



PENNSYLVANIA'S 1ST REGIONAL COMBINATION FIRE DEPARTMENT



# 2022-2024 Strategic Plan

Initial Cost-Benefit Analysis/Status Report: March 15, 2022

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## **Preface**

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The York Area United Fire and Rescue Strategic Plan is meant to be a living document that guides the direction of the department and used as a tool for policy development and budgetary decision making. The goals and objectives contained in the plan should be periodically reviewed to ensure priorities of both the community and the department have not changed. It is the department's intent to review the plan at least twice per year:

1. **To commence annual budget preparation.** The plan's goals and objectives will be used to assist with creation of funding requests to be submitted as part of the annual budget review and approval process. This should ensure discussion among internal stakeholders to agree upon priorities for the upcoming year and provide funding as appropriate.
2. **Annual Year-End Review by Staff.** Command staff will review accomplishments from the past year and begin to plan for tasks to be completed during the upcoming year. A written update will be prepared and submitted to the YAUFR Commission members as a part of this review and kept as an addendum to the current strategic plan. Annual updates will also be utilized for annual budgetary planning.

This document was prepared to accompany release of the 2022-2024 strategic plan and provides a benefit and cost analysis for items contained therein. Where work has already occurred on a particular critical task, a brief status update has been provided. If a status update line is blank, no work has been initiated as of yet.

### **Highlights of this initial plan analysis:**

- YAUFR's 2022-2024 Strategic Plan contains 8 goals, containing 23 objectives
- 93 Critical Tasks are recommended as steps to satisfying objectives identified
- 10 Critical Tasks have already been completed
- 28 Critical Tasks are currently in process
- 8 Critical Tasks are projected to have a direct cost associated with them. These identified critical tasks are expected to be absorbed within our existing budget line items.
- An additional 7 Critical Tasks call for program analysis and development of an improvement plan. This process would have minimal budget impact, if any. However, implementation of developed plans could have a budgetary impact. Any such impact would be subject to the regular annual budget development and approval process.

<b>Goal 1</b>	<b>Ensure the Department is adequately staffed, and resources positioned to ensure delivery of a timely and sufficient response to community service demands.</b>
<b>Objective 1A</b>	Publish and annually update a Standard of Cover. In conjunction with the Standard of Cover, evaluate service gaps between baseline and benchmark response data for assembly of effective response force.
<b>Timeframe:</b>	3-4 months initially, annual review
<i>Overall Benefit:</i>	Provides an effective tool to report baseline performance data and track performance improvements. Increase emergency response efficiencies, reducing resource arrival times, as well as time to complete critical tasks such as victim search and removal, fire suppression, patient extrication, and incident stabilization. Operational efficiency reduces over deployment of resources to better address simultaneous demand for services.
<b>Critical Task:</b>	Annually, evaluate and adjust staffing budget to ensure sufficient apparatus staffing.
<i>Cost Estimate:</i>	There is no added cost to perform the evaluation. Additional costs for implementation of any suggested changes would vary and would be subject to budgetary policy decision by the Commission.
<i>Status Update:</i>	In process.
<b>Critical Task:</b>	Research and pursue additional revenue sources to expedite apparatus staffing improvements.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	
<b>Critical Task:</b>	Identify potential alternative staffing solutions, considering future growth scenarios.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	
<b>Objective 1B</b>	In conjunction with the Standard of Cover, complete a response analysis of box areas and identify potential response time improvements based on response plan changes, unit staffing, fire station locations, and resource deployment.
<b>Timeframe:</b>	6-9 months
<i>Overall Benefit:</i>	Provide situational awareness to Department Leadership of potential service gaps and underserved areas. Information gained would allow for informed decision-making should there be a desire to improve level of service. Provide situational awareness to elected officials from serviced municipalities on potential service gaps and under-served areas. Captured information would allow for informed decision-making should there be a desire to improve level of service.
<b>Critical Task:</b>	Identify and evaluate potential locations for additional fire stations to improve coverage gaps.
<i>Cost Estimate:</i>	\$200 for purchase of GIS software service credits, which is already included in the current budget.
<i>Status Update:</i>	
<b>Critical Task:</b>	Present resource deployment plan to municipalities for review and consideration.
<i>Cost Estimate:</i>	There is no added cost to perform the evaluation. Additional costs for implementation of any suggested changes would vary and would be subject to budgetary policy decision by the Commission.
<i>Status Update:</i>	
<b>Critical Task:</b>	Develop staffing and resource deployment plan to ensure units are properly staffed and positioned and increase special service unit availability.
<i>Cost Estimate:</i>	There is no added cost to develop a plan. Additional costs for implementation of any suggested improvements would vary and would be subject to budgetary policy decision by the Commission.
<i>Status Update:</i>	

<b>Critical Task:</b>	Ensure the apparatus replacement program accounts for any potential need for additions to the fleet.
<i>Cost Estimate:</i>	There is no added cost to develop a plan. Additional costs for implementation of any suggested improvements would vary and would be subject to budgetary policy decision by the Commission and/or Charter Townships.
<i>Status Update:</i>	
<b>Critical Task:</b>	Coordinate with Alert Fire Company on facility improvements, discussing potential future role this location may play in the future of the Department.
<i>Cost Estimate:</i>	No direct impact to the YAUFR budget. This project is part of a planned capital project by Alert Fire Company at their existing facility.
<i>Status Update:</i>	
<b>Objective 1C</b>	Review response plans and box assignments annually to ensure effective use of outside resources, address challenges and threats within those areas and account for changes in mutual aid response successes and capabilities.
<b>Timeframe:</b>	Annually
<i>Overall Benefit:</i>	Utilization of surrounding agencies is critical to timely and efficient delivery of emergency response service to our community. Periodic review ensures we are using the most-appropriate resources.
<b>Critical Task:</b>	Establish mutual aid agreements with surrounding agencies, including minimum staffing requirements and joint training obligations.
<i>Cost Estimate:</i>	Approximate \$1,050 in solicitor costs but is able to be absorbed within the current budget line items.
<i>Status Update:</i>	
<b>Critical Task:</b>	Update box assignments to reflect use of mutual aid agencies based on travel and turnout time.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	Completed and implemented in January 2022. Will review at least every other year.
<b>Critical Task:</b>	Conduct biennial assessment of mutual aid turnout times and adjust as needed based on recent historical performance data.
<i>Cost Estimate:</i>	\$700/year for a GIS software subscription, however this is included in the current budget and is already utilized for other projects.
<i>Status Update:</i>	Initial review was completed in early fall 2021. The next review will occur by fall 2023.
<b>Objective 1D</b>	Develop a revised command structure/table of organization to properly manage span of control and personnel workloads and create pathways for career progression.
<b>Timeframe:</b>	Mid-2022
<i>Overall Benefit:</i>	Ensures adequate distribution of workload and matches skills and expertise of our personnel with needs of the Department. Ensures roles, responsibilities, and expectations of all personnel are well-defined and in-line with the organizational mission. Will also keep training and education expectations aligned with current industry standards.
<b>Critical Task:</b>	Create/update job descriptions for all positions.
<i>Cost Estimate:</i>	Approximate \$1,050 in solicitor costs but is able to be absorbed within the current budget line items.
<i>Status Update:</i>	A Lieutenant job description has been created and is currently in negotiation with the collective bargaining units, as is a revised Captain job description.
<b>Critical Task:</b>	Negotiate position specifics with collective bargaining units as required.
<i>Cost Estimate:</i>	Approximate \$1,050 in solicitor costs but is able to be absorbed within the current budget line items.
<i>Status Update:</i>	A Lieutenant job description has been created and is currently in negotiation with the collective bargaining units, as is a revised Captain job description.

<b>Critical Task:</b>	Develop a plan for expansion of the table of organization based on Department needs.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	Creation of a lieutenant position and revision of the captain position description are the first steps in this process and are underway and nearing completion.
<b>Objective 1E</b>	Develop a comprehensive volunteer program that better integrates volunteer personnel into the Department and allows for potential expansion as required.
<b>Timeframe:</b>	Early 2023.
<i>Overall Benefit:</i>	Bringing us closer to creation of a singular, cohesive organization provides us the opportunity to strengthen recruitment efforts, support emergency operations, and ensure we move forward under a singular vision. This will also create a template for future growth and inclusion of additional organizations.
<b>Critical Task:</b>	Appoint command staff and company officers to function as volunteer liaisons.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	Battalion Chief Graham has been assigned as the liaison to the volunteer staff in charge of volunteer onboarding and training. He also oversees the fire police.
<b>Critical Task:</b>	Adopt and publish specifications for equipment, PPE, and apparel purchases to ensure consistency throughout the Department, yet accounting for the volunteer companies' heritage.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	In process.
<b>Critical Task:</b>	Develop and implement a streamlined budgetary and procurement process.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	
<b>Critical Task:</b>	Identify needs, concerns, and expectations of outside agencies and develop strategies for addressing these items and assisting these organizations.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	
<b>Critical Task:</b>	Develop an onboarding plan for future volunteer organizations.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	
<b>Critical Task:</b>	In conjunction with Objective 1D, create pathways for evolution and expansion of volunteer involvement within the Department.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	
<b>Goal 2</b>	<b>Ensure Department personnel are properly trained and possess knowledge, skills, and abilities to perform their jobs safely and efficiently.</b>
<b>Objective 2A</b>	Review and expand the existing training plan to address volunteer and mutual aid training.
<b>Timeframe:</b>	End of 2022
<i>Overall Benefit:</i>	Creates a consistent level of basic training for all personnel, regardless of pay classification. This will also bring volunteer personnel closer to meeting ISO annual required training hours.
<b>Critical Task:</b>	Revise existing plan to include minimum training requirements for volunteer personnel.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	Completed and released in January 2022.

<b>Critical Task:</b>	Ensure all personnel receive and understand revised training requirements.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	BC Graham, as the training officer, distributed a revised annual training plan to all personnel via email and held subsequent meetings with volunteer personnel to review updated training requirements and allow for questions.
<b>Critical Task:</b>	Establish a training process that includes sufficient opportunities for volunteer participation.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	Completed. The revised annual training plan now includes dedicated monthly volunteer training sessions. Volunteer personnel are also able to schedule additional training with any captain.
<b>Critical Task:</b>	Work with immediate mutual aid agencies to schedule joint training sessions in accordance with ISO requirements and national guidelines.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	In process. BC Graham has initiated joint training sessions with several neighboring fire departments.
<b>Critical Task:</b>	Appoint company level officer(s) to assist in training program supervision.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	Completed
<b>Objective 2B</b>	Develop a defined career progression path for all personnel.
<b>Timeframe:</b>	End of 2022
<i>Overall Benefit:</i>	Ensures consistent development of personnel knowledge and skills. Provides opportunities for growth, mentoring, and advancement. This is part of personnel retention and succession planning.
<b>Critical Task:</b>	Review and update job descriptions to identify required and preferred training and qualifications.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	In process. The lieutenant and captain position descriptions include updated training and qualifications.
<b>Critical Task:</b>	Develop and publish a career training matrix outlining required and elective training, and educational goals based on rank and career path goals.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	In process. A similar training matrix is in place for volunteer fire police and part time personnel. Company officer position descriptions do define minimum training levels, but this is not yet provided in a flow chart format.
<b>Critical Task:</b>	Establish a regular schedule of required training opportunities and incorporate into the training plan to ensure availability of required training.
<i>Cost Estimate:</i>	Staff hours only required to establish the schedule. Cost to provide training is incorporated into the annual training budget request. Ability to deliver training will be based upon an approved budget. The department currently maintains subscription programs with several training institutions that offset cost(s) to provide training. Also, when possible, department personnel with appropriate instructional credentials are used to deliver programs.
<i>Status Update:</i>	In process.
<b>Objective 2C</b>	Provide additional training and educational opportunities to support career growth and development, ensuring personnel are better prepared for career advancement.
<b>Timeframe:</b>	Mid-2023
<i>Overall Benefit:</i>	Ensures our personnel possess the proper education and training to advance within departmental ranks.

<b>Critical Task:</b>	Seek partnerships with educational institutions to provide personnel with formal educational opportunities outside normal vocational training programs.
<i>Cost Estimate:</i>	No direct cost to the Department.
<i>Status Update:</i>	The Department currently has partnerships in place with Elizabethtown College and Columbia Southern University.
<b>Critical Task:</b>	Incorporate non-vocational academic programs into the existing vocational training program.
<i>Cost Estimate:</i>	Cost to provide training is incorporated into the annual training budget request. Ability to deliver training will be based upon an approved budget. The department currently maintains subscription programs with several training institutions that offset the cost to provide training. Also, when possible, department personnel with appropriate instructional credentials are used to deliver programs.
<i>Status Update:</i>	
<b>Critical Task:</b>	Identify potential incentives and assistance to encourage personnel to expand their education.
<i>Cost Estimate:</i>	Undetermined. Financial incentives or educational assistance would likely have to be negotiated as part of the collective bargaining process and a policy approved and implemented. Financial impact would be factored into any future approved budgets.
<i>Status Update:</i>	
<b>Goal 3</b>	<b>Ensure the Department is prepared to respond to special incidents, including technical rescues and hazardous materials incidents.</b>
<b>Objective 3A</b>	Review and enhance the Department's technical rescue capabilities in accordance with the Community Risk Assessment/Standard of Cover.
<b>Timeframe:</b>	End of 2024
<i>Overall Benefit:</i>	Ensures the department is able to respond to and mitigate special rescue incidents.
<b>Critical Task:</b>	Review and update existing technical rescue response plans to ensure deployment of an effective response force in accordance with the Community Risk Assessment/Standard of Cover.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	Completed. Revised response assignments were submitted to York County 911 and implemented in January 2022.
<b>Critical Task:</b>	Develop partnerships with existing technical rescue agencies, to include joint training, resource sharing, and incident support.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	In process.
<b>Critical Task:</b>	Provide technician level training to all personnel in water, confined space, high angle, trench, and heavy vehicle/machinery rescue.
<i>Cost Estimate:</i>	Cost varies depending on the program and number of personnel attending. The training officer submits an annual budget request based upon desired training objectives for the following year. Actual training delivery will be based on approved funding. The department maintains a training subscription with Bucks County Community College that significantly reduces overall cost to provide the training.
<i>Status Update:</i>	In process. The 2022 training budget includes rope rescue training classes.
<b>Critical Task:</b>	Provide operations level training to all personnel in structural collapse.
<i>Cost Estimate:</i>	Cost varies depending on number of personnel attending. The training officer submits an annual budget request based upon desired training objectives for the following year. Actual training delivery will be based on approved funding. The department maintains a training subscription with Bucks County Community College that significantly reduces overall cost to provide training.
<i>Status Update:</i>	

<b>Critical Task:</b>	Conduct a review of current equipment and ensure the Department possesses appropriate resources to respond to technical rescue incidents at identified service levels.
<i>Cost Estimate:</i>	Staff hours only. Once a list of additional equipment required is developed, a plan and associated budget will be developed. The acquisition of such equipment is typically an approved fireman's relief association purchase.
<i>Status Update:</i>	
<b>Critical Task:</b>	Implement an improved apparatus deployment and staffing plan that increases special service availability.
<i>Cost Estimate:</i>	Additional costs for implementation of any suggested changes would vary and would be subject to budgetary policy decision by the Commission.
<i>Status Update:</i>	Changes to incident response plans implemented in January 2022 have increased the availability of special service apparatus (ladder and rescue trucks).
<b>Critical Task:</b>	Review current and future apparatus needs as they pertain to the technical rescue response mission and ensure that future apparatus specifications and procurements can accommodate.
<i>Cost Estimate:</i>	The current capital improvement plan is based on apparatus replacement when those vehicles reach a predetermined age. The rescue vehicle is scheduled to be replaced in the next round of purchases. In current market conditions, cost of fire apparatus is not immune to the effects of inflation.
<i>Status Update:</i>	
<b>Objective 3B</b>	Review and enhance the Department's hazardous materials incident response capabilities in accordance with the Community Risk Assessment/Standard of Cover.
<b>Timeframe:</b>	End of 2024
<i>Overall Benefit:</i>	Ensures the department is able to respond to and mitigate hazardous materials incidents.
<b>Critical Task:</b>	Review and update existing hazardous materials incident response plans to ensure deployment of an effective response force in accordance with the Community Risk Assessment/Standard of Cover.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	Completed.
<b>Critical Task:</b>	Develop a partnership with County Haz-Mat Team, to include joint training, resource sharing, and incident support.
<i>Cost Estimate:</i>	Staff hours only. Hazardous materials response is potentially a source of revenue.
<i>Status Update:</i>	
<b>Critical Task:</b>	Provide hazardous materials technician-level training to all personnel.
<i>Cost Estimate:</i>	This would be part of a partnership with York County Haz-Mat. There is a possibility that training could be provided at no cost to the department.
<i>Status Update:</i>	
<b>Critical Task:</b>	Conduct a review of current equipment and ensure the Department possesses resources appropriate to respond and provide initial mitigation efforts at hazardous materials incidents.
<i>Cost Estimate:</i>	Staff hours only to complete a review. Through potential partnerships, equipment and supplies may be available at no cost to the department. Again, Haz-Mat response provides potential financial reimbursement to recover future equipment and supply costs.
<i>Status Update:</i>	

**Critical Task:** Review current and future apparatus needs as they pertain to the hazardous materials response mission and ensure that future apparatus specifications and procurements can accommodate.

*Cost Estimate:* The current capital improvement plan is based on apparatus replacement when those vehicles reach a predetermined age. The rescue vehicle is scheduled to be replaced in the next round of purchases. In current market conditions, cost of fire apparatus is not immune to the effects of inflation.

*Status Update:*

Goal 4 Increase Community Risk Reduction efforts through pre-fire planning and life safety code compliance.	
<b>Objective 4A</b>	Improve efficiency of the pre-fire planning process to ensure all hazards are preplanned annually.
<b>Timeframe:</b>	Mid-2022
<i>Overall Benefit:</i>	Pre-fire planning of structures ensures that fire department is aware of potential risks and allows personnel to identify hazards posed both to themselves and the general public.
<b>Critical Task:</b>	Review and revise the pre-fire planning general order to ensure annual preplans are completed.
<i>Cost Estimate:</i>	Staff hours only
<i>Status Update:</i>	In progress.
<b>Critical Task:</b>	Implement Inspection Reports Online (IROL) Community Risk Assessment module so business/property owners can update building information themselves.
<i>Cost Estimate:</i>	No cost to the department. Potential revenue source.
<i>Status Update:</i>	In progress with Manchester Township.
<b>Critical Task:</b>	Provide community education/orientation on use of the IROL system.
<i>Cost Estimate:</i>	No cost to the department.
<i>Status Update:</i>	
<b>Critical Task:</b>	Implement process to import IROL risk assessment data into the Department's records management system.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Objective 4B</b>	Establish a fire/life safety inspection program encompassing all commercial properties in the Department's primary response area.
<b>Timeframe:</b>	2023
<i>Overall Benefit:</i>	Creates a safer environment for the community by ensuring local businesses are aware of and follow basic life safety code requirements designed to minimize fire hazards and reduce risks to our stakeholders.
<b>Critical Task:</b>	Ensure adoption of a current fire code by all participating municipalities, with York Area United Fire and Rescue designated as the enforcement authority.
<i>Cost Estimate:</i>	Cost will be limited to solicitor hours to develop ordinance changes.
<i>Status Update:</i>	
<b>Critical Task:</b>	Implement the IROL Third-Party Service Provider submission program to ensure fire alarm and protection systems are inspected and maintained.
<i>Cost Estimate:</i>	No cost to the department. Potential revenue source.
<i>Status Update:</i>	In process.
<b>Critical Task:</b>	Implement an annual fire inspection process utilizing a combination of inspections by Department personnel combined with self-assessment/self-certification by businesses.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	

<b>Critical Task:</b>	Provide fire inspection training and certification for all personnel.
<i>Cost Estimate:</i>	Cost to provide training is incorporated into the annual training budget request. Ability to deliver training will be based upon an approved budget. The department currently maintains subscription programs with several training institutions that reduces cost to provide training.
<i>Status Update:</i>	In process.
<b>Critical Task:</b>	Develop a plan for creation of a Community Risk Reduction division, including staffing needs and funding sources.
<i>Cost Estimate:</i>	No cost to develop the plan other than staff hours. Cost for implementation would be discussed as part of the normal budget process.
<i>Status Update:</i>	

## **Goal 5 Improve and expand upon current public education and outreach efforts.**

<b>Objective 5A</b>	Review current public education programs to identify topics and populations missed.
<b>Timeframe:</b>	2022
<i>Overall Benefit:</i>	Ensure our public education topics are relevant and have a maximum reach.
<b>Critical Task:</b>	Review community population demographics according to Community Risk Assessments, current U.S. Census data, and other available data sources.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	In process. 2020 Census data is still being released.
<b>Critical Task:</b>	Identify topics and intended audiences of current programs.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	In process.
<b>Critical Task:</b>	Create a catalog of public education programs available, including a matrix for topics covered, intended audiences, delivery methods, etc.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Critical Task:</b>	Ensure program materials are up to date and available in alternative languages when possible.
<i>Cost Estimate:</i>	Cost for program materials is presently built into the annual public education budget. Added costs for alternate language materials would be included in future budgetary processes.
<i>Status Update:</i>	
<b>Objective 5B</b>	Improve public education program delivery effectiveness.
<b>Timeframe:</b>	End of 2024
<i>Overall Benefit:</i>	Create a more fire-safe community and reduce preventable loss of life and property.
<b>Critical Task:</b>	Provide Life Safety Educator training to all personnel, mandatory for all officers, offered to all interested personnel.
<i>Cost Estimate:</i>	Incorporated into annual training budget, if not included in existing training subscriptions.
<i>Status Update:</i>	
<b>Critical Task:</b>	Develop standardized programs for delivery of public education programs to ensure consistent delivery.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Critical Task:</b>	Develop a series of pre-recorded public education programs, made available for on-demand viewing by stakeholders.
<i>Cost Estimate:</i>	Currently no projected cost. The intent is to work with the department's designated photographer and utilize department personnel for media content.
<i>Status Update:</i>	In process.

<b>Critical Task:</b>	Develop and implement a method to evaluate public education programs for effectiveness, to include participant feedback.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Critical Task:</b>	Develop and implement a process for program review and updates that incorporates customer feedback and accounts for changes in technology, population, and other factors.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Objective 5C</b>	Expand public education program scope to include education of the public on who we are and what we do.
<b>Timeframe:</b>	Mid-2023
<i>Overall Benefit:</i>	Increase awareness of who and what YAUFR is and what we have to offer.
<b>Critical Task:</b>	Develop a marketing plan for the Department.
<i>Cost Estimate:</i>	Undetermined. It is recommended to engage external stakeholders to discuss resources. Any potential plan would be brought before the commission for approval.
<i>Status Update:</i>	
<b>Critical Task:</b>	Develop community outreach programs depicting who we are and what we do.
<i>Cost Estimate:</i>	Anticipated to be no cost other than staff hours.
<i>Status Update:</i>	
<b>Critical Task:</b>	Identify opportunities to hold open discussions with community members.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Objective 5D</b>	Create a community advisory committee to assist department personnel with projects and feedback.
<b>Timeframe:</b>	Mid-2023
<i>Overall Benefit:</i>	To open the department to outside perspectives and resources.
<b>Critical Task:</b>	Develop the role and expectations of the committee.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Critical Task:</b>	Solicit community members to serve on the committee.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Critical Task:</b>	Hold regular committee meetings to maintain engagement.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Goal 6</b>	<b>Provide for recruitment and retention of quality personnel, to include succession planning.</b>
<b>Objective 6A</b>	Review and expand personnel recruitment processes to expand applicant pools and improve diversity within the ranks.
<b>Timeframe:</b>	Mid-2022
<i>Overall Benefit:</i>	Ensures continuity of process through a stable workforce that is reflective of the community we serve.

<b>Critical Task:</b>	Identify and utilize additional outlets for recruitment, reaching a wider, more diverse audience.
<i>Cost Estimate:</i>	Staff hours only at this time.
<i>Status Update:</i>	In process. The latest recruitment process utilized new outlets, resulting in an increase in applicants.
<b>Critical Task:</b>	Solicit feedback from recruits after completion of a hiring or recruitment process.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	In process.
<b>Critical Task:</b>	Implement feedback into future efforts to improve recruitment and hiring processes.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	In process.
<b>Critical Task:</b>	Develop focused recruitment materials for all positions, to include appropriate demographic outreach, description of opportunities, compensation, and benefits (as applicable), and an onboarding process outline.
<i>Cost Estimate:</i>	Staff hours only at this time.
<i>Status Update:</i>	

<b>Objective 6B</b>	Develop a career progression and succession plan for all ranks within the Department.
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<b>Timeframe:</b>	End of 2023
<i>Overall Benefit:</i>	Encourages retention of quality personnel, adding to a stable workforce.
<b>Critical Task:</b>	Develop an employee/volunteer mentoring process that pairs personnel with an appropriate leader or mentor, establishing a mutually beneficial relationship.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	In process. Chief officers currently mentor captains.
<b>Critical Task:</b>	Provide formal mentoring training for all command staff and company officers.
<i>Cost Estimate:</i>	Undetermined. First need to evaluate what resources are available.
<i>Status Update:</i>	
<b>Critical Task:</b>	Review and update the Department's table of organization to include future roles and positions.
<i>Cost Estimate:</i>	Staff hours only to complete a review and develop updates.
<i>Status Update:</i>	In process. Development of the lieutenant position is part of this overall process.

<b>Goal 7</b>	<b>Enhance disaster response and preparedness capabilities through the increased role of Emergency Management.</b>
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<b>Objective 7A</b>	Increase the number of trained emergency management personnel.
<b>Timeframe:</b>	Early 2023
<i>Overall Benefit:</i>	Ensures that municipalities address their obligations to deal with disaster response and recovery.
<b>Critical Task:</b>	In conjunction with Objective 6A, develop an emergency management volunteer recruitment process.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Critical Task:</b>	Solicit cross-participation from current volunteers serving in other roles.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	

**Critical Task:** Request municipalities appoint staff members to fill roles within the emergency management structure.

*Cost Estimate:* Staff hours only.

*Status Update:*

**Critical Task:** Develop a plan to utilize off-duty career staff to supplement emergency management functions.

*Cost Estimate:* Staff hours only to develop the plan.

*Status Update:*

**Critical Task:** Increase EMA personnel involvement to maintain engagement through major event planning, storm response, etc.

*Cost Estimate:* Staff hours only.

*Status Update:*

**Objective 7B** Increase awareness and buy-in of the role of emergency management with municipal leaders and department heads.

**Timeframe:** End of 2022

*Overall Benefit:* Increased involvement in the process ensures that disaster management processes run smoothly.

**Critical Task:** Hold an informational session for municipal leaders and department heads.

*Cost Estimate:* Staff hours only.

*Status Update:* In process. York County makes a program available to elected officials annually.

**Critical Task:** Ensure that appropriate municipal staff and supporting agencies are represented and participate in emergency management trainings, drills, and activations.

*Cost Estimate:* Staff hours only.

*Status Update:*

**Critical Task:** Utilize emergency management personnel and processes for event planning to maintain familiarity.

*Cost Estimate:* Staff and volunteer hours only.

*Status Update:*

## **Goal 8 Establish a formal fire cause investigation program.**

**Objective 8A** Develop a process for investigation of all fires.

**Timeframe:** End of 2022

*Overall Benefit:* Enable the department to initiate and in most cases complete fire origin and cause investigations. PA State Police often has limited availability of qualified fire investigators. Outside of normal business hours, available investigator(s) may be hours away. The York County DA's office formerly had an on-staff fire investigator, but that position is currently vacant.

**Critical Task:** Appoint a Battalion Chief to manage the program.

*Cost Estimate:* No cost.

*Status Update:*

**Critical Task:** Update existing and create additional General Orders governing investigative processes.

*Cost Estimate:* Staff hours only.

*Status Update:*

**Critical Task:** Create and adopt forms and checklists for investigations.

*Cost Estimate:* Staff hours only.

*Status Update:*

<b>Critical Task:</b>	Create and implement a training plan to provide minimum investigation training to personnel.
<i>Cost Estimate:</i>	Staff hours only to develop the plan. Cost to provide training would be included in the annual training budget.
<i>Status Update:</i>	
<b>Critical Task:</b>	Identify needed equipment and prepare an associated budget request.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Objective 8B</b>	Integrate the investigation process with outside agencies as necessary.
<b>Timeframe:</b>	End of 2023
<i>Overall Benefit:</i>	Ensures fire origin and cause investigations initiated by department personnel can be coordinated or referred to outside agencies (local police, PSP, DA's office, etc.) when necessary (fires involving loss of life, potential criminal activity, etc.)
<b>Critical Task:</b>	Coordinate and integrate procedures with local police departments.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Critical Task:</b>	Coordinate and integrate procedures with State Police fire marshals.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Critical Task:</b>	Coordinate and integrate procedures with York County District Attorney's office.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	
<b>Objective 8C</b>	Establish and expand the Juvenile Fire Setter program.
<b>Timeframe:</b>	End of 2023.
<i>Overall Benefit:</i>	Places the department in a proactive position to identify youth with a propensity to start fires and reform potentially dangerous behavior.
<b>Critical Task:</b>	Continue to coordinate with York County District Attorney's office on creation of the program.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	Captain Heilman and BC Arnold have received initial training. They are coordinating to further develop the program and deliver training to department personnel.
<b>Critical Task:</b>	Establish and implement a training program.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	In process.
<b>Critical Task:</b>	Develop a plan for program administration outside the Department's primary coverage area.
<i>Cost Estimate:</i>	Staff hours only.
<i>Status Update:</i>	