

# SUMMARY OVERVIEW PROPOSED PLAN OF MERGER

**FAIRVIEW FIRE AND RESCUE  
LAKE SHORE FIRE DEPARTMENT**

ERIE COUNTY, PA

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PREPARED BY  
**ROBB CONSULTING, LLC**

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The purpose of this project was to work directly with the officers and members of Fairview Fire and Rescue and Lake Shore Fire Department, Fairview and Millcreek township officials, and local stakeholders to develop a Plan of Merger for the future success of the local Fire and EMS system, its members, and the community.

## GOVERNANCE AND ADMINISTRATION

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### MISSION STATEMENT

- Protect the lives and property of the citizens, businesses, and visitors ... from fires, natural disasters, and hazardous incidents.
- Save lives by providing emergency medical services and to prevent fires through prevention and education programs.
- This will be accomplished by the volunteer corporation's dedicated volunteers and career staff's commitment to teamwork, continuous improvement, and professionalism.

### OFFICES OF THE COMPANY

The registered office of the Company shall be at 7190 West Ridge Road, Fairview, PA 16415.

### COMPANY GOVERNING STRUCTURE

The Fire Company shall be governed by a Board of Directors. The Board of Directors shall consist of eleven (11) members. This includes the following:

Executive Officers (5)	Directors (6)
President	Fire Chief
Vice President	1-year Director
Recording Secretary	2-year Director
Treasurer	3-year Director
Financial Secretary	4-year Director
	5-year Director

### TERMS AND QUALIFICATIONS

Any Active, Associate or Life Member who meets the following shall be eligible to hold a Board of Directors position:

- Eighteen (18) years of age and in good standing
- Two (2) years of service to the Company
- Ability to be bonded to perform their duties

# GOVERNANCE AND ADMINISTRATION CONTINUED

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Executive officers term of office will be two (2) years.

Officers will be elected in October.

During the first election cycle, all five (5) Directors shall be elected. As each Director term expires, it shall be replaced with a five (5) year term for each Director position.

## COMMITTEES

The Company will have both Standing Committees and Ad Hoc Committees to support the business and operational needs of the Company.

For the start-up of the Company, the following Standing Committees have been proposed:

- Oversight
- Long Range Planning
- Budget and Finance
- Audit Advisory
- Building and Grounds Maintenance
- Membership
- Member Life and Retention
- Fund Drive
- Social Hall and Fundraising
- Auxiliary
- Fire Safety Education
- Public Relations

For the start-up of the Company, the following Ad Hoc Committees have been proposed:

- Memorial Day (May)
- Nominating (October)
- Appeal (As Needed)
- Grievance (As Needed)

## MEETINGS

The Company will have the following meetings:

- Regular Business Meeting
- Special Meeting
- Relief Association
- Board of Directors
- Reorganization

Meetings will be held the **2nd Wednesday of the month starting at 7 PM** running concurrently except for Special Meetings, which will be held as needed, and the Reorganization meeting, which will be held in January.

### Special Meetings:

- Can be called by the President or by the request of five (5) members
- Notice of such request being served upon the President, who shall call the special meeting within seven (7) days of receipt

Six (6) Board Members of the Company shall constitute a quorum for the transaction of business at all Regular Business, Special, and Reorganization meetings.

The Board shall publish a meeting schedule no later than the December regular business meeting for the upcoming year.

Committees shall identify and establish a notification process for meeting dates and location.

## ELECTIONS

**August** – The President will appoint three (3) members to serve as the Nominating Committee.

**September** – The Nominating Committee will present the list of qualified nominees to the members.

**October** – Elections will be held the 1st Sunday of October at 1:00 PM EST at Station 50.

**January** – Newly elected officers will assume office at the reorganization meeting.

### Eligibility to Vote for 1st election:

- All members in good standing from each legacy Fire Company

### Eligibility for Subsequent Elections:

- **Active:** 6 out of 12 business meetings
- **Associate:** 6 out of 12 business meetings
- **Life:** 3 out of 12 business meetings
- Will be tallied in the previous twelve months starting September 1st and ending August 30th
- Eligible members who are qualified to hold an office in the Company shall only have the privilege to hold one (1) Administrative office and one (1) Fire-Rescue office.
- Such eligible members shall not hold the positions of both Company President and Fire Chief.
- This does not apply to the affiliated Volunteer Firefighters Relief Association.
- All votes are a simple majority.
- President and Committee Chairperson shall abstain from voting.

## TERM OF OFFICE

Executive Officers	Term
President	2 years
Vice President	2 years
Recording Secretary	2 years
Treasurer	2 years
Financial Secretary	2 years
Directors	Term
All Directors	5 years
Chief Officers	Term
Fire Chief	3 years
1st, 2nd, and 3rd Assistant Chiefs	1 years

### **ADMINISTRATIVE STAFF**

The Company will continuously monitor the number of hours served by members participating in both administrative and emergency response roles to determine member participation. By monitoring this data on a regular basis, administrative and operational staffing needs can be revised, and steps taken before staffing challenges begin to arise.

### **AFFILIATED ORGANIZATIONS**

The Company is part owner of the following organizations:

- West County Paramedic Association
- Millcreek Paramedic Service

# MEMBERSHIP

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## MEMBERSHIP CATEGORIES

- Probationary
- Junior (Ages 14 to 17)
- Associate
- Active
- Life
- Allied
- Career

## EXISTING MEMBERS

- Any current member in good standing of Fairview Fire and Rescue or Lake Shore Fire Department shall automatically be a member of the Company.
- Years of service completed will be transferred.
- Elected and appointed positions held will be recognized.

## GENERAL QUALIFICATIONS FOR MEMBERSHIP

- Shall be required to obtain local, state, and/or federal background checks
- All members shall adhere to the administrative guidelines.
- Active Responders shall adhere to the operational guidelines.
- Testing such as physicals will be paid for by the Company and/or Volunteer Firefighter's Relief Association.
- Any member who is engaged in military service shall retain his or her membership for a period of five (5) years.

## ADMISSION TO THE COMPANY

Any person fourteen (14) years of age or older may apply for membership into the Company.

The Membership Committee shall be responsible for the review, background checks, references, and interview of all applicants.

Within 15 days of becoming a Probationary Member, the Membership and Recruitment Committee shall ensure the member receives a copy of the Company by-laws, SOG/SOP, and all equipment necessary for successful participation in membership class (shall be provided by the Fire Chief or his designee).

## HONORARY TITLES

To recognize an individual who has rendered a significant service to the Company or otherwise merit recognition, the Company will have the power to designate the titles of Chief Emeritus, President Emeritus, and Life Member Emeritus.

**PARTICIPATION/INCENTIVE SYSTEM**

The point system is designed to track all active members activities within the Company.

- All activities are worth one (1) point.
- Drill and other points as well as call percentages will be calculated and awarded monthly by the Chief or his designee.
- Point totals are needed for the calendar year but calculated for the preceding 12 months when necessary.

Activities that points are awarded for are as follows:

- Public relations events
- Fire prevention
- Apparatus inspection
- Fundraising
- Training/Class (1 point per 4 hours)
- Administrative duties

The points shall be documented at the time of activity via designated form.

**Points needed per membership classification:**

Membership	Meetings	Drills	Other	Total	
Junior	6	12	10	28	+ 5% of total calls
Probationary	6	12	10	28	+ 5% of total calls
Active	6	12	10	28	+ 5% of total calls
Fire Police	6	12	10	28	+ 5% of total calls
Allied	2	6	5	13	+ 5% of total calls
*Life	1	4	0	5	

\*In the case of a previous Active Member who has taken their Life Member status but wishes to still respond to calls, they shall attend a minimum of four (4) drills per year to remain eligible to run calls.

# BUDGET AND FINANCE

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## BUDGET YEAR

The Fire Company's budget year will begin on January 1st and conclude on December 31st.

## DEDICATED AND RESTRICTED FUNDS

The Company will establish dedicated and restricted accounts for capital apparatus, equipment, and facility project.

These funds will be restricted, and these funds will follow the guidelines established at the time of establishment, which will be reviewed from time to time.

## PROFESSIONAL SERVICES

The Board of Directors will have the authority to secure professional services for the Company including but not limited to financial, accounting, consulting, and legal services.

## ANNUAL FISCAL ACCOUNTABILITY – AUDIT

- Annual audit/review performed on the financial books and records of the Company
- The audit shall be performed by an Audit Advisory Committee.
- Upon the change in Treasurers or as deemed appropriate by the Board of Directors, the Company will retain a certified public accountant that is qualified to examine the books and records of a nonprofit organization and provide a full report on the financial health of the Company.

## ANNUAL BUDGET PROCESS

- **August** – The annual budget process begins.
- **September** – Draft budgets will be forwarded to the Treasurer and Financial Secretary.
- **October** – The final draft budget is presented to the Company.
- **November** – The final budget is reviewed and approved by the membership.

## COMBINED PROPOSED BUDGET 2023

General Operation Budget – Fire	\$458,100
General Operation Budget – EMS	\$449,325
VFRA (Act 84)	\$83,750
<b>Total Annual Budget</b>	<b>\$991,175</b>

## COMBINED TOTAL LIABILITIES

Organization	Liabilities
Fairview Fire and Rescue*	\$181,880.79
Lake Shore Fire Department**	\$389,208.87
Total Liabilities:	\$571,089.66

\*Combined 2013 engine and 2019 ambulance loan with Fairview Township

\*\*Combined 2015 ladder and 2020 engine loan with Fairview Township



# BUDGET AND FINANCE CONTINUED

## COMBINED COMPANY VALUE

Organization		
<b>Fairview Fire and Rescue</b>	Total Assets	\$ 3,180,377.65
	Less Liabilities	\$ 181,880.79
	Net Difference	\$ 2,998,496.86
<b>Lake Shore Fire Department</b>	Total Assets	\$ 2,524,180.64
	Less Liabilities	\$ 389,208.87
	Net Difference	\$ 2,134,971.77
	Total Company Value	\$ 5,133,468.63

## MUNICIPAL CONTRIBUTIONS

### Fairview Township:

- will continue to contribute 90% of the local services tax to fund the Company
- will continue to fund fire hydrant repairs and maintenance
- will continue to offer the revolving loan program to the Company
- will provide additional funding focused on volunteer retention and increased career staffing

### Millcreek Township:

- will continue its yearly contribution to Fairview Township to fund the Company
- does not anticipate any changes to this funding plan in the future

## VOLUNTEER FIREFIGHTER RELIEF ASSOCIATION CONTRIBUTION

The existing formula for the distribution of the state's foreign fire insurance proceeds to Fairview Township has the annual funds currently distributed as follows:

- 75% to Fairview Fire and Rescue
- 25% to Lake Shore Fire Department

The new Company will receive 100% of the annual funds distributed.

## ESTIMATED FOREIGN FIRE INSURANCE DISTRIBUTION

Year	Estimated Distribution
2023	\$ 58,000.00

# OPERATIONAL SYSTEM

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## SERVICES PROVIDED

The Company will continue to provide all services that the legacy companies currently provide to the community. This includes, but is not limited to, fire suppression, vehicle rescue, technical rescue including rope rescue and water rescue, hazardous materials, emergency medical services (EMS), fire police, and fire prevention and education.

## OPERATIONS LINE OFFICERS

- Chief
- Three (3) Assistant Chiefs
- Captain
- Lieutenant (Fire)
- Lieutenant (EMS)

## OPERATIONS POSITIONS

- Probationary Member
- Active Responder – EMS Only
- Active Responder – Fire and EMS

## BASIC TRAINING REQUIREMENTS

### Line Officer, Lieutenant (Fire)

- All Probationary, Active Responder member training
- Additional Structure Burn Session
- Mass Casualty/Fatality Class
- Incident Command
- Advanced Fire Fighting
- RIT/FAST Class
- Truck Company II

### Line Officer, Lieutenant (EMS)

- All Probationary, Active Responder EMS only training
- Mass Casualty/Fatality Class
- Incident Command
- EVOG
- Water Rescue Awareness
- Traffic Incident Safety

### Line Officer, Captain

- All Probationary, Active Responder and Line Officer, Lieutenant training
- Leadership Class/School/Seminar
- Legal Aspects of the Fire Service

## Line Officer, Assistant Chief(s)

- All Probationary, Active Responder, Line Officer Lieutenant, and Captain training
- Resource Management Training, Fire Service
- Recruitment and Retention Training, Fire Service
- Report/Documentation Training, Fire Service

## Line Officer, Fire Chief

- All Probationary, Active Responder, Line Officer Lieutenant, Captain, and Assistant Chief training
- Leadership Training/Seminar, Fire Service
- Management Training/Seminar, Fire Service

## Probationary Member

- Healthcare CPR and AED
- NIMS 100, 200, and 800
- Complete or be enrolled in an EMT, EMR, Essentials of Fire Fighting Class, or Firefighter I
- Understand all department policies, responses, and pre-plans
- Pass a general knowledge test

## Active Responder – EMS Only Members

- PA State EMS Certification
- Hazardous Materials 24-hour Operations
- Incident Rehab Class

## Active Responder – Fire and EMS Members

- Complete EMS Certification
- Complete Essentials of Firefighting or Firefighter I
- Structure Burn Session
- Hazardous Materials 24-hour Operations
- Pump Operations I (Operator)
- EVOG (Operator)

## FIRE-EMS STATIONS

The Company will operate out of the existing fire stations owned and operated by the legacy companies. These stations include the following:

Station 1 (52)	7190 West Ridge Road, Fairview, PA 16415
Station 2 (53)	7040 West Lake Road, Fairview, PA 16415
Station 3 (50)	5310 West Lake Road, Erie, PA 16505

**Station 1** will function as the headquarters station.

**Station 2** will continue to house in-service, reserve engine, West County Paramedics, and function as an evacuation center for emergencies.

**Station 3** will continue to house the water rescue resources.

# OPERATIONAL SYSTEM CONTINUED

## APPARATUS

The Company proposes to operate the following apparatus:

### Day 1

Station 1 (52)	Station 2 (53)	Station 3 (50)
Engine	In-service reserve Engine	Engine
Rescue	West County Paramedics	Quint
Tanker		Ambulance
Ambulance		Medium Rescue/Specialty
Utility		Fire Boat
		Inflatable Rescue Boat
		Utility

### Future

Station 1 (52)	Station 2 (53)	Station 3 (50)
Engine	Engine (In-service Reserve)	Quint
Rescue/Engine	West County Paramedics	Ambulance (In-service Reserve)
Tanker		Light Rescue/Specialty
Ambulance		Fire Boat
Utility		Inflatable Rescue Boat
		Utility

The apparatus plan proposes the reduction of one engine (pumper) in the future.

## CAREER STAFFING

To ensure all initial calls for service are answered, the Company is proposing the following staffing plan:

- Locate all career staff at Station 1.
- Primary ambulance will be housed at Station 1.
- Staffing will include two (2) Firefighter/Emergency Medical Technicians.
- Depending on available volunteer staffing, on-duty career staff may split.
- This staffing model will work towards the goal of no scratched/missed calls.
- Consolidation of career staff to one location will permit flexibility that does not exist today.

Existing staffing agreements will continue for the foreseeable future.

**Chart – Fairview Fire and Rescue Calls for Service**

	2000	2005	2010	2015	2019	Percentage Change +/-
<b>Fire Calls</b>	236	281	261	240	298	+26%
<b>EMS Calls</b>	588	613	550	803	764	+30%
<b>Total Calls</b>	824	894	811	1,043	1,062	+29%

**Chart – Lake Shore Fire Department Calls for Service**

	2000	2005	2010	2015	2019	Percentage Change +/-
<b>Fire Calls</b>	150	210	250	290	275	+45%
<b>EMS Calls</b>	300	350	400	700	625	+108%
<b>Total Calls</b>	450	560	650	990	900	+100%

**Chart – Staffing Per Fire Call**

	2000	2005	2010	2015	2019	Percentage Change +/-
<b>Fairview</b>	-	-	-	5.7	4.5	-21%
<b>Lake Shore</b>	9	7	5	5	4	-56%

# LOCAL GOVERNMENT

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## DESIGNATED FIRE AND EMS PROVIDER

The Company shall be the designated Fire and Emergency Medical Services provider by ordinance for Fairview Township and for the northwest portion of Millcreek Township.

The existing service boundaries that are served today will continue to be served after the merger.

## SERVICE AGREEMENT

A new, multi-year service agreement is recommended. The preferred time period is five (5) or ten (10) years.

The agreement is recommended to include at a minimum the following:

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

## COMMUNITY FIRE AND EMS ADVISORY COMMITTEE

The responsibility for the delivery of fire and emergency medical services falls to local government. It is proposed that the Company, working with Fairview Township and Millcreek Township, establish a Community Fire and EMS Advisory Committee.

The committee would have two primary goals:

- To foster better communication and to build better relationships with municipal governments, citizens, and businesses served
- To advance the Fire and EMS needs of the community through a broad-based planning and decision-making process

## Chart – Sample Advisory Committee

Members	Number
Fire and EMS Company (Board Member)	1
Fire and EMS Company (Fire Chief)	1
Fairview Township (Supervisor)	1
Millcreek Township (Supervisor)	1
Community Representative (Fairview)	1
Community Representative (Millcreek)	1
Business Representative (at-large)	1
<b>Total</b>	<b>7</b>