range Planning activities.*

***Long-range Planning Committee Mission-** to provide efficient and effective planning and change implementation for the Department through analysis of strengths, weaknesses, opportunities and potential threats to the future delivery of quality fire and related services.*

***Fire Suppression Mission-** to preserve and protect the lives and property of persons and businesses in Cheltenham Township and surrounding areas from life-threatening emergencies, in a timely manner, in accordance with the highest standards of the Fire Service.*

***Fire Prevention Mission -** to safeguard life, health, property and public welfare through public education and responsive application and enforcement of fire and municipal codes.*

***Training Committee Mission-** to provide on-going training, education and certification preparation to fire service personnel necessary to insure a competent, efficient and effective emergency response organization; to provide the necessary research, evaluation and recommendations for new products and procedures necessary to maintain a state-of-the-art emergency response organization.*

***Recruitment and Retention Committee Mission-** to investigate, develop and implement staffing strategies by understanding the present and future staffing characteristics and requirements for the highest quality and most cost-effective emergency services delivery.*

***Administration and Finance Committee Mission-** to evaluate existing resources to support the present and future emergency services, analyze the needs of the department, explore new avenues of required resources and develop plans to secure the additional support.*

***Public Relations and Education Committee Mission-** to evaluate the needs in conveying the Department's mission, capabilities and requirements to provide high quality emergency services, and promote emergency education to the public, followed by development and implementation of these new programs.*

Apparatus, Equipment and Facilities Committee Mission- to evaluate the existing resources, develop plans to coordinate and/or standardize these resources, develop future needs for the Department and from this work develop plans for the future physical configuration of the CTFD.

Technology Committee Mission- to evaluate, coordinate and develop technological solutions to support the efforts of the other committees to fulfill the Department's strategic goals.

Strategic Planning Process

The strategic planning process evolved from the Department's desire to meet the growing needs of the community and the challenges presented to the member companies. In 2012, the long-range planning committee was commissioned to work with internal and external stakeholders to gather and evaluate information about Departmental operations and make recommendations for improvement and growth. The focus of the group is on the delivery of fire and related emergency services. The long-range planning committee used surveys and conducted interviews to gather information from the public, Department members, Department leaders, and municipal elected and appointed officials, regarding current and future needs.

The plan has been developed through the efforts of the entire community and will become a dynamic, rather than a static process, with ongoing maintenance, status reporting and updates. The plan will be used as a tool to develop strategies to continually meet the needs of the community and improve service delivery wherever possible.

External/Internal Assessment

Strengths

Personnel- Our greatest asset is the quality of the individuals volunteering for the Cheltenham Township Fire Department. The people that make the organization run have great "can-do" attitudes, enjoy working with each other, helping in the community, and have a great sense of pride in the job. Some survey comments include:

- *Total number of personnel Township-wide*
- *5 strong Chiefs*
- *Training requirements for all members and officers Township-wide*
- *Community Perception of the Fire Department*
- *Professionalism*
- *Willingness to cooperate*

Apparatus and Equipment: The companies purchase and maintain the exceptional equipment and apparatus to provide quality service and keep its members as safe as possible. Some survey comments include:

- *Flexibility to handle all types of emergencies*
- *Great equipment*
- *Pride in maintaining the apparatus, equipment and facilities*
- *Safety is important to the members and Department*

Weaknesses

Systems: Although the individual companies that make up the Department operate effectively, lack of a system to coordinate various activities or a Continuous Quality Improvement program delay future growth and effective use of resources. Some survey comments include:

- *Nearly everyone agreed that we need to work on leadership, Department teamwork, and standardization of policies*
- *Response protocols are inconsistent and often burden some companies*
- *There is a reluctance to 'return' anyone*
- *"Can do it all" mentality/ Locally and Municipal-wide*
- *By far the largest sentiment is towards improving teamwork and intercompany relationships*
- *No municipal-wide apparatus replacement plan*
- *Lack of uniformity of equipment, apparatus, procedures, governance, etc..*

Training: One of the primary concerns of many Department members is training, specifically for High Risk/Low Frequency events (High Rise Fires, Technical Rescue, etc..) and lack of a coordinated training effort for the Department. To remain proficient and promote a stronger Department and confidence in leaders outside of individual companies, training for a wide-variety of events needs to occur on a regular basis and be coordinated Department-wide. Some survey comments include:

- *Firefighters have more confidence in their particular officers than officers in other companies. This could be due to lack of working together, lack of joint training, or ignorance of other companies' training/promotion pipelines*
- *Respondents had faith in their fellow firefighters at most types of calls, with flooding, roof operations, and high-rise operations topping the list of problems*

Staffing: Staffing levels are strong with some companies; however, there is a lack of consistency across the Department depending on the time of day of the call. The types of emergency calls have greatly expanded, requiring firefighters to have a much more diverse knowledge base in order to remain competent. A number of factors effect membership including a change in demographics, increasing training requirements, economy, and overall decline in volunteerism. A clearly defined recruitment and retention program examining possible "pipelines" to recruiting new members and marketing of the Department should be continued. Volunteer recruitment and retention is a nationwide concern. Some survey comments include:

- *The companies must keep in view that they are part of a Township Department, which provides the fire service. Staffing problems, etc.. of one company impacts the whole Department*
- *The Department must educate the residents and business owners of the Township so they are more familiar with its operation*
- *Respondents also mentioned the changing demographics, the increased cost of living in the Township, and retention of members*
- *Issues cited include the large training time commitment, lack of awareness of our volunteer status...*

- *Availability of personnel to respond*
- *Respondents would also like to consider actual manpower versus manpower on paper.*
- *Respondents would like to increase visibility to spur recruitment, and see us work more towards an integrated Department.*

Succession Planning: With over 50% of the Department having less than ten years experience and a turnover rate that is unpredictable, mechanisms need to be put into place to transfer knowledge (Knowledge Management Program) and experience to newer members. In addition, mentoring for promotion to future leadership positions needs to happen on a regular and consistent basis to prepare the Department for future challenges. Some survey comments include:

- *Succession planning is needed both in fire fighting operations and business administration*
- *Is lack of legacy affecting us?*

Fiscal Challenges: As cost for services continue to rise, the quest to find sources of revenue has become more challenging. The allotment from the Township has been constant for several years, despite the cost of living increases. The Department competes against other Township Departments for available funding. Accurately tracking activities and reporting to elected officials strengthens the Department's position for future funding. Additionally, marketing the services provided and status as a volunteer organization strengthen potential support from the community. Some survey comments include:

- *What costs are mandatory versus optional*
- *Cost each company requires based on apparatus/ number of personnel/facility operations*
- *Is funding fair and equitable?*
- *Outside funding sources should be identified, such as donations, grants, etc.*
- *What oversight is in place versus what is required*
- *The companies are not equal financially*

Opportunities

There are several great opportunities for improving an already excellent Department. Grant funding at the Federal and State level provide financial support to the Department for training, interoperability, equipment, and safety projects.

The opportunity to develop a model for mutual cooperation across the five companies that make up the Fire Department and the Township of Cheltenham is paramount to preserving the organization and its professionalism. Components of the integration model include:

- *New approaches to recruitment by reaching out to the community and schools through strategic marketing and outreach at community events*
- *Mutual cooperation municipal-wide through standardization of policies, procedures, procurement practices, success planning, professional development and training*

Threats

Perhaps the greatest threat to the fire service is funding and the economy. The vulnerability can be minimized through sharing of resources and promotion of the value-added services provided by the Fire Department. The change in demographics has resulted in a larger number of businesses and citizens who are unaware that the fire companies are all-volunteer. Additionally, the perception may exist that the Township provides total funding, when the reality is the Township allotment only supplements the actual costs to operate a modern fire Department.

Enhanced and accurate reporting of activities, emergency and non-emergency, promotes the Fire Department to external stakeholders and provides qualitative and quantitative values to demonstrate return on investment.

The reluctance to change poses significant threat to the viability and structure of the Fire Department as a whole. Without a proper change-management program, rooted in communication and transparency, the process could have a detrimental effect on recruitment, retention, morale, and ultimately safety. Communication and buy-in from stakeholder is a key element to mitigate the threat.

The decline in volunteer firefighters across the nation is a threat. It is estimated that Pennsylvania has seen a decline from about 300,000 volunteer firefighters in 1976 to approximately 50,000, currently. (<http://triblive.com/state/pennsylvania/5033393-74/fire-volunteer-firefighters#ixzz38iUwT0kv>)

Strategic Goal #1
Improve Department Training Systems and Opportunities

Opportunities for Improvement

- Succession Planning and Leadership Development
- High Risk/Low Frequency Events
- Joint Training Opportunities

OBJECTIVES

1. Evaluate Current Training Program

Performance Measure: Degree to which the Department is meeting mandatory and minimum training requirements.

Importance: Low

Timeline: June 30, 2016

Lead: Training Committee

Critical Tasks:

- Define mandated training requirements
- Evaluate High Risk/Low Frequency events
- Evaluate training needs
- Evaluate professional development needs
- Identify training facility needs

2. Develop Additional Training Opportunities to Meet Identified Needs

Performance Measure: Training Calendar/Firehouse Records

Importance: Low

Timeline: June 30, 2016

Lead: Training Committee

Critical Tasks:

- Integrate training records among all companies using Firehouse software
- Schedule required minimum training
- Prioritize training time
- Develop peer training/mentoring programs

3. Develop Joint Training Program

Performance Measure: Degree to which the Department is meeting mandatory and minimum training requirements.

Importance: Low

Timeline: December 31, 2015

Lead: Training Committee

Critical Tasks:

- Schedule and define company and Township level training programs
- Establish and define Township training committee
- Conduct training and exercise planning workshop and five year joint Township training and exercise plan

Strategic Goal #2
Improve Recruitment and Retention Activities

Opportunities for Improvement

- **Recruitment of new firefighters**
- **Retention of existing firefighters**
- **Reintegration of non-active members to active status**

OBJECTIVES

1. Improve Recruitment Processes

Performance Measure: Evaluation of annual number of new members compared to departing/non-active members.

Importance: Medium

Timeline: June 30, 2015

Lead: Recruitment/Retention Committee

Critical Tasks:

- Identify process for integrating recruitment activities as a Department.
- Coordinate with Public Relations and Education Committee to promote membership.
- Identify non-traditional sources for recruitment.

2. Improve Retention Process

Performance Measure: Evaluation of annual number of member's departing/non-active compared to previous years.

Importance: Low

Timeline: June 30, 2016

Lead: Recruitment/Retention Committee

Critical Tasks:

- Identify strategies for integrating retention activities as a Department.
- Identify possible incentive programs to retain membership, including Length of Service Award Program (LOSAP)
- Identify survey process to measure member's satisfaction.
- Identify process for exit interviews and process improvement.

3. Develop Reintegration Program

Performance Measure: Degree to which Department is able to reintegrate non-active members into active roles within the Department.

Importance: Low

Timeline: December 31, 2017

Lead: Recruitment/Retention Committee

Critical Tasks:

- Identify potential candidates for reintegration as active members.
- Develop strategy for reintegrating members, including training, certification, and education needs.
- Identify survey process to gather information on barriers to returning members to an active status.

Strategic Goal #3
Identify New Revenue Sources To Meet Anticipated Demands

Opportunities for Improvement

- **Company-Level Funding Challenges**
- **Department-Level and Capital Funding Challenges**
- **Economy and Impact on Operations**

OBJECTIVES

1. Develop Common Financial Reporting

Performance Measure: Common financial report and reporting process to the Board of Commissioners.

Importance: Medium

Timeline: December 31, 2015

Lead: Administration/Finance Committee

Critical Tasks:

- Define requirements under Township Code.
- Identify expectation of Board of Commissioners.
- Develop draft financial report for consideration.
- Identify process for financial reporting.

2. Develop Additional Revenue Sources

Performance Measure: Additional revenue sources identified and cultivated annually.

Importance: High

Timeline: June 30, 2015

Lead: Administration/Finance Committee

Critical Tasks:

- Identify potential funding sources within the business community.
- Identify potential funding sources from grants, including non-traditional funding sources such as Delaware Valley Grantmakers.
- Identify future funding needs and anticipated budget shortfalls.

3. Develop Capital Funding Program

Performance Measure: Development and maintenance of an ongoing five year capital plan including potential funding sources.

Importance: Medium

Timeline: June 30, 2016

Lead: Administration/Finance Committee

Critical Tasks:

- Identify capital funding needs and develop ongoing five year plan.
- Identify process for submitting capital projects to the Board of Commissioners for funding.
- Identify capital campaign opportunities within the business community.

Strategic Goal #4
Standardize Policies, Procedures, Guidelines, and Standard of Cover

Opportunities for Improvement

- **Consistent Policies and Procedures**
- **Coverage Areas and Responses**
- **Staffing and Personnel**

OBJECTIVES

1. Evaluate Career Staffing Model

Performance Measure: Evaluation of impact of paid staff to support the fire Department.

Importance: Low

Timeline: June 30, 2017

Lead: Fire Board

Critical Tasks:

- Identify staffing issues and impact on operations across Department.
- Evaluate costs of paid personnel to supplement volunteer members.
- Identify funding sources for paid personnel.
- Identify if staffing would be company-based, Department-based, or outsourced.

2. Standardize Policies and Procedures

Performance Measure: Standardized policies and procedures across the Department, including a Department handbook for members.

Importance: Medium

Timeline: June 30, 2016

Lead: Fire Board

Critical Tasks:

- Evaluate existing Department policies and procedures for gaps.
- Develop format/template for Department policies and procedures, including process for review, revision, and implementation.
- Develop policies and procedures identified in gap analysis and update existing policies and procedures to Department format.

3. Develop Standard of Cover

Performance Measure: Development of Standard of Cover consistent with accepted practices in the fire service.

Importance: Medium

Timeline: June 30, 2017

Lead: Fire Board

Critical Tasks:

- Evaluate fire districts for timeliness of response, effective use of equipment, and equity of responses within established national standards appropriate for a similar fire Department.
- Develop a Standard of Cover consistent with accepted industry standards.

4. Implement Regular Reporting Process

Performance Measure: Development of reporting process to elected officials.

Importance: High

Timeline: March 31, 2016

Lead: Technology Committee

- Develop process for ongoing monitoring and reporting on effectiveness of response.

Critical Tasks:

- Define requirements under Township Code.
- Identify technical needs for each company to support Departmental reporting.
- Identify expectation of Board of Commissioners.
- Implement technology required for collection of response, training, and related metrics for reporting.
- Develop draft report for consideration.
- Identify process for routine reporting.

Strategic Goal #5

Evaluate current facilities, apparatus, and equipment and develop standardized approach to maintenance and procurement

Opportunities for Improvement

- Consistent Equipment and Apparatus
- Consistent Procurement and Maintenance Processes
- Effectiveness of Current Station Placement/Quantity

OBJECTIVES

1. Standardize Equipment and Apparatus

Performance Measure: Development of a plan to standardize equipment and apparatus across Department.

Importance: Low

Timeline: December 31, 2018

Lead: Apparatus/Facilities/Equipment Committee

Critical Tasks:

- Identify process for equipment and apparatus review to ensure standardization across Department.
- Develop a plan with an implementation timeline for standardized equipment and apparatus.

2. Standardize Procurement and Maintenance Processes

Performance Measure: Development of a plan to standardize procurement and maintenance processes across Department

Importance: Low

Timeline: December 31, 2018

Lead: Apparatus/Facilities/Equipment Committee

Critical Tasks:

- Evaluate current procurement and maintenance processes across Department.
- Identify opportunities to standardize equipment and apparatus maintenance and procurement processes, including municipal bidding, group purchasing, etc.
- Develop a plan with an implementation timeline to standardize procurement and maintenance processes.

3. Evaluate Merger Opportunities

Performance Measure: Evaluate merger opportunities within the Department for effective use of personnel and equipment, consistent with a Standard of Cover.

Importance: Medium

Timeline: December 31, 2017

Lead: Fire Board

Critical Tasks:

- Evaluate staffing, response times, and other metrics for companies within the Department.
- Identify opportunities for merger, reallocation, and/or realignment of companies to support Standard of Cover.
- Evaluate funding advantages, including State funding for mergers.
- Develop plan with implementation timeline for merger, reallocation, and/or realignment of companies.

Strategic Goal #6
Improve Community Relations and Public Education

Opportunities for Improvement

- **Community Event Participation**
- **Public Awareness of Department Activities**
- **Community Public Fire Education**

OBJECTIVES

1. Expand Fire Prevention Activities

Performance Measure: Fire prevention calendar and summary of annual activities across the Department.

Importance: Medium

Timeline: December 31, 2015

Lead: Public Relations/Education Committee

Critical Tasks:

- Develop fire education programs for businesses and citizens.
- Develop process for evaluating fire education program delivery, such as a survey.
- Develop process to include Public Relations on all fire prevention activities.
- Develop process for recording all fire prevention activities.

2. Expand Public Relations and Marketing

Performance Measure: Development of a public relations and marketing plan and consistent content update to website.

Importance: Medium

Timeline: June 30, 2015

Lead: Public Relations/Education Committee

Critical Tasks:

- Develop process for maintaining current content on CTFD website.
- Develop process for reporting company successes and news to centralized data collection.
- Develop monthly newsletter for distribution to internal and external stakeholders.

3. Expand Participation in Community Events

Performance Measure: Evaluate participation in community events compared to previous years.

Importance: Medium

Timeline: December 31, 2015

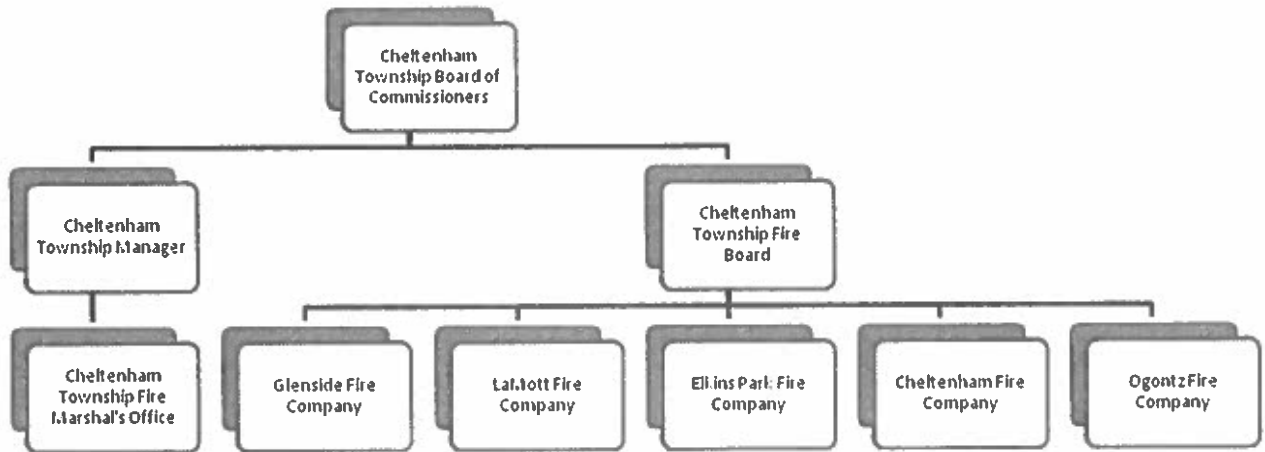
Lead: Public Relations/Education Committee

Critical Tasks:

- Develop process for identifying community events for where Department should be represented.
- Develop process for communicating community events to companies and soliciting representatives to attend together as the CTFD.
- Develop "name branding" items for use at community events.
- Develop handouts, including recruitment packets, for distribution at community events.
- Develop press releases for community events.

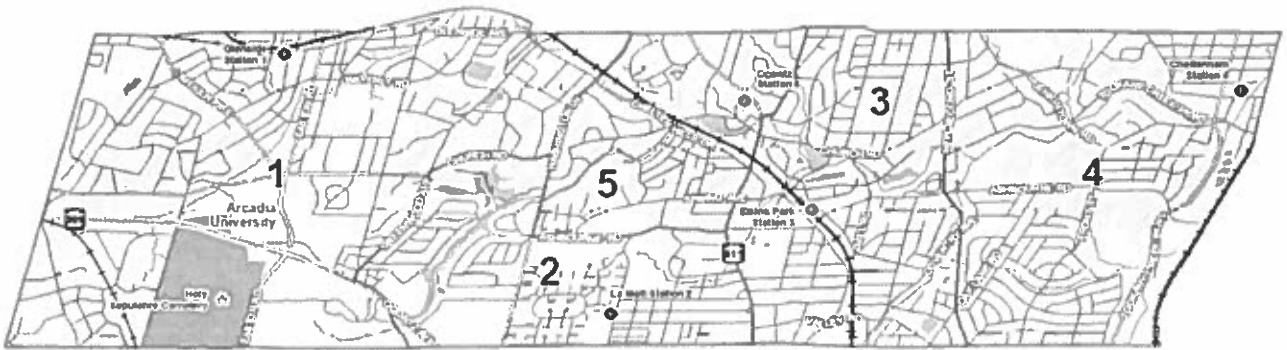
Appendix

Organizational Chart



District Map

Cheltenham Twp Fire Districts



Legend

- | | | |
|-------------------------|---------------------|-----------------------|
| Cheltenham Roads | Fire Station | Fire Districts |
| ==== Highway | ● | ▭ |
| ==== Major Road | ⊕ | Waterway |
| --- Secondary Road | Cemetery | — |

Rail

—+—

Park

⊕



Map Created By Jason S. Adams
Source: GISAA, DCSP, PAASAP
Program: Jason S. Adams
Date: 6/9/2014



Committee Membership

Fire Board

Joe Stuckert John Mulligan
Keith Miller Sheryl Drach
Kevin Lynch Richard Schuck

(Commissioners as Appointed)

Training Committee

3 Bill Loeffel 5 John Washington, Jr.
4 Kevin Craig 4 Stephen Craig
5 Mike Moonblatt 1 Jerry Hines
5 Joe Dishler 2 Mike Losse

Administration and Finance Committee

1 Al Regenhard 1 Jon Owens
2 Mark Logan 2 Reggie Pitts
4 Timothy Schuck 3 Gus Langford
3 George O'Connell 4 Chuck Fleuhr
5 John Washington, Jr. 5 Drew Doody

Apparatus, Facilities and Equipment Committee

3 Mort Levy
4 Tom Walsh, Sr.
4 Tom Walsh, Jr.
1 Gabe Shoemaker

Long-range Planning Committee

1 Joe Stuckert 1 Al Regenhard
2 John Mulligan 3 Keith Miller
3 George O'Connell 5 Art Gordon
5 Mike Moonblatt 2 Chris Graves
3 Darren Harrison 4 Rich Schuck
5 Kevin Lynch 5 John Washington, Jr
Joseph O'Neill 3 Bill Loeffel
2 Mark Logan 4 Tim Schuck

Recruitment and Retention Committee

1 Al Regenhard 2 Paul Jordan
1 Brendon Dougherty 2 Rashawn Spann
4 Moira Downey-Miller
3 Jason Sladinski

Technology Committee

3 Mike Wolk
1 Jennifer Clark
5 Daric Smith
2 Sherman Morrissette
4 Casey Dolan

Public Relations and Education

1 Jennifer Clark
1 Dave Berd
3 Darren Harrison
5 John Washington, Jr.
2 Nick Rutherford

Change Management Tracking

Date	Change	Completed By