

Newtown Square Fire Company

DRAFT - Standard Operational Guideline - DRAFT

S.O.P Title: Strategic Guidelines

Page 1 of 8

Original Issue Date:

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This strategic guideline identifies and outlines some basic rules and principles that relate to the major areas of fire fighting strategy and subsequent fireground activity. The uniform application of this guideline will produce favorable fireground outcomes. This guideline is designed to offer a basis and simple framework for Newtown Square Fire Company fireground operations and command; it also represents many existing practices, and a defining of how this department is expected to perform during certain emergencies.

STRATEGIC PRIORITIES

There are four separate strategic priorities that must be considered in order to stabilize fireground situations - these priorities also establish the order that other basic fireground functions must be performed. These strategic priorities should be regarded as separate, yet interrelated, activities that must be considered in order. The incident commander cannot proceed on to the next priority until the objective of the current function has been completed.

The Basic Strategic Priorities are as follows:

Life Safety (Rescue) - The activities required to protect occupants, and to treat the injured.

- a) **Removing victims from threat**
- b) **Removing threat from victims**
- c) **Defending in place, to buy time**

Exposure Protection - Keep things (persons or property) that are threatened by fire from being damaged by fire.

Fire Control/Extinguishment - The activities required to stop the forward progress of the fire and to bring the fire under control, and complete extinguishment.

Property Conservation - The activities required to stop or reduce additional loss to property. This includes but is not limited to salvage.

All four strategic priorities require a somewhat different tactical approach from both a command and an operational standpoint. While the incident commander should satisfy the objectives of each function in its priority order, he must, in many cases, overlap and "mix" the activities of each to achieve completion. Notable examples of this are the need many times to achieve interior tenability with active/extensive fire control efforts before getting on with primary search, or the need to initiate salvage operations while active fire control efforts are being extended.

1. LIFE SAFETY

It shall be a standard Newtown Square Fire Company procedure to extend a primary and secondary search in ALL involved and dangerously exposed areas that can be entered in accordance with the Occupational Safety & Health Administration (OSHA) 2 in 2 out rules. The incident commander and operating companies cannot depend upon reports from spectators to determine status of victims. Fire company personnel should utilize such civilian reports as to the location, number and condition of victims as information that "supports" routine primary search efforts. Positive information from spectators about victims inside shall be considered sufficient for the OSHA rescue exception. Other probabilities as well may indicate a situation where the OSHA exception applies. Such activity must only be carried out with the knowledge and consent of the incident commander in order to insure the safety of the rescuers.

The incident commander must structure initial operations around the completion of the **primary search**. Primary search means companies have quickly gone through ALL occupiable area(s) and verify the removal and/or safety of all occupants. Asking spectators or one time occupants "is everybody out?", or the status of the fire, is not enough. Time is the critical factor in the primary search process and successful primary search operations must be extended quickly and during initial fire stages to be regarded as being primary. The completion of the primary search shall be reported to the incident commander using plain language by those who were assigned the task. It is the responsibility the incident commander to coordinate primary search assignments, secure completion reports from interior companies and to communicate the search accomplishment to all units operating on the scene. The incident commander must make specific primary search assignments to companies to cover specific areas of large complex occupancies and maintain on-going control of such companies until the entire area is searched. Once the primary search has been completed and communicated to all units, the incident commander must take steps to maintain control of access to the fire area; beware of occupants (and others) re-entering the building.

The life safety functions that follow lengthy fire control activities are regarded as representing a **secondary search**. A secondary search means that fire companies thoroughly search the interior of the fire area after initial fire control and ventilation activities have been completed. Different companies should preferably complete a secondary search than those involved in the primary search activities. Thoroughness (rather than time) is the critical factor in a secondary search.

The *stage of the fire* becomes a critical factor that affects the life safety approach developed by the incident commander. The following items outline the basic approach of the incident commander to standard fire stages:

Nothing Showing - In nothing showing situations or in very minor fire cases that clearly pose no life hazard, the officer in charge must organize and direct a rapid interior search and those carrying out that task must promptly report their findings. In such cases, the interior search for victims will also verify no fire.

Smoke Showing - In smoke showing and working fire situations, fire control efforts must be extended simultaneously with rescue operations to gain entry and to control interior access to complete the primary search. In such cases, the incident commander and all operating companies must be aware that the operation is in a rescue mode until primary search is complete, regardless of the fire control required. In working fire situations, primary search must be followed by a secondary search.

Fully Involved - In cases of fully involved buildings or sections of buildings, immediate entry (and primary search activities) becomes impossible and survival of the occupants improbable, the incident commander must initially report fully involved conditions and that a primary search is not possible. As quickly as fire control is achieved, Command must then structure what is in effect a secondary search for victims.

The incident commander must consider the following factors in developing a basic life safety size-up:

- Number, location and condition of victims
- Effect the fire has on the victims

Capability of the fire-rescue forces to enter the building, remove and protect the victims and control the fire.

The most urgent reason for the special calling of additional units is for the purpose of covering life safety. It is the responsibility of the Incident Commander to develop a realistic (and pessimistic) rescue size up as early as possible.

The incident commander must make one of these three basic life safety decisions.

- Do we remove victims from the threat
- Do we remove the threat from the victims
- Do we buy time until more resources are available

In some cases occupants may be safer in their rooms than moving through contaminated hallways and interior areas. Also, such movement may impede interior fire fighting. In still other cases the fire-rescue personnel may have no choice in the matter; some occupants will insist in evacuation while others will refuse to leave the relative safety of their rooms.

Life Safety efforts should be extended in the following order:

- Most severely threatened
- The largest number (groups)
- People in the remainder of the fire area
- People in the exposed areas

All initial attack forces must be directed toward supporting rescue efforts and hose lines must be placed in a manner to control interior access, confine the fire, and protect avenues of escape. Hose line placement becomes a critical factor in these cases and all operating companies must realize that the operation is in a Life Safety (rescue) Mode and if necessary operate in a manner that writes off the structure in order to buy rescue time.

Normal means of interior access (stairs, halls, interior public areas, etc.) should be utilized to remove victims whenever possible. Secondary means of rescue (ladders, fire escapes, and the like), should be utilized only in their order of effectiveness.

It shall be the responsibility of the incident commander to structure the treatment of victims after removal. Multiple victims should be removed to the same location for more effective treatment. The incident commander should direct and coordinate the "EMS" structure whenever possible. Implementation of the "Mass Casualty" might be in order depending upon circumstances and the number of victims.

2. FIRE CONTROL

It shall be the standard Newtown Square Fire Company operating procedure to attempt to stabilize fire conditions by extending wherever possible an **aggressive**¹³ well-placed and adequate interior fire attack effort and to support that attack with whatever resource and action is required to reduce fire extension and to bring the fire under control. Incident commanders must develop a fire control plan of attack that first stops the forward progress of the fire and then brings the fire under control. In most cases, the first arriving company will not *immediately* have adequate resources to accomplish all of the attack needs that may be faced. The initial incident commander must prioritize attack efforts, act as a resource allocate and determine the resources the fire will eventually require. Accurate forecasting of conditions by the incident commander becomes critical during this initial evaluation process.

There will be cases where the entire first arriving engine company (as a whole, fully geared unit!) may be required to enter a structure to locate, search, and operate an attack line from a standpipe system. This situation will most likely occur in buildings such as college dormitories, high rise, and modern low-rise buildings. When this "total engine company" enters the structure, **the second arriving engine must function as the water**

¹³ A well- thought out, staffed, equipped, and supplied (GPM) fire fighting\life safety effort.

supply company feeding the various fixed fire protection systems being used. Radio communication becomes critical during this process. Other arriving units must know what the first arriving unit is doing. The *Total Engine Company Concept* is an option, and mentioned here for individual officer consideration.

Fires should be fought from the unburned side. Attack from the burned side generally will drive the fire, smoke and heat into uninvolved portions of the building and the interior control forces out of the building.

Fires should be fought from the interior. The fastest place to put water on the fire is generally from the outside at the point where the fire is burning out of the building – most of the time this is the worst application point.

The Incident Commander must consider the most dangerous path of travel and avenue of fire extension, particularly as it affects rescue activities, confinement efforts, and exposure protection. Resources must then be allocated based upon this fire growth prediction.

Initial attack efforts must be directed toward supporting primary search. The first attack line must go between the victims and the fire and protect avenues of escape.

First arriving units must determine fire location and extent before starting fire operations (as far as possible). All such beginning operations must be communicated.

Put water on fire: The rescue, exposure protection, confinement, extinguishment, overhaul, ventilation & salvage problem is solved in the majority of cases by a fast, strong, well-placed attack.

The incident commander must consider seven (7) sides (or sectors) of the fire: front, back, sides, top, bottom and interior.

The incident commander must develop a conscious time decision with regard to both the size of the attack and the position of the attack. The bigger the attack, the longer it takes to get it going; the more the interior attack is repositioned, the longer it will take to complete the task. "*Where the fire is going to be?*" after set up is completed, is an important question that must be answered.

Lacking direction, when fire is showing, companies will many times lay hose and put water on the fire utilizing the fastest, shortest, most direct route. This process has been identified in some fire service texts as the "candle-moth syndrome"; everyone wants to go to the flames. It is the responsibility of the incident commander to insure that all operations are "directed" activities.

When the fire is coming out of a burning building and not affecting exposures, **let it vent.** Launch an interior attack from the unburned side. It is generally venting in the proper direction. Placing a hose stream in the ventilation opening is dangerous, careless and

reckless. It requires discipline on the part of the fire fighters and fire officers not to do so, and not submit to "candle-moth" temptations.

The incident commander must develop critical decisions that relate to cut-off points and must approach fire spread determinations with pessimism. It takes a certain amount of time to "get water" and the fire continues to burn while the attack gets set up. The incident commander must consider where the fire will be when attack efforts are ready to actually go into operation; if the incident commander misjudges, the fire may burn past the planned attack/cut-off position.

Don't put water into burned-out property, particularly where there is unburned property elsewhere left to burn. It is generally improper to operate fire streams into property that is already lost, many times such activity is done at the expense of exposed unburned property, and wastes valuable extinguishment efforts. Write-Off property that is already lost and go on to protect exposed property based on the most dangerous direction of spread. Do not continue to operate in positions that are essentially lost.

3. PROPERTY CONSERVATION

It shall be standard Newtown Square Fire Company operating procedure to commit whatever fireground resource is required to reduce property loss to an absolute minimum. **It must be stressed that; the age old practice of taking chances with fire fighter lives for vacant and derelict buildings is no longer acceptable!** *The Incident Commander must weigh the risk versus the benefit, at all operations.* The activities that relate to effective property conservation require the same early and on-going command functions and aggressive action as both rescue and fire control. All members are expected to perform in a manner that continually reduces loss during fire operations.

When the fire is out - shut down fire streams. Early recognition that the forward progress of the fire has been stopped is an important element in reducing loss. The earlier the salvage operations begin, the smaller the loss.

When basic fire control has been achieved, the Incident Commander must commit and direct companies into "stop loss" activities; such activities generally include:

- Evaluating damage to overall fire area
- Evaluating the salvage value of various areas
- Evaluate resources that will be required
- Committing the necessary companies to salvage functions
- Reducing hose lines from fire control functions to salvage functions
- Additional rotation of personnel due to fatigue

In cases where there is an overlapping need for both fire control and salvage to be performed simultaneously and where initial arriving companies are involved in fire fighting and salvage remains undone, it shall be considered reasonable to special call additional resources to perform salvage functions.

Be aware that personnel involved in rescue and fire control operations are generally fatigued and have reached a state of reduced efficiency by the time property conservation functions must be completed - this can result in a high potential for injury. The incident commander must evaluate personnel conditions and replace with fresh companies if needed.

4. ASSUMPTION OF COMMAND

First Arriving Unit: The first arriving unit or officer is responsible for initially assuming command. This individual (officer or member in charge of the unit) retains command responsibilities until command is transferred to a higher-ranking officer or until the incident is terminated. This assumption of command by the first unit is **mandatory**.

As the identity of the incident commander changes through the formal *command transfer process*, the responsibility for command functions also changes. (Note: The Incident Commander is responsible for all Command functions, all of the time during the incident) The term INCIDENT COMMANDER refers jointly to the person, the functions, and the location of who ever are in charge, and provides a standard identification tag for the **single** person in charge. With this system, it should be all but impossible for more than one officer to act as an incident commander at any one time on any one incident scene.

Incident Commander Modes - When the first unit arrives, quick decisions must be made as to which of the following commitments the unit will make:

NOTHING SHOWING MODE - Generally requires investigation by the first arriving unit while others remain in a stand-by position. Usually, the officer on the first unit will go with the investigating company while **using the portable radio to continue the command function**. In effect, this creates a "mobile command"; a condition that is otherwise undesirable.

FAST ATTACK MODE - Requires immediate action to stabilize (e.g., a working, interior fire in a residence, apartment or small commercial occupancy). For an offensive fast attack, the choice may be to lead the attack while utilizing the portable radio to continue command. This fast attack mode should be concluded rapidly with one of the following outcomes:

- Situation stabilized by the offensive attack.
- Command transferred to the first arriving chief officer
- Situation not stabilized; member in charge of the first arriving unit moves to an exterior (stationary) command position.

The fast attack mode will most likely be the mode most officers will utilize in the beginning, at the majority of fires.

COMMAND MODE - Because of the size of the fire, complexity of the occupancy, or the possibility of extension, some situations will demand strong direct command from the outset. In these cases, the first arriving unit will maintain at an exterior command position and remain there until relieved of command.

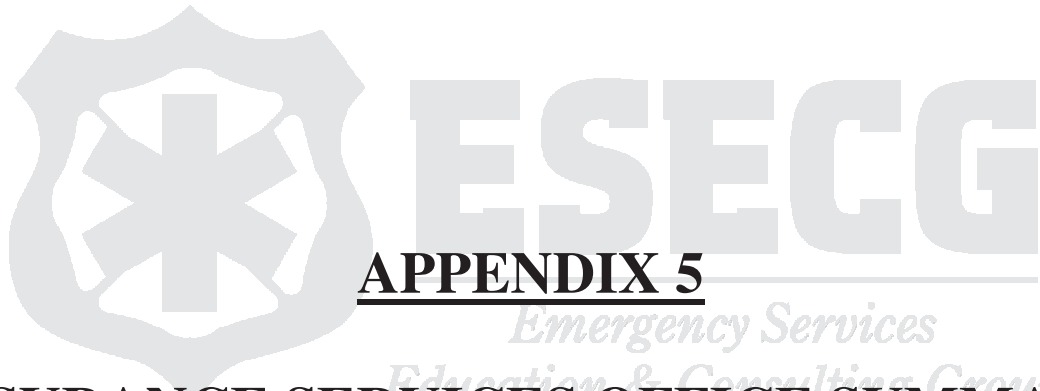
Chief Officers arriving upon the scene of an incident not yet declared under control may "take" command by a formal process. The actual command transfer is regulated by a very simple, straightforward procedure that includes: Contacting the incident commander directly. (Face to face is always preferable), however, transfer of command by radio can be accomplished during fairly simple incidents when the responding officer has "copied" all command activity made before arrival. Standard communications must be followed.

The officer being relieved will provide a briefing that includes:

- Initial Situation - "What was it like when you arrived?"
- Deployment & Assignment - "What you are doing?"
- Strategic and Tactical Plan - "What would you do if I wasn't here?"
- Safety Considerations- "Are there any unusual safety problems that you know of?"

This briefing concludes with a confirmation of command transfer. It should be a short, straight to the point exchange!

- The County Dispatch Center shall be advised what unit identifies the Incident Commander.
- Transfer of Command takes place on the scene only.
- Only the Incident Commander shall do radio communications from the scene to the dispatch center.



APPENDIX 5

**INSURANCE SERVICES OFFICE SUMMARY
FINDINGS OF
NEWTOWN TOWNSHIP,
DELAWARE COUNTY, PA**

*(Information extracted from report of May 1997,
the most recent ISO report for this fire company)*

**INSURANCE SERVICES OFFICE
FIRE DEPARTMENT SUMMARY FINDINGS 05/90**

RATING SEGMENT – RECEIVING & HANDLING FIRE ALARMS	ACTUAL CREDIT	MAXIMUM CREDIT
Credit for Telephone Service - This item reviews the facilities provided for the public to report fires, including the listing of fire and business numbers in the telephone directory	1.08	2.00
Credit for Operators This item reviews the number of operators, on duty, at the communication center to handle calls	2.70	3.00
Credit for Dispatch Circuits - This item reviews the dispatch circuit facilities used to transmit alarms to fire department members	1.75	5.00
TOTAL CREDIT FOR RECEIVING & HANDLING FIRE ALARMS	5.53	10.00

RATING SEGMENT – FIRE DEPARTMENT	ACTUAL CREDIT	MAXIMUM CREDIT
Credit for Engine Companies - This item reviews the number of engine companies and the hose and equipment carried	5.73	10.00
Credit for Reserve Pumpers - This item reviews the number of reserve pumpers and the equipment carried on each	0.27	1.00
Credit for Pumper Capacity - This item reviews the total available pump capacity	5.00	5.00
Credit for Ladder Service - This item reviews the number of ladder and service companies and the equipment carried	4.83	5.00
Credit for Reserve Ladder Service This item reviews the number of reserve ladder and service trucks and the equipment carried	0.06	1.00
Credit for Distribution - This item reviews percent of the built-upon area of the city which has a first-due engine company within 1.5 miles and a ladder-service company within 2.5 miles	2.64	4.00
Credit for Company Personnel - This item reviews the average number of equivalent fire fighters and company officers on duty with existing companies	6.43	15.00+
Credit for Training - This item reviews the training facilities and their use	2.34	9.00
TOTAL CREDIT FOR FIRE DEPARTMENT	27.30	50.00+

+ indicates that credit for manning is open-ended, with no maximum credit for this item

RATING SEGMENT – WATER SUPPLY	ACTUAL CREDIT	MAXIMUM CREDIT
Credit for Water System - This item reviews the supply works, the main capacity and hydrant distribution	21.25	35.00
Credit for Hydrants - This item reviews the type of hydrants, and method of installation	2.00	2.00
Credit for Inspection and Condition of Hydrants - This item reviews the frequency of inspections of hydrants and their condition	2.25	3.00
TOTAL CREDIT FOR WATER SUPPLY	25.50	40.00

Deficient areas identified included (references needed gpm and available gpm) (gpm refers to gallons per minute of water available from water supply system)

Hydrant Location **Water (gpm*) Required** **Water (gpm*) Available**

Water supply identified as inadequate in the areas of

- Media Line Road & Lovell Ave. Needed 5,000 gpm Available 3,500 gpm
- West Chester Pike between Bryn Mawr & Rhoads Aves. Needed 2,500 gpm Available 2,300 gpm
- Goshen Road West of Butler Rd. Needed 3,000 gpm Available 1,400 gpm
- West Chester Pike & Clyde Lane Needed 3,000 gpm Available 1,200 gpm
- Dudie Drive West of Newtown Street Road (Rt. 252) Needed 2,500 gpm Available 410 gpm
- Bishop Hollow Road East of Campus Rd. Needed 2,000 gpm Available 850 gpm

Water supply was identified to be marginal in the areas of

- Media Line Rd & West Chester Pike Needed 910 gpm Available 910 gpm
- West Chester Pike East of Bryn Mawr Ave Needed 1,230 gpm Available 1,230 gpm
- Malin and Westover Roads Needed 1,650 gpm Available 1,650 gpm
- Goshen Rd. East of Robins Lane Needed 910 gpm Available 910 gpm
- West Chester Pike between Clyde Lane and Rose Lane Needed 520 gpm Available 520 gpm
- Green Briar Lane West of Rt. 252 Needed 410 gpm Available 410 gpm
- Bishop Hollow Rd. & Hunters Run Rd. Needed 780 gpm Available 780 gpm
- Next hydrant west on West Chester Pike from Shimer Lane Needed 1,790 gpm Available 1,790 gpm

Water supply was identified as adequate

- West Chester Pike & Shimer Lane Needed 2,500 gpm Available 3,100 gpm
- Malin Road South of Goshen Road Needed 2,250 gpm Available 3,200 gpm

*It should be noted that the majority of sites tested have **LESS** water supply available than is necessary for adequate fire protection, or **EQUAL** water supply to that necessary for adequate fire protection based on the Insurance Service Office determination.*

* gpm = gallons of water discharged per minute



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APPENDIX 6

**APPARATUS AND
MAJOR EQUIPMENT
REPLACEMENT PLAN**

TRI-BOROUGH FIRE AND PROTECTIVE ASSOCIATION APPARATUS AND MAJOR EQUIPMENT REPLACEMENT PLAN																						
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027		
UNIT																						
Engine																						
41-1									521,324													
Ladder																						
41																						
Ambulance																						
41-7									159,613													
Command																						
41-8													65,000									
Traffic																						
41																						
Bunker Gear?																						
SCBA?																						
Computers?																						
Pagers?																						
Large Diameter hose?																						
Radios?																						
TOTALS BY YEAR	0	145,000	50,000	50,000	0	65,000	0	0	68,097	0	0	0	65,000	0	0	139,392	0	0	0	0	0	0
TAX INCOME																						
EQUIP SALE INCOME																						
INTEREST INCOME																						
EXPENSE																						
ACCOUNT BALANCE	0	-130,500	-175,500	-175,500	-234,000	-234,000	-234,000	-234,000	-846,843	-846,843	-846,843	-846,843	-905,343	-905,343	-905,343	-2,159,396	-2,159,396	-2,159,396	-2,159,396	-2,159,396	-2,159,396	0
THIS IS AN ILLUSTRATIVE PROJECTION, WITH MANY VARIABLES, ALL OF WHICH REQUIRE DECISION BY THE MANAGEMENT TEAM																						
AS CAN BE SEEN, A FINANCIAL PLAN NEEDS TO BE DESIGNED, AS OVER \$2,000,000.000 NEEDS TO BE PROVIDED OVER A 20 YEAR PERIOD TO SIMPLY MAINTAIN THE CURRENT FLEET OF FIRE APPARATUS.																						



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APPENDIX 7

VEHICLE ASSESSMENT FORM

**VEHICLE ASSESSMENT
(conducted every 3 years)**

Unit # _____

Vehicle _____ VIN _____

<u>Vehicle Component</u>	<u>Rating*</u>	<u>Adversely Affects State Inspection</u>
Engine	_____	<input type="checkbox"/>
Chassis	_____	<input type="checkbox"/>
Transmission	_____	<input type="checkbox"/>
Axles	_____	<input type="checkbox"/>
Electrical	_____	<input type="checkbox"/>
Pump	_____	<input type="checkbox"/>
Tank	_____	<input type="checkbox"/>
Steering	_____	<input type="checkbox"/>
Body	_____	<input type="checkbox"/>
Aerial Device	_____	<input type="checkbox"/>

Comments _____

Projected Life _____ Years

Signed _____ EVT Date _____

<p>*Rating Definition:</p> <ul style="list-style-type: none"> 1 = works well, no problems 2 = any problems resolved by routine maintenance 3 = problem is manageable 4 = major repair required in next 12 months, costing over \$5,000 5 = not functional
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APPENDIX 8

**NEWTOWN SQUARE FIRE COMPANY
PUBLIC RELATIONS PLAN**

NEWTOWN SQUARE FIRE COMPANY

PUBLIC RELATIONS PLAN

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Elements of a PR Program

Overview

Public relations define the way an organization is perceived. It is about depicting positive messages and getting an accurate message out in the public area. For the purposes of a fire company, public relations are how the community perceives the fire company, its members and the members' efforts at providing emergency services.

The best public relations are doing a good job and making the right decisions in a crisis or emergency situation. Making sure the citizens know you are doing a good job is part of your public relations plan.

Parallel to public relations, is community relations. Conducting a public relations campaign is a task you do for the fire company, community relations is a task you do for members of the community. Good community relations, is good public relations. A good public relations program does not necessarily translate into good community relations.

Conducting fire safety education programs, smoke alarm awareness, blood pressure screenings, first aid and CPR training, are all examples of good community relations. By helping make people safe, the citizens benefit from your knowledge (community relations), and you benefit from having the public know your capabilities and willingness to help them (public relations).

A word of caution: Years of good public relations and good community relations could be wiped out by a single negative incident. Having a piece of fire apparatus striking and injuring a carload of citizens is just one example of a critical negative event. Poor performance, bad behavior by fire company personnel and an attitude of camaraderie at an emergency (remember you go to many emergencies, but the person having the emergency may only have one in a lifetime) are other examples of negative events.

In the age of everything new technologies and media vehicles *YOUTUBE* and blogs, our every action becomes a public event. A part of a good public relations program is to make sure all fire company personnel know that no matter how good the fire company is; the image you have earned is a fragile image, always opened to public scrutiny.

Why Public Relations is Important?

Media coverage increases credibility. Advertising increases name recognition; media relations increases credibility. When people read a story about the excellence of your organization in a newspaper or see a story praising your company on television, they are much more likely to have a favorable opinion of your organization. Media coverage helps you attract "quality" prospects because public relations increase credibility; it helps you attract those who want the best. When people have heard of you and have a favorable impression of you, it is easier to attract and hold their attention while you tell your story. Media coverage makes you a player. Coverage in important publications or on TV can make your organization look much larger than it is. Public

relations help you avoid price competition. If people believe that you are the best, they will understand why they should support you with time or money. A public relations program stretches your marketing budget because the media does not charge for news coverage; the relative cost of a good program is a lot less than for paid media or a direct mail campaign. Public relations are also considered by many as the best way to launch a “brand” or new service. When something is new or different, the media often will write about it because of its news value.

Elements of a PR Program

Plan

Your plan should be comprehensive and include goals and objectives, who you will target as an audience, and what messages you will want to communicate to those audiences.

- Create a plan with **goals and objectives**
- Define the **target audiences** and the **target message** that relates to each group.
- Plan how your media relations program will **fit** with your other marketing communications programs.
- Determine the **frequency** at which you should be releasing information
- Establish in advance how you want to **measure the success** of your program

Media

The type of media you will use is dependent on the audience, the message, and the means of communicating the message to the audience. There is no single method that will always be successful, which means you will need to have multiple techniques in your PR program.

- **Press kits** can be either print or electronic. A press package is the foundation of any media relations program. It consists of a series of stories, usually placed in a two-sided folder with pockets, which organizes information in a way that is easy for the news media to use. Typically it will include a description of the fire company, key facts and figures, biographies of the principals, a history, and two or three stories on current trends and issues. It functions as instant background material when a story arises. Press packages also usually include photography. With the growing importance of the Internet, the opportunity to deliver a press kit instantly gives every company or organization one more good reason to have a press section on their Web site. When a reporter calls and wants a document, photograph, map or chart, he or she can turn to your Web site and obtain the information in a form that can be used accurately and with a minimum of additional work.
- Develop **Media Lists** - The shotgun approach (sending your news to every outlet/broadcaster/publication in the county and region) is not the most effective way to reach your target audience. Taking time to do a little research can produce greater results for your efforts. Know whom you want to reach and know the format and medium that the media prefer. Delivering your story in the right format to the right media is more likely to ensure successful coverage.
- **Press releases** (Announcements) - Brief press releases should be issued on such topics as promotions or gaining new members, providing different services, advanced training of members, obtaining new equipment or vehicles, etc. These typically result

in one- to two-paragraph stories in publications, and keep your name in front of the target audience.

- **Major Announcements** - These could be a new research development, a major new product or a major new change in business direction. These typically result in 500- to 800-word stories in print publications and often merit radio and television coverage. Occasionally, a press conference or press briefing may be appropriate in conjunction with major announcements.
- **“Trend” Press Releases** - These are usually the most valuable to the news media, and will help you establish a reputation as a source. These are about developing trends in the fire service and contain information that would otherwise be difficult for the media to obtain. The following are examples of trend releases: What are new fire fighting or rescue equipment capabilities? What are fire company success stories? What are key fire service legislative issues the public may need to be aware of?
- **Feature Story Releases** - Although a feature story must be newsworthy, in the broad sense of the word, it is also timeless. It can run in today’s paper or tomorrow’s or next week’s. Feature stories are often called "evergreen" for this reason – it’s always fresh and will not fade. Unlike a news story, a feature can have a point of view, an "angle", and is often longer than a hard news story on the same subject. Receipt of a grant or special event is an example of such a story.
- **B-roll or Video News Releases** - Background video tapes will help get your story on television. Again, they are most useful when a subject is difficult or inconvenient to film. Examples would be the inner workings of the fire company operations, following the apparatus to an event, a complete video news release (VNR) when there is an important announcement, or simply have background footage available for various television stations to put together their own stories. Footage must be in professional format, rather than VHS, as much as possible.
- **Webcasts** - This is rapidly becoming a major publicity tool as people take advantage of the Web’s multimedia capabilities. Webcasts can be live events or archived and available on demand. They are a cost-effective, instantaneous method to communicate with media all over the world, in a compelling, interactive manner that meets journalists’ needs. Using Webcasts, you can extend the reach of your public relations efforts, reduce your budget for spokespeople, ensure your message is communicated consistently across all audiences, better fit into journalists’ schedules, and provide more compelling supporting elements.
- **Media Training for Spokespersons** - Spokespersons should be immediately available and trained in how to work with the media. The media usually wants to speak to an authority in the field, not the public relations person, for in-depth stories. The role of the public relations person is to facilitate the selection and training of an appropriate and available expert. While media training can range from a brief 15-minute coaching session to two-day, videotaped seminars including practice interviews. While not suggested at this time, the latter costs more than \$1,000 per person, but is vital for persons who are often in the public eye on controversial topics. Should controversial topics exist, a decision may also need to be made regarding the use of professional public relations staff.
- **Becoming a Source** - One of the key strategies of a successful public relations plan should be to become a source when the news media is doing its own story. One

- achieves this by issuing regular, professionally written press releases to let reporters know you are here and by being available when they call. Calls must be returned within the hour - sooner if possible - seven days a week, 24 hours a day.
- **Public Service Announcements (PSAs)** - PSAs are among the most common types of publicity for non-profit organizations. Since they are short, broadcasters run a lot of them and they are easier to get than specials, interviews, features, or news coverage. You can say a lot in 20, 30 or 60 seconds and since it is likely to be repeated several times, your message will have multiple impacts. The least expensive kind of PSA is "live" copy, where the announcer reads your material live. You may also submit pre-recorded material, but this costs money, and should include visual material. And there are several different formats to be considered if shooting or producing your own PSA – you'll need to find that out in advance. While it is not perceived that PSA's would be of value in Newtown Square at this time, should local government cable capabilities be developed, it would be opportunistic to develop and use either generic fire service PSA's or customized PSA's.
 - **"Op-ed" Articles** - "Op-ed" articles, so named because they typically run opposite the editorial page, are an excellent opportunity to comment on issues of the day and to build name recognition as an expert in the field. They run under the by-lines of experts, and give you a chance to state your case in your own words, with minimal editing by a reporter. Once published, they can be effectively used as reprints.
 - **Letters to the Editor** - Many papers try to publish as many Letters to the Editor as possible and they take these letters seriously. Make it short, concise and focused on a single point. This is also an effective venue for addressing a controversial issue, clarifying any misconceptions or inaccurate reporting about your business or product, or introducing a new product. But regardless of the purpose, it should never be more than 3-5 paragraphs.
 - **Press Conferences** - Press conferences are usually appropriate only for public agencies and nationally known figures. They are rarely used by fire companies except after disasters that result in public interest. There are two key reasons to avoid press conferences. One is that there is no time of day that is convenient for all of the news media, given differing deadline pressures. And if a major event conflicts with your press conference, you've lost your audience altogether. The second reason is that good reporters dislike press conferences because they want to get a better story than the competition. If everybody has the same information, it is difficult for a reporter to shine by virtue of doing more research. However, they may be valuable for unique happenings of the company such as special events, grant receipts, etc.
 - **Media Tours** - There are two types of media tours. Incoming – opening your doors to the media – can have positive effects. Tours can be done in person or via satellite and there are numerous organizations that can film, edit, produce and distribute these "tours" for you. Letting the media know you are available to appear or talk on short notice can also be effective. Outgoing tours – taking your message to the media – is also effective, though somewhat more time consuming and expensive.
 - **"Riding" a News Story** - When a topic on which you have expertise is in the news, it is important to issue a release immediately that includes a brief comment and the statement that you are available for interviews.

- **Special Events** - Special events can be held to introduce new products, bring attention to an organization or individual, make an announcement, or spotlight something very visual that cannot be communicated via a press release. However, it is just as important to provide the media with background material – a one page release, copies of statements made, information that will help them write a good story, product samples, souvenirs, etc. And, as with press conferences, follow-up is crucial. Often the press will not cover an event itself but will use it as a "news peg" for an advance story.
- **Photography** - Although it may not seem obvious, photography is most important when a subject is difficult to photograph and/or not inherently visual. Examples would be a story on how a piece of fire equipment works, emergency response photos, trends in fire apparatus design, etc. If you can take the time to supply a good photograph in a difficult situation, it greatly increases the chance that the media will use your material. If photographs are not feasible, charts, diagrams or other graphics can be useful. Photographs should be black-and-white glossy prints, color slides or transparencies. Press packages may include black-and-white photos and state that color material also is available via your Web site's press section.
- **Audio Tapes for Radio** - Audio tapes are rarely used, but can be important when sound is essential to the story. An obvious situation would be coverage of a company event.
- **Internet Monitoring** - The Web now offers an incredibly wide range of public forums, in addition to the traditional array of print and broadcast sources, for dissemination of news and information. Every organization should have a program to stay in touch regularly with appropriate news groups and Web sites.
- **Community Meetings** – **THIS IS THE MOST SIGNIFICANT EVENT/CONSIDERATION FOR THE NEWTOWN SQUARE FIRE COMPANY.** It is important to hold regular neighborhood meetings to explain various portions of a program that will directly or indirectly impact a group of citizens. In addition to an ongoing public relations campaign it may be necessary to reach out to head off any negative publicity caused by lack of accurate information.
- **Specialized Fact Sheets** - When you have more details and facts and figures than can fit in a one-page press release, you need a Fact Sheet. It can be several pages long and include historical perspectives, anecdotes, and data. It should be well written with short sentences and paragraphs and wide margins. This gives you the best of both: a short press release that quickly gives reporters and editors the essence of your story, and material to do an in-depth article.
- **Byline or Feature Articles** - Beyond getting exposure for your company or product, byline articles can be used in a number of ways. Writing an article for a newspaper, magazine or online publication has a longer shelf life than that one edition. Reprints can be used in press kits, mailed to clients, available for downloading on your Web site, and given to media to establish expertise in a particular area. The article should be timely and targeted. Usually it is wise to pitch the idea to a publication prior to writing it. If no one is interested in publishing it, there is likely a reason – it could be "old" or redundant, it may not fit the editorial calendar, or it may just not be newsworthy in the editor's mind. Best to find out before making the effort, by pitching the idea, bullet points or a summary.

- **Quarterly/Periodic Newsletters** - Another way to keep your strategic messages in front of your target audience is to communicate via a quarterly newsletter. A newsletter is an excellent place to recap the coverage you have received in the media. Not everyone in your target audience will have seen all the coverage your organization has received. When it is reviewed in its entirety the sum becomes greater than its parts. Newsletters can be either mailed or e-mailed to your contact list. It is important to build and maintain your database to achieve maximum effectiveness.
- **Annual Reports** - Annual reports are usually associated with public companies. They can, however, be used by any organization with enough to say. Annual reports not only report but they are an important place to publish your strategic messages.
- **Community Calendar Listings** - Community calendar listings are similar to PSAs – generally used by nonprofits and community organizations – except they usually promote an event rather than a cause or service.
- **PR Campaign Measurements** - One way to create news is to conduct a survey and report the results. Surveys are most helpful when you can use numbers to make a before-and after comparison. They can be used to gauge the knowledge of your audience on your products or services or to determine the effectiveness of your PR campaign. In any case, they should always be short and specific. These days, surveys are not just limited to telephone or direct mail. Using the Internet to conduct a survey can provide quick feedback at minimal cost.
- **Crisis Management** - Crises are not always necessarily bad. An emergency or controversy may give you the opportunity to reach large numbers of people with your company's perspective. Good or bad, a few things are key in handling crises. Advance preparation can turn a rough situation into a smooth operation with the best possible outcome. Have facts & figures ready, make sure spokespeople are well briefed and trained to deal with media, and know the media and how to reach them off-hours so that you can proactively address concerns. "No comment" is often the worst comment implying evasiveness or guilt. Be prepared with a response to media inquiries or, if unable to answer, let the media know when an answer will be available. In other words, be prepared and forthright.
- **Contact Information** – Whatever method of communication is used in a public relations activity, it is important to have contact information provided so that any inquiries can be appropriately directed to the organization.

Newtown Square Fire Company
Public Relations Plan

April 2008

- ___ Provide monthly services report to Newtown Township Supervisors (use format provided with local modifications as deemed appropriate)
- ___ Identify an individual or local business willing to serve as the company's Public Relations Director
- ___ Public Relations Director introduces self to local news outlets, township officials, and community groups

May 2008

- ___ Provide monthly services report to Newtown Township supervisors (use format provided with local modifications as deemed appropriate)
- ___ Develop a press release, submit to media, and place on website
- ___ Develop fire prevention message, submit to media, and place on website
- ___ Identify a member of the month, release to media, and place on website
- ___ Meet with Newtown Township Supervisors to discuss the following key issues facing the fire company, as identified in the consultant report of April 2008

June 2008

- ___ Provide monthly services report to Newtown Township supervisors (use format provided with local modifications as deemed appropriate)
- ___ Develop a press release, submit to media, and place on website
- ___ Develop fire prevention message, submit to media, and place on website
- ___ Identify a member of the month, release to media, and place on website

July 2008

- ___ Provide monthly services report to Newtown Township supervisors (use format provided with local modifications as deemed appropriate)
- ___ Develop a press release, submit to media, and place on website
- ___ Develop fire prevention message, submit to media, and place on website
- ___ Identify a member of the month, release to media, and place on website

August 2008

- ___ Provide monthly services report to Newtown Township supervisors (use format provided with local modifications as deemed appropriate)
- ___ Develop a press release, submit to media, and place on website
- ___ Develop fire prevention message, submit to media, and place on website
- ___ Identify a member of the month, release to media, and place on website
- ___ Meet with Newtown Township Supervisors to develop annual service plan, operating and capital budget for 2009

September 2008

- ___ Provide monthly services report to Newtown Township supervisors (use format provided with local modifications as deemed appropriate)
- ___ Develop a press release, submit to media, and place on website
- ___ Develop fire prevention message, submit to media, and place on website
- ___ Identify a member of the month, release to media, and place on website

October 2008

- ___ Provide monthly services report to Newtown Township supervisors (use format provided with local modifications as deemed appropriate)
- ___ Develop a press release, submit to media, and place on website
- ___ Develop fire prevention message, submit to media, and place on website
- ___ Identify a member of the month, release to media, and place on website

November 2008

- ___ Provide monthly services report to Newtown Township supervisors (use format provided with local modifications as deemed appropriate)
- ___ Develop a press release, submit to media, and place on website
- ___ Develop fire prevention message, submit to media, and place on website
- ___ Identify a member of the month, release to media, and place on website
- ___ Meet with Newtown Township Supervisors to finalize annual service plan, operating and capital budget for 2009

December 2008

- ___ Provide monthly services report to Newtown Township supervisors (use format provided with local modifications as deemed appropriate)
- ___ Develop a press release, submit to media, and place on website
- ___ Develop fire prevention message, submit to media, and place on website
- ___ Identify a member of the month, release to media, and place on website

January 2008

- ___ Provide monthly services report to Newtown Township supervisors (use format provided with local modifications as deemed appropriate)
- ___ Develop a press release, submit to media, and place on website
- ___ Develop fire prevention message, submit to media, and place on website
- ___ Identify a member of the month, release to media, and place on website

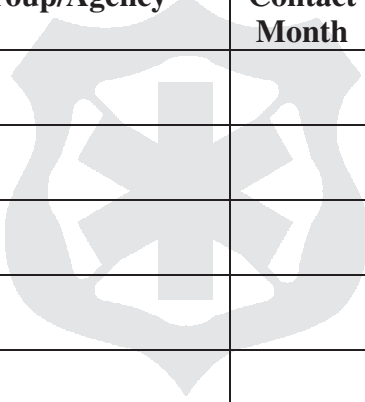

February 2008

- ___ Provide monthly services report to Newtown Township supervisors (use format provided with local modifications as deemed appropriate)
- ___ Develop a press release, submit to media, and place on website
- ___ Develop fire prevention message, submit to media, and place on website
- ___ Identify a member of the month, release to media, and place on website
- ___ Meet with Newtown Township Supervisors to review 2008 service plan, goals, achievements, open challenges and required activities. Open discussion on long term planning process and benchmarks with regard to standard of cover/staffing and apparatus capital planning

March 2008

- ___ Provide monthly services report to Newtown Township supervisors (use format provided with local modifications as deemed appropriate)
- ___ Develop a press release, submit to media, and place on website
- ___ Develop fire prevention message, submit to media, and place on website
- ___ Identify a member of the month, release to media, and place on website

Consistent with the development of a plan is the creation of an action/responsibility plan. Upon finalization of the report, a completed approach will be included. We ask you to define the organizations you wish to have on the plan, and the specific content, based on local interest and need.

Group/Agency	Contact Month	Topic	Assigned to	Status		
						
		<i>Emergency Services</i>				
		<i>Education & Consulting Group</i>				

The VFIS text “Building Blocks”, provided under separate cover, is an excellent resource for the details of any such activity, meeting, etc.

Newtown Square Fire Company

Month in Review

A report for the Newtown Township

Board of Supervisors

Tuesday, July 15, 2008

The Fire Company responded to XX calls for assistance during the month of XX.

1. The average number of emergency response personnel at last months calls was XX
2. Training involving XX was conducted on XX, with #-members in attendance.
3. The only major expenditures in the month of XX were:

4. The following members completed certificated classes in fire/rescue services

_____ - _____
_____ - _____
_____ - _____
_____ - _____

5. The attached major correspondence was received.
6. The attached major correspondence/release was sent out.
7. A notification of upcoming events is attached.
8. Plans are being made to _____
9. Other information of note includes:



**Newtown Square Fire Company
8 N. Newtown Square Road
Newtown Square, PA 19073**

PRESS RELEASE

Date

Contact XXXX

Tel #

Fire Company Activity Rises with Community Growth.

As Newtown Township continues to grow, the Newtown Square Fire Company continues to find itself more active and changing to meet the new demands of the community.

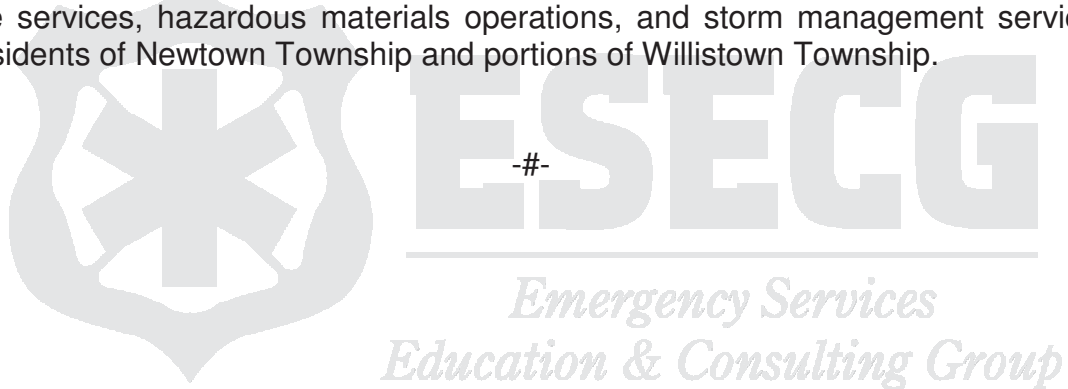
“Over the last three years (2004-2007), the emergency responses to fire and rescue situations has risen by 28%” noted Fire Chief Doug Everlof. “This means our volunteers are committing more time to better serve the residents and visitors of Newtown Township”

“Even though the emergency medical services have transitioned from the Newtown Square Fire Company to the Marple Township Emergency Medical Service, our activities continue to rise and with that so do our costs,” the Chief explained.

A recent consulting report provided to the Newtown Square Fire Company found the fire company’s equipment and facilities to be comparable to communities of similar size and nature, while also cautioning the department that community growth mandates the fire company keep pace with the growth, monitoring changes in fire and rescue demands and assuring the volunteers, equipment, planning and training kept pace with the growth. “This was the most significant comment of the consulting team as they cautioned us of the need to work with Newtown Township to assure the fire and rescue services needs are able to be met by the fire company”, stated Chief Everlof.

In 2007, the Newtown Square Fire Company responded to 547 emergency calls for help. The officers of the fire company remind residents that the fire company is always seeking new volunteers who can stop by the station any Monday evening and that annually the fire company seeks funds through a community fund drive when you are asked to donate generously.

The Newtown Square Fire Company (established in 1916) continues to provide fire & rescue services, hazardous materials operations, and storm management services to the residents of Newtown Township and portions of Willistown Township.





**Newtown Square Fire Company
8 N. Newtown Square Road
Newtown Square, PA 19073**

Emergency Services Talking Points

Not to be copied or distributed

Providing Protection services to the citizens of Newtown Township and a defined portion of Williston Township, and those persons that pass through those boundaries, encompasses three critical and intertwined elements:

- Fire & Emergency Incident Prevention
- Pre Emergency Planning
- Emergency Response
- On Scene Mitigation

In 2007, the fire department responded to 547 calls for assistance. This is 33 more incidents than in 2006. The average number of daytime emergency responder was 10-members per incident. Nighttime emergency responses averaged 12-members per incident. There was no reduction in personnel per incident from the 2006 statistics.

Those calls for help occurred throughout the entire the entire response area, at all times of the day and night, and in all weather conditions, including severe storms and floods

The services rendered by the Newtown Square Fire Company go well beyond the boundaries of emergency response. Community care has long been a concern of the fire company. Compassion and understanding for victims of fire, accidents or other devastating events, are a key element in every incident we handle.

Mutual aid agreements exist between the Newtown Square Fire Company and surrounding emergency agencies. These agreements are essential should an incident or group of incidents occur that overwhelms the capability of our in-house resources.

Citizen safety is and has always been the primary concern of the fire company; no service disruption has taken place or will be allowed to take place during the process of upgrading our emergency medical services system.

The goal of the Newtown Square Fire Company is to provide an efficient and effective emergency service organization to meet the challenges of the 21st century.

-#-



Newtown Square Fire Company
8 N. Newtown Square Road
Newtown Square, PA 19073

Featured Firefighter of the Month

*Emergency Services
Education & Consulting Group*

_____ is the featured firefighter of the month for the Newtown Square Fire Company. A member of the company since ____, he/she joined the company to _____.

During their time with the company, ____ has completed training in _____ and has responded to ____% of the calls during the last year.

_____ is employed at/goes to school at _____ where he/she is a _____.

The most enjoyable part of being a member of the organization is _____, stated _____. During his/her time with the company ____ has served as a (officer/driver/etc.) _____.

Add any other pertinent items here.

The Newtown Square Fire Company is pleased to have ____ as a member of the company.

The Newtown Square Fire Company (established in 1916) continues to provide fire & rescue services, hazardous materials operations, and storm management services to the residents of Newtown Township and portions of Willistown Township.

-#-



**Newtown Square Fire Company
8 N. Newtown Square Road
Newtown Square, PA 19073**

Fire Prevention Message

Emergency Services
Problem
Education & Consulting Group
Potential Impact

What you can do.

We suggest the first twelve topics to be the following:

- candle safety
- space heaters
- fireplaces
- electrical cords
- cooking
- smoke detectors
- carbon monoxide detectors
- home equipment safety
- yielding to emergency vehicles
- outdoor grilling
- home fire extinguishers
- fireworks safety

Upon concurrence, we will complete them for you, but want to allow you to suggest local issues that you may wish to have covered.

The Newtown Square Fire Company (established in 1916) continues to provide fire & rescue services, hazardous materials operations, and storm management services to the residents of Newtown Township and portions of Willistown Township.

-#-



ESECG

*Emergency Services
Education & Consulting Group*

APPENDIX 9

**SAMPLE PRE-EMERGENCY PLAN
FORMAT¹⁴**

¹⁴ Jenaway, W.F., Pre-Emergency Planning, ISFSI, Ashland, MA, 1984.

**NEWTOWN SQUARE FIRE COMPANY
FACILITY PRE-PLANNING REPORT**

I. GENERAL INFORMATION

ADDRESS _____ DATE _____

TYPE OCCUPANCY _____

BUSINESS NAME _____

TELEPHONE: BUSINESS _____ EMERGENCY _____

NAME AND ADDRESS OF OCCUPANT _____

NAME AND ADDRESS OF OWNER _____

MATERIALS OF CONSTRUCTION _____

BUILDING DIMENSIONS: LENGTH _____ WIDTH _____ # FLOORS _____

STRUCTURAL NOTES (FIRE WALLS, BREACHES, ETC.) _____

DOLLAR STOCK CONCENTRATION:

STOCK _____
BUILDING _____

SQ. FT. | **STOCK/BLDG. VALUE**

TOTAL

COMMENTS:

II. UTILITIES

HEAT: TYPE _____ SIZE _____ LOCATION (H) _____

COOL: TYPE _____ SIZE _____ LOCATION (C) _____

GAS SHUT-OFF (G) LOCATION _____

CO. NAME/PHONE NO. _____

ELECTRIC SHUT-OFF LOCATION (EL) _____

CO. NAME/PHONE NO. _____

STEAM/OTHER SHUT-OFF LOCATION (S) _____

CO. NAME/PHONE NO. _____

WATER SHUT-OFF LOCATION (W) _____

CO. NAME/PHONE NO. _____

COMMENTS: _____

III. EXTERIOR

OBSTRUCTIONS:

FENCES _ VEHICLES _ WIRES _ WALLS

_ EQUIPMENT _ TREES _

GATES _ PRODUCTS _ SIGNS _

OTHER/COMMENT _____

EXPOSURES:

N: CONSTRUCTION _____ HEIGHT _____ DISTANCE _____

OCCUPANCY _____

S: CONSTRUCTION _____ HEIGHT _____ DISTANCE _____

OCCUPANCY _____

E: CONSTRUCTION _____ HEIGHT _____ DISTANCE _____

OCCUPANCY _____

W: CONSTRUCTION _____ HEIGHT _____ DISTANCE _____

OCCUPANCY _____

IV. WATER SUPPLY

SOURCE _____ TYPE _____

HYDRANT LOCATION/GPM AVAILABLE _____

GPM NEEDED:

1. BUILDING LENGTH X WIDTH + 1,000
 $\frac{10}{10} = \underline{\hspace{2cm}}$
2. (HT. IN STORIES - 1) X 500
 $\underline{\hspace{2cm}} = \underline{\hspace{2cm}}$
3. EXPOSURES 0' - 30' = 2,000 31' - 60' = 1,500 =
 61' - 90' = 1,000 91' + = 500 =
4. IF NONHAZARDOUS OCCUPANCY, SUBTRACT 1/4 OF (1 + 2 + 3) =
5. IF FIRE RESISTIVE OR SEMI-FIRE RESISTIVE BUILDING,
 SUBTRACT 1/3 OF (1 + 2 + 3) = ()
6. IF BUILDING IS AUTOMATICALLY SPRINKLERED,
 SUBTRACT 1/10 OF (1 + 2 + 3) = ()

GPM TOTAL REQUIRED _____
 GPM AVAILABLE _____
 GPM EXCESS OR (NEEDED) _____

COMMENTS _____

V. OTHER PROTECTION

F.D. CONNECTION A.S. F.D. CONNECTION STDP.

EXTINGUISHERS _____

OTHER _____

(NOTE ON DIAGRAM AS APPROPRIATE)

HOUSEKEEPING: GOOD FAIR POOR

SPECIAL HAZARDS/LOCATION/CONTROLLED (YES/NO)

- * _____/_____/_____
- * _____/_____/_____
- * _____/_____/_____
- * _____/_____/_____

VI. TACTICAL CONCERNS

RESCUE:

HIGHLY POPULATED AREAS _____

NEED FOR _____

INVALIDS _____

HOW TO ACCOMPLISH _____

FORCIBLE ENTRY/VENTILATION:

ACCESS POINTS _____

LOCKING METHODS _____

FORCING METHODS _____

BLIND OPENINGS _____

FALSE CEILINGS/COCKLOFTS _____

POSSIBLE FIRE TRAVEL ROUTES _____

METHODS TO CONTROL FIRE TRAVEL _____

POTENTIAL MAN-TRAPS/DROP-OFFS _____

ROOF LEVEL: CONSTRUCTION CONCERNS _____

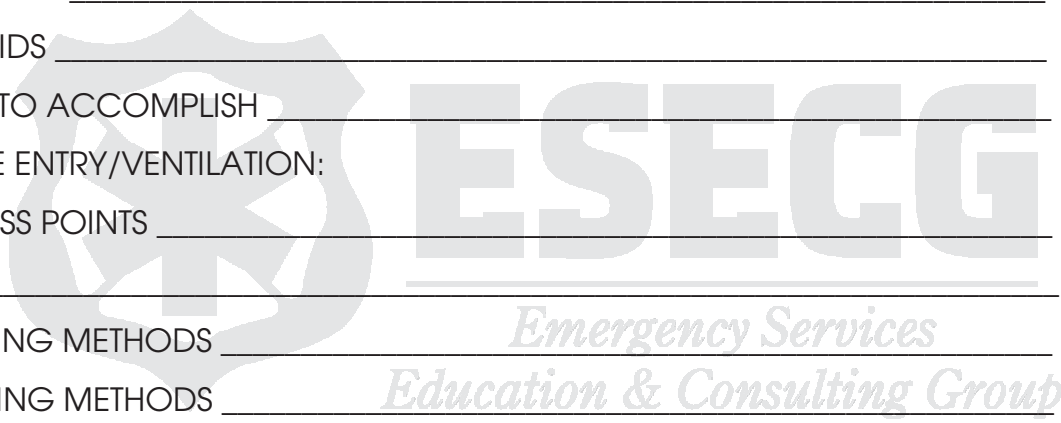
NOTE ON DRAWING: SCUTTLE HOLES _____ SKYLIGHTS _____ PENTHOUSE _____

HEAVY OBJECTS _____ PARAPETS _____ VENTS _____

OTHER _____

COMMENTS _____

ADJOINING STRUCTURE USE _____



LOCATION/TYPE OF: (INCLUDE ON DRAWINGS)

STAIRWAYS _____

ELEVATORS (E) _____

FIRE ESCAPES _____

EVACUATION CONCERNS _____

SALVAGE NEEDS _____



VII. POTENTIAL NONFIRE EMERGENCIES

- HAZARDOUS MATERIALS FLOOD WINDSTORM/TORNADO
- EARTHQUAKE VEHICLE SNOW
- BOMB OTHER _____

EMERGENCY MEDICAL NEEDS _____

VII. GENERAL COMMENTS

IX. BUILDING PLANS

PLOT (SHOW RELATIONSHIPS OF BUILDING, STREET, EXPOSURES, WATER SUPPLY)
FLOOR (SHOW FOR EACH FLOOR: ROOMS, WALLS, DOORS, KEY ACCESS POINTS)
ROOF (SHOW LOCATION OF ALL OBJECTS)
TACTICAL (SHOW TACTICAL APPROACH TO INCIDENT)





ESECG

APPENDIX 10

*Emergency Services
Education & Consulting Group*

**RISK ASSESSMENT BY PLANNING ZONE
SAMPLE REPORT**

Planning Area - EXAMPLE

FIRE-RESCUE RISK LEVEL – MEDIUM

This planning area in the East portion of the Township is comprised of primarily single family houses of frame construction, ranging from approximately 1,200 square feet to 1,800 square feet. The Westwood Shopping Center is also located in this Planning Area, as is the Westwood Farms Swim Club (with a 1-story ordinary construction structure), several small commercial properties, a church, and the Westwood Farms Elementary School (a 1 story non-combustible school building) which houses some 456 students. This is an extremely dense housing area, with small dwellings and small lots. There are some 411 housing units. The Westwood Shopping Center is comprised of a 30,000 square foot grocery store and several smaller stores, all of which are sprinklered. There is a diagram for the Westwood Shopping Center, but no pre-emergency plan has been developed. There are several small streams determined to be of no significance in this Planning Area, as well as St. James Cemetery and John Phillips Sousa Park. A water supply deficiency was identified by ISO for this Planning Area.

There is one target fire hazard in this Planning Area.

- 1. The CSX Rail Line presents numerous challenges such as rail accidents and brush fires to name the most common. Regional rail systems using this rail-line pose potential challenges relative to mass casualty treatment, triage, and transportation. A Local Emergency Planning Commission Survey and Analysis was not available for review, nor was it known if one was completed, yet should be to understand the types of rail cars traversing the township and the probability of a related incident. The CSX Railroad crosses the coverage area east to west with freight and Regional Rail commuters (average daily riders 13,000) rail line runs north and south. While Regional Rail is technically not in the Township, the fire company is the primary responder.**

There are no non-fire target hazards in this Planning Area.

The Planning Area Fire Rescue Risk Level is rated MEDIUM based on the following empirical and anecdotal data.

1. Historically, this Planning Area experiences between 1 and 5% of total fire service responses each year which places it in the MEDIUM risk level.
2. The population density for this area is 1,142 as compared to an average of 551 per Planning Area.
3. There are no significant fire threats in this Planning Area, however, the density of housing and related population, water supply deficiencies identified by ISO, and the location of a significant size elementary school present a greater than average probability for responses.

A pre-emergency plan should be prepared for

- Westwood Shopping Center
- CSX Rail Line

Additional required resources (needed water supply, apparatus type and number, staffing levels and patterns, unique hazards and the method to manage the hazard, and mutual aid) for the target hazards identified are indicated in specific response dispatch procedures. Copies are attached.

THIS INFO IS THEN INDICATED ON A MUNICIPAL MAP WHICH RELATES THE RISK LEVEL TO OTHER PORTIONS OF THE COMMUNITY. AN OVERLAY TO A WATER SUPPLY MAP SHOWING DEFICIENT AREAS, AS WELL AS AREAS WHERE STRUCTURES REQUIRE LADDERING OR EXCESS STAFFING REQUIREMENTS ARE ALL COMPONENTS TO DETERMINE NEEDED RESOURCES.





APPENDIX 11

RECRUITMENT & RETENTION PROGRAM

Exhibit 1 provides more specifics which can be applied to these next steps.

2008 – 2009 Recruitment and Retention Plan

Activity	Timing	Resource & Location	Responsibility	Status
1. Assign a Recruitment & Retention Committee, and develop benchmarks for success	6/08	”		
2. Implement Everyone Get One Campaign	6/08 through 10/08	Use program criteria provided under separate cover		
3. Conduct Junior Firefighter initiatives from Recruiting Drive In High School	9/08			
4. Determine other possible initiatives for Recruitment & Retention	10/08	Use the USFA Emergency Services Recruitment and Retention Text as a resource.		
5. Poll members for additional incentives of interest to members	10/08	Use program criteria provided under separate cover		
6. Implement incentives for interest to members	10/08 through 1/09	Local Sources		
7. Develop budget for 2009 Recruitment & Retention Initiatives	9/08			
TBD – local issues				
Create 2009 Plan based on success and failure in 2008	12/08			

Newtown Square Fire Company

“Everyone Get One” Program

Overview:

In the development of a recruitment and retention initiative, it has been found that one of the most common methods of recruiting new members was by “word of mouth”. This technique has long been used successfully, in a variety of organizational initiatives to grow the membership.

Objective:

The Newtown Square Fire Company can use this program to have each member or a percentage of its membership reach out to friends, neighbors, family, co-workers, and the general public to join the local fire/EMS agency.

Key Steps to Implementing a Program:

1. **Appoint a Project or Committee Chairman.**

Such a program can increase your membership. It takes leadership and a plan, with one individual constantly promoting such a program. A non-firefighter (business person, spouse, parent, community leader) can easily be used in this role.

2. **Set a realistic Goal.**

This way you can monitor success, but avoid being too aggressive in your expectations. If you are conducting such a program for the first time, under-estimate your potential success so that everyone can share in the sense of accomplishment when it is achieved.

3. **Keep the campaign period short.**

In this way you can concentrate member efforts and avoid burnout. You may also want to strategically analyze the time of year that will maximize participation and related success. Don't conflict with major initiatives or typically busy periods of the organization.

4. **Use incentives.**

Introduce some value and competition to the process by rewarding individuals for their recruiting efforts and to incent those joining the organization. Determine the most appropriate incentives by asking the individuals that will be involved in what would motivate them to be aggressive in the activity.

5. **Keep the program as simple as possible.**

This will encourage participation and minimize workload of the staff. Do not use any special applications or forms. Simply have the referring member sign their name at the top of the application being submitted.

6. **Constantly communicate the program's goals and success.**

Create an engaging and meaningful theme and keep it in the forefront of the members.

These steps can be used to develop, update, and revitalize your “Everyone Get One” membership recruitment drive.

What might you be interested in as an incentive?

(Recognize we may already offer some of these, this is to validate interest)

(Indicate as many items as you have a personal interest in)

- State and local tax credits
- Tuition/credit reduction
- Length of service award program
- New equipment purchased on a regular basis
- Friends and family also members
- Savings on purchasing products and services in the community
- Access to group health insurance program
- Praise
- Frequent social activities
- Clothing allowance/stipend
- Meal money for duty crews
- Group insurance rates for home/auto insurance
- Special discounts on fire-rescue related products
- Mortgage services
- Ability to purchase more life insurance through a group program
- Savings on computer hardware, software or services
- Eyeglass insurance program
- Special credit card program
- Free NSFC clothing (what in particular _____)
- Free legal services
- Other please describe:



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APPENDIX 12

RISK MANAGEMENT PLAN FORMAT

This should be completed as opportunity permits, but no later than your next insurance renewal period, using your insurance counselor as a resource to determine current status. As the township is required by state law to provide certain insurance protection, a letter should be sent to them asking them to define their insurance/financial services providers, any deductible situations, and the limits of coverage. This will assist your insurance counselor in making appropriate recommendations to provide effective protection in the event a financial remedy to a loss is required.

**RISK MANAGEMENT PLAN
NEWTOWN SQUARE FIRE COMPANY**

Area of Concern	Risk Management Provider	Deductible / Expensed Item**	Level of Coverage	Comments
Life Insurance				
Accident and Sickness Insurance				
Disability Insurance				
Workers Compensation Insurance				
Buildings and Contents Insurance				
Auto Physical Damage ***				
Auto – General Liability				
Portable Equipment				
General Liability				
Management Liability				
Umbrella Liability				

VEHICLE REPLACEMENT COSTS

(The vehicle replacement costs should be modified to reflect this chart)

Vehicle Identifier	Currently Valued At	Requested Value
Engine		
Engine		
Engine		
Rescue		
Ladder		
Command		
EMS		
Traffic		

Replacement costs should be increased annually by 3%.



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APPENDIX 13

FIRE STATION INSPECTION FORM



**SELF-INSPECTION FORM
FOR EMERGENCY SERVICE ORGANIZATION BUILDING & GROUNDS**

IMPORTANT: Periodic inspection of your organization's buildings and grounds can alert you and your maintenance staff to hazards which may cause damage and accidents to your buildings and those who use it. This form is provided for periodic self-inspection and is recommended for use on a quarterly basis to assist you in discovering hazards before an accident can occur. Correct all negative conditions immediately.

This self-inspection form does not intend to point out all hazards and exposures which may be found at your building. It is intended to be used as a guide to highlight major areas of exposure which are common to most emergency service organization buildings. The use of this form does not warrant that all hazards will be found and corrected.

INSTRUCTIONS: Please check Yes, No or NA (not applicable) answers to all questions below. All "No" answers indicate an area of unsatisfactory conditions and comment regarding same should be made in the space provided on the back of this form. Use a separate sheet for each building.

NAME OF ORGANIZATION: _____

BUILDING LOCATION: _____

(Street Number)

(City)

(County)

(State)

(Zip Code)

NAME OF INSPECTOR: _____ **DATE OF INSPECTION** _____

* * *

SECTION I - GROUNDS

1. Are parking areas, walkways, stairs, driveways, etc. free from conditions that may cause slipping or falling?
 YES NO NA
2. Is exterior lighting adequate in all areas?
 YES NO NA
3. Are all exterior stairs provided with handrails which are in good condition?
 YES NO NA
4. Are exterior fire escapes in good condition?
 YES NO NA
5. Is exterior storage of trash and rubbish at least 25 feet away from the building?
 YES NO NA
6. Are daily inventory records kept for your underground fuel storage tank to insure that there is no leakage?
 YES NO NA

SECTION II - INTERIOR DOORS AND STAIRWAYS

1. Are all exit doors properly marked?
 YES NO NA
 2. Are all exit doors easily accessible?
 YES NO NA
 3. Do all exit doors open outward?
 YES NO NA
 4. Are all exit doors equipped with panic hardware?
 YES NO NA
 5. Are all doors easily opened and closed?
 YES NO NA
 6. Are all doorways and areas adjacent to them free of obstructions?
 YES NO NA
 7. Are full length, clear glass doors and windows properly identified?
 YES NO NA
 8. Do all interior stairs have anti-slip treads?
 YES NO NA
 9. Are stairway and exit doors kept closed at all times?
 YES NO NA
 10. Do all interior stairways have properly secured hand rails?
 YES NO NA
 11. Are interior stairways kept free of storage and obstructions at all times?
 YES NO NA
 12. Are interior stairways properly lighted?
 YES NO NA
- (reference-NFPA #101 Life Safety Code)

13. Is the emergency lighting system tested on a monthly basis?
 YES NO NA
14. Is the emergency power generator tested on a weekly basis?
 YES NO NA

SECTION III - HEATING AND AIR CONDITIONING EQUIPMENT

1. Has heating equipment been thoroughly inspected by a qualified service man within the past year?
 YES NO NA Service Date _____
2. Is heating equipment (including flues and pipes) properly insulated from combustible materials?
 YES NO NA
3. Are heating and air conditioning equipment rooms free of storage?
 YES NO NA
4. Are heating and air conditioning rooms restricted areas?
 YES NO NA
5. Is air conditioning equipment cleaned and serviced annually?
 YES NO NA

SECTION IV - ELECTRICAL EQUIPMENT & CONTROL PANELS

1. Has the electrical system been inspected within the past five years by a certified electrician or electrical inspector?
 YES NO NA
 2. Are electrical panels always kept closed?
 YES NO NA
 3. Are electrical panels always kept clear of storage and obstructions?
 YES NO NA
 4. Is circuitry adequate to handle load demand (not requiring frequent fuse replacement or circuit breaker resetting)?
 YES NO NA
 5. Was electrical system installed by a competent electrician?
 YES NO NA
 6. Is electrical system regularly maintained by a competent electrician?
 YES NO NA
 7. Are all electrical appliances properly grounded and cleaned?
 YES NO NA
 8. Are electric motors adequately ventilated to prevent overheating and are they cleaned regularly?
 YES NO NA
 9. Are proper size electrical cords used and are they in good condition?
 YES NO NA
- (reference-NFPA #70 National Electric Code)

SECTION V-KITCHEN EQUIPMENT-COMMERCIAL TYPE

- 1. Is all commercial cooking equipment protected as recommended by NFPA #96?
 YES NO NA
- 2. Is hood and duct exhaust system installed according to NFPA #96 guidelines?
 YES NO NA
- 3. Are grease filters U.L. listed for grease extraction and installed according to NFPA #96?
 YES NO NA
- 4. Are the hood and duct system cleaned at least on a semi-annual basis?
 YES NO NA
- 5. Are the kitchen appliance protected with an automatic fire extinguishing system?
 YES NO NA
- 6. Is the fire extinguishing system serviced and inspected at least on a semi-annual basis?
 YES NO NA

SECTION VI-HOUSEKEEPING

- 1. Are storage and supply rooms kept clean and orderly?
 YES NO NA
- 2. Are trash and rubbish stored in metal containers?
 YES NO NA
- 3. Are all flammable items (paint, lacquer, paint thinner, etc.) kept in safety containers and stored in approved metal cabinets?
 YES NO NA
- 4. Are adequate ash trays and metal waste receptacles provided in each room?
 YES NO NA

- 5. Are only non-flammable cleaning agents used throughout the entire building?
 YES NO NA
- 6. Is ready disposal of combustible wastes provided?
 YES NO NA
- 7. Are areas used for public meetings or other functions always thoroughly checked before securing?
 YES NO NA
- 9. Are rags, cloths, etc. used in cleaning stored in an approved, self-closing metal container?
 YES NO NA

SECTION VII-FIRE PROTECTION

- 1. Are all the fire extinguishers tagged, serviced and inspected annually?
 YES NO NA
- 2. Are all fire extinguishers tagged with latest service record and inspection date?
 YES NO NA
- 3. Are fire extinguishers located within 75 feet from any point on each floor?
 YES NO NA
- 4. Are extinguishers properly protected from damage and freezing?
 YES NO NA
(reference NFPA #10)
- 5. Is building protected with smoke/heat detection system?
 YES NO NA
- 6. Is smoke/heat detection system tested and inspected on a monthly basis?
 YES NO NA
(reference NFPA #72E)
- 7. Is there a two inch drain test performed on the sprinkler system on a quarterly basis?
 YES NO NA

COMMENTS: (if an explanation is needed for the above questions, please comment below. If any "NO" block is checked, indicate action taken and date to be corrected.)

SECTION NUMBER:	ITEM NUMBER:	ACTION TAKEN:	CORRECTION BY:	DATE CORRECTED:

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APPENDIX 14

CONSULTING TEAM

Consulting Team

William F. Jenaway, Ph.D., CFO, CFPS, MIFE, Project Manager

Dr. William F. Jenaway, CFO, CFPS will serve as Project Manager for this engagement. Dr. Jenaway is the CEO of ESECG and currently serves as the Chief of Fire and Rescue Services in King of Prussia, Pennsylvania; as well as being Chairman of the municipality's Fire and Rescue Services Board. Chief Jenaway's department is the only all volunteer Accredited Fire Service Agency in the US. Fire Chief Magazine named him the "Volunteer Fire Chief of the Year" in 2001. Bill's background includes 30-plus years of volunteer fire and EMS experience. Over the years, Bill has authored over 200 articles, seven texts and provided over 100 speeches on fire and life safety issues. He holds Certified Fire Protection Specialist and Certified Fire Officer designations as well. For the past three years he has served on the Presidential/Congressional Commission known as the "Advisory Panel to Assess preparedness for Terroristic Acts Involving Weapons of Mass Destruction" (a/k/a Gilmore Commission). Dr. Jenaway also serves as President of the Congressional Fire Services Institute.

Robert Drennen, M.S. CFPS, Consultant Project Member.

Robert Drennen is the Director of the St. Joseph's University Public Safety and Environmental Protection Master's Degree Program. Within this program Mr. Drennen directs the students' development and the course program. Research papers of the students serve to broaden the perspective of Mr. Drennen and his team in the development of new techniques and procedures for fire service. Under the direction of Mr. Drennen, St. Joseph's worked with Dr. Jenaway in the development of an efficient and effective model for businesses to utilize in the preparation, prevention, response and recovery to emergencies as well as projects for the National Volunteer Fire Council involving volunteer recruitment, retention and cost savings. Mr. Drennen holds a Masters Degree, and is a retired Chief Officer of the Philadelphia Fire Department, and currently is Safety Officer of the Willow Grove, PA, Fire Company.

Daniel B.C. Gardiner, M.S., CFPS, Consultant, Project Member.

Daniel B.C. Gardiner retired as the Chief of the Department of Fire-Rescue Services, in Fairfield, Connecticut, serving there for 31 years. Fairfield is a combination (career and volunteer) fire/EMS department. Prior to his appointment as Chief, he was the department's Budget Control Officer, in charge of a budget of over eight million dollars. He redesigned the budget system currently used in the Town of Fairfield, and has been a frequent contributor to other communities financial reorganizations. Chief Gardiner holds a Bachelor's Degree in Fire Science and holds two Masters Degrees, one in Public Administration and one in Fire Science Technology, from the University of New Haven, Connecticut. Chief Gardiner has been extensively involved in managing and conducting assessment center activities for various positions throughout the Northeast. He has also provided testimony before numerous fire commissions, boards of inquiry and study panels, in addition to serving on a number of review boards as well. An author of a number of fire service texts and articles, Chief Gardiner edited the book, *Managing Fire Department Operations*, and co-authored the best selling text, *Fire Protection in the 21st Century*. Now serving his fifth term as a Director of the Certified Fire Protection Specialist Board, Chief Gardiner speaks nationally on fire protection, and fire service finance.

David A. Bradley, B.S., NREMT-P, Associate, Project Manager.

David is responsible for EMS related issues for VFIS/ESECG, a subsidiary of the Glatfelter Insurance Group. His responsibilities include: research of EMS issues, and related delivery of educational and training programs, curriculum development, and information analysis and representation on major organizations and committees. Prior to joining VFIS, Dave managed a large EMS agency.

Dave has over twenty-eight years of experience in Emergency Services. He has functioned in many roles during his career from volunteer EMT to Career EMS Chief. Dave's involvement includes IAFC, NFPA, NAEMT, and NAEMSE, along with several state-level organizations. He is a Nationally Registered Paramedic and holds a Bachelors Degree in Safety Engineering. Dave has presented on various topics in the areas of emergency service, risk management, health, and safety. He remains active as a Paramedic at First Aid & Safety Patrol, Lebanon PA.



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APPENDIX 15

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REFERENCES

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In addition to the documents provided by representatives of Newtown Township and its Fire Companies, the following documents were used in the analysis of information regarding Newtown Square Company and in the preparation of this report.

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