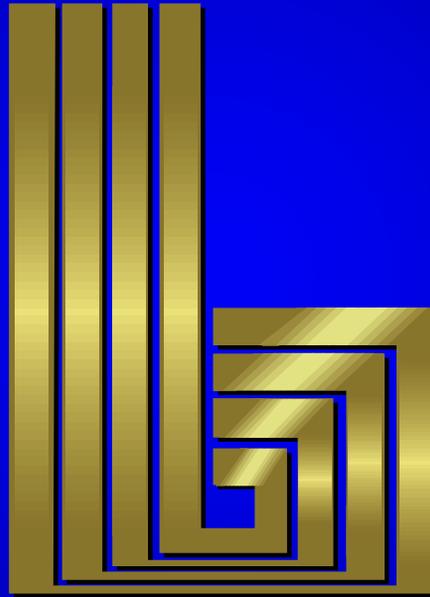


Carroll Buracker & Associates, Inc

**Public Safety Management Consultants
Fire and Rescue Division**



A Joint Fire Services Plan for the Townships of Spring Garden and Springettsbury Pennsylvania



Prepared by:
Carroll Buracker & Associates, Inc.
Public Safety Management Consultants
Fire & Rescue Division
1881 College Avenue, Suite 100
Harrisonburg, Virginia 22802
540-564-1500

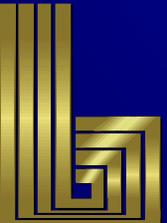


CORPORATION

(History & Staff)



Nationwide Experience



Public Safety Consultant Experience

- Allentown, Pennsylvania
- Annapolis, Maryland
- Apache Junction, Arizona
- Baltimore, Maryland
- Baylor Health Care (Dallas, TX)
- Billings, Montana
- Blossom, Texas
- Boston Massachusetts
- Bridge Town, Texas
- Brookline, Massachusetts
- Buffalo, New York
- Canandaigua, New York
- Carneys Point, New Jersey
- Chandler, Arizona
- Charleston, W. Virginia
- Cheektowaga, New York
- Cherry Hill, New Jersey
- Chesterfield County, Virginia
- Chicago, Illinois
- Cleveland, Ohio
- Coppell, Texas
- Coffee County, Kansas
- Cranston, Rhode Island
- Dodge Town, Kansas
- Downingtown, Pennsylvania
- Edgerton, Wisconsin
- El Mirage, Arizona
- Fair Lawn, New Jersey
- Faribault, Minnesota
- Fife, Washington
- Fort Collins, Colorado
- Fort Lauderdale, Florida
- Fremont, California
- Fruitvale, Texas
- Gillette, Wyoming
- Grandview, Missouri
- Grand Saline, Texas
- Greenwich, Connecticut
- Guttenberg, New Jersey
- Hampton, Virginia
- Hartford, Connecticut
- Hennepin County, Minnesota
- Holmdel, New Jersey
- Honolulu, Hawaii
- Hopkins, Minnesota
- Isle of Wight County, Virginia
- Kalamazoo, Michigan
- Kanawha County, W. Virginia
- Kettering, Ohio
- Lancaster, Texas
- Larchmont, New York
- Las Vegas, New Mexico
- Lawrenceville, New Jersey
- Lawton, Oklahoma
- Lincoln Park, New Jersey
- Little Falls, Minnesota
- Los Angeles, California
- Lower Merion, Pennsylvania
- Maplewood Minnesota
- Maplewood, New Jersey
- Marlboro, New Jersey
- Maricopa, Arizona
- Mecklenburg County, North Carolina
- Memphis, Tennessee
- Millburn, New Jersey
- Milwaukee, Wisconsin
- Montgomery County, Maryland
- New York, New York
- Newport, Vermont
- Norristown, Pennsylvania
- North Bergen, New Jersey
- North Tonawanda, New York
- Oakland, California
- Oberlin, Ohio
- Olathe, Kansas
- Old Bridge, New Jersey
- Oxnard, California
- Penns Grove, New Jersey
- Perth Amboy, New Jersey
- Phoenix, Arizona
- Philadelphia, Pennsylvania
- Pittsburgh, Pennsylvania
- Port Arthur, Texas
- Portsmouth, Virginia
- Princeton, New Jersey
- Puerto Rico
- Queen Anne's County, Maryland
- Queen Creek, Arizona
- Racine, Wisconsin
- Rye Brook, New York
- Saginaw, Michigan
- Salt Lake Town, Utah
- San Francisco, California
- Scott County, Iowa
- Seattle, Washington
- Shelton, Connecticut
- South Orange, New Jersey
- Stafford County, Virginia
- St. Louis Park, Minnesota
- St. Mary's County, Maryland
- St. Paul Minnesota
- Stamford, Connecticut
- Sunny Isles Beach, Florida
- Tacoma, Washington
- Union Town, New Jersey
- Upper Merion, Pennsylvania
- Widor, Texas
- Virginia Beach, Virginia
- Virgin Islands, U.S.
- Waterbury, Connecticut
- Weehawken, New Jersey
- West Des Moines, Iowa
- West New York, New Jersey
- West Windsor, New Jersey
- Wickenburg, Arizona
- Winston-Salem, North Carolina
- U.S. Federal Government



Fire/Rescue Agencies Evaluated (85 of 150)

Alert Fire Company (PA)

Allentown Fire Department (PA)

Amogerone Fire Company (CT)

Aquia Harbour Rescue Squad (VA)

Banksville Fire

Bay District

Belltown F

Boonsboro

Boonsboro

Briarcliff M

Brooke Vol

Brooke Vol

Brooksville

Buckroe Resc

Buckroe Fire C

Carrollton Vol. F

Carrsville Vol. Fire De

Cecil Co. Dept. of Emergency

Chandler Fire Department (AZ)

Cherry Hill Fire Department (NJ)

Chesterfield County Fire Dept. (VA)

Chicago Fire Department (IL)

Clearspring Vol. Ambulance Co. (MD)

Clearspring Vol. Fire Department (MD)

Coffey County Fire District #1 (KS)

Community Rescue Co. (MD)

Cos Cob Fire Company (CT)

Downingtown Fire Department (PA)

Hartford Fire Department (CT)

Hartwood Vol. Fire Department (VA)

Henrico County Fire Department (VA)

Hollywood Fire Department (MD)

Hollywood Fire Company (PA)

Hollywood Fire Department (MD)

Port Arthur Fire Department (TX)

Ridge Fire Department (MD)

Rockhill Vol. Fire Department (VA)

Round Hill Fire Company (CT)

Rushmere Vol. Fire Department (VA)

Rye Brook Fire Department (NY)

Saint Paul Fire Department (MN)

Seabrook Vol. Fire Department (TX)

Second District Fire Dept. (MD)

Seventh District Fire Dept. (MD)

Sharpsburg Vol. Ambulance Co. (MD)

Shippensburg Fire Department (PA)

Shippensburg Vol. Fire Department (MD)

Smithfield Vol. Fire Department (VA)

Smithsburg Vol. Ambulance Co. (MD)

Smithsburg Vol. Fire Department (MD)

Sound Beach Fire Department (CT)

South Orange Fire Department (NJ)

Southwest Ambulance Service (AZ)

Spotsylvania Co. Dept. of Emg. Svc. (VA)

Springdale Fire Company (CT)

St. Louis Park Fire Department (MN)

Stafford Vol. Fire Department (VA)

Stafford County Rescue Squad (VA)

Stafford Co. Dept of Fire& Res Svc (VA)

Stamford Fire Department (CT)

Swedeburg Fire Company (PA)

Tacoma Fire Department (WA)



Fire/Rescue Department Studies/Plans





Carroll Buracker & Associates, Inc. (CBI)



Carroll Buracker, President & CEO
Project Manager/Author for 260+ Public Safety Audits/Master Plans/Assessment; Consultant to more than 160 City, County, State & Federal Agencies; 22 Years in Large County Government



Dr. Terry Eisenberg
Licensed Psychologist, HRM Expert
Consultant to 140+ Cities/Counties
CBI Consultant: 18 Years



Les Adams
Former Fire Chief (25 Years in Govt.) Assessed 70+ Fire/EMS Depts. CBI Consultant: 15 Years



Mary Beth Michos
Fire Chief (24 Years in Govt.) Assessed 60+ Fire/EMS Depts. CBI Consultant for 15 Years



Mark Davis
Fire Marshal – Arson Investigations
ISO – Water Supply Specialist
CBI Consultant: 6 Years



Dr. Elsie Scott
Deputy Commissioner, NYPD
Consultant Experience to 40+ Agencies
CBI Consultant for 10 Years



Dr. Hezekiah Bunch
Former Police Chief
Managed Accredited Police Dept.
CBI Consultant 8 Years



Howard Teten
Former FBI Official, 25 Yrs;
Consultant to 40+ Agencies
CBI Consultant for 15 Years



Bill Heffron
Dispatch & Records Systems
Government Planner/Manager 20 Yrs
CBI Consultant for 10 Years

Study Team

Carroll Buracker
President & CEO of Carroll Buracker &
Associates, Inc.





FIRE AND RESCUE STUDY

**Carroll
Buracker**

**Project Manager for more than
260 Public Safety Plans**

**Assessed Dispatch for 140 Fire
& Rescue Departments/Districts**

**Managed Large Fire/EMS/Police
Emergency Dispatch Center**

**Co-chaired Development of
Metropolitan Wash. DC.
Disaster Response Plan**

**BS and MS degrees from
American University**

**Conducted Emergency
Preparedness Plan
Miami-Dade Fire)**

**22 Years of Practical Public
Safety Experience**

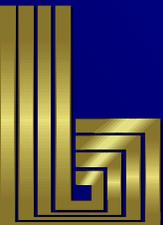
**Served 20 Years in
Fairfax County Police Dept, VA,
Including Chief of Police**

**Project Manager for Largest
Fire Consolidation in NJ
5 Chiefs, 4 Unions, 5 Mayors**

**Conducted Fire Studies in
Pennsylvania**

**Recipient of 120+ Letters from
Fire Chiefs, County Officials,
Municipal Managers**

**Recipient of Stafford County
Fire/Rescue Annual Award
Fire/Rescue Study (6 Agencies)**



Study Team

Les Adams

**Carroll Buracker & Associates, Inc.
Director, Fire & Rescue Division**





FIRE AND RESCUE STUDY

**Les
Adams**

**Deputy Chief of Montgomery
County, MD, Fire/Rescue
w/ Paid & Volunteer Staff**

**Volunteer Member and Chief
Officer of Four Volunteer
Fire Departments**

**Coordinated Work of 19 Fire
& Rescue Companies/Squads
As Chief Uniformed Officer**

**As Deputy Fire Chief,
In charge of 33 Fire Stations,
1,400 paid/volunteer firefighters**

**Lead Consultant for CBI on
Studies Involving More Than
150 Volunteer Fire Departments**

**IAFC Chairman:
Personnel Management Cmte.**

**Fire Consultant with CBI for
18 years, 154 Fire/Rescue Depts.
Including Chicago and L.A.**

**Certified Peer Assessor:
Commission on Fire
Accreditation International**

**Conducted 52 Fire/Rescue
Station Location Studies**

**Conducted Pennsylvania
Fire/EMS Studies**

**Worked for Two Volunteer Fire
Depts. Prior to Consolidation
Of Montgomery Cnty. Fire**

**Managed Montgomery
County, Maryland's
Fire Consolidation**





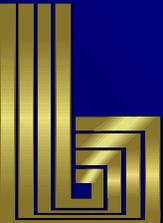
Commission on

Fire Accreditation International (Best Practices)

Excellence — Professionalism — Integrity

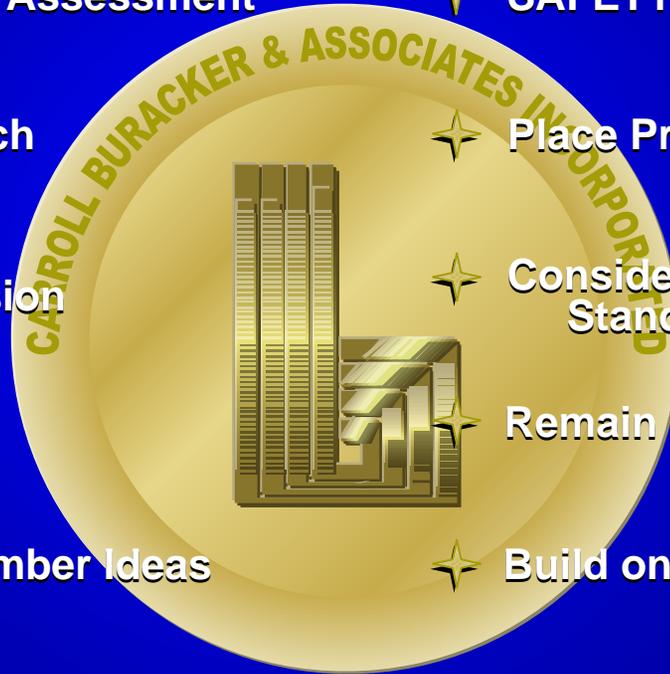


Les Adams
Certified



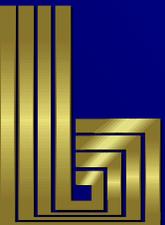
PHILOSOPHY

- ✦ Provide Open & Honest Assessment
- ✦ Offer Objective Approach
- ✦ Give Attention to Specific Agency Mission
- ✦ Value Customer Input
- ✦ Seek Out Employee/Member Ideas
- ✦ Relate to Management's Concerns & Goals
- ✦ SAFETY FIRST: Customer & Provider
- ✦ Place Priority on Human Element
- ✦ Consider Laws & Established Standards (OSHA, NFPA, State)
- ✦ Remain Mindful of Customer Service
- ✦ Build on Strengths
- ✦ Offer Constructive Recommendations



COMMITTED TO EXCELLENCE IN PUBLIC SAFETY

LARGEST FIRE/RESCUE CONSOLIDATION IN NEW JERSEY





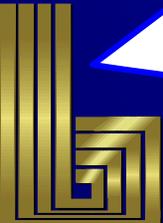
Hudson County Regional Fire and Rescue Study

City of North Bergen
Union City

City of Weehawken
City of West New York
City of Guttenberg

First Municipal Fire Department
Consolidation in New Jersey
(Five Fire/Rescue Departments)

Winner of the
New Jersey State League of Municipalities
Innovation in Governance Award



Fire/EMS Consolidation Projects

- **Cherry Hill, New Jersey**
- **Chesterfield County, Virginia**
- **Coffee County, Kansas**
- **Downingtown, Pennsylvania**
- **Fremont, California**
- **Greenwich, Connecticut**
- **Guttenberg, New Jersey**
- **Hampton, Virginia**
- **Isle of Wight County, Virginia**
- **Larchmont, New York**
- **Lincoln Park, New Jersey**
- **Maplewood, New Jersey**
- **Millburn, New Jersey**
- **North Bergen, New Jersey**
- **North Tonawanda, New York**
- **Rye Brook, New York**
- **South Orange, New Jersey**
- **Stafford County, Virginia**
- **St. Mary's County, Maryland**
- **Stamford, Connecticut**
- **Union City, New Jersey**
- **Upper Merion, Pennsylvania**
- **Vineland, New Jersey**
- **Washington County, Maryland**
- **Weehawken, New Jersey**

Note that CBI Study Team have long history of work on fire/EMS consolidation planning.



Projects in Pennsylvania

- **Allentown, Pennsylvania**
- **Downingtown, Pennsylvania**
- **Falls Township, Pennsylvania**
- **Lower Merion, Pennsylvania**
- **Norristown, Pennsylvania**
- **Philadelphia, Pennsylvania**
- **Pittsburgh, Pennsylvania**
- **Upper Merion, Pennsylvania**



**SPRING GARDEN TOWNSHIP &
SPRINGETTSBURY TOWNSHIP METHODOLOGY**



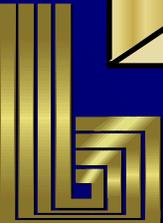
Scope of Work

Assess Facilities: Current and Future

Assess Apparatus: Current & Future

Assess Operating Budgets

Review Prior Study Funded by Pennsylvania DCED



Scope of Work

Assess Economics: Current and Future

Assess Emergency Communications

Develop Organizational & Rank Structure

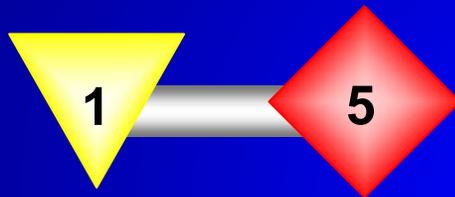
Provided Estimated Transitional Costs



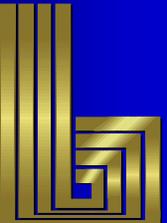
A P P R O A C H



Weeks:



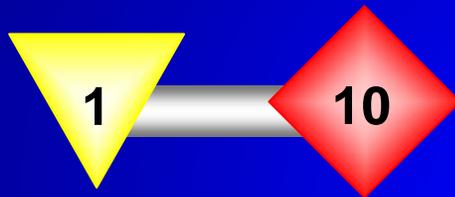
- Organization Structures
- Personnel Data (Paid & Volunteers)
- Management Structure
- Rank Structure
- Planning Documents on Growth
- Staffing by Rank/Function
- Prior Fire/EMS Risk Analyses
- Previous Public Safety Plans
- Operations of Each Agency
- Dispatch Process/Procedures
- Facility Locations & Conditions
- Workload
- Budgets for 5 Years
- Automation
- Model Programs by Departments



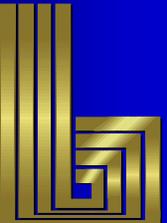
A P P R O A C H



Weeks:



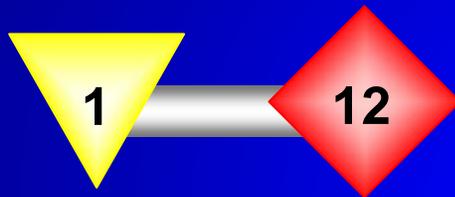
- Elected & Appointed Officials
- Township Managers
- Fire Services Committee
- Fire/Rescue Chiefs
- Deputy Chiefs
- Fire/Rescue Staff & Supervisors
- Specialized & Support Personnel
- Police Chiefs
- Fire/Rescue Personnel—Paid
& Volunteer
- Other Stakeholders
- Neighboring Fire/Rescue Officials
- Labor Officials



A P P R O A C H

On-Site Observations & Fact Finding

Weeks:



- On-Site Reviews
- Visit All Stations
- Observe Service Delivery
- Work Nights and Weekends
- Attend Fire/Rescue Meetings



A P P R O A C H



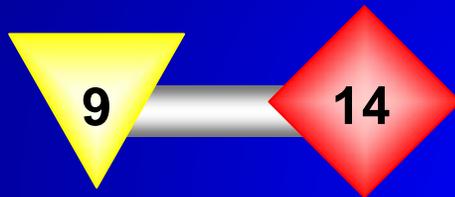
- Fire Station Locations
- Apparatus Locations
- Specialty Unit Locations & Deployment Approach
- Fire & EMS Workload by Deployment Area
- Onsite Inspection of Fire Stations & Resources
- Map Current Resources Baselines



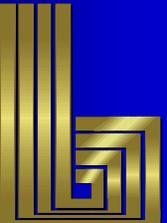
A P P R O A C H

Comparative Analysis

Weeks:



- **Benchmarking with State-of-the-Art Programs & Practices**
- **Recognize Existing Strengths of Each Department**
- **National Standards and Accepted Principles & Practices (e.g. NFPA 1500 and 1710)**
- **OSHA (Pennsylvania)**



A P P R O A C H



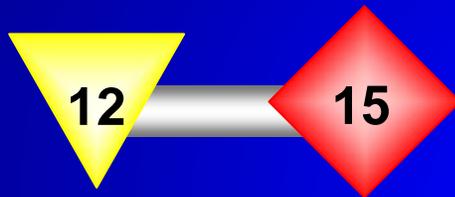
- Facility Condition and Locations
- Apparatus Condition & Use
- Resource Requirements (apparatus/personnel)
- Optimal and Minimal Resource Deployment Models
- Protection/Suppression Demands for the Communities
- Funding & Expenditures
- Model Regional Department
- Station Locations
- Organizational Structure
- Anticipated Fiscal Impacts



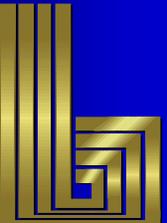
A P P R O A C H

Comprehensive
Written Report

Weeks:



- Analysis
- Findings
- Recommendations
- Timelines
- Color Illustrations



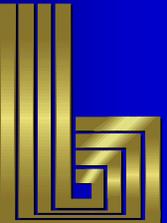
A P P R O A C H

Report & Oral
Briefing

Week:

16

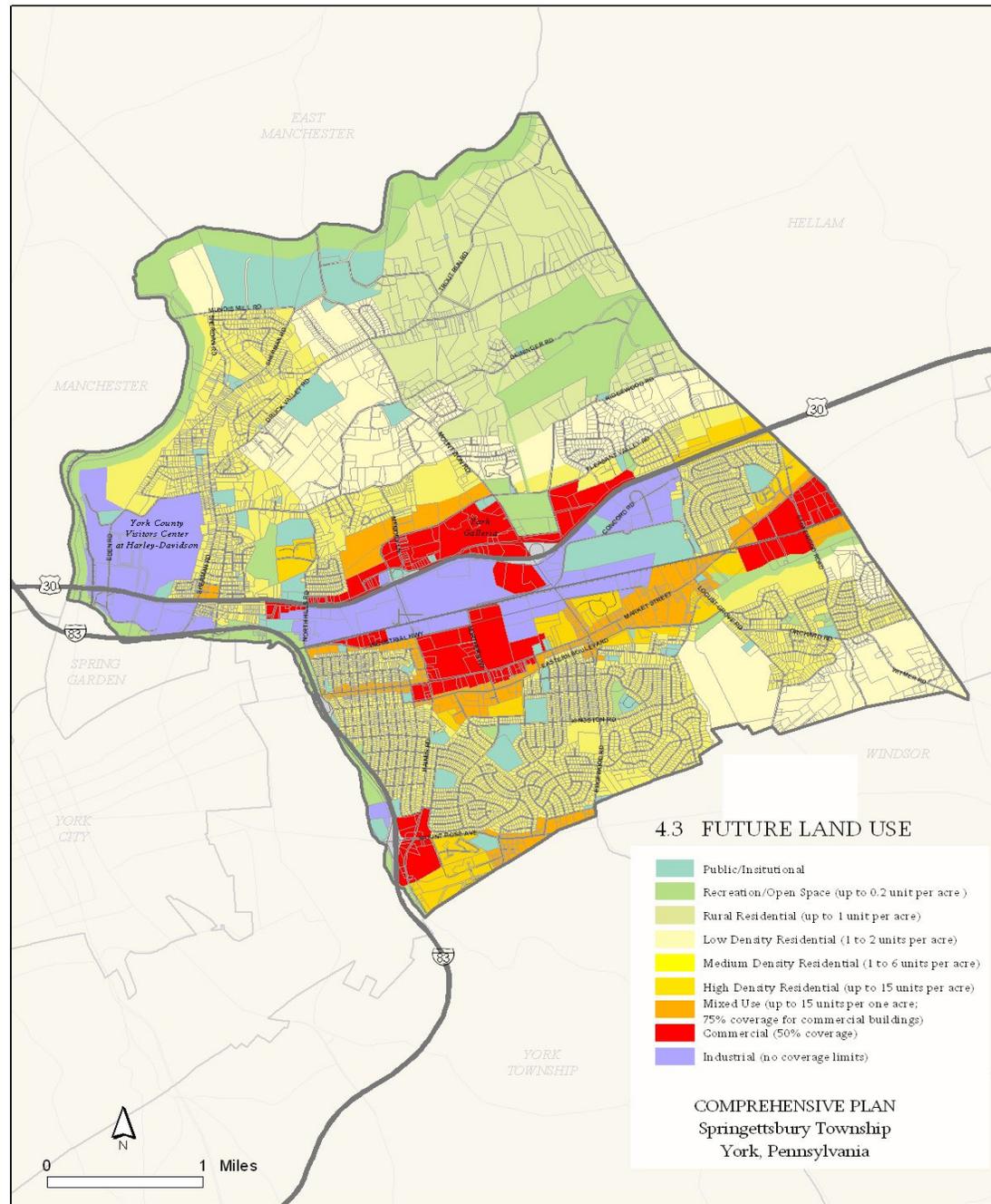
- **Submission of Comprehensive Report**
- **In-depth Briefing Including PowerPoint Presentation**



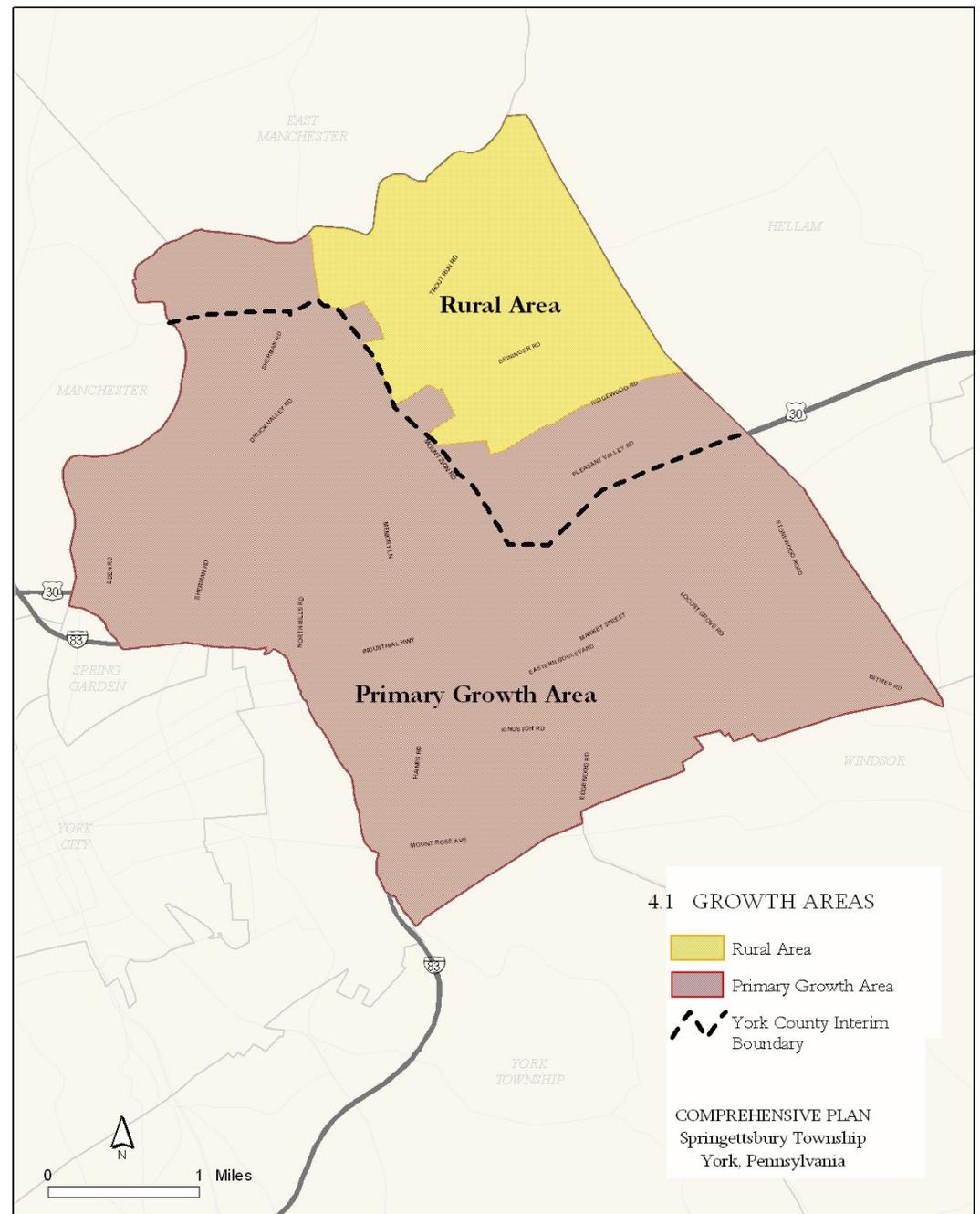
RISK ANALYSIS



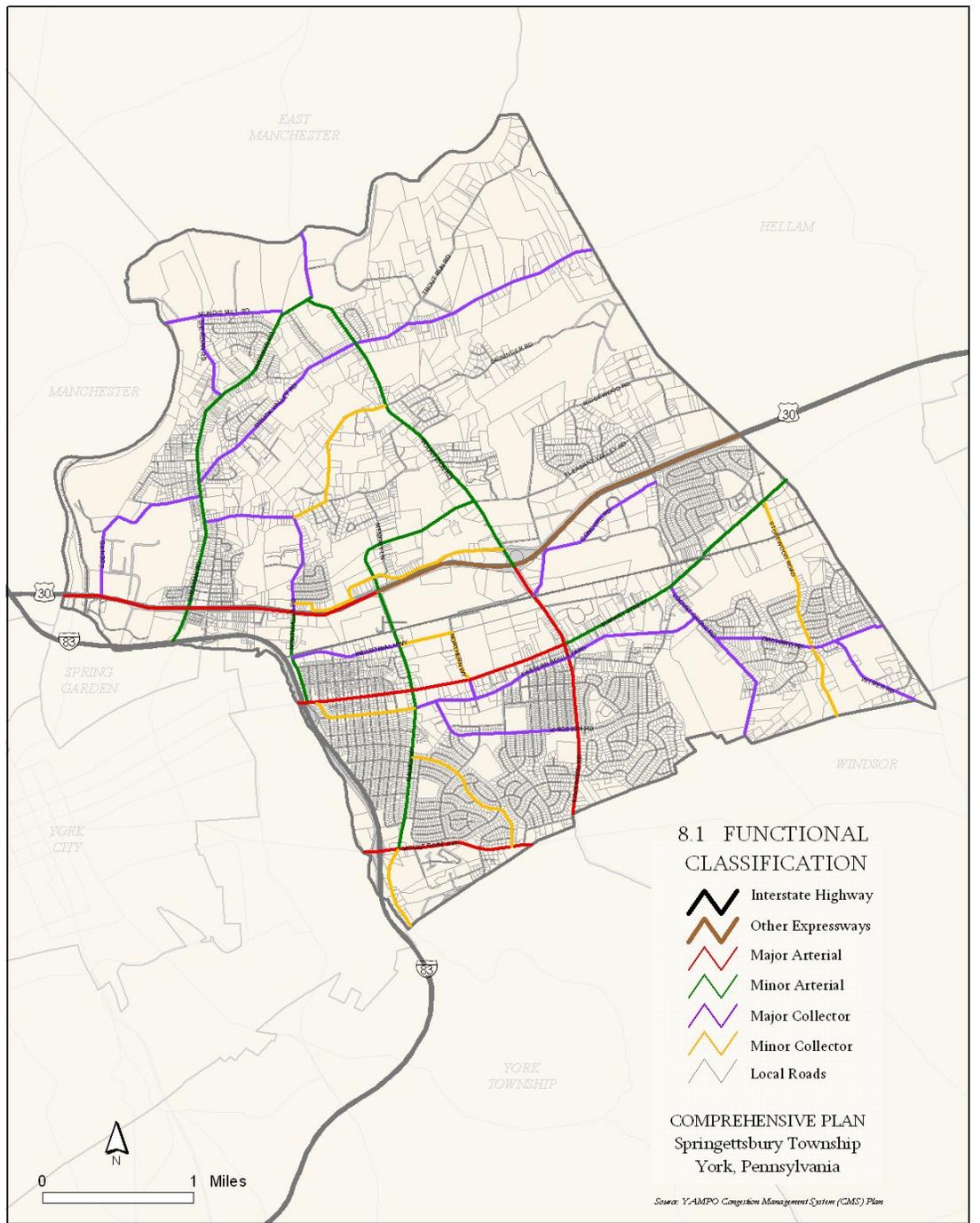
Future Land Use



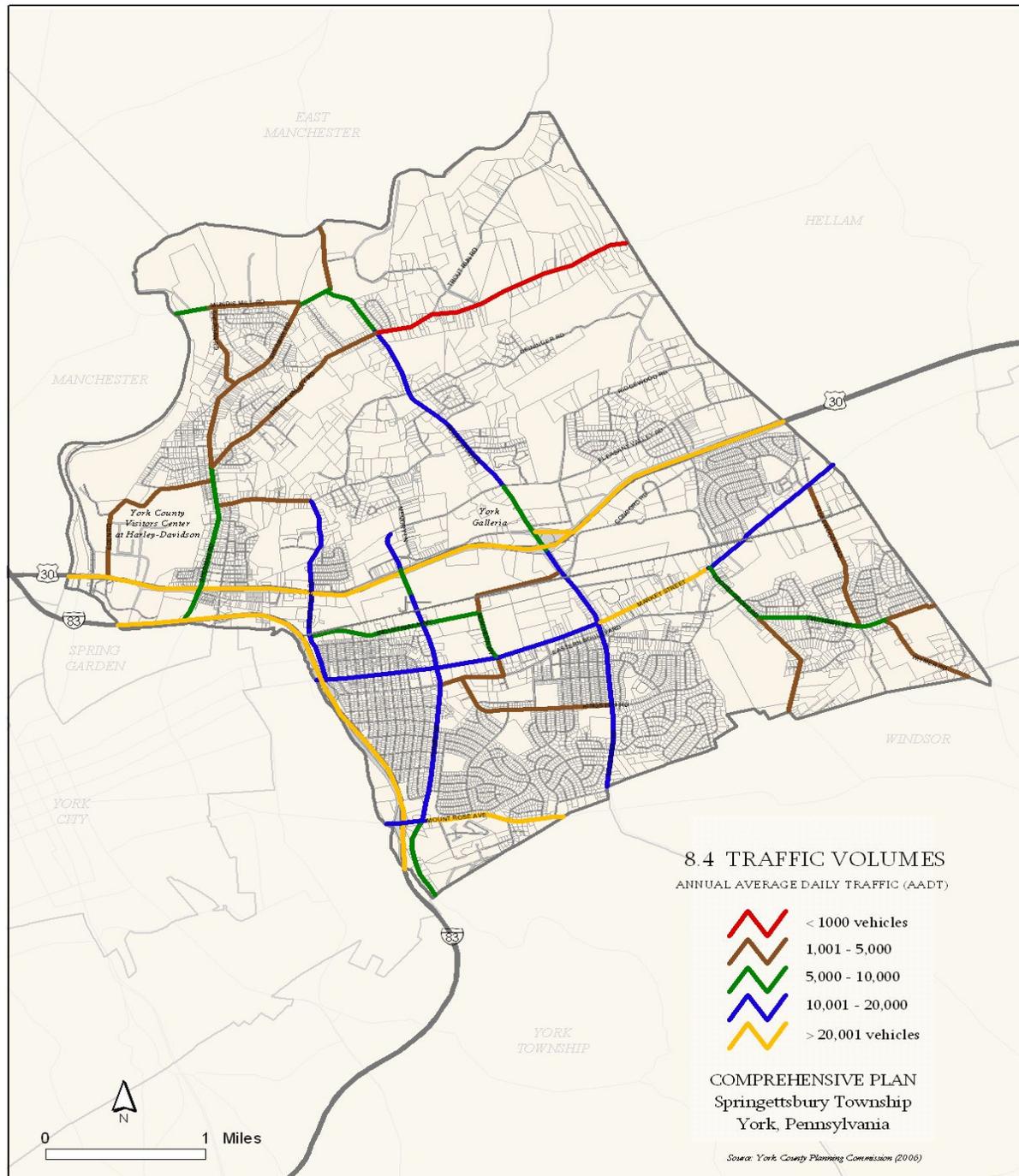
Growth Areas



Functional Roadway Classification



Traffic Volumes



Fire Agencies in the Townships

- **Spring Garden Township Fire Department**
- **Springettsbury Township Dept. of Fire & Rescue**
- **Grantley Fire Company**
- **Springettsbury Fire Company (Commonwealth & Springetts Fire Companies)**
- **Victory Fire Company**
- **Spring Garden Vol. Relief Association**
- **Springettsbury Vol. Relief Association**

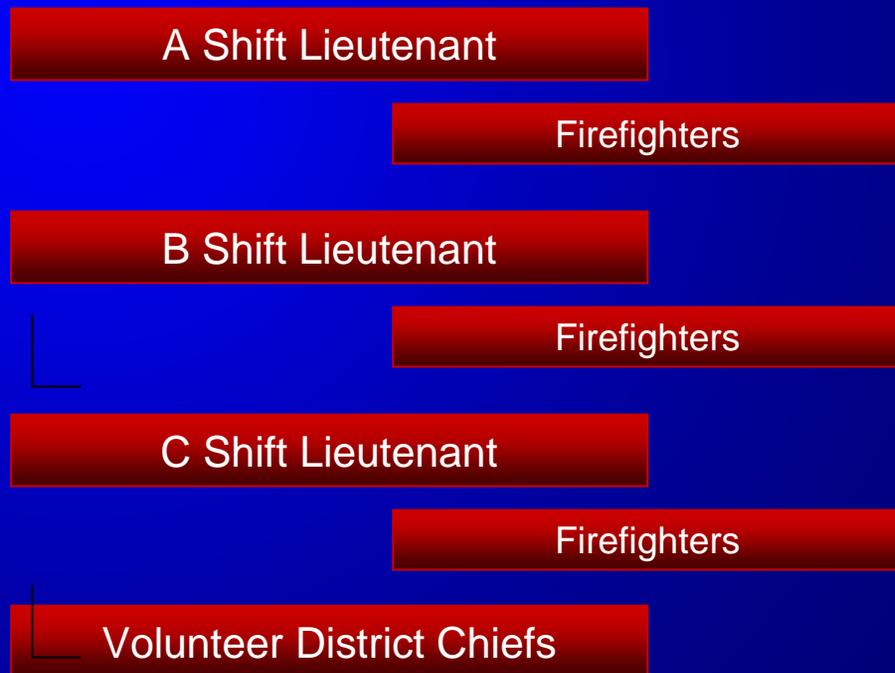


Current Organizational Structure

Figure 3.1



Spring Garden Township Fire Department



Current Organizational Structure



Springettsbury Township Department of Fire & Rescue Services



FACILITIES



Spring Garden Township

Fire Stations



Grantley Fire Station
York County Station #13

Victory Fire Station
York County Station #15



Springettsbury Township Fire Stations



Springetts Fire Station
York County Station #16

Commonwealth Fire Station
York County Station #13



APPARATUS



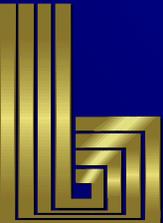
SPRINGETTSBURY TOWNSHIP DEPARTMENT OF FIRE AND RESCUE SERVICES

Detailed Fleet Inventory List

<u>UNIT</u>	<u>TYPE</u>	<u>MAKE/MODEL</u>	<u>CONFIGURATION</u> <u>PUMP/TANK</u>	<u>YEAR</u>
Engine 16	Pumper	Spartan/Luverne	1500/750	1996
Engine 17	Pumper	Spartan/Luverne	1500/750	1996
Engine 17-1	Pumper	Pierce Arrow	1000/750	1988
Truck 16	Ladder	American LaFrance	100' Ladder	2004
Air Unit 16	Truck	Mack	Air Cascade	1994
Service 16	Pickup	Ford	N/A	2001
Service 17	Pickup	Ford	N/A	2001
Command 40-1	SUV	Ford Expedition	N/A	2005
Command 40-2	SUV	Ford Expedition	N/A	2000

Source: STDFRS.

Note: Listing includes reserve apparatus: 1 pumper.



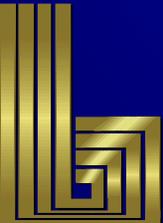
SPRING GARDEN TOWNSHIP FIRE DEPARTMENT

Detailed Fleet Inventory List

<u>UNIT</u>	<u>TYPE</u>	<u>MAKE/MODEL</u>	<u>CONFIGURATION</u> <u>PUMP/ TANK</u>	<u>YEAR</u>
Engine 13	Pumper	Grumman/Spartan	1250/750	1988
Engine 15-1	Pumper	E-ONE	1250/750	2003
Engine 15-2	Pumper	FL80 Freightliner	1250/1000	1995
Truck 15	Ladder	LTI/Spartan	106' ladder	1988
Command 10-1	SUV	Ford Expedition	N/A	2006
Command 10-2	SUV	Ford Explorer	N/A	1999

Source: Spring Garden Township Fire Department

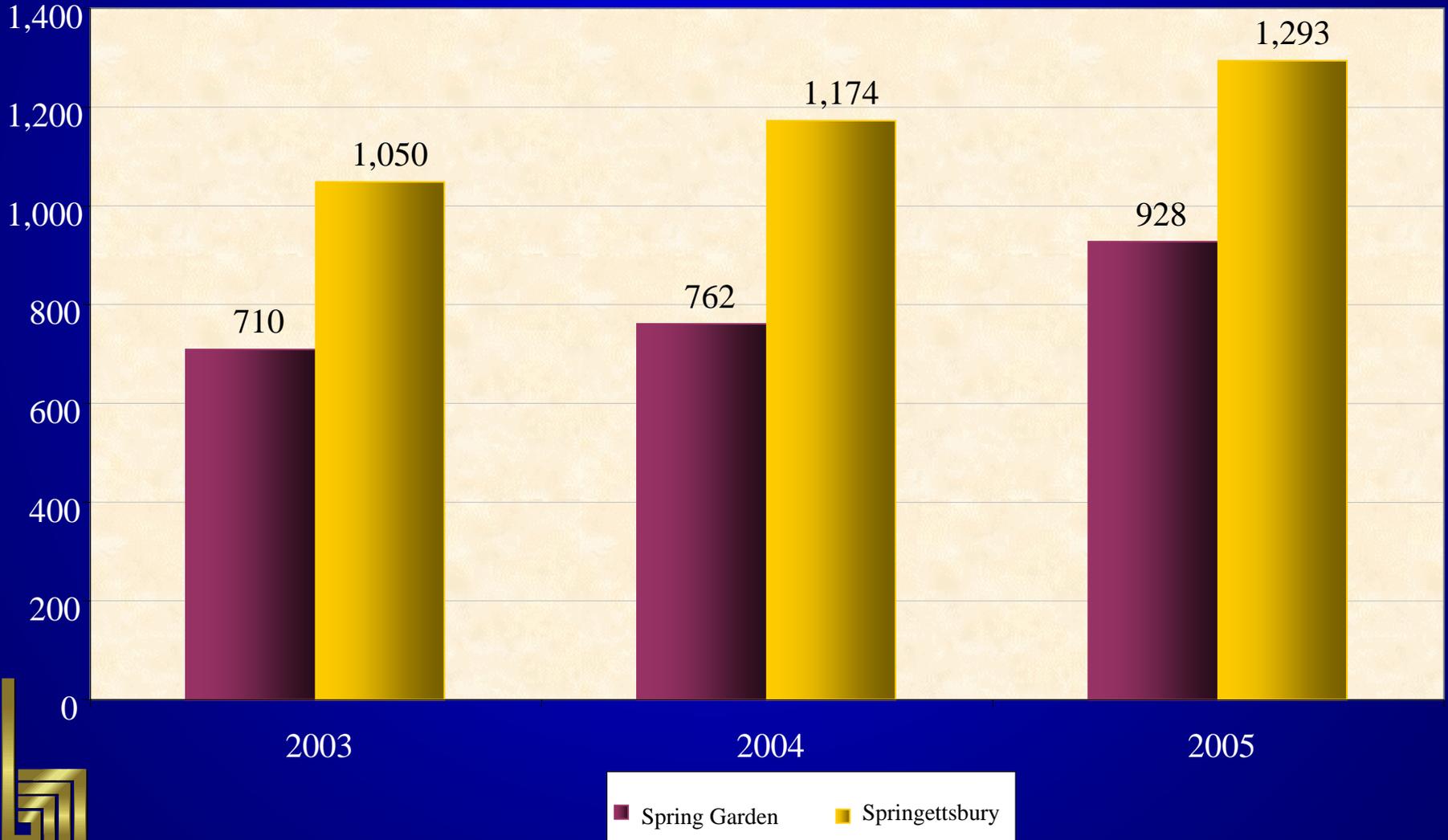
Note: Listing includes reserve apparatus: 1 pumper



WORKLOAD

TOTAL INCIDENTS 2003 – 2005

Spring Garden Township Fire Department and Springettsbury Township Department of Fire and Rescue Services



LEGAL FRAMEWORK (CONSOLIDATION)

Legal Framework

Pennsylvania Constitution

Article XIX, Local Government (1968)

“Section 5. Intergovernmental Cooperation

A municipality by act of its governing body may, or upon being required by initiative and referendum in the area affected, shall cooperate or agree in the exercise of any function, power or responsibility with, or delegate or transfer any function, power or responsibility to, one or more other governmental unit including other municipalities or districts, the Federal government, any other state or its governmental units, or any newly created governmental unit.”



Legal Framework

Pennsylvania Consolidated Statutes

Title 53 (Act 180, 1972)

“Authorizes two or more ‘local governments’ to jointly cooperate in the exercise or in the performance of their respective governmental functions, powers or responsibilities.”



RESPONSE TIMES



Facilities & Staffing



FIRES – RESPONSE TIMES



FIRES

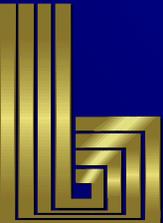
FLASHOVER- 6 to 9 minutes

Pre-Flashover

- Limited to One Room
- Requires Smaller Attack Lines
- Search & Rescue Is Easier
- Initial Assignment Can Handle

Post-Flashover

- May Spread Beyond One Room
- Requires Larger, More Attack Lines
- Compounds Search & Rescue
- Requires Additional Companies



SIGNIFICANCE OF RESPONSE TIMES

Assessing The Location Of Fire/EMS Stations And Apparatus

FIRES

6 to 9 minutes Flashover



EMS

4 to 6 minutes to Brain Death
in Cardiac Arrest

CRITERIA

✓ NFPA 1710:

Utilizes 5 minutes*

✓ Carroll Buracker & Associates, Inc:

Utilizes 5 minutes*

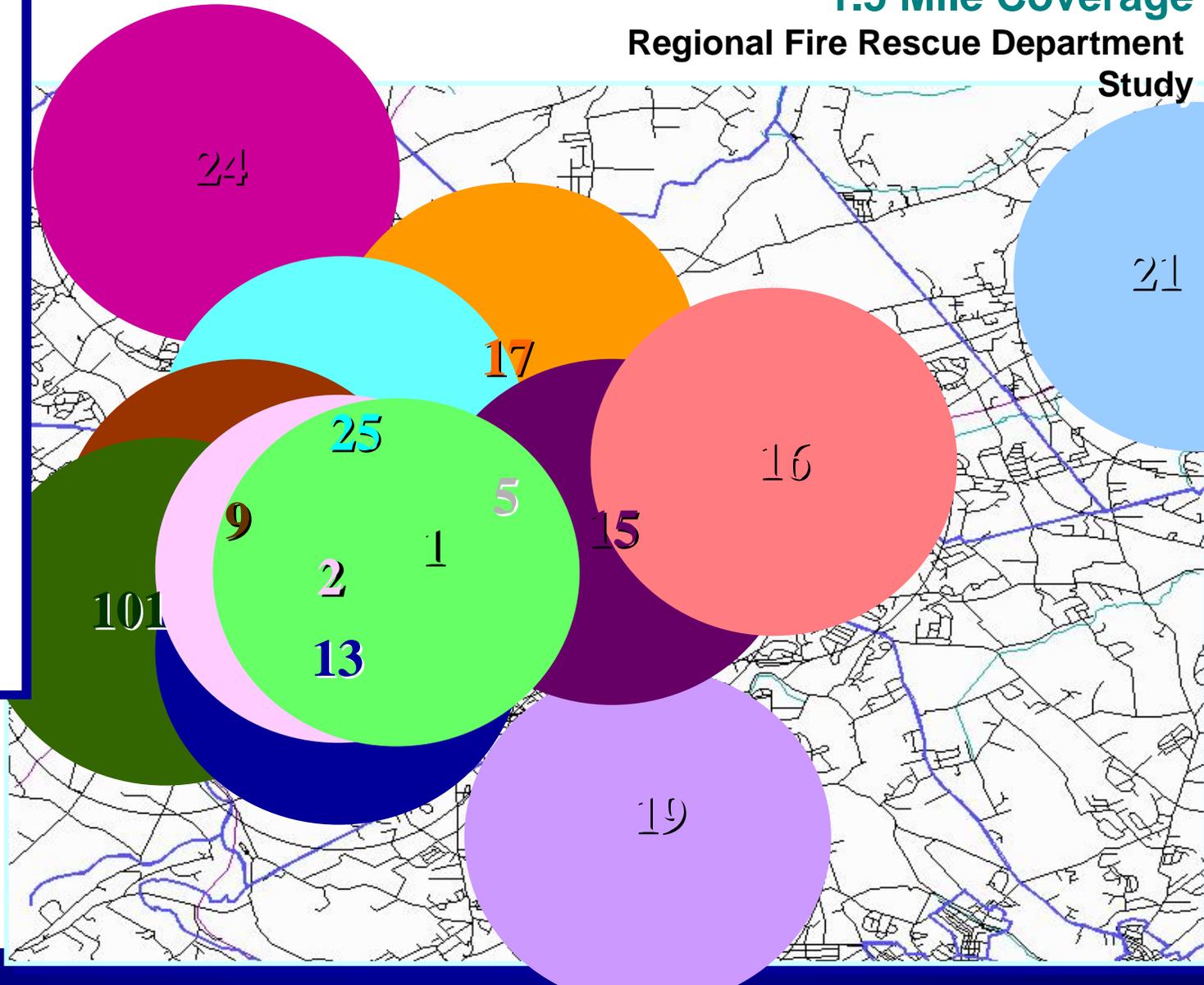
*Note: Includes turnout time.



Station Numbers

- 1: York City
- 2: York City
- 5: York City
- 9: York City
- 11/101: West York
- 13: Spring Garden-Grantley
- 15: Spring Garden-Victory
- 16: Springettsbury-Springetts
- 17: Springettsbury-Commonwealth
- 19: York Township
- 21: Hellam
- 24: Manchester
- 25: North York

**York Area Fire Stations
Current Engine ISO
1.5 Mile Coverage
Regional Fire Rescue Department
Study**



York Area Fire Stations

Current Truck ISO

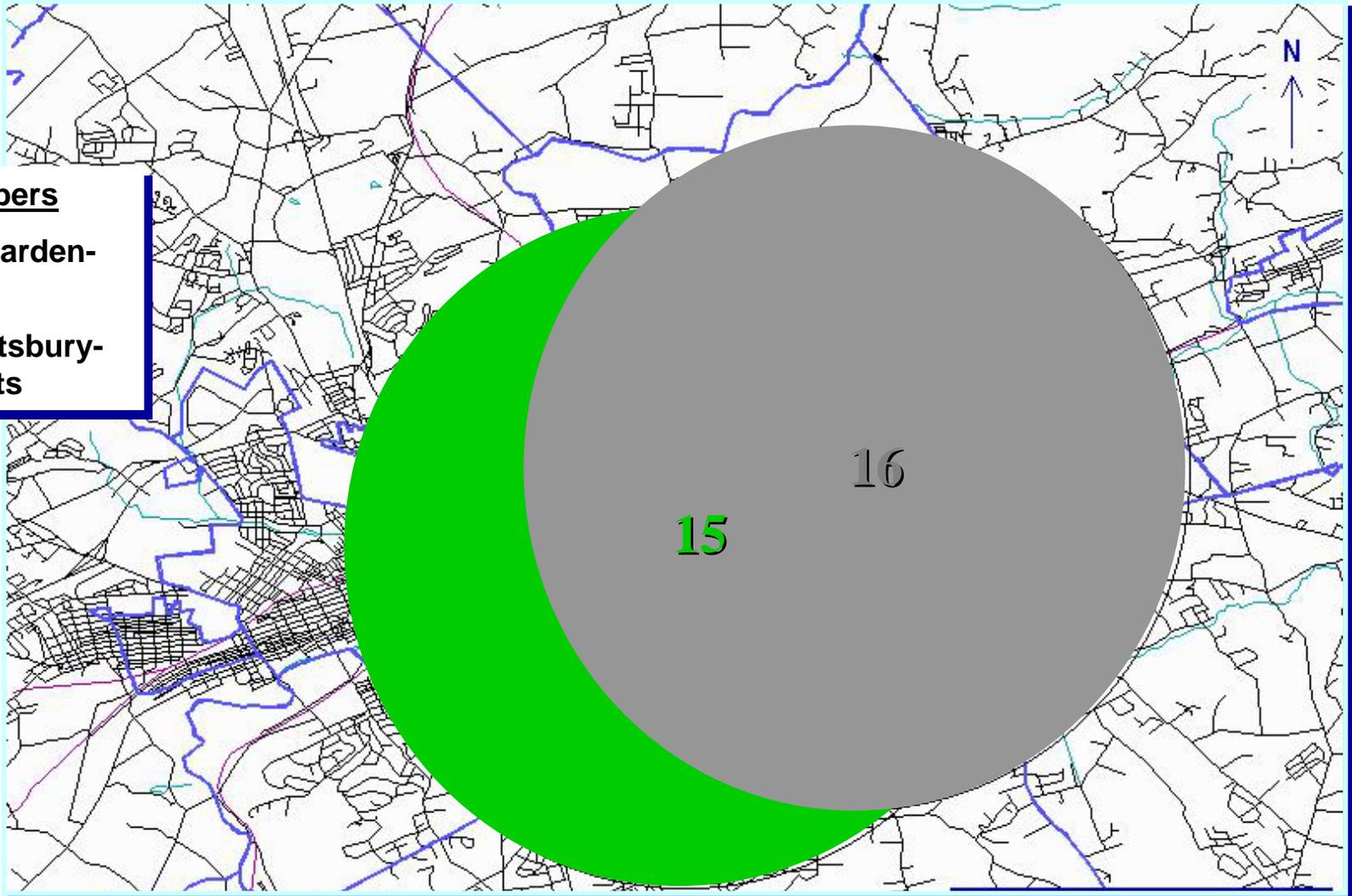
2.5 Mile Coverage RFRD

Regional Fire Rescue Department Study

Station Numbers

15: Spring Garden-
Victory

16: Springettsbury-
Springetts

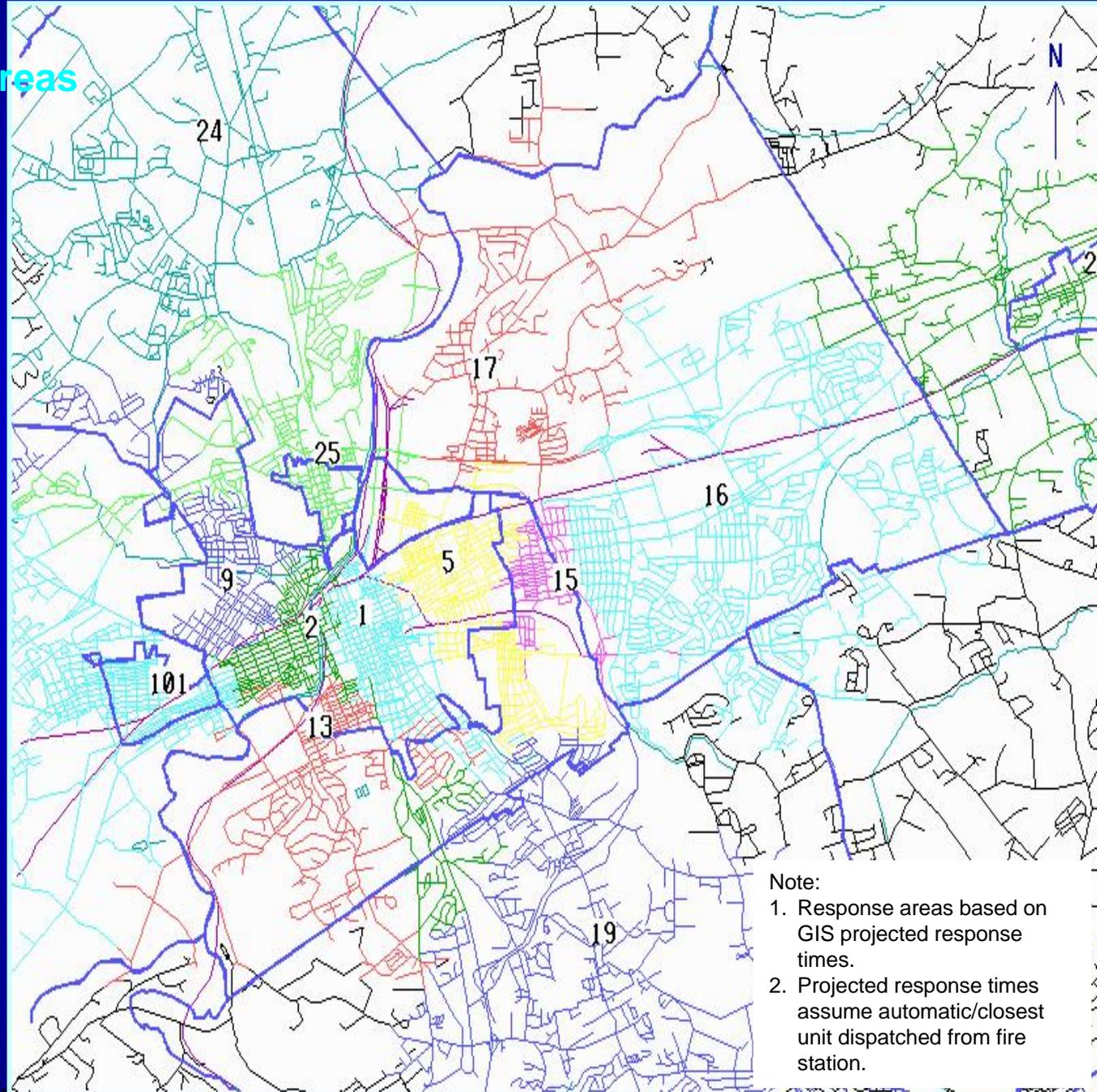


York Area Fire Stations

Current Projected Engine Response Areas

Station Numbers

- 1: York City
- 2: York City
- 5: York City
- 9: York City
- 11/101: West York
- 13: Spring Garden-Grantley
- 15: Spring Garden-Victory
- 16: Springettsbury-Springetts
- 17: Springettsbury-Commonwealth
- 19: York Township
- 21: Hellam
- 24: Manchester
- 25: North York



Note:

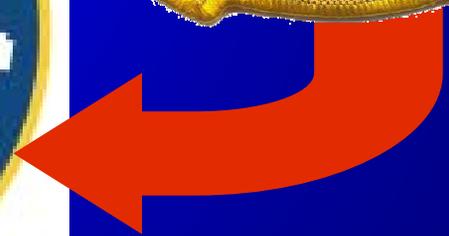
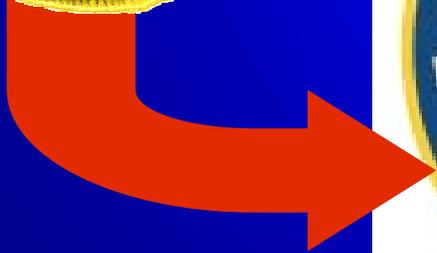
1. Response areas based on GIS projected response times.
2. Projected response times assume automatic/closest unit dispatched from fire station.



BLUEPRINT FOR THE FUTURE



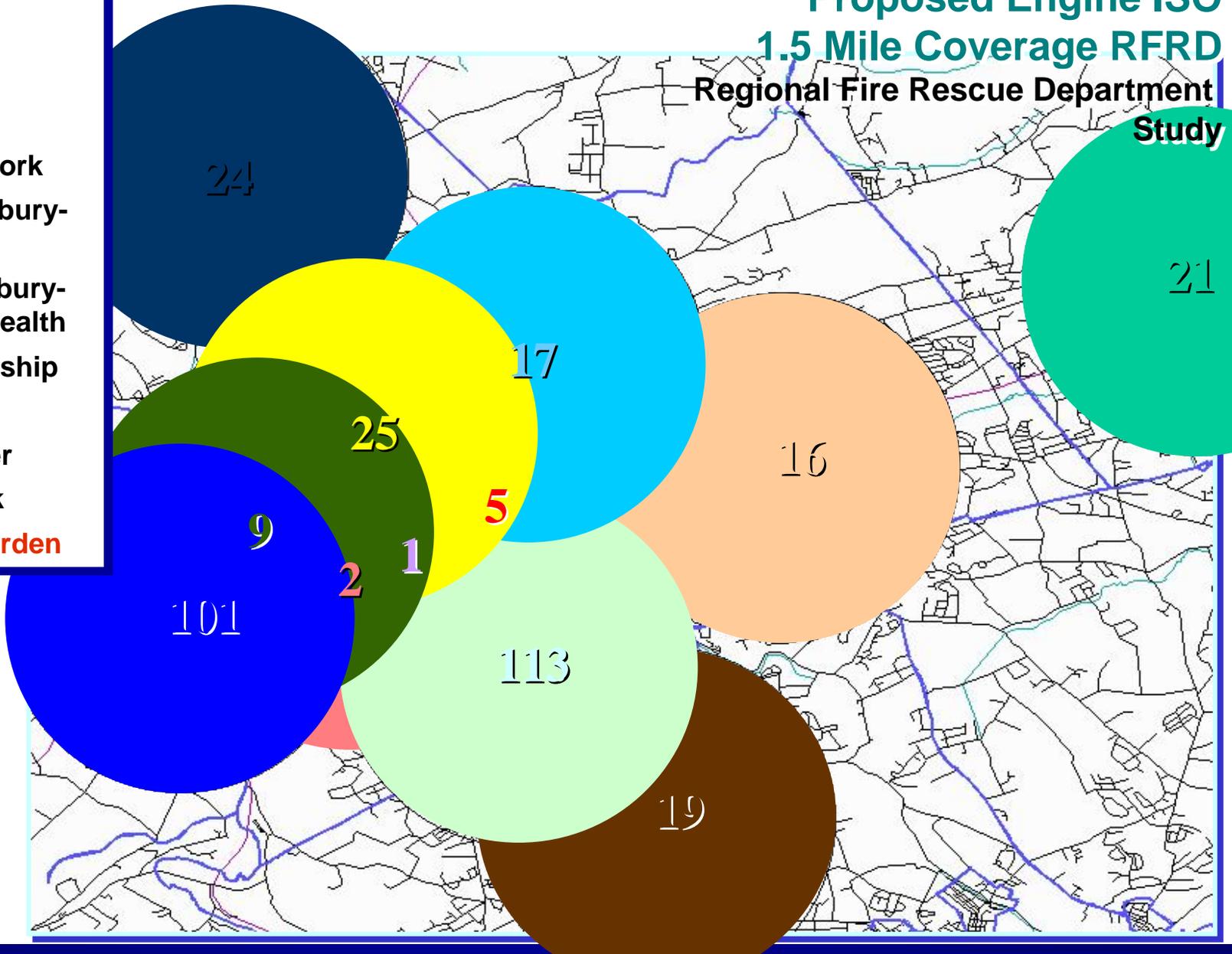
Transitioning Plan



Station Numbers

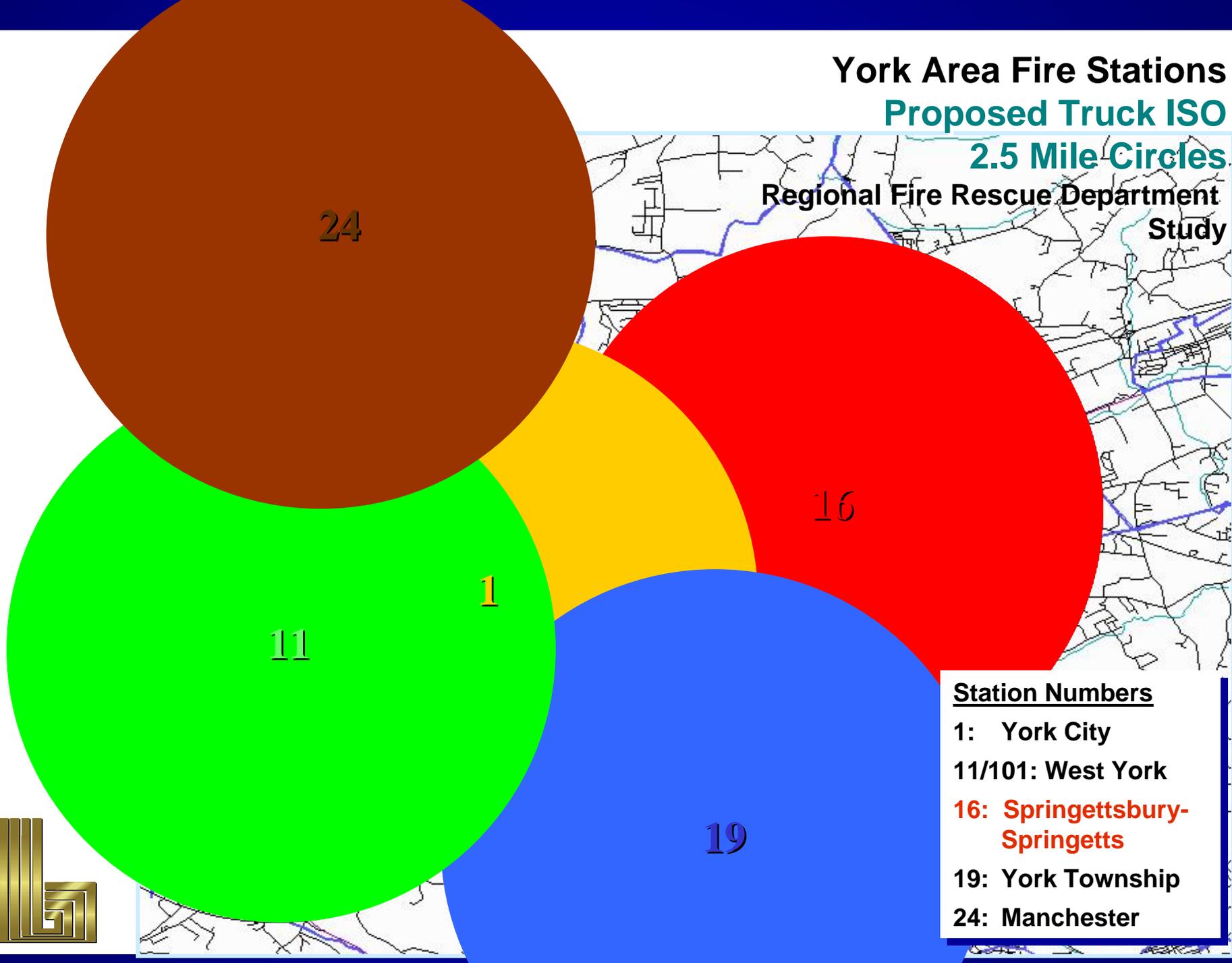
- 1: York City
- 2: York City
- 5: York City
- 9: York City
- 11/101: West York
- 16: Springettsbury-Springetts
- 17: Springettsbury-Commonwealth
- 19: York Township
- 21: Hellam
- 24: Manchester
- 25: North York
- 113: Spring Garden

**York Area Fire Stations
Proposed Engine ISO
1.5 Mile Coverage RFRD
Regional Fire Rescue Department
Study**



York Area Fire Stations Proposed Truck ISO 2.5 Mile Circles

Regional Fire Rescue Department
Study



Station Numbers

- 1: York City
- 11/101: West York
- 16: Springettsbury-Springetts
- 19: York Township
- 24: Manchester



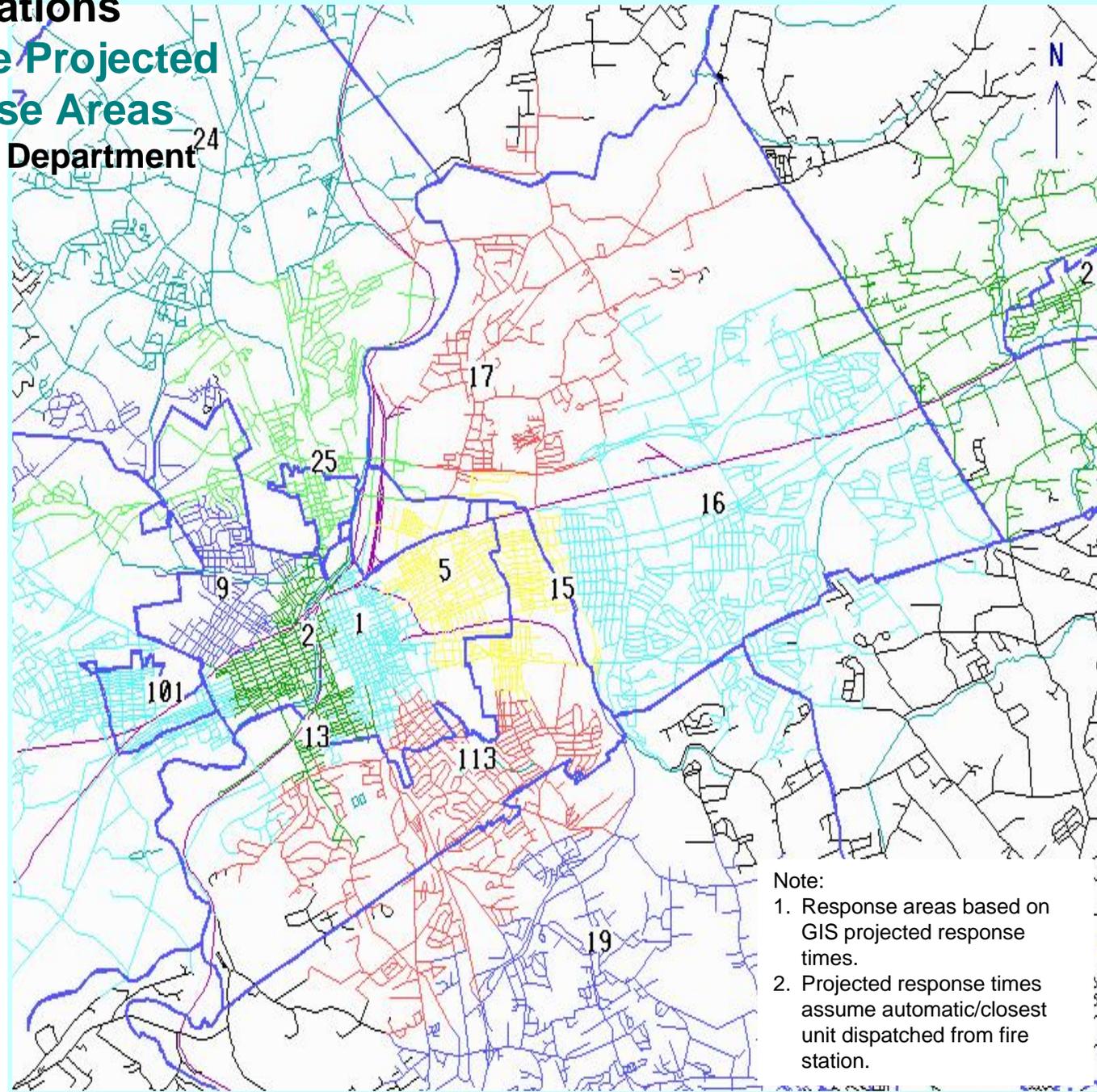
York Area Fire Stations

Suggested Future Projected Engine Response Areas

Regional Fire Rescue Department
Study

Station Numbers

- 1: York City
- 2: York City
- 5: York City
- 9: York City
- 11/101: West York
- 13: Spring Garden-Grantley
- 15: Spring Garden-Victory
- 16: Springettsbury-Springetts
- 17: Springettsbury-Commonwealth
- 19: York Township
- 21: Hellam Township
- 24: Manchester
- 25: North York



Note:

1. Response areas based on GIS projected response times.
2. Projected response times assume automatic/closest unit dispatched from fire station.

YORK AREA UNITED FIRE AND RESCUE

Suggested Rank Structure – Long-term
Organizational Chart



Chief

Deputy Chief

Assistant Chief

Battalion Chief

Captain

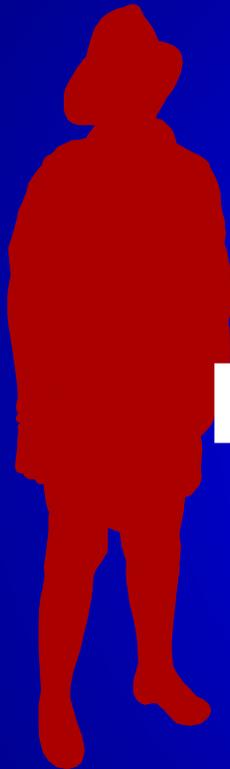
Lieutenant

Firefighter



IAFF Agreement(s)

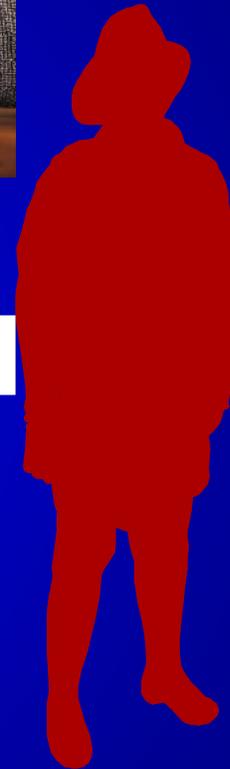
**Effecting Change
Requires Teamwork**



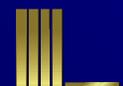
**Spring Garden Township,
Local 4460, IAFF**



**YORK AREA UNITED
FIRE AND RESCUE,
LOCAL IAFF**



**Springettsbury Township,
Local 2377, IAFF**



VOLUNTEER RECRUITMENT & RETENTION

Changes in Volunteer Participation

- 1. Large Losses of Volunteer Members**
- 2. Challenges in Recruiting New Volunteers**
- 3. Difficulties Retaining Existing Volunteers**
- 4. Changing Demographics**
- 5. Changing Work Habits**
- 6. Changing Work Locations**
- 7. Fiscal Cost of Living Changes**
- 8. Changing Personal Living Habits**

National, State and York Trends.



Results of Reduced Volunteer Participation

- 1. Delayed Emergency Responses**
- 2. Failure to Respond on Calls**
- 3. Insufficient Apparatus Staffing**
- 4. Reduced Ability to Function as an Organization**
- 5. Loss of Revenue for Service Provision**
- 6. Loss of Personnel**
- 7. Inability to Maintain Apparatus and Stations**
- 8. Increased Liabilities for Vol. & Governments**

Problems Experienced in Participating Municipalities.



**JOINT FIRE SERVICES PLAN
ENVISIONS ACTIVE
VOLUNTEER ROLE
IN FIRE SERVICE DELIVERY**



ALTERNATE STAFFING MODEL - **FOUR STATIONS**

YORK AREA UNITED FIRE & RESCUE

RANK	CURRENT	YAUFR	DIFFERENCE
UNIFORMED			
POSITIONS			
Chief	1	1	0
Managing Director	1	0	-1
Deputy Chief	0	1	+1
Battalion Chief	0	3	+3
Captain	3	4**	+1
Lieutenant	3	3**	0
Firefighter	26	22	-4
Total Uniformed	34	34	0
CIVILIAN			
Administrative Officer	0	1	+1
Office Assistant	0	1	+1
Total Civilian	0	2	+2
TOTAL	34	36	+2

Note:*Assumes staffing of 4 engines with cross staffing of one truck.

**One temporary captain and one temporary lieutenant promotion pending reduction in fire stations.





ALTERNATE STAFFING MODEL - THREE FIRE STATIONS

YORK AREA UNITED FIRE & RESCUE

<u>RANK</u>	<u>4 STATION</u>	<u>3 STATION</u>	<u>DIFFERENCE</u>
UNIFORMED POSITIONS			
Chief	1	1	0
Deputy Chief	1	1	0
Battalion Chief	3	3	0
Captain	4	3**	-1
Lieutenant	3	4**	+1
Firefighter	22	22	0
Total Uniformed	34	34	0
CIVILIAN			
Administrative Officer	1	1	0
Office Assistant	1	1	0
Total Civilian	2	2	0
TOTAL	36	36	0

Note:

**One temporary captain promotion removed and one lieutenant promotion made

*Assumes staffing of one ladder truck at minimum staffing of two





APPARATUS REPLACEMENT SCHEDULE

YORK AREA UNITED FIRE & RESCUE

<u>UNIT</u>	<u>TYPE</u>	<u>MAKE/MODEL</u>	<u>YEAR</u>	<u>YEAR TO REPLACE</u>
Engine 13*	Pumper	Grumman/Spartan	1988	Remove
Engine 15-1	Pumper	E-ONE	2003	2019
Engine 15-2	Pumper	FL80 Freightliner	1995	2010
Engine 16	Pumper	Spartan/Laverne	1996	2008
Engine 17-1*	Pumper	Spartan/Laverne	1996	2011
Engine 17-2	Pumper	Pierce Arrow	1988	Remove
Truck 15**	Ladder	LTI/Spartan	1988	Reserve
Truck 16	Ladder	American LaFrance	2002	2017
Command 10-1	SUV	Ford Expedition	2006	2016
Command 10-2**	SUV	Ford Explorer	1999	Reserve
Command 40-1	SUV	Ford Expedition	2005	2015
Command 40-2	SUV	Ford Expedition	2000	2010
Air Unit 16	Truck	Mack	1994	2009
Service 16	Pickup	Ford	2001	2016
Service 17	Pickup	Ford	2001	2016

Source: Participating fire department officials.

Note: *Suggest remove from fleet: sell or trade-in.

**Suggest remove from service and place in reserve fleet.



Apparatus

VEHICULAR APPARATUS

Participating York Area Fire Departments

<u>TYPE</u>	<u>CURRENT</u>	<u>FUTURE</u>
Pumper	6	4
Truck	2	2
Total	8	6



Note:

This fleet includes one engine and one truck for reserve service.





**SUMMARY OF PROJECTED FIRE SERVICE DELIVERY COSTS
YORK AREA UNITED FIRE & RESCUE
FY 2006**

<u>FISCAL YEAR</u>	<u>PROJECTED BUDGET</u>
FY 2006	\$ 3,370,593.81
FY 2007	\$ 3,486,538.68
FY 2008	\$ 3,545,269.85
FY 2009	\$ 3,679,334.37

Note: Estimated \$16,000 reduction per year.

Source: Springettsbury and Spring Garden Townships



Estimated Savings and Cost Avoidance 20 Years

- **Savings in Apparatus Replacement - \$900,000**
 - **Savings in Apparatus Operating Costs - \$400,000**
 - **Revenue From Apparatus Disposal - \$60,000**
 - **Savings in Annual Operating Budget - \$320,000**
-
- **Est. 20 Year Savings/Cost Avoidance - \$1,680,000**





Alternate Funding Sources

- A. United States Fire Administration (USFA) Assistance to Firefighters Grant Program for grants and funding;
- B. U.S. Department of Homeland Security Commercial Equipment Direct Assistance Program for equipment for first responders;
- C. USFA Staffing for Adequate Fire and Emergency Response (SAFER) program;
- D. Federal Office of Hazardous Materials, Hazardous Materials Emergency Preparedness (HMEP) grant program;
- E. Occupational Privilege Tax (OPT): also known as the EMS tax;
- F. Commonwealth of Pennsylvania Governor's Center for Local Government Services grant funds for assistance to communities with fire merger project planning and assistance;
- G. Volunteer Firefighter's Relief Association State funds;
- H. Municipal Fire Tax;
- I. Fire inspection and plans review fees;
- J. False alarm charges; and,
- K. National Fire Academy Training Assistance funding.





York Area United Fire and Rescue

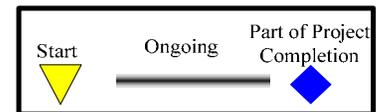
Suggested Timeline

Page One of Four

Recommendations	2006			2007				2008	2009	2010-2013	2014-2016
	Oct.	Nov.	Dec.	Jan.-Mar.	Apr.-Jun.	Jul.-Sept.	Oct.-Dec.				
PRE-IMPLEMENTATION PHASE - Initiate Operations of YAUFR June 1, 2007	▼				◆						
1. A. Review Fire Department Assessment, Gain Relevant Input	▼			◆							
B. Clarify any Observations, Conclusions, Recommendations Based on Input	▼		◆								
C. Evaluate Significance of Input Cited by Stakeholders, Staff, and Volunteers	▼		◆								
2. Continue with Joint Fire Services Committee in Planning and Coordinating Role	▼					◆					
3. Develop and Adopt Resolution/Ordinance for the YAUFR	▼			◆							
4. Establish the YAUFR Cost Allocation Formula	▼			◆							
5. Determine Composition and Organization for YAUFR Board of Commissioners (BOC)	▼			◆							
6. Revise and Adopt Charter Agreement	▼			◆							
7. Recruit/Select/Hire YAUFR Fire Chief w/ Employment Contract	▼			◆							
8. Consider Alternate Funding Sources, Including Fire Tax for the YAUFR	▼					◆					→
9. Appoint Representatives/Alternates to YAUFR BOC	▼				◆						
10. Appoint Spring Garden Initial Citizen-at-Large and Alternate to YAUFR BOC	▼				◆						
11. Explore Merger of IAFF Union Locals into One Bargaining Unit	▼				◆						
12. Request Volunteer Fire Companies to Participate in YAUFR	▼			◆							
13. Finalize Board of Commissioners Members	▼				◆						



Legend

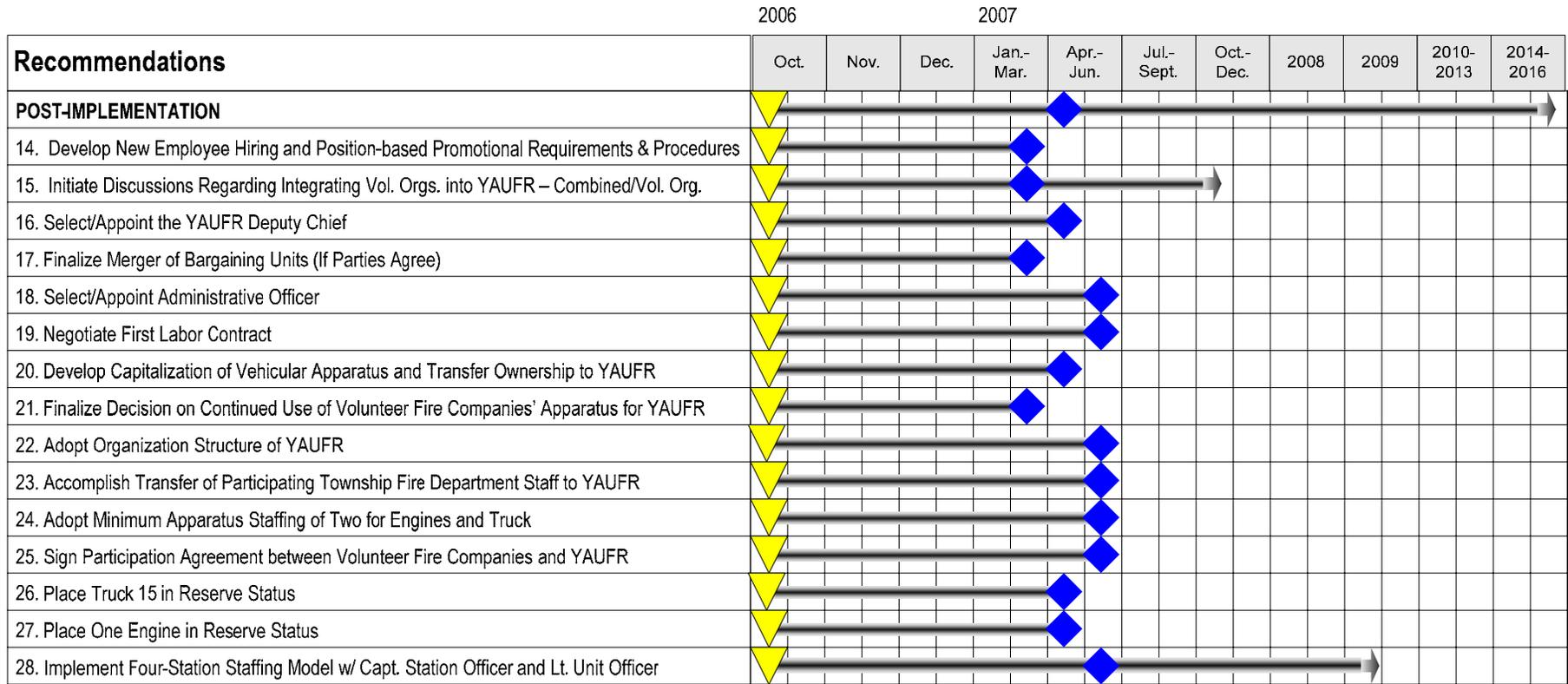




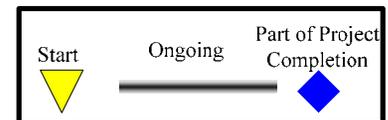
York Area United Fire and Rescue

Suggested Timeline

Page Two of Four



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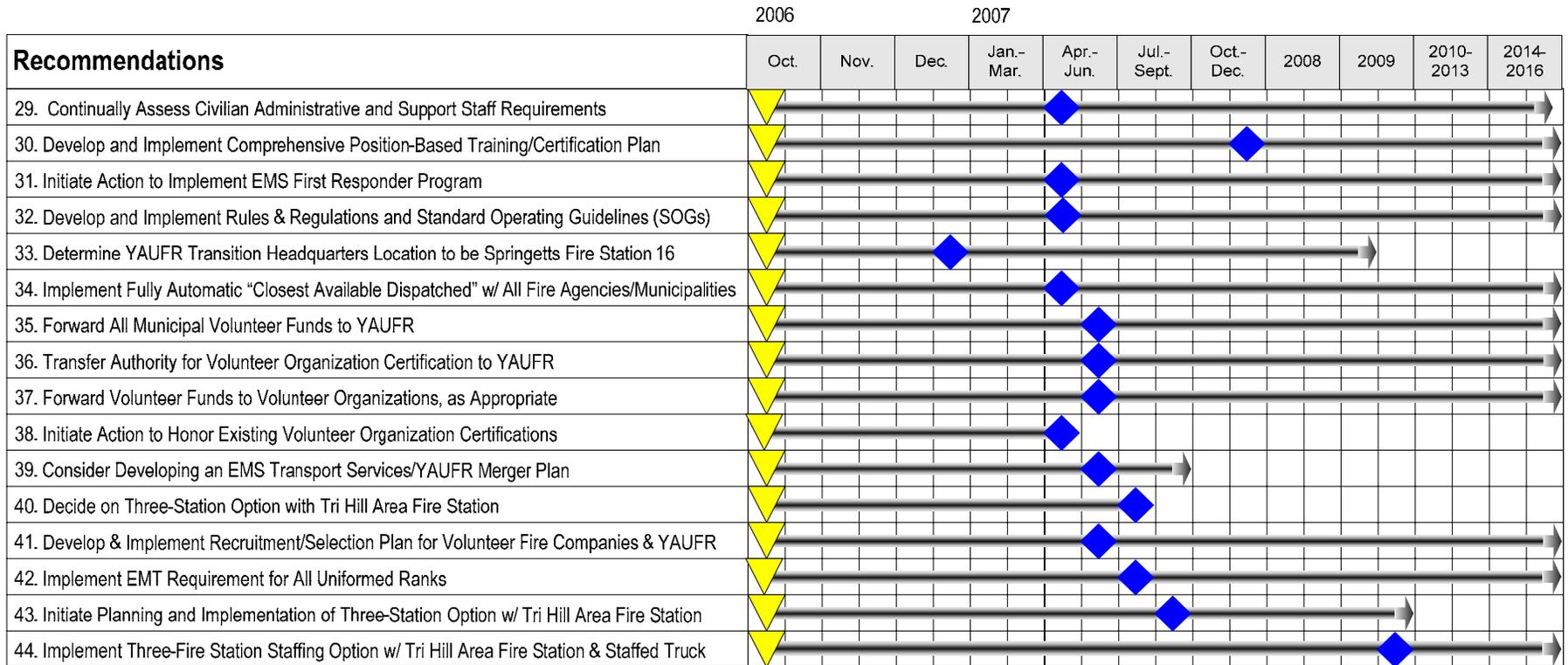




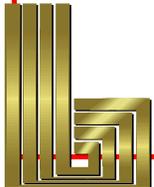
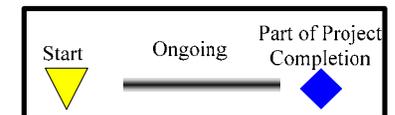
York Area United Fire and Rescue

Suggested Timeline

Page Three of Four



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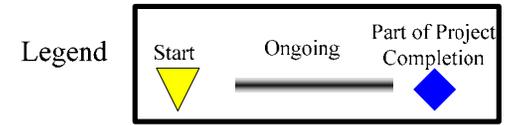
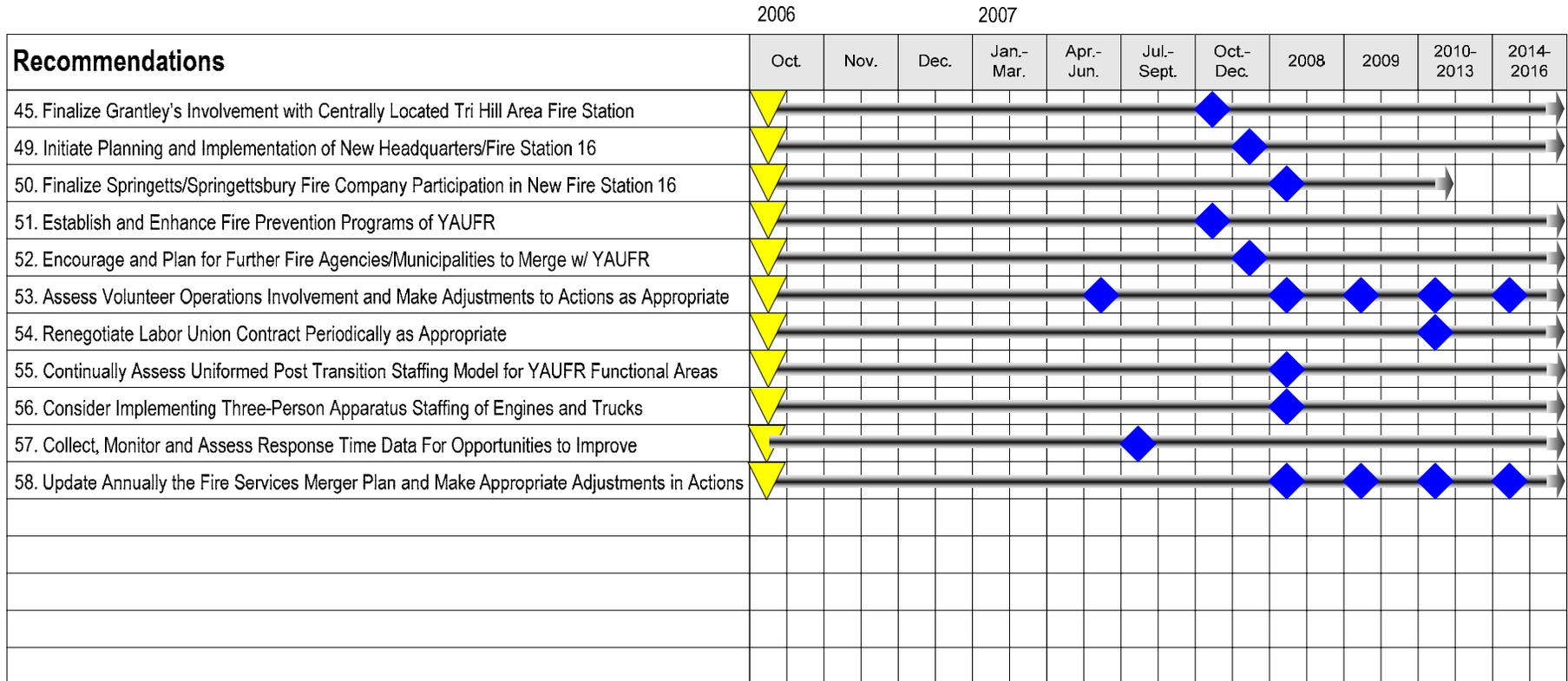




York Area United Fire and Rescue

Suggested Timeline

Page Four of Four



Potential Future York Area Participants

- 1. Manchester Township**
- 2. City of York**
- 3. West York Borough**
- 4. East Manchester Township**
- 5. Hellam Township**
- 6. York Township**
- 7. North York Borough**
- 8. West Manchester Township**
- 9. Windsor Township**



**AS MORE FIRE DEPARTMENTS JOIN
THE SAVINGS AND SERVICE BENEFITS INCREASE**

Impact On Volunteers

1. Goal: Regenerate/Strengthen Volunteer Service Delivery
2. Goal: Focus on Hands-on Vol. Fire/EMS Service Provision
3. Goal: **Volunteers Staff Apparatus**, Including Driver/Off.
4. **No Recommended Station Closures** – Vol. Decision
5. **No Change to Vol. Administrative Structure**
6. Opportunity to Be Integral & Productive Part of YAUFR
7. Qualifications-based Vol. FF & Officers Fighting Fires
8. Fire-Police Remain Strong and Active w/YAUFR
9. Integrated Paid/Volunteer Rank Structure
10. Training Focused on Volunteer Needs and Availability

WHAT IS WRONG WITH TODAY?

FEWER VOLUNTEERS FIGHTING FIRES!



Goal #1: Service Delivery Improvements

1. Improved Fireground Communications
2. Improved Incident Operations – **Common SOPs**
3. Reduced Response Times for Initial Staffing
4. Improved Firefighter Safety – **Proper Staffing**
5. Improved Dispatch Due to Common Protocols
6. Improved Ability to Implement Special Ops.
7. Opportunity for Training Improvements
8. Fire Prevention Program Improvements
9. Improved Command Coverage – **BC Coverage**
10. Cooperation Not Personality-Based



Goal #2: Savings from Regionalization

1. **Reduced Facility Operating Costs – Fewer Sta.**
2. **Revenue from Sale of Excess Facilities – Vol. \$\$**
3. **Reduced Duplicate Apparatus Costs – Fewer Units**
4. **Reduced Apparatus Operating Costs – Fewer Units**
5. **Revenue from Sale of Excess Apparatus**
6. **Reduced S & W Costs: Duplicate Mgt Positions**
7. **Reduced S & W Costs: Duplicate Apparatus Staffing**



Potential Future Annual Cost Avoidance

1. Staffing for Fourth Engine (3.7 X 3 X \$60K) = \$666,000
 2. Staffing of Second Truck (3.7 X 3 X \$60K) = \$666,000
 3. Staffing of Second Chief/Director Position = \$100,000
- \$1,432,000

Projected Staffing Costs Based on 3 Person Unit Staffing
“Defensive” Staffing Level



Key Initial Implementation Steps

- 1. Continue the Joint Fire Services Committee**
- 2. Adopt Resolution/Ordinance for the YAUFRR**
- 3. Establish Initial YAUFRR Cost Allocation Formula**
- 4. Determine Composition/Organization of YAUFRR BOC**
- 5. Adopt Charter Agreement**
- 6. Recruit/Select/Hire Fire Chief**
- 7. Consider Alternate Funding Sources**
- 8. Merger of Two IAFF Union Locals into One**
- 9. Encourage Volunteer Fire Company Participation**



GOAL:
A COST EFFECTIVE STATE-OF-THE-ART
REGIONAL
FIRE/EMS SERVICE DELIVERY AGENCY

CONSIDER

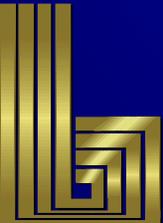
Models and Recommendation

CONSIDER

relevant input

MAKE AN INFORMED DECISION

CUSTOMER



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www.dispatchstudies.com



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