

BRISTOL BOROUGH FIRE STUDY

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

Executive Summary.....	2
Municipal Overview	6
Demographics.....	7
PA Borough Code: Specific Powers – Fire Protection	11
Bristol Borough Fire Organizational Structure	11
Fire Protection Funding.....	20
Evaluation of Fire Services.....	26
SR/60 HR 148 Options for Bristol Borough.....	37
Bristol Borough Fire Response Data	38
Staffing & Response Times	87
Fire Fighter/Officer Requirements:.....	106
Fire Protection Assets:	113
Strategic Planning:.....	127
Bristol Borough/Bristol Township	129
Conclusion:	130

Executive Summary

In 2019, the Pennsylvania Department of Commerce & Economic Development (DCED) began a project to assess the fire services for Bristol Borough, Bucks County as requested by these municipalities. This report is an analysis of operations, organizational management, equipment and facilities of the Bristol Borough Fire Companies.

Bristol Borough Fire Companies have a history of cooperation using automatic aid for fire and rescue responses.

As of the compilation of this document, the fire companies have a symbiotic relationship regarding Fire Services. To continue to operate separate and distinct Fire Companies in terms of Administrative and Operational issues does not reflect the reality of the situation.

1. Purpose

Municipalities should periodically review the fire services that they are responsible to deliver under the municipal laws of the Commonwealth. The purpose should be to make sure that fire protection is being delivered in a competent, prompt, professional manner with the needed resources, operational efficiencies, and management and that citizens expectations are met.

This assessment is intended to provide the municipalities with an overview of fire protection to ensure that they can evaluate these findings to effectively and efficiently provide services to the residents of Bristol Borough.

3. Methodology Used in the Study

To understand and evaluate these issues, DCED undertook an assessment of the finances and operations of the Borough and the fire companies. The principal approaches utilized in this study included the following:

- Meetings with the Municipal Officials of Bristol Borough
- Road tours of the area
- Site visits to the Fire Stations and interactions with available members
- Interaction via email and phone to conduct follow ups
- Data Collection of external and internal data documenting administrative and operational management policies and practices

2. Overview

The Borough and the fire companies have several in depth issues that need to be addressed:

- Daytime Staffing
- Recruitment and Retention of members
- Lack of Strategic Planning in all areas
- Facilities
- Duplication of common fire protection services and equipment
- Finances

3. Recommendations

Throughout this report DCED provides evaluation and analysis of the organization, finances, and services provided by the study participants. Where appropriate, the report makes recommendations for improvements. Major recommendations are listed below.

Major Recommendations

The Borough should have the Fire Department, through the Appointed Borough Fire Chief, report directly to the Borough Manager. This should be codified in Bristol Borough Code § 7

The Borough should review, revamp and codify the Bristol Borough Municipal Code Chapter 7 as a means to determine, with the fire companies what the Borough and the citizens need in the 21st Century in regard to Community Fire Protection, and what the fire companies need to achieve success in these areas.

Bristol Borough should review the recommendations in this document and the potential investment needed to provide Fire Protection in the future. Accordingly, Bristol Borough should consider raising revenue through Fire Tax at the appropriate millage as to achieve the proper level of investment for Fire Protection.

Bristol Borough should facilitate an Association of Station 50, Station 51, Station 52, and Station 53/25 , in a cooperative manner, with the ultimate goal of operating as a single entity to provide Fire Protection in Bristol Borough

All Association actions should be accomplished by codifying this action through adoption of appropriate ordinances and/or resolutions. Bristol Borough Code Chapter 7 should be amended accordingly.

Bristol Borough should review the recommendations in this document and the potential investment needed to provide Fire Protection in the future. Accordingly, the Borough should consider implementing the full 3 Mills Fire Protection Tax as permitted by Pennsylvania Fire Class Borough Code.

Bristol Borough should require a uniform method of recording and collating of all data of the various operational, response time, mutual aid, staffing and training components. All data should be managed through a common reporting program and analyzed monthly by the Borough and the Association of Fire Companies. This should be codified in Bristol Borough Code § Chapter 7.

Bristol Borough should establish Fire Response and Staffing benchmark performance objectives as per NFPA 1720 for the Urban area.

Bristol Borough and the Association of Fire Companies should develop and implement Uniform Training & Qualifications Standards.

Bristol Borough should facilitate, within a reasonable timeframe, agreed upon by the Borough and the Association of Fire Companies, consolidation of operations of Station 50, Station 51, Station 52, and Station 53/25 into a single location, within the area of Prospect Street between Jefferson and Washington Streets. Bristol Borough should finance and construct a new, contemporary Fire Station to facilitate this.

Major Recommendations

The Borough and the Association of Fire Companies should make sure that any design includes the desired components based upon NFPA 1500: Standard on Fire Department Occupational Safety, Health, and Wellness Program and its impacts.

NFPA 185, the Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting should be referenced in the planning and design.

Bristol Borough and the Association of Fire Companies should operate a Front-Line Fire Apparatus Fleet of 2 Engine Companies, 1 Ladder Company & 1 Rescue Company. Support Apparatus replacement should be evaluated on a case by case basis by the Association of Fire Companies and the Borough.

Municipal Overview

Bristol Borough, Bucks County, PA

Bristol Borough is in Bucks County, Pennsylvania, 23 miles (37 km) northeast of Center City Philadelphia, opposite Burlington, New Jersey on the Delaware River. Samuel Clift founded the Borough of Bristol. Bristol predates Philadelphia, settled in 1681 and incorporated in 1720. Although its charter was revised in 1905, the original charter remains in effect, making Bristol Borough the third oldest borough in Pennsylvania. The 2010 census has the population at 9,726. The borough has a total area of 1.96 square miles , of which, 1.70 square miles of it is land and 0.26 square miles of it is water.

After 1834, the town became very important to the development of the American Industrial Revolution as the terminus of the Delaware Canal providing greater Philadelphia with High Tech Anthracite fuels from the Lehigh Canal via Easton. By the 1880s Bristol was home to many factories, including those manufacturing wallpaper and carpet. In World War I, Bristol docks constructed merchant vessels. During World War II the old shipyards were used to build airplanes, but most of the manufacturing in WW-II was not directly war related.























Today preserved elements of the shipyard and other buildings once important in Bristol's past service in the Historic and Industrial Districts and tourism sites, celebrate the town's history and rich ethnic diversity. Various annual festivals, in particular keep a multi-ethnic cultural identity alive and well. Historic sites include the Pennsylvania Canal, Dorrance Mansion, General Stores and Mold Loft Building-Harriman Yard of the Merchant Shipbuilding Corporation, Grundy Mill Complex, Harriman Historic District, Jefferson Avenue School and Jefferson Land Association Historic District are listed on the National Register of Historic Places. Delaware Division of the Pennsylvania Canal is also designated a National Historic Landmark District.

U.S. Route 13 passes southwest-northeast through Bristol heading southwest toward Bensalem and Philadelphia and northeast to Levittown and Trenton, New Jersey. US 13 connects to the Pennsylvania Turnpike/Interstate 95 at the Delaware Valley interchange north of Bristol, just west of the Delaware River Turnpike Bridge over the Delaware River that connects the Pennsylvania Turnpike to the New Jersey Turnpike. Pennsylvania Route 413 passes north-south along the western edge of Bristol, heading north on Veterans Highway toward Langhorne and south to the Burlington-Bristol Bridge over the Delaware River that leads to Burlington, New Jersey. PA 413 connects to Interstate 95 at an interchange north of Bristol. Bristol is served by SEPTA Regional Rail's Trenton Line that provides service between Center City Philadelphia and the Trenton Transit Center

Adjacent Municipalities

Bristol Borough is surrounded to the East, North and West by Bristol Township. The Eastern Boundary is the Delaware River.

Demographics

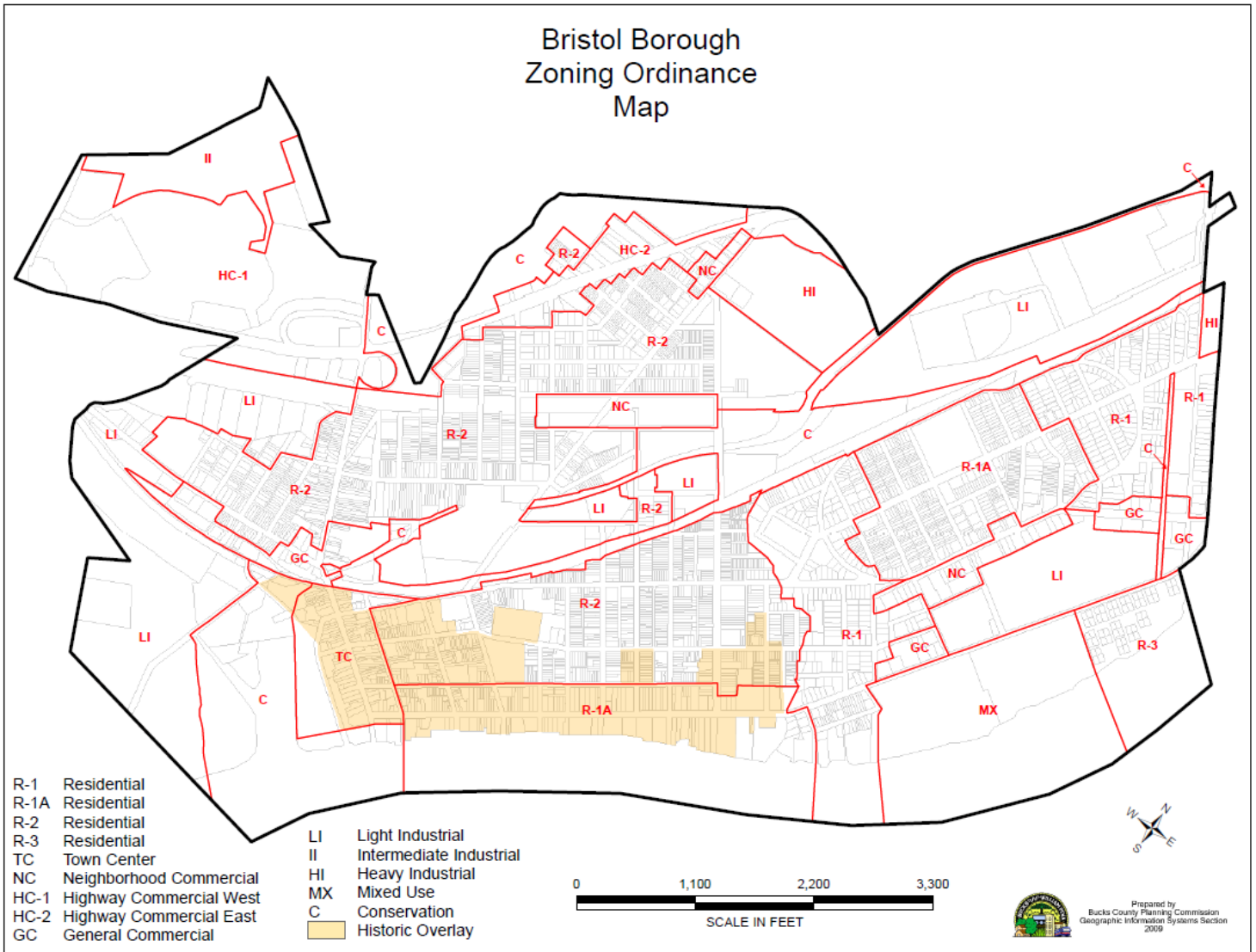
 GEOGRAPHY	
Geography	
 Population per square mile, 2010	5,988.9
 Land area in square miles, 2010	1.62
 PEOPLE	
Population	
 Population estimates, July 1, 2019, (V2019)	9,576
 Population estimates base, April 1, 2010, (V2019)	9,726
 Population, percent change - April 1, 2010 (estimates base) to July 1, 2019, (V2019)	-1.5%
 Population, Census, April 1, 2010	9,726
Age and Sex	
 Persons under 5 years, percent	△ 5.4%
 Persons under 18 years, percent	△ 22.2%
 Persons 65 years and over, percent	△ 14.8%
 Female persons, percent	△ 55.1%
Race and Hispanic Origin	
 White alone, percent	△ 79.6%
 Black or African American alone, percent (a)	△ 11.2%
 American Indian and Alaska Native alone, percent (a)	△ 0.6%
 Asian alone, percent (a)	△ 1.4%
 Native Hawaiian and Other Pacific Islander alone, percent (a)	△ 0.0%
 Two or More Races, percent	△ 3.0%
 Hispanic or Latino, percent (b)	△ 16.4%
 White alone, not Hispanic or Latino, percent	△ 67.5%
Population Characteristics	
 Veterans, 2014-2018	489
 Foreign born persons, percent, 2014-2018	2.6%

Housing	
📌 Housing units, July 1, 2019, (V2019)	X
📌 Owner-occupied housing unit rate, 2014-2018	50.1%
📌 Median value of owner-occupied housing units, 2014-2018	\$181,200
📌 Median selected monthly owner costs -with a mortgage, 2014-2018	\$1,797
📌 Median selected monthly owner costs -without a mortgage, 2014-2018	\$743
📌 Median gross rent, 2014-2018	\$1,034
📌 Building permits, 2019	X
Families & Living Arrangements	
📌 Households, 2014-2018	3,815
📌 Persons per household, 2014-2018	2.52
📌 Living in same house 1 year ago, percent of persons age 1 year+, 2014-2018	88.4%
📌 Language other than English spoken at home, percent of persons age 5 years+, 2014-2018	13.2%
Computer and Internet Use	
📌 Households with a computer, percent, 2014-2018	84.9%
📌 Households with a broadband Internet subscription, percent, 2014-2018	81.0%
Education	
📌 High school graduate or higher, percent of persons age 25 years+, 2014-2018	91.0%
📌 Bachelor's degree or higher, percent of persons age 25 years+, 2014-2018	19.3%
Health	
📌 With a disability, under age 65 years, percent, 2014-2018	12.4%
📌 Persons without health insurance, under age 65 years, percent	🚩 9.5%
Economy	
📌 In civilian labor force, total, percent of population age 16 years+, 2014-2018	66.1%
📌 In civilian labor force, female, percent of population age 16 years+, 2014-2018	64.7%
📌 Total accommodation and food services sales, 2012 (\$1,000) (c)	10,436
📌 Total health care and social assistance receipts/revenue, 2012 (\$1,000) (c)	25,743
📌 Total manufacturers shipments, 2012 (\$1,000) (c)	220,951
📌 Total merchant wholesaler sales, 2012 (\$1,000) (c)	209,942
📌 Total retail sales, 2012 (\$1,000) (c)	85,591
📌 Total retail sales per capita, 2012 (c)	\$8,837
Transportation	
📌 Mean travel time to work (minutes), workers age 16 years+, 2014-2018	22.6
Income & Poverty	
📌 Median household income (in 2018 dollars), 2014-2018	\$55,313
📌 Per capita income in past 12 months (in 2018 dollars), 2014-2018	\$28,121
📌 Persons in poverty, percent	🚩 17.7%

BUSINESSES

📌 All firms, 2012	763
📌 Men-owned firms, 2012	439
📌 Women-owned firms, 2012	230
📌 Minority-owned firms, 2012	93
📌 Nonminority-owned firms, 2012	635
📌 Veteran-owned firms, 2012	125
📌 Nonveteran-owned firms, 2012	586

Bristol Borough Zoning Ordinance Map



PA Borough Code: Specific Powers – Fire Protection

§ 1202. Specific powers.

The powers of the borough shall be vested in the council. In the exercise of any specific powers involving the enactment of an ordinance or the making of any regulation, restriction or prohibition, the borough may provide for enforcement and penalties for violations. The specific powers of the borough shall include the following:

(56) To ensure that fire and emergency medical services are provided within the borough by the means and to the extent determined by the borough, including the appropriate financial and administrative assistance for these services. The borough shall consult with fire and emergency medical services providers to discuss the emergency services needs of the borough. The borough shall require any emergency services organization receiving borough funds to provide to the borough an annual itemized listing of all expenditures of these funds before the borough may consider budgeting additional funding to the organization.

Bristol Borough Fire Organizational Structure

The Bristol Borough Fire Dept. is constituted under authorization of the Bristol Borough Code through the Borough Council via Chapter 7 of the Bristol Borough Code.

- It operates the direction of the Mayor as per **§ 7-101. Fire Dept. Established**
- It is under the Command of a Borough Chief and Two Assistant Chiefs as per **§ 7-105. Appt. & Tenure of Chief & Asst. Chief of Fire Dept.**
- Incident Command is codified through the Bristol Borough Code: **§ 7-109. Authority of Chief and Assistant Chiefs.**
 - *Subject to the rules and regulations of the Council and under the direction of the Mayor, the Chief shall have full and complete authority and control over the Fire Department and the members thereof in the performance of their duties as firemen at fires and elsewhere, and he shall assign to each member the duties to be performed by him. It shall be the duty of the Chief to see that all of the apparatus, equipment and supplies of the Fire Department are at all times in readiness for instant use, and that the fire houses are maintained in proper condition. He shall report monthly to the Mayor for transmission to the Council all accidents and losses caused by fires and the causes thereof, if known. He shall include in his reports his recommendations for the regulation and improvement of the Fire Department. The Assistant Chiefs shall assist the Chief in the performance of his duties and in his absence shall act as Chief in his place, in the order of their election.*

- Currently, there are 5 individual Fire Companies operating out of 4 Fire Stations. Each Fire Company operates independently with its own set of Company By-Laws, Administrative and Operational Procedures.
- Each Company elects its Administrative and Operational Officers through a vote of the Company Membership

Beyond responses, there are many administrative issues, operational and non-operational, that are critical to the success of the Volunteer Fire Service, including, but not limited to: Training, Recruitment/Retention, Inventory, Record Keeping, Health & Wellness, Personnel Issues, Strategic Planning & Financial Planning. These responsibilities are evolving and increasing. It is not reasonable for the Borough to expect the Volunteers to handle these individually without administrative assistance, guidance and oversight.

There are several tools that could be used by Bristol Borough to improve in this area.

- 1) Revamp and codify the Bristol Borough. Fire Council through Chapter 7 as shown below.
- 2) Currently, the rest of the operating Municipal Departments report to the Borough Manager. The Fire Dept. does not. The Borough recognizes, in its code, that it has four paid employees to run and administer the Fire Dept. These employees should be reporting to the Borough Manager as do all other operating departments.
- 3) A review of the Chapter 7 of Borough Code reveals ordinances, of which the majority are overwhelmingly from 1927. The Borough should review the recommendations in this report and revise Chapter 7 of the Borough Code to reflect the contemporary reality of Fire Protection in Bristol Borough in the 21st Century.

Recommendation: *The Borough should have the Fire Department, through the Appointed Borough Fire Chief, report directly to the Borough Manager. This should be codified in Bristol Borough Code § 7*

Recommendation: *The Borough should review, revamp and codify the Bristol Borough Municipal Code Chapter 7 as a means to determine, with the Fire Companies what the Borough and the citizens need in in the 21st Century in regard to Community Fire Protection, and what the Fire Companies need to achieve success in these areas.*

Bristol Borough Fire Companies

Fire Protection in Bristol Borough is provided by an all-volunteer fire department that is currently made up of five individual fire companies located throughout the Borough. The Borough has oversight by appointing a Fire Chief, 2 Assistant Fire Chiefs, and a Fire Marshal. The Borough Fire Marshal slot is currently filled by the Borough Chief. There are 11 Volunteer Chiefs positions in the individual companies for a total of 14 Chiefs positions.

- Station 25 – American Hook, Hose & Ladder Co.
- Station 50 – Bristol Consolidated
- Station 51 – Bristol Fire Company
- Station 52 – Goodwill Hose Co. # 3
- Station 53 – Bristol Fire Co. # 6

Approximately 74 volunteer firefighters serve the Borough 24 hours a day, 7 days a week, 365 days a year. The Borough Fire Marshal slot is currently filled by the Borough Chief.

The Fire Companies provide a range of public safety and emergency safety services which include the following:

- Structural fire suppression
- Vehicle rescue/extrication
- Water Rescue
- Technical Rescue
- Hazardous Materials response
- Emergency medical services assistance

Bristol Borough responded to 1,876 Fire calls and 1,684 EMS calls for the time period of this study.

Bristol Borough ISO Rating is 3.

Bristol Consolidated Fire Company No. 1, Bucks County Station 50, was formed in 1927. It is located at 250 Pond Street, Bristol, PA.

Membership Station 50:

- Active Member - 11
- In-Active Members - 15
- Active Life Members - 5
- In-Active Life Members - 10
- Administrative Members - 2

Bristol Fire Company, Bucks County Station 51, was founded in 1857. It operates out of 198 Wood Street, Bristol, PA.

Membership Station 51:

- Active - (23 members) 15% of responses, 50% of meetings, 50% of activities including training.
- Inactive - (23 members) – Members who do not meet the requirements of Active and pay their annual dues.
- Life Members – (10 members) 15 years as an active member, nomination letter reviewed by President and Fire Chief. $\frac{3}{4}$ vote of the members present at the meeting.

Goodwill Hose Co. No. 3, Bucks County Station 52, was formed in 1895. It is located at 190 Mifflin Street, Bristol, PA.

Membership Station 52:

- Life member non-active - 31
- Life member active - 15
- Member non-active - 7
- Member active - 8

America Hook, Hose & Ladder Co. No. 2, Bucks County Station 25, was formed in 1874. Bristol Fire Co. No. 6 Bucks County Station 53, was chartered in 1944. It is co-located with Station 25

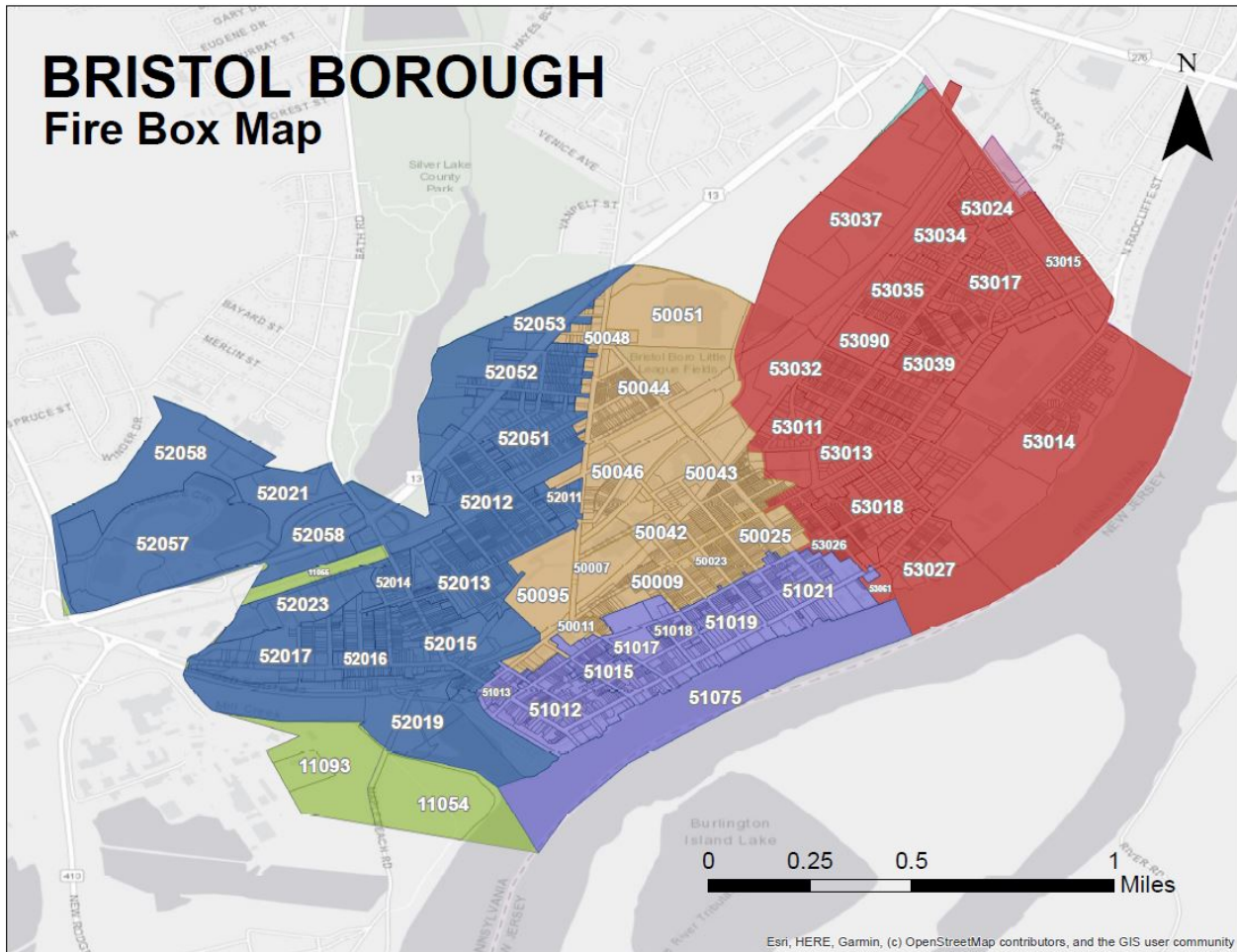
Membership Station 53/25:

- Active - 30
- Probationary - 6
- Junior - 0
- Life - 19
- Inactive - 5
- Social - 3

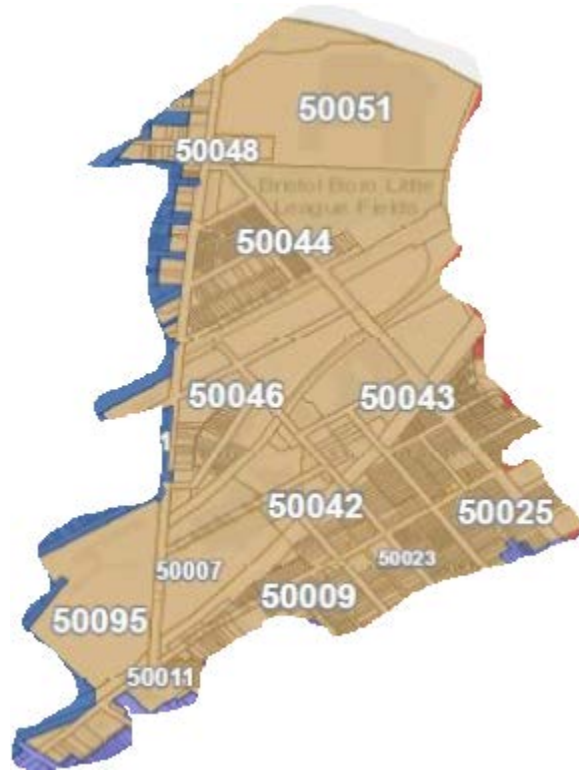
Bristol Borough Fire Dept., Bucks County Station 500, was formed in 1927. It is located at 250 Pond Street, Bristol, PA

By Bristol Borough Ordinance, Chapter 7:

- Fire Chief : 1
- Assistant Fire Chief : 2 – 1 position currently vacant
- Fire Marshal: 1 – Currently filled by Fire Chief



Station 50 Box Response Area



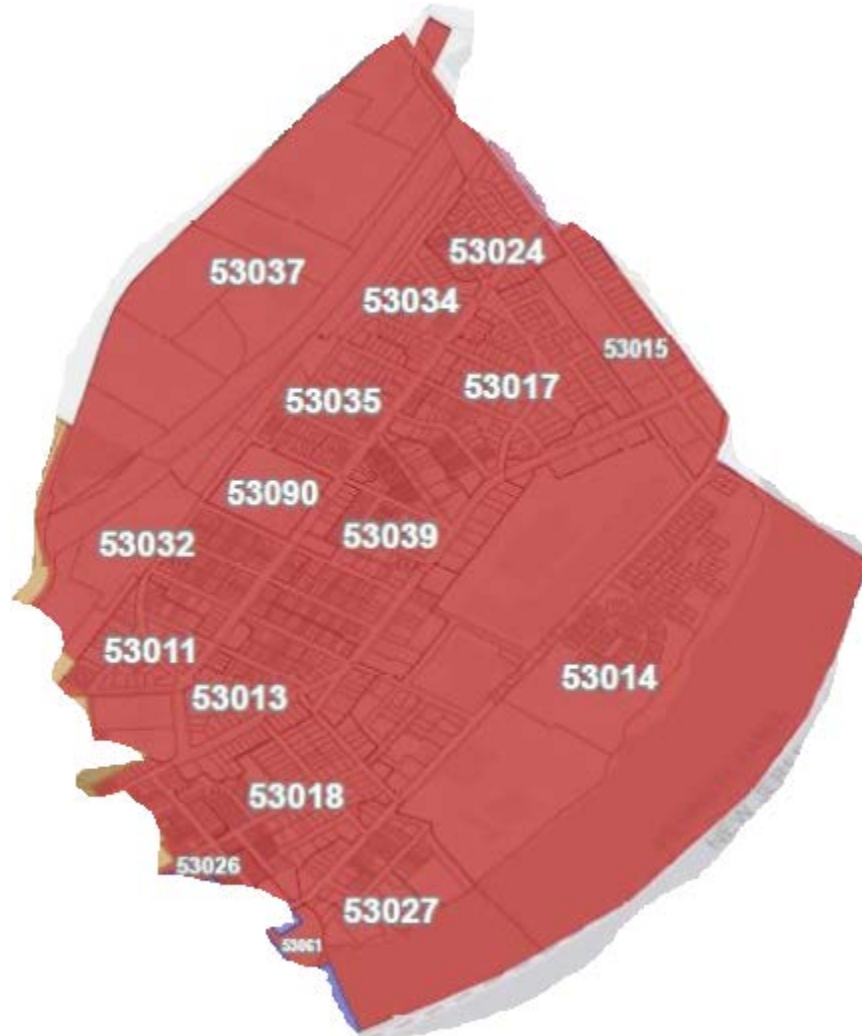
Station 51 Box Response Area



Station 52 Box Response Area



Station 53/25 Box Response Area



Fire Protection Funding:

Bristol Borough funds Fire Protection with Tax Millage Rates under the Pennsylvania Borough Code. The Fire Companies are funded by annual allocations from the Borough's Fire Tax Millage, the Pennsylvania Fireman's Relief Fund, Act 205 and occasional state and federal grants, various fundraising efforts, and facility rental activities. The Fire Marshal's Office is funded through the General Fund Millage.

CHAPTER 13 TAXATION AND FINANCE

§ 1302. Tax levy.

(a) **Authority.**--The council of the borough shall have power, by ordinance, to levy and collect annually a tax not exceeding 30 mills for general borough purposes, unless the council by majority action, upon due cause shown by resolution, petitions the court of common pleas, in which case the court may order a rate of not more than five mills additional to be levied and in addition any of the following taxes:

(1) An annual tax sufficient to pay interest and principal on any indebtedness incurred pursuant to 53 Pa.C.S. Pt. VII Subpt. B (relating to indebtedness and borrowing) or any prior or subsequent act governing the incurrence of indebtedness of the borough.

(2) To provide for pensions, retirement or the purchase of annuity contracts for borough employees, not exceeding one-half mill.

(3) To defray the cost and expenses of caring for shade trees as provided in section 2720.1 (relating to maintenance by borough and tax levy) and the expense of publishing the notice referred to in section 2720.1, not exceeding one-tenth mill.

(4) For lighting and illuminating the streets, highways and other public places, not exceeding eight mills.

(5) For gas, water and electric, not exceeding eight mills, additional millage permitted only following a favorable referendum on the matter held in accordance with the election laws of this Commonwealth.

(6) For the purchase of fire engines, fire apparatus and fire hose for the use of the borough or for assisting any fire company in the borough in the purchase, renewal or



repair of any of its fire engines, fire apparatus or fire hose, for the purposes of making appropriations to fire companies both within and without the borough and of contracting with adjacent municipalities or volunteer fire companies in adjacent municipalities for fire protection, for the training of fire personnel and payments to fire training schools and centers or for the purchase of land upon which to erect a firehouse, or for the erection and maintenance of a firehouse or fire training school and center, not exceeding three mills. The following shall apply:

(i) The borough may appropriate up to one-half, but not to exceed one mill, of the revenue generated from a tax under this paragraph for the purpose of paying salaries, benefits or other compensation of fire suppression employees of the borough or a fire company serving the borough.

(ii) If an annual tax for the purposes specified in this paragraph is proposed to be set at a level higher than three mills, the question shall be submitted to the voters of the borough, and the county board of elections shall frame the question in accordance with the election laws of this Commonwealth for submission to the voters of the borough.

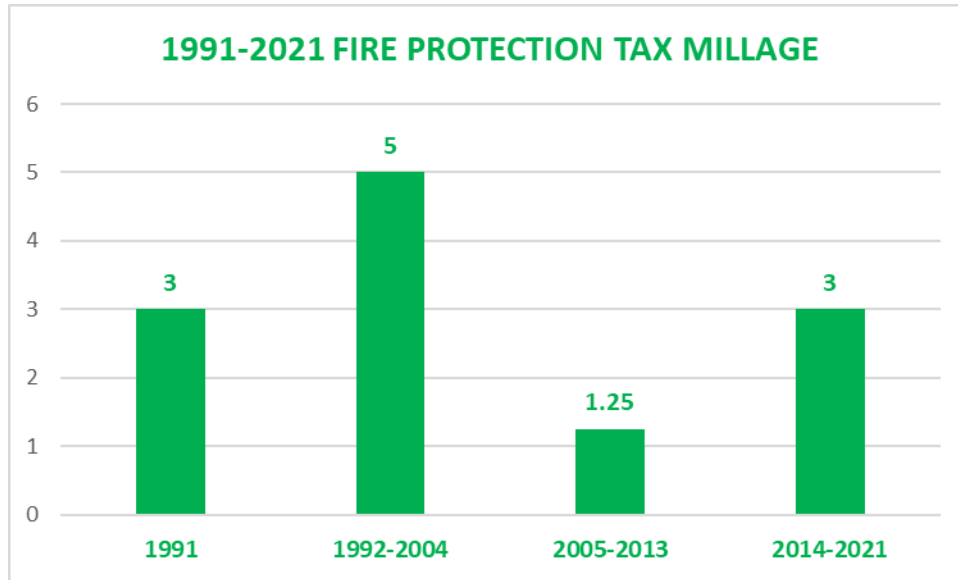
(7) For building a firehouse, fire training school and center, lockup or municipal building, not exceeding two mills, additional millage permitted only following a favorable referendum on the matter held in accordance with the election laws of this Commonwealth.

(8) To establish and maintain a local library or to maintain or aid in the maintenance of a local library established by deed, gift or testamentary provision, for the use of the residents of the borough, in accordance with 24 Pa.C.S. Ch. 93 (relating to public library code).

(9) For the purpose of supporting ambulance, rescue and other emergency services serving the borough, not to exceed one-half mill, except as provided in subsection (e). The borough may appropriate up to one-half of the revenue generated from a tax under this paragraph for the purpose of paying salaries, benefits or other compensation of employees of the ambulance, rescue or other emergency service.

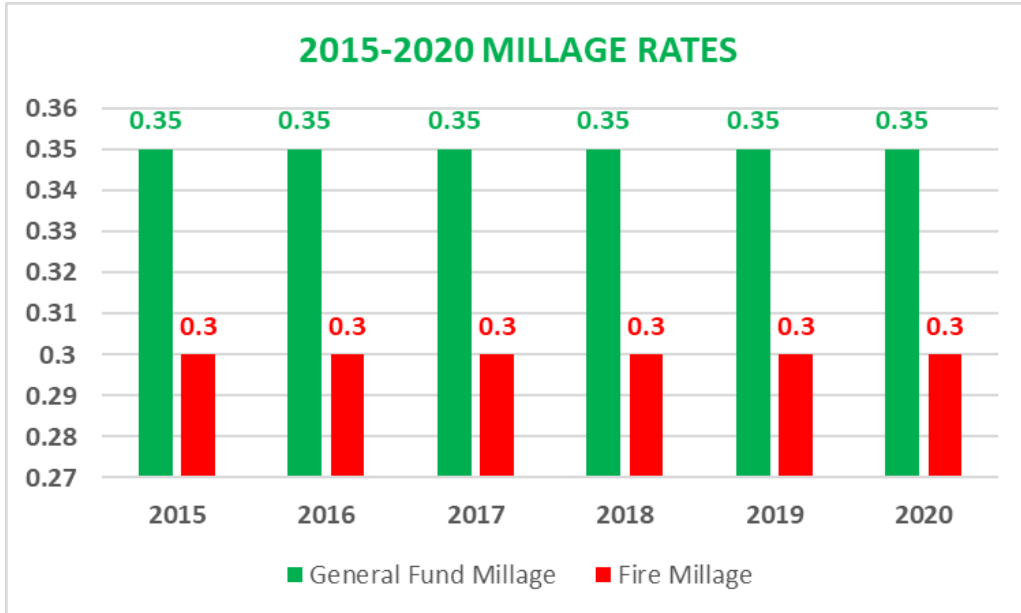
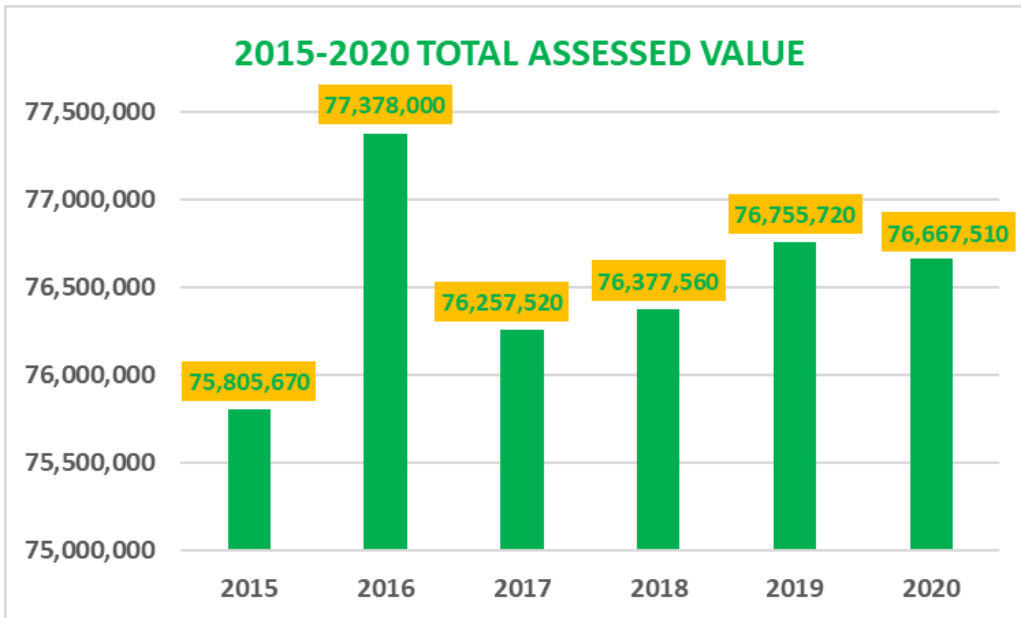
(10) An annual tax sufficient for the purpose of maintaining and operating recreation places or for paying the borough's share of a joint action with one or more political subdivisions, in accordance with section 2701 (relating to general powers).

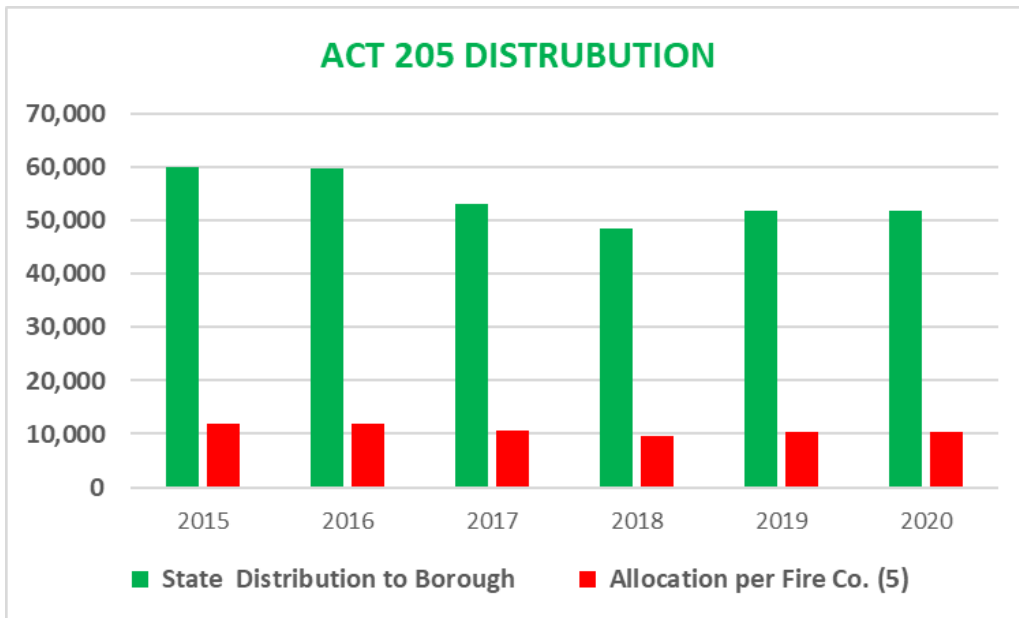
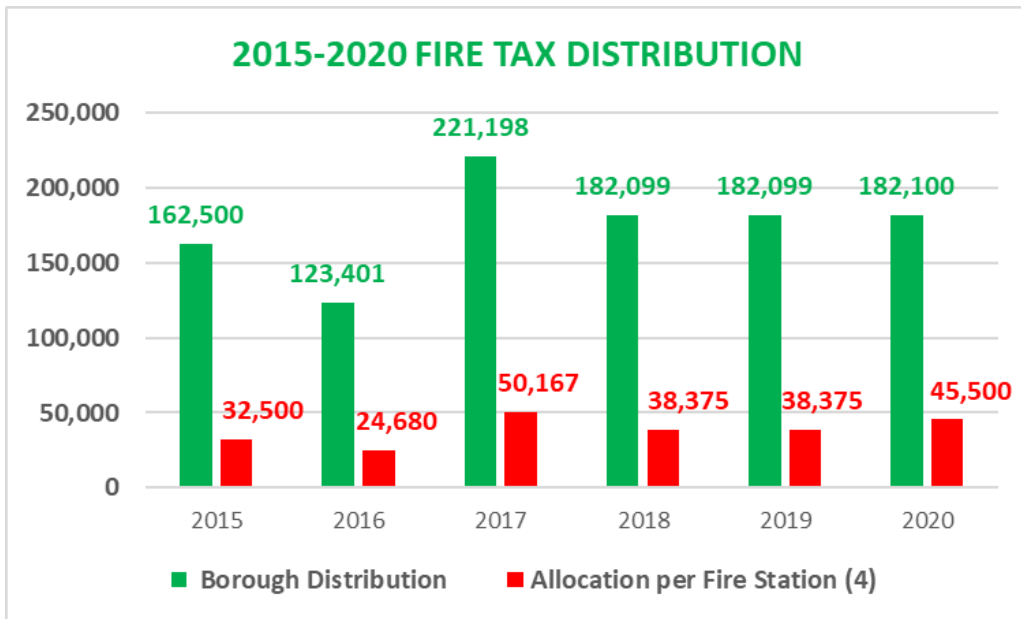
Fire Tax Millage 1991-2021

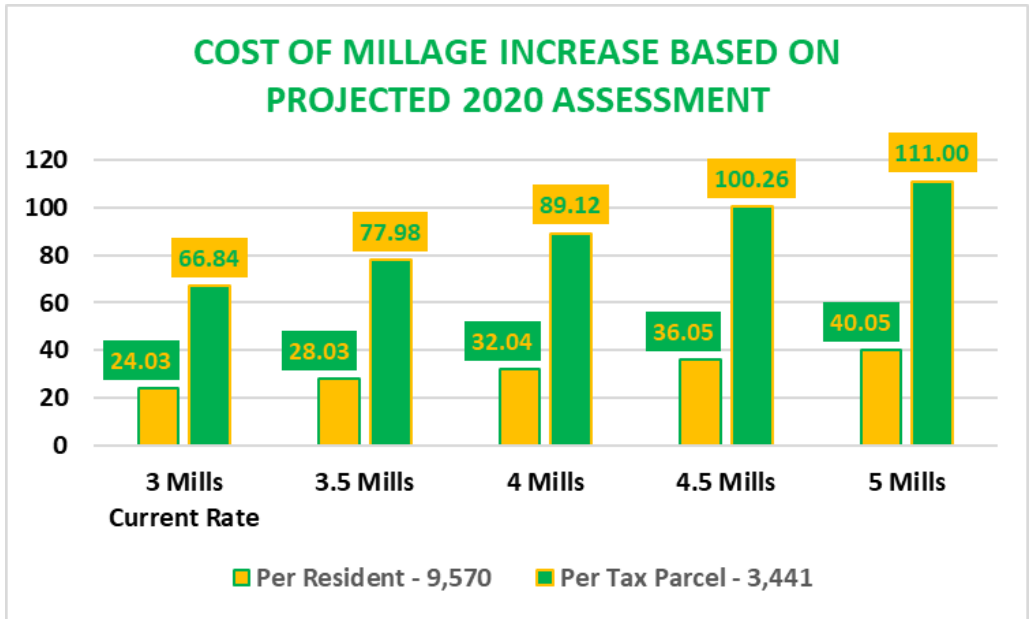
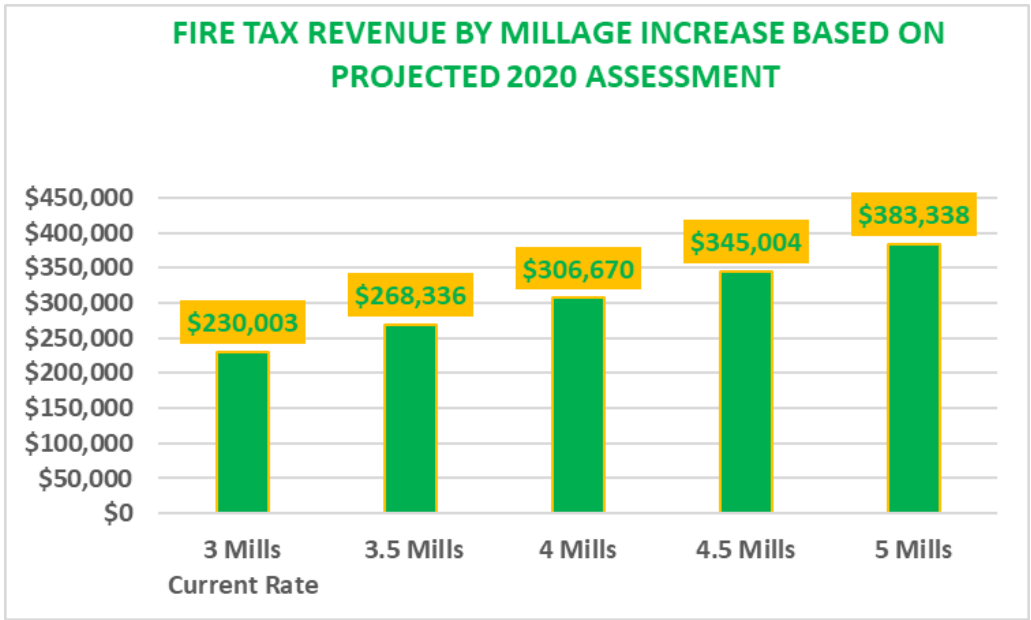


In 1991, a voter referendum was held on increasing the Fire Tax in Bristol Borough. By a vote of 1125 to 915, the referendum was passed. In 2004, Bucks County a revaluation of the value of a mill occurred. The Borough provided the following explanation for the fluctuations in the Millage. “Because Bucks County did a blanket increase of four-fold on the assessment of properties in 2004. County directive was to decrease tax rates accordingly.”

Research shows that in 2004, the Bucks County Commissioners raised what is known as the “predetermined ratio,” which was set at 25 percent of market value in 1972, the year of the last countywide reassessment to 100 percent, so that assessments will theoretically match the market value of the homes. The mill value for Fire Protection in 2004 was \$18,000 with a total Fire Tax revenue of \$90,000. In 2005, after the County raised the Predomination Ratio, the mill value for Fire Protection was \$72,000. Bristol Borough in 2005 reduced the Millage from 5 to 1.5. This produced a total Fire Tax revenue of \$90,000. The reduction in millage did not reduce the overall revenue.







Recommendation: *Bristol Borough should review the recommendations in this document and the potential investment needed to provide Fire Protection in the future. Accordingly, Bristol Borough should consider raising revenue through Fire Tax at the appropriate millage as to achieve the proper level of investment for Fire Protection.*

Evaluation of Fire Services

Local governments and emergency services organizations have used cooperative partnerships to improve service delivery by better coordinating resources. Bristol Borough Fire Companies have a history of cooperation using automatic aid for fire and rescue responses in Bucks County.

A. Problem Statement

As demands for service and costs continue to increase, and staffing decreases, innovative strategies should be explored to ensure a sustainable quality service.

B. Purpose Statement

The purpose of this report is to outline the current fire rescue system in Bristol Borough in Bucks County Pennsylvania and provide suggestions to help create a new cooperative partnership.

C. Introduction to Cooperation

Why should organizations cooperate?

It is important to understand interdependence in today's fire and emergency services. Our communities blend together across defined municipal boundaries. Every day, mutual aid is provided and received for fires, vehicle crashes, medical emergencies, and a variety of other calls for citizens in need of a rapid, caring response. According to the Intergovernmental Cooperation Handbook published by the Pennsylvania Department of Economic and Community Development, municipalities are not walls or barricades.

They are interdependent because of economic factors, physical features, and social groupings. It has been proven that cooperation will lead to better efficiency and effectiveness in the provision of services. As communities grow, so does the need for new and expanded services. Citizens will expect more from their government and fire department. Cooperation is the future; the question is whether it is in your department's future.

How to make cooperation work?

The intergovernmental cooperation handbook recommends that the process be as inclusive as possible from the start. The process should involve members and leaders of the fire departments, elected officials, community members, and municipal staff. It is essential to communicate effectively. If members of the process are not kept informed, decisions will be made on assumptions rather than facts. To maintain a cooperative spirit, it is important to be proactive, flexible, patient, and to think regionally.

D. The Setting – Bristol Borough

Bristol Borough is classified as, and operates under the Commonwealth of Pennsylvania Borough Code. The Mayor, elected at large, is the Chief Administrative Officer.

The Governing Body is the Bristol Borough Council. The Council is comprised of eight members, 2 elected from each ward, North, South East & West.

The Council are responsible for policy decisions, goals and objectives for the Executive, Administrative, and Advisory functions, and the annual budget.

As the governing body for all municipal matters, the Council is the principal taxing body, directs the maintenance of law and order, and is responsible for the general health, safety and welfare of Borough residents.

The borough manager handles the day to day operations of the borough.

E. Contemporary Analysis

Internal self-analysis by the Fire Companies has identified needs, strengths and weaknesses. Each was also asked if they could continue to operate in its current state.

Station 50 – Bristol Consolidated

The top three needs facing the department include:

1. Renewal of Facility Use from Bristol Borough
2. Replacement of SCBA
3. Manpower

The top three strengths include:

1. No Debt.
2. Frequent and Adequate Training provided to members (both in-station and county training)
3. Good working relationships with the other fire companies in town

The top three weaknesses include:

1. We do not own our facility
2. Manpower is inconsistent- especially during daytime
3. Inconsistency of documentation has proved itself to be quite troublesome

Looking at trends of fire service, do you believe your fire company can continue to operate in its current state?

As an Engine Company, we can continue to operate as long as we have the manpower and backing from the town. However, the two items stated need to be consistent to assure our operation.

Station 51 – Bristol Fire Co. No. 1

The top three needs facing the department include:

1. Membership; new members, younger members, physically fit and dedicated members, fire officers physically and mentally capable of being leaders.
2. Building replacement/repairs
3. Vehicle replacement

The top three strengths include:

1. Community involvement; fire prevention program, fire training for day cares, ethnic events, CO/smoke alarm installations
2. QRS program to cover Squad 143
3. Financially sound

The top three weaknesses include:

1. Recruitment and retention/initial member training/qualifications
2. Age distribution of members. Too many older members and not enough younger members
3. No succession plans to replace leadership/officers

Looking at trends of fire service, do you believe your fire company can continue to operate in its current state?

No.

Station 52- Goodwill Hose Co. No. 3

The top three needs facing the department include:

1. Upkeep of property
2. Upkeep of equipment and apparatus
3. Upkeep of membership

The top three strengths include:

1. Own our building
2. Own our equipment
3. Own our apparatus

The top three weaknesses include:

1. Manpower
2. Businesspeople

Looking at trends of fire service, do you believe your fire company can continue to operate in its current state?

Yes.

Station 53/25 – America Hook, Hose and Ladder Co. No. 2

The top three needs facing the department include:

1. Update to Recruitment and Retention
2. Update to some equipment; hose, nozzles, tools.
3. Update to our fund raising outside of the State/Local funding that is already received

The top three strengths include:

1. Support from our community
2. Training
3. Membership dedicated to the services we provide

The top three weaknesses include:

1. Equipment outdated
2. Upgrade to the interior of the department; dayroom, bathroom, offices
3. Membership response during certain hours

Looking at trends of fire service, do you believe your fire company can continue to operate in its current state?

We believe that with improvements on recruitment and retention, adequate funding and to improve the current state of how the Bristol Borough Fire Companies as a whole are ran, we could continue to operate. If things remain the same, we do not believe anyone can continue to operate in this current state.

Station 500- Bristol Borough

The top three needs facing the department:

1. Adequate fire station facilities. Two stations (50 and 51) are inadequate.
2. Adequate funding to reduce the burden of fund raising on the volunteer fire companies
3. Updating the Borough Fire Department Ordinance to improve accountability, organization and reduce the potential for political interference

The top three strengths of the department:

1. Fire department is ISO Class 3
2. Dedicated personnel
3. Current working relationship with Borough Mayor, Manager, and Council

The top three weaknesses of the department:

1. Limited number of staffing per company during the day
2. The burden of attempting to raise money of operational costs and capital projects
3. Inconsistencies in the levels of training for officers and firefighters

Looking at the trends of fire service, does the Borough believe the fire service can continue to operate in its current state?

No. The Borough Fire Service cannot continue to operate at its current level. Staffing numbers, staffing age, training requirements and operational costs all have a negative impact on fire protection in the Borough. The Borough should consider developing a “fire services” agreement with the fire companies which documents what the Borough agrees to provide and what service levels the fire companies will provide. The Borough has often referred to their “interest” in reducing the number of fire companies (stations). One of the major obstacles is that the current physical facilities have no room to allow fire companies to merge, consolidate or co-locate. Past councils have ignored any financial recommendations in the three fire department surveys. Changes to improve the Borough fire service will come with a cost.

As part of the process of engagement of the fire companies, they were presented with a list of DCED option from SR-60/HR-148 and asked to see which option they favored.

Forms of Regionalization in the DCED Process
<p>Consolidation: The combination of two or more companies which results in the termination of all companies and the creation of a new company with a new name. All assets and liabilities of the former companies are transferred to the new company.</p>
<p>Merger: The combination of two or more companies which results in all but one relinquishing its name. All assets and liabilities of joining companies are transferred to the surviving company.</p>
<p>Association: Agreement of two or more companies to combine and administer similar activities through an umbrella organization. Does not normally involve transfers or combination of assets, as most costs of operations or programs are shared. In some instances, associations may be a prelude to a merger or consolidation.</p>
<p>Regionalization: Although the term "regionalization" can and is used to generically refer to almost any form of regional partnership or joint venture, DCED uses the term in a specific sense in its Shared Municipal Services Program. As used by DCED, regionalization is the combination of some assets of two or more companies to accomplish specific objectives and tasks. Each participating company retains its identity.</p>

Each Company was asked to review the above and provide their thoughts on the prospects of the above.

Station 50 Bristol Consolidated:

The Bristol Borough fire companies developed a committee of eight (8) members that represents the four companies to find some "common ground" on merging/consolidating resources and efforts. The group does not have any official capacity and none of the members have the ability to make decisions for their respective companies, at this point. The committee believes that the best course of action is to engage in a formal "association" with each other and, through attrition, "consolidate" all assets under a new agency. The initial association would include, one administration, one financial / fundraising group and, initially, each company holding its name and line officers. The committee believes that this course of action would be the most appropriate response to provide better fire protection for the borough, as well as to preserve each companies' history. The **association** would be the framework for the consolidation.

Station 51 Bristol Fire Co. No. 1:

Association: Co-locating companies into the same facility. Shared facilities, assets and programs would be managed by the "Association" Officers consisting of officers of each organization. Individual companies would maintain their own identities and internal operations. Co-locating companies would increase cooperation between those companies and make better use of "joint" purchasing. It would allow them to share physical assets including manpower.

Station 52 Goodwill Hose Co. No. 3:

We are ok with the *association* option where everyone keeps their own assets, or we can stay where we are. We are not saying a merger wouldn't work in the future, but these are our feelings at this time. There are too many unanswered questions to go any further at this time.

Station 53/25 America Hook, Hose & Ladder Co. No. 2:

The best delivery of Fire Protection for Bristol Borough residents, and the Fire community would either be to consider a *consolidation*, or *merger*. Doing so, would help eliminate the duplicate services that are currently being provided, as well as the ability to combine manpower, resources, and equipment which will help us better serve the community.

The companies were also asked: Please list what your fire company believes are the pros and cons of consolidating, merging, or sharing services?

Station 50 Bristol Consolidated:

- **Pros:**
 - Gaining manpower to provide better response times, and adequate staffing for apparatus.
 - Resources will be together, training to do multiple jobs with assist in proper techniques to be used in all responses.
 - Equipment will be purchased together, and consistent on all apparatus
- **Cons:**
 - Loss of Identity- this is a minor issue, however it's there.

Station 51 Bristol Fire Co. No. 1:

• **Pros:**

1. Quicker response time from one or two locations.
2. Reduction of apparatus (cost and maintenance)
3. Correct distribution of fire apparatus
4. Modern facility (if they build it, we will come)
5. Stronger run fire ground operation with fewer chiefs.
6. Stronger financial corporation
7. Cross training of all members on all apparatus
8. More candidates for top positions
9. Better position to bargain with the borough on funding
10. Well run business as one corporation.

• **Cons:**

1. Initial loss of members of each company who do not agree with merging.
2. Several more years of membership decline due to loss of office or aging out.
3. Immediate clash of attitudes and values
4. Not having members cross trained fast enough to ride other apparatus (this could be avoided by training together and schooling before any merger)
5. Management conflicts with planning, saving, spending, budgeting, etc.
6. Loyalty to the new corporation or association may be slow to develop
7. Decreased recruiting ability of one company vs many companies
8. Loss of individual company's identity and history
9. Merging may only be a short-term fix with an initial increase of combine members later leveling out to a lower number. (Station 53 model from 1996 to 2019)
10. Merging may be viewed as an opportunity for interference by the Borough Council into firefighting services

Station 52 Goodwill Hose Co. No. 3:

- **Pros:** Manpower (if people are willing to work together)

- **Cons:** Disagreements over financial responsibilities and disagreements on qualifications on holding executive and fire offices.

Station 53/25 America Hook, Hose & Ladder Co. No. 2:

- **Pros:** If we move forward with any of the above options, I believe we would see an increase in manpower, equipment, and other resources.

- **Cons:** I do not see any Con in any of the above DCED options.

Station 500 Bristol Borough:

- **Pros:** Requires a “new” modern facility be built.
 1. Locate new fire station centrally to improve response times to and from the fire station
 2. Reduce the fire department facility footprint (less fire stations)
 3. Reduce facility cost by sharing
 4. Potential to reduce the number and types of apparatus (cost and maintenance)
 5. Initially increase the number of personnel available for emergency responses
 6. Improve the level of cooperation, training and operations of personnel
 7. Cost reduction through volume purchasing
 8. Improve overall fire department organization and efficiency
 9. Cross training of all members on all apparatus
 10. More candidates for officer positions, reduce the number of officer positions
 11. Current ordinance needs to be updated to recognize the current fire protection services as it exists and will need to be updated again, if recommendations of the DCED study are implemented.

- **Cons:**
 1. Overall cost to implement if additional funding is not provided by local municipality
 2. Cost to build a new fire station to house apparatus in reducing the number of fire stations
 3. Individual company attitudes of “what do I get out of this” in defining new organization
 4. “Old timers” who do not see a need for change
 5. Fear of one company overtaking the other company (s) in the reorganization process
 6. Increase in staffing levels may not be able to be sustained over time
 7. Initial loss of members who will not want to participate in a reorganization
 8. Lack of trust of firefighters with local government because of past experience
 9. Limited level of local government interest and participation in this entire process
 10. Potential of “non-fire service” local government politics impacting the process
 11. Conflicts running the new organization (planning, saving, spending, budgeting, etc.)
 - i. Loss of individual fire company identity and history

SR/60 HR 148 Options for Bristol Borough

Association: Agreement of two or more companies to combine and administer similar activities through an umbrella organization. This does not normally involve transfers or combination of assets, as most costs of operations or programs are shared. In some instances, associations may be a prelude to a merger or consolidation. **Recommended.**

Consolidation: The combination of two or more companies which results in the termination of all companies and the creation of a new company with a new name. All assets and liabilities of the former company are transferred to the new company. **Not recommended at this time.**

Merger: The combination of two or more companies which results in all but one relinquishing its name. All assets and liabilities of joining company are transferred to the surviving company. **Not recommended at this time.**

Regionalization: Although the term “regionalization” can and is used to generically refer to almost any type of regional partnership or joint venture, DCED uses the term in a specific sense in its Shared Municipal Services Program. As used by DCED, regionalization is the combination of specific assets of two or more organizations, groups, or municipalities to accomplish specific objectives and tasks. Each participating company retains its identity. **Not recommended.**

Recommendation; *Bristol Borough should facilitate an Association of Station 50, Station 51, Station 52, and Station 53/25, in a cooperative manner, with the ultimate goal of operating as a single entity to provide Fire Protection in Bristol Borough.*

Recommendation: *All Association actions should be accomplished by codifying this action through adoption of appropriate ordinances and/or resolutions. Bristol Borough Code Chapter 7 should be amended accordingly.*

Listed below are successful mergers, consolidations and/or regional fire delivery services situated in the Commonwealth. These represent both Boroughs and Boroughs of the First and Second Class. *

- Morrisville Borough – Bucks County
2 fire companies into 1 fire company
- Clearfield Borough – Clearfield County
4 fire companies into 1 fire company
- Marcus Hook Borough – Bucks County
2 fire companies into 1 fire company
- Springettsbury Borough and Spring Garden Borough – York County
3 fire companies, 1 ambulance, 2 career divisions into 1 combination FD
- Huntingdon Borough – Huntingdon County
2 fire companies into 1 fire company
Note: This group has now consolidated with additional 2 fire companies in 2 different Boroughs.

* Data provided by the Governor’s Center for Local Government Services

Bristol Borough Fire Response Data

This is reviewed on a Borough Wide basis, with the source being the various Reporting System Software used by the Bristol Borough Fire Companies. The compilation and review of this data illustrates the Demand for Services and the use and deployment of Fire Protection Assets. This is critical to understand peak demand parameters and the ability to meet them. It is also a tool to detect emerging and/or evolving trends in the community relative to fire protection.

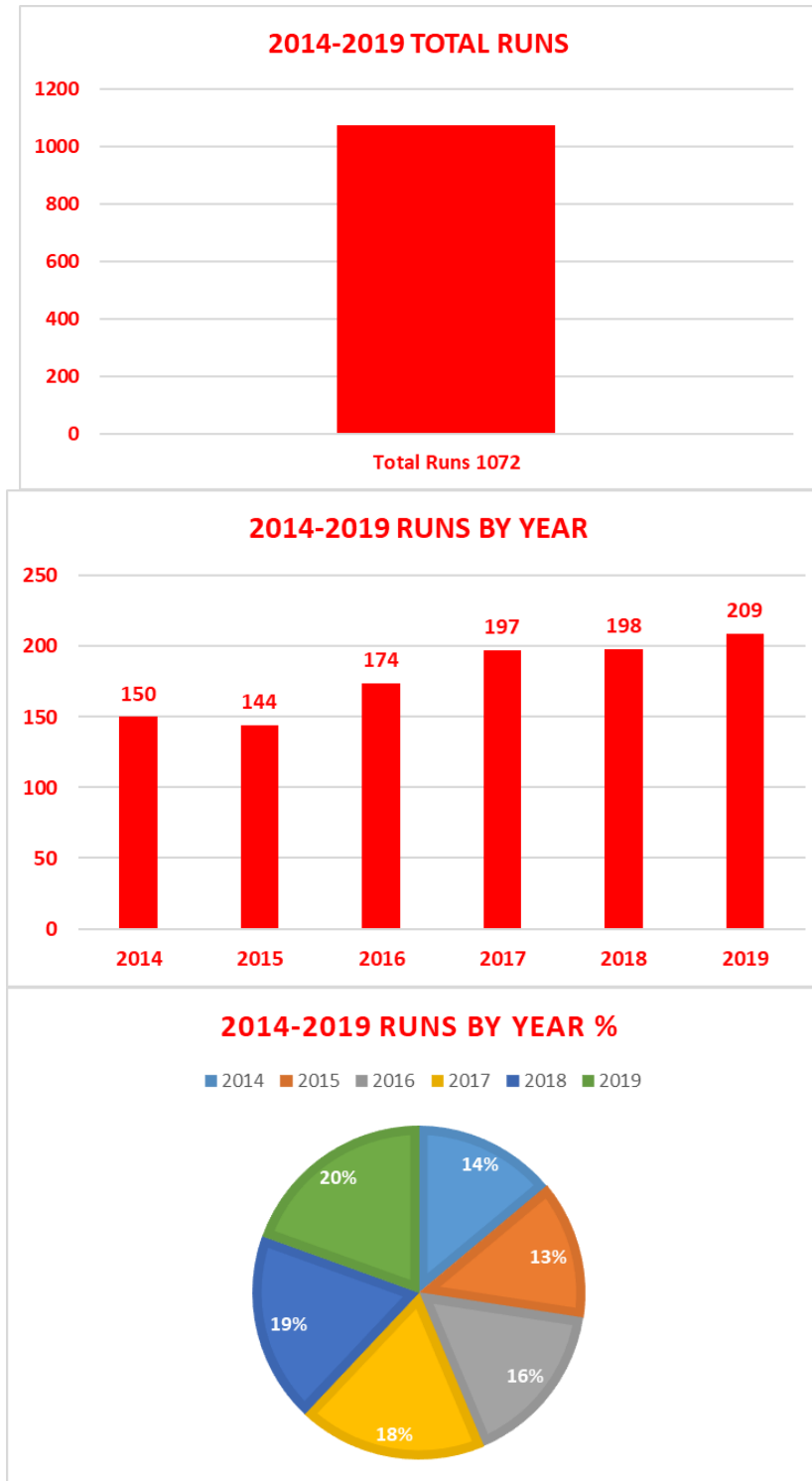
It is structured by individual companies, the aggregated on a Borough Wide evaluation.

The evaluation will indicate to the Borough, when, where and how the Fire Protection Assets in the Borough are able, or not, to meet the demands for service and where they are being deployed.

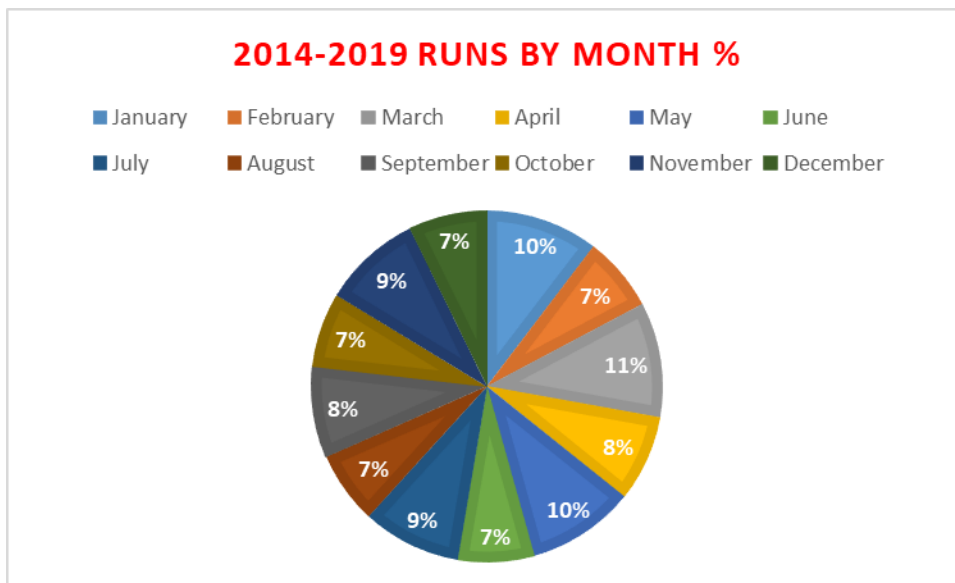
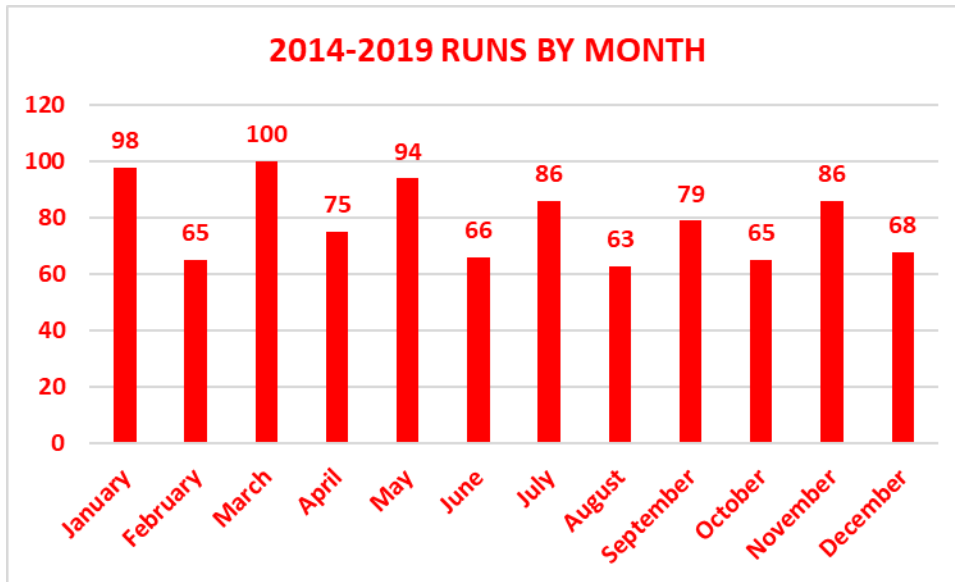
The initial breakdown is analyzed by year, month, day and hour of day, where these were provided. In the hour of day data, it is further analyzed by Runs occurring between 06:00 to 18:00, which is the time of day when volunteer staffing is challenging, and Runs occurring between 18:00 to 06:00, when staffing is of a more stable nature.

There is also a review of Automatic/Mutual Aid, internally and externally.

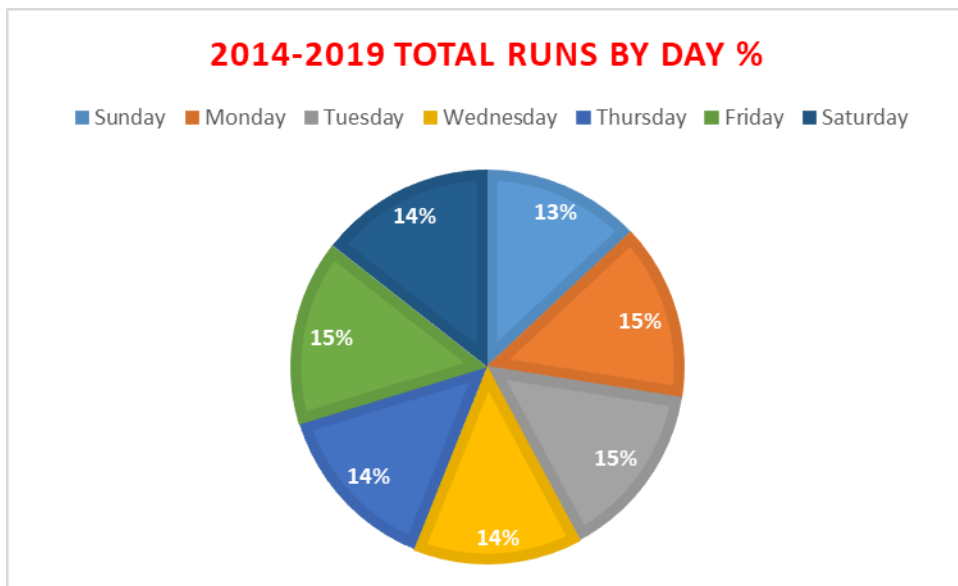
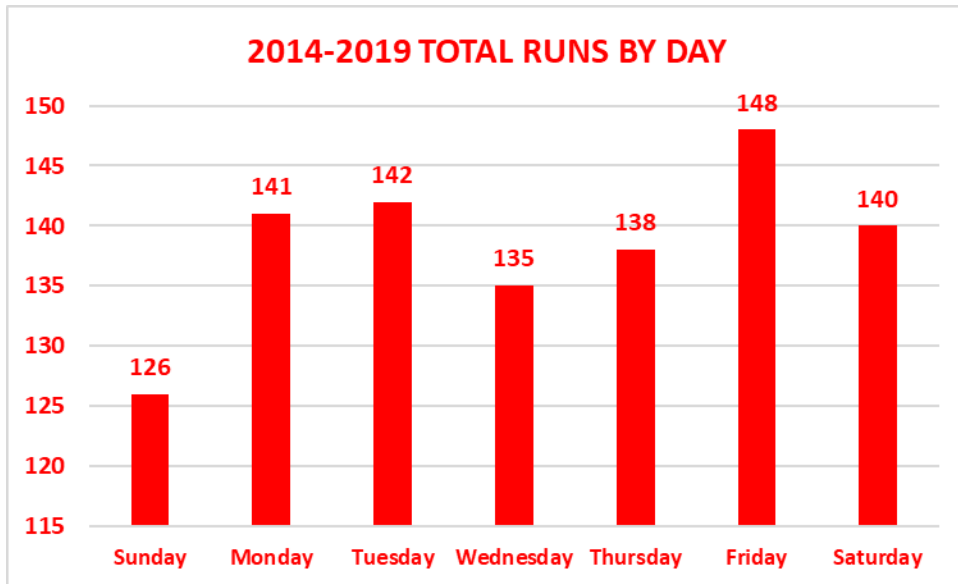
Station 50



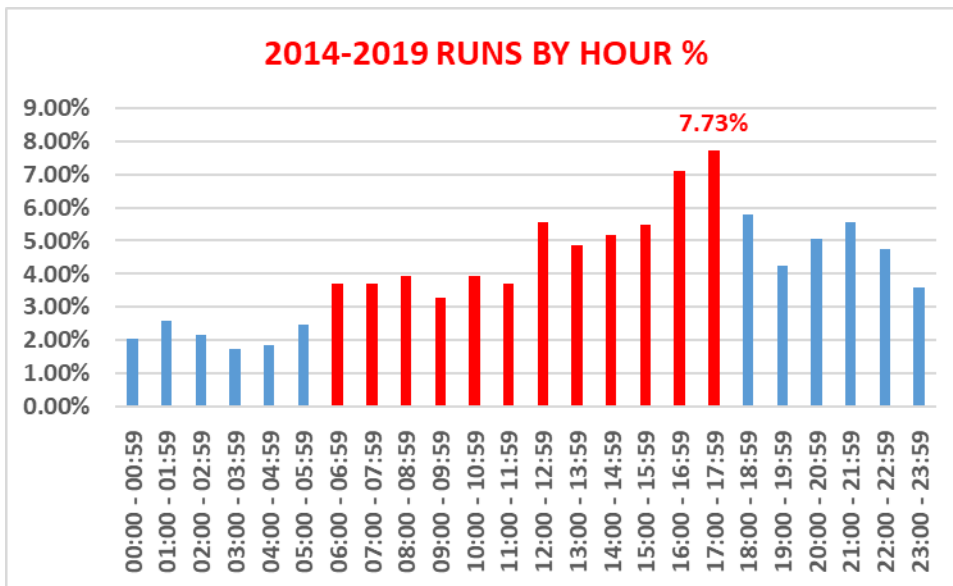
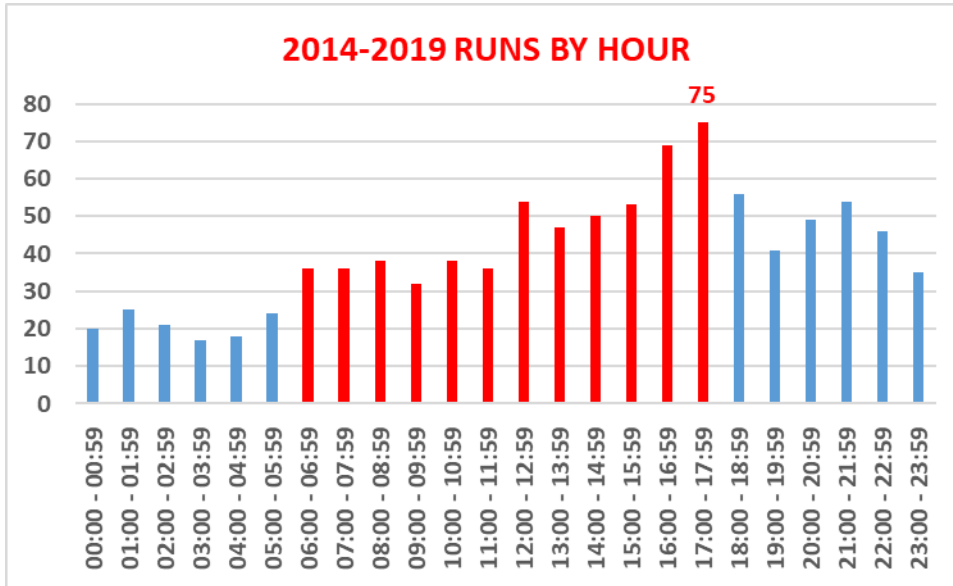
Busiest Year: 2019 - 209 Runs



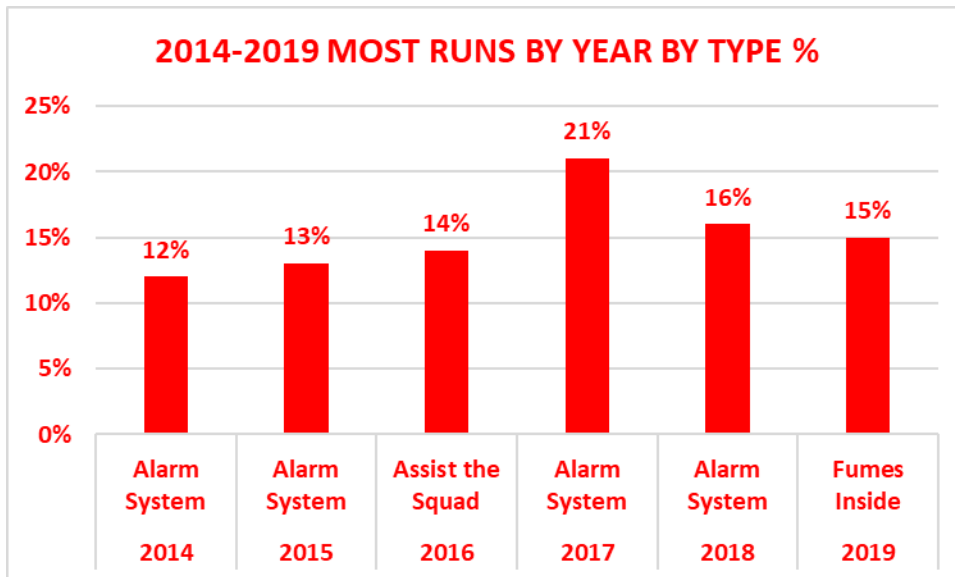
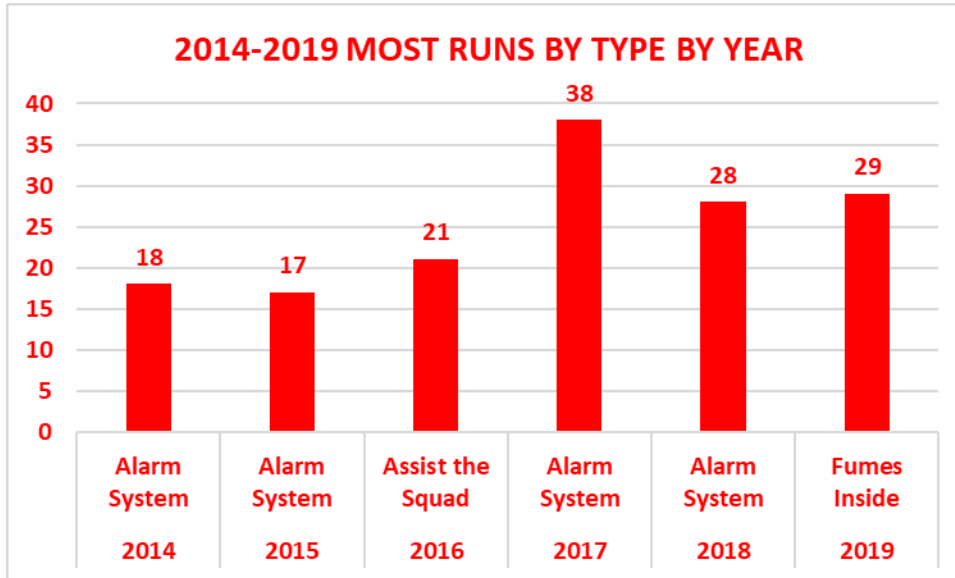
Busiest Month: March - 100 Runs



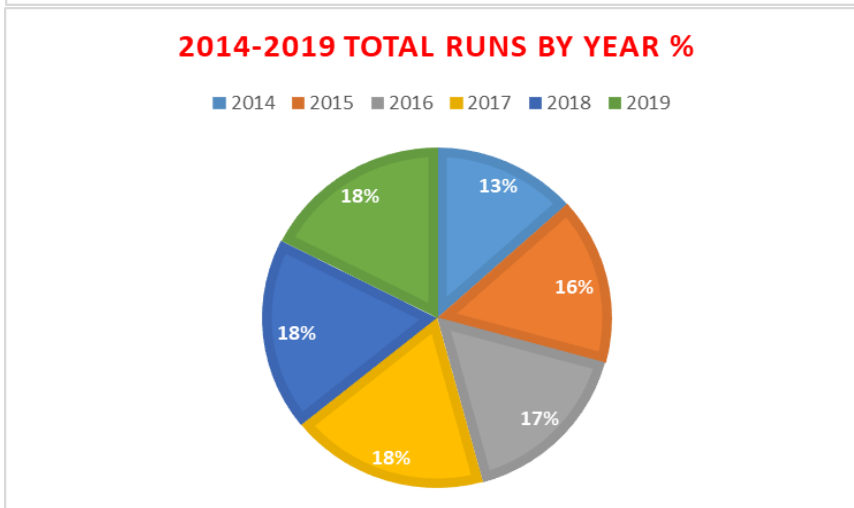
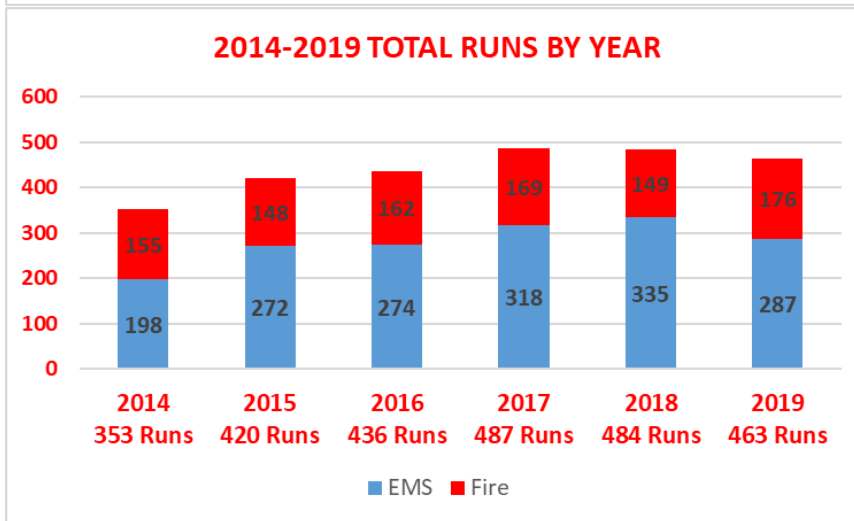
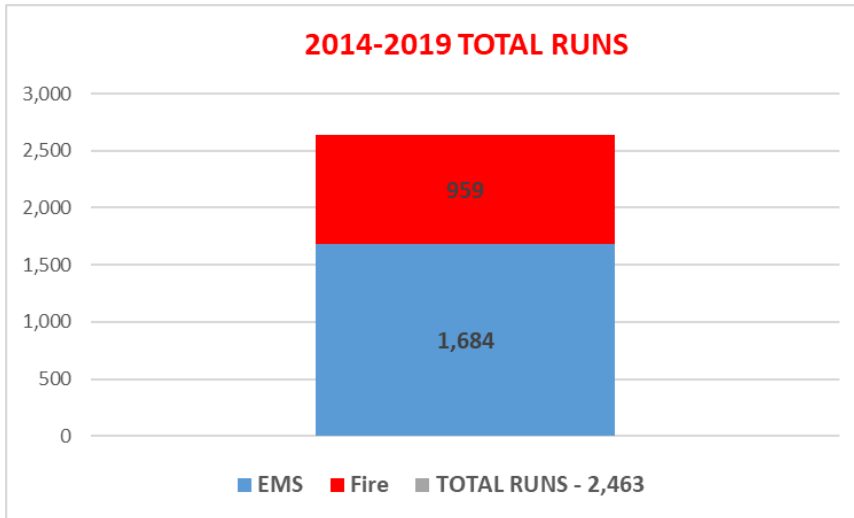
Busiest Day: Friday - 148 Runs



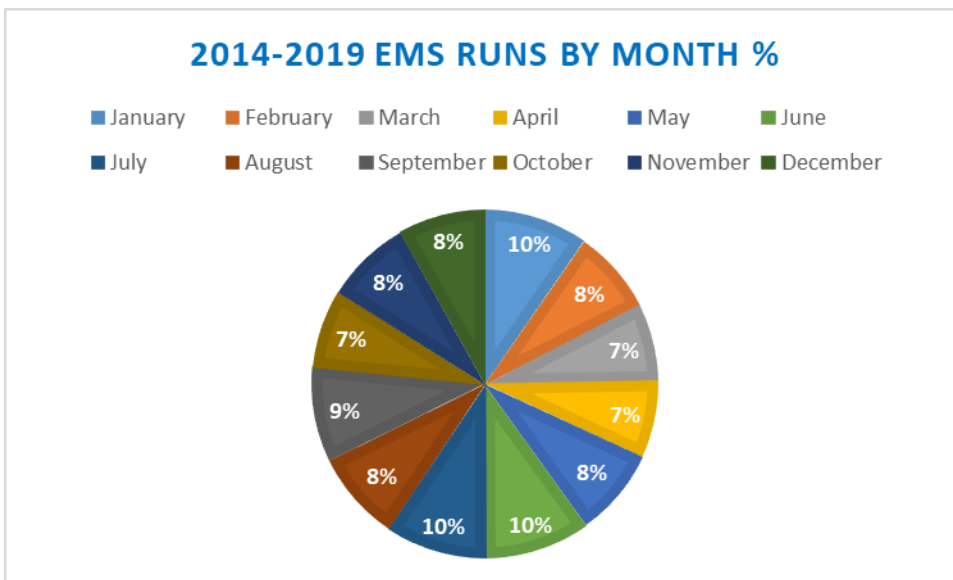
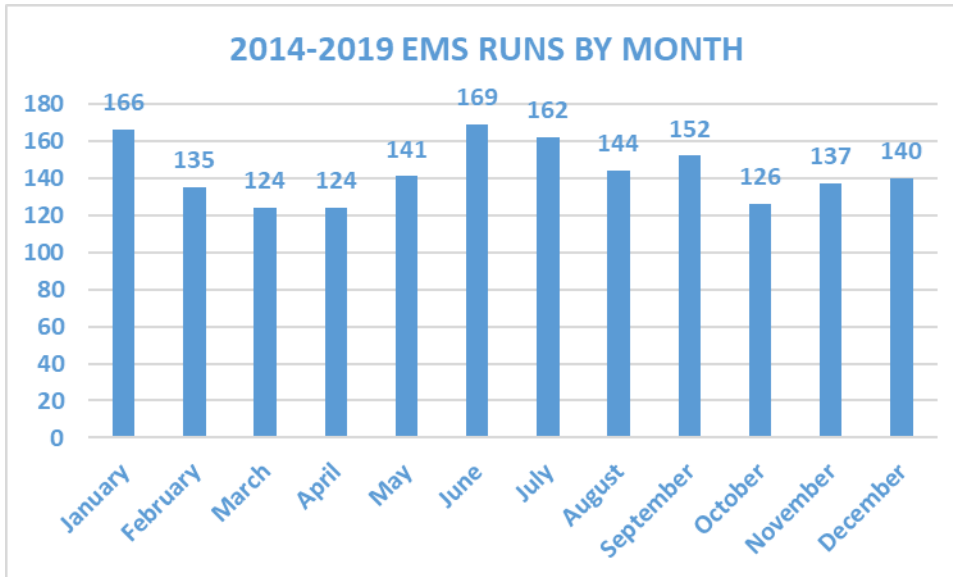
Busiest Hour: 17:00 - 75 Runs



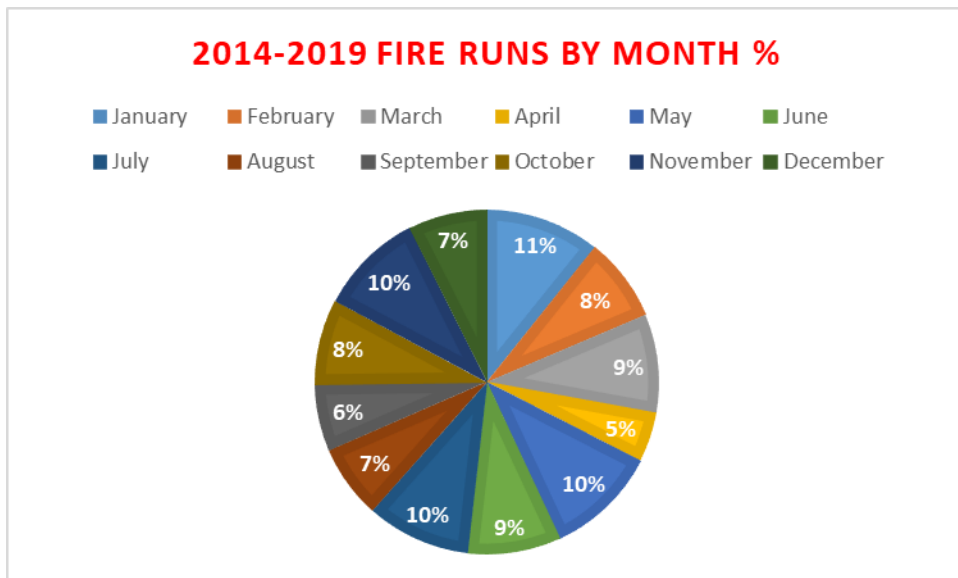
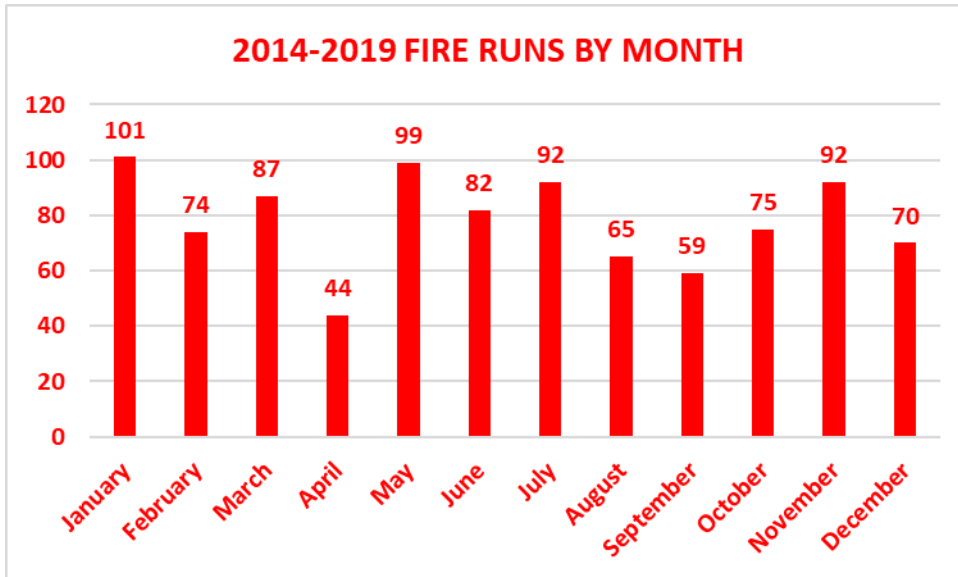
Station 51



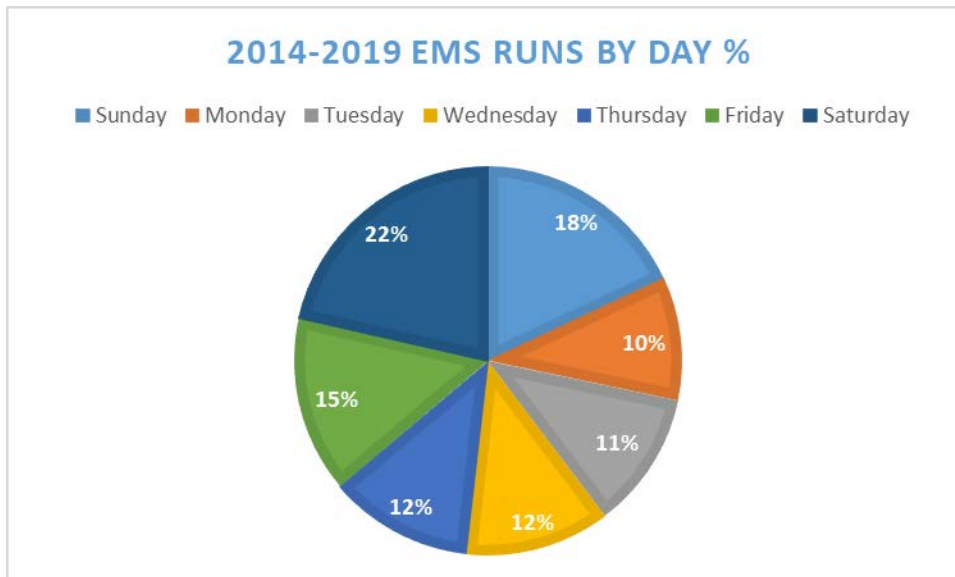
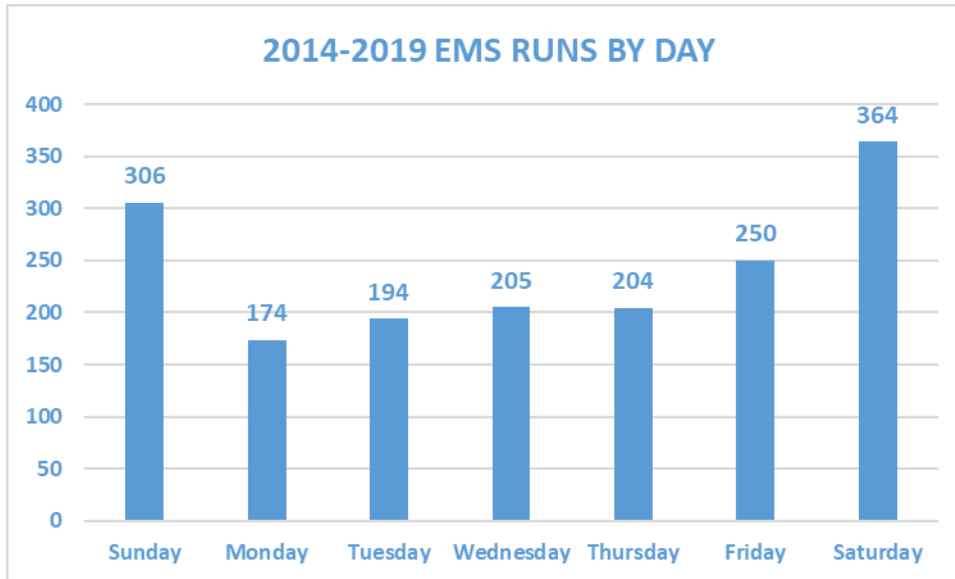
Busiest Year: 2017- 487 Total Runs/318 EMS/169 Fire



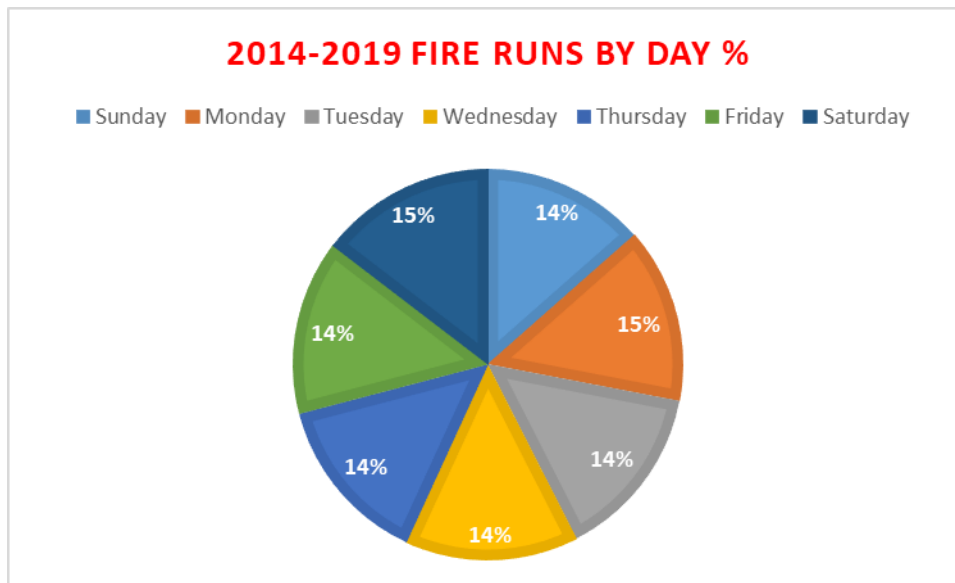
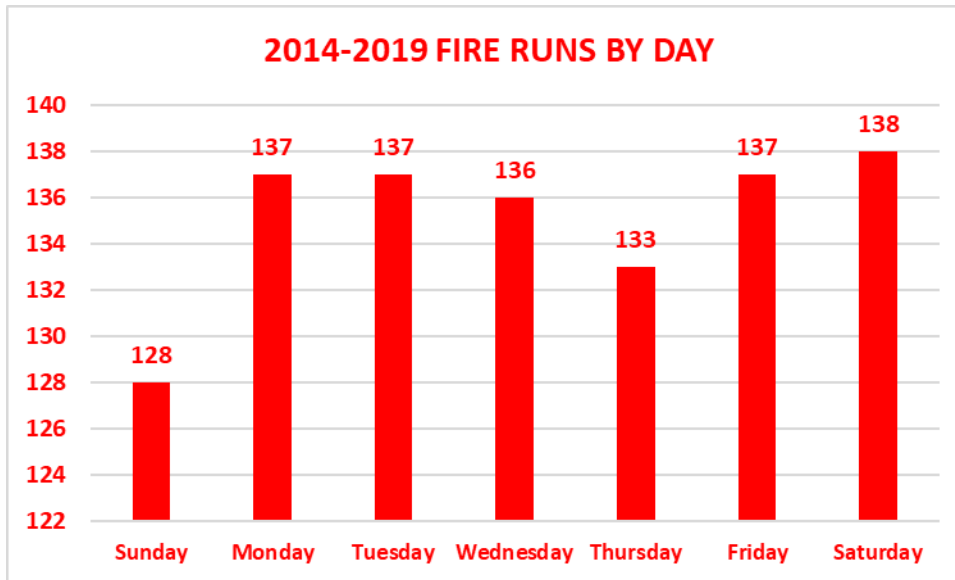
Busiest Month EMS : June - 169 Runs



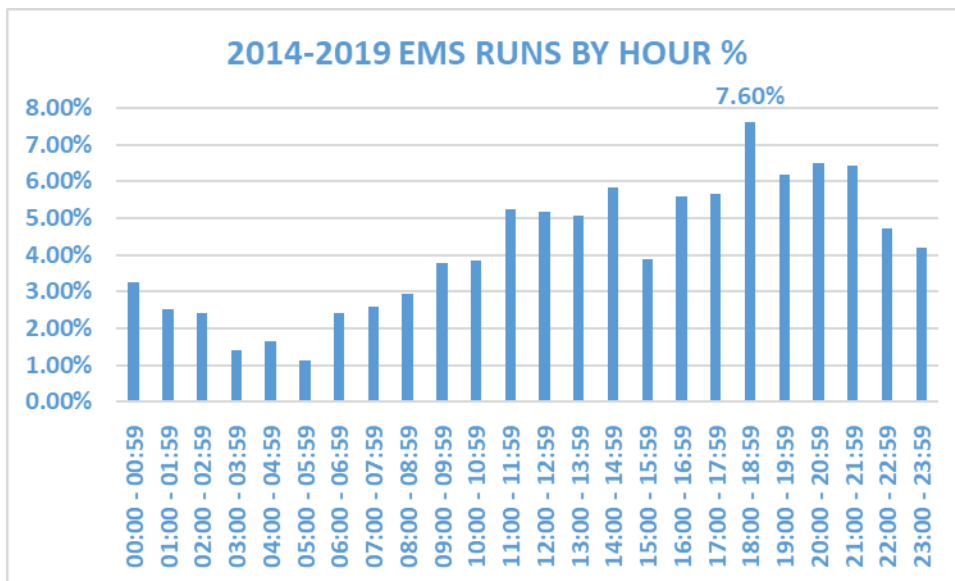
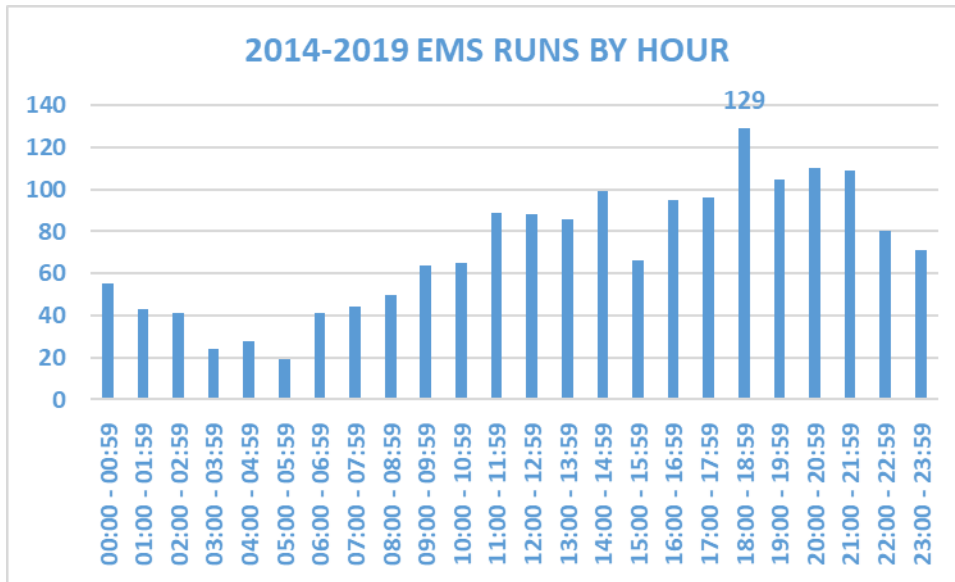
Busiest Month Fire : January - 101 Runs



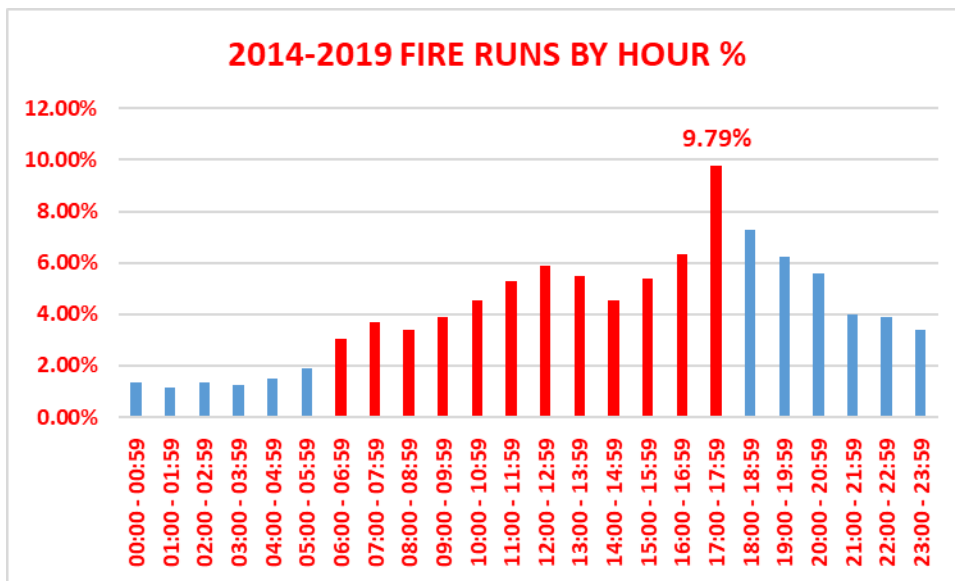
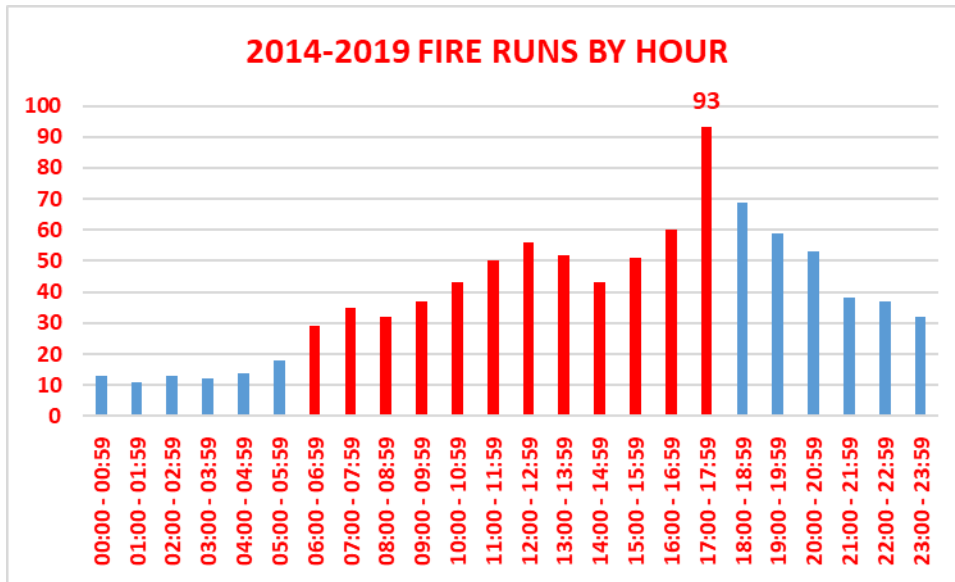
Busiest Day EMS : Saturday- 364 Runs



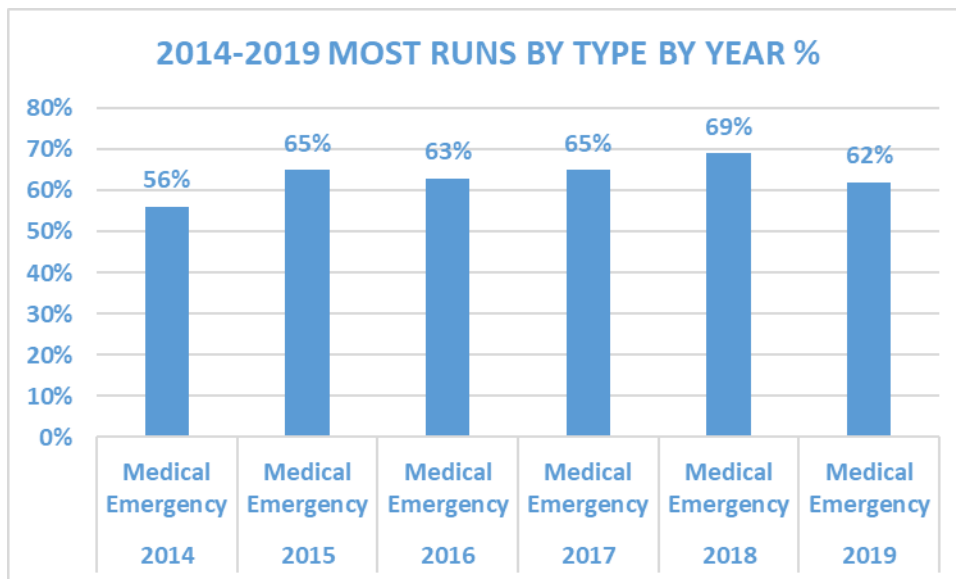
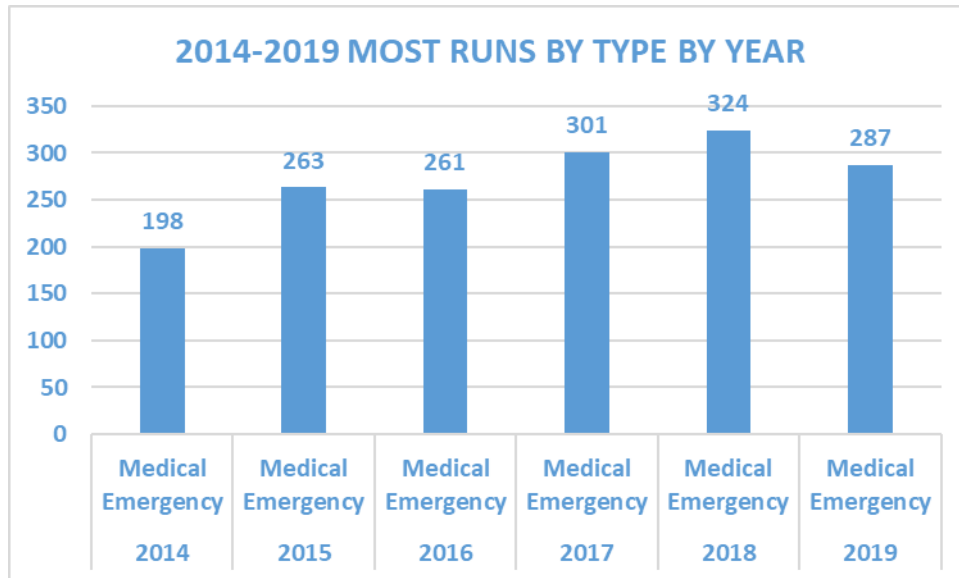
Busiest Day Fire : Saturday- 138 Runs



Busiest Hour EMS : 18:00 129 Runs



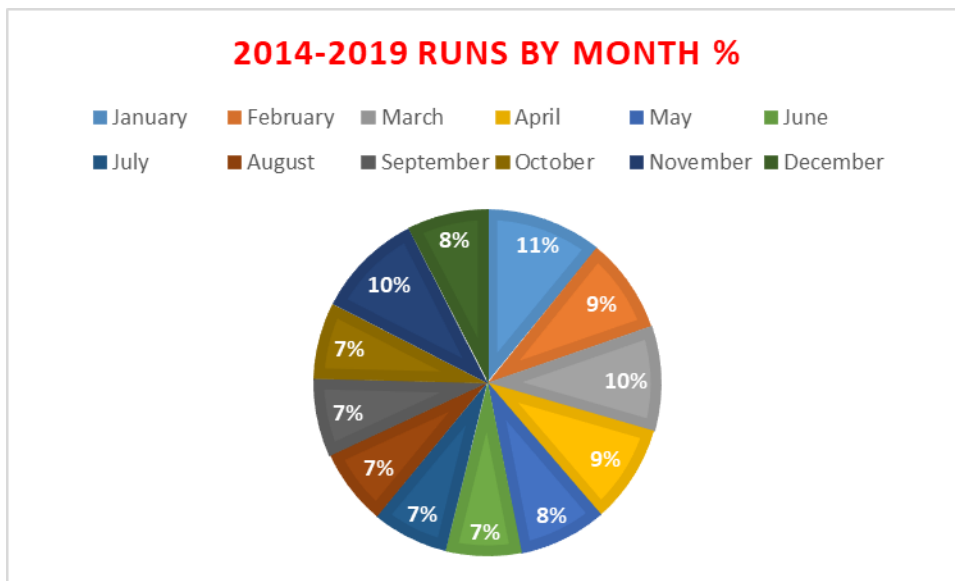
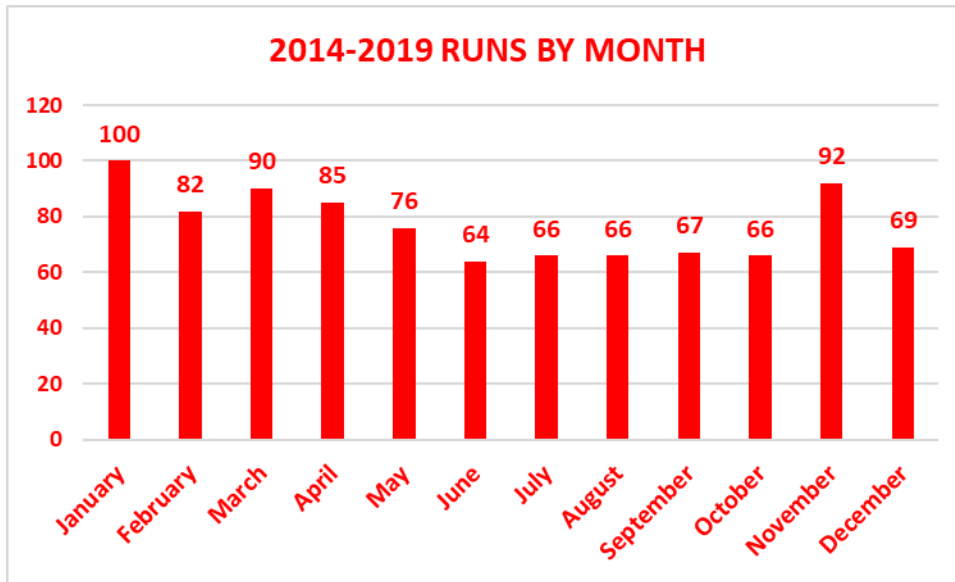
Busiest Hour Fire : 17:00 93 Runs



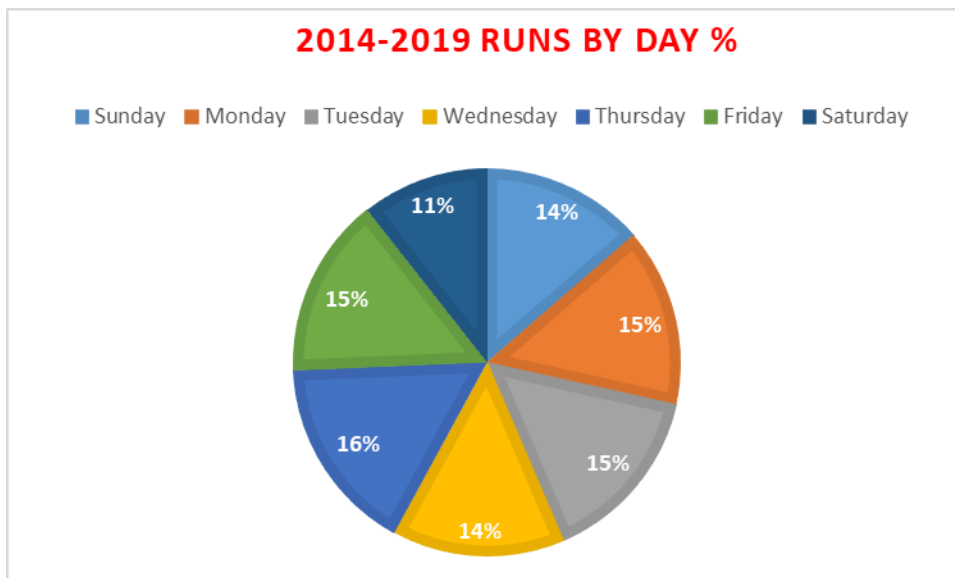
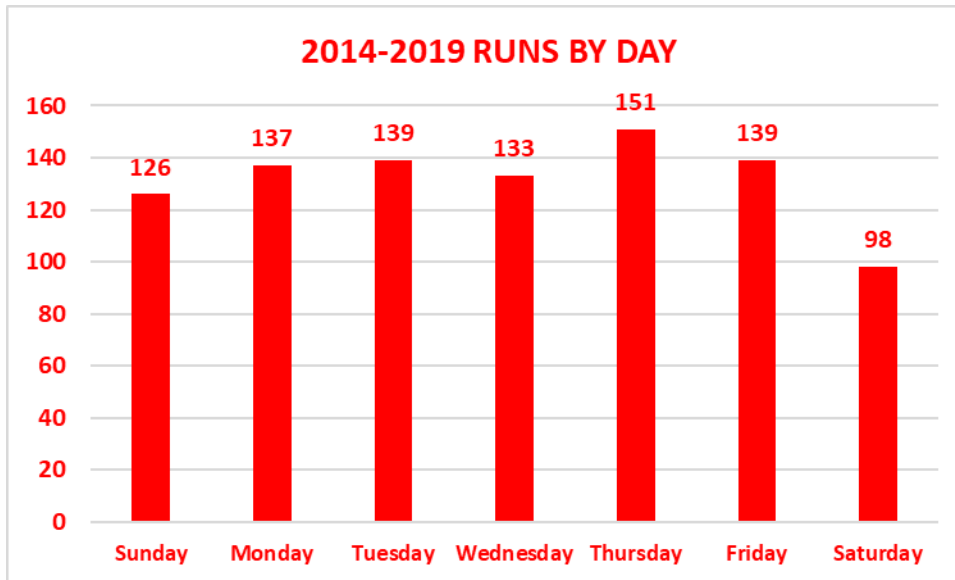
Station 52



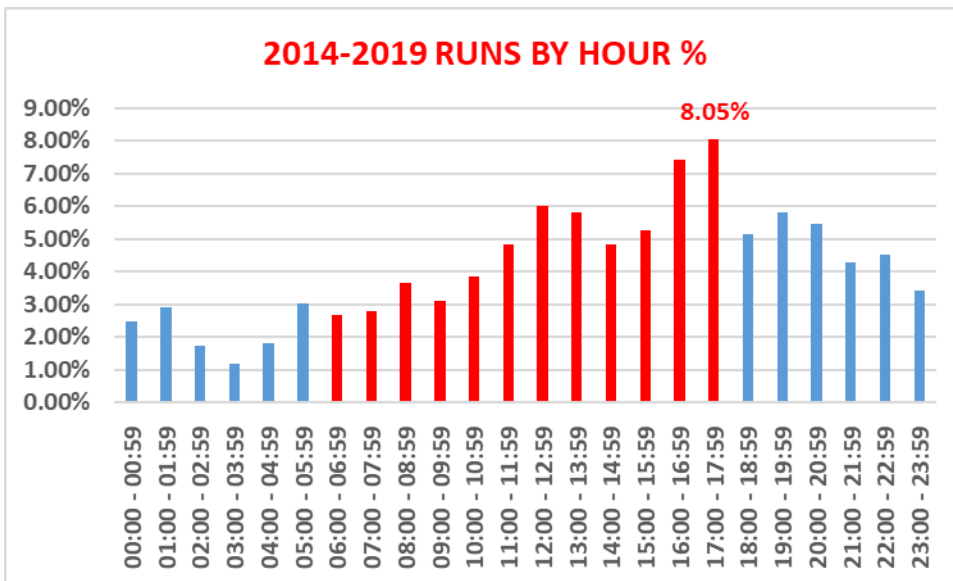
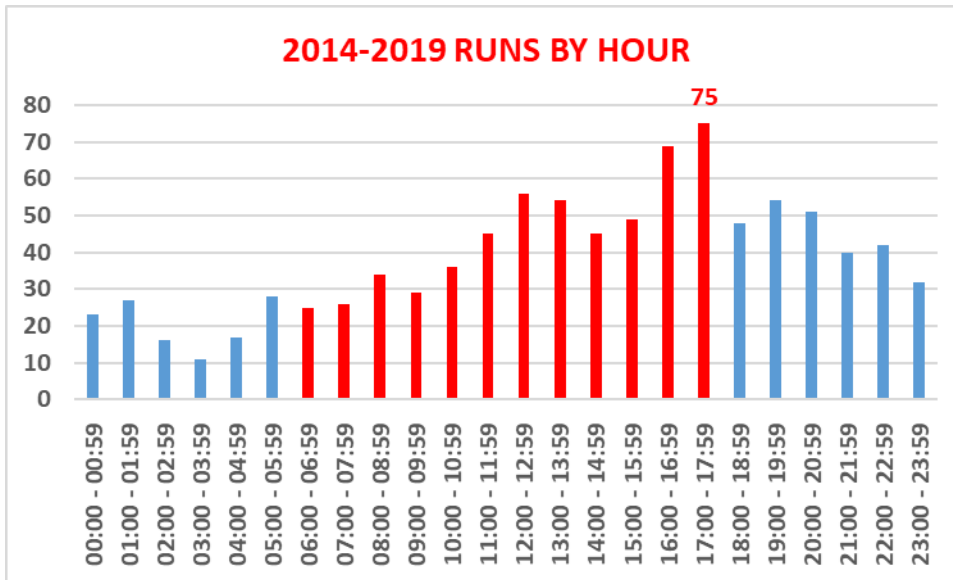
Busiest Year: 2019 - 194 Runs



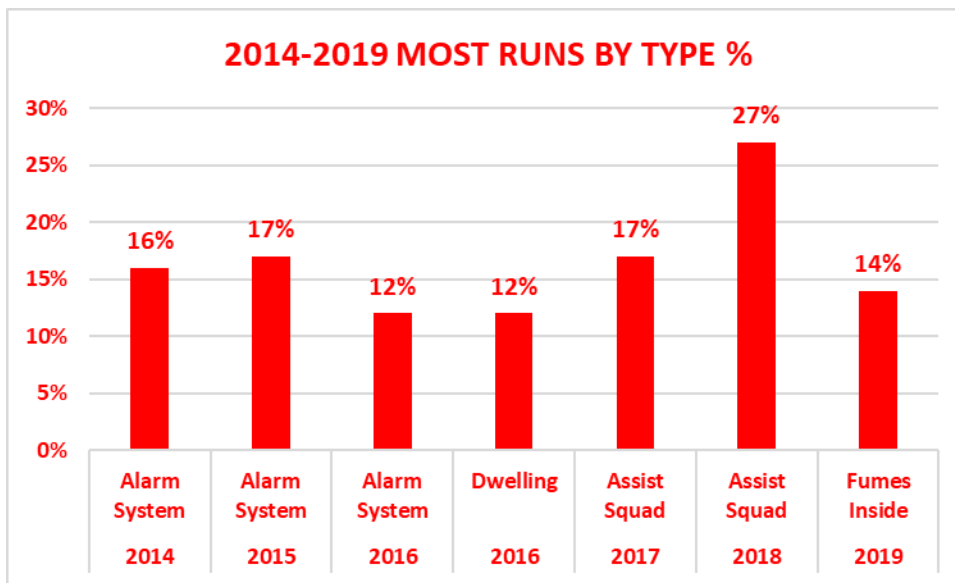
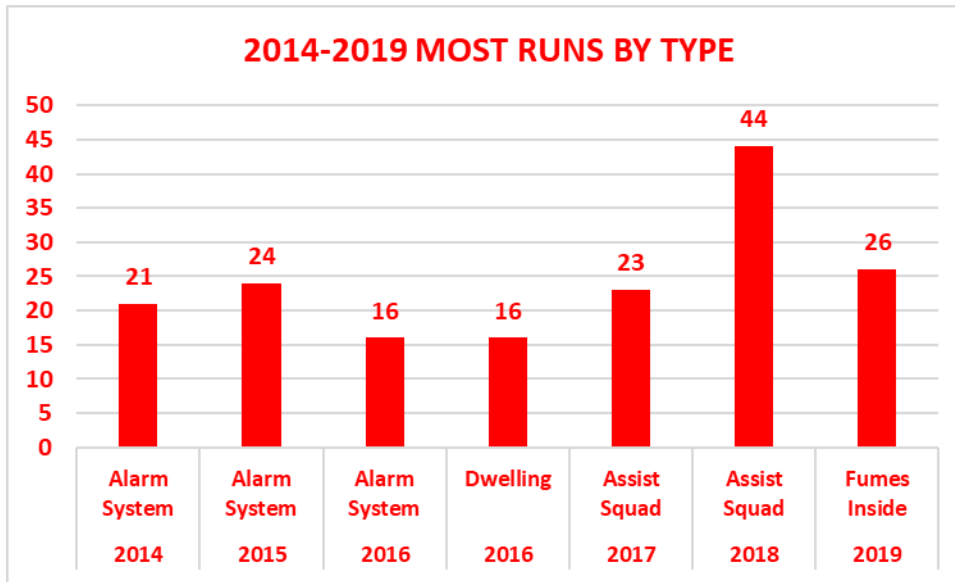
Busiest Month: January – 100 Runs



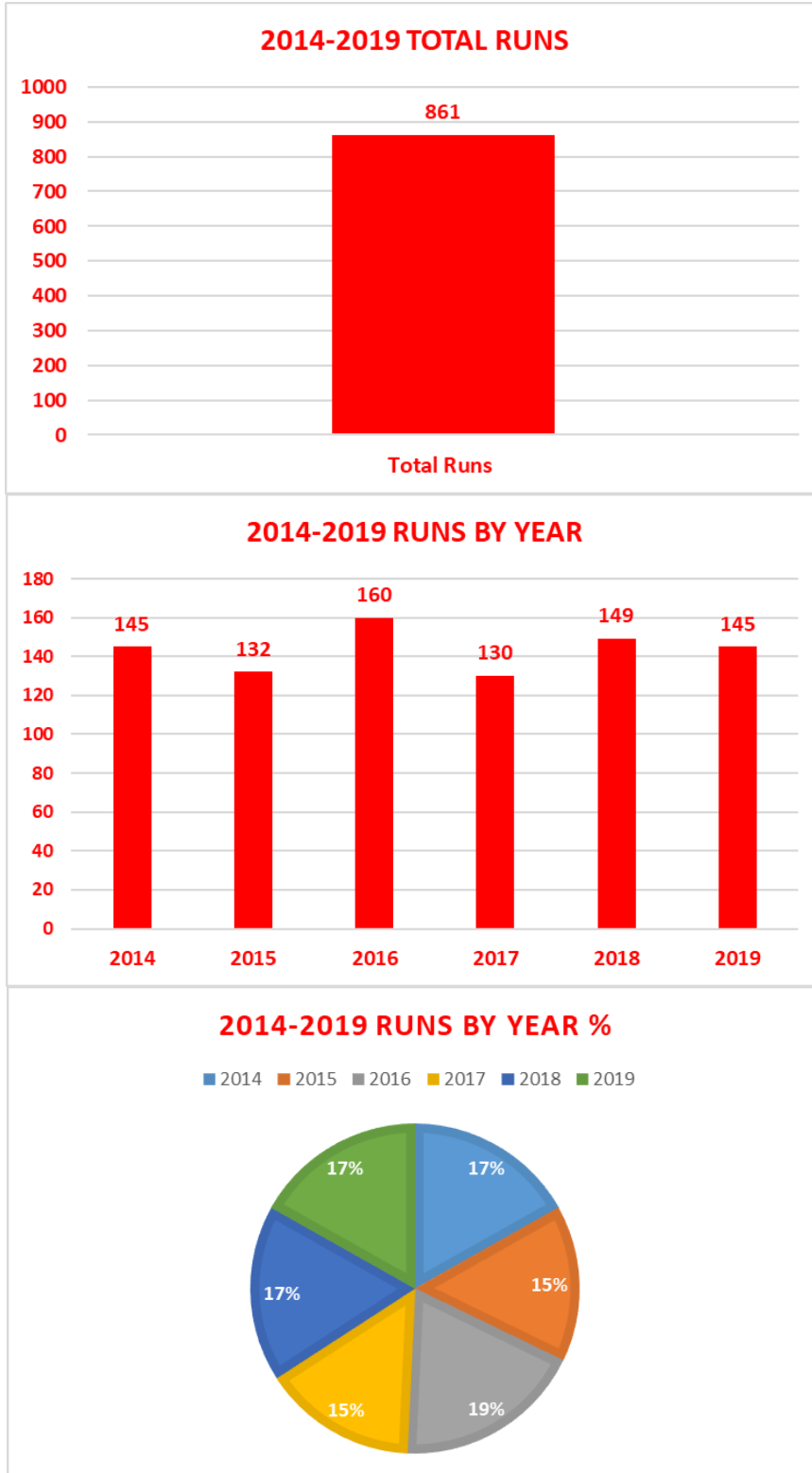
Busiest Day: Thursday - 151 Runs



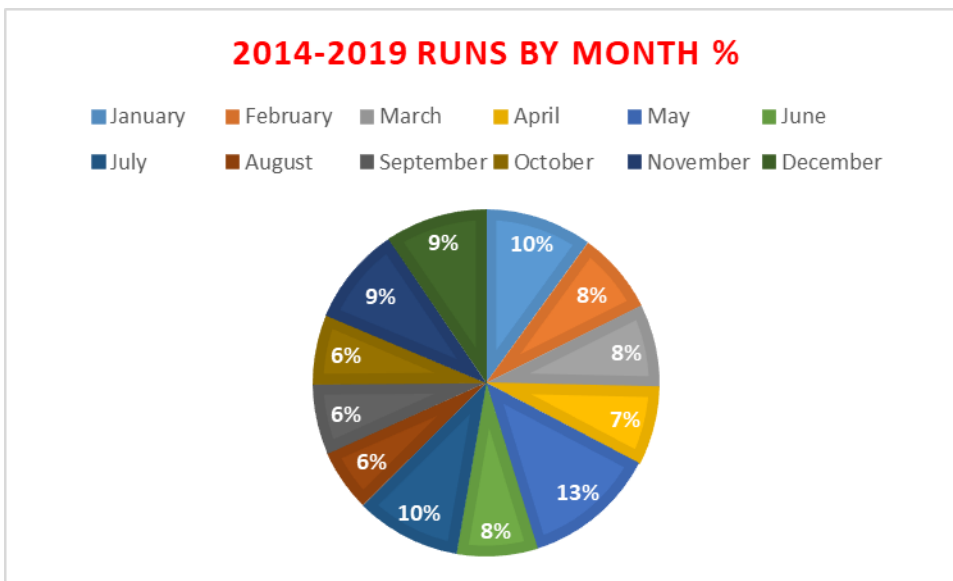
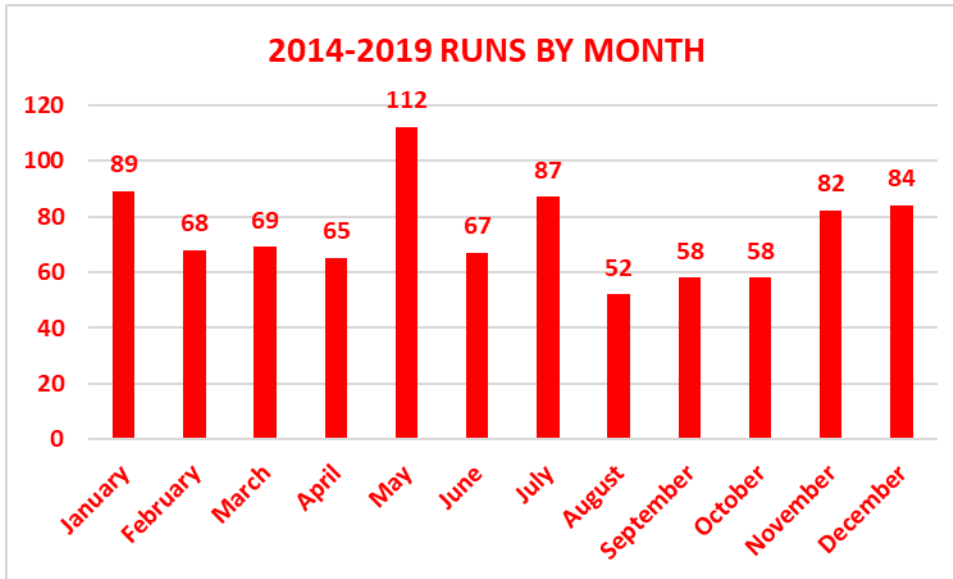
Busiest Hour: 17:00 – 75 Runs



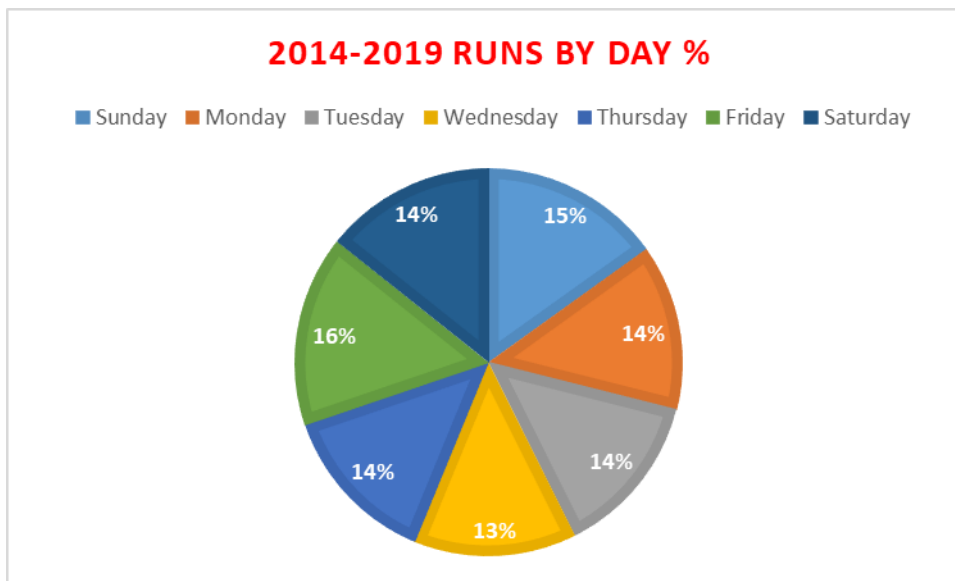
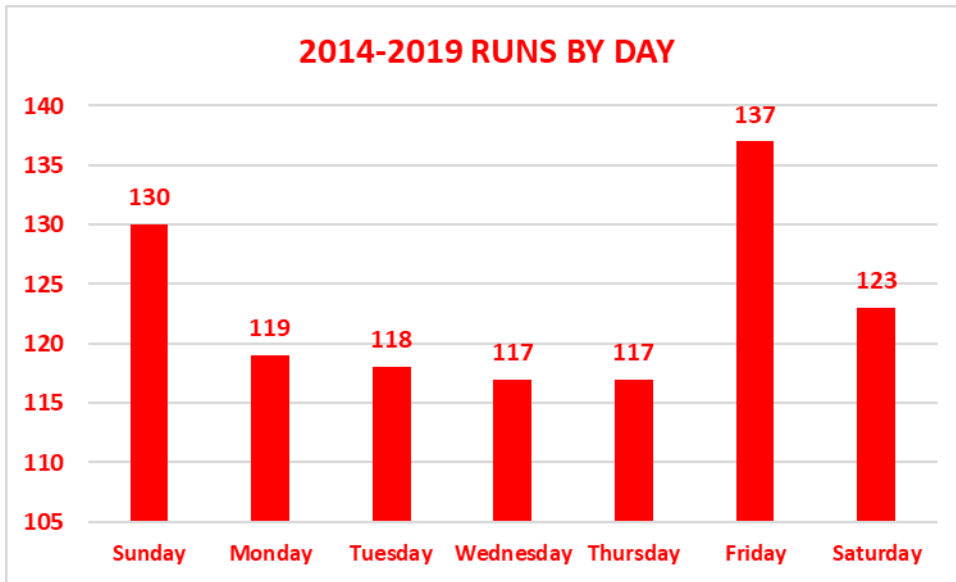
Station 53/25:



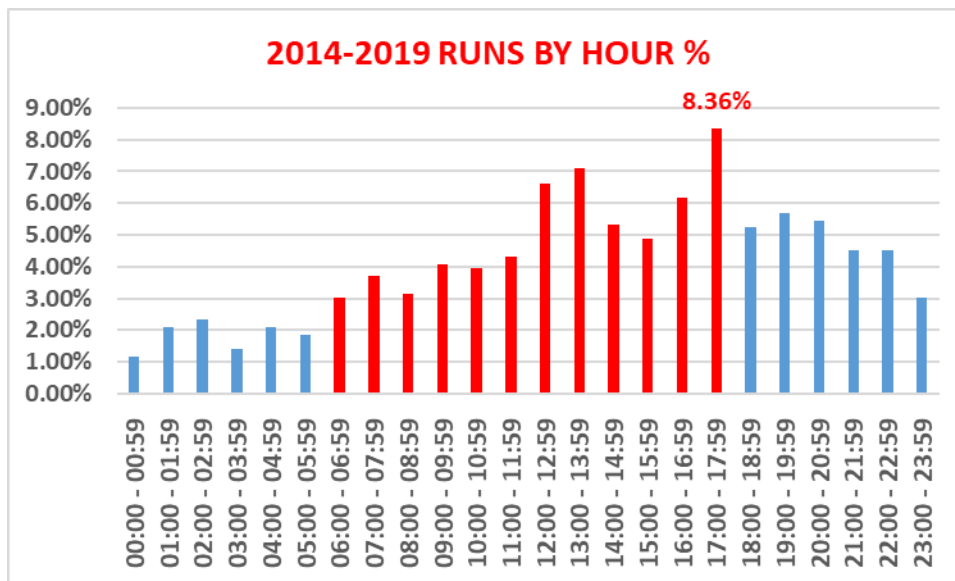
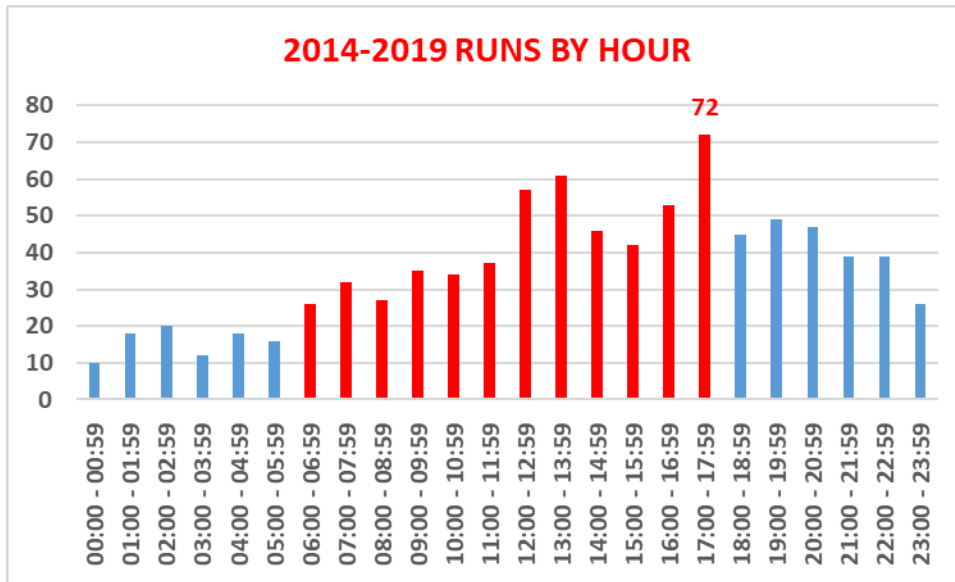
Busiest Year 2016 - 160 Runs



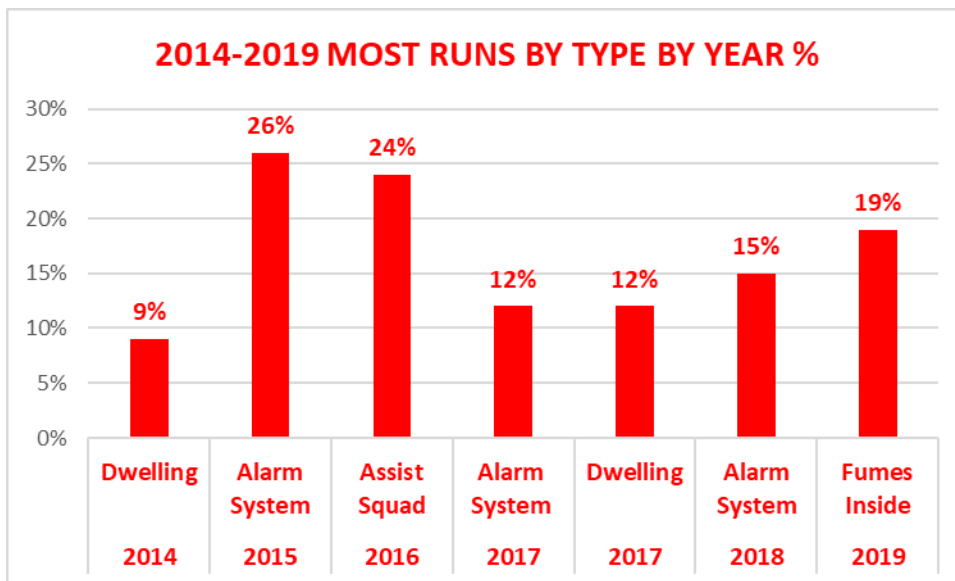
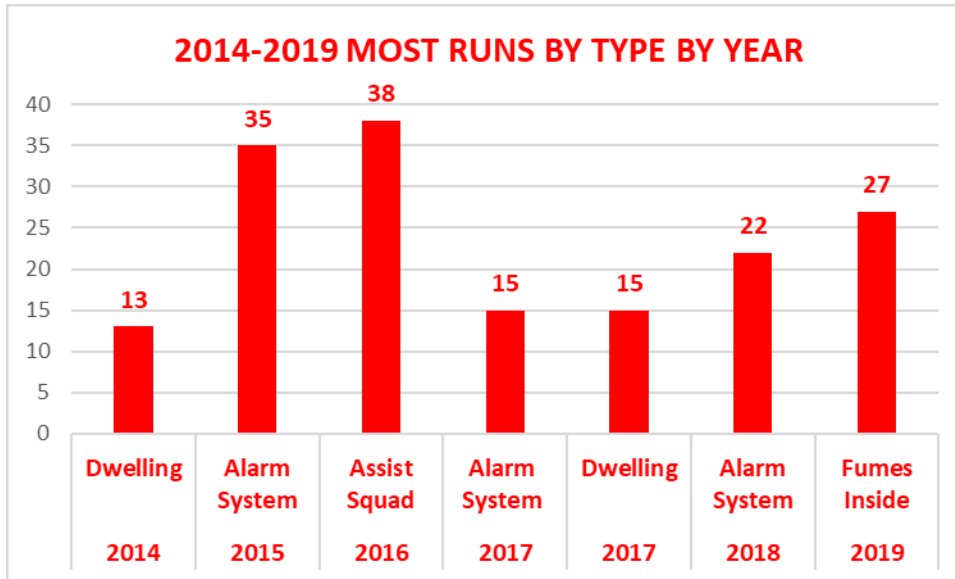
Busiest Month: May - 112 Runs



Busiest Day: Friday - 137 Runs

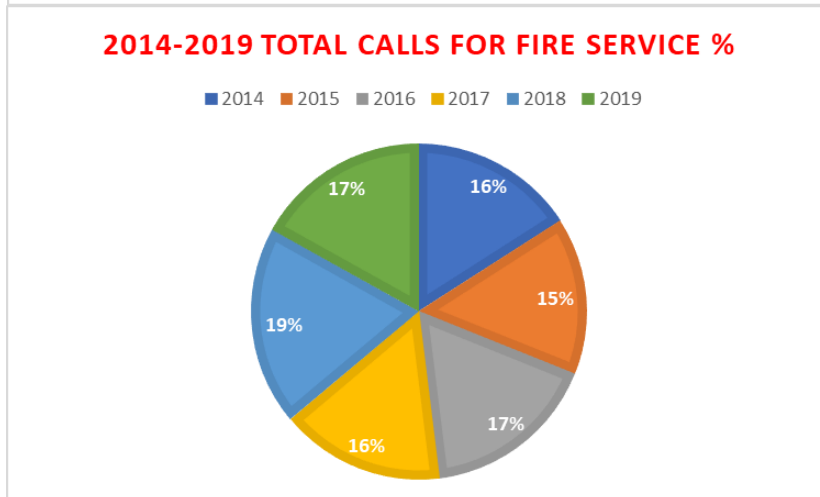
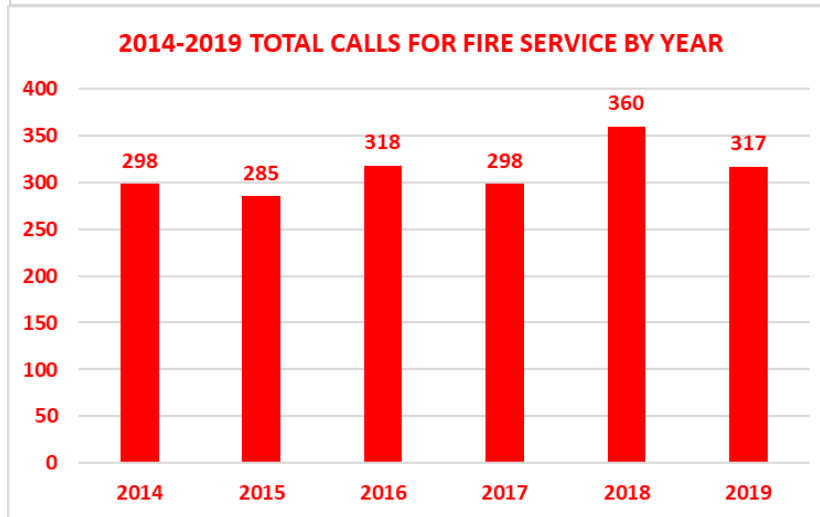
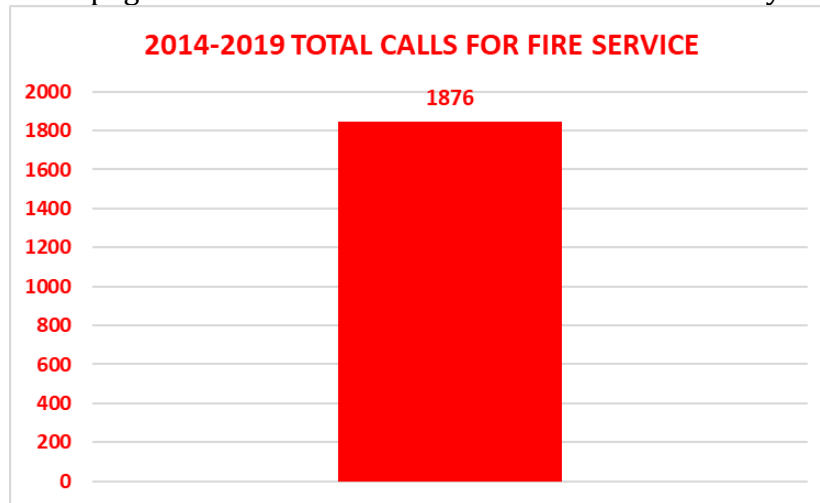


Busiest Hour: 17:00 – 72 Runs



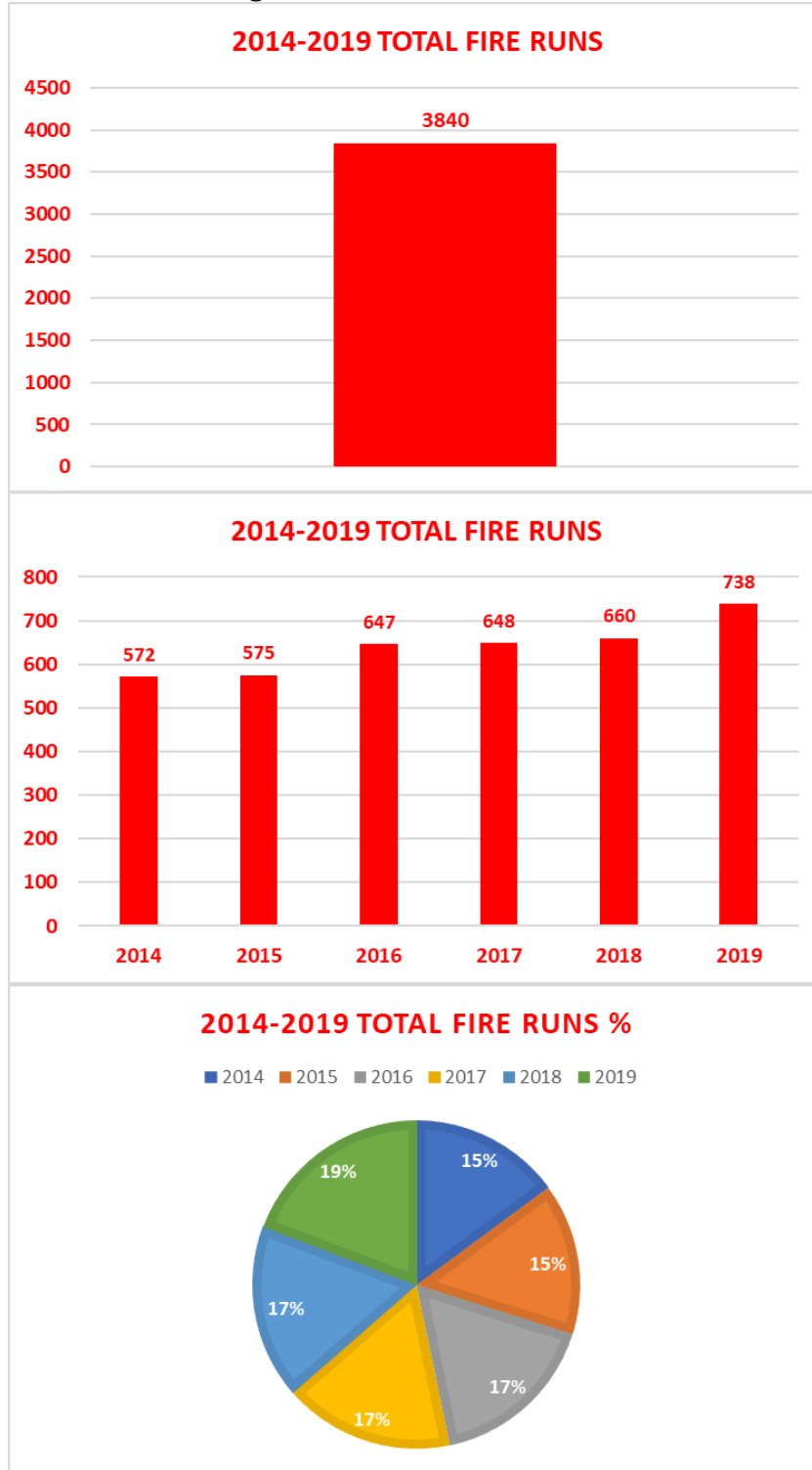
Borough Wide Data

The data on this particular page reflects the actual Demand for Fire Service by the Public in Bristol Borough.

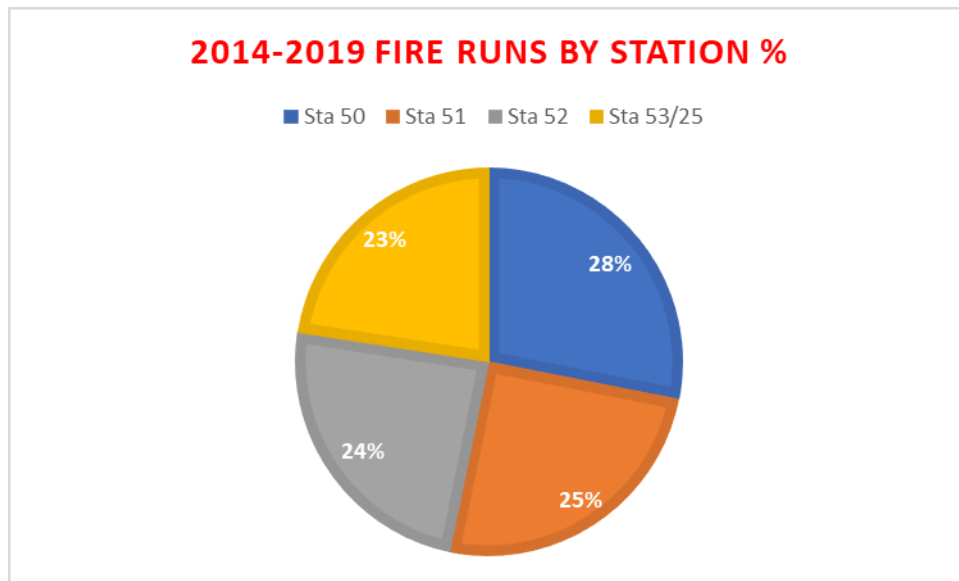
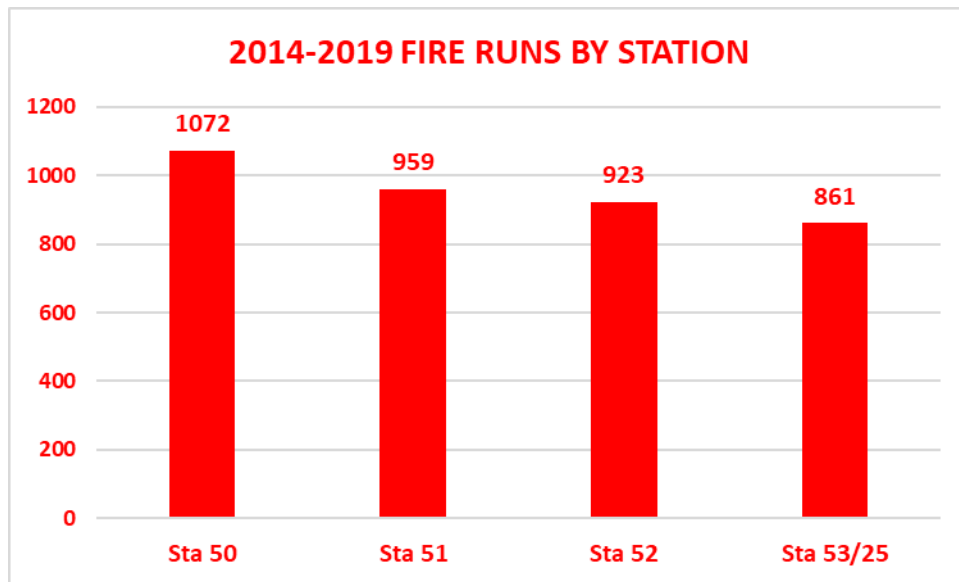


Busiest Year: 2018 - 360 Runs

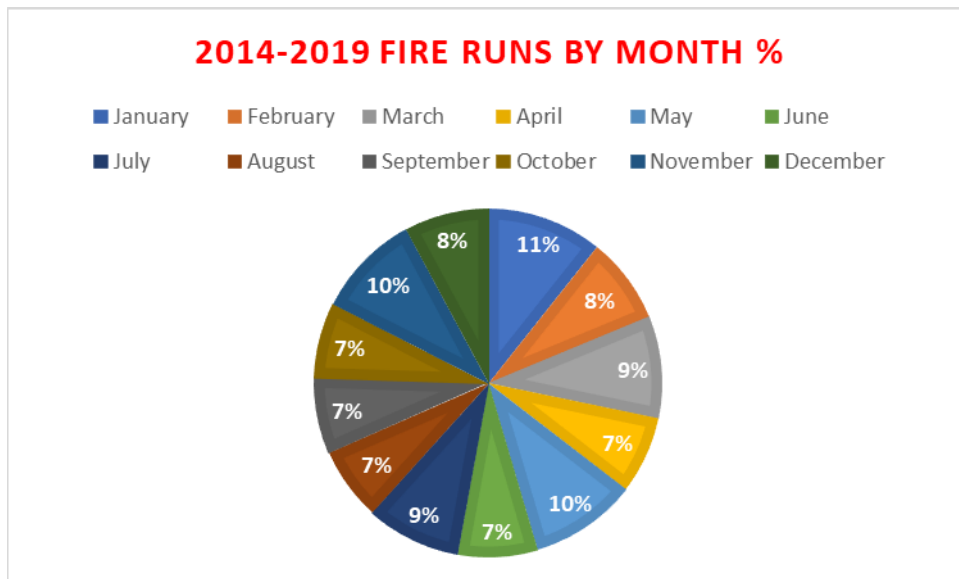
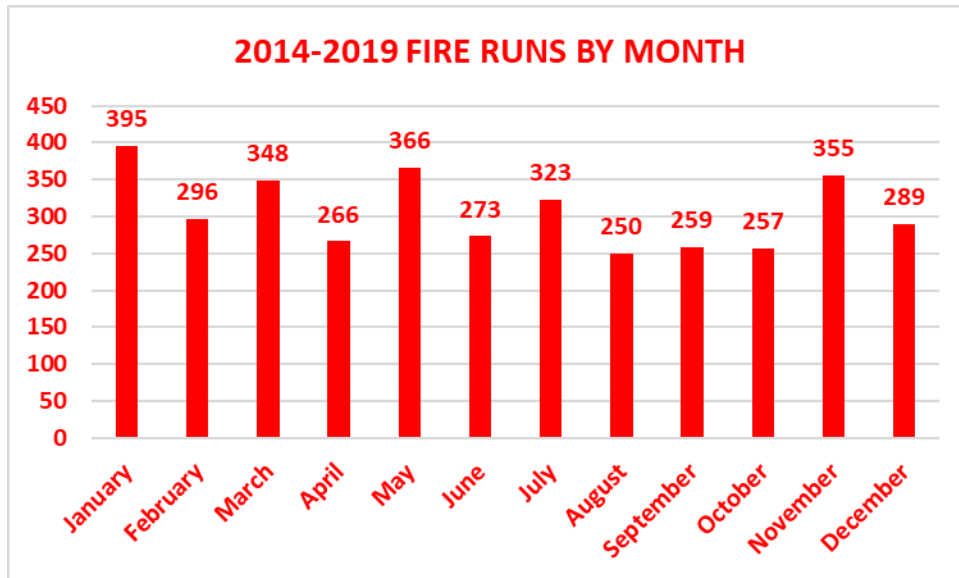
The data on this page shows the cumulative number of Fire Runs that were dispatched. This reflects that one or more companies in Bristol are dispatched to the same call. It also includes Mutual Aid responses out of the Borough.



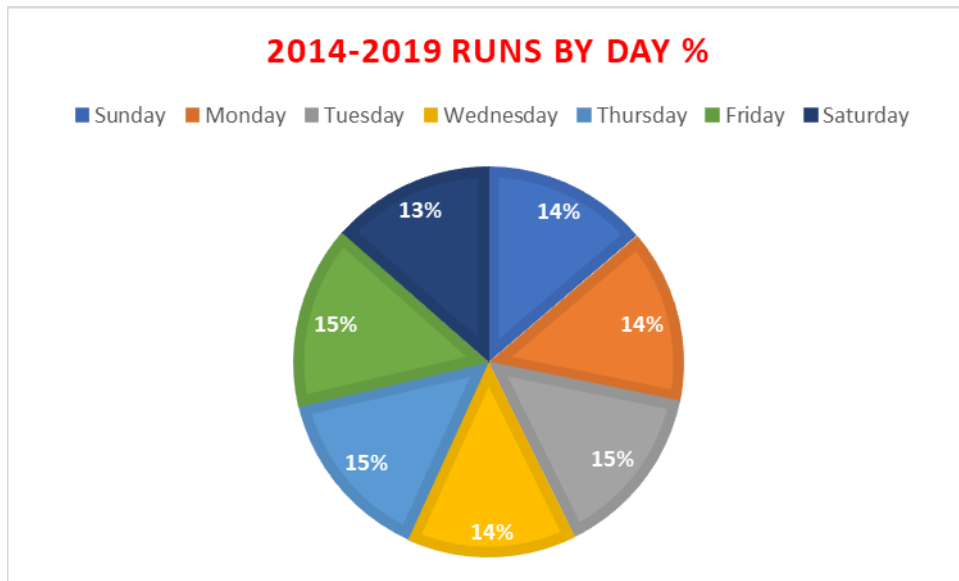
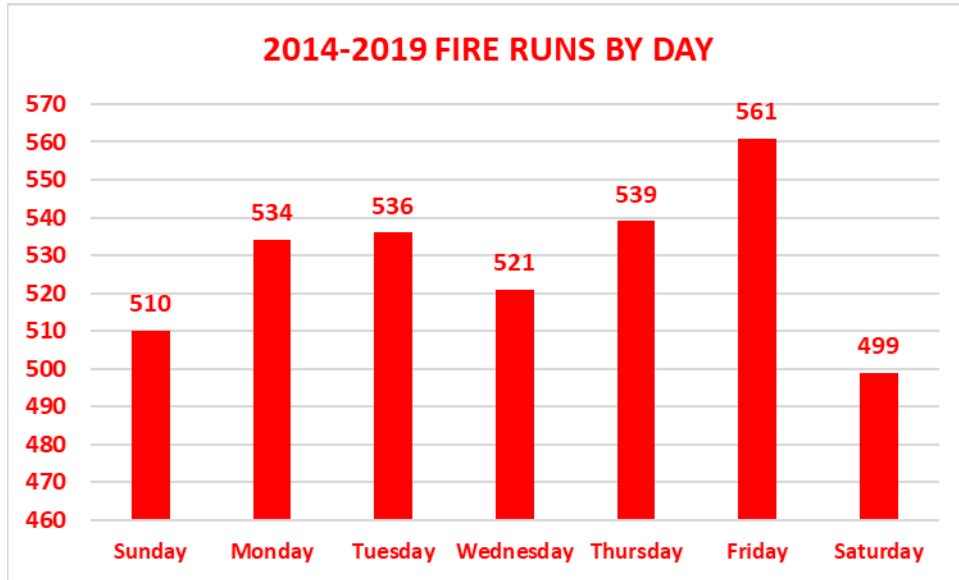
Busiest Year: 2019 – 738 Runs



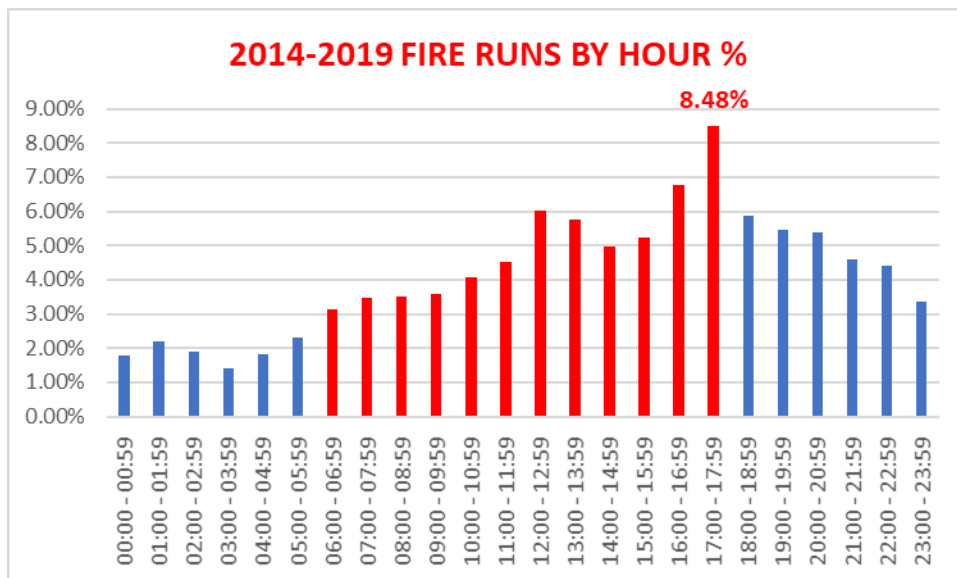
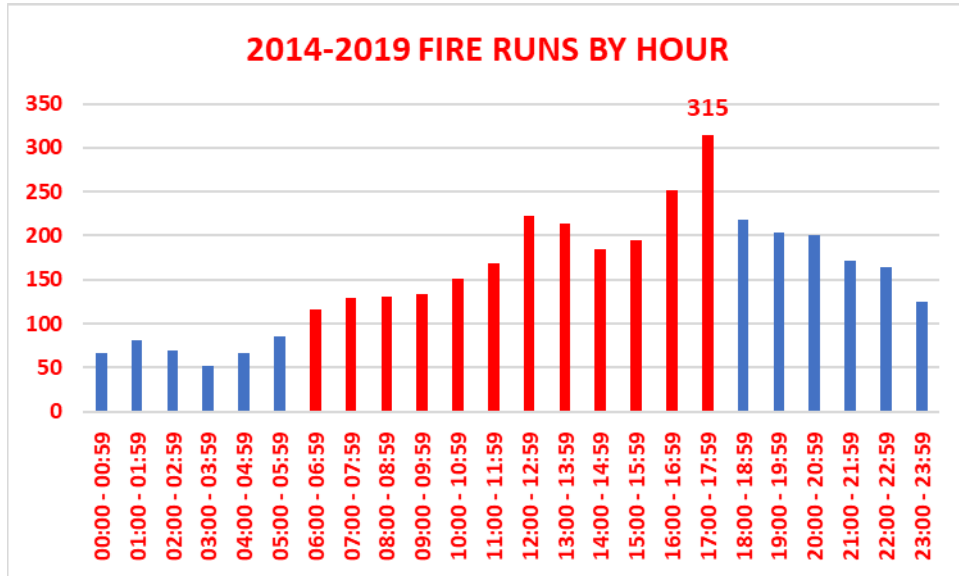
Most Fire Runs: Sta. 50 – 1072 Runs



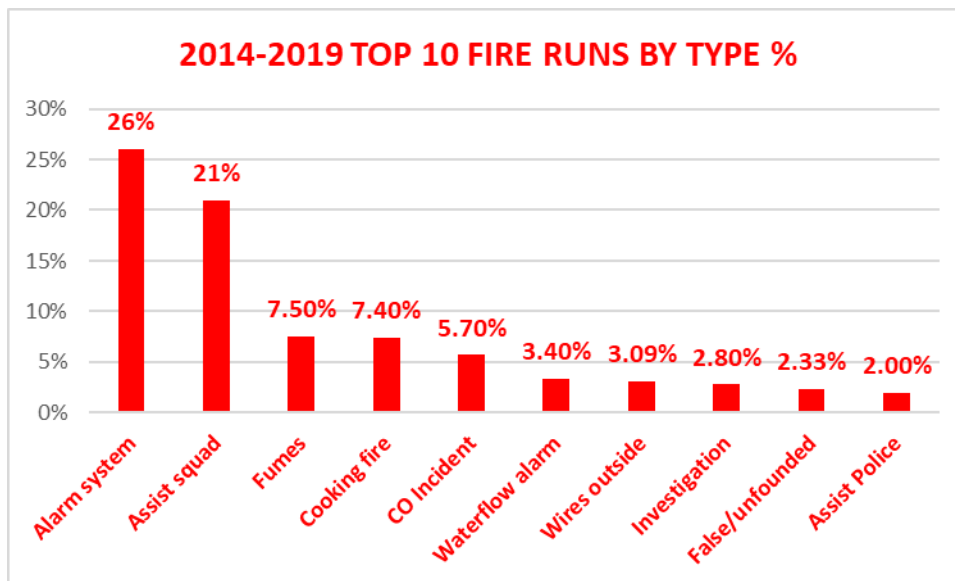
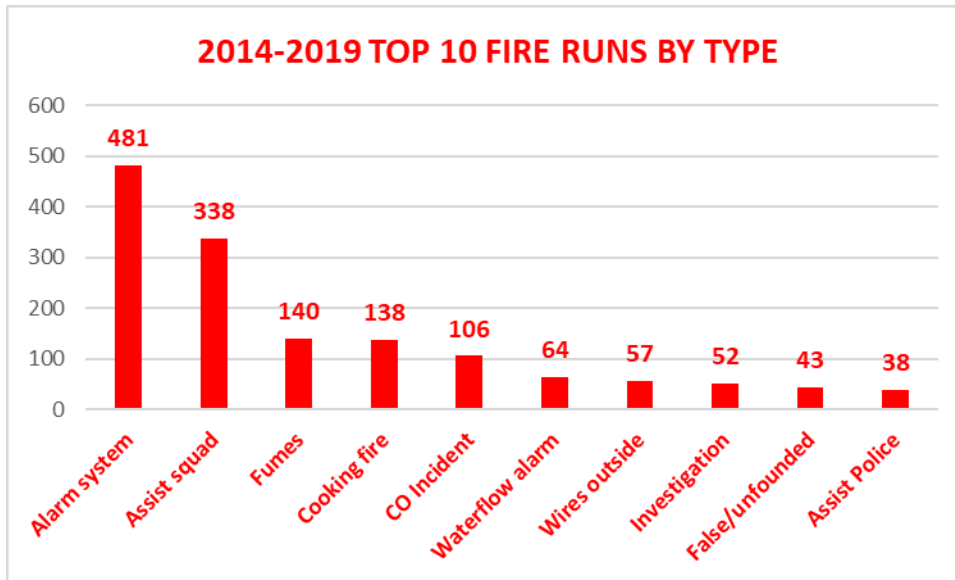
Busiest Month: January – 395 Runs



Busiest Day: Friday - 561 Runs



Busiest Day: Hour 17:00 - 315 Runs

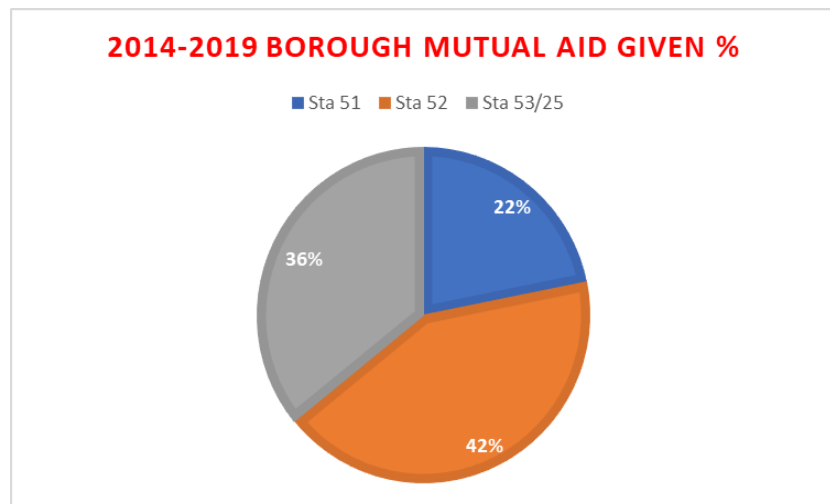
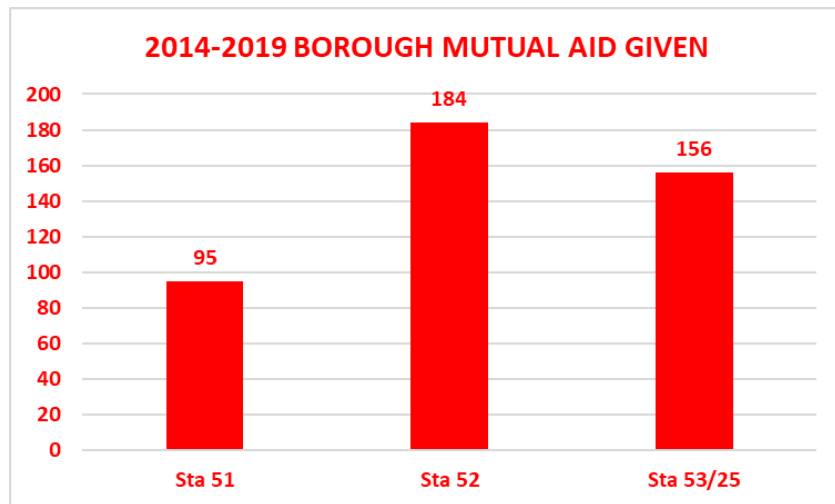


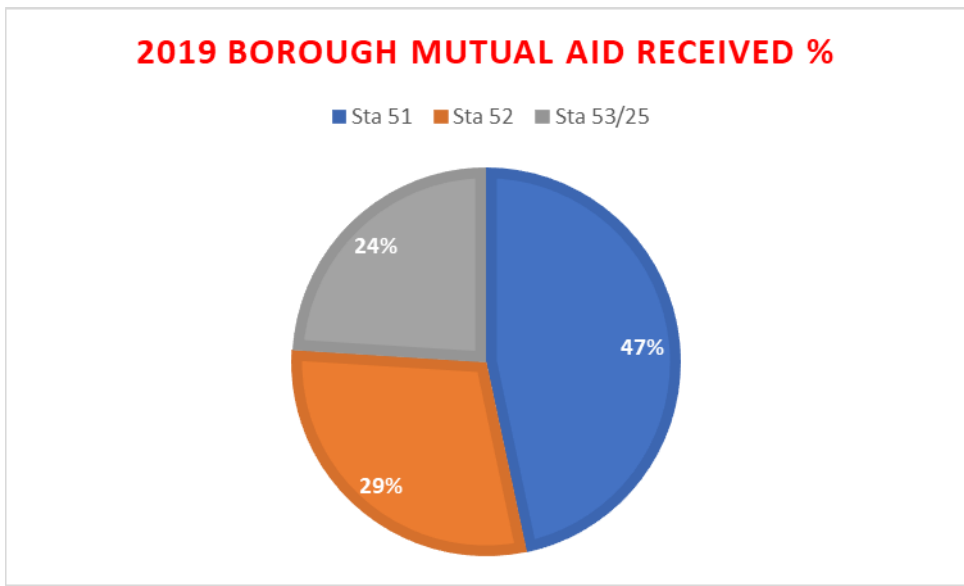
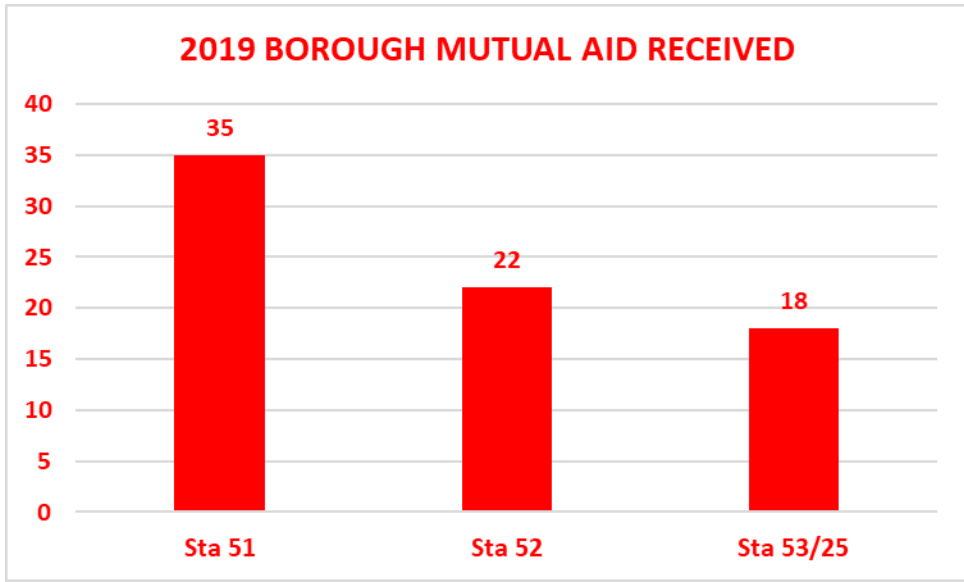
Most Common Call: Alarm System – 481 Runs

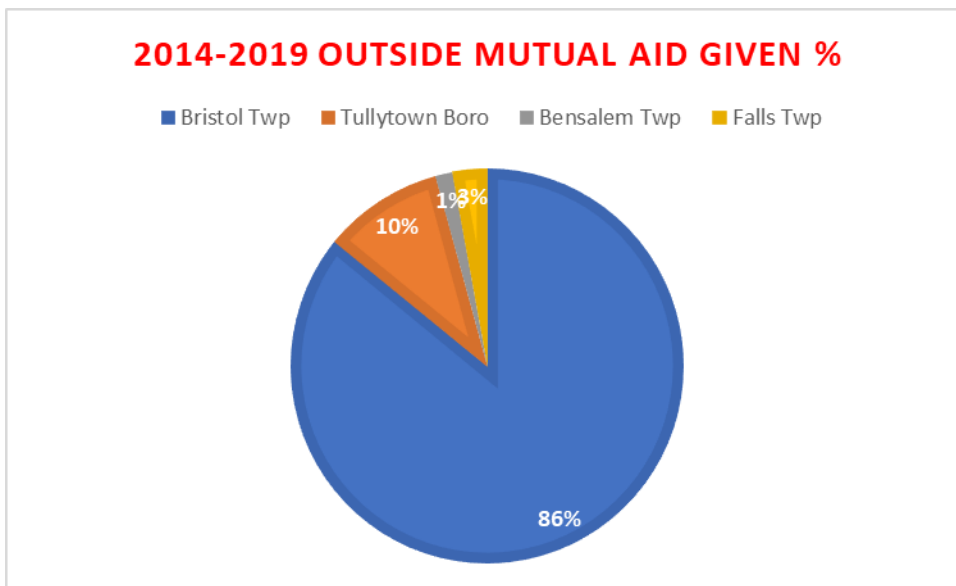
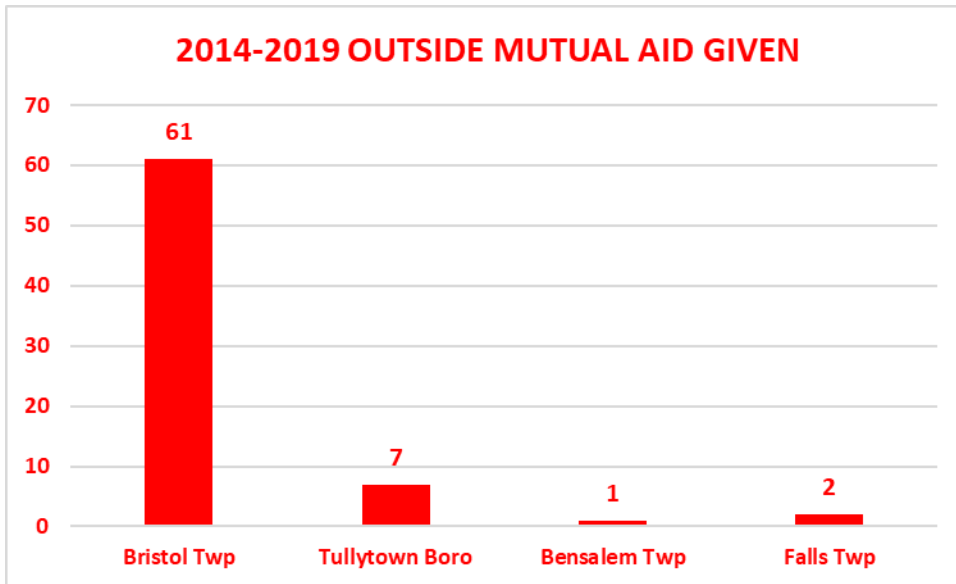
Bristol Borough Aid Given/Aid Received

Automatic vs. Mutual Aid: Automatic aid is assistance that is dispatched automatically by a contractual agreement between two fire departments, communities or fire districts. Mutual aid is assistance that is dispatched, upon request, by the responding fire department. Usually it is requested upon arrival at the scene. Since all Fire Co.'s in Bucks County operate under a Countywide "Phantom Box" System, where the Box Card assignments are predetermined up to 5 Alarms. Automatic Aid is the primary source of Fire Assets sent to any assignment. The vernacular used to describe one, the other or both, however, is commonly referred to as Mutual Aid. The data reviewed here will analyze the Aid given and received between Borough Fire Co's and the Aid given and received to other Lower Bucks municipalities, will be titled Mutual Aid.

Station 50







Received Outside: NO DATA PROVIDED

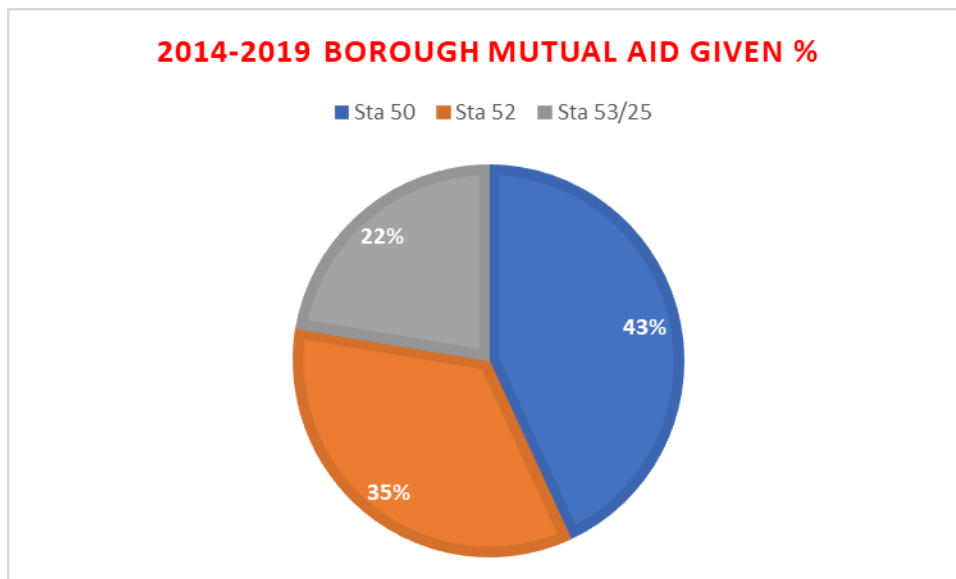
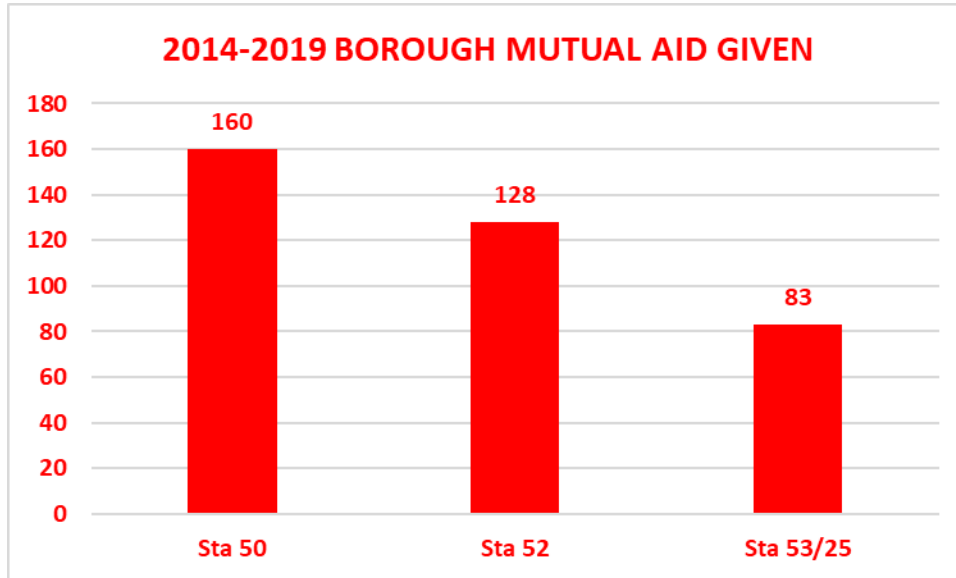
Analysis of Station 50 Mutual Aid:

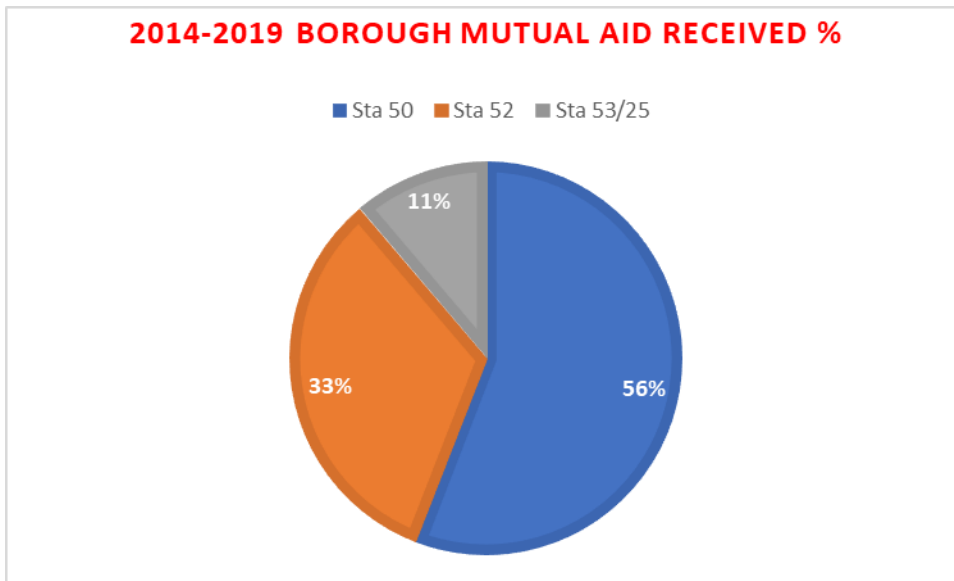
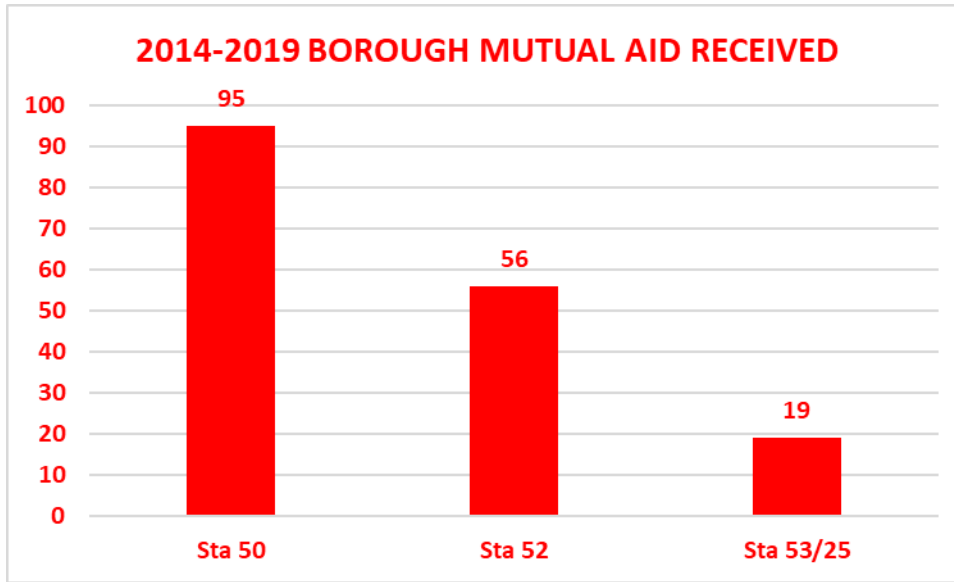
Given in BB 2014-2019: Station 52 – 42%/142 Runs

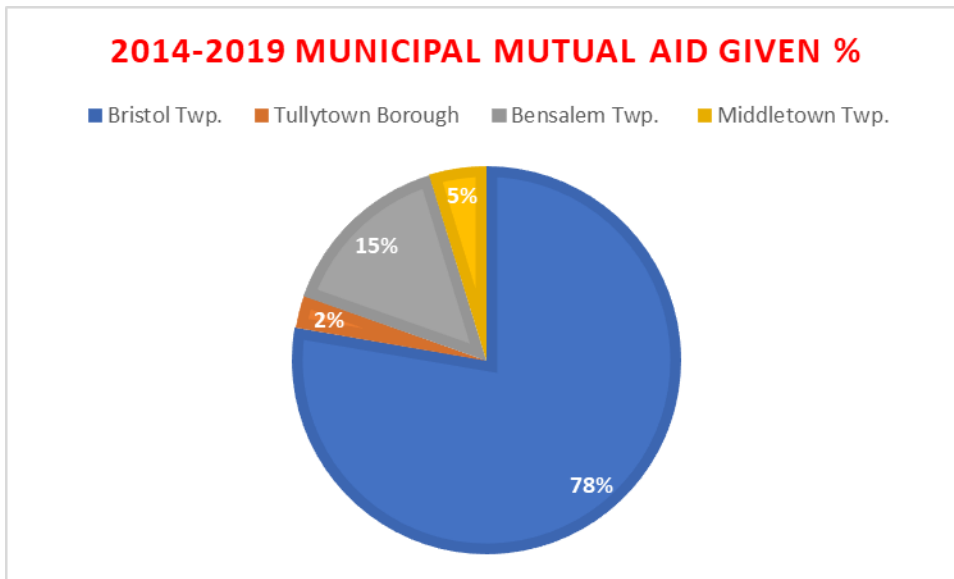
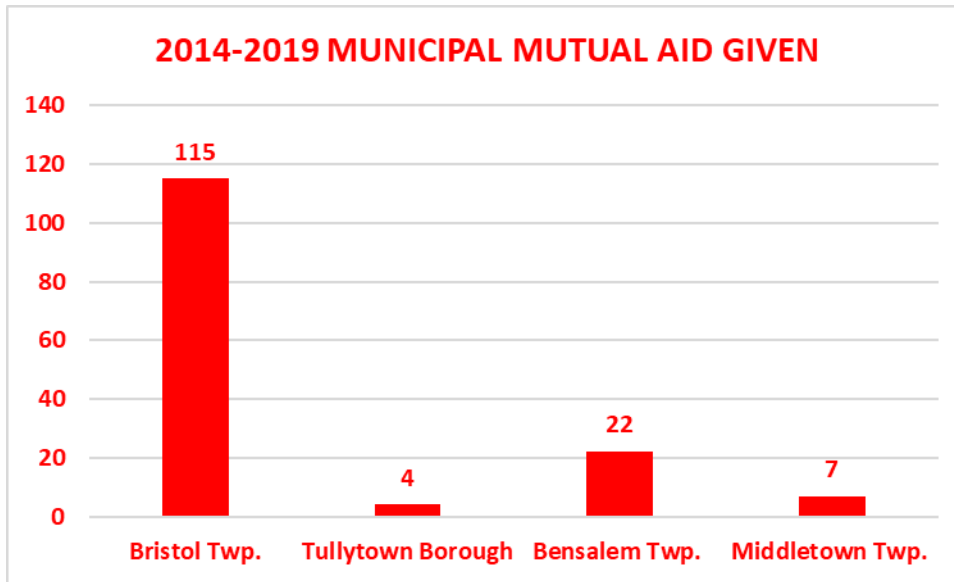
Received in BB only available for 2019: Station 51 – 47%/35 Runs

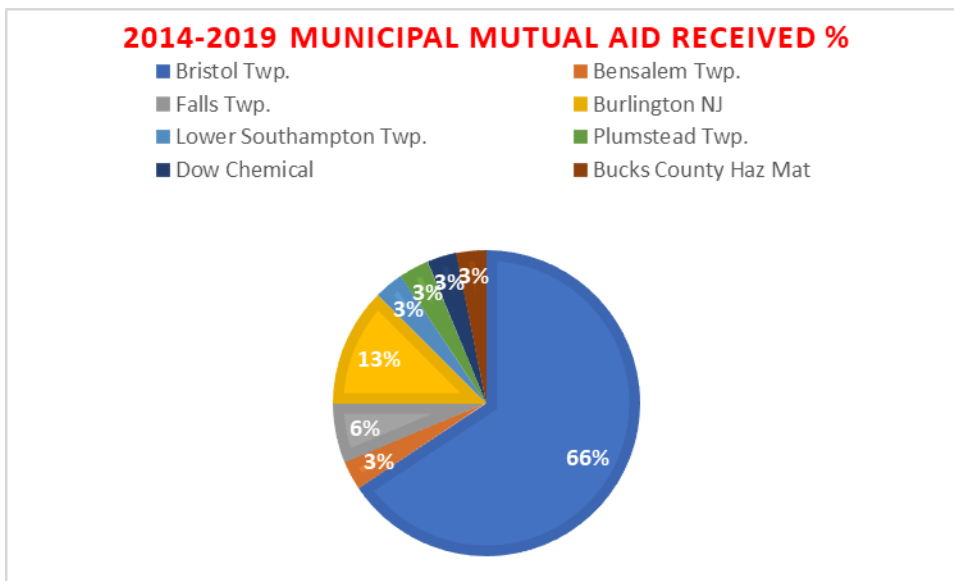
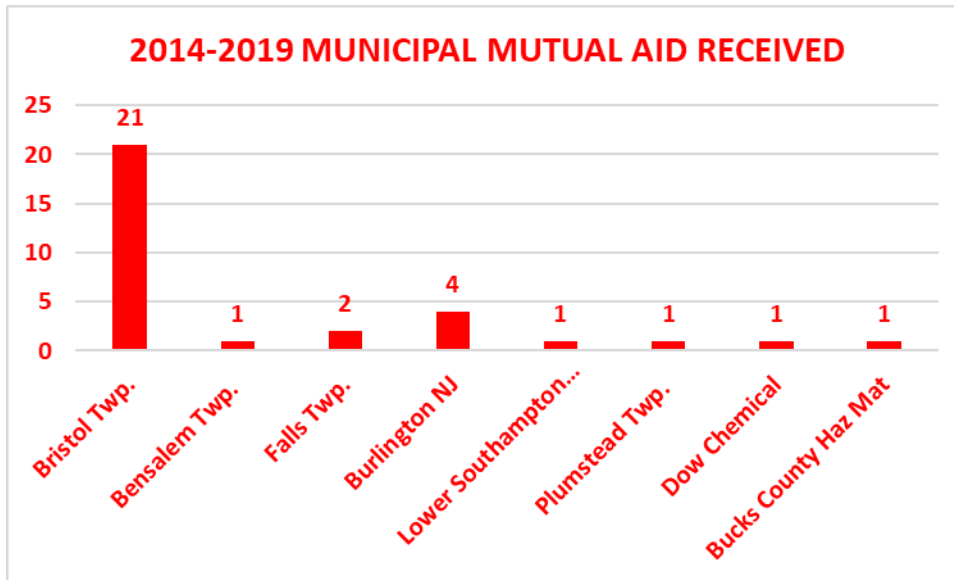
Given Outside: 2014-2019: Bristol Twp. – 86%/61 Runs

Station 51









Analysis of Station 51 Mutual Aid:

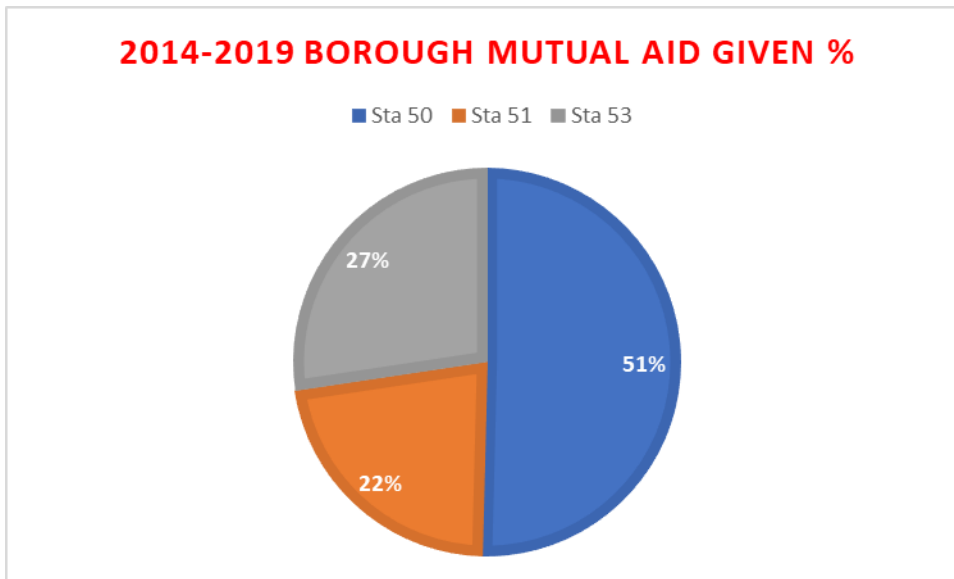
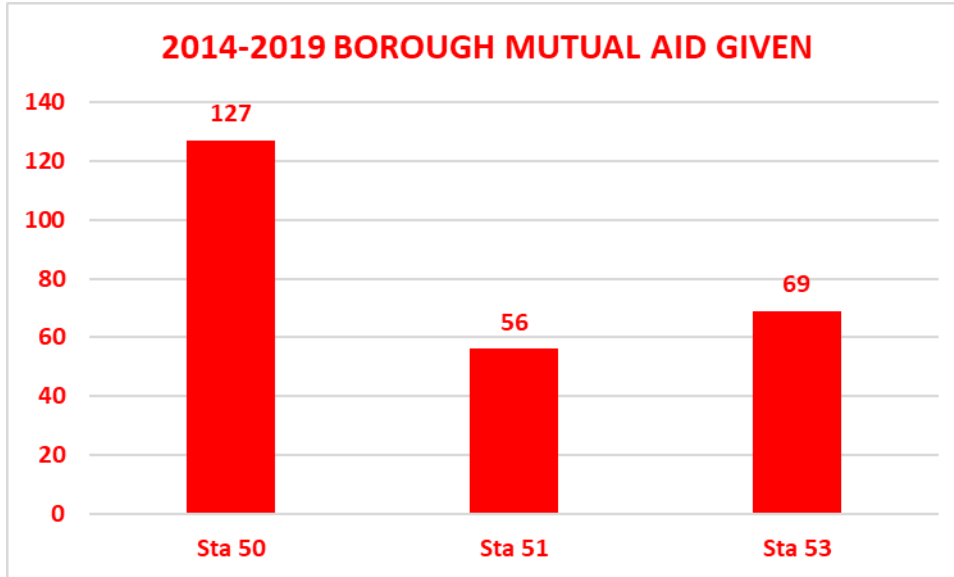
Given in BB 2014-2019: Station 50 – 43%/160 Runs

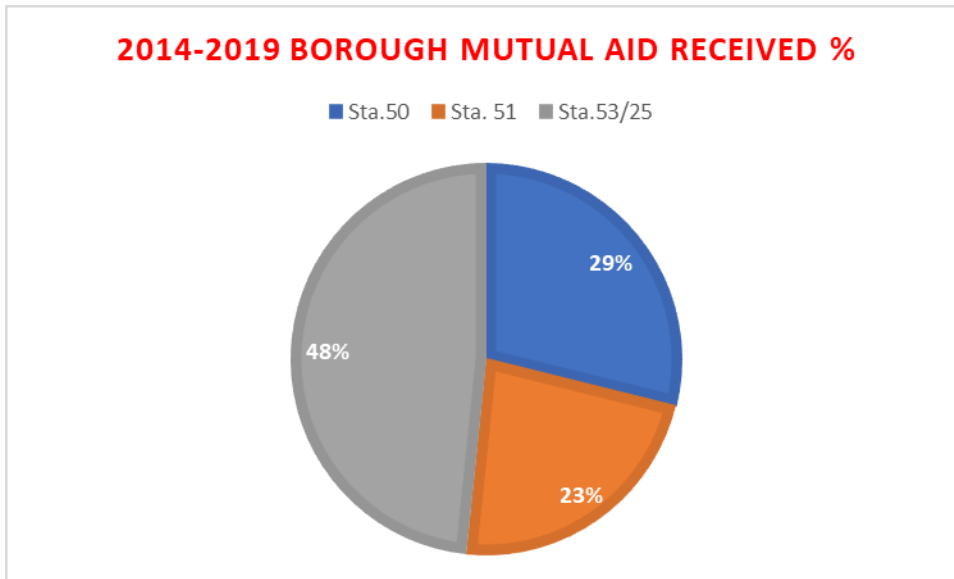
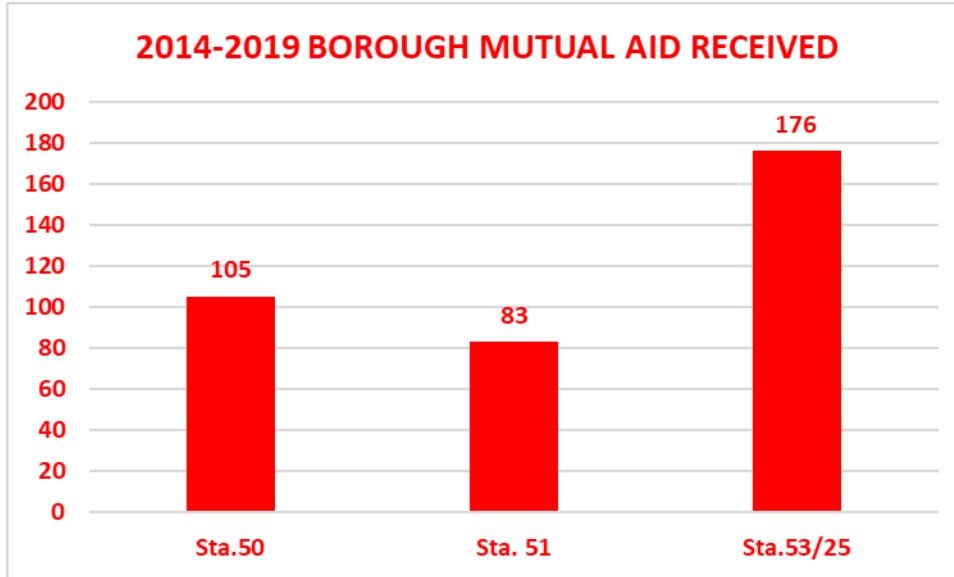
Received in BB 2014- 2019: Station 50 – 56%/65 Runs

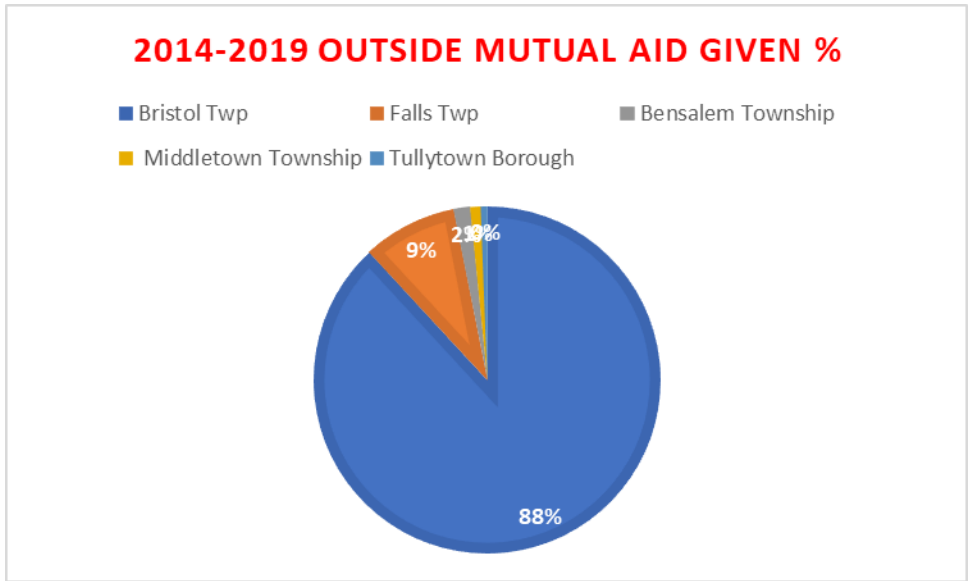
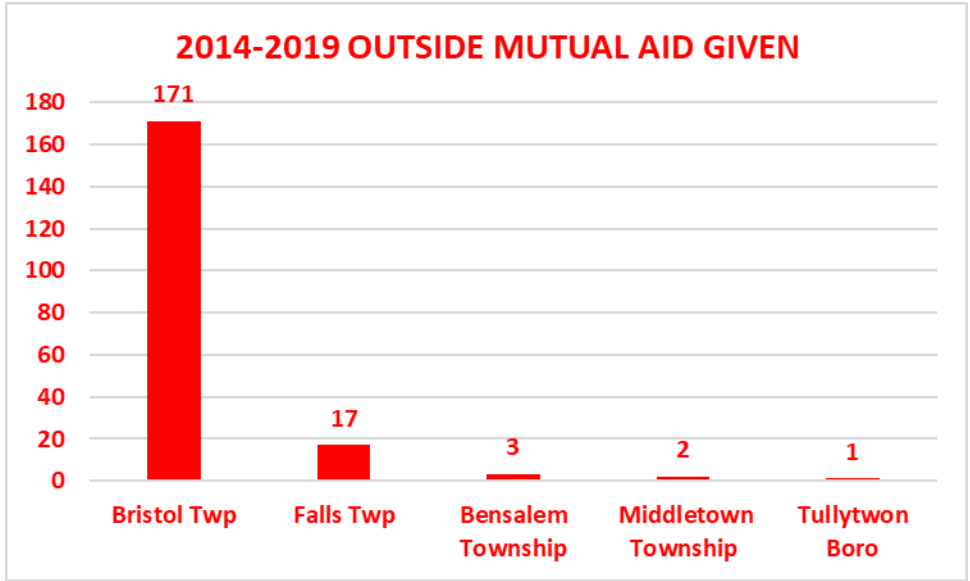
Given Outside: 2014-2019: Bristol Twp. – 78%/115 Runs

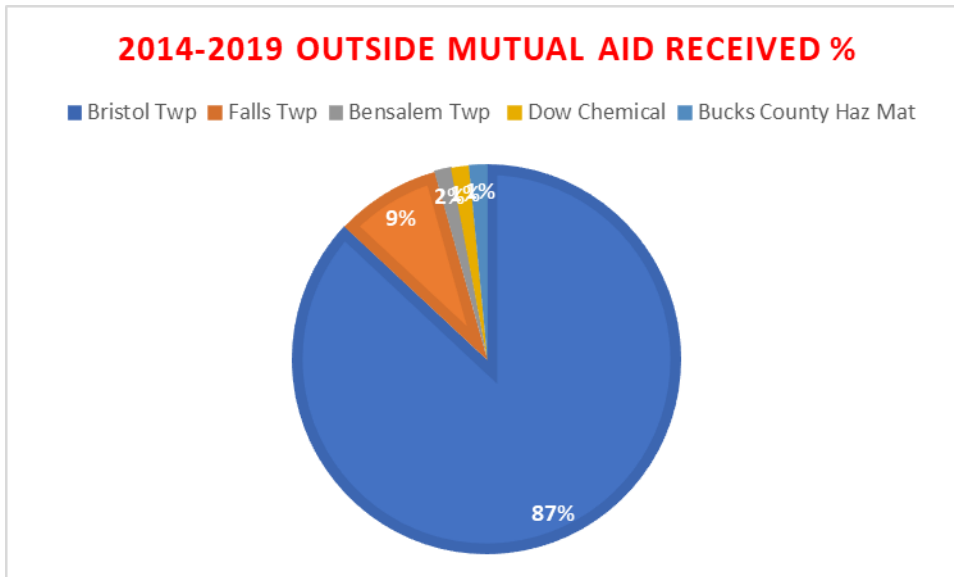
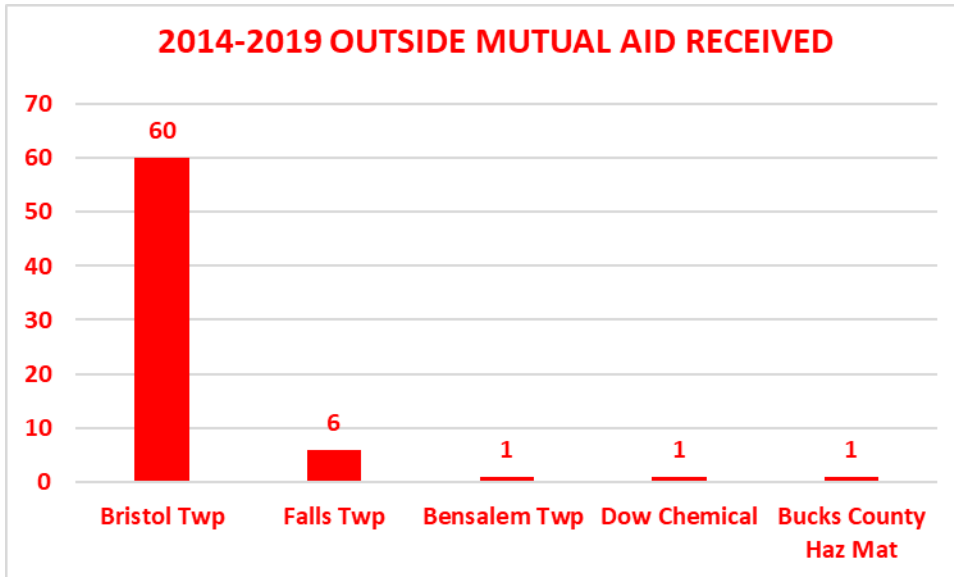
Received Outside: 2014-2019: Bristol Twp. – 66%/21 Runs

Station 52









Analysis of Station 52 Mutual Aid:

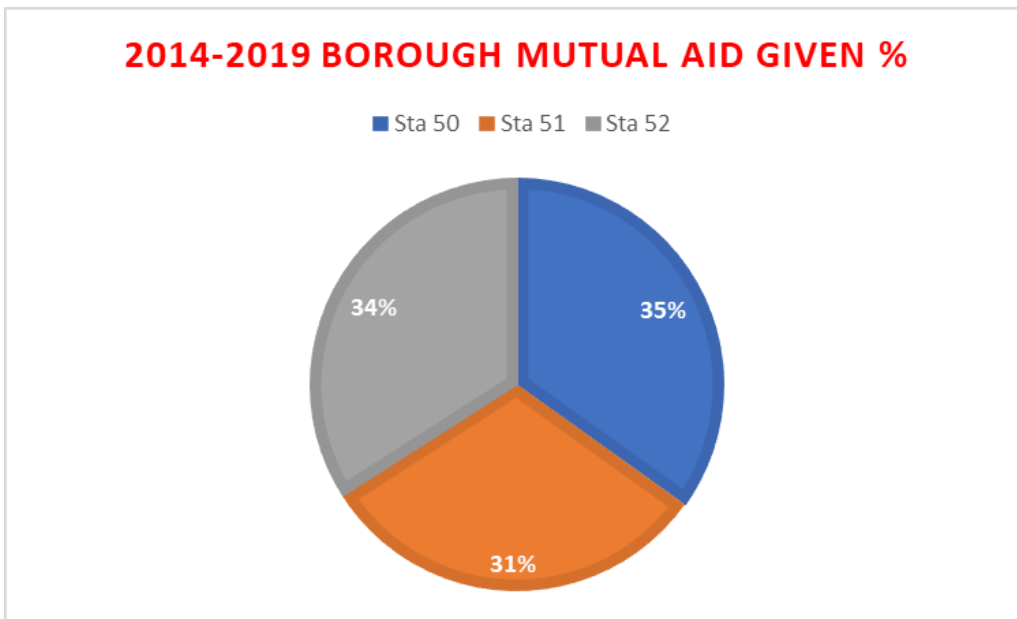
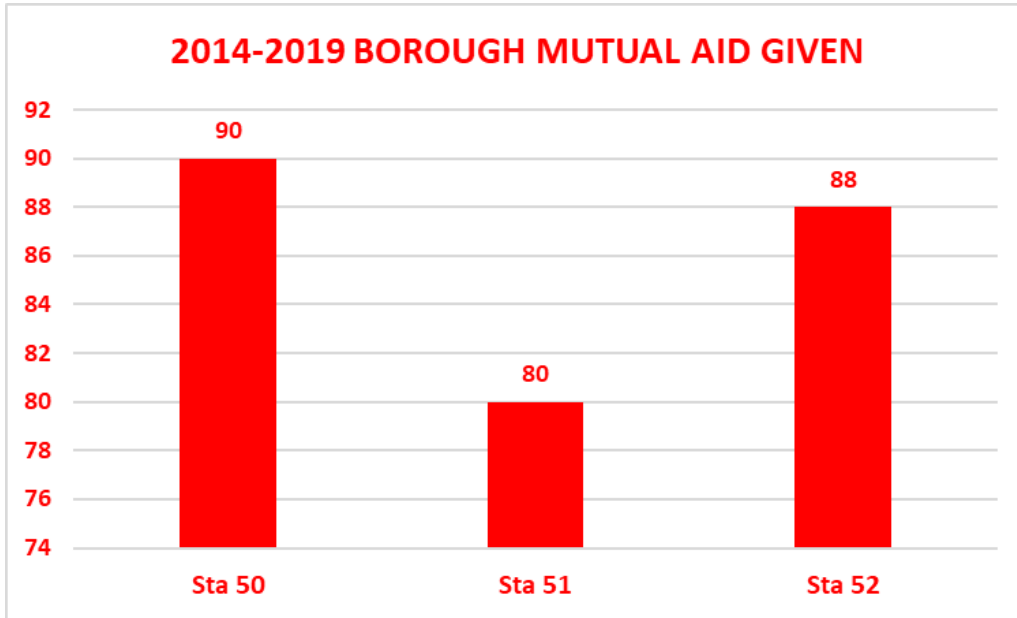
Given in BB 2014-2019: Station 50 – 51%/127 Runs

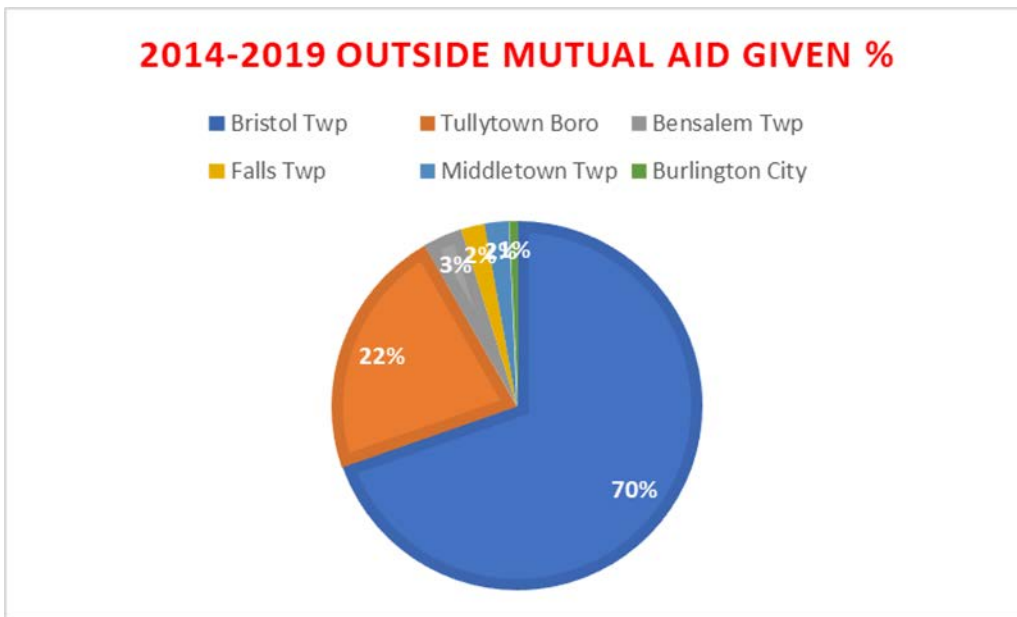
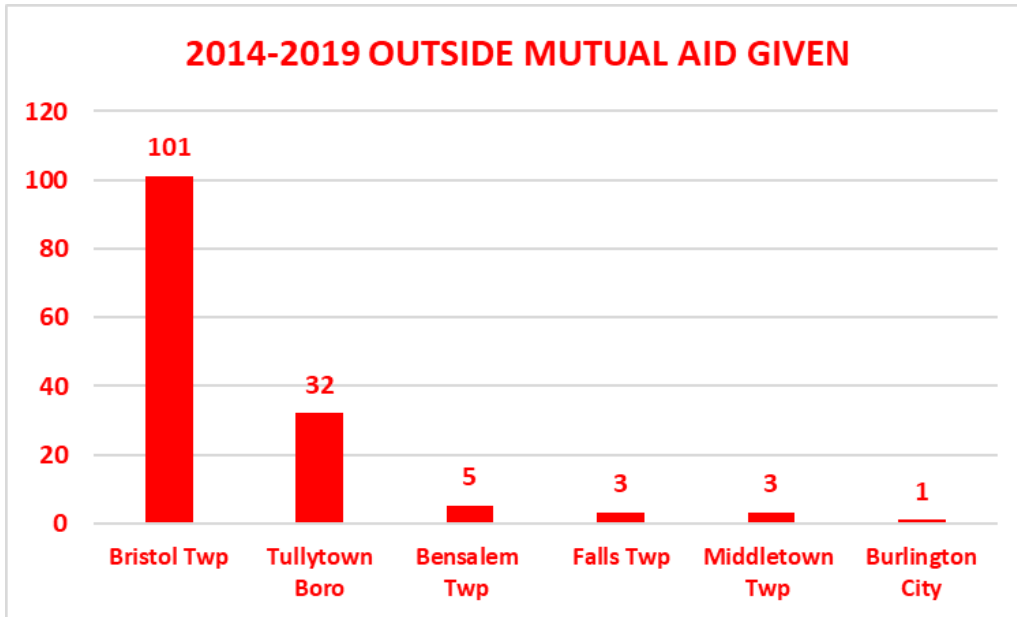
Received in BB 2014- 2019: Station 50 – 48%/176 Runs

Given Outside: 2014-2019: Bristol Twp. – 88%/171 Runs

Received Outside: 2014-2019: Bristol Twp. – 87%/60 Runs

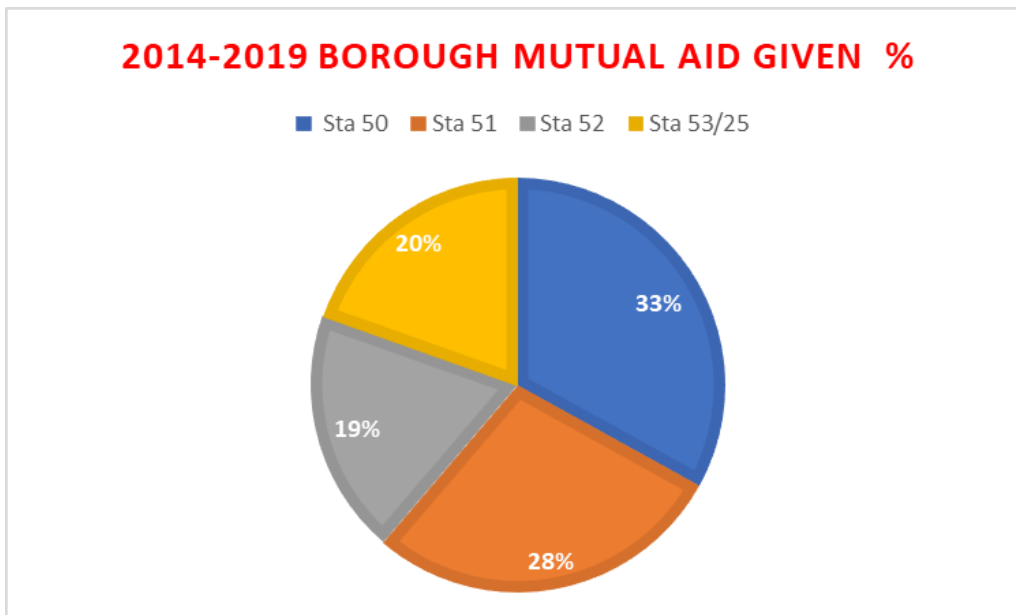
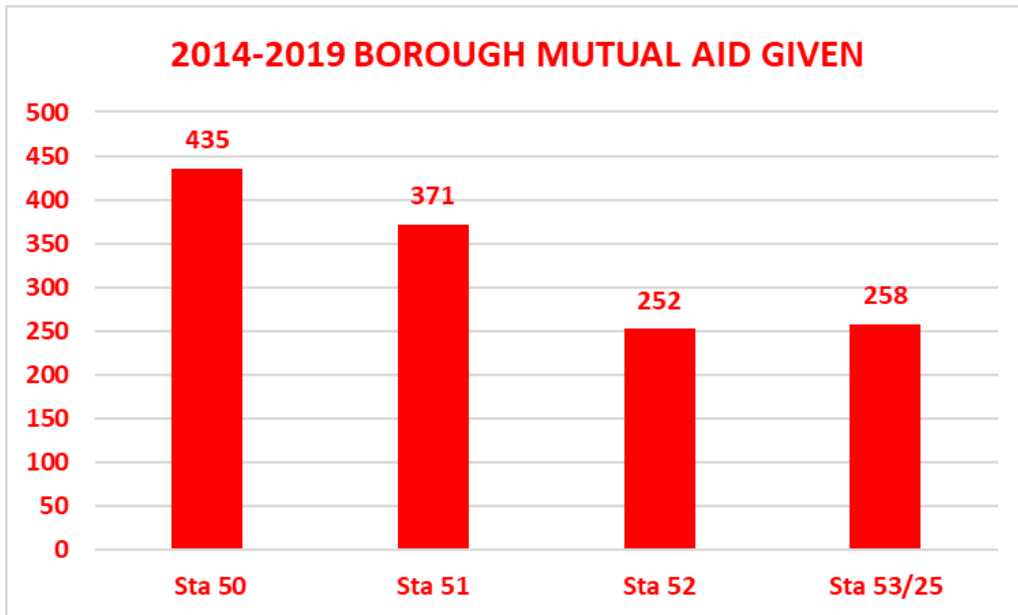
Station 53/25

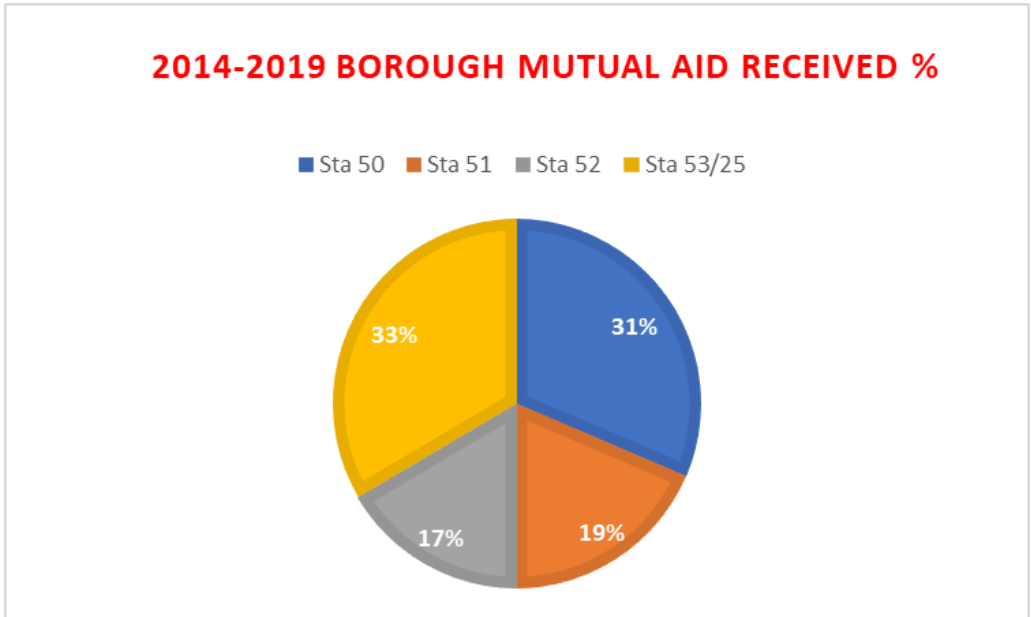
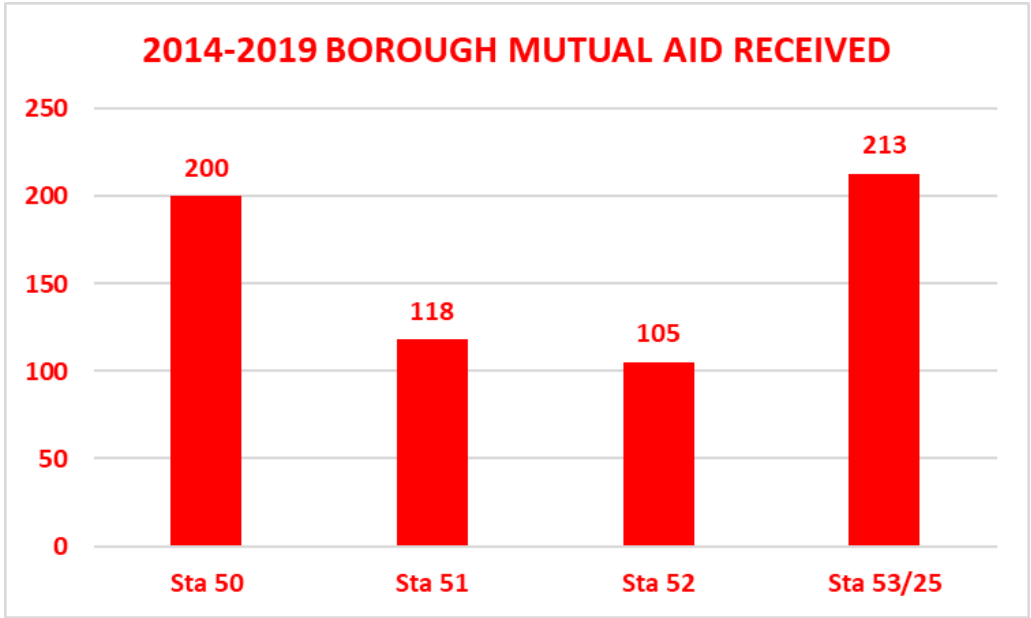


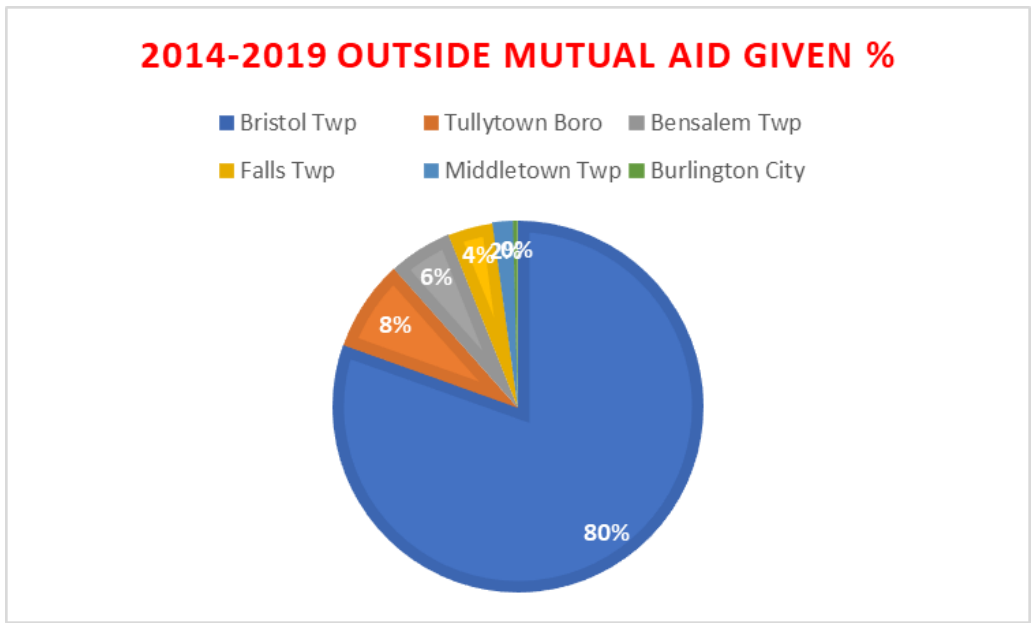
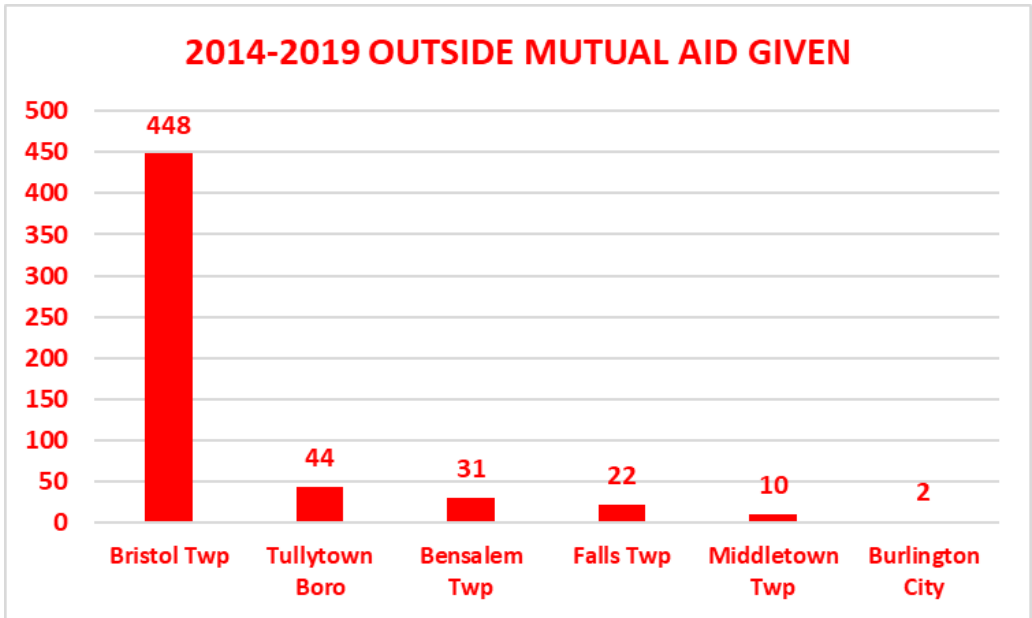


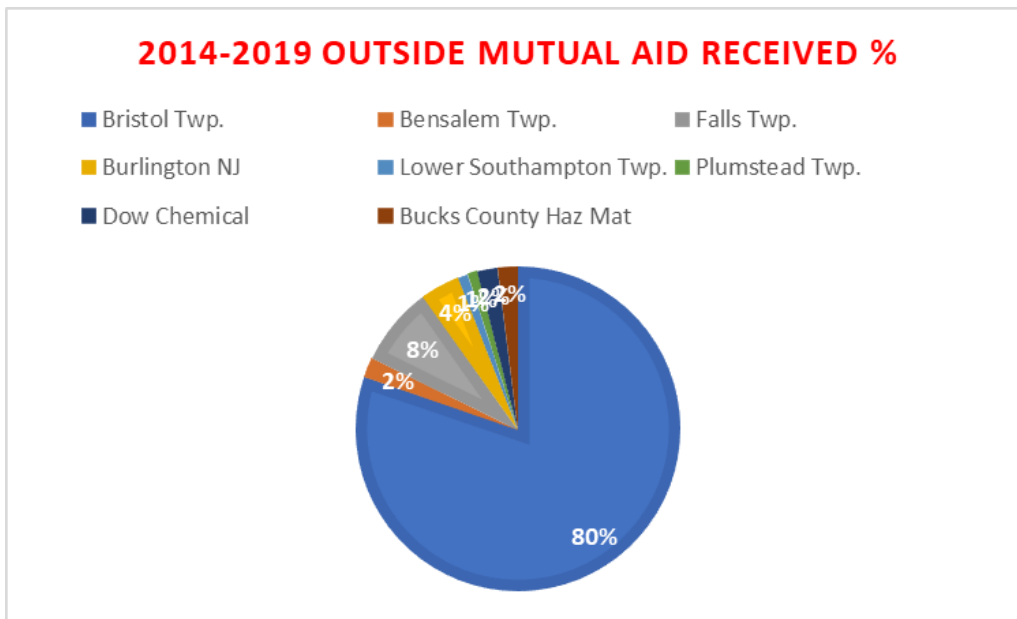
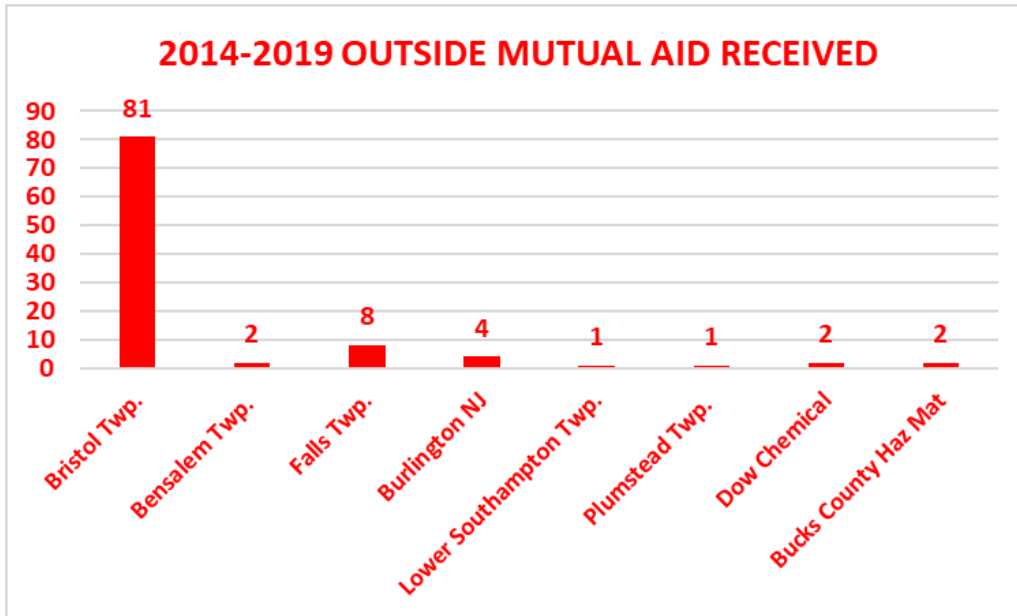
Analysis of Station 53 Mutual Aid:
Given in BB 2014-2019: Station 50 – 35%/90 Runs
Received in BB 2014- 2019: NO DATA PROVIDED
Given Outside: 2014-2019: Bristol Twp. – 70%/101 Runs
Received Outside: 2014-2019: NO DATA PROVIDED

BOROUGH WIDE MUTUAL AID DATA









Analysis of Borough Wide Mutual Aid:
Given in BB 2014-2019: Station 50 – 33%/435 Runs
Received in BB 2014- 2019: Station 53/25 – 33%/213 Runs
Given Outside: 2014-2019: Bristol Twp. – 80%/448 Runs
***Received Outside: 2014-2019: Bristol Twp. – 80%/81 Runs**
 *Sta. 50/Sta 53/25: No Data Provided

Recommendation: *Bristol Borough should require a uniform method of recording and collating of all data of the various operational, response time, mutual aid, staffing and training components. All Data should be managed through a common reporting program and analyzed monthly by the Borough and the Association of Fire Companies. This should be codified in Bristol Borough Municipal Code § Chapter 7.*

Staffing & Response Times

The National Fire Protection Association (NFPA) Standard 1720: *Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, And Special Operations to the Public by Volunteer Fire Departments*, is the Nationally Recognized Standard for evaluation of Staffing and Response Times for Volunteers.

Demand Zone ^a	Demographics	Minimum Staff to Respond ^b	Response Time (minutes) ^c	Meets Objective (%)
Urban area	>1000 people/mi ²	15	9	90
Suburban area	500–1000 people/mi ²	10	10	80
Rural area	<500 people/mi ²	6	14	80
Remote area	Travel distance ≥ 8 mi	4	Directly dependent on travel distance	90
Special risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90

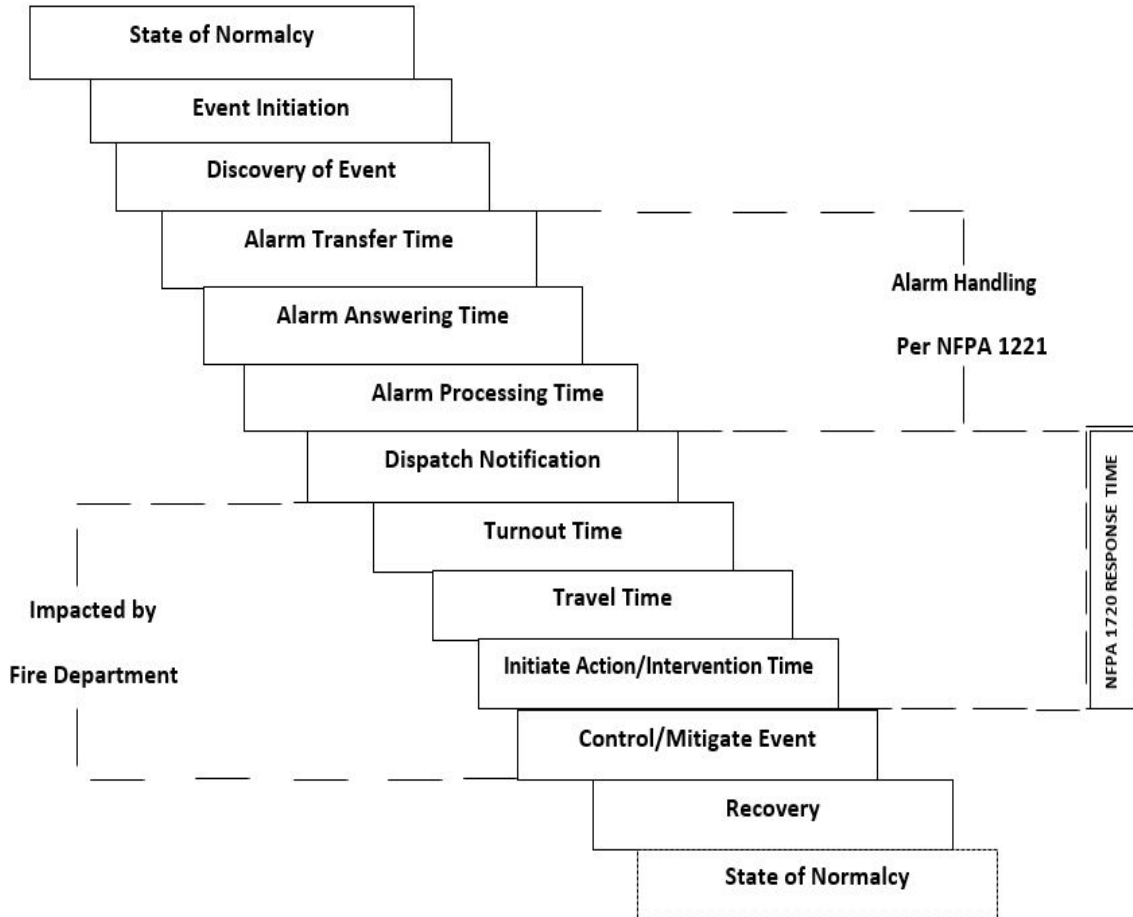
^a A jurisdiction can have more than one demand zone.

^b Minimum staffing includes members responding from the AHJs department and automatic aid

^c Response time begins upon completion of the dispatch notification and ends at the time interval shown in the table.

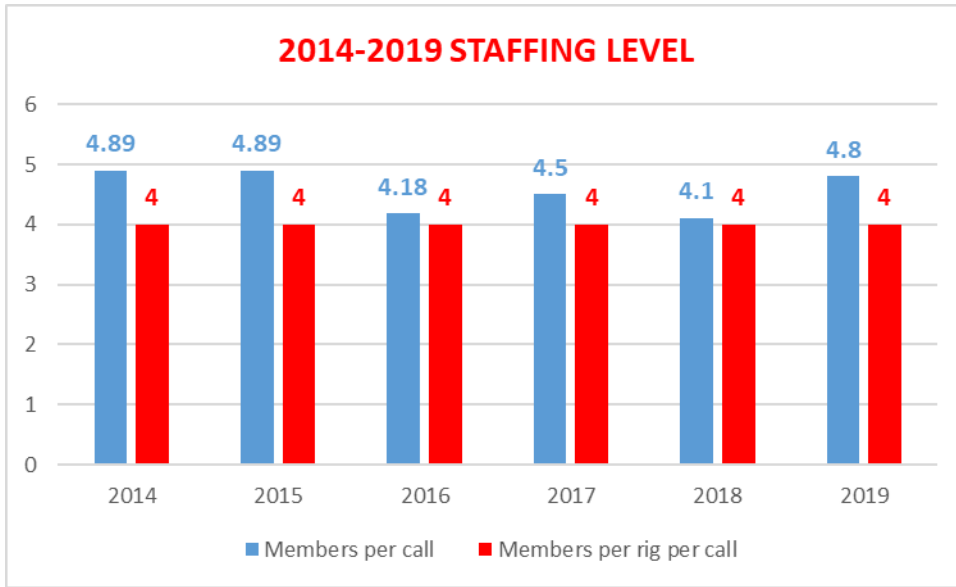
Bristol Borough has 2 square miles and a population of 9,576 for a population density of 4,863/sq. mile that places it in the Urban Zone.

CASCADE OF EVENTS

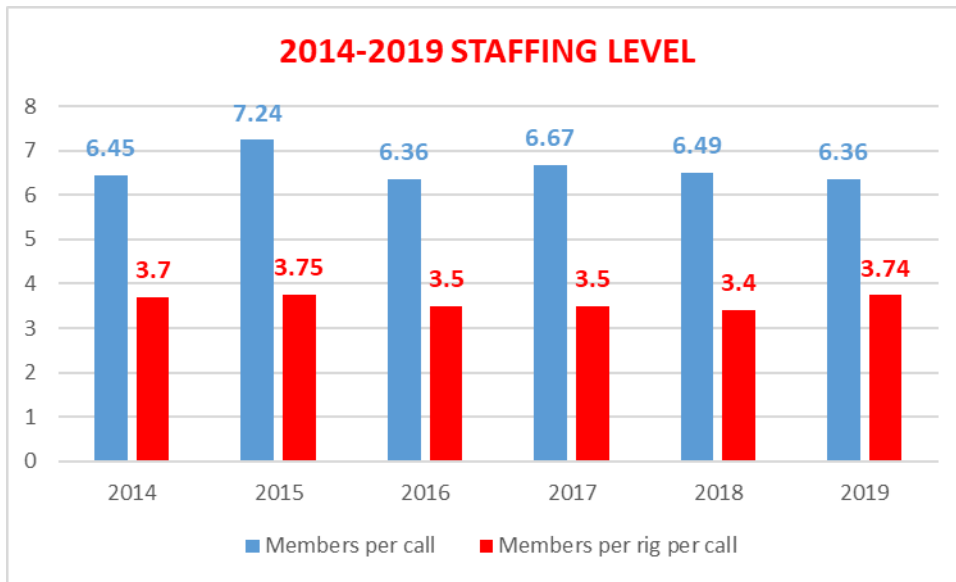


Staffing: Volunteer Fire Fighters respond from their homes and/or places of employment after receiving notification via dispatch from the Bucks County 911 Center.

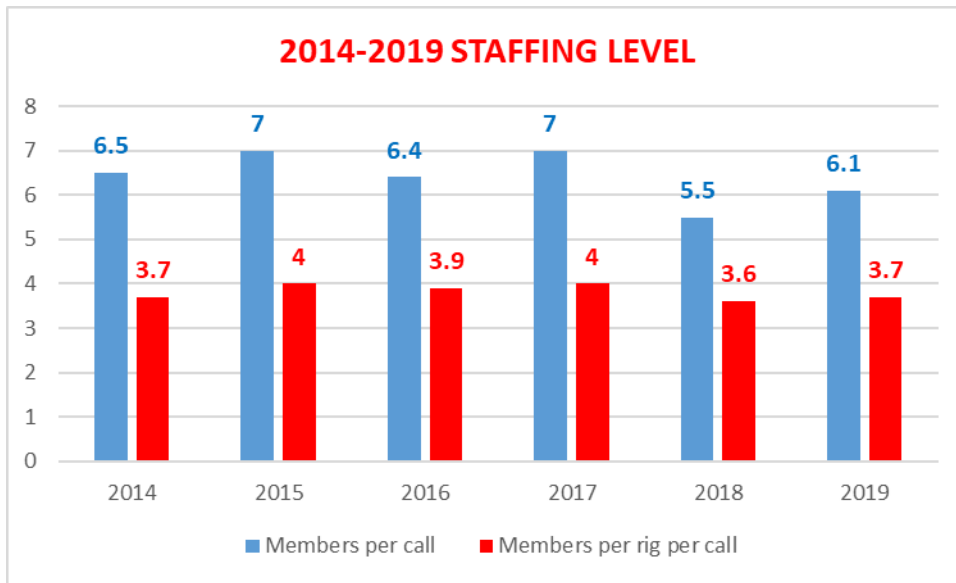
STATION 50



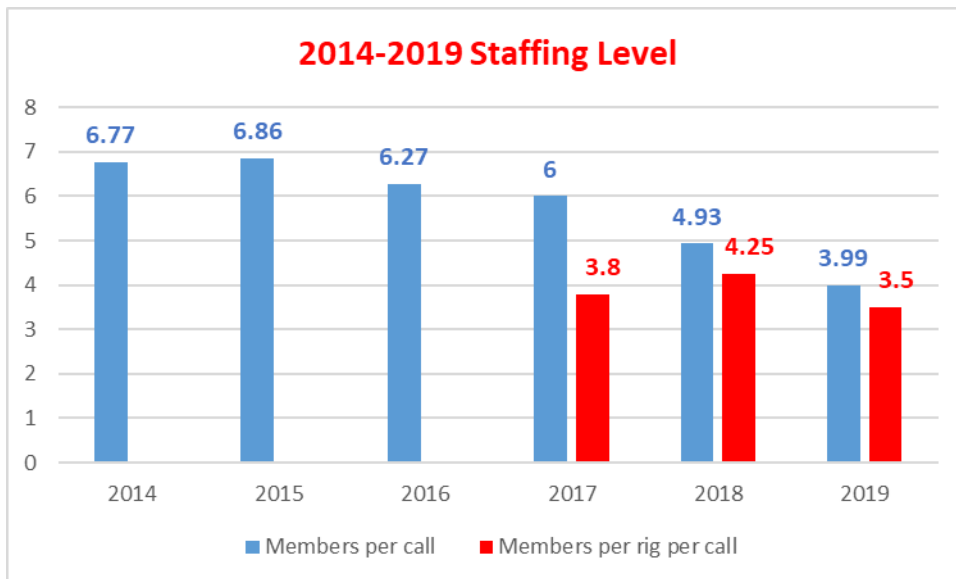
STATION 51



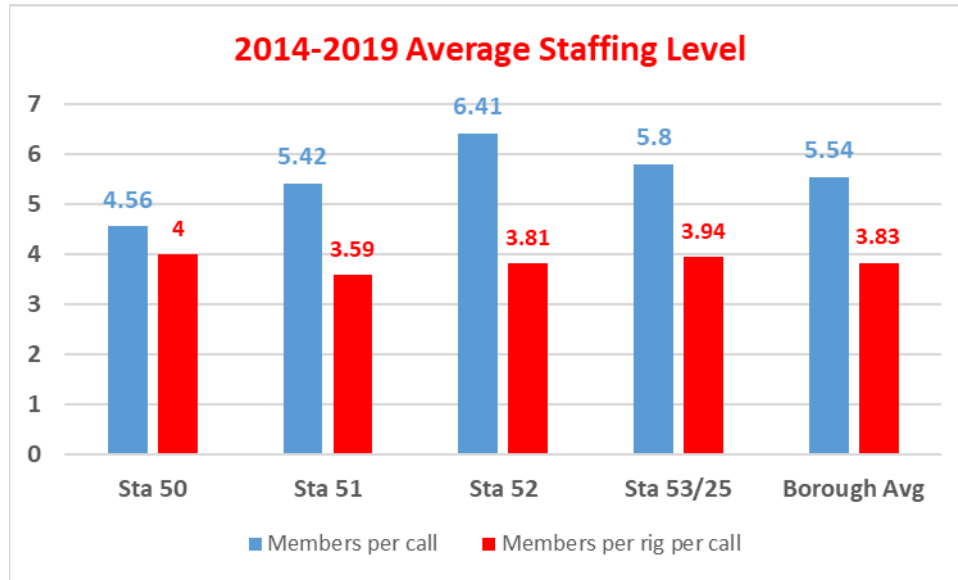
STATION 52



STATION 53/25

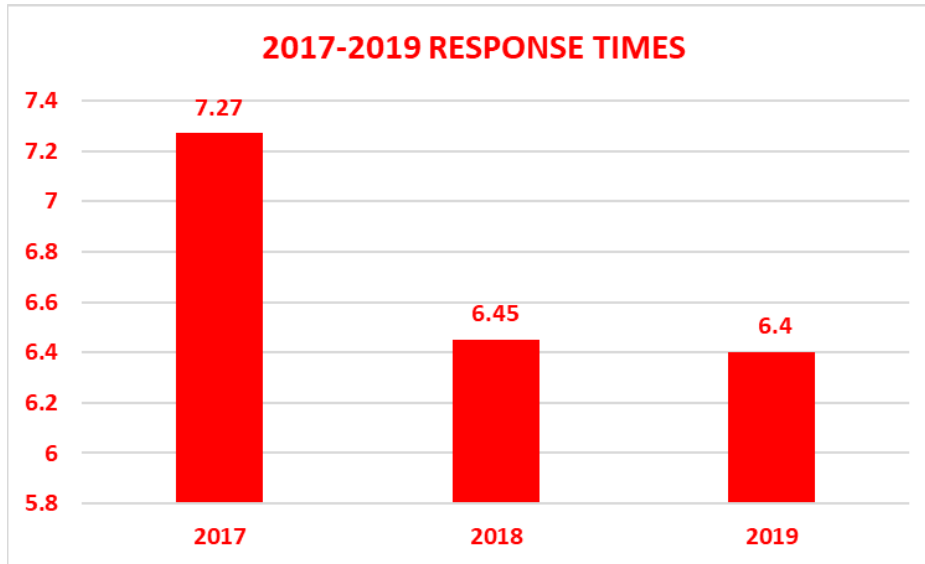


BOROUGH WIDE STAFFING

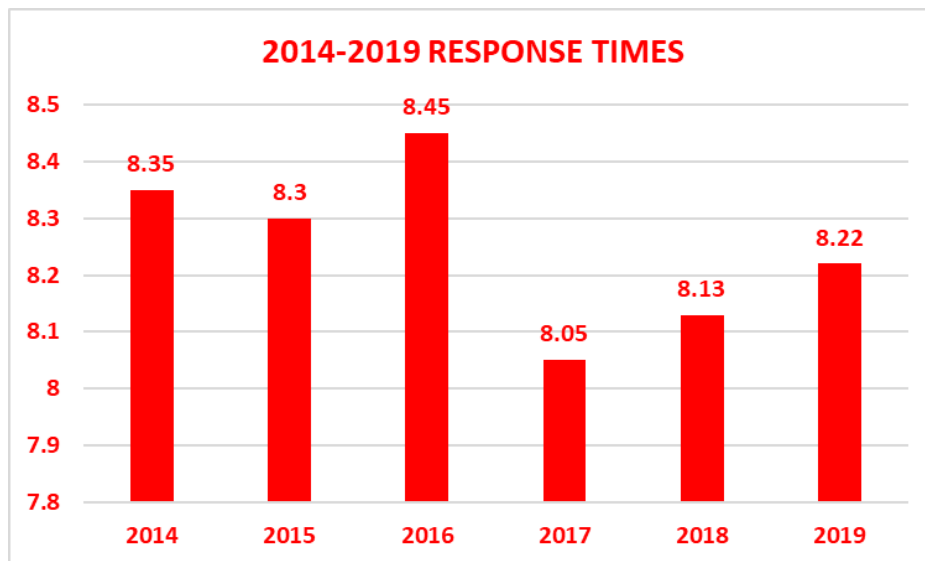


Response Times

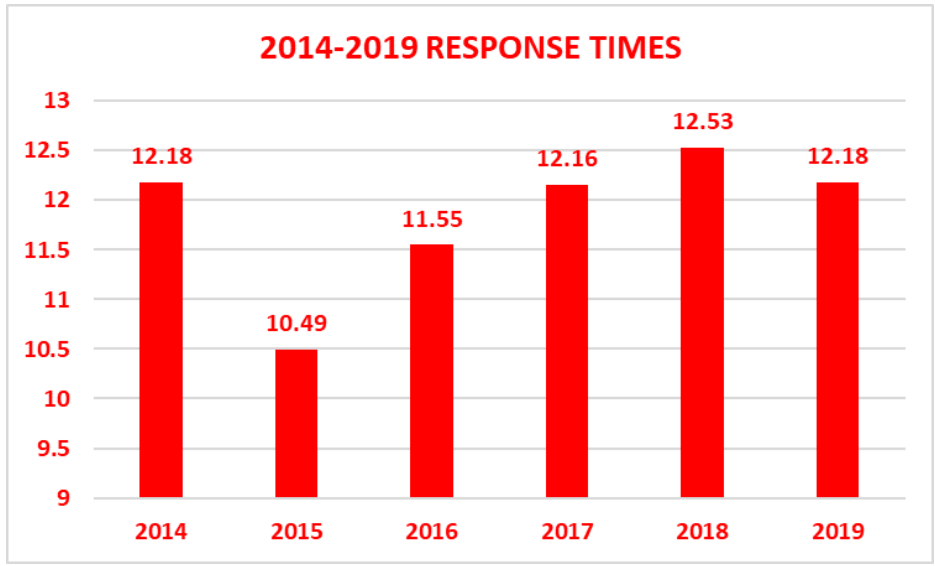
STATION 50



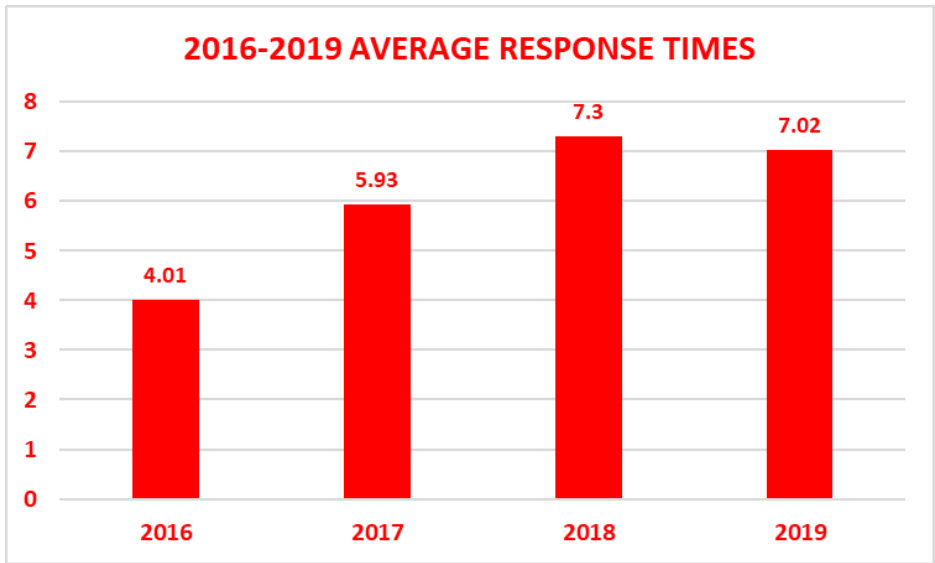
STATION 51



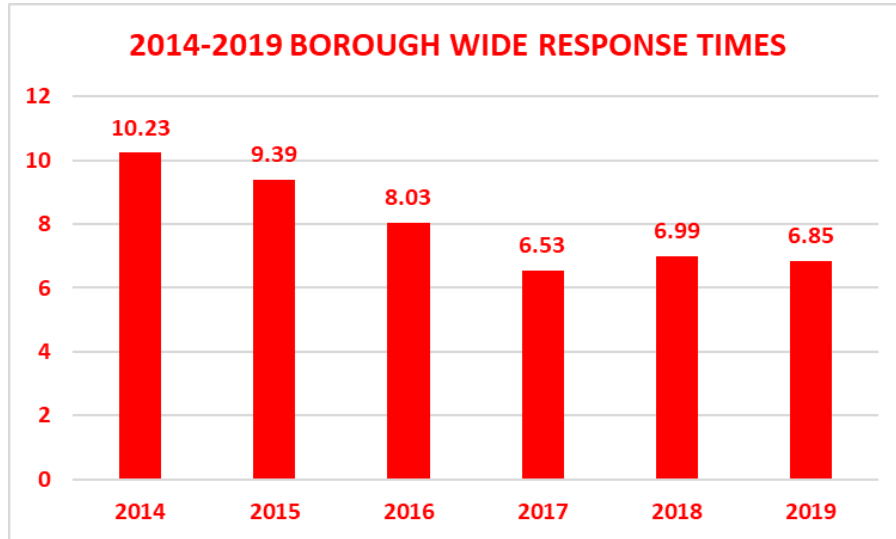
STATION 52



STATION 53/25



BOROUGH WIDE



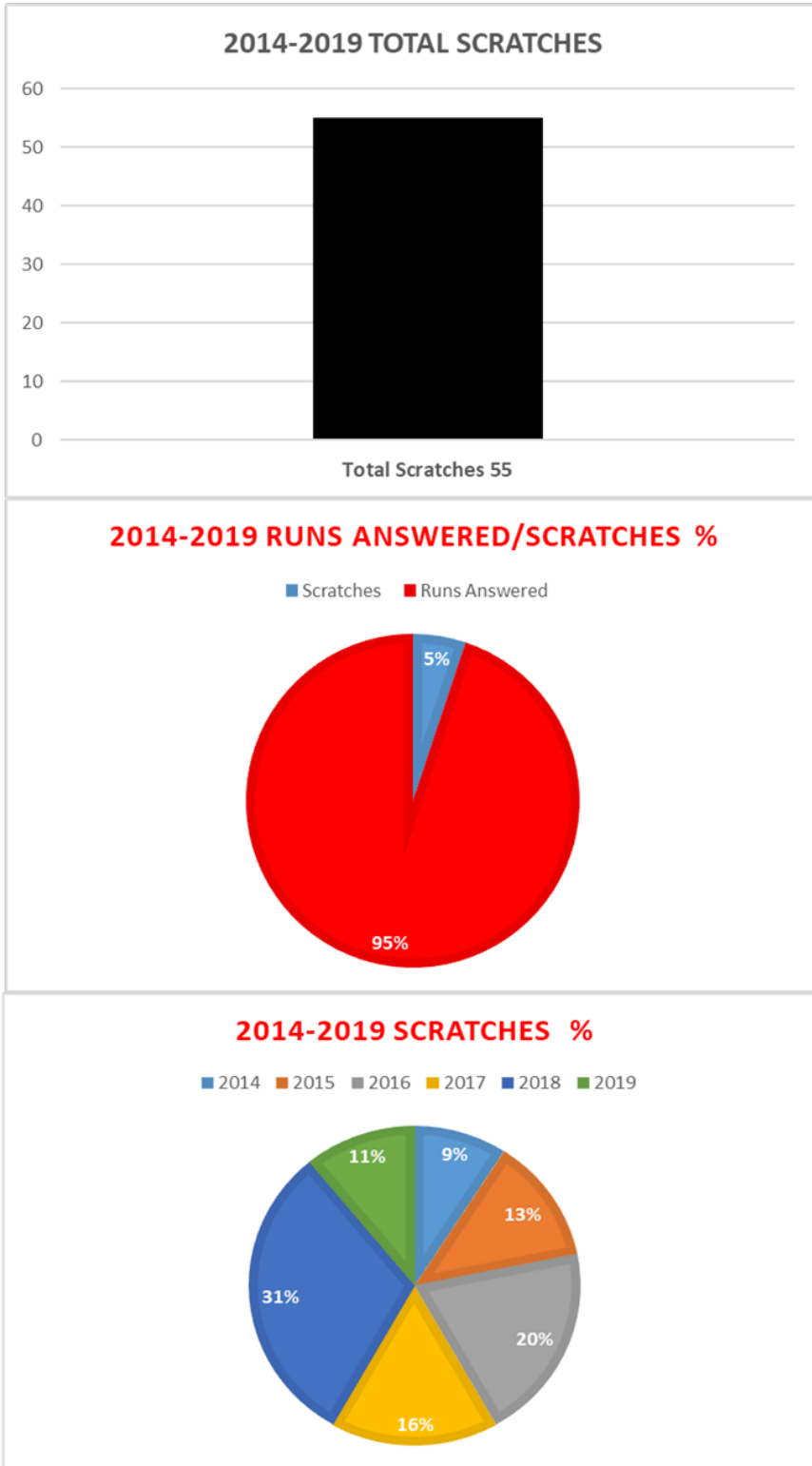
SCRATCH DATA

Scratch is defined as the lack of response from the First Due Company within the prescribed time parameters of SOP # 6-621 of the Bucks County 911 Dispatch Center.

This is a useful tool to evaluate the contemporary difficulties of the volunteer fire service. It could be symptomatic of several common problems. Among them, volunteers family/work/social schedules, difficulties in responding from home to the fire station due to traffic patterns, and/or decreasing membership resulting in staffing issues.

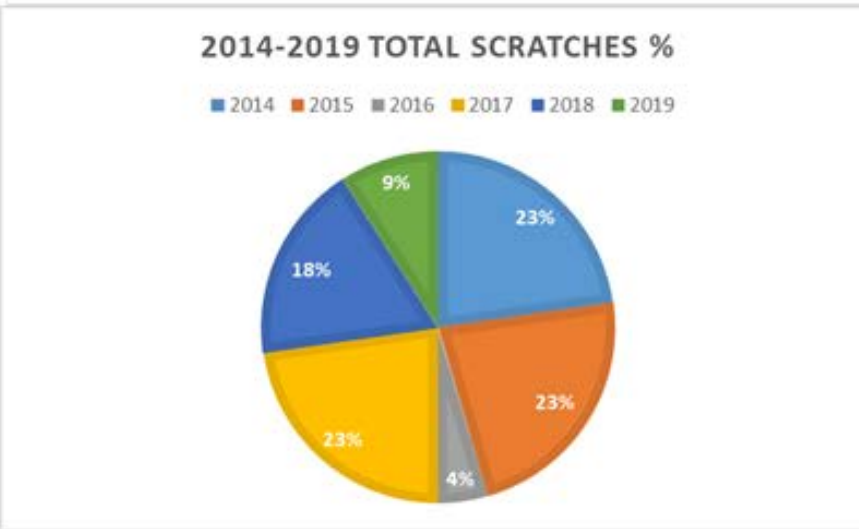
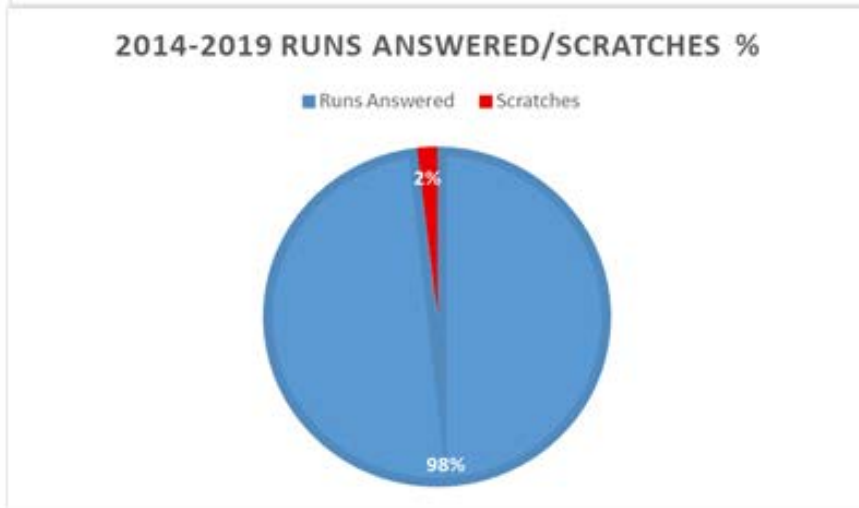
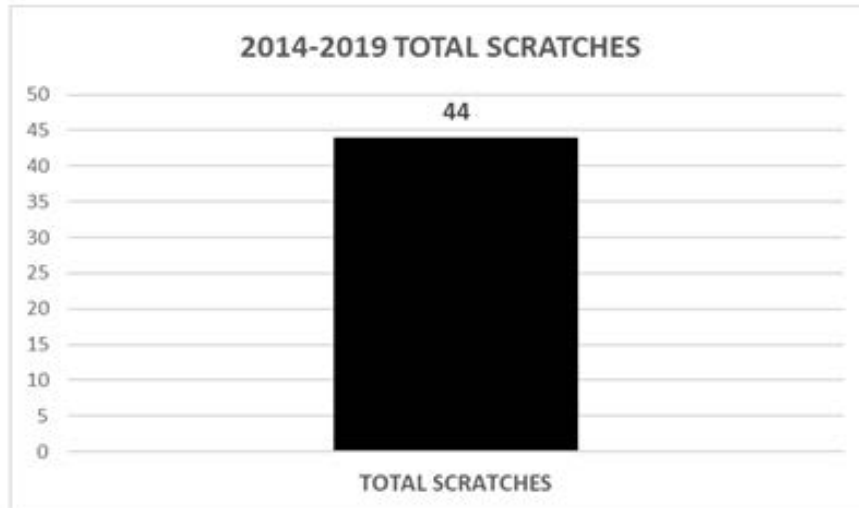
This metric should be monitored, but it must include time of day, which is critical to understand when this is occurring.

STATION 50



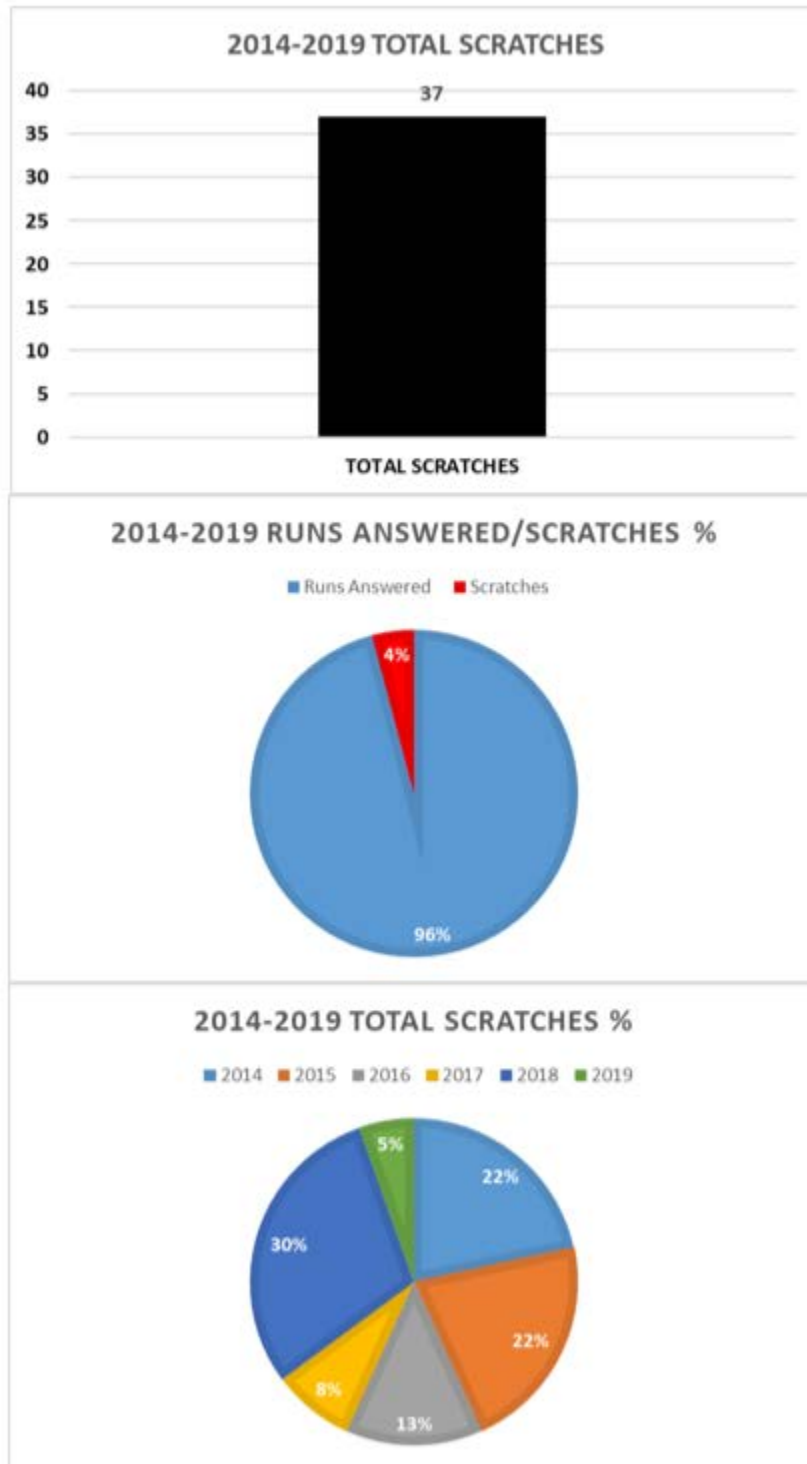
Most Scratches: 2018 - 17 Scratches

Station 51



Most Scratches: 2014/2015/2018 - 10 Scratches

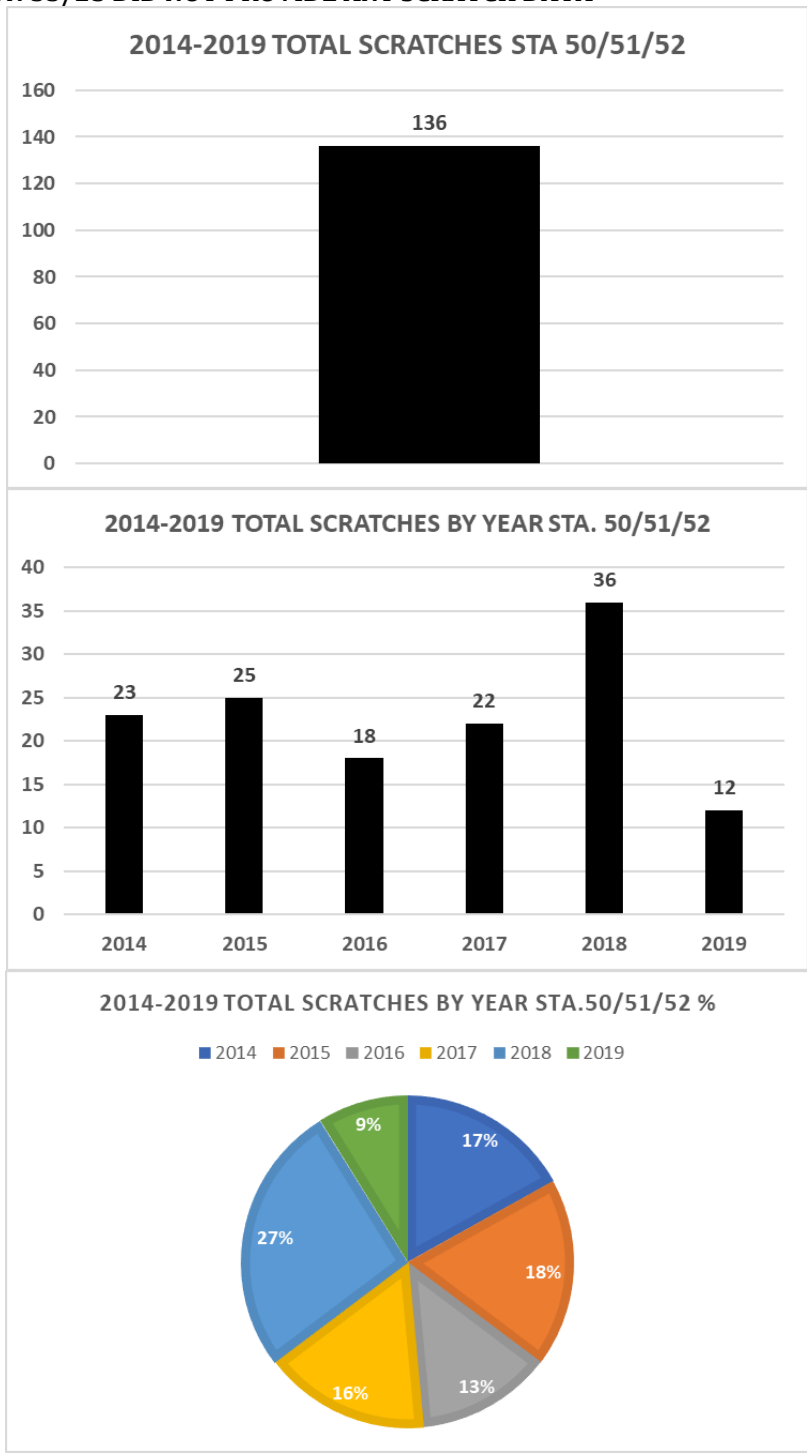
STATION 52



Most Scratches: 2018 – 11 Scratches

BOROUGH WIDE SCRATCH DATA

STATION 53/25 DID NOT PROVIDE ANY SCRATCH DATA

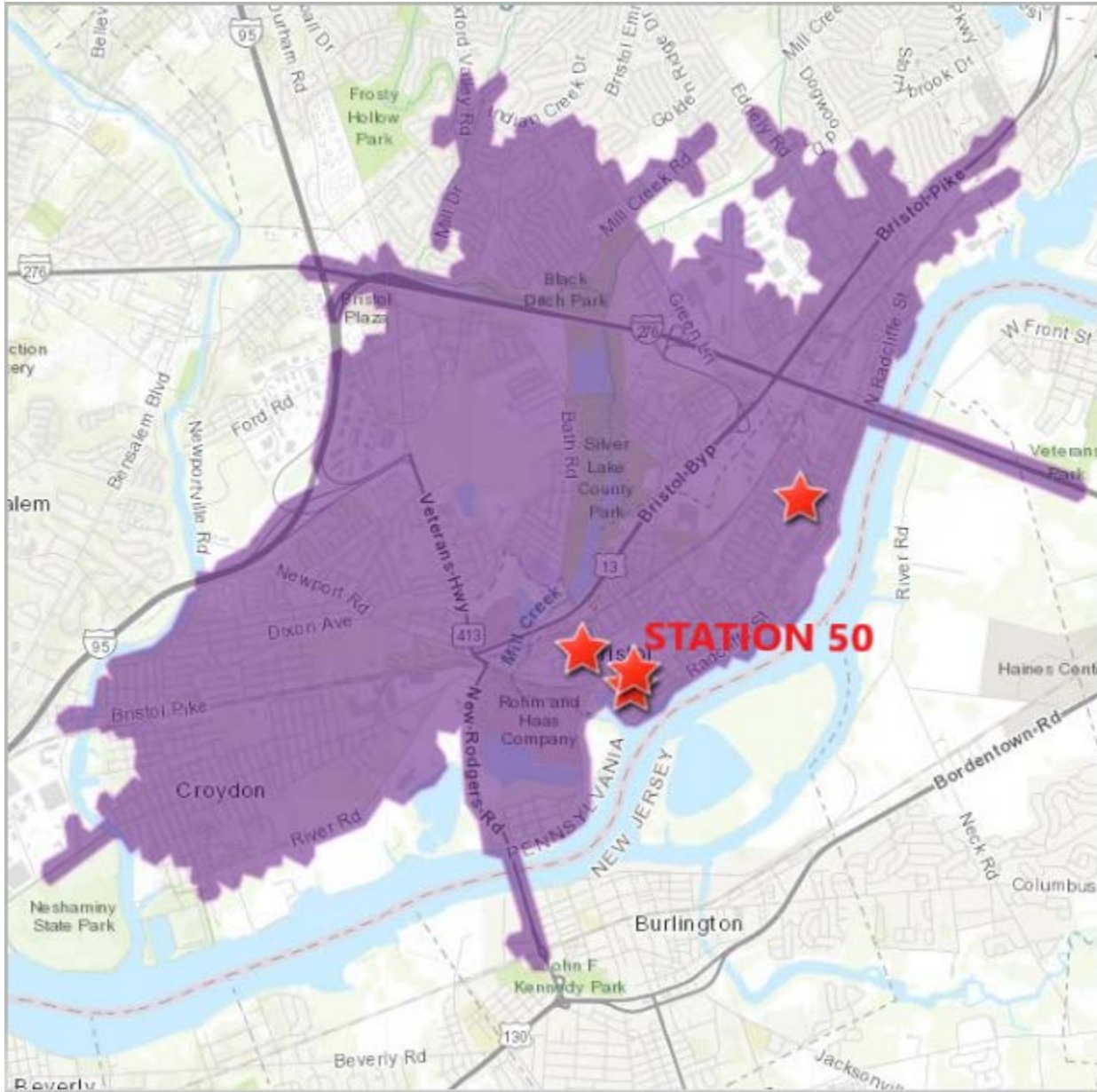


MOST SCRATCHES: 2018 – 36 Scratches



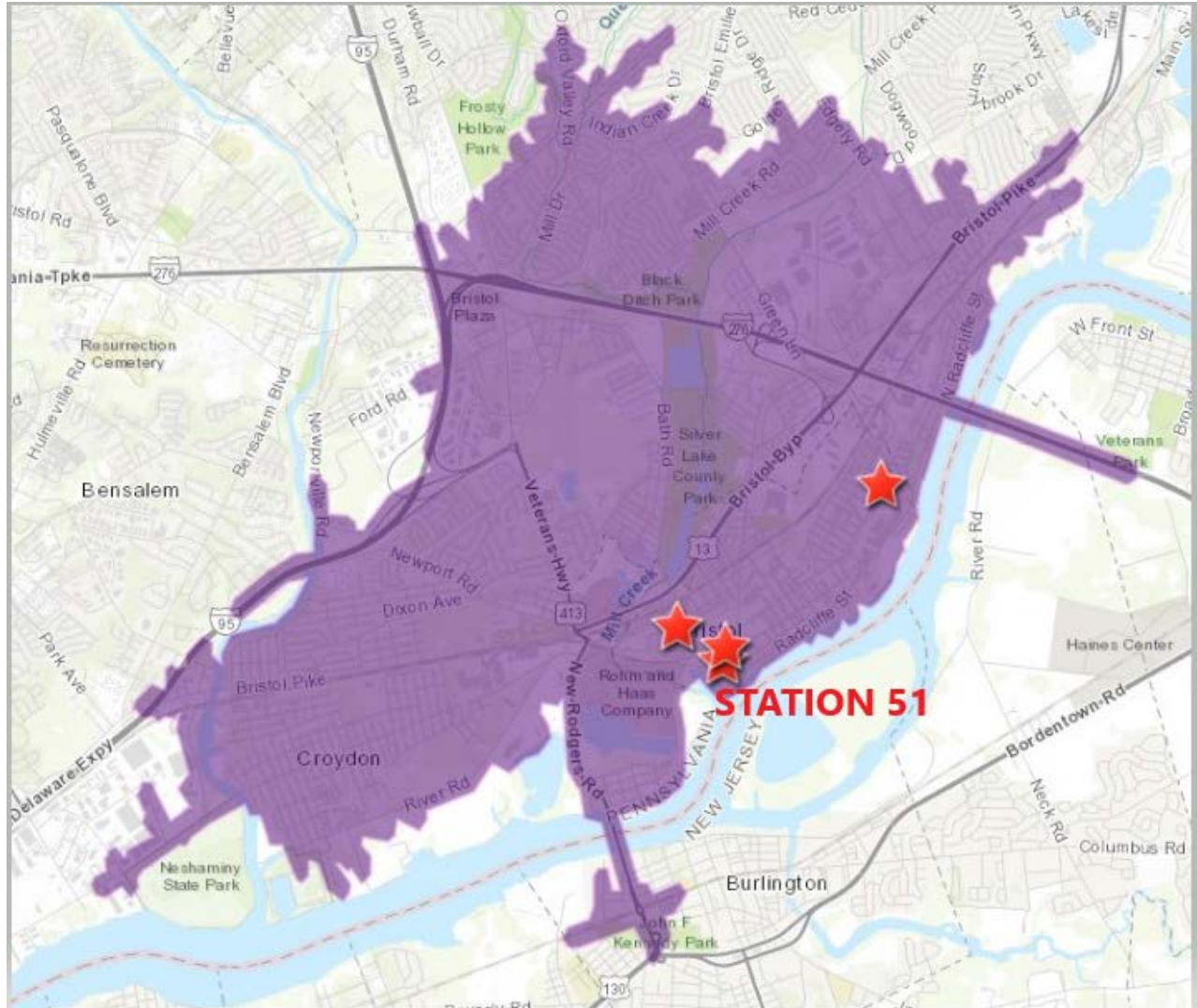
NFPA 1720 9 Minute Drivetime Benchmark

Station 50

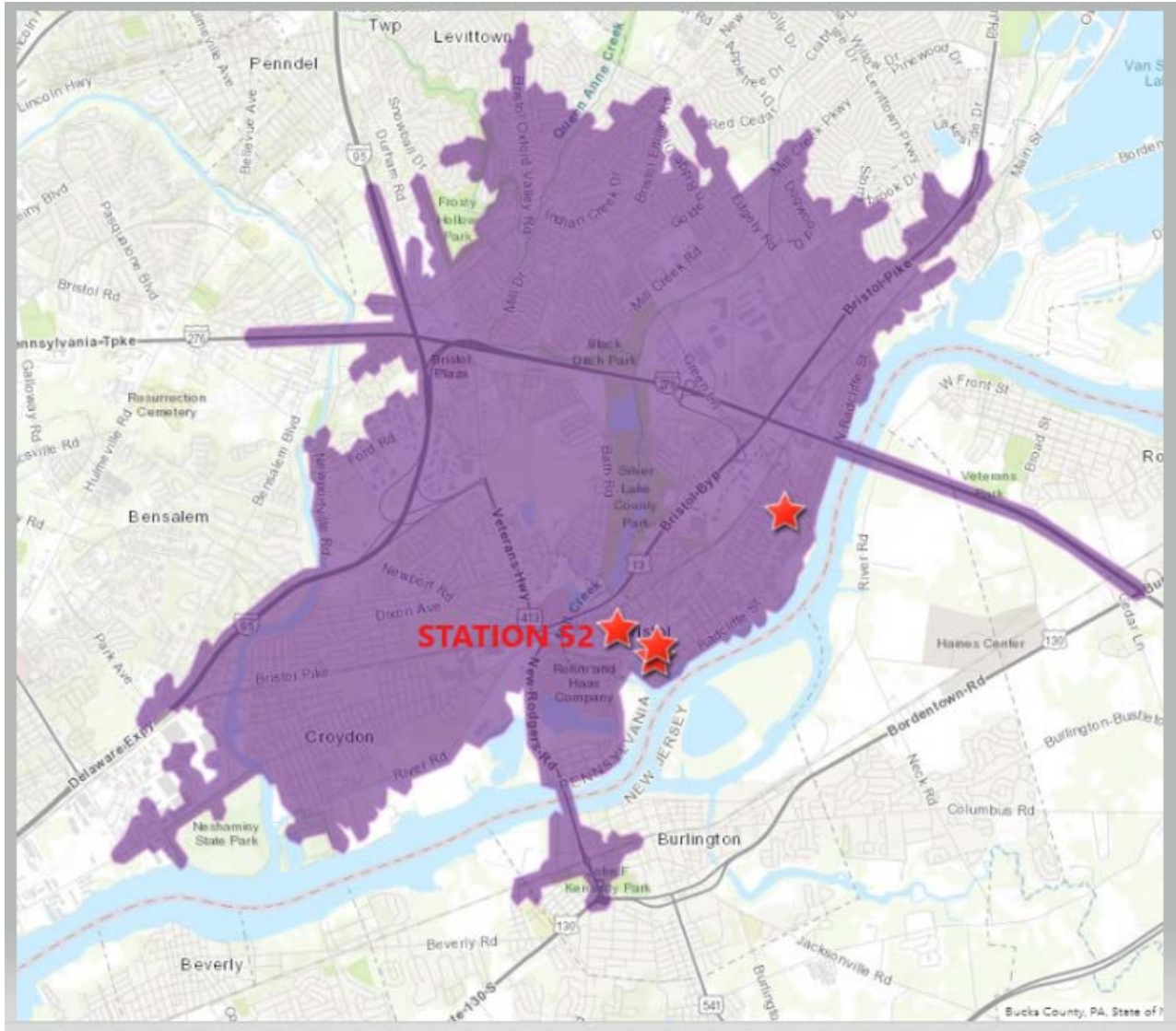




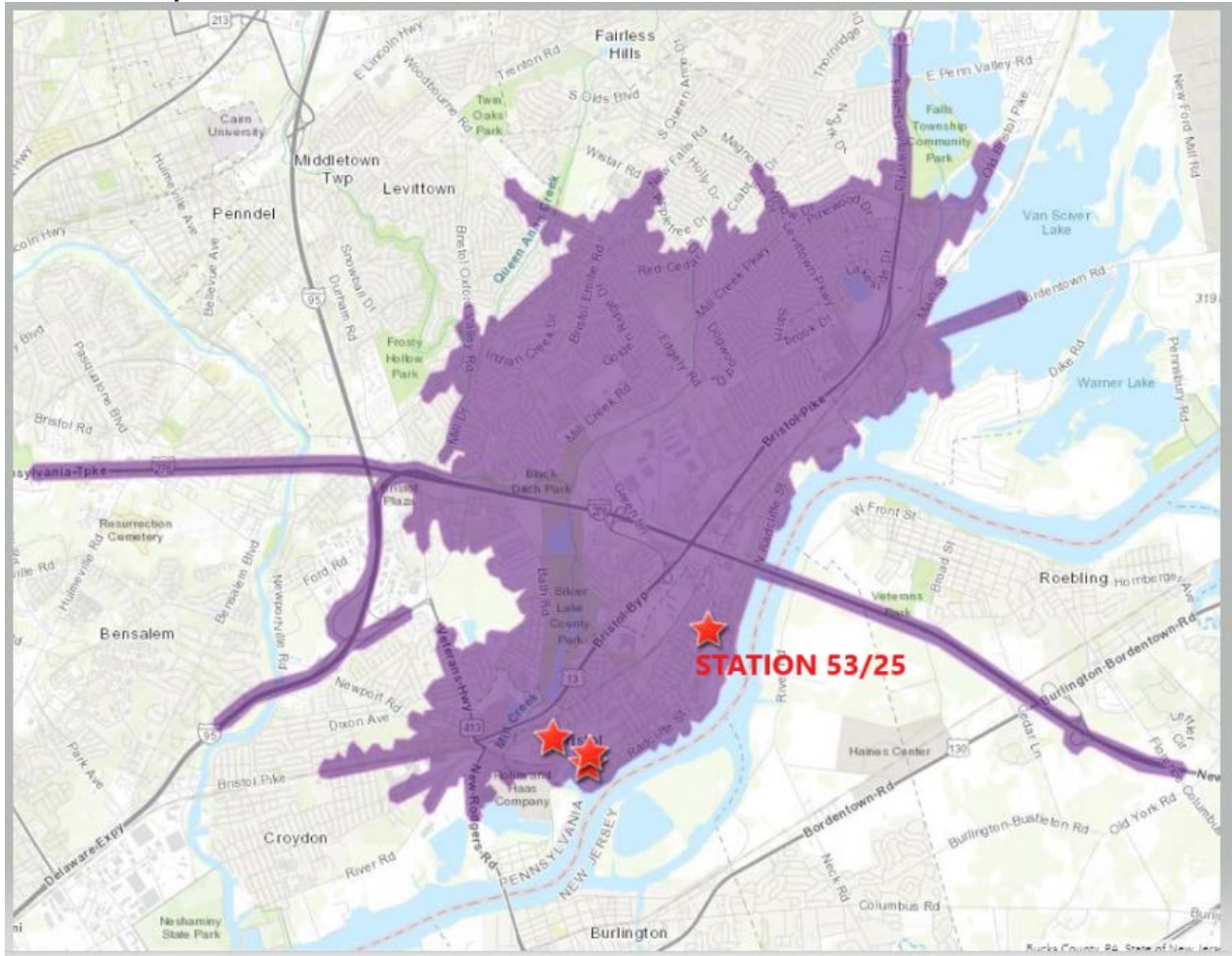
Station 51



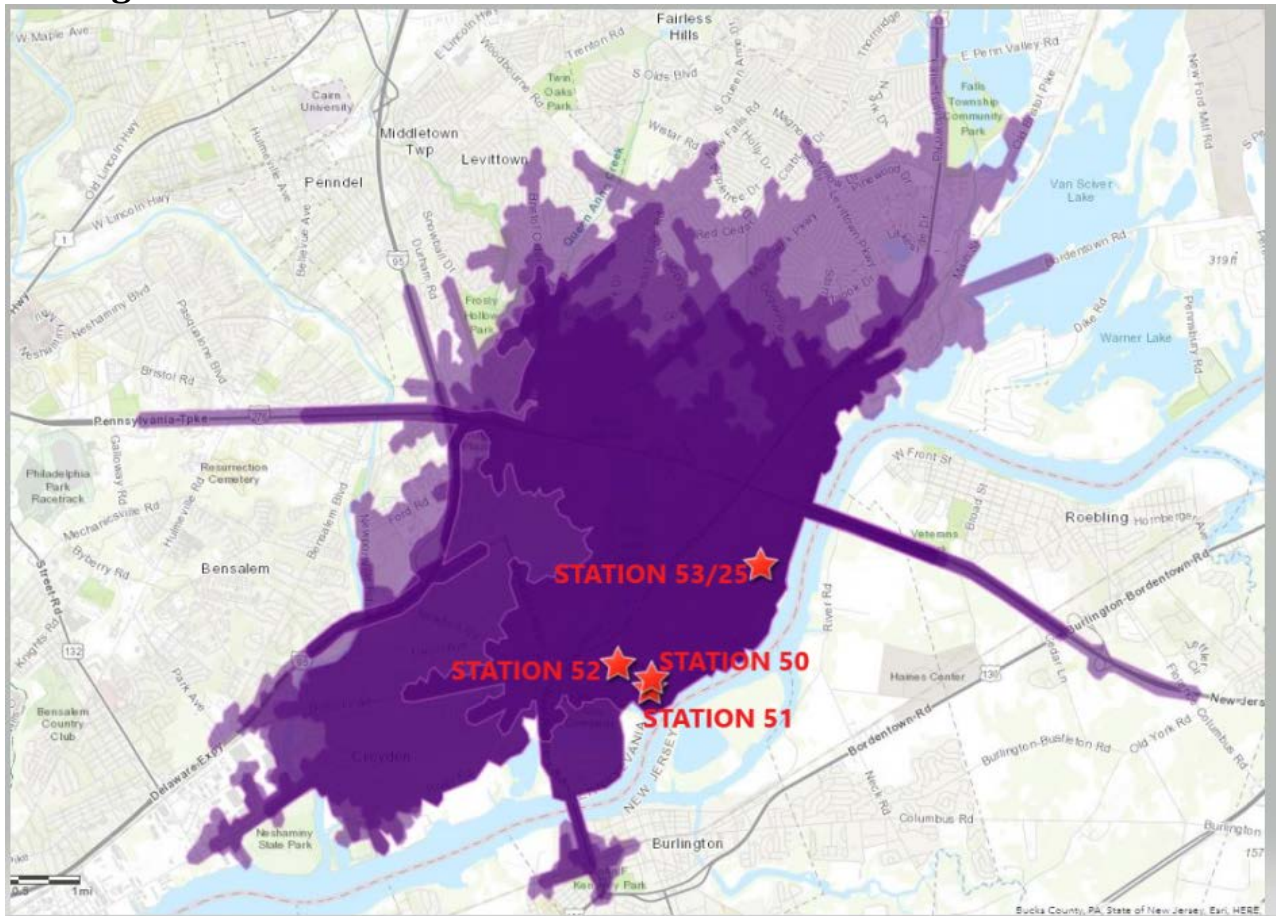
Station 52



Station 53/25



Borough



The criteria used in developing the maps was the NFPA 1720 nine (9) minute drive time from each station. When reviewing these maps, it must be kept in mind that the drive time areas extend well into other Bucks County municipalities and Burlington County, N.J.

An evaluation of these maps shows that the 4 Fire Stations overlap each other in this criterion, it also demonstrates that while the ability to meet the nine (9) minute drive time of the NFPA 1720 criteria, Bristol Borough does not fully meet the NFPA 1720 Response Time and Staffing Standard.

Recommendation: *Bristol Borough should establish Fire Response and Staffing benchmark performance objectives as per NFPA 1720 for the Urban area.*

FIRE RESPONSE ASSIGNMENTS

It is critical that the closest fire companies, regardless of internal fire district boundaries and/or any municipal boundaries are assigned and dispatched.

In order to ensure that this review is approached and handled in an objective manner, the Bucks County Department of 911 Emergency Services should be contacted to see if that type of assistance is available. This should be codified in any Fire Services agreement between the Borough and its Fire Service Provider.

There is a specific response topic the Borough should review. Bristol Twp. operates a Career Staffed Engine Co. that is equipped for Fire and Auto Extrication responses. The hours it currently operates are from 06:00 to 16:30, Monday thru Friday. It is not currently on any assignments in Bristol Borough. It is located 1.5 miles from its location at 2501 Bath Road, to the Borough Boundary of Bath Street and Route 13. This resource, that would have at least a 4-minute quicker response than the current volunteer response, is not being used.

Discussions with the Borough Fire Chief on this indicated that during career hours, there is no indication of where this engine may be responding from. As Bristol Twp. stretches from Fairless Hills through Levittown and into Croydon. Engine 225 could be anywhere in this geographical area; the point is valid. This concern notwithstanding, the Borough should direct the Borough Fire Chief to investigate how to use this resource cooperatively with Bristol Twp. when it is geographically available and integrate it into the Bristol Borough Box Card System.

Fire Fighter/Officer Requirements:

Each company was asked to provide their Fire Fighter/Fire Officer requirements.

STATION 50:

Firefighters: FF1, CPR and First Aid, Hazmat Ops

Fire Officers: FF1, CPR

and First Aid, FF2, Officers Classes, Pump Schools, Hazmat Ops

STATION 51:

Minimum to ride in house recruit awareness training of approximately 40 hours.

Training focuses on vehicles and equipment. Also required is NIMS 100, 200, 700 and 800.

Firefighters

Firefighter I or equivalent and Hazmat Ops

Vehicle Rescue Technician / Technician / Another rescue class

First Aid/CPR

PECO Gas & Electric

EMS Personnel

EMT – PA certified EMT and CPR – primary QRS responders

EMS First Aider – First Class and CPR – 2nd person assistant for QRS

Officers

Lieutenant

Firefighter I or equivalent and Hazmat Ops

Vehicle Rescue Technician / Technician / Another rescue class

First Aid/CPR

EVO Officer Class

Rescue or Quint operator

PECO Gas & Electric

Two additional training classes

Captain

Firefighter I or equivalent and Hazmat Ops

Vehicle Rescue Technician / Technician / Another rescue class

First Aid/CPR

EVO C

Officer Class

Rescue or Quint operator

PECO Gas & Electric

LT for one year

Two additional training classes

One additional class per year

Deputy Chief

Firefighter I or equivalent and Hazmat Ops
Vehicle Rescue Technician / Technician / Another rescue class
First Aid/CPR
EVOG
Officer Class
Rescue or Quint operator
PECO Gas & Electric
Captain for one year
Two additional training classes
One additional class per year

Chief

Firefighter I or equivalent and Hazmat Ops
Vehicle Rescue Technician / Technician / Another rescue class
First Aid/CPR
EVOG
Officer Class
Rescue or Quint operator
PECO Gas & Electric
Deputy Chief for one year
Two additional training classes
One additional class per year

STATION 52:

Active firefighters must have FFI and company training. Officer are trained in the incident command system, has mat training and nims.

STATION 53/25:

Station 53/25 follows Pennsylvania's Firefighters standards and the standard set forth by Bucks County Chief's and Firefighters Association.

STATION 500:

The three Chief positions and the Fire Marshal are appointed by Borough Council. In the respective companies, each company sets their own standards (training, experience, qualifications) for officers and firefighters.

A review of all of the above shows a wide, disparate approach to training and operational qualification requirements by each individual station. Attached below, is a model Fire Fighter/Fire Officer Requirement. Such a uniform training/qualification policy should be reviewed and implemented.

Recommendation: *Bristol Borough and the Association of Fire Companies should develop and implement Uniform Training & Qualifications Standards.*

Listed below is a Model set of Fire Officer/Firefighter Training and Qualifications.

Upper Providence Township Department of Fire & Emergency Services

Training Requirements
Guideline #2008-01 (Rev. 7.2.08)
Effective Date: July 2, 2008

Purpose

To ensure all firefighters and officers within the Department meet the minimum standard for training.

Scope

ALL departmental personnel who participate in firefighting and rescue activities shall be required to conform to this policy. All participating companies must have 75% of its active member's meet the firefighter requirements and ALL Fire Officers must meet 100% of the required training for the position in which they elected or appointed 1 year of the effective date of this policy. Nothing in this document shall prevent or prohibit any fire company within the department from implementing training standards or qualifications that are in excess of the minimum requirements listed in this document.

Training Requirements

Junior Firefighters

Junior firefighters are members who are sixteen (16) and seventeen (17) years of age. **Junior firefighters shall be restricted to exterior operations only.**

- ❖ Introduction to the Fire Service
- ❖ Fire ground Support
- ❖ Exterior Firefighter OR equivalent.
- ❖ Hazardous Materials Awareness OR equivalent (NFPA 472). If the date of completion is over one year, a current Hazardous Materials Awareness Refresher Course is needed.
- ❖ Current First Aid and CPR certification.
- ❖ Junior firefighters shall be limited to those duties allowed by the Pennsylvania State child labor laws.
- ❖ Junior firefighters shall be identified by one or more of the following helmet markings:
 1. Red helmet
 2. Fire Company helmet with red stripping and "Junior Firefighter" rockers
 3. Traditional style Fire Company helmet with red stripes and a red front shield.

Firefighters

Firefighters are members eighteen (18) years of age and older who meet the following minimum training qualifications. **Any firefighter who does not meet these minimum standards will be restricted to exterior operations only and will be designated a probationary firefighter.**

- ❖ Pennsylvania State Firefighter I certification (NFPA 1001).
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Recommended Operating Procedures

- 2 -

- ❖ Hazardous Materials Operations for First Responders OR equivalent (NFFA 472). If the date of completion is over one year, a current Hazardous Materials Operations Refresher Course is required.
- ❖ NIMS 100, 700
- ❖ Vehicle Rescue Technician (If Company provides vehicle rescue service).
- ❖ Water Rescue Awareness
- ❖ Current First Aid, CPR, AED Certification
- ❖ Infection Control/Bloodborne Pathogens class
- ❖ Emergency Vehicle Operators Course if a Firefighter uses warning lights.
- ❖ Valid Pennsylvania Drivers License.

Exterior Firefighter

Exterior firefighters are members who are of eighteen (18) years of age or older and do not meet the minimum training requirements for firefighters listed above.

Exterior firefighters will be restricted to exterior operations that do not require the use of a Self Contained Breathing Apparatus.

Apparatus Operators

Apparatus operators shall be a minimum of eighteen (18) years of age or older for vehicles under 15,000# GVW and a minimum of twenty-one (21) years of age or older for vehicles greater than 15,000# GVW. Apparatus operators shall have a minimum of one (1) year of fire service experience

Must meet the requirements for Firefighter and:

- ❖ Pump Operations
- ❖ Emergency Vehicle Operators Course

Lieutenant

Must be at least 22 years of age and have been a member, in good standing, for at least 2 years in one of the Township Fire Companies.

Must meet the requirements for Firefighter and Apparatus Operator and:

- ❖ Pennsylvania State Firefighter II certification (NFFA 1001) (Pennsylvania State Fire Officer I certification (NFFA 1021) is encouraged).
- ❖ Truck Company 1 (for companies that have an aerial)

Captain

Must be at least 22 years of age and have been a member, in good standing, for at least 2 years in one of the Township Fire Companies.

Must meet the requirements for Lieutenant and:

- ❖ Pennsylvania State Fire Officer I certification. (NFFA 1021) (Fire Officer II is encouraged)

Recommended Operating Procedures

- 3 -

- ❖ Water Rescue Phase 1 - Pennsylvania Fish & Game Commission (If Company provides water rescue services)

Assistant and Battalion Chief

Must be 23 years of age and have been a member, in good standing, for at least 3 years in one of the Township Fire Companies.

Must meet the requirements of Captain and:

- ❖ Pennsylvania State Fire Officer II certification. (NFPA 1021)
- ❖ Aerial Apparatus Practices (If Company has an aerial apparatus)
- ❖ NIMS 100, 200, 700, 800 (NIMS 300 & 400 are encouraged)
- ❖ Rescue 1 (If Company provides rescues services)

Deputy Chief

Must be at least 24 years of age and have been a member, in good standing, for at least 5 years in one of the Township Fire Companies. Firefighters who are eligible for this position shall have at least 1 year experience as an Assistant or Battalion Chief.

Must meet the requirements for Assistant and Battalion Chief.

Fire Chief

The following shall be required to have been completed as minimum training for the position of Fire Chief

In addition to the minimum training qualifications listed below, the Fire Chief shall be at least twenty-five (25) years of age and have a minimum of five (5) years experience in the fire service AND a minimum of five (5) years of township company experience AND at least one (1) year experience as an Assistant or Battalion Chief or Deputy.

Must meet the requirements for Deputy Chief and:

- ❖ NIMS 100, 200, 300, 700, 800 (400 encouraged)
- ❖ The Fire Chief shall be required to live in the Company's first response district.

Training Records

Training records for each departmental firefighter shall be recorded in the Departments Firehouse Software. These training records will be used to determine if a firefighter or officer meets the minimum standards for training.

The Director of the Department shall oversee handling of the training records. Only the Chief (s) or person(s) designated by the Director or Emergency Service Board will have access to the records. The training records will be handled with the same sensitivity that any employee information would be handled.

Recommended Operating Procedures

- 4 -

Determination of Equivalence

Certified FF I = ALL of the following: PA State Basic Fire Fighting, PA State Advanced Firefighting, PA State Firefighting III, CPR/AED, Hazardous Materials Operations.

All courses can be completed at accredited facilities.

Supersede Policy

This general order supersedes all previously published policies, procedures or orders related to minimum training standards or requirements.

Rev. 7.2.2008

Fire Protection Assets:

The evaluation of Fixed Fire Protection Assets for purposes of this study, will evaluate the assets of comparable Buck County Boroughs. This includes an evaluation of the facilities and apparatus in Bristol Borough.

An overview of Comparable Fire Protection Assets in select Bucks County Boroughs is provided below.

FIRE PROTECTION ASSETS LOCATED WITHIN SELECT BUCKS COUNTY BOROUGHES								
Borough	Population	Sq. Miles	Chief Officers	Fire Stations	Engine	Ladder	Rescue	Fire Calls 2014-2019
Bristol	9,576	2	14	4: Sta. 50, 51, 52, 53/25	2	2	2	1,876
Doylestown	8,272	2.1	4	1: Sta. 19	2		1	1,505
Morrisville	8,521	2	3	1: Sta. 98	1		1	1,523
Newtown	2,248	0.55	3	1: Sta. 45		1	1	407
Pennel	2,328	0.42	4	1: Sta. 8	1	1	1	484
Quakertown	8,814	2.04	4	2: Sta.17, 18	3	1	1	1,198
Sellersville	4,249	1.17	4	1: Sta. 27	2	1		409
Tullytown	1,872	2.1	3	1: Sta. 33	1	1		672
Yardley	2,434	1	3	1: Sta. 0	1	1		378

Fire Stations: Each company was given a Facility Questionnaire to fill out. This reveals that the facilities, while not originally designed for modern fire station amenities, the companies have attempted to integrate them to the best of their abilities. The four stations that serve Bristol Borough are between 163 and 46 years old, with an average age of 133.

There are physical and structural issues with two of the facilities. Station 50 has height and width restrictions in the Engine Room. Station 51 has structural cracks in two walls including a load bearing wall in the Engine Room

None of the stations have Bunk Rooms/sleeping facilities to allow the departments to utilize "duty crews" during overnight hours. The usage of the duty crew concept allows for volunteers to improve turnout times and total response times as the initial response crews are located at the station when the call for service is dispatched. Several have no Day Room, Locker Room/Shower Facilities. No station has a gym to encourage Fire Fighter fitness. In regard to a kitchen, two have no kitchen. The two that indicated they do have kitchens have them located in Social Halls, and not in the Fire Station. Two of the Stations have no off-street parking.

In regard to Fire Station Locations, in 1857, Station 51, Bristol Fire Co. No. 1 was founded and located at Market and Wood Streets. Station 25, America Hook, Hose & Ladder Co. No. 2 was built at Pond and Mulberry Streets in 1874. As a result of a fatal fire that the two Companies could not get to because of a freight train blocking a grade crossing, Station 52 Good Will Hose Co. No. 3 was formed in 1895 and is located on Swain Street. Subsequent Fire Companies, Beaver Hose Co. No. 4, located on Mansion Street. Enterprise Fire Co. No. 5, housed on Wood Street and Bristol Fire Co. No. 6, located on Hayes Street were formed. As each Borough Ward then had its own volunteer Fire Co., Bristol Consolidated was formed in 1927 as a municipal combination career/volunteer fire department for the borough, through the largesse of prominent citizen Joseph Grundy. It was located at 250 Pond Street. Beaver Hose and Enterprise subsequently folded. The career staff was eliminated in early 1990's and the remaining volunteers operate Station 50 as a wholly volunteer operation.

As the volunteer companies were formed and located, the nucleus was the members of each of the companies that lived and/or worked in direct proximity to each of the neighborhood firehouses. This enabled quick responses. That model is no longer in existence. Members that live in Bristol might belong to a company at the opposite end of the borough. The companies also may have members that live in several municipalities outside the borough, and in some cases, outside of the State.



STATION 50
 250 Pond Street Bristol, PA 19007
 Owner Bristol Borough
 Year Built/Renovations 1927/2009

Annual Rent	\$3,200.00
Other Bldg. Debt	N/A
Parking Lot Capacity	No Parking Lot
Apparatus Bay Capacity	2 Rigs w Height/Length limits
Station Exhaust	Yes, by Dec. 2020
Sprinkler/FA	No/Yes
Day Room	No
Bunk Room	No
Locker Room/Showers	No
# of Restrooms	1
Kitchen	No
Administrative Office	No
Command Office	No
Meeting/Training Room	No
Gym/Workout Space	No
SCBA Compressor	Yes
Turnout Gear Storage	Yes
Turnout Gear Wash,/Dryer	No
Engineers Room	Yes
Emergency Generator	Yes
Storage	Yes
Wireless/Cable	Yes
Social Hall	No
Total Square Footage	2,279
Annual Operating Costs	\$5,536.00
Cost per Sq Ft	\$2.42



STATION 51
198 Wood Street Bristol, PA 19007
Owner Bristol Fire Co.
Year Built/Renovations 1857/1990

Outstanding Mortgage	None
Other Bldg. Debt	None
Parking Lot Capacity	None
Apparatus Bay Capacity	Two Rigs
Station Exhaust	Yes, by Dec. 2020
Sprinkler/FA	N/N
Day Room	YES
Bunk Room	NO
Locker Room/Showers	NO
# of Restrooms	2
Kitchen	NO
Administrative Office	YES
Command Office	NO
Meeting/Training Room	YES
Gym/Workout Space	NO
SCBA Compressor	NO
Turnout Gear Storage	YES
Turnout Gear Washer/Dryer	NO
Engineers Room	NO
Emergency Generator	YES
Storage	YES
Wireless/Cable	YES
Social Hall	NO
Total Square Footage	6000
Annual Operating Costs	\$110,000
Cost per Sq Ft	\$18.33



STATION 52
 190 Mifflin Street Bristol, PA 19007
 Owner Goodwill Hose Co. No. 3
 Year Built/Renovations 1950/2015

Outstanding Mortgage	0
Other Bldg. Debt	\$240,000.00
Parking Lot Capacity	59
Apparatus Bay Capacity	2 Bays
Station Exhaust	Yes, by Dec. 2020
Sprinkler/FA	Not in Engine Room
Day Room	No
Bunk Room	No
Locker Room/Showers	Yes
# of Restrooms	8
Kitchen	Yes
Administrative Office	Yes
Command Office	Yes
Meeting/Training Room	Yes
Gym/Workout Space	No
SCBA Compressor	No
Turnout Gear Storage	Yes
Turnout Gear Washer/Dryer	Yes
Engineers Room	No
Emergency Generator	Yes
Storage	Yes
Wireless/Cable	Yes
Social Hall	Yes
Total Square Footage	12000
Annual Operating Costs	\$180,000
Cost per Sq Ft	\$15.00



STATION 53/25
 2401 East Farragut Avenue Bristol, PA 19007
 Owner America Hose, Hook & Ladder Co. No. 2
 Year Built/Renovations 1974

Outstanding Mortgage	None
Other Bldg. Debt	None
Parking Lot Capacity	20 Cars
Apparatus Bay Capacity	3 Bays
Station Exhaust	Yes, by Dec. 2020
Sprinkler/FA	N/Y
Day Room	YES
Bunk Room	NO
Locker Room/Showers	NO
# of Restrooms	1
Kitchen	YES
Administrative Office	YES
Command Office	YES
Meeting/Training Room	YES
Gym/Workout Space	NO
SCBA Compressor	YES
Turnout Gear Storage	YES
Turnout Gear Washer/Dryer	NO
Engineers Room	NO
Emergency Generator	NO
Storage	YES
Wireless/Cable	YES
Social Hall	NO
Total Square Footage	3,000
Annual Operating Costs	\$59,000
Cost per Sq Ft	\$19.66

Recommendation: *Based upon an analysis of the Run and Borough Mutual Aid Data, Staffing Levels, NFPA 1720, ISO Standard for Engine Co.'s and Ladder Co.'s, Current Fire Station Locations & the Comparable Fire Assets in select Bucks County Boroughs:*

- *Bristol Borough should facilitate, within a reasonable timeframe, agreed upon by the Borough and the Association of Fire Companies, consolidation of operations of Station 50, Station 51, Station 52, and Station 53/25 into a single location, within the area of Prospect Street between Jefferson and Washington Streets. Bristol Borough should finance and construct a new, contemporary Fire Station to facilitate this.*
- *The Borough and the Association of Fire Companies should make sure that any design includes the desired components based upon NFPA 1500 the Standard on Fire Department Occupational Safety, Health, and Wellness.*
- *NFPA 185, the Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting should be referenced in the planning and design.*

FIRE APPARATUS

Analysis of the amount of fire apparatus needed to provide protection for Bristol Borough will be measured against several factors. The table of Comparable Bucks County Boroughs, The Insurance Services Organization Coverage Standard, and the Staffing Levels of the Borough Fire Companies.

FRONT LINE FIRE APPARATUS IN BRISTOL BOROUGH							
Apparatus	Year/Age	Make	GPM	Tank	Main	Ladders	Runs 2014-2019
Engine 501	2012/8	Ferrara	1,750	500	N/A	34 Ft.	409
Ladder 51	2005/15	American La France	2,000	400	75 Ft.	137 Ft.	549
Rescue 51	1990/30	Hamerly	N/A	N/A	N/A	70 Ft.	789 (inc. EMS Runs)
Engine 52	2020/0	Pierce	1,500	300	N/A	42 Ft.	N/A
Engine 52-1	2005/15	Pierce	1,750	750	N/A	48 Ft.	715
Ladder 25	2008/12	Ferrera	1,500	500	77 Ft.	94 Ft.	Not Provided
Rescue 53	2016/4	Rosenbauer	1,500	500	N/A	92 Ft.	Not Provided

FRONT LINE APPARATUS REPLACEMENT COSTS* @ 3% ANNUAL INFLATION							
Apparatus	Price	New/Used	15 Years	20 Years	25 Years	30 Years	#Current Scrap Value per Ton
Engine 501	\$357,000.00	New	\$556,194	\$644,781	\$747,487	\$842,049	\$115.00
Ladder 51	\$600,000.00	New	\$934,780.00	1,083,666.00	1,256,266.00	\$1,415,174	\$115.00
Rescue 51	\$190,000.00	New	\$296,013.81	\$343,161.13	\$397,817.81	\$448,138.00	\$115.00
Engine 52	\$306,000.00	New	\$476,783.00	\$491,040.00	\$640,696.00	\$721,739.00	\$115.00
Engine 52-1	\$385,000.00	New	\$599,817	\$695,352.83	\$806,808	\$908,070	\$115.00
Ladder 25	\$675,000.00	New	\$1,051,628	\$1,219,125.08	\$1,413,300.10	\$1,592,071.63	\$115.00
Rescue 53	\$750,000.00	New	\$1,168,476	\$1,354,583.43	\$1,570,333.45	\$1,768,968.48	\$115.00

*Any replacement considerations that include changes to the original style of apparatus evaluated could include additional costs.

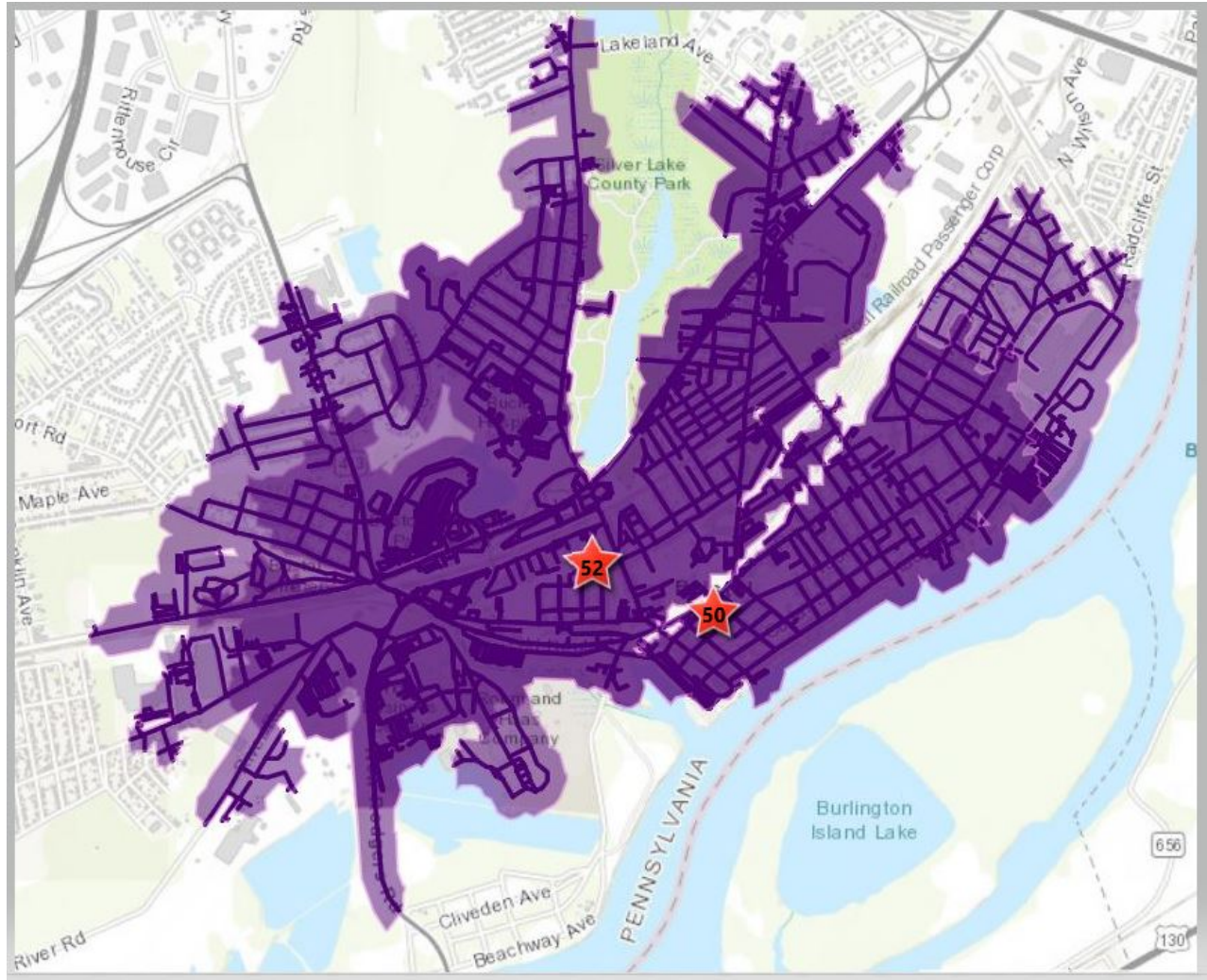
#There could be a determination of an Absolute Salvage Value that is well below any resale price.

SUPPORT APPARATUS		
Tac 50	2006	Darley
Car 50	2011	Ford
Car 51	2016	Chevrolet
Marine 53	1982	
Special Service 25	2004	Dodge
Air 25	2009	

Ideally, each apparatus should be replaced around the time total cost of ownership is at a minimum and before the total cost of operation begins to increase.

Engine Co. Coverage.

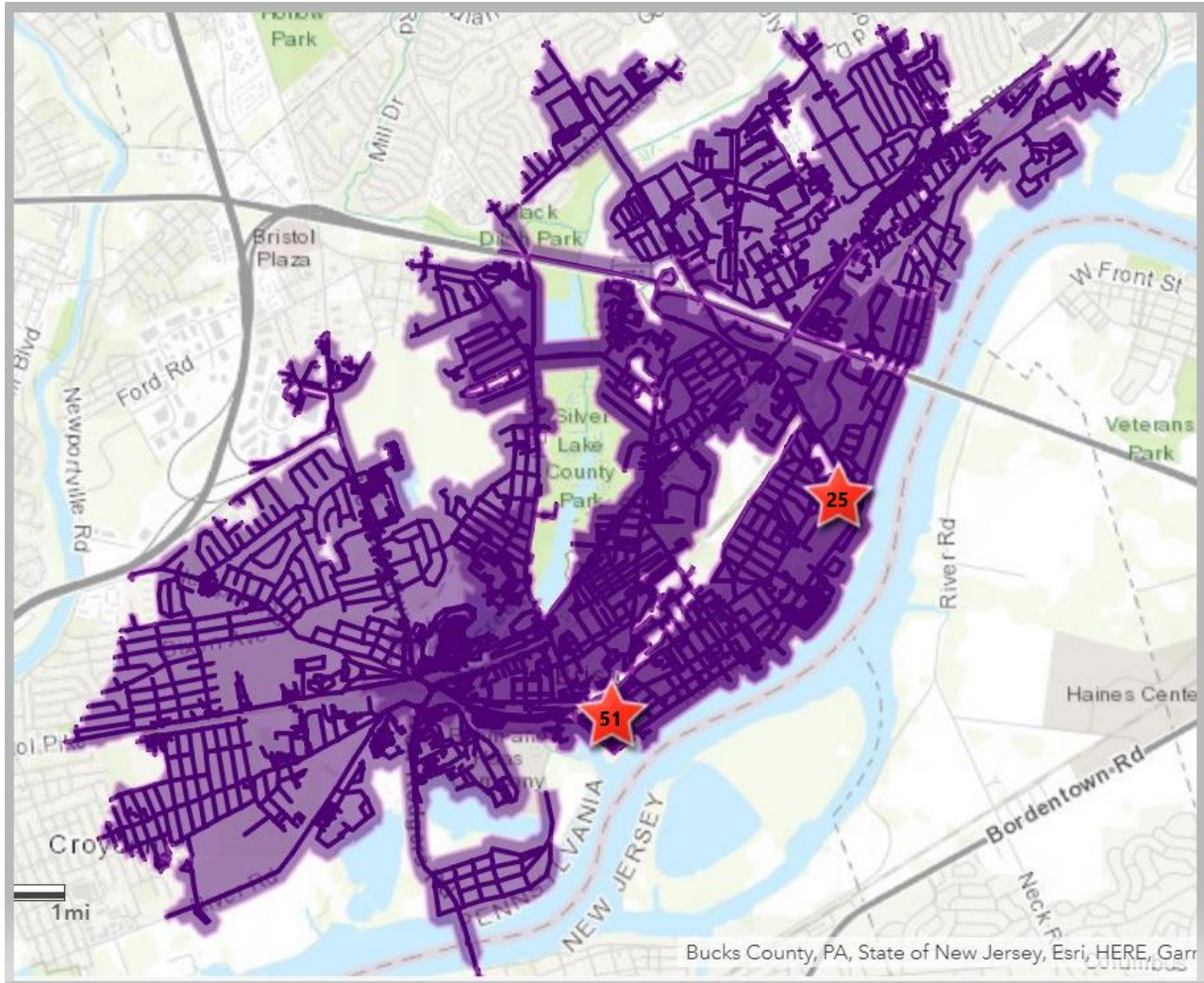
Insurance Services Organization (ISO) evaluates Engine Company coverage at 1.5 miles.



Evaluation of this shows that entirety Bristol Borough cannot be sufficiently covered by the current locations of Engine 50 and Engine 52 as the northeast area of the Harriman Section is not within the 1.5-mile criteria.

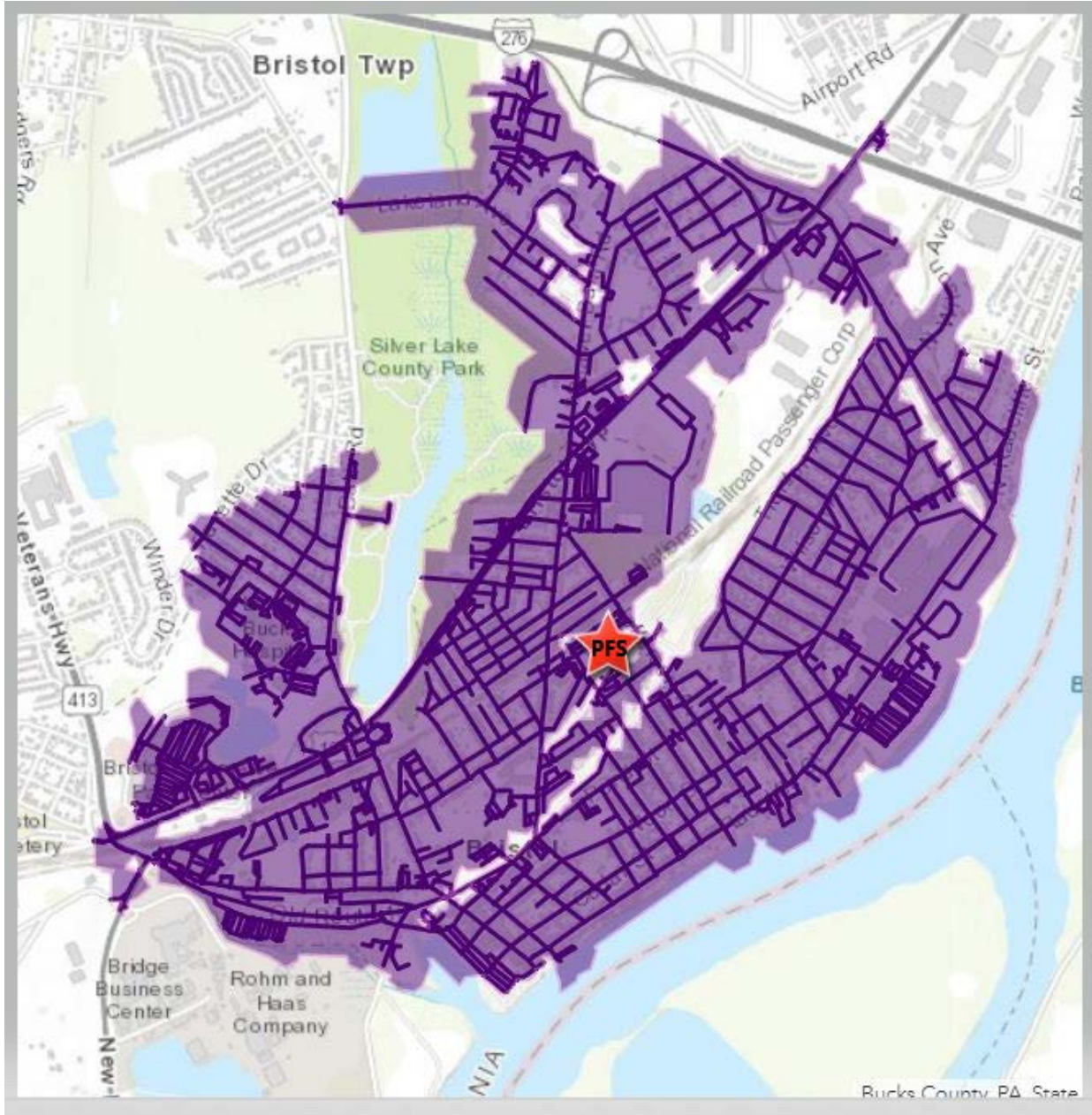
Ladder Co. Coverage

Insurance Services Organization (ISO) evaluates Ladder Company coverage at 2.5 miles.



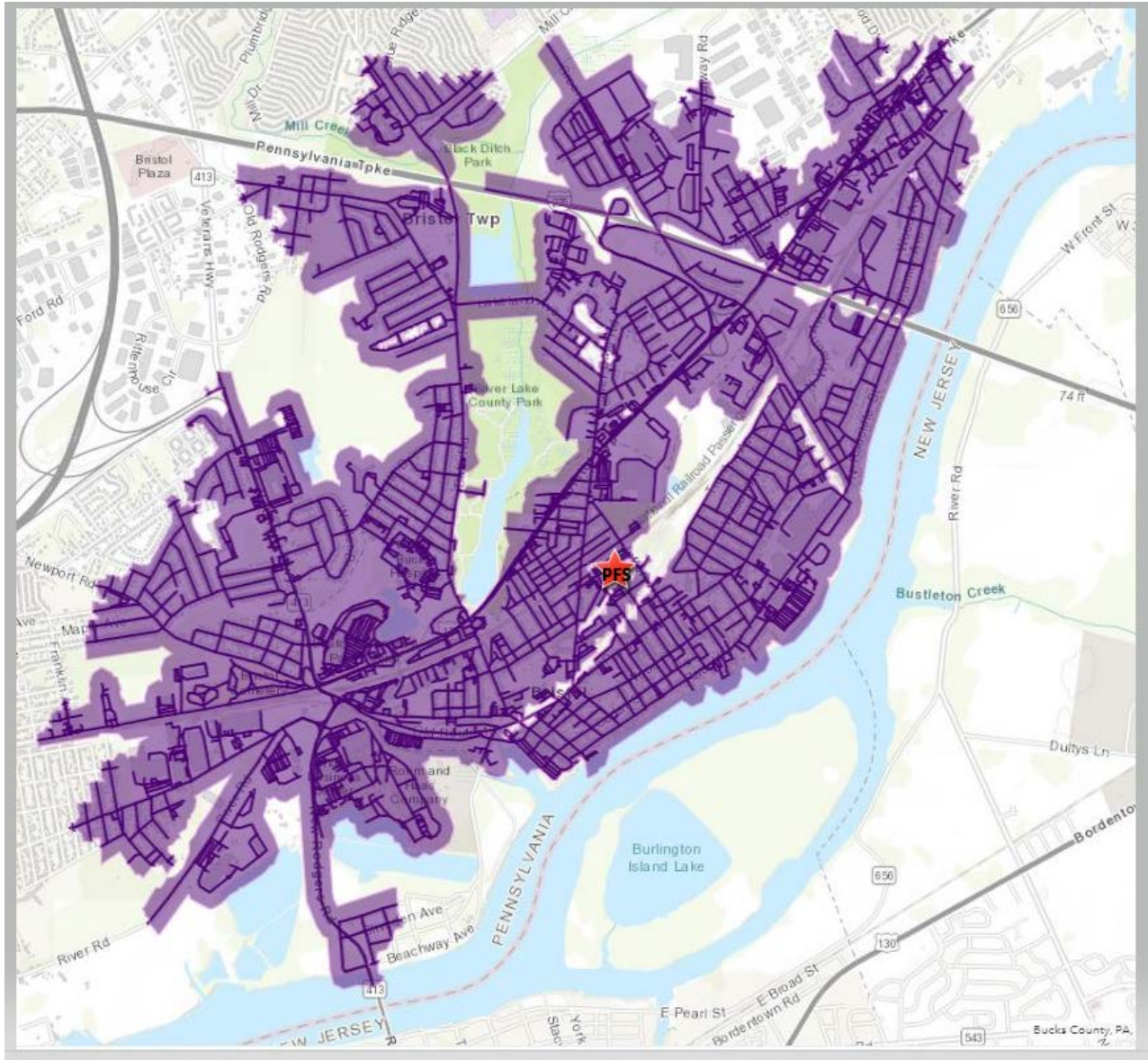
Ladder Company evaluation all of the Borough is covered at current locations of Ladder 25 and Ladder 51. It also shows that Bristol Borough could be sufficiently covered by a single Ladder Company.

Engine Co. Coverage @ 1.5 Miles: Proposed Fire Station Location



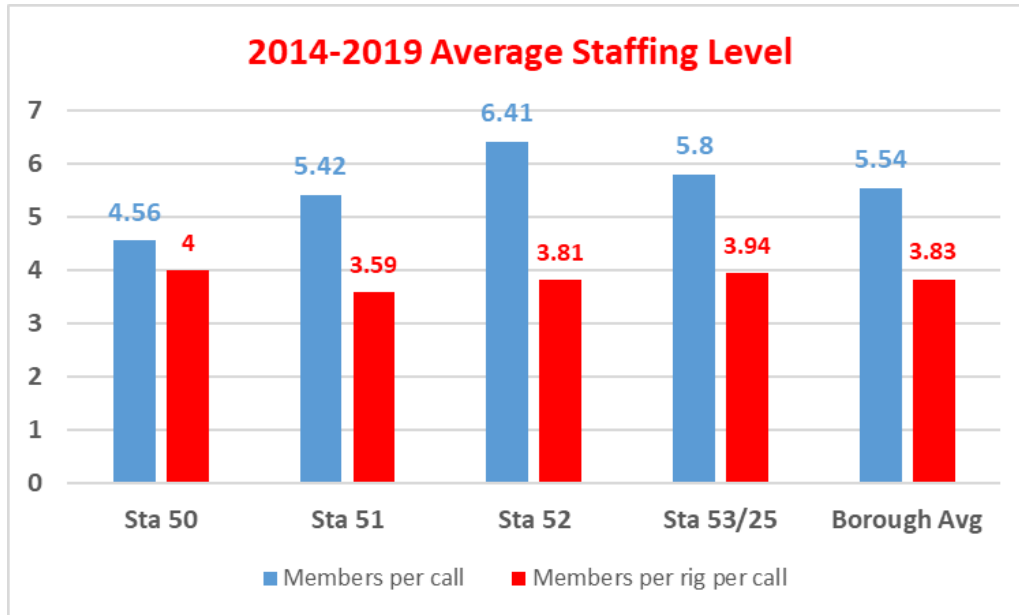
Engine Company evaluation shows all of the Borough is covered at Proposed Fire Station location. It also shows that Bristol Borough would be sufficiently covered by a single Engine Company.

Ladder Co. Coverage @ 2.5 Miles: Proposed Fire Station Location



Ladder Company evaluation shows all of the Borough is covered at the Proposed Fire Station location. It also shows that Bristol Borough would be sufficiently covered by a single Ladder Company.

Average Staffing Level



The Staffing Level data indicates the following:

Member Per Call – indicates how many members respond to the station when dispatched.

Members per Rig per Call – indicates how many firefighters are actually staffing responding fire apparatus to an emergency.

In Bristol Borough, the staffing levels show that each of the 4 Stations, on average, can operate one piece of fire apparatus with the optimum staffing level of four (4) fire fighters.

Recommended Fire Apparatus Fleet

Based upon the evaluation of Comparable Bucks County Boroughs, ISO Coverage Standard and 2014-2019 Bristol Borough Staffing Data, the optimum number of Front-Line Fire Apparatus to serve Bristol Borough is two Engine Companies, one Ladder Company and one Rescue Company

Support Apparatus should be evaluated on a case by case basis by the Association of Fire Companies and the Borough on replacement.

Recommendation: *Bristol Borough and the Association of Fire Companies should operate a Front-Line Fire Apparatus Fleet of two Engine Companies, one Ladder Company and one Rescue Company. Support Apparatus replacement should be evaluated on a case by case basis by the Association of Fire Companies and the Borough.*

Strategic Planning:

There have been three (3) previous Fire Protection Studies undertaken in Bristol Borough:

- 1971: NFPA - Kimball Study
- 1974: Pennsylvania Economy League Study
- 2005: Pennsylvania DCED - Watters Survey

Many of the observations evaluated since 1971 remain as issues to be resolved as of the writing of this report. Several of the recommendations and conclusions in each of these previous reports are similar in nature. It should be noted, however, that several of the social and economic recommendations predicated on these reports have changed dramatically.

The 2006 Bristol Borough Comprehensive Plan broadly addresses Fire Protection in Chapter 7.

Strategic and Long-Term Planning in the volunteer system are an area of neglect. The fire companies were asked to provide information on their individual company planning:

STATION 50:

- Short-Term - Continue to operate in current status
- Long-term - We currently have a committee that has been meeting regarding the next step for the fire companies in Bristol Borough. This committee is active and has been reporting back to the body of the fire company with the results of their meetings. We are on board with combining resources in town to provide adequate staffing and response times.

STATION 51:

Bristol Fire Company has not engaged in short-term, mid-term, or long-term planning. There is no current plan to review.

STATION 52:

Yes ,but not for review (not provided).

STATION 53/25

Yes (not provided).

Bristol Borough and the Association of Fire Companies should embark upon the task developing the following:

- *5-Year Strategic Plan*
- *NFPA 1300 Community Risk Analysis*
- *Standards of Cover Analysis.*

These will assist with, among other items:

- *Define the common interest among the individual Fire Companies*
- *Implementation of policies*
- *Codify Borough oversight*
- *Define the Borough's financial responsibilities*

These are additional items that are recommended as part of the Planning Process.

- Review the following:
 - ❖ Pennsylvania Senate Resolution 60 report
 - ❖ Pennsylvania House Resolution 148 report
- Review reports from the International Association of Fire Chiefs:
 - ❖ Red Ribbon Report, "Lighting the Path of Evolution, Leading the Transition in Volunteer and Combination Fire Department."
 - ❖ Blue Ribbon Report, "Preserving and Improving the Future of the Volunteer Fire Service."
 - ❖ White Ribbon Report, "Keeping the lights on, and the trucks running and the volunteers responding."

Bristol Borough/Bristol Township

Bristol Borough and Bristol Twp. share a common municipal border, with Bristol Borough being surrounded on three sides by Bristol Township. Mutual Aid analysis from each municipality shows a symbiotic relationship of the Fire Services on a daily basis. To that end, there are several methods in which the municipalities could have the fire services cooperate.

- Recruitment and Retention
- Joint Municipal Training
- Joint Municipal Strategic Planning
- Pre-Planning/Disaster Planning
- Bulk Purchasing, where appropriate

Conclusion:

The Bristol Borough Fire Companies are community assets. The Borough sees the intrinsic value of the services they provide. The analysis, conclusions, and recommendations contained in this report offers the Bristol Community an opportunity to build upon the legacy of the fire protection, while striving to improve it for the future.