

Lower Allen Township



Public Safety Ad Hoc Committee



Final Report

October 7, 2019

Preface

Public Safety impacts every member of any community with concerns for safety from crime victimization impacts, fire protection, and emergency medical services care. In February of 2019, the possibility of a Public Safety Ad Hoc Committee was introduced following the development of a proposal to form and implement such a Committee. The last Ad Hoc Committee had been appointed by the Board of Commissioners in 1997. That 'White Paper' proposal to the Board was as follows:

Ad Hoc Committee for PUBLIC SAFETY SERVICES Lower Allen Township

White Paper Proposal – February 2019

Statement of the Problem

In August 1997 the Township endorsed and organized an Ad Hoc Committee of staff and citizens to examine Public Safety in Lower Allen Township. The final report and recommendations were completed and presented to the Board in May of 1998. A Resolution with their recommendations was passed in August 1998.

In the past twenty years since that point many changes and challenges have presented themselves across the public safety spectrum including:

1. The dramatic reduction in volunteers for the fire service across the Commonwealth, and in Lower Allen Township, as well.
2. Increases in the costs of fire apparatus and call volume that taxes the volunteers' time and commitment.
3. Significant increases in the call volume for both fire and emergency medical services has led to a fully paid emergency medical service for coverage seven days a week and twenty-four hours a day, to include both Advanced Life Support and Basic Life Support Services, and a career Public Safety Officer program.
4. Significant increases in call volume for police services that require adequate staffing to respond to citizens and business requests for service as well as provide for police officer availability for non-committed, non-service call time, to proactively address crime, traffic, and other community safety problems.
5. Increased training required by law and regulation that mandate all service providers have minimum training to perform according to the legal standards and society standards of professional public safety personnel.
6. Residential and commercial growth in the last 5 years that had not been seen in the previous 15, with steady increase anticipated over the next 10 or more years.

These and other demands continue to present pressure on the disciplines to perform their necessary roles and responsibilities in the community.

Public Safety

A common expression in the media, as well as our everyday lives, is the notion of 'Public Safety'. It is often referred to when discussing the freedom from harm, welfare, and protection of individuals as well as communities. Mostly, it is considered a government's primary responsibility. That responsibility falls at all levels of government, but it is the local municipality that bears the primary responsibility of providing public

safety because all incidents start and end locally. Governments assign various organizational entities to assume the responsibility of various tasks for achieving these safety outcomes. The primary goal of these tasks is prevention and protection of the public from dangers affecting safety such as crimes, disasters, health emergencies, and life safety in terms of risk of fire and accidents.

Public safety organizations include law enforcement, fire, emergency medical services, health departments, emergency management agencies, and various other organizational entities. Each has its own specific tasks associated with keeping the members of the community safe from harm.

The difficulty in meeting these obligations often comes in the definition of what 'safety' means operationally and in defining the possibilities of harm. In that process, conflicts of definition and task assignments often occur. Further, conflicts of cost and benefit arise when considering how to fund the various initiatives to produce a safe and harm free community. These options compete for limited resources and are surrounded by ethics, values, and the determination of cost versus benefit questions. Safety is arrived at through various degrees of probability for safety in any community and a willingness to fund the level of safety chosen.

Our Community

Lower Allen Township is a diverse community that prides itself with providing professional public safety services to all residents, visitors, and business owners. Our motto "Community First" establishes a standard of performance for all public safety professionals.

The challenge before us is to maintain that same standard of performance in the face of the pressures presenting themselves to all the public safety disciplines. Many of these challenges are not new, especially those of the fire service, as noted by many of the Public Safety Ad Hoc Committee recommendations from 1998.

In studying these challenges and determining a strategic path for the future, it is best to take a Whole Community approach. This approach engages business, government and nonprofit sectors to integrate the needs, capabilities and resources of the community in public, private partnerships. It also takes into consideration the desires and best interests of all members of a diverse community, utilizing their combined collaborative efforts to maximize their multiple 'best interests' outcomes.

Current Level of Public Safety Services

The Township is served by two volunteer fire companies, a full-service police department, and a full-service emergency medical service providing basic life support and contracted advanced life support. Fire services, police, and emergency medical services have all been supplemented by Public Safety Officers attending to responsibilities with all three disciplines. All Township emergency services maintain a 24/7 response capability for citizen requests for service.

As previously noted, fire fighter volunteerism interest in Pennsylvania, as well as in the Township fire companies, continues to decline, law enforcement requests for service continue to increase, as does emergency medical services requests.

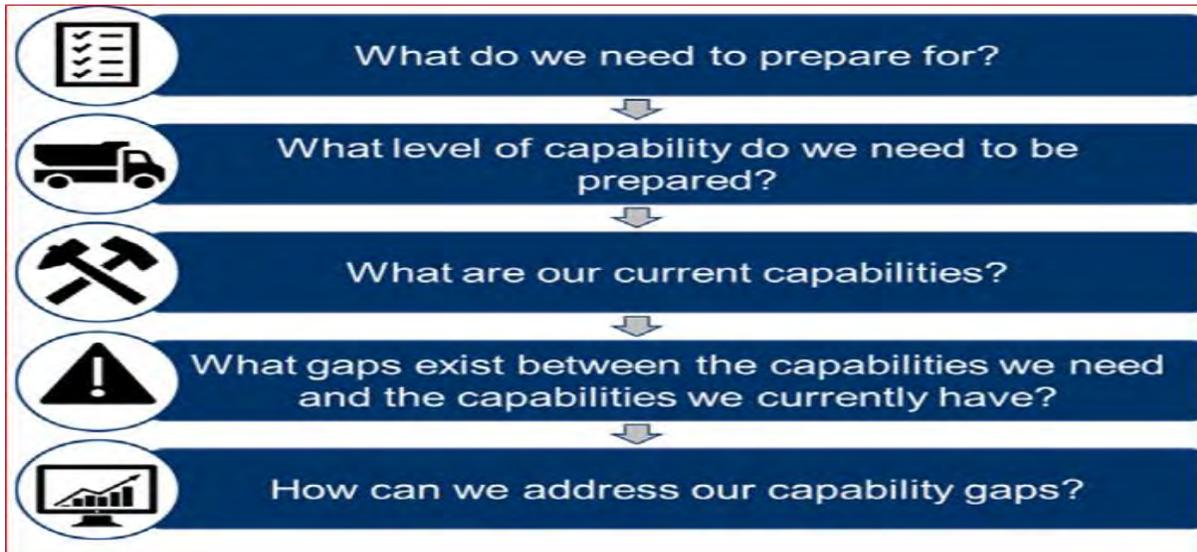
Safety and Risk Assessment

We all advocate safety as a priority in our lives. Risk against safety is always present. Some we can control, while others we cannot. But how do we measure or decide how much risk? The FEMA Comprehensive Preparedness Guide (CPG) 201 offers one version of a cursory framework designed to provide a start in answering those questions.

Through five basic questions, the Guide provides for a start to the community conversation of risk versus safety and what would be acceptable.

Each question can be applied to every one of the Public Safety disciplines to determine an outcome for Risk and Safety. The gaps can then be identified and quantified leading to recommendations for performance in terms of personnel, equipment, technology, and facilities.

Each of the five guidance questions is listed below:



Each of these can be used as a starting point to assess risk at all levels of complexity. Whether it be the five steps or five stages, the target is to reach the same result, answering the questions, is the risk low or high, and how much risk am I willing to accept to be comfortable in my community “safety zone”?

Community Expectations and Performance Goals

All emergency service disciplines are highly regarded by the community and perform in a manner that routinely receive positive reviews from the citizens.

As system stressors, such as reduction in available volunteers, increased call volume for all services, and mandatory training requirements, continue to exert pressure, it becomes possible and likely that service performance capabilities will be impacted and may have a negative impact on the residents, businesses, and visitors to the community.

What exactly are the community’s expectations is tremendously difficult to gauge without ongoing controversy regarding services. It is clear from citizen complaints and/or comments when their expectations are not met, that a different desired performance level is required. But when these complaints have not been evident or generally publicly vocal, it is practically impossible to guess what they may be without further contact and exploration. Letters, phone calls, and social media are often a window to public opinion and expectations

Proposed Topic areas to be considered by the Public Safety Ad Hoc Committee for all disciplines

- Staffing
- Training
- Equipment
- Technology
- Facilities
- Regional Solutions and Partnerships

Community Expected Level of Service

What is the community's expected levels of service delivery in the next 5-10 years? The answers to this question can be determined through an examination of various questions including, but not limited to:

- What is the community risk?
- What services are expected?
- What is the community's current level of awareness?
- What are their priorities?
- How do we communicate and determine community understanding of the issues and optional outcomes?
- What are the gaps in service delivery?
- How do we provide for those gaps and to what extent?

Desired Outcome

To reach an understanding between the community and the public safety services as to what is expected and in what manner of service delivery, they, as a community, wish to provide for those services.

Membership

The 1997 Public Safety Ad Hoc Committee was composed of fourteen members including representatives from the Commissioners, Public Safety disciplines, and Township residents.

A similar composition is proposed, however additionally stakeholders from the Township business community that have a vested interest in public safety services should be included.

The Public Safety Ad Hoc Committee would be formally created by Resolution of the Board upon the determination of the Committee's membership. The Public Safety Director would serve as moderator and be responsible to coordinate the meetings and activities of the Committee.

Time Frame

The Public Safety Ad Hoc Committee would hold meetings over roughly six months to explore the various topics concerning risk, safety, and standards of care. The Committee's recommendations should however be made prior to any considerations for the 2020 Budget. This timeline should not limit or restrict any requests that may be made by the public safety services for items of urgency that are impacting or limiting their immediate delivery of services in their discipline.

Although a compressed schedule of work is anticipated, nothing would preclude the Ad Hoc Committee in recommending additional attention or further study in any specific areas of Public Safety services, equipment, or facilities.

Reporting

At the conclusion of the Ad Hoc Committee's work, a final report will be prepared and presented to the Township's Board of Commissioners with recommendations to assist them in future immediate and strategic planning and programming of the emergency services Public Safety requirements and recommendations for the Township.

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Section 1 - Introduction

1.1 The Criticality of Public Safety

As presented in the “White Paper” recommendation to establish a Public Safety Ad Hoc Committee, a common expression in the media, as well as our everyday lives, is the notion of ‘Public Safety’. It is often referred to when discussing the freedom from harm, welfare, and protection of individuals as well as communities. Often, it is considered a government’s primary responsibility. That responsibility falls at all levels of government from federal, to state, to local municipal levels.

Public safety organizations include law enforcement, fire, emergency medical services, health departments, emergency management agencies, and various other organizational entities. Each has its own specific tasks associated with keeping the members of the community safe from harm.

The difficulty in meeting these obligations often comes in the definition of what ‘safety’ means operationally and in defining the possibilities of harm. In that process, conflicts of definition and task assignments often occur. Further conflicts of cost and benefit arise when considering how to fund the various initiatives to produce a safe community as free from harmful impacts as possible. These options compete for limited resources and are surrounded by ethics, values, and the determination of cost versus benefit questions. Safety is arrived at through various degrees of probability for safety in any community and a willingness to fund the service levels of safety chosen.

1.2 Is Safety Paramount?

“Is Safety Paramount?” As a community question, what exactly does that mean though? Do we all not want to be “safe”? Is safety the absence of all harm? If so, one would think we would all answer ‘yes’ to that basic question. Do we not want to live outside of harm’s way? Do we not want to live, work, play, and go about our daily activities in environments and locations that are free of vulnerability and risk to our health and well-being, not only for ourselves but also for our families and friends? What does it take to achieve that end, however? How do we operationally define that state of being and how do we know when it is achieved? Is it an absolute, or a variable condition that is produced in varying levels? These are all the questions we grapple with when choosing where we live, travel, and choose our daily activities.

If safety is not an absolute, rather achieved in varying degrees, what level of vulnerability and risk to safety are we willing to accept? If we are looking for a neighborhood to live in which would we choose if we are able, one with a low crime rate where we can stroll the streets at night without fear of being a crime victim? What value do we place on risk? Is there a tradeoff between risk and value? For example, we may want to go to live in a community that is relatively safe, but the communities surrounding it are high in property and personal crime victimization. Is the value worth the personal living risk? How is each valued? Is there a price for safety, and how do we assign an acceptable cost?

1.2.1 Safety as a Cost-Benefit Analysis

How much will the level of safety we are willing to accept cost us, cost our community, or cost our various government organizations?

These questions are not only about the level of law enforcement or police services in a community. They also apply to the cost vs benefit of community fire protection services, emergency medical services, and

other public safety services. These discussions and decisions are part of government decision-makers every day as they decide staff levels, equipment levels, and supporting budget allocations. The more services implemented to address community safety concerns the more public funds need to be dedicated. At what point do we reach the balance between cost and benefit? How much are we willing to pay in taxes for the “safety factors” in our lives?

We all advocate safety, I would imagine, as a priority in our lives. Risk against safety is always present. Some we can control, while others we cannot. But how do we measure or decide how much risk?

1.3 Purpose of the Report

1.3.1 The Intent of This Work

The Public Safety Ad Hoc Committee was tasked by the Board of Commissioner with doing a comprehensive review of the Lower Allen Township’s Public Safety Department and the services they can provide. They were tasked with reviewing and analyzing the current public safety capabilities and then determining and reporting what, if any, improvements could be recommended to the Board of Commissioners to maintain or improve the public safety services.

1.3.2 Public Safety Ad Hoc Committee Timeline

Upon being established in February 2019, the Committee was tasked with meeting over roughly six months to develop information and data enough to present any recommendation to the Board for the 2020 budget and potentially for the 2020-2024 time period. This required a minimum of 2-3 meeting per month to successfully accomplish this objective.

1.4 Ad Hoc Committee Membership

Membership in the Committee, listed in Section 9 Appendix A of this report, consisted of the members of Township government, Township Department of Public Safety, residents of Lower Allen Township, and business representatives. The intent in establishing membership was to have a cross section of current public safety expertise along with stakeholders from the community for a critical review.

1.5 Public, Transparent Meetings and Processes

All meetings of the Committee were advertised and open to the public. They were held at various locations around the Township to encourage attendance and community participation.

All presentations at Committee meetings as well as handouts and meeting minutes were posted on the Lower Allen Township website for community review.

1.5.1 Meetings

The first meeting of the Committee occurred on April 1, 2019 and the final meeting, to approve this report, occurred on October 1, 2019. Fourteen meetings of the Committee were conducted plus the October 7, 2019 presentation of the Final Report to the Lower Allen Board of Commissioners.

1.6 Public Safety Ad Hoc Committee Mission Statement

1.6.1 The below Mission Statement was adopted by the Committee at their first meeting:

The Mission of the Lower Allen Township Public Safety Committee is to comprehensively analyze the needs of public safety in Lower Allen Township.

In a team effort, the primary goal is to make innovative and progressive recommendations to continually promote, retain, and improve the Public Safety Service Levels within Lower Allen Township.

This is the same mission statement adopted by the Committee that was adopted in 1997 Ad Hoc Study, with a minor modification. This clearly illustrates that the same interests for the community remain the same twenty plus years after the last Ad Hoc Committee met.

In reviewing the previous Committee's recommendations, they were mainly oriented towards volunteer fire related issues. This Committee expanded the focus to a broader range of public safety concerns.

Section 2 - Executive Summary

2.1 Executive Summary

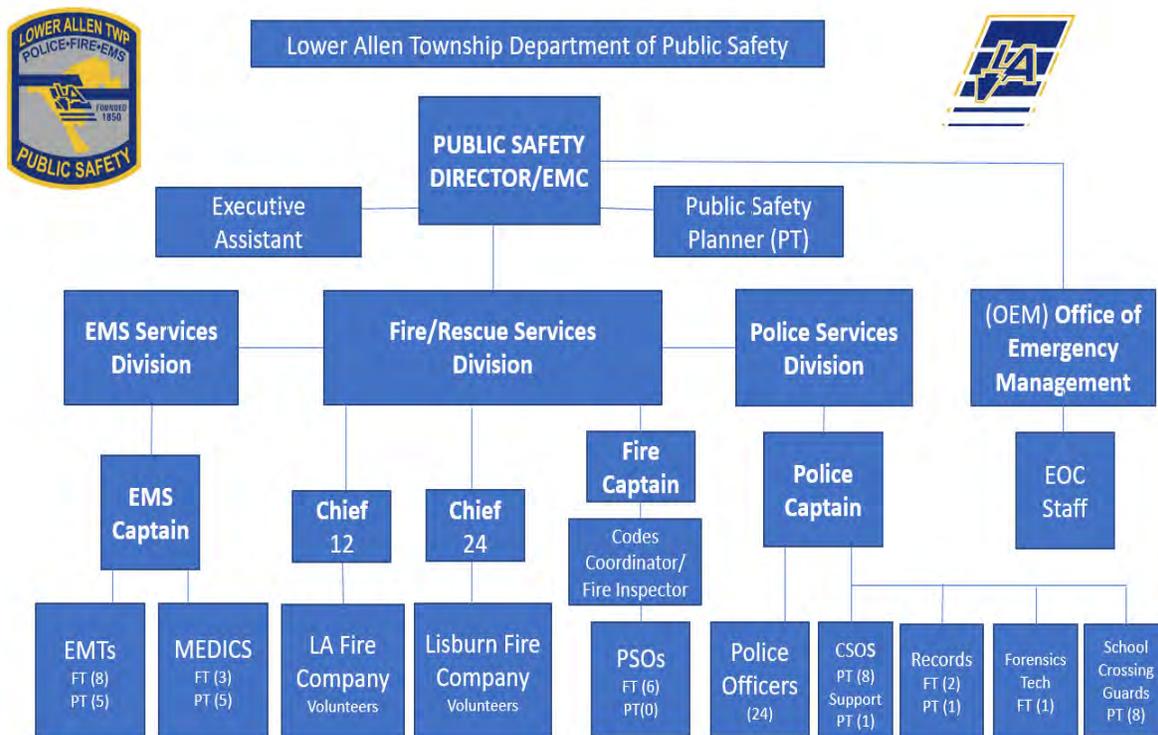
2.1.1 Lower Allen Township Department of Public Safety

The Lower Allen Department of Public Safety is tasked by the Board of Commissioners with providing police, fire, EMS, and Emergency Management Services for the residents, businesses, and visitors to the Township.

Under the Director of Public Safety, each governmental Division of the Department is managed operationally by a Captain. Both volunteer fire departments are chartered as 501.c.3 organizations with the Township tasking each to primary fire protection responsibilities in certain Township geographical areas. Each Fire Department maintains By-Laws with elected Fire Chiefs, Presidents, and other organization officers.

Within each Division of the Public Safety Department are various positions to carry out the various functions as task requirements needed for the delivery of certain public safety services.

2.1.2 Organization Chart



2.1.3 Organization of this Final Report

The Public Safety Ad Hoc Committee heard presentations from the police, emergency medical service, and both volunteer fire companies during their five months of bi-weekly meetings.

The critical five questions asked from the FEMA Comprehensive Preparedness Guide (CPG 201) were:

- What do we need to prepare for?
- What level of capability do we need to be prepared?
- What are our current capabilities?
- What gaps exist between the capabilities we need and the capabilities we currently have?
- How can we address our capability gaps?

These questions led to comprehensive discussions concerning the ability to service levels and the public safety disciplines ability to respond and manage various threats and hazards. Based upon these discussions, recommendations were developed.

In this report, each public safety discipline has a Section where the recommendations are listed and a narrative explaining the recommendations with justifications are presented.

2.1.4 Levels of Service

One of the main discussion points of the Ad Hoc Committee was how do you determine what is adequate service levels. To consider this question the Committee took a roadway design approach looking at capacity to respond and manage calls for service. Narratives were developed that defined service levels in terms of A through F available resources to handle calls for service and provide adequate capabilities to effectively manage those calls and their overall volume.

The belief of the Committee was to strive for C Level Service as a reasonable model that is cost effective. To escalate to B or even A level service significantly raises the cost in terms of personnel, equipment, and vehicles.

Just as you will probably not see an A Level roadway constructed to always meet capacity at all peak times of the day and night due to the prohibitive cost, you would likely not see public safety services equipped and staffed to that level either for the same cost reasons.

The narratives for each Level of Service described by the disciplines and adopted by the Committee are provided as Appendixes F, E, and M.

2.1.5 Recommendations

At the end of each narrative segment within the report under the Sections for the specific public safety disciplines, recommendations are provided. Each recommendation lists a Goal and then a measurable Objectives. Following each Objectives are Tasks that need to be performed to achieve the Objectives and Goals.

Section 3 - Police

3.1 Achieving 5-Officer Patrol Squads

3.1.1 Minimum Police Patrol Staffing Required to maintain Level C Service

Upon thorough review of department staffing, trends in calls for service, anticipated population increase, and additional factors that impact the level of service the police department can achieve, staffing recommendations were made to this committee.

Among those considerations were the steady increase in call volume, compared to the relatively flat staffing levels over the past 20+ years, as seen in Fig. P-1.

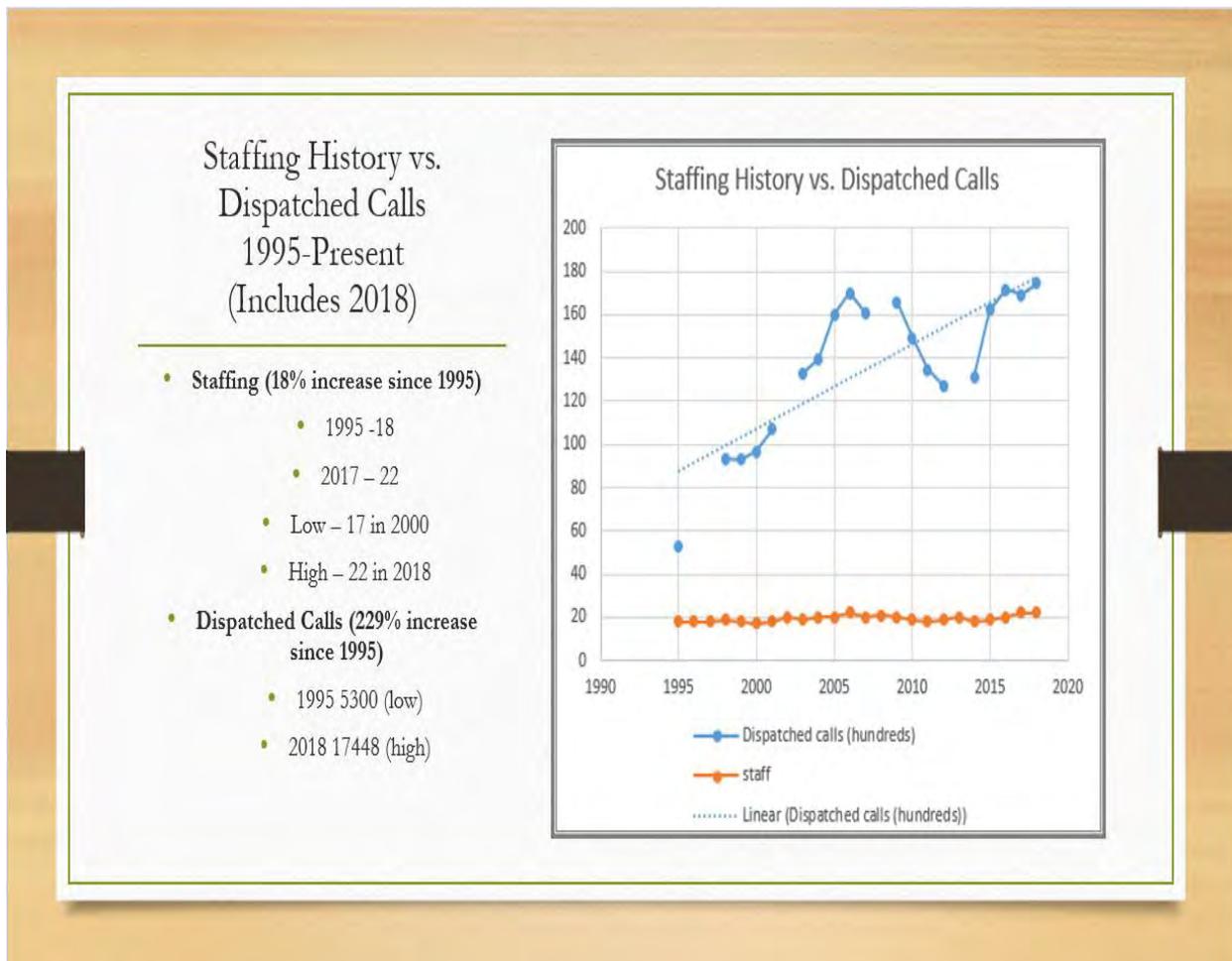


Fig. P-1

Crime and arrests continue to climb with call volume. Fig. P-2 represents the increase and upward trend of both crime reports and criminal arrests in the township.

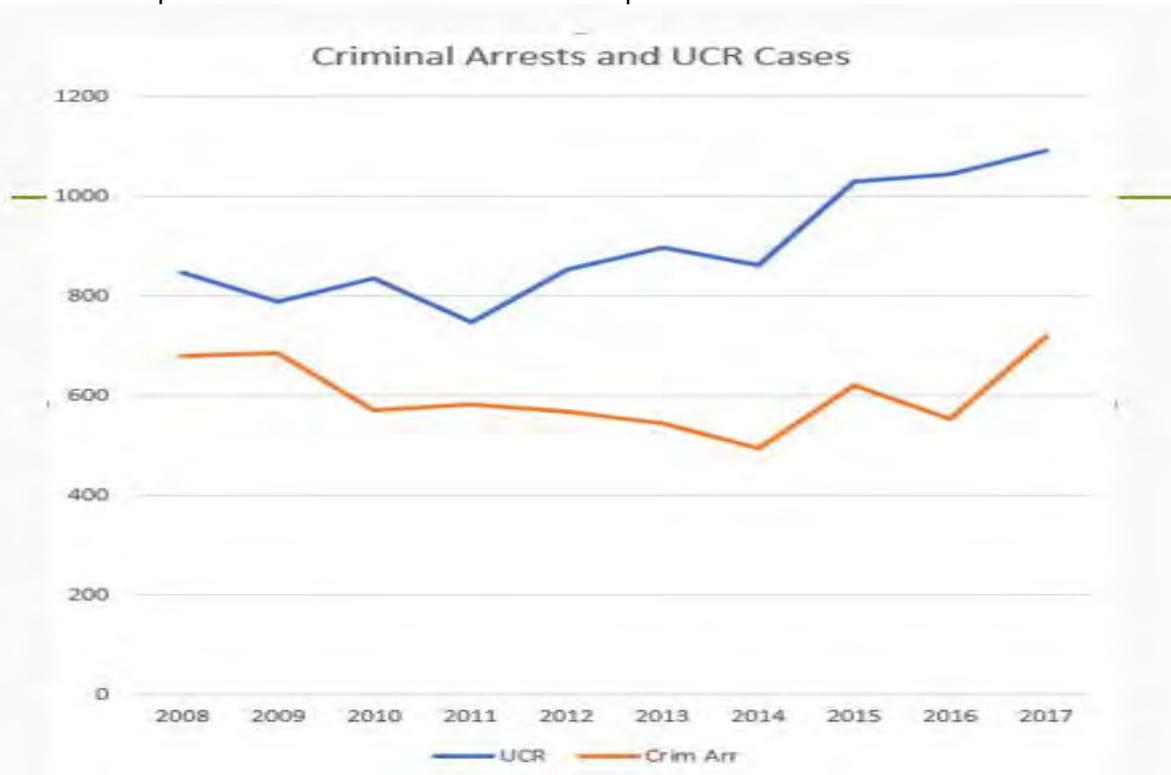


Fig. P-2

Probability of saturation (the chance that all Lower Allen Police Department officers are busy on a call and will be unable to respond to calls for service) was another contributing factor in the staffing analysis. In 2021, under the current 2 officer minimum/4 officer maximum model, there is an 87.2% chance, 21% of the time, that an officer will be unavailable to respond. Under a 3-officer minimum/5-officer maximum model, that chance reduces to 36.6%, which, while not ideal, is a more acceptable rate. The remaining probability of saturation data is in the following graphic (Fig. P-3).

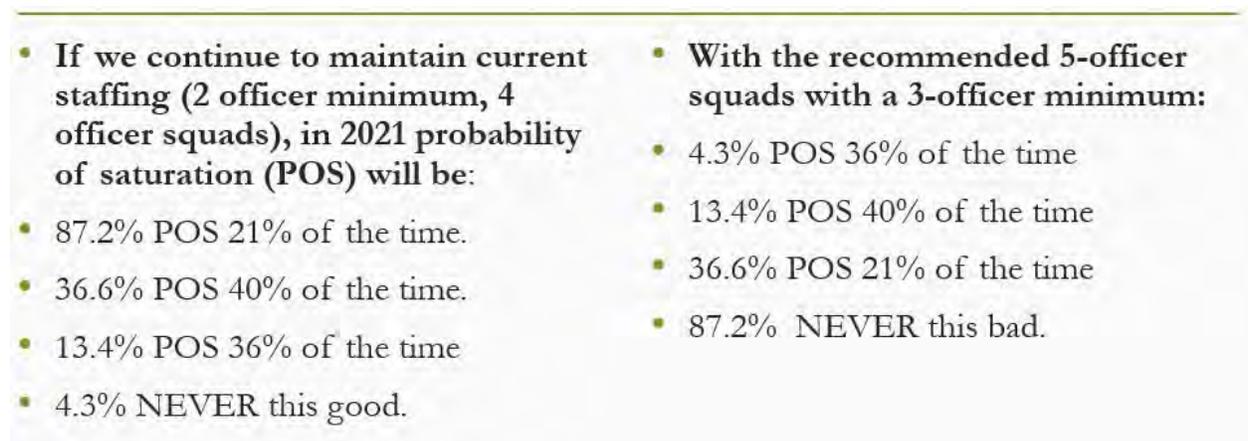


Fig. P-3

Another key consideration was the amount of time officers were actively committed to calls for service. Committed time means that the officer is dedicated to the call and cannot do anything else. Uncommitted time is that time where officers have discretion as to what activities they can be performing. It is during the uncommitted time that officers can conduct traffic enforcement, perform random patrols of neighborhoods, engage in community policing activities, and address quality-of-life issues throughout the township. This is also the time where follow-up investigations and crime prevention activities occur.

The International Association of Chiefs of Police recommends that 1/3 or a patrol officer's time be committed, while the other 2/3 be uncommitted. Prior to recent development in the Western part of the township, at full staffing (4 patrol officers working), the agency was just a little bit better than 50/50. That ratio diminished as staffing reduced to 3 or 2 (minimum staffing) officers, as seen in Fig. P-4.

2 Officer Minimum Staffing, 3 Officer Most Frequent Level, 4 Officer Full Staff



Fig. P-4

When the additional population and anticipated workload is added, projected to 2021, a 2-officer minimum shift has zero unobligated time (Fig. P-5). Worse, the ratio goes into the negatives, meaning that the officers on staff will not be able to handle all calls for service dispatched during that shift and will have to pass them along to the next shift, creating a call backlog.

2 Officer Minimum Staffing per Shift, 3 Officer Most Frequent Level, 4 Officer Full Staff



Fig. P-5

Because of this, it has become necessary to increase minimum staffing to three officers per shift. To do so necessitates an increase of each platoon from 4 officers to 5 officers, to facilitate the ability to staff at minimum levels.

3.1.2 Recommendation:

P-1 Goal – To maintain minimum of C Level of Service as defined in the Ad Hoc Committee report

- **P1.1 Objective** - Deployment of Officers to achieve 5-Patrol Officer Squads by 2021
 - **References:**
 - **Appendix E – Police Levels of Service Staffing Chart**
 - **Appendix F – Police Levels of Service Narratives**
 - **Appendix G – Police Statistical Recap**
 - **Task** - Add one additional officer per squad in 2020 and 2021
 - **Results:**
 - Maintain or improve (decrease) average officer workload;
 - Maintain (50/50) or improve (33/66) obligated to unobligated time ratio;
 - Eliminate saturation levels (chances a Lower Allen officer is unavailable to handle your call) above 36.6%;
 - Improve minimum staffing levels to ensure at least 3 officers are on duty.

3.2 Maintaining Non-sworn Support Services

3.2.1 Non-Sworn Civilian Community Service Officer Support

One of the reasons the agency has been able to maintain service levels through the years, despite increased call volume, and with a relatively low increase in sworn officer, is through our non-sworn support services program. This includes Community Service Officers and our Technician. Both positions serve as force-multipliers, providing valuable service at a reduced cost when compared to sworn officers and both should continue.

Community Service Officers are able to act as eyes and ears for the sworn officers, handle minor calls for service that do not involve a likelihood of a violent encounter, deliver subpoenas and other documentation, handle non-reportable accidents, provide traffic control, and perform a myriad of other duties that do not necessitate a sworn officer's abilities or authority.

Our Technician performs several functions: Crime Scene Technician, Evidence Custodian, Quartermaster, Vehicle Maintenance Specialist, and numerous other functions fall under this umbrella. We are currently blessed with a one-of-a-kind individual with a broad skillset and depth of experience that will make him difficult to replace. The importance of maintaining this position (and individual) cannot be understated. However, succession planning becomes a concern. The search for one or more individuals to take on these functions will become a critical issue within 5-10 years.

3.2.2 Recommendation:

P-2 Goal – To maintain support services by providing for supplementing police service from non-police personnel

- **P2.1 Objective** - Maintain Community Service Officer (CSO) Program for non-emergency incidents with part-time CSOs.
 - Task – Maintain support levels for patrol operations by continuing to allocate available hours to times of peak call volume.
 - Task – Annually evaluate available hours and workload to ensure enough staffing to offer proper levels of support to sworn officers.
 - Result:
 - Sworn officers can focus on tasks that only sworn officers are trained and certified to accomplish.
- **P2.2 Objective** – Maintain civilianized Forensic Services
 - Task – Maintain current forensic services
 - Task – Begin succession planning to ensure continuity of this service
 - Result:
 - Properly trained and experienced forensic practitioner is available to provide crime scene and evidence processing services;
 - Patrol officers return to patrol duties in a timely manner while forensic services are provided.
- **P2.3 Objective** – Maintain civilianized support of equipment and quartermaster functions
 - Task – Maintain personnel to handle tasks associated with equipment and material management in support of operations.
 - Result:
 - Less costly civilian assigned to tasks, freeing up sworn personnel to perform core functions.

3.3 Utilizing Technology to Value-Add Efficiency and Effectiveness

3.3.1 Technology Uses To increase Office Efficiency with Increased Effectiveness

Another method used to stave off increases to the sworn complement is the employment of technology to increase the efficiency and effectiveness of current staff. The police department has successfully used this over the decades and has reached a point where items with a significant return-on-investment are difficult to find. Still, to continue to make the most of planned staffing, the agency should continue to seek out and evaluate new technologies to reduce the likelihood of further staffing increases in the years beyond the current studies.

3.3.2 Recommendation:

P-3 Goal – Utilize technology to value-add to staff and personnel effectiveness and efficiency

- **P3.1 Objective** – Evaluate technology options through a lens of return-on-investment, opportunity cost, and applicability to the Lower Allen Township Police Department operations.

- Task – Stay abreast of developing trends, emerging technology, and legal mandates in researching and recommending technology projects and look at grant opportunities as a part of the process.
Result:
 - Staff time is maximized, information exchange and accessibility are improved, and core functions, including crime reduction, are executed in a more efficient and effective manner.
- **P3.2 Objective** – Improve accountability
 - Task – Evaluate technology such as body cameras to improve accountability of both the members of the department and the public and look at grant opportunities as a part of the process.
 - Result:
 - Improved ability to prove or disprove complaints against staff;
 - Improve the ability to gather evidence of criminal acts for prosecution of offenders.

3.4 Maintain Positive Relations with the Community Through Use of Events and Programs

3.4.1. Community Events and Programs to Engage and Promote Trust

Critical to the success of police department efforts is the support and trust of the community. In changing times where a climate of anti-police bias permeates many cities, Lower Allen Township has been able to avoid much of the negativity that accompanies this wave. It is imperative that the agency continue to buck this trend through efforts to engage the community, outside of the scope of responding to calls for service and reports of crime. To this end, maintaining and enhancing community relations programs is highly desirable.

3.4.2 Recommendation:

P-4 Goal – Maintain positive relations with the community through use of events and programs.

- **P4.1 Objective** – To present the department in a positive light, open communication avenues with the community, and ensure that divisions between the community and the police are eliminated or minimized.
 - Task – Continue and expand on community-oriented programs like National Night Out and Coffee with a Cop.
 - Task – Continue and develop public education programs (Citizens' Academy, educational workshops)
 - Task – Continue school programs including involving the School District as stakeholders in safety program development and planning.
 - Result:
 - Improved community relations and public support
 - Maintenance of the public trust.
 - Enhance the public's understanding of legal concepts, police services, and law enforcement operations

3.5 Annual Review of Staffing Plan Against Ability to Maintain Service Level

3.5.1 Annual Review of Staffing Plan to Maintain Level C Service as Defined

Considerable effort and planning went into the staffing proposals. To ensure that the desired outcomes are being achieved in concert with maintenance of desired service levels.

3.5.2 Recommendation:

P-5 Goal - Review staffing Plan annually to determine additional needs based upon calls for service demands and ability to maintain service level C or greater.

- **P5.1 Objective** – Keep situational awareness, among staff and elected officials, at a high level to ensure that needs for change are communicated in a manner that facilitates planning efforts.
 - Task – Annually evaluate patrol and investigative workload to ensure staffing adjustments are meeting the Service Level C or greater needs, as well as viability of current or future specialized assignments, including School Resource Officer or similar positions.
 - Result:
 - Anticipated changes to staffing plans are communicated in a timely manner to facilitate long-range strategic goal management.

3.6 Maintaining High-Level Standards and Community Accountability

3.6.1 Community Accountability Through Accreditation and Best Practices

In an era where scrutiny of law enforcement is at an all-time high, it is incumbent upon an agency to do all that it can to ensure that, in policy and execution, its activities are as close as possible to being beyond reproach. Accreditation, with outside eyes taking a critical look at policy and practice, and networking to stay abreast of current trends are tried and true methods of achieving this objective.

3.6.2 Recommendation:

P-6 Goal – Maintain high-level standards and accountability and ensure application of best-practices whenever feasible.

- **P6.1 Objective** – Ensure systems of accountability are in place, reviewed, and audited, both internally and externally, to increase the public trust and better insulate the agency from negative actions.
 - Task – Maintain Current Accreditation Status
 - Task – Ensure supervisory training at appropriate levels to monitor activities
 - Task – Ensure succession training is taking place to prepare employees for next-level responsibilities
 - Result:
 - Increased competence and continual improvement.
 - Reduction in likelihood of items “slipping through the cracks”

- Less negative consequence via civil or criminal actions.
- Future leadership is prepared, knows what to look for, and is familiar with accountability systems.
- **P6.2 Objective** – Keep abreast of and employ best-practices whenever feasible.
 - Task – Seek out and evaluate best-practices through training, conferences, networking, and professional standards (i.e., accreditation standards) to ensure agency practices are in line with current best-practices.
 - Task – Maintain accreditation and ensure that agency stays informed, through those channels, of impending issues.
 - Result:
 - Agency practices are up-to-date and defensible.
 - Emerging issues are promptly addressed with proper guidance given to staff via policy and training.

Section 4 - EMS

4.1 Achieve and Maintain Optimal Service Levels

4.1.1 EMS Mission and Goals

The mission of Lower Allen Township EMS is; to provide the citizens and visitors of Lower Allen Township with the full spectrum of Pre-hospital care; executing the mission with compassion and competence, as a fully integrated public safety model.

The goal of Lower Allen Township EMS (LATEMS) is to provide Level **C** Service (Appendix H) to the residents of Lower Allen Township. The future growth of Lower Allen Township EMS (LATEMS) will be affected by, population growth, aging population and the changing trends in health care. LATEMS will need to evolve into an agency with the ability to provide care in all components of EMS.

4.1.2 Emergency Medical Services as an Integrated Component of Public Health

Emergency Medical Services (EMS) is comprised of three (3) equal components.

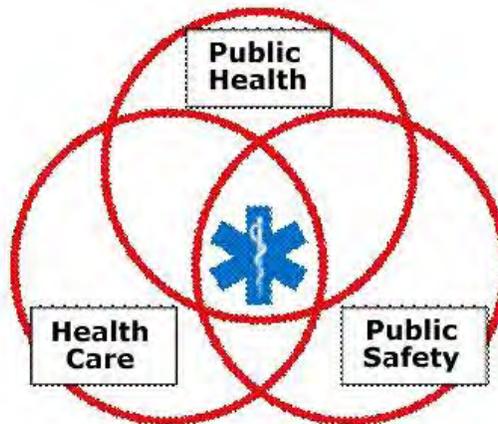


Fig. E-1

The first component is the traditional **Public Safety** component. EMS is Society's Medical Safety Net. This aspect of EMS will remain as EMS evolves. The Public Safety component is the service the township has traditionally provided and will continue to be a pillar in the future.

The second component is **Public Health**. Public Health is an area of EMS with its foundations in trauma and cardiac care. The next generation of Public Health will involve EMS providing preventive medicine both before and after a person encounters Emergency Medical Care. The terms associated with Public Health are Community Paramedicine and Mobile Integrated Health Care. The primary goal of EMS related to Public Health is to reduce the use of costly Emergency Services while improving the quality of life.

The third component of EMS is **Health Care**. The changes in how Health Care is delivered occurred in 2010 with the approval of the Affordable Health Care Act. As health care evolves into health systems innovations such as Community Paramedicine and Mobile Integrated Health Care play critical roles in the health of a community. EMS will be part of community health and wellness. The Affordable Health Care Act has had an enormous fiscal impact on EMS. The key for success in maintaining a stable revenue recovery is understanding the sources of revenue and ensuring use technology and a highly efficient process of revenue recovery.

4.1.3 Lower Allen Township Growth Impacts on EMS Calls for Service

Lower Allen Township is currently experiencing population growth which will impact EMS. The leading factor affecting the growth of EMS is the aging population. LATEMS has experienced a continual growth in request for service. LATEMS request for service have increased 64% (Fig. E-2) since 2001.

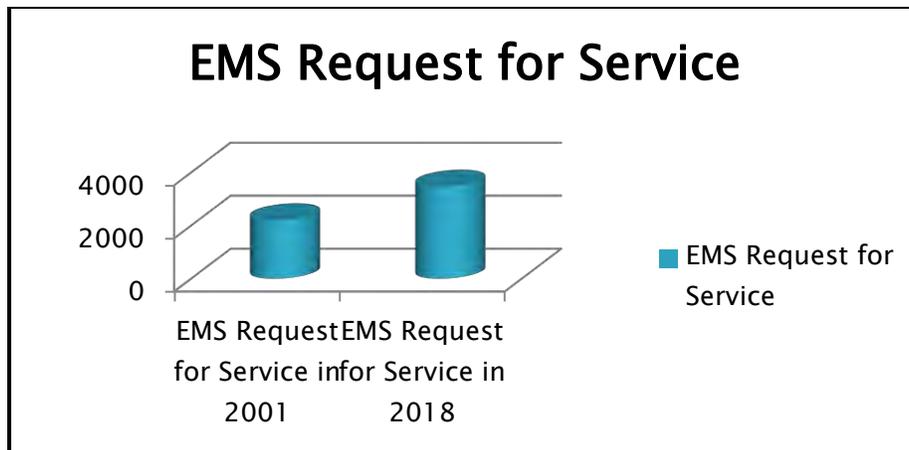


Fig. E-2

The population of Lower Allen Township grew 5.1% between 2015 and 2018 compared to the LATEMS request for service growth rate of 17.98% during the same time period. (Fig. E-3)

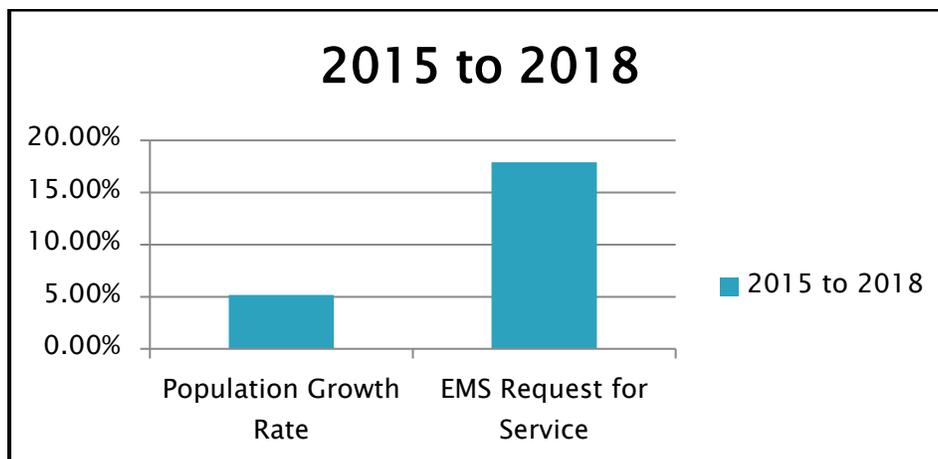


Fig. E-3

This rapid growth of requests for service has caused LATEMS to fail to meet the needs of the Township residents. In 2018 LATEMS was unable to meet the needs of the Township residents 389 times. This failure to meet the needs of the residents at a rate of greater than once a day demonstrates a need for increased staffing. In addition to the current needs the future growth of EMS request for service are in large part driven by the aging population.

The aging population is driven by the “Baby Boomers”. Ten thousand (10,000) “Baby Boomers” will nationally reach retirement daily between now and 2030. Over 65% of the patients treated by LATEMS are over the age of 50. The rapid aging of the population between now and 2030 will increase the pressure on LATEMS to provide service to its residents.

The recommendation to add staffing over a five (5) year period is based on data and the actual experience of LATEMS. The recommendation increases the flexibility and the availability of LATEMS to provide service and meet the needs of the residents by providing a consistent Level C Service.

The recommendations to increase staffing in 2021 and 2022 allow LATEMS flexibility and improve the availability of LATEMS due to incorporating the Intermediate Advanced Life Support (IALS) Service level. IALS uses Advanced Emergency Medical Technicians (AEMT) to handle some advanced calls such as diabetic emergencies (Appendix H). The increase in staffing facilitates the ability for paramedics to provide Community Paramedicine and Mobile Integrated Health Care increasing the equality of life for the residents of Lower Allen Township.

The recommendations for 2023 and 2024 increase the hours of operation and provides the availability of additional resources to handle peak volume and enhance the coverage of Lower Allen Township Residents maintaining a Level C Service as demands for EMS increase.

4.1.4 Recommendation:

E-1 Goal – To achieve and maintain a minimum C Level of Service as defined in the Ad Hoc Committee Report.

- **E1.1 Objective – Staff and deploy Basic EMTs, Advanced EMTs, and Paramedics to support 24/7 Advanced Life Support Service for one 24/7 Squad, 1 24/7 IALS (AEMT) MICU, and one 24/7 BLS ambulance.**
 - **Reference:**
 - **Appendix I – EMS Levels of Service Narratives**
 - **Appendix J – EMS Vehicles and Staff**
 - Task – By 2021 add two Advanced EMT’s
 - Result 12/7 Daylight ALS squad, 12/7 Daylight IALS (AEMT) MICU, 12/7 Daylight BLS ambulance and 12/7 MICU (EMT and Paramedic) overnight.
 - Task – By 2022 add two advanced EMT’s
 - Result 24/7 Advanced Life Support Service for one 24/7 Squad, 1 24/7 IALS (AEMT) MICU, and 12/7 BLS ambulance with operational hours dictated community needs based on data.
 - Result decreased missed calls from the current rate 12.5% in 2018 and 12.9% in 2019 YTD.
 - Result, response times decreased to under 10 minutes based on station location

- Task – By 2023 add two EMT's
 - Result 24/7 Advanced Life Support Service for one 24/7 Squad, 1 24/7 IALS (AEMT) MICU, and one 12/7 BLS ambulance with additional hours to meet the demands of the community based on data

- Task – By 2024 add two EMT's
 - Result 24/7 Advanced Life Support Service for one 24/7 Squad, 24/7 IALS (AEMT) MICU, and 24/7 BLS ambulance
 - Result achieved a missed call rate of 7% or less in 2024. Current rate 12.5% in 2018 and 12.9% in 2019 YTD.

Result - response times decreased to under 8 minutes based on station location.

4.2 Grant Assistance for Community Paramedicine Program

4.2.1 Federal Assistance for Firefighters Grant Available to Assist with Funding

The ability for LATEMS to provide Community Paramedicine is key element in developing an effective and efficient Emergency Medical Services System and achieving Level **C** Service. The federal Assistance to Firefighters Grant (AFG) offered annually by the Federal Emergency Management Agency (FEMA) provides a mechanism for Emergency Medical Services to obtain federal funding to begin this program.

The grant provides funding based on priorities determined by FEMA. Community Paramedicine has been designated as a high priority for the EMS system as well as Lower Allen EMS. The high priority designation as well as the implementation of a new project to provide preventive care increase the chances of being awarded the grant. Additionally, another factor is the proven track record of the grant writer.

To achieve success in Federal Grant writing and submissions requires expertise in grant writing from professionals with tested success outcomes in the process. This should be required to write the grants required for LATEMS to have the required equipment and vehicles to implement a Community Paramedicine Program.

The cost for the services of a grant writer could be in the \$1,500 range. If successful and the applicant is awarded the grant, the grant writer's fee is included in the grant award. In addition to the grant writing fees, the grant requires a ten (10%) percent match if awarded. The estimated cost of the items being requested for the grant would be projected to be in the \$130,000 range. That being the case, the matching budgeted cost is estimated at \$13,000. The combined estimated cost of the grant writer fee and the grant award match would be around \$15,000. The cost associated with submitting the grant is estimated at two (2%) of the cost to purchase the required equipment without grant assistance.

The recommendation to submit the AFG grant for Community Paramedicine using a professional and experienced grant writer is an opportunity to save over \$100,000 for the citizens of Lower Allen Township if the grant is successfully awarded.

4.2.2 Recommendation:

E-2 Goal – To seek available grant assistance for the purchase of vehicles and equipment necessary to implement community paramedicine program.

- **E2.1 Objective** – Identify and evaluate professional grant writers with experience in successfully obtaining community paramedicine grants through the Assistance to Firefighters Grant program
 - Task – Contract a professional grant writer in 2019 to submit the Federal Assistance to Firefighter Grant Program
 - Result – If successfully awarded, achieves the purchase of one ALS squad and one compliment of ALS equipment

4.3 Community Paramedicine Initiative

4.3.1 Developing a Community Paramedicine Program in Lower Allen Township

Community paramedicine is an innovative and evolving model of community-based healthcare designed to provide more effective and efficient services. Community paramedicine allows paramedics to function outside their traditional emergency response and transport roles to help facilitate more appropriate use of emergency care resources while enhancing access to primary care for medically underserved populations. Community Paramedicine combines the traditional role of EMS with social services, risk assessment and prevention education to provide the best possible home environment for the patient with the proper medical care while meeting the patient's social needs.

The value of using EMS for Community Paramedicine is they are mobile and able to respond during all hours of the day or night, EMS is trusted and accepted by the public, EMS is trained to make health assessments outside of the hospital and they operate under medical control as part of an organized-system approach to patient care. Implementation of Community Paramedicine is supported by the LATEMS Medical Director.

An effective and efficient Community Paramedic Program will provide the residents of Lower Allen Township the ability to receive disease specific follow-up care, discharge education, medication verification, disease specific education and evaluation of social needs and home risk assessments. Common diseases community paramedics treat are Congestive Heart Failure, Chronic Obstructive Pulmonary Disease, Stroke, Diabetes and Sepsis.

Community Paramedicine reduces and prevents repetitive uses of EMS and the emergency room reducing cost for the patient, health care systems, insurers and communities. Implementation of Community Paramedicine tailored to meets the needs of the Lower Allen Township residents improves the health and wellness of the residents.

LATEMS has personnel with education and experience in Community Paramedicine program development, implementation and clinical field experience. An example of this experience and the benefits of Community Paramedicine are demonstrated in Appendix K. Community Paramedicine a key component of Level **C** Service.

4.3.2 Recommendation:

E-3 Goal – To initiate a community paramedicine and outreach patient support services program within fiscal and staffing constraints

- **E3.1 Objective** --Engage paramedic services to provide the ability to implement community paramedicine and outreach patient support services

- Task—Implement Community Paramedicine follow-up program for all Township residents requesting EMS.
 - Result—Reduce repeat requests for 911 and ER usage.
 - Result—Improved community health, wellness and quality of life
 - Result—Reduce health system cost
 - Result—Development of alternative revenue stream
- Task—Partner with Health systems to provide disease specific community paramedicine follow-up programs.
 - Result—Reduce repeat hospital admissions.
 - Result—Reduce the disease specific disability while improving quality of life.
 - Result—Reduce health system cost
 - Result—Development of alternative revenue stream
- Task—Partner with the Department of Health to provide patient outreach to high risk patient groups
 - Result—Reduce the community impact of declared health emergencies (i.e. Opioid crisis) by supporting the Department of Health in Lower Allen Township.
 - Result—Reduce community and health care financial loss
- Task—Partner with the Department of Health to provide support in reducing the impact of potential pandemics, such as the Flu.
 - Result—Provide preventive treatment (i.e. vaccinations) in the community to reduce disease morbidity, mortality and financial impact.
 - Result—Reduce community and health care financial loss

4.4 National EMS Vision 2050 Initiative

4.4.1 EMS to Support the National EMS Vision 2050 Strategic Goals

Support of the EMS Vision 2050 initiative by Lower Allen Township is a key concept in establishing a strategic approach to the growth, development and achievement of Level C Service.

The National EMS Vision 2050 resulted in the creation of the EMS Agenda 2050 (<https://www.ems.gov/projects/ems-agenda-2050.html>). The EMS Agenda 2050 has been endorsed by the Pennsylvania Department of Health, Bureau of Emergency Medical Services.

The Pennsylvania Emergency Health Services Council has been tasked with developing an implementation process for agencies across the commonwealth.

The EMS Agenda 2050 is the result of a collaborative and inclusive two-year effort to create a bold plan for the next several decades. The new agenda for the future envisions people-centered innovative possibilities to advance EMS systems



E-4

In addition to establishing an evidence based strategic approach the EMS Agenda 2050 has potential to be a conduit for federal funding. LATEMS being aligned with federal and state initiatives assist in providing a systematic approach to health care for the residents of Lower Allen Township.

4.4.2 Recommendation:

E-4 Goal - To support the implementation the National EMS Vision 2050 where applicable to Lower Allen Township EMS and the community.

- **E4.1 Objective**—Lower Allen Township EMS administratively and operationally functions to ensure services are delivered in accordance with the EMS Vision 2050
 - Task—Evaluate and develop an implementation plan for each of the principals outlined in the EMS Vision 2050 agenda.
 1. People-centered to address the needs of our patients, their families, our workforce and all stakeholders
 2. Inherently safe and effective
 3. Integrated and seamless with the entire spectrum of healthcare
 4. Sustainable and efficient
 5. Socially equitable
 6. Reliable and prepared
 7. Adaptable and innovative
 - Result—Emergency Medical Services are provided in a manner consistent with approved national standards improving the clinical outcomes and reducing unnecessary health care services.

4.5 Deliver Emergency Medical Services to Professional Standards

4.5.1 Dedication to Professional EMS Accreditation Standards

Commission on Accreditation of Ambulance Services (CAAS) (<https://www.caas.org/>) is designed to help EMS agencies increase organizational performance and efficiency, increase clinical quality, and decrease

risk and liability. The professional standards promoted by accreditation provide a template for making comprehensive organization changes that improve the overall performance of the organization. An independent review validates that accredited agencies are adhering to the highest standards in the industry.

Accreditation assures the residents of Lower Allen Township that LATEMS has met the highest professional standards for quality patient care during a medical emergency. The local medical community can be confident that quality patient care in accordance with nationally accepted standards is being provided. CAAS also provides a benefit in recruitment and retention due to the high standards for clinical excellence and professionalism associated with accreditation. Accreditation provides an independent evaluation of the Level of Service being provided by LATEMS.

LATEMS achieving accreditation assures the residents, medial community and municipal officials that LATEMS has successfully undergone intense industry scrutiny by an independent review process and meets the industry's highest professional standards.

The process to become accredited requires an application and review by an independent team of industry experts. Currently the fees associated with the application process are estimated to be \$1.00 per call. There is NO immediate monetary needs associated with supporting accreditation.

Achieving accreditation is a two (2) to three (3) year journey. Successful completion of accreditation will ensure LATMES is practicing at the highest level and maintain industry standards well beyond the local area. Accreditation helps to prevent agencies falling into the classic trap of "This is the way we have always done it". Accreditation facilitates the development of a highly efficient and effective organization.

The ability of LATEMS to meet the needs of the residents of Lower Allen Township is based on the ability of the organization to constantly be evolving, growing and changing to meet and maintain the expected Level C Service. Accreditation plays a key role in this process.

4.5.2 Recommendation:

E-5 Goal- To deliver Emergency Medical Services in accordance with recognized professional standards

- **E5.1 Objective** – Achieve accreditation through the Commission on Accreditation of Ambulance Services (CAAS).
 - Task—Transition Lower Allen Township EMS to a nationally accredited agency using the CAAS implementation process
 - Result—The citizens of Lower Allen Township will receive services in accordance with the highest professional standards improving the community's health and wellness.
 - Result—Efficiency and effectiveness are optimized on a continual basis to ensure delivery of Emergency Medical Services using the most cost-effective techniques and best practices

4.6 Annually Review Call Volume Staffing to Insure Adequacy

4.6.1 Ensuring an Adequate Level of EMS Service to the Community

Maintaining situational awareness and constant evaluation of data ensures personnel, equipment and practices are meeting the needs of the residents. Comprehensive review of data to identify gaps and ensure Level C Service is being maintained is a continual process. Providing a comprehensive report of

the data and future trends promotes sound and effective fiscal management and maintains a high level of situational awareness at the municipal level.

4.6.2 Recommendation:

E-6 Goal - Review staffing Plan annually to determine additional needs based upon calls for service demands and ability to maintain service level C or greater.

- **E6.1 Objective** – Maintain situational awareness, among staff and elected officials, at a high level to ensure the need for changes are communicated in an effective manner facilitating effective planning.
 - Task – Annually evaluate all aspects of Emergency Medical Services to ensure optimal integration within the Department of Public Safety.
 - Result—Efficient delivery of services and utilization of resources.
 - Evaluate staffing and deployment model to ensure staffing adjustments are achieving level C service or greater.
 - Result--Anticipated changes to staffing and deployment models are communicated in a timely manner facilitating long-range strategic goal management.

Section 5 – Fire – Lower Allen and Lisburn Companies

5.1 Support of Volunteer Fire Fighters First Response Capabilities

5.1.1 Volunteer Fire/Rescue Service Across Pennsylvania in Crisis

As has been publicized for many years the volunteer fire/rescue service is experiencing a crisis. The challenges facing today's volunteer fire/rescue services range from recruiting new members, retaining current members, and financially sustaining a Non-Profit Organization to fulfill the mission of providing All-Hazards Emergency Services to the citizens of their respective communities. Lower Allen Fire Company No. 1 and Lisburn Community Fire Company have not been immune to this trend and have experienced a steady decrease in volunteers and experienced financial stressors that have challenged their ability to provide a consistent and reliable fire/rescue response to the citizens of Lower Allen Township. The challenges facing the Lower Allen Fire Company are shown in Figure F-1 with the increasing age of volunteers highlighted in green and the steady decline of volunteers highlighted in blue. The continuation of this trend will result in the compromise of the current level of service provided to the Township.

Fire/Rescue Levels of Service

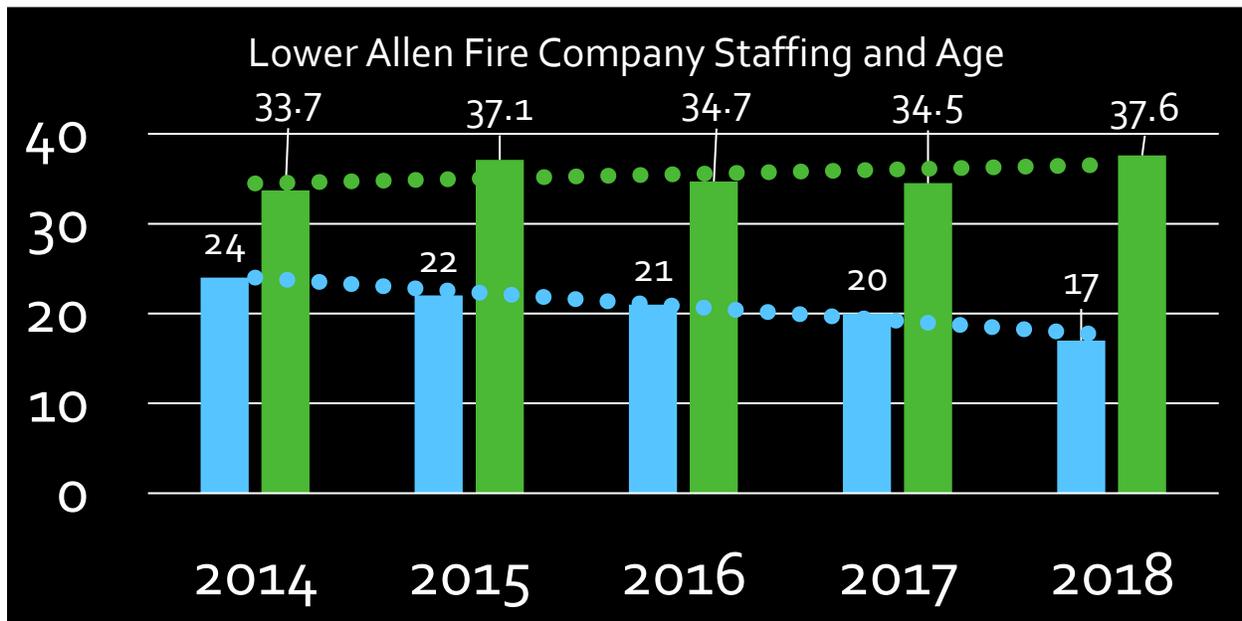


Fig. F-1

The response model used by the Lower Allen Fire Company No. 1 to provide fire/rescue services is composed of three components: 1) Volunteers, 2) Live-In Firefighters, 3) Public Safety Officers (PSOs). The Lisburn Community Fire Company uses primarily volunteers, but the PSOs assist with some responses and weekly inspections of fire apparatus and equipment. PSOs have been an integral part of the Fire/Rescue service mission and are needed more than ever to provide a consistent availability of Fire Apparatus Driver/Operators and relieve the volunteers of duties that are necessary for the Fire Companies to be prepared to respond at a moment's notice and to continue to provide a "C" Level of Service.

5.1.2 Lower Allen Public Safety Officer Program

From its inception, the PSO program was developed as a means of aiding all three public safety disciplines (Police, Fire, and EMS). For many of those years the program has been law enforcement centric, but recently with the volunteer fire service crisis there has been a shift of focus with the PSO program to a more Fire and EMS focus due to the lack of volunteers during the day and EMS staffing needs. Most recently the PSOs have assumed additional duties, such as Fire Inspections, Fire and Life Safety Education, and Property Maintenance Inspections. The PSO program has also expanded to provide coverage in the evenings and the early morning hours to ensure a Fire Apparatus Driver/Operator is on duty when there are Firefighter Live-Ins at the fire station.

This shift of responsibilities and added duties has resulted in a need to examine PSO salaries to be competitive with regional firefighter salaries. A Firefighter Salary Survey of the South-Central Region (Fig. F-2) was conducted to compare with the current PSO salaries. PSO Starting Salary (highlighted in yellow) was found to be substantially lower than the medial firefighter salary in the region. Several PSOs have left over the last several years for more lucrative opportunities at other municipal or federal fire departments (highlighted in orange). An increase in starting salaries and current salaries based on qualifications in a tiered process is highly encouraged to avoid a revolving door of PSOs.

Regional Salary Comparison – Lower Allen PSOs to Career Firefighters

Fire Department	Hours/Week	Starting	Duties
Federal Fire Department-New Cumberland	72	\$72,300.00	Firefighter/EMT/Driver/Operator
Federal Fire Department-Mechanicsburg	72	\$65,227.00	Firefighter/EMT/Driver-Operator
Chambersburg Fire Department	42	\$52,976.00	Firefighter/EMT/Driver-Operator/Fire Prevention
Manheim Twp. Fire Rescue	56	\$49,244.00	Firefighter/EMT/Driver-Operator
City of Lancaster	42	\$48,500.00	Firefighter/EMT/Driver-Operator
City of Harrisburg	42	\$47,350.00	Firefighter/EMTs
Hanover Fire Department	56	\$44,135.00	Firefighter/EMT/Driver/Operator
Penn Township Fire Rescue	56	\$42,736.00	Firefighter/EMT/Driver/Operator
Carlisle - Union Fire Company (41)	58	\$41,000.00	Driver/Operator
York Area United Fire & Rescue	56	\$38,291.00	Firefighter/EMT/Driver-Operator
Lower Allen Township Dept. of Public Safety - Public Safety Officer (PSO)	40	\$36,130.00	Firefighter/EMT/Driver-Operator/Fire Prevention/Fire Inspector/Property Maintenance Inspector/CSO
City of York	42	\$35,000.00	Firefighter/EMTs

Fig. F-2

5.1.3 Recommendation:

F-1 Goal – To support the volunteer fire service, in view of declining volunteer firefighter staff, by maintaining 24/7/365 first response capabilities under applicable NFPA standards.

- **Reference:**
 - Appendix L – Lower Allen and Lisburn Fire Calls and Staffing Per Year
 - Appendix M – Fire Levels of Service Narratives
- **F1.1 Objective** - Achieve two PSO minimum staffing per shift 24/7 to support volunteer fire and rescue response.
 - Task - Add one PSO by July 1, 2020 to support the full-time complement during times when shifts are short.
 - Result - Achieves a complement of seven full-time PSOs.
 - Task - Create a pool of part-time PSOs (Driver/Operators/EMTs) in 2020 to provide coverage for PSO unavailability due to training, vacations, and normal leave statuses.
 - Task – Add an additional second PSO by 2022 to support the full-time compliment during times when shifts are short and to meet the requirements of the shift relief factor.
 - Result - Achieves a complement of eight full-time PSOs which meets the shift relief factor requirements and will provide for 24/7/365 PSO coverage.
- **F1.2 Objective** - To achieve pay parity for PSOs with comparable Firefighter/Driver/Operator positions in the South-Central Region.
 - Task - Requires development of a tiered level of duties and responsibilities with commensurate pay increases as qualification benchmarks are met.
 - Result - PSOs are compensated for the knowledge, skills, and abilities they possess in a tiered process that will assist in retaining them for long-term employment with Lower Allen Township.
 - Task – Tiered system of Pay Parity is to be phased in from January 2020 to January 2021.

5.2 Recruitment and Retention of Volunteer Fire Fighters

5.2.1 Volunteer Recruitment and Retention Incentives

As stated previously, two of the major challenges facing volunteer fire/rescue organizations is the recruitment of new members and the retainment of current members. Many fire/rescue companies have addressed this issue with the development of incentive programs to recognize the work and achievements made by newer members that are learning to be volunteer firefighters and those that have been with the organization for a number of years and continue to provide a vital service to the community.

The incentive program was developed by a working group composed of Lisburn and Lower Allen Fire Company members and is a merit-based program taking into consideration the training levels of participants to ensure the response of qualified personnel. Also, the program rewards those that attend weekly proficiency training, professional development training, respond to incidents, and participate in community/fundraising events.

5.2.2 Recommendation:

F-2 Goal – Volunteer support for Recruitment and Retention

- **F2.1 Objective** - Provide for an incentive reimbursement program for volunteer responders
 - **Reference:**
 - **Appendix N – Volunteer Incentive Program**
 - Task – Implement Incentive Program developed by Lower Allen and Lisburn Incentive Working Group.
 - Task – Implement a volunteer recruitment program to identify, encourage, and promote volunteers to join and participate as firefighters.
 - Result – To recruit and retain current trained and qualified volunteers and as a recruitment tool to draw in new volunteers to reduce the need for career personnel.

Section 6 – Fire – Lower Allen

6.1 Volunteer Support Through Live-in Program Funding

6.1.1 Live-In Firefighter Program

The Live-In Firefighter Program that is an integral part of the Lower Allen Fire Company's service delivery model has had challenges in recent years due to staffing issues facing the volunteer fire service. While the number of volunteers has dropped so has the number of Firefighter Live-Ins. With the introduction of the College Tuition Reimbursement Program it has been found to be the incentive needed to attract Firefighter Live-Ins, while our neighboring Fire Departments are struggling to fill their Live-In facilities. We have had moderate success with this program in the beginning, but we now have two Firefighter Live-Ins and it could be improved. It is hampered by a limited tuition reimbursement and a low stipend that would be more attractive to prospective Firefighter Live-Ins if it provided more of an incentive. The goal is to increase the incentive to have a compliment of 5 Live-Ins to staff a piece of Fire Apparatus with a PSO for a total of six personnel on station to respond to incidents.

6.1.2 Recommendation:

F-3 Goal – Volunteer support through the funding of a Live-In Program

- **F3.1 Objective** - Provide for Tuition Reimbursement for Live-Ins
 - **Reference:**
 - **APPENDIX O – Live-in Tuition Reimbursement and Stipend Program**
 - Task – Evolve and implement revised tuition reimbursement plan as developed by Lower Allen Fire Company.
 - Result – To increase number of live-in firefighters while reducing the need for career personnel.
- **F3.2 Objective** - Provide for a Stipend to support Live-In expenses and promote availability for fire alarm response.
 - **Reference:**
 - **APPENDIX O – Live-in Tuition Reimbursement and Stipend Program**
 - Task - Evolve and implement revised stipend plan as developed by Lower Allen Fire Company.
 - Result – To increase number of live-in firefighters while reducing the need for career personnel.