



**AGENDA**  
**MONTGOMERY TOWNSHIP**  
**BOARD OF SUPERVISORS**  
**SEPTEMBER 8, 2025**  
**7:00 P.M.**

[www.montgomerytwp.org](http://www.montgomerytwp.org)

Tanya C. Bamford  
Candyce Fluehr Chimera  
Annette M. Long  
Beth A. Staab  
Audrey R. Ware-Jones

Carolyn McCreary  
Township Manager

1. Call Meeting to Order
2. Pledge of Allegiance
3. Public Comment
4. Consent Agenda:
  - Minutes of August 25, 2025 Meeting
  - Payment of the September 8, 2025 Bills

**Recognition:**

5. Hispanic Heritage Month – September 15, 2025 through October 15, 2025

**Presentation:**

6. Swearing in of New Police Officer

**Planning and Zoning:**

7. Consider Waiver of Permit Fees - MTMSA

**Administration and Finance:**

8. Certification of 2026 Minimum Municipal Obligation (MMO) for the Police Pension Fund and Non-Uniformed Employees' Pension Fund

**Old Business:**

9. Review and Recommendation of Proposals for a Fire Services Study

**New Business**

10. Adjournment

MONTGOMERY TOWNSHIP BOARD OF SUPERVISORS  
BOARD ACTION SUMMARY  
Item #03

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SUBJECT:	Public Comment
MEETING DATE:	September 8, 2025
BOARD LIAISON:	
INITIATED BY:	Audrey Ware-Jones, Chairwoman

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**BACKGROUND:**

Persons wishing to make public comment during this meeting on any items not listed on the agenda may do so at this time.

Please come forward to the microphone and state your name and address for the record.

MONTGOMERY TOWNSHIP BOARD OF SUPERVISORS

**BOARD ACTION SUMMARY**

Item #04

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SUBJECT: Consent Agenda  
MEETING DATE: September 8, 2025  
BOARD LIAISON:  
INITIATED BY:

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BACKGROUND:

**MOTION TO APPROVE THE CONSENT AGENDA AS PRESENTED for the following:**

- Minutes of the August 25, 2025 Board of Supervisors meeting
- Payment of Bills for September 8, 2025

- 1) Motion by: \_\_\_\_\_ Second by: \_\_\_\_\_
- 2) Chairwoman will ask for public comment.
- 3) Chairwoman will call for a vote.

**MINUTES OF MEETING  
MONTGOMERY TOWNSHIP BOARD OF SUPERVISORS  
AUGUST 25, 2025**

**1. Call to Order:** The August 25, 2025 action meeting of the Montgomery Township Board of Supervisors was held at the Montgomery Township Municipal Building, 1001 Stump Road, Montgomeryville, PA. Chairwoman Audrey R. Ware-Jones called the meeting to order at 7:00 p.m.

**IN ATTENDANCE:**

Chairwoman Audrey R. Ware-Jones  
Vice-Chair Annette M. Long  
Supervisor Tanya C. Bamford  
Supervisor Candyce Fluehr Chimera  
Supervisor Beth A. Staab  
Township Solicitor Sean Kilkenny, Esq.  
Carolyn McCreary, Township Manager

**ALSO IN ATTENDANCE:**

Police Chief William Peoples  
Fire Chief William Wiegman  
Director of Finance Blaine Bergey  
Director of Planning & Zoning, Marianne McConnell  
Director of Public Works Greg Reiff  
Director of IT Richard Grier  
Public Information Coordinator Derek Muller  
Recording Secretary Deborah A. Rivas

**2. & 3. Pledge of Allegiance and Public Comment:** Following the Pledge of Allegiance, Ms. Ware-Jones called for public comment, and there was none.

**4. Consent Agenda:**

**MOTION:** Upon motion by Ms. Ware-Jones, seconded by Ms. Chimera, and unanimously carried (5-0), the minutes of the July 28, 2025 Board meeting, the ratification of the payment of bills for August 11, 2025 and the payment of bills for August 25, 2025 in the amount of \$1,171,597.90, the Escrow Release #2 and End of Maintenance for the Fahy Minor Subdivision, the Escrow Release #6 for the Bharatiya Temple Learning and Cultural Center, the Escrow Release #1 for Shake Shack and the Escrow Release #4 for Atlas Broadband at 1101 Lansdale were approved as submitted.

**Planning and Zoning:**

**5. Review Zoning Hearing Board Application:** Ms. McConnell identified the hearing application received for the September 3, 2025 Zoning Hearing Board meeting. Application 25080007 is for 92 County Line Road for 92 County Line Road Associates, LLC seeking a variance to permit a Sales and Service Center for Electric Vehicles use within the LI Limited Industrial Zoning District, and to permit the use to be conducted, in part, outside the Building in the southeast parking lot, and without enclosure by buildings. The applicant also seeks a variance to permit outdoor storage of electric vehicles, up to 14.76 feet from the side property line, where no outdoor storage is permitted within twenty-five (25) feet of the side property line, and without the outdoor storage of electric vehicles being enclosed by fencing.

**Board consensus was not to enter an appearance for the application, allowing the Zoning Hearing Board to render a decision based on the testimony presented.**

**6. Planning Commission – Accept Resignations and Appoint Full Members:** Ms. McConnell reported that the Planning Commission has received two recent resignations in the last few months, Frank Davey and Jim Rall, and thanked them both for their years of service and commitment to Montgomery Township. Due to these resignations, the Planning Commission currently has five members and three alternates previously appointed by the Board of Supervisors. To maintain the number of members, staff is requesting to appoint two of the alternates, Ratuke Patel and Alex Rigney, to full members, resulting in seven members and one alternate.

**MOTION: Upon motion by Ms. Ware-Jones, seconded by Ms. Staab, and unanimously carried (5-0), the Board appointed Ratuke Patel and Alex Rigney as full members of the Planning Commission with terms to expire January 2027 and January 2026, respectively.**

**7. Advertise Amendments to Chapter 230 – Accessory Family Dwellings:** Ms. McConnell reported that staff is requesting authorization to advertise for proposed amendments to the Montgomery Township Code, Section 230-149C, replacing provisions for “relative quarters” with provisions for “accessory family dwelling”. Staff and consultants have had the opportunity to review the details of the proposed text amendments, and during their July meeting, the Planning Commission unanimously recommended that Board authorize the advertisement of the proposed ordinance as presented.

**MOTION: Upon motion by Ms. Ware-Jones, seconded by Ms. Long, and unanimously carried (5-0), the Board authorized staff to advertise the proposed amendments to Chapter 230 of the Code of Montgomery Township as presented.**

**8. Adopt Resolutions for Easements for Road Improvements on North Wales Road:** Ms. McCreary reported that to make the necessary road improvements on North Wales Road and install a traffic signal at Airport Square Road, the Township must acquire easements from three property owners in the area of the work. The properties are Batteries and Bulbs, Taco Bell, and Golf Galaxy. The Solicitor has reviewed the plans and prepared the resolutions related to each parcel.

**MOTION: Upon motion by Ms. Ware-Jones, seconded by Ms. Chimera, and unanimously carried (5-0), the Board adopted Resolution No. 2025-14, authorizing the condemnation of a portion of 777-781 Bethlehem Pike for public roadway improvements.**

**MOTION: Upon motion by Ms. Ware-Jones, seconded by Ms. Long, and unanimously carried (5-0), the Board adopted Resolution No. 2025-15, authorizing the condemnation of a portion of 931 North Wales Road for public roadway improvements.**

**MOTION: Upon motion by Ms. Ware-Jones, seconded by Ms. Chimera, and unanimously carried (5-0), the Board adopted Resolution No. 2025-16, authorizing the condemnation of a portion of 8011 Bethlehem Pike for public roadway improvements.**

**Public Safety:**

**9. Battalion 2 Station Air Compressor:** Chief Wiegman reported that the station air compressor at Battalion 2 is no longer operational. Atlas Copco Compressor Services evaluated the air compressor and stated that it cannot be repaired and has outlived its operational lifespan. Atlas Copco provides regular preventive maintenance to the department's air compressors and recently replaced the air compressor at Battalion 1. The air compressors keep a constant air supply in the apparatus and provide air to outlets throughout the station to ensure operational readiness. Atlas Copco provided a quote to replace and install a new air compressor for \$5,767.66. The department had budgeted \$6,000 in its 2026 capital budget plan, but is requesting to purchase the compressor in 2025.

**MOTION: Upon motion by Ms. Ware-Jones, seconded by Ms. Long, and unanimously carried (5-0), the Board approved the purchase and installation of a new air compressor by Atlas Copco at Battalion 2 for \$5,767.66.**

**10. Advertise Amendments for Traffic Control (Parking and Trucks):** Chief Peoples reported that the Highway Safety Unit, Traffic Engineer, and Public Safety Committee have proposed and reviewed changes to the Traffic Control Ordinance. The proposed changes include: restriction of truck traffic on Stump Road between Witchwood Drive and Welsh Road, prohibited parking on Country Club Drive at Pinecrest Lane, methods of parking to include prohibiting overnight parking at Township parks, restricted parking in the center of cul-de-sacs, prohibition of parking of large trucks, commercial vehicles, trailers, and other large vehicles on any Township-owned road.

**MOTION: Upon motion by Ms. Ware-Jones, seconded by Ms. Long, and unanimously carried (5-0), the Board authorized the advertisement of the proposed ordinance amendments as presented.**

**11. Advertise Ordinance Amendment – Approval of Red-Light Camera Enforcement (ARLE) Late Fee:** Chief Peoples reported that the ordinance adopted for the red-light camera initiative now needs to be amended to include a collection fee for those motorists who fail to remit payment or appeal the violation in the prescribed period. The proposed fee is \$35.00

**MOTION: Upon motion by Ms. Ware-Jones, seconded by Ms. Long, and unanimously carried (5-0), the Board authorized the advertisement of the proposed ordinance amendment, establishing a collection fee of \$35.00 related to the red-light camera enforcement program.**

**Public Works:**

**12. Approve Payment for the Rose Twig Restroom Construction Project:** Ms. McCreary reported that the Montgomery Township Municipal Sewer Authority (MTMSA) approached the Township with a plan to donate a restroom at Rose Twig Park at an estimated cost of \$500,000. During the design and bidding process, the Board of Supervisors agreed to pay for anything above that cost estimate. The project is complete and MTMSA has provided an invoice in the amount of \$164,110.00 which breaks down the costs of the project.

**MOTION: Upon motion by Ms. Ware-Jones, seconded by Ms. Bamford, and unanimously carried (5-0), the Board approved the invoice from the Montgomery Township Municipal Sewer Authority in the amount of \$164,110 for the Rose Twig Restroom Project.**

**13. Purchase of Two (2) Speed Alert Signs:** Mr. Reiff reported that the Public Works Department is scheduled to purchase two (2) Speed Alert Signs in an effort to slow traffic and improve employee safety while working in roadways, as approved in the 2025 Capital Investment Plan. A quote has been received from All Traffic Solutions, Inc. under CoStars Contract #012-E22-305 in the amount of \$13,018.00. The equipment meets the specifications prepared by the department. A total of \$15,000.00 was budgeted for this purchase.

**MOTION: Upon motion by Ms. Ware-Jones, seconded by Ms. Long, and unanimously carried (5-0), the Board approved the purchase of two (2) Speed Alert Signs from All Traffic Solutions, Inc., at a total cost of \$13,018.00 per their quote dated August 18, 2025.**

**Administration and Finance:**

**14. Award Bid for Leaf and Yard Waste Contract:** Ms. McCreary reported that a condition of eligibility for funding under DEP's 904 Recycling Performance Grant Program is that the Township provides a separate collection of Leaf and Yard Waste with disposal at a composting facility. The regulations specifically require that the Township provide for a curbside pick-up of bagged leaf and yard waste at least twice per year in the spring and fall, and provide for a drop-off and disposal of leaf and yard waste at least once per month. Staff received and opened one bid on August 25, 2025. The one bid was received from our current contractor, Solid Waste Services, Inc. d/b/a J.P. Mascaro & Sons. The bid specifications authorize the Board to award either a one, two or three-year contract or reject any and all bids. Discussion followed. There were concerns that the previous two-year contract was \$73,560, and now the two-year contract is \$95,628.00, a significant increase. Ms. Chimera inquired if it was necessary for the Township to continue this service as the grant money received from the DEP's Recycling Performance Grant Program does not cover the cost of the contract. The Board decided to award a one-year contract at this time.

**MOTION: Upon motion by Ms. Ware-Jones, seconded by Ms. Long, and unanimously carried (5-0), the Board awarded the bid for Residential Leaf and Yard Waste Collection and Disposal to Solid Waste Services, Inc. d/b/a J.P. Mascaro & Sons, for a one year contract in the amount of \$46,250.00, beginning on November 1, 2025 and ending on October 31, 2026.**

**Old Business:**

**16. Proposed Expansion of Fire Career Staffing – Continuation of Discussion:** Ms. McCreary reported that at the April 28 Board of Supervisors public meeting, Chief Bill Wiegman provided an overview and update on the need to expand the Fire Department. He referenced the proposal for career staffing. Costs were shared with the Board of Supervisors at their June 23 public meeting. The rationale for the conversion was shared with the Public Safety Committee meeting in May, and the financial data was reviewed with the Finance Committee on July 21. Finance staff prepared an estimate of the cost for this expansion using Chief Wiegman's staffing recommendations of six (6) firefighters on a squad and the terms of the current collective bargaining agreement. Benefit costs were calculated based on current premiums, projected premium increases and for health insurance an equal mix of participant classifications (i.e. employee, employee/spouse, family).

Based on the numbers provided and the current assessed valuation, staff has calculated that a 1.4 mill increase would be necessary to fund this expansion. This will generate \$3,021,423 and bring the millage to 4.34 mills (from 2.94).

During the discussion at the June 23 public meeting, the Board requested staff to evaluate overtime costs if the Township were to take a "phased" approach over three years and increase real estate taxes each year over three years instead of one. A spreadsheet was created which shows overtime costs of \$575,702 for 2026 with the hiring of six (6) full-time firefighters. This would require about a .27 mill increase.

At the July 28 public meeting, Board consensus was to host in-person meetings to give residents a chance to learn about the plan, its reason, and its impact on their Township real estate taxes. Emails were sent to all of the HOA points of contact for the residential neighborhoods in the Township. The staff has also continued to publicize the plan in the E-News and social media platforms. As of this meeting, Ms. McCreary and Chief Wiegman have met with residents in Montgomery Walk and Neshaminy Falls. Both are 55+ communities. No other HOA has reached out and requested a meeting. On Thursday, August 28<sup>th</sup> at 7:00 p.m., Chief Wiegman and Ms. McCreary will host an in-person town hall meeting at the Township building. It will be live-streamed and recorded.

Staff is seeking Board consensus as to whether they would like staff to obtain costs for a fire services study, as this has been suggested by Ms. Bamford. Ms. McCreary has reached out to one firm, and their communication has been shared in the packet. A second firm has been identified, and she has contacted them for more information. Staff does not want to move forward in this

direction without the Board's consensus that it wishes to take this approach, as the cost will need to be determined based on what the Board is looking for, involve staff contributions in the process, and a determination of how long it will take.

Ms. Chimera stated that she has full faith in Chief Wiegman, lives here, and agrees with his plan. She does not see a reason to consult with a firm. Ms. Bamford stated that she has tremendous respect for Chief Wiegman, however, the scale and magnitude of the proposal have changed, and she has many unanswered questions. She would like to conduct a more in-depth analysis of the facilities, equipment, and other necessary resources. She recommends an independent, unbiased study by someone who may have experience that the Chief does not have, who can predict one to ten years out. Ms. Staab stated that she supports change, but that the Board needs to do its due diligence. She stated that just having learned about all of this, the best practice would be to have a third-party review. Ms. Ware-Jones spoke about her experience with third-party reviews in her career and she was not in favor of them. She said she now has fewer questions and more answers, and a third party cannot see the whole picture. She is confident that our Chief and our team should move forward. Ms. Long stated that she has experienced someone coming into an office and telling staff how they should be doing their job, instead of the people actually doing the work. She stated that she has faith in Chief Wiegman. Ms. Chimera stated that Chief Wiegman has made three members of the Board comfortable moving forward. Ms. Bamford stated it was necessary to explore further.

Under public comment, Eric Pelletier of 103 Pemberton Court stated that he fully supports that the Township needs fire protection and safety, but he is concerned with the process and the significant tax increase, and whether it is the most effective way to proceed. He believes that a baseline assessment of the current system and an evaluation of different service models should be explored. He stated that most of his neighbors are unaware of this proposal, and he is making efforts to educate them. Debbie Mersky of 794 Hickory Lane, Village of Neshaminy Falls, stated that she does not oppose fire services but believes there should be a study of projected costs for the next five years out. Rachel Brick of 708 Church Street stated that there are 26,000 residents in this Township and she has been recruiting for volunteers for several years now with little to no success. She is responsible for scheduling and she is constantly scrambling to fill shifts. She believes that Chief Wiegman has made great progress with the department and has done everything they could do to increase volunteers, but there has been little involvement. She stated that she does not believe that the Board understands the level of urgency that is needed to solve this situation. An eleven-minute response time is not adequate for protection. Another firefighter driver was recently lost to the department, and another volunteer has taken a full-time position with another department. Ms. Brick pleaded for the Board to move forward, the department needs their help, and the sense of urgency is lacking. Vinay Setty of 205 Jefferson Court said he agrees with everything Ms. Brick said. He is a volunteer, and the numbers in recent months have declined, it is very troublesome. The Board must act on a change sooner rather than later. He's been volunteering since 2005, and he's completely drained. He has a new shift work job and will be unable to volunteer in the evenings. He's been taking three shifts a week now, and he is burned out. The safety of the residents should be number one. He said they sometimes can't get a truck out or have enough firefighters at the scene.

Ms. McCreary shared social media statistics on the number of people who visited the Fire Services Expansion proposal website, viewed the Board meeting segments, or listened to the podcast.

Ms. McCreary believed that a study may take a two to three-month turnaround. Ms. Bamford and Ms. Staab thought it could still be done before the budget was approved. Ms. Ware-Jones suggested that Chief Wiegman prepare a budget as if he were bringing on the full department in 2026, as she was not in favor of third-party studies. Ms. Bamford stated that we must be transparent as to what the other needs are. Ms. Ware-Jones then suggested that the Board take a two-prong approach by moving forward with the new hires budget for 2026, but review the costs with a third party. A majority of the Board was in favor of that approach.

**MOTION: Ms. Ware-Jones made a motion to have Ms. McCreary investigate three firms, ask for a fire study scope of work, proposed costs, and timeframe, and report those to the Board, who may individually provide feedback. The motion also authorized the Township Manager to decide on one of the three firms, which the Board can ratify at a future meeting. Ms. Long seconded the motion, which carried with a vote of 4 to 1, with Ms. Chimera voting nay.**

**New Business:**

**12. Department Reports:** Each department submitted monthly reports for activity in the month of July. Public Information Coordinator Derek Muller provided a report on the new federal digital accessibility requirements established under the U.S. Department of Justice's April 2024 final rule enforcing Title II of the Americans with Disabilities Act (ADA). This rule requires that public entities, including municipalities under 50,000 residents, make their websites, digital documents, and mobile content accessible according to the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA by April 24, 2027.

To meet this mandate, he is recommending the Township allocate funding in FY26 to engage a Digital Accessibility Consultant. This consultant will conduct a full digital audit, develop a phased remediation plan, support staff training, and create internal standards for sustainable compliance.

**13. Committee Liaison Reports:** Most members reported that their committees/boards did not meet in August. Ms. Bamford stated that the Park Board discussed the rotation schedule of the Bark Park and wasps at some of the local playgrounds.

**14. Adjournment:** Upon motion by Ms. Ware-Jones and seconded by Ms. Chimera, the meeting was adjourned at 8:42 p.m.

Respectfully submitted,

Deborah A. Rivas, Recording Secretary

# Check Report



Montgomery Township, PA

By Check  
Date Range: 08/26/2025 - 09/08/2025

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
<b>Bank Code: POOL AP-APBNK</b>						
MT000006	21st Century Media Newspapers LLC	09/08/2025	Regular	0.00	581.73	102381
MT000040	Acme Uniforms For Industry	09/08/2025	Regular	0.00	431.48	102382
MT000050	Adam Zwislewski	09/08/2025	Regular	0.00	400.00	102383
MT004299	Adrienne Bonnem	09/08/2025	Regular	0.00	510.00	102384
MT000075	Airgas, Inc.	09/08/2025	Regular	0.00	375.63	102385
MT000091	Alburtis Auto Inc.	09/08/2025	Regular	0.00	198.00	102386
MT000132	All Traffic Solutions	09/08/2025	Regular	0.00	13,018.00	102387
MT000167	Amazon.com Services, Inc	09/08/2025	Regular	0.00	1,939.43	102388
MT000319	Associated Truck Parts	09/08/2025	Regular	0.00	51.05	102389
MT000320	AT&T	09/08/2025	Regular	0.00	126.00	102390
MT000338	Axon Enterprise, Inc	09/08/2025	Regular	0.00	48,258.28	102391
MT000342	B Safe LLC	09/08/2025	Regular	0.00	163.20	102392
MT000378	Beanie Bounce Party Rentals	09/08/2025	Regular	0.00	4,566.58	102393
MT004418	Bharatiya Temple Inc.	09/08/2025	Regular	0.00	186,693.00	102394
MT000440	Blake's Quality Air	09/08/2025	Regular	0.00	1,800.00	102395
MT004660	Bo Prum	09/08/2025	Regular	0.00	75.00	102396
MT000469	Brandon Uzdzienski	09/08/2025	Regular	0.00	50.00	102397
MT000511	Britton Industries, Inc.	09/08/2025	Regular	0.00	2,250.00	102398
MT000632	CDW Government, Inc.	09/08/2025	Regular	0.00	192.65	102399
MT000637	Cenero, LLC	09/08/2025	Regular	0.00	230.00	102400
MT000662	Chess Wizards	09/08/2025	Regular	0.00	3,075.00	102401
MT000678	Chris Cardamone	09/08/2025	Regular	0.00	34.49	102402
MT004558	Christopher Ayril	09/08/2025	Regular	0.00	50.00	102403
MT004390	CM3 Building Solutions, Inc.	09/08/2025	Regular	0.00	108,000.00	102404
MT000784	Colrom LLC	09/08/2025	Regular	0.00	5,292.00	102405
MT000786	COMCAST	09/08/2025	Regular	0.00	10.50	102406
MT000786	COMCAST	09/08/2025	Regular	0.00	10.50	102407
MT000796	Commonwealth of Pennsylvania	09/08/2025	Regular	0.00	2,500.00	102408
MT004394	CRIMEWATCH Technologies, Inc.	09/08/2025	Regular	0.00	4,968.31	102409
MT000922	David Fulton	09/08/2025	Regular	0.00	10.00	102410
MT000999	Derek Muller	09/08/2025	Regular	0.00	359.98	102411
MT001026	Dival Safety Equipment	09/08/2025	Regular	0.00	416.94	102412
MT001030	DJB Specialties, Inc.	09/08/2025	Regular	0.00	531.41	102413
MT004613	Donnelly Concrete, LLC	09/08/2025	Regular	0.00	147,600.00	102414
MT001076	DVHT Delaware Valley Health Trust	09/08/2025	Regular	0.00	213,039.81	102415
MT001108	Eckert Seamans Cherin & Mellott, LLC	09/08/2025	Regular	0.00	700.00	102416
MT001193	EMS Educational Services Inc.	09/08/2025	Regular	0.00	600.00	102417
MT001201	Eric Joshua Hernandez	09/08/2025	Regular	0.00	2,047.50	102418
MT001229	Eureka Stone Quarry, Inc.	09/08/2025	Regular	0.00	480.83	102419
MT001230	Eurofins Environmental Testing America Holdin	09/08/2025	Regular	0.00	147.50	102420
MT001272	Ferguson and McCann Inc.	09/08/2025	Regular	0.00	8,177.00	102421
MT001287	First Student Charter Center	09/08/2025	Regular	0.00	2,401.00	102422
MT001287	First Student Charter Center	09/08/2025	Regular	0.00	2,744.00	102423
MT001327	Fred Beans Automotive Group	09/08/2025	Regular	0.00	48,905.00	102424
MT001379	George Allen Portable Toilets, Inc.	09/08/2025	Regular	0.00	944.00	102425
MT001412	Glick Fire Equipment Company Inc	09/08/2025	Regular	0.00	999.14	102426
MT001427	Goose Squad L.L.C.	09/08/2025	Regular	0.00	900.00	102427
MT001436	Grainger	09/08/2025	Regular	0.00	62.77	102428
MT001439	Granturk Equipment Co., Inc.	09/08/2025	Regular	0.00	552.18	102429
MT001527	Herman Goldner Company, Inc.	09/08/2025	Regular	0.00	3,511.00	102430
MT001548	Home Depot Credit Services	09/08/2025	Regular	0.00	331.72	102431
MT004239	Imagine That Arts LLC	09/08/2025	Regular	0.00	2,080.00	102432
MT001624	J and J Auto + Truck Repairs	09/08/2025	Regular	0.00	150.80	102433
MT001643	Jacob Millevoi	09/08/2025	Regular	0.00	150.00	102434
MT001743	Jen Ames	09/08/2025	Regular	0.00	34.30	102435
MT001856	John Bereschak	09/08/2025	Regular	0.00	250.00	102436
MT001902	Jonathan S. Beer	09/08/2025	Regular	0.00	2,000.00	102437
MT004520	Joseph K. Egenolf Jr	09/08/2025	Regular	0.00	200.00	102438

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
MT004308	Justin Tohanczyn	09/08/2025	Regular	0.00	280.00	102439
MT001960	K.J. Door Services Inc.	09/08/2025	Regular	0.00	447.69	102440
MT002089	Keystone Municipal Services, Inc.	09/08/2025	Regular	0.00	6,637.50	102441
MT002170	Kyle W. Stump	09/08/2025	Regular	0.00	100.00	102442
MT002202	Larry Nadzan	09/08/2025	Regular	0.00	34.98	102443
MT004309	Louis Neibauer Company, Inc.	09/08/2025	Regular	0.00	484.82	102444
MT002496	Mastertech Auto Service, LLC.	09/08/2025	Regular	0.00	46.52	102445
MT002609	Michael Bean	09/08/2025	Regular	0.00	300.00	102446
MT002624	Michael J. Kunzig	09/08/2025	Regular	0.00	100.00	102447
MT004518	Michael Sasso	09/08/2025	Regular	0.00	200.00	102448
MT002698	MJ Earl	09/08/2025	Regular	0.00	1,045.70	102449
MT004431	Montgomery Township Municipal Sewer Autho	09/08/2025	Regular	0.00	164,110.00	102450
PAYR-IAFF	Montgomery Township Professional	09/08/2025	Regular	0.00	309.17	102451
MT002796	Moyer Indoor / Outdoor	09/08/2025	Regular	0.00	314.70	102452
MT002807	Municipal Emergency Services	09/08/2025	Regular	0.00	1,538.40	102453
MT002817	Mystic Pizza	09/08/2025	Regular	0.00	3,641.00	102454
MT004138	Napa Auto Parts	09/08/2025	Regular	0.00	139.26	102455
MT002852	National Decalcraft Corp.	09/08/2025	Regular	0.00	100.00	102456
MT002951	Nyce Crete and Landis Concrete	09/08/2025	Regular	0.00	467.68	102457
MT002974	Omega Systems Consultants, Inc.	09/08/2025	Regular	0.00	4,486.25	102458
MT004267	PA Chapter of APA	09/08/2025	Regular	0.00	112.00	102459
MT003044	Patrick Kerr	09/08/2025	Regular	0.00	150.00	102460
MT003077	PECO Energy	09/08/2025	Regular	0.00	440.60	102461
MT003109	Pennsylvania One Call System, Inc.	09/08/2025	Regular	0.00	286.95	102462
MT004415	Pilot Thomas Logistics, LLC	09/08/2025	Regular	0.00	5,790.01	102463
MT003207	PSM Peter A. Schertz	09/08/2025	Regular	0.00	470.00	102464
ZZ001862	Pure Cleaners	09/08/2025	Regular	0.00	1,651.50	102465
MT003227	Rachel Brick	09/08/2025	Regular	0.00	300.00	102466
MT004584	RCN Communications LLC	09/08/2025	Regular	0.00	644.44	102467
MT003334	Richter Drafting and Office Supply Co. Inc	09/08/2025	Regular	0.00	132.05	102468
MT003365	Robert H. Grunmeier II	09/08/2025	Regular	0.00	50.00	102469
MT003436	Ryan Allison	09/08/2025	Regular	0.00	100.00	102470
MT003444	Ryan W. Irvin	09/08/2025	Regular	0.00	100.00	102471
MT003458	SafetyKleen Systems, Inc.	09/08/2025	Regular	0.00	216.30	102472
MT004662	Sang Lu	09/08/2025	Regular	0.00	60.00	102473
MT003498	Scantek	09/08/2025	Regular	0.00	19,927.09	102474
MT003533	Service Tire Truck Centers	09/08/2025	Regular	0.00	2,076.93	102475
MT003574	Shoen Safety and Training	09/08/2025	Regular	0.00	1,235.00	102476
MT003657	Staples Business Credit	09/08/2025	Regular	0.00	1,072.32	102477
MT003790	TD Card Services	09/08/2025	Regular	0.00	7,998.89	102478
	**Void**	09/08/2025	Regular	0.00	0.00	102479
MT003894	Timac Agro USA	09/08/2025	Regular	0.00	1,256.25	102480
MT004661	Traffic Safety Store	09/08/2025	Regular	0.00	109.66	102481
MT003998	United Rentals (North America) Inc	09/08/2025	Regular	0.00	4,359.43	102482
MT003999	United States Police Canine	09/08/2025	Regular	0.00	40.00	102483
MT004051	Verizon	09/08/2025	Regular	0.00	72.66	102484
MT004056	Verizon Wireless Services, LLC	09/08/2025	Regular	0.00	480.14	102485
MT004056	Verizon Wireless Services, LLC	09/08/2025	Regular	0.00	3,318.77	102486
MT004056	Verizon Wireless Services, LLC	09/08/2025	Regular	0.00	600.21	102487
MT004175	William F. Wiegman III	09/08/2025	Regular	0.00	1,513.25	102488
MT004189	William Tuttle	09/08/2025	Regular	0.00	50.00	102489
MT000046	Adam J. Morrow	09/08/2025	Regular	0.00	450.00	102490
MT000233	Angel G. Mejias	09/08/2025	Regular	0.00	550.00	102491
MT000467	Brandi Blusiewicz	09/08/2025	Regular	0.00	200.00	102493
MT000580	Carl Frederick Herr	09/08/2025	Regular	0.00	100.00	102494
MT002496	Mastertech Auto Service, LLC.	09/08/2025	Regular	0.00	557.22	102495
MT004663	RE Plus Airport Square LLC	09/08/2025	Regular	0.00	246,006.75	102496
MT003790	TD Card Services	09/08/2025	Regular	0.00	119.99	102497
MT004080	Vinay P. Setty	09/08/2025	Regular	0.00	350.00	102498
MT004666	Mark Webster	09/05/2025	Regular	0.00	195.23	102499
MT003499	Scatton's Heating and Cooling, Inc.	09/05/2025	Regular	0.00	138.00	102500
PAYR-PBA	Police Benevolent Association	08/28/2025	Bank Draft	0.00	1,439.00	DFT0000614
PAYR-POL PEN	U.S. Bank	08/28/2025	Bank Draft	0.00	9,028.95	DFT0000615
PAYR-PA SCDU	PA SCDU	08/28/2025	Bank Draft	0.00	715.38	DFT0000616
PAYR-401	Empower Retirement	08/28/2025	Bank Draft	0.00	18,490.53	DFT0000617
PAYR-457	Empower Retirement	08/28/2025	Bank Draft	0.00	20,333.34	DFT0000618
PAYR-PHILA	City of Philadelphia	08/28/2025	Bank Draft	0.00	301.50	DFT0000619
PAYR-SITW	State of Pennsylvania	08/28/2025	Bank Draft	0.00	12,229.29	DFT0000620

#### Bank Code POOL AP Summary

Payment Type	Payable Count	Payment Count	Disc ount	Payment
Regular Checks	229	118	0.00	1,314,243.02
Manual Checks	0	0	0.00	0.00
Voided Checks	0	1	0.00	0.00
Bank Drafts	7	7	0.00	62,537.99
EFT's	0	0	0.00	0.00
	<b>236</b>	<b>126</b>	<b>0.00</b>	<b>1,376,781.01</b>

#### All Bank Codes Check Summary

Payment Type	Payable Count	Payment Count	Disc ount	Payment
Regular Checks	229	118	0.00	1,314,243.02
Manual Checks	0	0	0.00	0.00
Voided Checks	0	1	0.00	0.00
Bank Drafts	7	7	0.00	62,537.99
EFT's	0	0	0.00	0.00
	<b>236</b>	<b>126</b>	<b>0.00</b>	<b>1,376,781.01</b>

#### Fund Summary

Fund	Name	Period	Amount
99	Claim on Pooled Cash	8/2025	62,537.99
99	Claim on Pooled Cash	9/2025	1,314,243.02
			<b>1,376,781.01</b>

MONTGOMERY TOWNSHIP BOARD OF SUPERVISORS  
**BOARD ACTION SUMMARY**  
Item #05

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SUBJECT: Recognition - Hispanic Heritage Month  
MEETING DATE: September 8, 2025  
BOARD LIAISON:  
INITIATED BY: Annette M. Long, Vice-Chairwoman

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**BACKGROUND:**

Hispanic Heritage Month is an annual celebration of the history and culture of the U.S. Latinx and Hispanic communities. From September 15 to October 15, this event commemorates how these communities have influenced and contributed to American society at large.

Hispanic Heritage Month began as a celebratory week when it was first launched in 1968; and the desire to recognize the contribution of the Latinx community has gained momentum throughout the 1960s when the civil rights movement was at its peak, and with it came a growing awareness of the United States' multicultural identities.

In 1988 President George H.W. Bush declared the 31-day period from September 15 to October 15 as National Hispanic Heritage Month.

**MOTION/RESOLUTION:**

**Motion** to recognize September 15 through October 15 as Hispanic Heritage Month, and to celebrate Hispanic Heritage Month and our Hispanic employees and residents who positively impact our Township each day.

- 1) Motion by: \_\_\_\_\_ Second by: \_\_\_\_\_
- 2) Chairwoman will ask for public comment.
- 3) Chairwoman will call for a vote.

MONTGOMERY TOWNSHIP BOARD OF SUPERVISORS

**BOARD ACTION SUMMARY**

Item #06

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SUBJECT: Introduction/Swearing-In of New Police Officer  
MEETING DATE: September 8, 2025  
BOARD LIAISON: Annette M. Long, Public Safety Committee Liaison  
INITIATED BY: William R. Peoples, Chief of Police

---

**BACKGROUND:**

On May 14, 2025, a recruit hiring process was initiated to fill a vacancy within the department's Patrol Division. Seventy-one applicants competed for the position of Recruit Police Officer in this hiring process.

The police department hiring process included an application review, a physical agility test, two police oral review boards, and a background investigation (including a polygraph examination, neighborhood interviews, physical exam, psychological exam, drug testing, and employer interviews).

Tyler Coughlin was selected as the top candidate and is before the board this evening for consideration for appointment to the position of Recruit Police Officer.

**BUDGET IMPACT:**

Funding to fill this position was included in the 2025 Approved Budget.

**RECOMMENDATION:**

It is recommended that Tyler Coughlin be sworn in as a Recruit Police Officer with an effective hire date of September 9, 2025.

**MOTION/RESOLUTION:**

**Motion** to appoint Tyler Coughlin as a Recruit Police Officer in the Montgomery Township Police Department, effective September 8, 2025.

1. Motion by:\_\_\_\_\_ Second by:\_\_\_\_\_
2. Chairwoman will ask for public comment.
3. Chairwoman will call for a vote.

MONTGOMERY TOWNSHIP BOARD OF SUPERVISORS  
**BOARD ACTION SUMMARY**  
Item #07

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SUBJECT: Request for Waiver of Fees – MTMSA  
MEETING DATE: September 8, 2025  
BOARD LIAISON:  
INITIATED BY: Marianne McConnell, Director Planning & Zoning

---

**BACKGROUND:**

The Township received a written request dated September 2, 2025 from Shannon Drosnock, Executive Director, Montgomery Township Municipal Sewer Authority, requesting the Township consider waiving the fees for the associated permits for their Surge Tank Aeration upgrade project at the Eureka Waste Water Treatment Plant located at 1485 Lower State Road. The project includes the demolition of the existing grit equipment, installation of new blowers, air piping, and aeration system with electrical and hvac upgrades.

The Board has waived permit fees in the past for Sewer Authority projects. The fees are based on the estimated cost of the proposed project and are calculated to be \$23,429.50 for the building permit, including HVAC, electric, and plumbing work.

**MOTION/RESOLUTION:**

**MOTION** to waive the fees associated with the permits for the MTMSA Surge Tank Aeration upgrade project at the Eureka Waste Water Treatment Plant.

- 1) Motion by: \_\_\_\_\_ Second by: \_\_\_\_\_
- 2) Chairwoman will ask for public comment.
- 3) Chairwoman will call for the vote.



To: Township Planning Office

From: Shannon Q. Drosnock, <sup>SD</sup>Executive Director MTMSA

Date: 9/2/25

Re: Permit fee waiver requested

MTMSA has engaged Blooming Glen Contractor to perform the Surge Tank Aeration project located at the Eureka WWTP at 1485 Lower State Road.

The Authority is requesting a waiver of these permit fees.

Please let me know if you have any questions or need anything further from the Authority.

MONTGOMERY TOWNSHIP BOARD OF SUPERVISORS

**BOARD ACTION SUMMARY**

Item #08

---

SUBJECT: Consider Certification of 2026 Minimum Municipal Obligation (MMO) for the Police Pension Fund and Non-Uniform Employees' Pension Fund

MEETING DATE: September 08, 2025

BOARD LIAISON: Audrey Ware-Jones, Chairwoman

INITIATED BY: Blaine Bergey, Director of Finance

---

**BACKGROUND:**

The Minimum Municipal Obligation (MMO) is the calculated funding obligation to the Township's Police and Non-Uniformed Employee Pension Plans. Act 205, Section 304 requires that the Chief Administrative Officer submit the MMO for the upcoming budget year to the Board on or before the last business day in September. Upon acceptance, the amount of the MMOs must be incorporated into the budget for the next year and funded. Based on the instructions from Ashley Wise, Conrad Siegel Actuaries, staff has prepared the 2026 MMOs for both the Police Pension Plan and the Non-Uniformed Pension Plan, which are attached.

**BUDGET IMPACT:**

The MMO will be placed in the 2026 budget.

**MOTION/RESOLUTION:**

**Motion** to accept the 2026 Minimum Municipal Obligation for the Montgomery Township Police Pension Fund in the amount of \$440,694, and

**Motion** to accept the 2026 Minimum Municipal Obligation for the Montgomery Township Non-Uniformed Employees' Pension Fund in the amount of \$380,342.

- 1) Motion by: \_\_\_\_\_ Second by: \_\_\_\_\_
- 2) Chairwoman will ask for public comment.
- 3) Chairwoman will call for a vote.

Montgomery Township Police Pension Plan  
**2026 Minimum Municipal Obligation**

1 Normal Cost Percentage <sup>1</sup>	14.7%
2 Administrative Expense Percentage <sup>1</sup>	1.1%
3 Total Percentage (1 + 2)	15.8%
4 Estimated 2025 Total Gross W-2 Payroll	\$ 5,520,608
5 Annual Cost (3 x 4)	\$ 872,256
6 Amortization Contribution Requirement <sup>1</sup>	\$ 0
7 Financial Requirements (5 + 6)	\$ 872,256
8 Member Contributions Anticipated	\$ 266,367
9 10% of Negative Unfunded Liability <sup>1</sup>	\$ 165,195
<b>10 Minimum Municipal Obligation (7 - 8 - 9)</b> (Due Before 12-31-2026)	<b>\$ 440,694</b>

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Date

<sup>1</sup> Based upon 01/01/2023 Actuarial Valuation

Montgomery Township Non-Uniformed Pension Plan  
**2026 Minimum Municipal Obligation**

1 Employer Contribution Percentage	8.0%
2 Administrative Expense Percentage	0.0%
3 Total Percentage (1 + 2)	8.0%
4 Estimated 2026 Covered Payroll	\$4,754,270
5 Financial Requirements (3 x 4)	\$380,342
6 Advance Employer Contribution	
<b>7 Minimum Municipal Obligation (5 - 6)</b> (Due Before 12-31-2026)	<b>\$380,342</b>

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Date

MONTGOMERY TOWNSHIP BOARD OF SUPERVISORS  
**BOARD INFORMATION SUMMARY**  
Item #09

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SUBJECT:	Proposed Expansion of Fire Career Staffing - Study
MEETING DATE:	September 8, 2025
BOARD LIAISON:	Annette M. Long, Public Safety Committee Liaison
INITIATED BY:	Carolyn McCreary, Township Manager

---

**BACKGROUND:**

At the August 25 Board of Supervisors public meeting, the Board discussed the merits of having a third-party independent consultant evaluate the plan brought forth by Chief Wiegman and also to review other options. It was also suggested that a comprehensive study of fire operations be conducted. Consensus of the majority was to obtain quotes with the Board voting 4-1 to do so and report back.

I reached out to three (3) firms and explained the scope of the work to be done to help the Board arrive at a decision during the 2026 budget preparations. The firms that were contacted are Center for Public Safety Management, LLC, Municipal Resources, Inc., and Aspirant Consulting Group, LLC.

Since the Board has resumed holding two meetings per month, you are able to review this information in a more timely manner and vote on how to proceed. Costs provided are below.

Aspirant Consulting Group, LLC	\$16,500 to \$23,450 (not to exceed \$25,000) Phase I
Center for Public Safety Management	\$47,560
Municipal Resources, Inc.	\$25,000 plus travel and expenses (Management ltr.)
	\$45,000 plus travel and expenses (full fire study)

I will discuss the specifics of the process and the timeframe with you at your public meeting.

**MOTION/RESOLUTION:**

**Motion** to appoint \_\_\_\_\_ to conduct a fire staffing study.

- 1) Motion by: \_\_\_\_\_ Second by: \_\_\_\_\_
- 2) The Chairwoman will call for public comment.
- 3) The Chairwoman will call for a vote.

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66 Main Street, Suite B  
Plymouth, NH 03264

International Drive  
Portsmouth, NH



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Telephone: (603) 279-0352  
Toll Free: (866) 501-0352

all@mrgov.com  
www.mrigov.com

## **INFORMATION TO BE PROVIDED BY THE ORLEANS COUNTY FIRE DEPARTMENTS AND THE COUNTY OF ORLEANS**

MRI structures our proposals as a partnership with our client. Although we could develop the data listed below, it would take an excessive amount of time and detract from the overall value of our analysis. As such, we ask the Fire Chief's offices to assign personnel to gather this information as necessary, at the request of the MRI team. We are looking for a summary overview, not reams of data pertaining to each point listed below. It is our goal that each of our team members become familiar with the organization and the area so that we can arrive in the Orleans County and "hit the ground running", thus asking more informed questions and providing the County with a better value in terms of product depth and quality.

Prior to the field visit to the Orleans County, we request that the following documents and information from the Departments/County be developed and delivered to the project manager.

1. A summary of demographic information regarding the population, employment and tax base for the County, and contracted service areas.
2. A map of the County and automatic response area including a square mileage calculation.
3. A map of the County identifying water supply infrastructure
4. The current scoring for the Insurance Service Office Public Protection Classification for the County and the date that it was completed.
5. An organizational chart and mission statement for the Departments.
6. Department budgets for the current fiscal year.
7. A listing of service demand (call volume) by type of event and the number of calls per year for the previous five years.
8. An electronic (PDF) copy of related operational policies.

9. A narrative that describes the staffing pattern (number of personnel on shift), the recall methodology, and the number of on-call/volunteer personnel that are active in the organization.
10. A listing of any calls where a response could not be generated in the County and a mutual aid unit had to be requested as the first due unit.
11. A breakdown of calls (number of incidents) by weekday daytime, weekday nighttime, weekend daytime, and weekend nighttime.
12. A narrative that describes any differences in the service level (day/night, weekday/weekends, seasonal).
13. One year of data that provides a monthly total of fire and first response average response times.
14. The average response time to the best 90% of all calls.
15. A description of mutual and automatic aid practices that are currently in place.
16. A listing of the number and level of certification and personnel in each Department.
17. A listing of the number of personnel that respond to each structure fire and major incident that occurs within the County in the last two years.

**From:** [Madeline Lewis](#)  
**To:** [Carolyn McCreary](#)  
**Subject:** Re: Montgomery Township - Fire Services Study  
**Date:** Monday, August 11, 2025 12:33:38 PM  
**Attachments:** [image001.png](#)

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Manager McCreary,

Thank you for reaching out. From my understanding, there might be a desire to either validate the current direction with an external review or to examine additional service models and transition approaches. Clarifying this will help us ensure the study is focused on the right questions and delivers the most useful, actionable findings.

While it's true our firm has significant law enforcement expertise, each project team is assembled to match the specific subject matter. For a study of this scope, we would bring in multiple fire service experts we've worked with previously, a municipal operations consultant (such as a former township manager), and a financial analyst. This approach provides a more holistic view—avoiding the “when you have a hammer, everything looks like a nail” trap—so that fire operations, municipal considerations, and fiscal sustainability are all weighed equally.

To give the Board flexibility, here is one way the project could be structured. You can select any single phase or combine them, and once priorities are confirmed, I can prepare a tailored cost proposal for review.

#### Phase 1 – Baseline Assessment and Service Model Options

- Establishes a clear picture of current conditions and outlines viable paths forward.
- Review of current call data, staffing models, and service coverage.
- Comparative benchmarking against similar municipalities, including both full-time and combination departments.
- Mutual aid and regionalization analysis to understand inter-municipal workload impacts and potential shared-service agreements.
- Volunteer recruitment and retention feasibility, with cost comparisons to career staffing.
- Identification of service model options (e.g., phased/staggered transition, full-time combination, expanded mutual aid) and an analysis of the pros and cons of each.

#### Phase 2 – Transition Roadmap (Onboarding and Integration)

- Provides a practical plan for moving to the preferred service model.
- Hiring an Onboarding Plan – Sequence, recruitment strategies, and integration with existing volunteer staff.
- Training Needs Assessment – Required certifications, ongoing training schedules, and estimated costs.
- Gear and Equipment Planning – PPE, radios, and other role-specific gear, with replacement cycles and costs.
- Recommended timeline for rollout, including communications and cultural integration strategies.

#### Phase 3 – Long-Term Financial & Capital Planning

- Provides the broader fiscal and infrastructure outlook for the chosen model.

Service demand forecasting by call type (fire, EMS, rescue) with peak staffing implications.

- Risk and insurance analysis, including impact on ISO ratings and potential insurance savings.
- Capital asset planning for apparatus, facilities, and major equipment, with associated cost estimates.
- Long-term cost projections – Detailed 5-year forecast plus high-level 10-year outlook to capture major capital cycles.
- Funding strategy review, including grant opportunities (SAFER, AFG), dedicated fire tax adjustments, and other revenue sources.

Once I have a clearer understanding of the Township's priorities and the type of analysis you're looking for, I can provide a detailed cost proposal, identify the key consultants who would be assigned, and outline an estimated timeline for completion.

Best,  
Maddie

Madeline Lewis  
Co-Founder  
Aspirant Consulting Group, LLC  
[aspirantllc.com](http://aspirantllc.com)  
Cell: 484.340.2242  
Email: [MLewis@aspirantllc.com](mailto:MLewis@aspirantllc.com)



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On Fri, Aug 8, 2025 at 4:38 PM Carolyn McCreary <[cmccreary@montgomerytwp.org](mailto:cmccreary@montgomerytwp.org)> wrote:

Good afternoon Ms. Lewis,

Tanya Bamford shared your contact information with me after her conversation with you and asked that I reach out to you about the possibility of your firm conducting a study for us, as the Board of Supervisors considers transitioning to a fully combination department in 2026.

Please let me know what you need to provide a cost estimate for this work, a typical timeframe for its completion and who would likely be assigned to the project. In reviewing your company's website I see the majority of the team is heavy on law enforcement experience.

Thank you.

*Carolyn McCreary, ICMA-CM*

Township Manager

Montgomery Township

(215) 393-6900

[www.montgomerytp.org](http://www.montgomerytp.org)



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## PROPOSAL RESPONSE

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# **Fire & Rescue Services Comprehensive Assessment of Current & Future Needs for Efficient and Effective Service Delivery**

TOWNSHIP OF MONTGOMERY,  
PENNSYLVANIA

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# CPSM<sup>®</sup>

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CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC  
475 K STREET NW STE 702 • WASHINGTON, DC 20001  
WWW.CPSM.US • 616-813-3782

## ICMA

Exclusive Provider of Public Safety Technical Services for  
International City/County Management Association



Center for Public Safety Management, LLC

September 2, 2025

Carolyn McCreary,  
Township Manager  
1001 Stump Rd  
Montgomeryville, PA 18936

Dear Ms. McCreary,

The *Center for Public Safety Management, LLC, (CPSM)*, as the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal to complete a Fire & Rescue Services Comprehensive Assessment of Current & Future Needs for Efficient and Effective Service Delivery for the Township of Montgomery, Pennsylvania. On behalf of our firm, I thank you for considering CPSM for this consulting service. Through this introductory letter and proposal, I will explain why CPSM is the most qualified fire and emergency services consultancy firm to perform this evaluation and assessment for the Township of Montgomery.

## Our Experience

CPSM specializes in public safety technical assistance to local governments including comprehensive evaluation and analysis of Fire and EMS agencies, Standards of Cover analysis, and Strategic/Service Level Planning services. Our foundational analysis principles include linking agency workload, performance, and response times to community risk, current and projected population and growth patterns, agency deployment models, station locations, and analysis of Fire and EMS service level deliverables. CPSM devotes substantial project analysis time to operational efficiencies (use of operational staffing and deployable resources), the effectiveness of the organizational structure in terms of managing and delivering organizational programs, and the impacts of operational workload, response times, and resiliency of operational resources on the overall effectiveness of the municipality's ability to provide Fire and EMS services to the community.

The above and other Standards of Cover/Service Level analyses components are staples in our Fire and EMS operational and strategic planning analysis projects, and link directly to operational staffing, apparatus deployment, and organizational issues and challenges. Additionally, these concepts will draw CPSM into a critical gap analysis of current and future Fire and EMS service and staffing levels, system issues and challenges, NFPA and ISO national benchmarking for fire protection services, and local, state, and national best practices for Fire and EMS service delivery.

Overall, CPSM has worked meticulously to develop client inclusive public safety consulting services that are non-biased, fact-based, and measured against national standards and best practices.

As an organization, CPSM has more than 15 years of experience performing these and similar projects for local government fire, rescue, police, and 911 departments nationwide using our unique methodology of aligning our comprehensive data analysis, industry standards and best practices, and recommendations and solutions with the issues and challenges faced by the Township of Montgomery. This includes our experience with more than 500 such public safety studies in 46 states and provinces and 450+ communities.

### CPSM Key Strengths

Our overall project approach when conducting Fire and EMS analyses and assessments consistently includes:

**Information and Data Collection** – CPSM has developed several information gathering tools and techniques we utilize for our projects. These include information/data requests directed to the client, extraction, and forensic analysis of computer aided dispatch (CAD) and records management system data, and analysis of specific stakeholder meetings.

**Inclusive Stakeholder Approach** – As we do on every project, we will meet with and continuously communicate with the appropriate stakeholders for a wholistic understanding of the project scope, the jurisdiction, and any issues and challenges that may exist.

**Fact Based Approach** – CPSM is a fact based and data driven consultant organization, relying on information and data we receive from our clients, extract from our research, and as outlined in national standards and science/evidence based best practices.

CPSM offers a proven approach developed by combining the expertise of our fire, rescue, and EMS subject matter experts with our experience performing hundreds of similar studies for municipalities nationwide. Our operational assessments reflect lessons learned from the hands-on Fire and EMS department experience of our team.

ICMA has provided direct services to local governments worldwide for more than 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. My colleagues at CPSM and I greatly appreciate this opportunity and would be pleased to provide consulting services to your organization.

For CPSM,



Thomas J. Wieczorek, Director  
Center for Public Safety Management, LLC  
616-813-3782  
[twieczorek@cpsm.us](mailto:twieczorek@cpsm.us)

# THE ASSOCIATION & THE COMPANY

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## International City/County Management Association (ICMA)

The International City/County Management Association (ICMA) is an 111-year-old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website, [www.icma.org](http://www.icma.org), publications, research, professional development, and membership.

## Center for Public Safety Management

The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of law enforcement, fire, Emergency Medical Services (EMS), emergency management, and 911-Communication Centers. CPSM also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. Further, CPSM provides training and research for ICMA members and represents ICMA in its dealings with public safety professional associations such as CALEA, PERF, IACP, IAFC, PSHRA, DOJ, BJA, COPS, and NFPA.

In 2014 as part of a restructuring at ICMA, CPSM spun out of ICMA as a separate company and is now the exclusive provider of public safety technical assistance for ICMA.

As an organization, CPSM has more than 15 years of experience performing fire, EMS, law enforcement, and 911 Communication Center agencies nationwide. Our overall experience includes more than 500 such public safety studies in 46 states and provinces and 450+ communities ranging in population size from 269 (Bald Head, NC) to 4.4 million (Maricopa County, AZ).

The CPSM project teams offer years of practitioner, first line supervisory, middle management, and senior leadership experience in the fire, rescue, EMS, emergency management, law enforcement, and 911-Center disciplines; and a record of research, academic, teaching and training. Our team comprises true industry subject matter experts, not research assistants, interns, or generic management consultants.



# KEY PERSONNEL RESUMES

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## CPSM DIRECTOR

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### THOMAS WIECZOREK

Director, Center for Public Safety Management; retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence

#### BACKGROUND



Thomas Wieczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager, and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.).

He has taught numerous programs for the International City-County Management Association, Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), State of Michigan's

Transportation Asset Management Council, and Grand Rapids Community College. He often testified for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past president of the Michigan Local Government Manager's Association (MLGMA, now MME); served as the vice-chairperson of the Commission on Fire Officer Designation; served as ICMA's representative on the International Accreditation Service (IAS), a wholly owned subsidiary of the International Code Council (ICC); and currently serves on the NFPA 1710 and 1730 committee.

He worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, "Crisis Leadership for Local Government Officials." It has been presented in 43 states and has been assigned a course number by the DHS. He represents ICMA on the Emergency Management Assistance Compact (EMAC) Board and other fire service participation areas. In 2022 he worked with ICMA to create a FEMA program on economic recovery from disasters for local government managers. It has been delivered via webinar and in person across the United States.

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and distinguished service by the Michigan Municipal League in 2005.

Mr. Wieczorek has been with the firm since its inception and has completed and/or served as a corporate lead for several hundred Fire, EMS, and Law Enforcement projects.

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## SENIOR MANAGER: FIRE AND EMS-Project Manager

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### FIRE CHIEF, JOSEPH E. POZZO (RET.), MPA, CFOD

Former Director of Public Protection for Volusia County, Florida; Former Assistant Director of Human Resources, Volusia County, FL; Former Deputy Director, Volusia County Department of Public Protection; former Director and Fire Chief, Volusia County, Florida, former Fire Chief, Loudon County, Virginia, former Fire Chief Portsmouth, Virginia.

### BACKGROUND



Joe Pozzo has a forty (40) year career in public service, and most recently served as the Director of Public Protection for Volusia County, Florida where he provided executive leadership to the Fire, EMS, Emergency Management, Corrections, Animal Control, and Beach Safety divisions. The Public Protection Department is the largest department in Volusia County and includes 950+ employees, an EMS Division that responds to 80,000 calls per year, an all-hazards Emergency Management Division, and a Fire Division that responds to 23,000 calls/year utilizing ALS staffed apparatus.

From March 2015 to September of 2018, Joe served as the Assistant Director of Human Resources for Volusia County, Florida (3,200 employees), where he managed employee relations, benefits administration, and occupational health services functions and teams, as well as assist in the management and negotiation of six collective bargaining agreements/units. Joe was also involved in developing and implementing the county's Diversity and Inclusion initiative.

Joe has also served as the Deputy Director of the Department of Public Protection Volusia County, Florida, where he was responsible for the day-to-day operations of Fire, EMS, Emergency Management, Medical Examiner, Beach Safety, Corrections, and Animal Services. He was formerly Fire Chief of Volusia County Fire Services, where he developed and implemented a service model designed to introduce EMS transport into the agency, incorporate fleet efficiencies, and enhance the wild land/urban interface efforts.

Prior to Chief Pozzo's appointment in Volusia County in 2010, he served as the Chief of the Loudoun County Department of Fire and Rescue. This agency is a combination fire and rescue system providing fire, rescue, and emergency management services in one of the fastest growing counties in the nation. The fire and rescue system during Chief Pozzo's tenure provided these services to over 275,000 permanent residents living in 520 square miles of diverse suburban and rural area located within the National Capital Region. Services were executed with 450+ career staff and 1400+ volunteers operating out of 19 stations.

Prior to his appointment with Loudoun County, Chief Pozzo served as Chief of the Portsmouth Fire, Rescue and Emergency Services Department. This agency is one of the oldest professional departments on the eastern seaboard and served over 100,000 residents during Chief Pozzo's tenure. Chief Pozzo also served in the City of Virginia Beach, Va. Fire Department for 19 years, reaching the level of Deputy Fire Marshal and then Battalion Chief prior to embarking on his career as a Fire Chief/Director.

Joe holds a Master of Public Administration degree from Troy University, a B.A. in Public Administration from Saint Leo University, and numerous public safety technical certifications. Chief Pozzo also holds the **Chief Fire Officer Designation** from the Center for Public Safety Excellence. Joe has been with the firm since 2012.

## SENIOR ASSOCIATE

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**DEPUTY FIRE CHIEF Corey Parker, (RET.), MPA, CFOD**  
Former Deputy Fire Chief, Loudoun County, VA.

### BACKGROUND

Chief Parker enjoyed a 35-year public safety career as a firefighter and fire officer in two different Fire and EMS systems in Northern Virginia. Chief Parker began his career in Loudoun County, VA as a volunteer firefighter, serving five years in this role prior to being selected as a career firefighter with the Prince William County Department of Fire and Rescue, where he served for six years. Prince William Fire and Rescue is a combination of Fire and EMS system located in Northern Virginia.

As a chief officer, Chief Parker has amassed a diverse set of experiences through assignments as a Battalion Chief of Operations, Battalion Chief of Training, Battalion Chief of Human Resources, Deputy Chief of Communications and Support Services (911 Center), Deputy Chief of Operations, and with his final assignment as Deputy Chief of Health, Safety, and Asset Management.

Chief Parker holds a Master of Public Administration degree from George Mason University, a B.S. in Health, Education from George Mason University, and numerous public safety technical certifications. Chief Parker also holds the **Chief Fire Officer Designation** from the Center for Public Safety Excellence and maintains his Adjunct Instructor credential with the Virginia Department of Fire Programs as well as affiliations as a Board Officer with The Foundation for First Responder Wellness and Resiliency and as a Peer Reviewer with the Center for Public Safety Excellence accreditation program.

## ASSOCIATE: FIRE AND EMS

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**DEPUTY CHIEF MATT GUSTAFSON (RET.), B.S.**  
Former Deputy Fire Chief, Sonoma County, CA Fire District.

### BACKGROUND

Deputy Chief Matt Gustafson has a 40-year career in public and private fire service, and most recently retired as a Deputy Chief with the Sonoma County, CA Fire District. Matt started his career as a volunteer firefighter for the City of Larkspur (CA). He was later hired at Lucasfilm LTD to help create a new fire, safety, and security division for the Skywalker Ranch / Lucasfilm complexes. Matt worked his way up to Assistant Fire Chief and Head of Safety/Security for the Skywalker Ranch complex.

In 1998, Matt was hired with Windsor Fire Protection District as a Battalion Chief / Fire Marshal. As Battalion Chief, Matt managed fire station crews and administrative staff and responded to greater alarm incidents ultimately for two fire districts under a Joint Powers Agreement (JPA). He managed employee performance and relations, facilities, and policy development. As Fire Marshal, Matt performed plan review and fire and life safety inspections for new building projects and events for a rapidly growing community. Matt managed fire investigations, public relations, and community risk reduction programs. Matt worked closely effectively with the public, building officials, planners, developers, other fire officials, city officials, and elected officials. He served as president of the Sonoma County Fire Prevention Officers and facilitated the "single code" (one fire code for the entire county) project. Matt also managed a

LEED/Green-certified new fire station project, added staffing, built employee relations, and created strategic plans, team building programs, fee schedules, mitigation revenues, and a career succession program.

Matt has an associate's degree in Fire Science Technology, a Bachelor of Science Degree in Fire Administration and Prevention (Magna Cum Laude), Fire Officer Certification, and is a Master Instructor within the California State Fire Service Training and Education System.

## SENIOR ASSOCIATE

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### DEPUTY CHIEF JAMES L. MAUNEY, (RET.)

Former Deputy Fire Chief, Volusia County, Florida; Former Deputy Operations Supervisor, Volusia County Emergency Management; Former Fire Chief, Lake County Fire & Rescue, Former Director of the Emergency Services Institute; Volusia County Fire Services.

### BACKGROUND

Jim has a thirty (30) year career in public safety, beginning as a State Trooper with the Florida Highway Patrol. Since his retirement from Volusia County, Jim has embarked on a post-retirement career where he develops and conducts specialized training that includes incident command and management; wild land/urban interface suppression and defensible communities; design, development, implementation, and evaluation of emergency response exercises; firefighter principles and practices; fire company officer leadership, continuity of operations planning, and hazardous materials. Jim is certified in the Homeland Security Exercise Evaluator Program (HSEEP), and conducts training supported by the Department of Justice, State of Florida, National Wildfire Coordinating Group, FEMA, and NIMS.

As an Assistant Chief with Volusia County, FL, Jim trained Florida's first wildland fire crew in 1994; the Volusia County Fire Service Firewalkers. These 30 certified firefighters were trained in wildland firefighting tactics, Florida fuels topography, and weather. In 1998 the team was instrumental in saving lives, businesses, and homes in Volusia County during what is still recognized as *"the most complex fire in America's history"*. During this incident, Jim served as the Area Commander for 6 weeks, managing resources for 968 individual wildland fires totaling 147,000 acres.

Jim is a subject matter expert in the concepts for determining the risks associated with the wild land/urban interface and Firewise Community development. Jim also has extensive experience in the principles and practices of Emergency Management planning, mitigation, and incident management. During Jim's career in Emergency Management, he coordinated operations with sixteen (16) municipalities to incidents within the County during fifty (50) plus federally declared disasters. Jim maintains his Florida Department of Law Enforcement certifications and serves as a law enforcement Reserve Sergeant in Lake Helen, Florida.

Jim has completed coursework at the National Emergency Training Center in Emmitsburg, MD, and holds numerous technical and instructor certifications in fire, emergency medical services, law enforcement, emergency management, incident command, Homeland Security, and firearms.

## DATA ASSESSMENT TEAM – PROJECT LEADER

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DOV CHELST, PH.D.

Director of Quantitative Analysis

### BACKGROUND

Dr. Chelst is an expert in analyzing public safety department's workload and deployment. He manages the analysis of all public safety data for the Center. He participates in all phases of The Center's studies from initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. To date, he has managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000.

Dr. Chelst has a Ph.D. Mathematics from Rutgers University and a B.A. Magna Cum Laude in Mathematics and Physics from Yeshiva University. He has taught mathematics, physics, and statistics, at the university level for 9 years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks and has presented his academic research at local, national, and international conferences, and participated in workshops across the country. ***Dr. Chelst has been with the firm since its inception and has completed over 350 data analyses for ICMA/CPSM.***

## PUBLIC SAFETY DATA ANALYST

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XIANFENG LI, PH.D.

### BACKGROUND

Dr. Xianfeng Li is a professional computational scientist and certified SAS programmer with a wealth of knowledge and research experience in Complex System Modeling, Data Analysis, and Statistical Physics. He is highly qualified in various coding programs and has earned numerous data science certifications. He previously worked as a Research Associate and Postdoctoral Fellow. Dr. Li earned his Ph.D. and master's degree in Polymer Science within the Institute of Chemistry from the Chinese Academy of Sciences in Beijing. He earned his bachelor's degree in chemistry at Jilin University in Changchun.

## PUBLIC SAFETY DATA ANALYST-GIS

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Monicque Lee, MS, BS

### BACKGROUND

Ms. Lee has extensive experience in the areas of data and geospatial analysis, hydrographic data processing, mapping platforms, and project management. She has worked as a GIS consultant, and with the U.S. Army Corps of Engineers where she received a U.S. Army commendation, and the United States Geological Survey, Grand Canyon Monitoring and Research Center. Ms. Lee has a Master of Science in Geographic Information Science & Technology.

# WHAT IS HAPPENING

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Montgomery Township is a township in Montgomery County, Pennsylvania. It is the location of the Montgomery Mall, a regional shopping mall serving the Route 309 corridor of the Philadelphia suburbs. Much of Montgomery Township's development is suburban in character, with newer tract houses and strip shopping centers. Homes in Montgomery Township have North Wales and Lansdale (although the township is distinct from those boroughs) addresses, but businesses that are located within the township boundaries are given the Montgomeryville ZIP Code. The township is in the North Penn School District and is part of the North Penn Valley region that is centered around the borough of Lansdale.

Montgomery Township is the largest municipality in the North Penn area, the ninth largest municipality in Montgomery County, and the 59th largest municipality in Pennsylvania. Montgomery Township has its downtown along PA 309 in Montgomery Square. The township is largely developed with many suburban developments. It has an area of 10.7 square miles and a population of 24,790. It was incorporated on May 17, 1714.

## **FIRE SERVICE EXPANSION PROPOSAL – 2026 BUDGET CONSIDERATION**

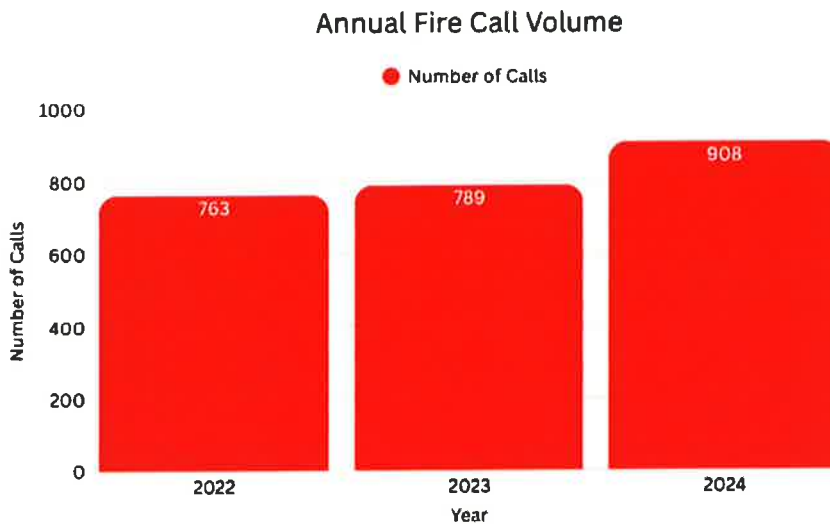
Montgomery Township is evaluating a proposal to transition to a fully staffed, 24/7 combination fire department to address growing emergency call volumes, increased response times during nights and weekends, and a decline in volunteer firefighter availability. The goal is to build a strong, sustainable combination department, with full-time career staff ensuring consistent coverage and a dedicated volunteer team continuing to serve alongside them to serve and protect the community.

The Township has conducted extensive outreach throughout the community to inform the public about the proposed changes. Montgomery Township is like many departments that were studied as part of a U.S. Fire Administration project that CPSM contributed to. That project found volunteerism on the decline across the United States, particularly in Pennsylvania and New York that have long relied on the volunteer model for staffing not just fire, but also EMS.

CPSM has been engaged by several communities in Pennsylvania as well as across the United States as they move from volunteer to combination models. Standards established by the National Fire Protection Association (NFPA) are reflected in NFPA 1720, a staffing model for combination departments. It is undergoing revision at this time and will become part of NFPA 1750. CPSM has been engaged in the process.

The USFA white paper can be found at: <https://www.usfa.fema.gov/blog/retention-and-recruitment-manual/>

For Montgomery Township, the transition is necessary because of increasing call volumes along with development across the Township. According to the materials presented in public listening sessions, the annual call volume has increased from 763 to 908 CFS (calls for service).



## PROJECT APPROACH AND METHODOLOGY

To complete this project, CPSM will utilize the following methodology:

- 1. Stakeholder Input:** CPSM will interview key Township and Fire Department staff regarding the current state of the department, community hazards and risk, response and deployment of assets, mutual aid partners, current strategic planning, issues and challenges, and performance expectations.
- 2. Data and Information Request:** We will request data and information from the department that includes Computer-Aided Dispatch (CAD) data, National Fire Incident Reporting System data, Township Comprehensive Growth-Management Plan, Township and Fire Department Strategic Plans, facility and fleet information, department policies and procedures, response and deployment information, and a matrix of information, plans, and data germane to the department that will support the development of the fire department evaluation and assessment.
- 3.** Conduct a forensic data analysis that has a focus on fire services and rescue response types, response times; workload dedicated to fire and rescue response; station response workload; apparatus/unit workload; peak workload hours; and resiliency.
- 4.** Conduct a Community Risk Assessment, which will serve as the foundation for the staffing and deployment of resources and fire facility location analyses.
- 5.** Complete Scope of Work as follows:

Using the forensic data analysis, the latest GIS analytics, and on-the-ground observations of our Subject Matter Experts, CPSM will collaborate with the Township to gather data and information and evaluate current and future fire and rescue services needs focusing on station locations, personnel, volunteer support strategies, apparatus deployment, and special operations. Like many communities in which CPSM has or is working, volunteers and paid-on-call staffing models have been severely impacted in the last ten years.

The sudden decrease of volunteers was well-documented in a study by the U.S. Fire Administration which CPSM contributed to; volunteers have dropped in Pennsylvania from an estimated 350,000 to less than 50,000 today. Using data, CPSM will look at how best to combine the efforts of volunteers with strategically placed career personnel to serve the stakeholders in the areas they serve.

- A. Our on-the-ground team will look at a Facility Assessment. Using observations and GIS analytics, CPSM is prepared to:
  - 1. Identify existing station locations, building layouts, and general facility conditions.
  - 2. Determine if stations are currently located optimally throughout the whole Township service area.
  - 3. Identify optimal locations for existing and future stations needed to optimally protect specific service areas.
  - 4. Using overlay analysis of GIS, CPSM will identify current zoning, land use, and related policies relevant to existing and proposed fire stations. CPSM will consider comprehensive plan future land use designations and projections.
  - 5. Using the calculated and analyzed forensic data, CPSM will create a workload and deployment analysis for each station and piece of rolling stock. The data will be used to conduct an operational efficiency evaluation and analysis of existing and proposed fire stations to form recommendations for station locations, expansions, or construction of new facilities.
  - 6. Using the data and GIS, CPSM will evaluate first-due service areas to optimize resources and service delivery with future station recommendations and provide recommendations.
  - 7. Identify recommended future fire/rescue station locations and a phasing plan for station development/construction based on but not limited to:
    - a. Land use
    - b. Population
    - c. Density
    - d. Physical or other barriers
    - e. Future residential and commercial development
    - f. Transportation infrastructure
    - g. Apparatus and equipment deployment
    - h. Using US Census Data layers, CPSM will ascertain the demographic profile and population of the Township.
- B. Staffing Assessment:
  - 1. The forensic data analysis will create files to query for a review of current workloads/call types/volumes in the combined volunteer/career service model deployed in the Township. The data will be presented:
    - a. Time of day
    - b. Risk level
    - c. Incident type
    - d. Station first due area impact
  - 2. As communities add special events and activities to attract and retain residents and new businesses, it has changed the landscape for which fire and rescue response. Downtown development festivals, holidays, and tourism all impact the calls for service to fire and rescue. We will look at time of day and season along with GIS calls for service for a review of location-specific reporting, including call volume spikes in high-call areas or peak community events such as football games or other similar high-volume events.
  - 3. Review service delivery and demands for services and provide a projection of future staffing needs relating to this comprehensive analysis.

4. Our SME team has extensive experience of managing combination departments. We have worked with several communities during the past year on how to transition from all volunteers to other models for service delivery. CPSM will identify opportunities for proposed staffing/volunteer plan scenarios that include a review of best practices applicable for staffing allocation, deployment, and scheduling for proposed station locations and existing stations affected by the implementation of new stations.

5. In conjunction with the station location analysis and facilities review, project the number of personnel needed to operate stations during their life cycle and meet determined service levels using a combined volunteer/career service model.

C. Apparatus Assessment. Our on-the-ground review will travel to all station locations for a review of facilities and apparatus assessment. CPSM will:

1. Examine the Township's current fleet of apparatus and equipment to identify current and future needs to align with the recommendations of this comprehensive assessment.
2. Develop recommended short, mid- and long-term options for operations to improve the level of service regarding fire and rescue station locations and other operations.

These options may include but are not limited to specific recommendations regarding:

- a. Operations and deployment options of apparatus by type
- b. Operational staffing needs
- c. Deployment of special units or resources

3. Evaluate apparatus maintenance and repair services to determine the feasibility of internal service versus external services.

D. Using data, SME experience, and recent costing analyses for dozens of departments, CPSM will develop funding model recommendations:

1. Examine the current funding model used by the Township.
2. Identify best practice funding models to support the current and future combined volunteer-career system under a Township/town governmental structure.

E. Other Key Items:

1. The team selected for this process have experience and knowledge of state and federal funding opportunities. We have worked with communities in Virginia on the exact challenges identified by this RFP. CPSM will identify and provide relevant information regarding applicable federal and state grants that might apply to new fire stations, staffing needs, equipment, or apparatus.

2. At the project launch, we will establish how and when communications will flow. The frequency of communications, key leaders, and what platform best serves the creation of a successful outcome for guiding the deployment of resources in an efficient, effective, and safe manner for responders and stakeholders. CPSM understands that communication will include a steering committee that may include members from the Township, each town, and various fire and rescue agencies.

3. Our process is to involve stakeholders throughout our processes. We have a project launch, deliver a draft data report which we ask each party to review and concur with the analysis and, ultimately, a final draft report that is presented for comments before a final report is generated. Our review processes ensure that we identify processes and assets correctly while giving all participants an opportunity to note if data may have been missed or is incorrectly reported. We prepare a draft report for review and comment before drafting the final report.

4. Present final report to fire and rescue Township leadership and Township Administrator.

## Site Visit

CPSM will conduct a site visit (2-3 days) for the purpose of conducting stakeholder interviews with key Township and department leadership and Fire and Rescue workforce members to obtain information specific to the scope of work for the Administrative and Operational Assessment. The site visit will also include a tour of the Township so CPSM can better understand the building, transportation, and environmental risk inherent to the Township. Lastly, the site visit will include a tour of each fire facility and training grounds so that CPSM can better analyze service delivery infrastructure and observe operational readiness and response posture.

## Project Deliverables

CPSM's project deliverables will include draft and final versions of the *Fire and EMS Administrative and Operational Assessment* data analysis and operational reports for review and comment by the Township.

The final report will include at a minimum:

- Executive summary that includes a summary of the gap analysis, critical findings, and level of service standards and recommendations to enhance and/or improve the Fire and EMS system.
- Project methodology/gap analysis process.
- Information and data gathered and evaluated.
- Critical issues and service gaps identified.
- Resulting recommendations, alternatives, and considerations.
- Supportive charts, graphs, and diagrams, where appropriate.
- Supportive maps, utilizing GIS analysis, as necessary.
- Comprehensive workload, response time, resiliency analysis.
- Appendices, exhibits, and attachments, as necessary.
- Draft reports (Workload and Operational Assessment) will be provided for review in electronic format. The draft final *Fire and EMS Administrative and Operational Assessment* report will be delivered approximately 180 days from contract engagement unless otherwise agreed upon between the client and the Project Manager.
- CPSM will deliver the final document digitally in computer readable material by email unless otherwise requested by the client. Should the fire department desire additional copies of the report, CPSM will produce and deliver whatever number of copies is requested, which will be invoiced at cost.

## Project Timeline

CPSM proposes the following draft project timeline to deliver the final *Fire Department Evaluation and Assessment* document approximately 180 days from kickoff.

Project Component	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Operational Analysis Project Kickoff						
Conduct Fire and EMS Operational and Administrative Gap Analysis						
Operational Analysis Site Visit						
Workload and Response Time Analysis Development and Delivery						
Deliver Draft Operational Analysis Report to Township for Review						
CPSM Progress Meetings (Virtual)						

## REFERENCES

### Augusta County, VA

#### **Fire and EMS Master Plan**

Timothy Fitzgerald, County Administrator  
18 Government Center Lane  
Verona, VA 24482  
540-245-5610  
[tfitzgerald@co.augusta.va.us](mailto:tfitzgerald@co.augusta.va.us)

### Shenandoah County, VA

#### **Fire and EMS Assessment and Service Plan**

Evan Vass, County Administrator  
600 North Main Street, Suite 102  
Woodstock, VA 22664  
540-459-6165  
[evass@shenandoahcountyva.us](mailto:evass@shenandoahcountyva.us)

### Roanoke County, VA

#### **Fire and EMS, Facilities, Fleet, Station Location Assessment**

Richard L. Caywood, County Administrator  
5408 Bernard Drive  
Roanoke County, VA 24018  
540-772-2004  
[rcaywood@roanokecountyva.gov](mailto:rcaywood@roanokecountyva.gov)

**Upper Darby Township, PA**

Comprehensive assessment of department and selection of new fire chief

Crandall Jones, CAO  
100 Garrett Road  
Upper Darby, Pennsylvania 19082  
(610) 734-7618 ext. 1212  
[cjones@upperdarby.org](mailto:cjones@upperdarby.org)

# PROPOSED FEES

The quotation of fees and compensation shall remain firm for a period of 120 days from this proposal's submission as indicated below.

## Proposed Professional and Travel Fees

CPSM Fee Description	Fee
<b>Fire Department Evaluation and Assessment Development:</b> <ul style="list-style-type: none"> <li>All meetings (virtual and in-person).</li> <li>Complete all evaluation and assessment work as outlined in the scope of work.</li> <li>SME research, analysis, and report writing.</li> <li>Comprehensive workload, response time, and resiliency data analysis.</li> <li>GIS Services.</li> <li>Complete on-site visit and conduct tours and stakeholder meetings as identified in the scope of work.</li> <li>SME Travel- One (1) Onsite Visit (2-3 Days) for evaluation and assessment work and in-person stakeholder meetings.</li> </ul> <p>Travel Includes: Air Fare, Rental Car, Hotel, Daily Per Diem (GSA Rate for Region). Travel to be billed separately and at cost with no overhead or CPSM administrative fees. Three (3) SMEs.</p>	<p><b>\$47,560</b></p> <p><b>\$2,400 (estimated and billed at cost)</b></p>

## Proposed Fee Payment Schedule: Fire Department Evaluation and Assessment

Task/CPSM Work	Billing Schedule
<ul style="list-style-type: none"> <li>Contract/Agreement Signed.</li> <li>Project kickoff meeting with client staff.</li> </ul>	<b>40-percent</b> of Fire Department Evaluation and Assessment Report Development Fee.
<ul style="list-style-type: none"> <li>Delivery of Draft Comprehensive Workload, Response Time, and Resiliency Data Analysis.</li> </ul>	<b>40-percent</b> of Fire Department Evaluation and Assessment Report Development Fee.
<ul style="list-style-type: none"> <li>Delivery of Fire Department Evaluation and Assessment Draft Report.</li> </ul>	<b>20-percent</b> of Fire Department Evaluation and Assessment Report Development Fee.
<b>Total</b>	<b>100-percent</b> of Fire Department Evaluation and Assessment Report Development Fee.

**Should the Township desire an in-person presentation of CPSM findings and recommendations at a public meeting, CPSM will assign staff for such a meeting at a cost of \$2,500 plus travel expenses.**

**From:** [Brian Duggan](#)  
**To:** [Carolyn McCreary](#)  
**Subject:** Montgomery Fire Services  
**Date:** Tuesday, August 26, 2025 11:10:10 AM  
**Attachments:** [EXAMPLE INFORMATION TO BE PROVIDED BY THE ORLEANS COUNTY FIRE DEPARTMENTS.pdf](#)

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You don't often get email from [bduggan@mrigov.com](mailto:bduggan@mrigov.com). [Learn why this is important](#)

Carolyn:

First, thank you for thinking of MRI. As you talk with the Chief I am sure he would like to reach out and review the quality of our work. I would encourage him to reach out to the following:

Chester County, PA - Fire/EMS Transition Study

E-mail: [gcrowding@chesco.org](mailto:gcrowding@chesco.org)

P 610-3445148

M610-888-3242

[Beau Crowding](#)

Director of Operations

Chester County Emergency Services

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Genesee County, NY - Fire/EMS Study

Timothy Yaeger

Coordinator

Genesee County Emergency Management Services

7690 State St. Rd.

Batavia , NY 14020

585.344.0078

[tim.yaeger@co.genesee.ny.us](mailto:tim.yaeger@co.genesee.ny.us)

Mt. Lebanon, PA - Fire Chief Recruitment

Julie Aquino

Human Resources Manager

Municipality of Mt. Lebanon

412-343-3625

As we discussed we could develop an analysis utilizing one of two options.

**Option One - 50 page management Letter focused on staffing and the volunteer career transition - Cost \$25,000 plus travel and expenses.**

**Option Two - A full fire study focused on staffing, level of service, operational impacts, risks and producing a healthy organizational culture within a combination fire service organization - Cost \$45,000 plus travel and expenses.**

I have attached the list of data requested from a similar project that is ongoing in Orleans County, NY.

Please let me know if you would like to move forward with this project.

**Brian P. Duggan  
Director - Fire Services Group**

**Municipal Resources, Inc.  
66 Main Street, Suite B  
Plymouth, NH 03264**

**119 International Drive  
Portsmouth, NH 03801**

**Cell 413.563.7610  
[bduggan@mrigov.com](mailto:bduggan@mrigov.com)  
[www.mrigov.com](http://www.mrigov.com)**