



PENNSYLVANIA'S 1ST REGIONAL COMBINATION FIRE DEPARTMENT



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2023 ANNUAL REPORT



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/YorkAreaUnitedFireandRescue

FIRE CHIEFS MESSAGE



York Area United Fire and Rescue's 2023 Annual Report takes on a different look from previous annual reports. In keeping with the spirit of our accreditation process, this report will provide information on all program areas for the department while also examining areas for improvements and addresses expectations and impacts for the future of each program area. Our command staff is proud of the men and women of this department who give maximum effort to making this organization the best it can be.

YAUFR ended the year on a positive note with our commission unanimously approving an apparatus replacement order of two pumpers, one rescue truck and an aerial unit. These units are very much needed to replace aging apparatus. Unfortunately, we won't expect their delivery before 2027. Another positive near the end of 2023 was receipt of a \$50,000 grant award from T-Mobile for the replacement of one of our oldest staff vehicles with a hybrid vehicle. This will be the first hybrid vehicle for the department.

It is my hope that our public takes the time to read the report that follows. It is important for our stakeholders to realize the effort that goes into keeping our community safe and the services we provide and train to be proficient with. It is also my hope that from this report, our readers get a glimpse of how inclusive our program areas are. We are blessed to have a group of firefighting professionals who willingly contribute a multitude of talents to our committees, projects and initiatives.

I would like to thank our career personnel for being the face of YAUFR to our public and for ensuring that our community receives the best service possible. I would like to express appreciation to our volunteers who support us at incidents and behind the scenes. Gratitude is extended to our townships and their citizens for the ability to serve and for the support that makes all of this successful. It is my great honor to serve as YAUFR's Fire Chief, leading the most talented and committed group of first responders I have ever been associated with.

Stay safe and God Bless!

Chief Hoff

FIRE SUPPRESSION PROGRAM SUMMARY

The York Area United Fire and Rescue's (YAUFR) Fire Suppression program employs a comprehensive approach, categorizing incidents into three levels: Fire Low Risk, Fire Moderate Risk, and Fire High Risk. The program emphasizes efficient response management through meticulous tracking of key metrics, including alarm handling times from the 911 Center, Turnout times for crew response, travel time for the initial unit, and the duration until an effective response force (ERF) of 17 qualified personnel is on the scene for moderate and high-risk incidents. By closely monitoring these critical time intervals, the department aims to optimize emergency response, minimize delays, and enhance overall effectiveness in fire suppression efforts, ensuring the safety of both responders and the community.

On-duty staffing of suppression-capable personnel ranges between 12-18 career firefighters at all times. In addition, at least one battalion chief is always on duty to provide overall shift supervision and incident command functions at larger or complex incidents. Automatic aid is used extensively from adjacent agencies to supplement staffing on structure fire dispatches and ensure that ERF goals are met. A small number of volunteer personnel, qualified as interior firefighters, supplement career and automatic aid staffing when available. On occasion, volunteer personnel are in station and respond on apparatus as part of the on-duty crew. However, it is more common for volunteer personnel to respond to the scene in personal vehicles or in one of several YAUFR Utility vehicles.

On-duty personnel comprise six crews. Four crews staff engine companies. One crew cross-staffs either a ladder company or an engine company. The final crew cross-staffs either a ladder company or a rescue company, depending on the response assignment established for the incident zone.

Program Performance & Effectiveness

YAUFR categorizes fire risks as either low, moderate, or high. The severity of risk is calculated using an analysis of the probability of any type of fire incident occurring, the consequence of the incident on property, potential for casualty, and community or economic impact. An analysis of critical tasks needed to successfully mitigate an incident, as well as the minimum number of personnel required to perform each task, is used to determine the effective response force for each level of fire risk. This is the effective response force (ERF) for the type of incident. The speed in which an ERF is assembled on scene is one measure of agency performance.

Low risk fire incidents have an ERF of three personnel and are generally handled by a single company. Moderate risk fires have an ERF of seven personnel and are handled by two companies. High risk fires require an ERF of 17 and are handled by seven companies.

YAUFR's current benchmarks are to have turnout times of less than two minutes for fire dispatches. Low and moderate risk fires are to have an ERF assembly time of 12 minutes from the time a 911 call is received. High risk fires should have an ERF assembly time of 19 minutes 40 seconds from the time a 911 call is received.

Outcomes

- In 2023, 1,375 incidents were dispatched as fires.
- Of the dispatched fires:
 - 251 incidents were confirmed as an actual fire.
 - 154 of the actual fires were structural or fixed property fires.
 - 34 of the actual fires were vehicular or mobile property fires.
 - 45 of the actual fires were brush, grass, or vegetation fires.
 - 18 of the actual fires were trash or other outside fires.
- There was \$960,980 total loss due to fire.
 - \$721,760 property loss
 - \$239,220 contents loss
- 5 structure fires were upgraded to a Working Fire status or higher alarm level.
- There were no reports of civilian or firefighter casualties reported.
- 90th percentile turnout time of 2:30 for Fire Low Risk incidents.
- 90th percentile turnout time of 2:35 for Fire Moderate Risk incidents.
- 90th percentile turnout time of 2:31 for Fire High Risk incidents.
- 90th percentile total response time of 12:11 for ERF arrival on Fire Low Risk incidents.
- 90th percentile total response time of 14:19 for ERF arrival on Fire Moderate Risk incidents.
- 90th percentile total response time of 15:58 for ERF arrival on Fire High Risk incidents.

FIRE SUPPRESSION PROGRAM SUMMARY CONTINUED

Successes and Areas for Improvement

- Through extensive training, minimally staffed crews operated safely at fire suppression incidents. There were no reported firefighter injuries during any fire suppression operations in 2023.
- First-arriving apparatus frequently meet established benchmarks for arrival time.
- Benchmarks for arrival of ERF are frequently not met.
- Excessive alarm handling times by YCDES negatively affect ability to attain program ERF goals.
- Three structure fires were not contained to the extent of fire involvement found upon arrival, continuing to spread after extinguishment efforts were initiated. One of those fires resulted in exposure and fire damage to adjacent structures.

Training

YAUFR logged 1,182 hours of fire suppression-training. Training objectives included fireground operations and apparatus driver/operator skills. A large number of new personnel do not yet have driver/operator certifications, in compliance with NFPA 1002. YAUFR received a FEMA grant in 2023 to conduct NFPA 1002 Driver Operator Pumper and Driver Operator Aerial certification training in 2024.

Unmet Resource Needs

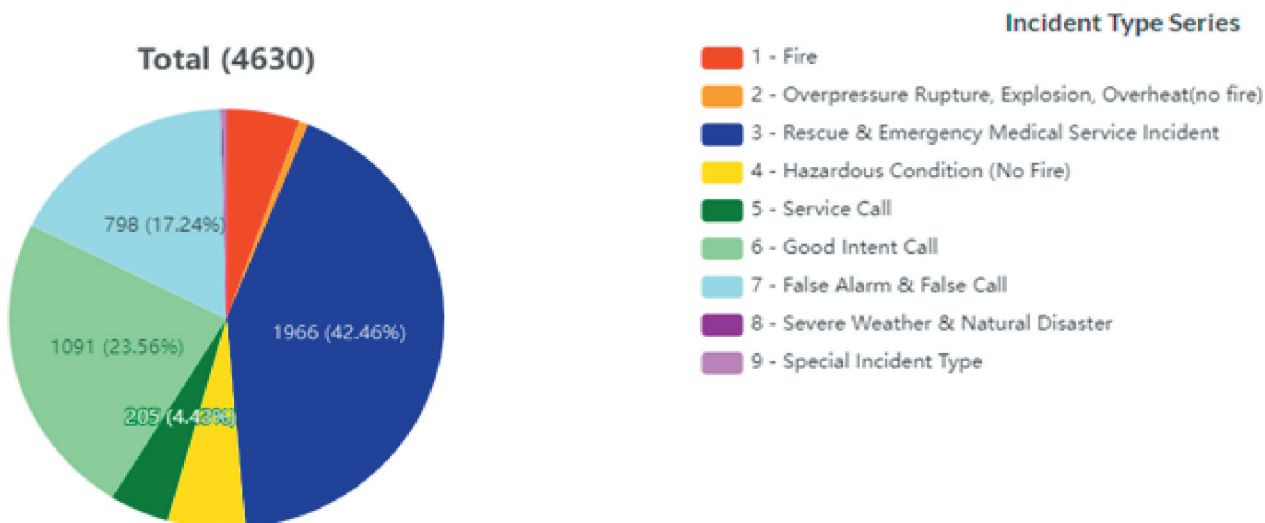
Increasing workload and declining volunteer availability will drive the need for changes in resource deployment and staffing. Specific needs include special service company staffing changes to eliminate cross-staffing of units, and the need for an additional fire station in Manchester Township to ensure adequate coverage on the west side.

Budgetary Impacts

The cost of any additional staffing will have a large impact on future budgets. Short term impact may be lowered if the department is awarded a SAFER Grant. Construction of an additional fire station could require the purchase of additional apparatus, as well as additional funding to support vehicle and station operation and upkeep.

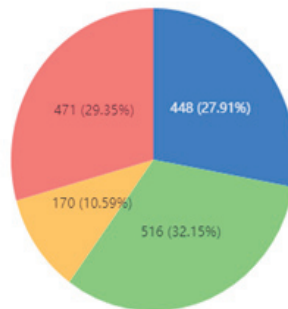
Program Improvement Suggestions/Needs

Continue to monitor 90th percentile baseline performance for response times and staffing. Continue to monitor performance and staffing levels of automatic aid companies. Continue to focus on training of personnel at all levels of the organization. In consultation with stakeholders, consider revisions to performance benchmarks. In particular consider creation of separate turnout time benchmarks, depending upon time of day.



FIRE SUPPRESSION PROGRAM SUMMARY CONTINUED

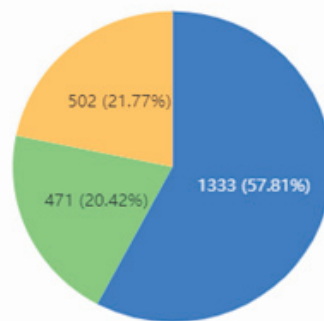
Total aid given and received (1605)



■ Mutual aid received
■ Automatic aid received
■ Mutual aid given
■ Automatic aid given

Fire & Special Ops Dispatch Types

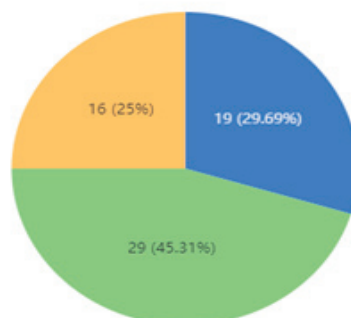
Based on Quickest Unit Turnout PER Incident



■ ≤ 80 Seconds ■ > 80 ≤ 120 Seconds ■ > 120 Seconds

Travel Time for 1st fire suppression apparatus on fire suppression incidents 90th Percentile: 00:12:06

Total: (64)



■ ≤ 240 Seconds ■ > 240 ≤ 480 Seconds ■ > 480 Seconds

FIRE PREVENTION / PUBLIC EDUCATION PROGRAM SUMMARY

2023 showed once again that a large portion of the audience we connect with are school age children in the Pre-K to 12 years of age. A majority of these are from our presence at school programs. A smaller majority are connected through public events. Public events allow personnel to connect with many adults and seniors, as well as children of all ages. In the latter part of the summer, we started to attend Springettsbury Township's Park Concert Series and discovered this is an excellent venue to reach out to large groups of adults and seniors on a variety of topics. We did this to introduce our Community Connect Program. Media outlets were used to introduce some educational programs to the public. YAUFR also participated in training VFIS Insurance Adjustors as well as resident doctors and nurses from Wellspan. The department experienced a slight increase in the number of citizens reached with our programs, although program numbers decreased slightly. One possible explanation for this shift could be that emergency responses and training were on the rise in 2023. We saw a slight drop in PRIDE events from last year, possibly due to a policy change of mandatory installation for requested alarms.

Program Performance & Effectiveness

Outcomes

- 243 fire prevention programs were presented for the year. 8,500 people were educated through these programs.
- 847 people attended 27 training courses and were educated on the use of fire extinguishers. 750 were adults with 80 seniors and 17 children over the age of 12.
- 10 station tours were completed, and 28 public service events were attended by staff where educational opportunities present themselves as well as assisting with flag and wreath placing for veterans and home safety issues.
- 62 PRIDE events were logged, of which 15 were for assistance in education only or inspections of existing detectors. The remaining were installs of detectors or batteries. A total of 69 smoke detectors, 5 CO detectors, 3 combination detectors and 7 batteries were installed or given out.
- 13 car seats were installed with 14 inspections completed.
- 36 Stand by events ranging from summer park events, fall festivals, Halloween, Christmas events (Santa Run), requested attendance by local business. National Night Out as well as fireworks events were attended by our personnel.
- Over 8,350 + people attended or were present during these standby events that our personnel had the chance to educate.
- An estimate of 250 + were in attendance during the 3 Palmer Dollhouse presentations, during public events.
- 11 Youth attended the Youth Safety Camp for 2023.
- 3 open house events were attended by approximately 250 individuals.

Successes and Areas for Improvement

- We have reached many people in some way with fire prevention messages and public education initiatives. During the last 2 years, we have established outreach numbers that are consistent and manageable with our staff size, call, and training volume. With another year of data, we may be able to indicate a pattern.
- We have educated large numbers of children and adults. We do have a developed plan on slips trips and falls and fire safety, but we need to do a better job in reaching out to the senior community. We are in the process of developing improved programs to deliver this message to connect with this demographic.
- With a large part of our educational programs being on our website or social media, it is difficult to determine the number of people educated by these means. Implementing an online survey has been identified as a possible solution. We are in the process of developing this online survey not only for our online training but for all the programs we deliver.
- A survey is also needed to determine if programs we are running are having the desired effect. Surveys would also indicate community needs in areas of community risk reduction and fire prevention. The online survey would be introduced to students after delivering programs, with instructions to access the online survey.
- As stated previously, YAUFR's outreach program should be expanded to include junior high school and the high school age brackets. These programs are currently being developed.
- We could not generate enough interest in our citizens' fire academy program to run in 2023. We continue to encourage attendance to gain interest in the fire service as well as educate the public in what the fire service does for the community and what they can do for the fire department. For 2024, we will implement a different schedule to attract people who previously found attendance to be difficult.
- We have added Community Connect to our website, which corresponds to our records management system. Community Connect allows community members to share important safety information on their home or business, saving time in emergencies. As of now we have 62 community members in the system. We continue to attempt to spread the word to recruit as many property owners as possible into the program.
- We have upgraded our Fire Extinguisher training by receiving 2 Fire Extinguisher training simulators. This will allow us to enhance our outreach and enable more comprehensive training for the community.

Training

One member of the command staff is trained in Youth Fire setting program from the national fire academy.

YAUFR lacks personnel certified in fire prevention presentations. As of this writing, we have 5 individuals who are taking the Life Safety Educator Programs 1 and 2 in 2024.

FIRE PREVENTION/PUBLIC EDUCATION PROGRAM

SUMMARY CONTINUED

Unmet Resource Needs

The continued need for fire prevention materials to present to children as well as educational handouts will remain a projected cost. With the latest donation of 500 smoke detectors this projected cost was reduced. We still have a slight demand for CO detectors and this too remains a projected cost.

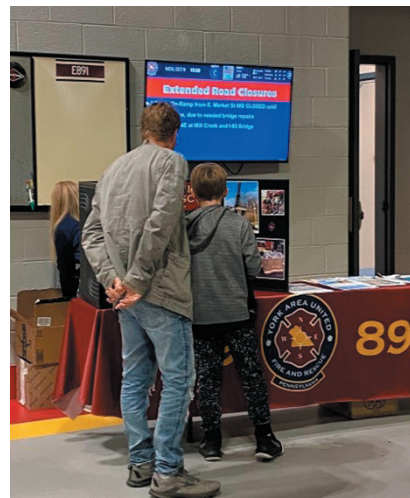
Budgetary Impacts

Cost for fire prevention materials have been accounted for in the 2024 budget and YAUFR receives substantial support from our volunteer companies in this regard. There may be future costs associated with certifications in fire prevention which can be accounted for in the training budget. Securing grants is crucial for sustaining our outreach programs, but charging for participation may limit accessibility for some people. We need to consider increasing line items within our budget and exploring alternate revenue streams to maintain these important programs.

Program Improvement Suggestions/Needs

Outreach programs are being developed for junior high and high school age youth and to strengthen our senior programs. YAUFR is considering implementing targeted outreach programs for elementary through 8th grade students focusing on emergency services education. This could be a possible avenue in helping address firefighter recruitment issues that have been developing over the past few years.

We effectively reach the public with our fire safety message through various channels, including social media. Presently we use two specific platforms in addition to our official website. As a strategic recommendation, we are exploring the possibility of expanding our social media presence to enhance community outreach. Utilizing additional platforms not only broadens our reach but also enables monitoring of our audience demographics and engagement metrics. This also allows us to incorporate community feedback through these platforms which will contribute to the refinement of our programs, enhancing their effectiveness.



PREVENTION PROGRAM SUMMARY

York Area United Fire and Rescue's prevention program, as defined by the CFAI Accreditation model, covers building and life safety code adoption and enforcement, plans review, and similar mitigation strategies. Manchester Township and Spring Garden Township have adopted the 2018 International Fire Code. YAUFR continues to participate in plan review and inspection processes for new commercial construction, renovation, and occupancy changes. Staff review plans and provide comments to the respective township building code officials and participate in inspections as available. In 2023, Spring Garden Township changed third-party building code enforcement vendors. The third-party building code service is now consistent across all three townships served by YAUFR. Staff continue to review all land development plans and provide recommendations regarding fire suppression (hydrant and FDC locations, etc.), access, and addressing. Life safety code enforcement remains reactive. Life safety inspections are only conducted upon request of an occupancy or in response to a complaint.

Program Performance & Effectiveness

Goal 4 and Objective 4B of the 2022-2024 Strategic Plan covers the life safety inspection program. With the change in third-party services in Spring Garden Township in 2023, YAUFR will be able to reach a goal of 100% participation in UCC plan review and inspections.

Outcomes

- A total of 185 plan reviews were conducted. This included 30 land development plan reviews and 155 plans submitted for commercial building permits or change of occupancy.
- Personnel attended 18 staff plan review meetings among all three municipalities, where township staff actively discuss submitted plans with the developers.
- 213 inspections were conducted. This included building permit-related inspections of new or renovated buildings, changes in occupant, as well as investigations of complaints and life safety inspections conducted at the request of a business owner.

Successes and Areas for Improvement

- 100% of the known plan submissions were reviewed by agency staff.
- Approximately 95% of the known building permit-related inspections had agency representation present. With the change in third-party inspection agency in Spring Garden Township, only inspections related to outstanding permits still under the responsibility of the previous 3rd-party were not fully attended. This should be rectified in 2024.
- 20 occupancies were inspected outside of the UCC permit process. This represents only about 2% of the known commercial occupancies in the YAUFR service area. These inspections were conducted at the property owner's request (15 premises) or as the result of a complaint (5 premises). As a result of this process, one hotel was notified to conduct official fire watches due to sprinkler system impairments. In addition, significant code issues due to unpermitted work in an adult education facility were discovered, including construction of a 2-story, unprotected structure out of OSB plywood.
- Spring Garden Township has updated its fire code adoption ordinance. Springettsbury Township remains the last of our townships to adopt the 2018 IFC and will be a focus for YAUFR staff.
- The promotion of Battalion Chief Heilman has allowed for realignment of community risk reduction responsibilities and creation of an immediate backup to ensure plan review meetings and inspections are attended by YAUFR staff.
- YAUFR assumed responsibility for commercial change of occupant reviews and inspections. The primary reason for the change was YAUFR's ability to turn around a permit application faster than the third-party agency.
- Implementation of First Due allowed for better organization and tracking of plan review, permitting, and inspection processes. Permit documents are now attached directly to the permit record for reference, along with review information and comments. All inspections are linked to their respective permits. Through the Community Connect portal, property representatives can also request inspections.

Training

During 2023, two members of the command staff were recertified as commercial building inspectors. All command staff should obtain ICC Commercial Building Inspector and PA Building Code Official certifications. Money has been allocated in the 2024 training budget to cover certification testing if personnel are ready. Training staff must continue to plan for continuing education for certified inspectors, as well as additional training for line staff.

Unmet Resource Needs

As YAUFR assumes a greater role in aspects of the inspection process in some of the townships served, labor and operational costs should be analyzed to develop a fee schedule for services provided. This will ultimately create a potential revenue stream. An ongoing task/workload analysis should be performed to determine future staffing needs and resource allocations.

PREVENTION PROGRAM SUMMARY CONTINUED

Budgetary Impacts

Costs for completion of training and certification testing were accounted for in the 2024 budget. In addition, the FEMA grant received in 2023 may allow for additional certification training related to fire prevention. There may be costs associated with continuing education, however the training budget should accommodate this as well. Looking forward to future budget cycles, line items specific to continuing education for inspector certifications should be developed to fully-account for these costs.

Program Improvement Suggestions/Needs

In order to reduce risk of fire and casualty, YAUFR must take a proactive approach toward code compliance. This program should incorporate a collaborative, educational approach in which property owners and occupants are provided with information necessary to keep their properties safe and understanding the logic behind code requirements, rather than emphasizing punitive enforcement.

In 2024, YAUFR should move forward with its partnership with IROL and work toward requiring electronic submission of system inspection, testing, and maintenance reports. This will ensure that life safety systems are maintained in accordance with codes. Recent experience has shown that not all property owners are willing to maintain their building's life safety systems without oversight from the authorities having jurisdiction.

Community Connect should be used to capture alarm system registrations and renewals. The system can handle all tasks associated with alarm registrations, renewals, and even fee collection, if needed. The use of CC will automatically make keyholder contact information available to responders, and the information can be shared with outside agencies as needed.

FIRE INVESTIGATION PROGRAM SUMMARY

There was a total of 21 first due structure fires within YAUFR's response area for the first quarter of 2023. Three fires were determined to be incendiary in nature and required PSP or local PD assistance. We continue to receive PSP resources but are taking on a more active role investigating our own fires unless they prove to be incendiary. This is largely due to availability for immediate response limitations of PSP. There were 26 building fires within Manchester Township, Spring Garden Township, and Springettsbury Township in 2023. Most of these fires were investigated by the Battalion Chief on duty at the time of the incident. A few of these incidents required the use of Pennsylvania State Police mainly due to suspicion of incendiary nature. A training tract has been created to guide employees interested in this type of work. This tract would culminate in certification as a Fire Investigation Technician through the International Association of Arson Investigators.

Program Performance & Effectiveness

Despite there being no formal investigative program in the department currently, there is increased interest among officers and firefighters in additional fire investigation training. Certification of those that complete the training is available and will potentially have a budgetary impact in the future. Certification levels are Fire Investigator Technician and Certified Fire Investigator through the International Association of Arson Investigators. The current method of fire investigation appears to be sufficient for the number of fires YAUFR is responding to in the first due area, but there is always room for improvement. Goals for 2024 are to continue educating interested employees in fire investigation and allowing those employees to shadow investigators at the scene of building fires.

Training

BC Russ has attended the Fire Investigation course at the NFA and is certified as a Fire Investigation Technician. Company Officers and Firefighters have begun online training for fire investigation which are prerequisites for NFA coursework. The budget request for training has been adjusted to facilitate funds needed to send personnel for credentialed training. Company Officers and Firefighters have been active in assisting with investigations at fire scenes and are continuing to work on internet-based trainings that are prerequisites for the Fire Investigation Essentials Program through the National Fire Academy. A training track has been created but has not yet been distributed to the department.

Unmet Resource Needs

YAUFR is seeing an increase in fires each year which creates the need for Fire Investigation Training and General Orders specific to an investigation program. Equipment for investigators cannot be the same equipment used for suppression or overhaul activities due to contamination concerns. Therefore, consideration for investigation specific tools must be considered.

Budgetary Impacts

The costliest budget items will be overtime to cover training and equipment for startup. Training is free at the NFA but could impact the schedule due to a prolonged absence of the trainee. Equipment needed would include collection materials, cameras, and additional items that are essential to an investigators tool cache. The budget request for 2024 has been updated to reflect costs associated with providing training for interested and qualified personnel. Costs are for meal tickets and overtime to cover vacancies during training.

FIRE INVESTIGATION PROGRAM SUMMARY CONTINUED

Program Improvement Suggestions/Needs

General order and program development need to be completed that list required training and functions for fire investigators. A program should be developed along with General Orders outlining how the program will function. Training requirements are listed in the training tract for this program. Additional work needs to continue with local police departments to better integrate procedures for instances of incendiary fire investigations.



DOMESTIC PREPAREDNESS PROGRAM SUMMARY

York Area United Fire and Rescue's domestic preparedness program covers preparedness needs for Manchester, Springettsbury, and Spring Garden Townships. An all-hazards plan has been developed and adopted by the YAUFRR Commission and participating municipalities. The plan is reviewed and revised every two years, then presented for re-adoption. The program is overseen by a career Battalion Chief and supported by a mix of career and volunteer staff. The agency maintains a primary and backup Emergency Operations Center, with capability to operate in a virtual environment if needed.

Program Performance & Effectiveness

Goal 7, Objectives 7A and 7B of the 2022-2024 Strategic Plan covers YAUFRR's domestic preparedness program. A comprehensive program would ideally see a robust staff of trained personnel, with sufficient staffing available to staff all EOC positions across multiple operational periods. Ideally, this program would also conduct regular exercises and maintain robust data on community members with special needs. The current program has minimal staffing. As many staff members are career officers with numerous other roles and responsibilities, there was limited exercises and training conducted.

Outcomes

- The EOP was reviewed and promulgated by all three Charter townships. No significant revisions were made to the plan. The updated plan was provided to York County OEM.
- BC Madzalan continues to act as the fire services representative on the York County Local Emergency Planning Commission. 5 of the 6 scheduled meetings were attended.
- Emergency plans for 23 facilities were reviewed.
- Personnel attended 14 NIMS or emergency management-related training classes.
- Participated in 5 tabletop or virtual exercises.
- In conjunction with the Southcentral Task Force Incident Management Team, supported 3 IMT deployments, and assisted with on York County EOC activation.

DOMESTIC PREPAREDNESS PROGRAM SUMMARY CONTINUED

Successes and Areas For Improvement

- YAUFR was granted permission to apply for the 2023-2024 Act 147 grant funds. This was largely due to the agency's continued support of the projects, trainings, and operations of the York County Office of Emergency Management. YAUFR was awarded \$6,900 for IT and radiological equipment, as well as NIMS training.
- BC Madzlan, in conjunction with the York County Sheriff's Office and York County Regional Police Department, delivered 6 Active Assailant Integrated Response (AAIR) classes through ALERRT Center at Texas State University. 156 fire, EMS, and law enforcement personnel were trained to respond together to active assailant incidents.
- YAUFR staff, along with representatives from the three townships and police agencies, participated in a countywide tabletop exercise conducted by York County OEM.
- With implementation of First Due and the Community Connect portal, the agency has modernized its collection of special needs resident information. In 2023, 9 new Community Connect accounts were created for residents with functional needs. This information is immediately available to all responders.

Training

During 2023, agency staff attended 14 training classes related to emergency management and domestic preparedness. ICS 300 and ICS 400 classes, while delivered at no cost, will require a cost for backfill and/or overtime for some personnel to attend. Costs associated with overtime for these classes will be covered by a FEMA grant received in 2023, as well as the 2023-24 Act 147 grant.

Unmet Resource Needs

At this time, the minimal resources specific to domestic preparedness are sufficient. Current grant awards meet the needs of the training budget, as well as ensuring IT equipment is modern and functional. Additional staff trained to support EOC activations are always welcomed. However, a shift in policy and training could allow the agency to utilize responders in an off-duty capacity to support EOC operations.

Budgetary Impacts

Due to the 2023 FEMA training and Act 147 grant awards, there are no anticipated budget impacts to the 2024 budget.

Program Improvement Suggestions/Needs

EMA functions often fly under the radar with other response disciplines. Currently, there is minimal integration with police and public works departments. While police departments have personnel designated to handle preparedness functions, they operate independently of any organized Emergency Management structure. With future staff changes through attrition, there is an opportunity to integrate more personnel into a unified system. The agency should also take advantage of the interest in advancement of one or more of the current EMA volunteers. The agency also must prioritize participation in regional EMA exercises.

It should be noted that there was municipal involvement from all three YAUFR townships during the Fall York County exercise, to include police agencies. This was an important change that should set a trend for future exercises.



EMS PROGRAM SUMMARY

In 2023, YAUFR responded to 1,761 EMS incidents. An EMS Committee was formed to evaluate the effectiveness of the current EMS delivery within our response area and what roles the department may have to take moving forward to better serve the community. YAUFR reinstated EMS responses to medical facilities after it was determined that skilled medical personnel are not guaranteed to be present at certain facilities. YAUFR was recertified by the PA Department of Health as a Quick Response Service.

Program Performance & Effectiveness

Response times and report quality continue to be two areas that are monitored and show consistent performance with current policy and expectations. CAD interface within the new RMS system allowed the department to better track the time difference between fire unit arrival on scene versus arrival of transport EMS units.

Training

PA Department of Health BLS Protocol update, Infection control, and emergency response driver training were dominant training topics for 2023. Additional training in BTLS and ALS Assistant should be considered since we are seeing a higher demand for YAUFR personnel to provide patient care during incidents with traumatic injuries. With changes to 2023 BLS Protocols, training in epinephrine delivery via syringe should also be considered.

Unmet Resource Needs

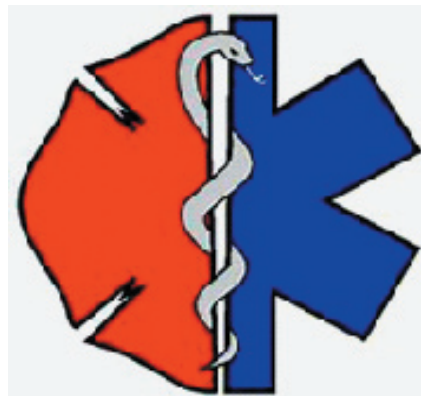
Specifications should be developed to ensure every first response QRS unit is equipped with similar equipment and storage devices (Med Bags). Additionally with the recent TBI protocols, special service units such as the rescue and ladder truck may need to increase levels of oxygen delivery equipment maintained on the apparatus.

Budgetary Impacts

Increased budget allotment to standardize our EMS equipment cache and equip apparatus with epinephrine vials and syringes should be considered.

Program Improvement Suggestions/Needs

Areas of improvement that would increase operational efficiency is increasing the level of formal continuing education programs. Working with our current EMS agency stakeholders to hold joint trainings and con-ed sessions to increase the performance of joint agency operations during incidents.



TECHNICAL RESCUE PROGRAM SUMMARY

For 2023, 34 Technical Rescue (TR) responses, which included MVA Entrapments, were recorded. These volumes remained relatively consistent from previous periods for the YAUFR response area. For 2023, YAUFR did see a reduction in water rescue responses again, trending down from a high in 2021. This is most likely related to a lower rate of flash flooding occurrences in 2023 as compared to 2021 and 2022. With a commitment to maintaining a high level of TR preparedness, ongoing training and equipment procurement continues. In 2023, several personnel completed elective TR training, including tower and advanced rigging systems. Additionally, a department-wide Confined Space Operations program was completed by over 90% of career personnel.

Program Performance & Effectiveness

Most YAUFR TR responses are MVA entrapments. Extrication times are monitored and reviewed post-incident and appear to be within parameters for industry best practices. An increase in heavy vehicle incidents that involve tractor and trailers was seen in 2023. Annually, YAUFR personnel complete an annual vehicle rescue refresher, and scenarios include heavy truck and mass transit.

Outcomes

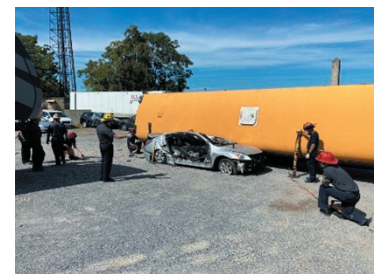
Increased preparedness for incidents involving heavy trucks and mass transit vehicles.

Successes and Areas For Improvement

The overall TR program is continuously improving, with After Action Reports (AAR) indicating improvements being made regarding extrication times and overall incident management. A comprehensive vehicle extrication General Order is being developed by command staff and select company officers.

Training

Over 30 personnel were trained in Confined Space Operations in 2023. For 2024, we are looking to continue establishing a baseline level of technical rescue training by conducting a Collapse Rescue Operations course and potentially a Confined Space Technician certification test also. A Trench Rescue training program is also being developed.



Unmet Resource Needs

With the approval of a new heavy rescue unit and rescue tools, we are in a good position to see the needed resources procured over the next 36 months. The demand for these services continues to increase, and dedicated staffing for Rescue 89 should be considered for long-range planning. Justification for this would need to consider hazardous materials responses, fire suppression RIT, and regional technical rescue activities.

Budgetary Impacts

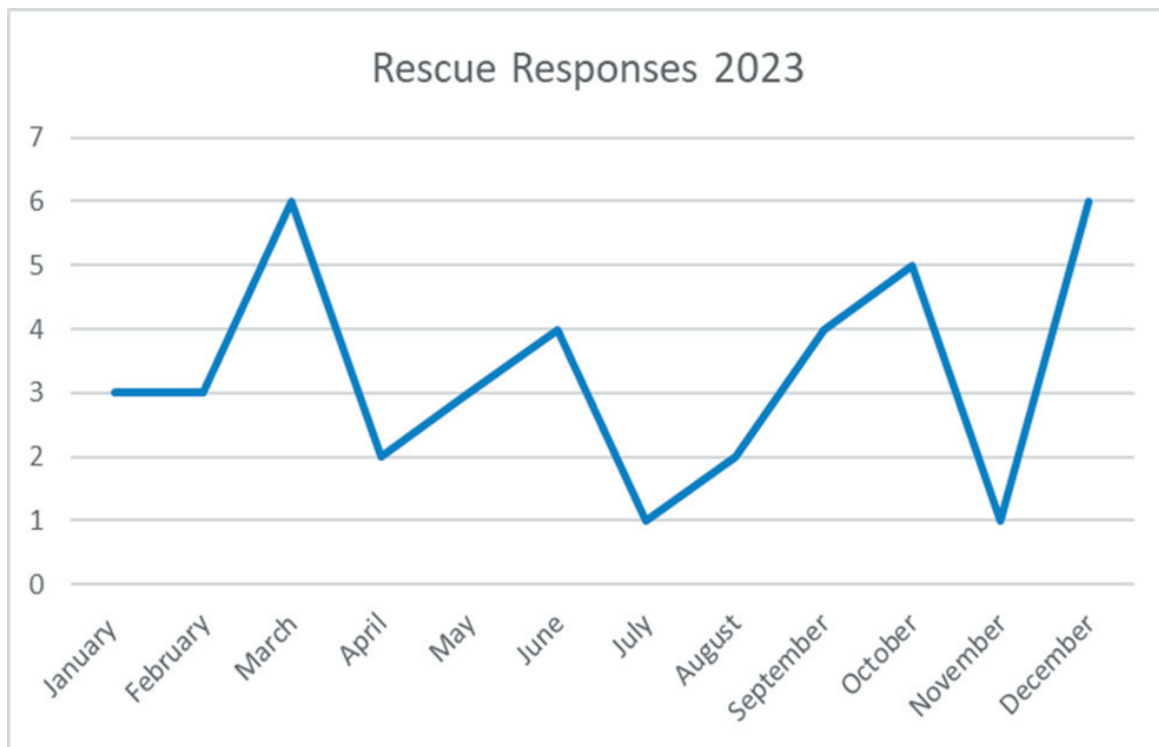
The area of TR is expected to have significant budget implications over the next 36 months. While the purchase of TR apparatus and equipment was approved in December of 2023, funding for this project is still being investigated. The most significant budgetary impact is consistent funding for the training of TR personnel. Due to other statutory training requirements, funding for TR becomes a lower priority. We will continue to pursue alternate funding streams, including grants, donations, and budgetary line increases to allocate appropriate funding to this program.

TECHNICAL RESCUE PROGRAM SUMMARY CONTINUED

Program Improvement Suggestions/Needs

Continuing pursuit of joint regional efforts may reduce operating costs for training and material resources. While more information is needed, developing or joining the South-Central Task Force may be beneficial, budgetary and operationally, to YAUFR's TR programs. In addition, moving from a department-wide TR training philosophy and developing TR teams may be a model worth evaluating to improve program efficiency and costs.

2022 Call Volume (NFIRS 33X, 34X & 35X)



HAZARDOUS MATERIALS PROGRAM SUMMARY

YAUFR continues to operate at the Hazardous Materials Awareness and Operations levels. As demands for service increase for hazardous materials responses, YAUFR resources have assisted county resources during technician-level activities. While there have been no changes in current policies, there is an ongoing discussion with York County's All Volunteer Hazardous Materials Response Team about working together to assist each other in meeting an ever-increasing demand for services. YAUFR currently has nine personnel certified to the technician level, one certified Haz-Mat IC, with several more tentatively scheduled to be certified in 2023. In addition, technician-level certification is being offered to the lieutenant and higher-ranking positions initially, with additional training being offered to other personnel in the future.

Program Performance & Effectiveness

YAUFR continues to support hazardous materials efforts at the operational level. Having limited staffing to provide a dedicated unit outfitted with adequate hazardous materials equipment and supplies, additional operations-level equipment is being added to Engine companies to deploy until additional resources arrive. Overall, the current program is effective at the operations level.

Outcomes

Additional operations-level equipment was added to Engine 895 and Truck 89-1 to assist with initial operations-level mitigation efforts. Additional operations level equipment will be added to remaining first due engine companies in 2024.

HAZARDOUS MATERIALS PROGRAM SUMMARY CONTINUED

Successes and Areas For Improvement

Talks continue with York County's Haz-Mat Chief to develop a formal service agreement. While these talks continue, an informal working relationship with York County Haz-Mat continues to thrive, with YAUFR personnel assisting York County Haz-Mat numerous times in 2023. YAUFR needs to revisit this effort and make every attempt to formalize this arrangement with York County.

Training

Five personnel were certified to the Technician level in 2023, bringing our total number of technicians to nine. Currently, there are a few more personnel interested in completing the 2024 technician program offered by York County Haz-Mat. Annual operations refresher training continues and is delivered on schedule. Additionally, command-level officers should be encouraged to complete the Hazardous Materials Incident Command training through the NFA or other ETA's.

Needed Resources

Current resource analysis is continuous and was also done as part of the apparatus specification process. Evaluation of resources needed for initial operations is being developed to ensure adequate space, and budget allotment is being considered. No additional resources were identified as an immediate need.

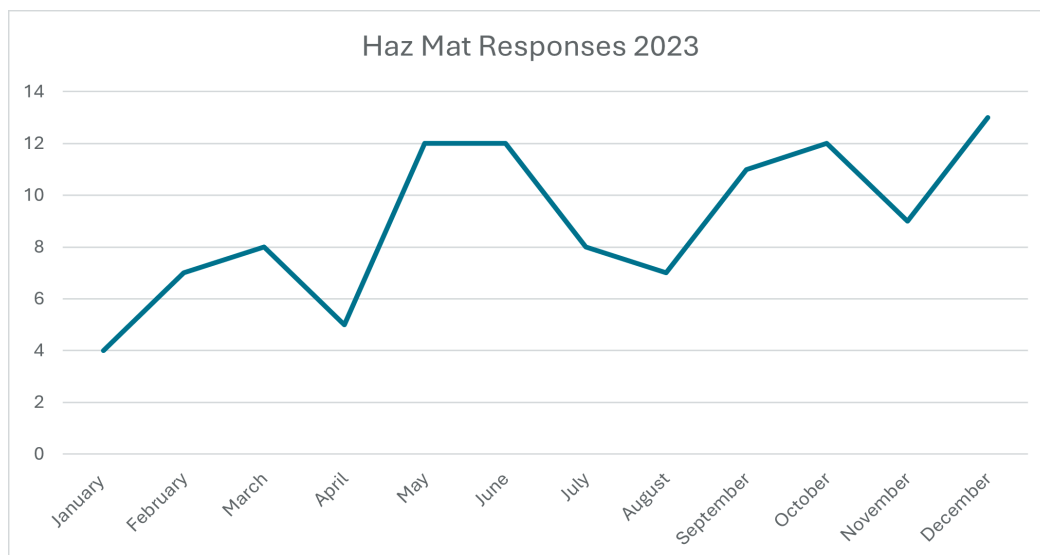
Budgetary Impacts

Budgetary items being considered for 2025 fall within the planned budget and include mostly the replenishment of consumables used throughout the year. Additional budgetary items may include the need for overtime to cover personnel attending technician-level programs.

Program Improvement Suggestions/Needs

With YAUFR's response area seeing the largest number of York County Haz-Mat team responses, YAUFR should continue developing its internal program while building a partnership with York County's team, which should include a cost reimbursement program to help offset costs associated with program operation.

2023 Call Volume (NFIRS 411,412,413,420,421,422,423 & 424)



WELLNESS AND FITNESS PROGRAM SUMMARY

Although at the present time, York Area United Fire & Rescue department does not have a documented Wellness and Fitness Program, the wellness of our employees is important to us. YAUFR currently provides mental health screenings for new hires and offers an EAP program for employees and their families. Several employees are trained in Peer Support and are part of a peer support team. Command staff, as well as the YAUFR Safety Committee, investigate and review any accidents/injuries involving emergency vehicles or personnel. YAUFR has been awarded a Wellness and Fitness Grant that includes NFPA physicals, health screening and a mental health component.

Program Performance & Effectiveness

Successes and Areas For Improvement

- The Agency has been awarded a FEMA Operations and Safety Grant to enhance our Wellness and Fitness program as one is developed.
- YAUFR continues to offer an Employee Assistance Program to support health and wellness needs of personnel.
- Several employees are trained in peer support. This helps in recognizing personnel that may need assistance and these peers can reach out and assist them in the right direction.
- One area YAUFR should seek improvement in is an ongoing physical ability assessment with benchmarks based upon age of the employee.

Training

- YAUFR currently does not have any established physical fitness training for the employees.
- Personnel presently engage in individual fitness programs that are not monitored.
- Throughout the year there are drills performed by the crews to practice a specific skill set that can and will assess fitness levels.

Unmet Resource Needs

Creating a formal plan for on-the-job personnel exercise is essential for promoting safety and well-being. Consider consulting with relevant experts and incorporating feedback from employees to ensure effectiveness.

Budgetary Impacts

Maintaining consistency in equipment across the fire stations is crucial for a well-developed plan and ensures uniformity and effectiveness in the program implementation. YAUFR has been successful in acquiring grant funds for some fitness equipment for stations through a program administered through the health insurance carrier. The AFA Grant will give us the opportunity to enhance medical screenings for personnel.

Program Improvement Suggestions/Needs

A formal wellness and fitness program should involve outlining specific goals, strategies and policies aimed at maintaining acceptable levels of wellness and fitness.

TRAINING PROGRAM SUMMARY

In 2023, YAUFR exceeded 13,774 hours of training. Crews continue following the training plan for daily shift drills and completing annual refresher courses. Additional training has been completed and or scheduled for the remainder of the year to include ICS 300, ICS 400, ALERRT, EAP Training, Child Abuse Recognition, Haz-Mat Technician, Natural Gas Emergencies, and Wildland Firefighter. Personnel are taking it upon themselves to obtain the prerequisites for Fire Investigation through CFITrainer.net. Volunteer firefighters have been participating in additional trainings as well to maintain their active interior status. YAUFR was able to train many of our employees in ALERRT, EAP, Child Abuse Recognition, Haz-Mat Technician, Natural Gas Emergencies, and many other courses. YAUFR received the Assistance to Firefighters grant in the amount of \$181,826. These funds will be used for ICS 300, ICS 400, Driver Operator Pumper, and Driver Operator Aerial. Overtime and backfill are also included in the award. Additional certification courses may be administered pending remaining funds after required courses are complete. Additional courses are to include Confined Space Technician and Trench Rescue Technician. The orientation program has been enhanced to train new employees on being strictly engine operators. This enhancement now consists of a daily schedule and tested evolutions to be considered as staffing. The rookie book is being overhauled as well with a different focus. The rookie book will keep the same practical evolutions but align with General Order 3-2 and the arrival and responsibilities of engine companies on the fireground (i.e. Chapter 1 is the first due engine, Chapter 2 is second due engine and so on).

TRAINING PROGRAM SUMMARY CONTINUED

Program Performance & Effectiveness

The training plan continues to be an effective tool in covering different skill sets needed for the job. We continue to use HACC as our Fire Academy and took advantage of an opportunity to send our recruits to additional training through Harrisburg City to cover technical rescue skills. YAUFR should strive to continue technical rescue skills training after the academy and add on a Driver Operator Program as well. Our Orientation process has been altered to focus on Driver Operator Pumper skills to enhance knowledge and proficiency of our new employees. Included additional skills are setting our folks up to be able to promote and operate more efficiently on the fireground. Daily and annual trainings in the training plan continue to keep our skills up to par and beyond. Company officers are very dedicated to training and ensuring that every aspect of the job is covered throughout the year. Additional skills were practiced in 2023 such as vertical ventilation at our semi-annual burn sessions this past fall. This is a skill that does not get much practice but does take some work to remain proficient.

Training

Daily drills continue to be completed as part of the training plan. All annual refresher training for the year was completed and is typically scheduled for the second quarter. We will be conducting a Confined Space Operations course to get our new employees up to this level. This will not impact on the budget as we will be doing a no-cost contract through HACC. The academy on the road will be delivering a Natural Gas Vehicle course in the second quarter as well. Volunteer training nights are continuing. Minimum training requirements are in place to be able to ride apparatus and count as staffing and have been shared with volunteers.

Budgetary Impacts

The training budget for 2024 was enhanced to cover the cost of certification training to include Driver Operator Pumper and Aerial and additional Technical Rescue courses for those interested. With the AFG award, YAUFR will be completing many trainings that normally would not be possible due to funding limitations. The budget for 2024 provides for new hire training and chief officer training. We anticipate at least 2 new hires who will complete the HACC academy and hopefully the extended academy through Harrisburg Fire.

Program Improvement Suggestions/Needs

The orientation and onboarding process is in an overhaul phase allowing us to focus our new recruits on Driver Operator Pumper skills and mold them into effective operators. ICS 500 Command training is nearing completion and will be taught as an in-house program to create effective leadership of our Company level officers. This course is also a prerequisite for Captains to act out of rank filling in for a Battalion Chief. 2024 is a restructuring year for the training program to include the new orientation program and a newly designed rookie book.



COMMUNICATIONS PROGRAM SUMMARY

YAUFR communicates using the York County Department of Emergency Services (YCDES) radio communications system. This system is a P25-compliant interoperable digital trunked system operating in the 700MHz spectrum. There are sufficient talk groups available for direct communications with dispatch, fireground operations, and private intra-agency communications. The system allows for interagency interoperability among fire and EMS units, as well as common communications with law enforcement and emergency management.

YCDES serves as the Public Safety Answering Point (PSAP) for 911 calls originating in York County. Incidents are processed by call takers and dispatched by personnel in the YCDES 911 Communications Center. Fire and EMS units are alerted using both alphanumeric and two-tone voice paging, as well as through third-party alerting apps.

Program Performance & Effectiveness

Outcomes

- In 2023, YAUFR was alerted by YCDES 5,057 times, resulting in 4,612 responses,
- 17 portable radios were sent to the vendor for repairs,
- 1 base station radio was repaired onsite by the vendor.

Successes and Areas For Improvement

- York County DES had, for several years, suffered from a severe staffing shortage. In 2023, those numbers were reported by the Director to have stabilized, though staffing is still reported to be an issue.
- In mid-2022, YCDES implemented dispatch protocols for fire and police calls for service. This PEMA-mandated implementation increased alarm handling times, causing delays in dispatch of YAUFR units. Alarm handling times remained higher than expected throughout 2023.
- The implementation of First Due at the start of 2023 created a modernized incident response app. Responding personnel receive incident dispatches directly to their smartphones and iPads on department vehicles. Dispatch information includes the ability to receive dispatch updates and CAD notes. Preplan information is available on a map adjacent to the dispatch information. Units can receive turn-by-turn navigation instructions for routing to the scene, and units can message each other directly.

Training

Minimal communications-specific training is conducted by personnel. Radios are used routinely for fire, rescue, and hazardous materials training evolutions. Radio transmissions during training are conducted as per policy during actual incidents. New personnel are provided with informal training on radio operations during the orientation process.

All personnel received vendor-led training on the First Due system. Company officers provided additional instruction as policy changes were implemented and system updates were released.

Unmet Resources Needs

The current Harris XG-75 portable radios have reached their end-of-life status. Parts for repair will no longer be available after 2025. As of the end of 2023, approximately 10-12% of the portable radio cache was being sent out for repair annually. All 160 portable radios must be replaced by the end of 2025 to ensure all personnel continue to have access to this communications equipment. A phased replacement approach could be considered, however that would create logistical and operational concerns, as batteries, chargers, and accessories differ between current and replacement models, and the operation and features of each radio are not similar.



COMMUNICATIONS PROGRAM SUMMARY CONTINUED

Budgetary Impacts

The current estimate to replace all 160 portable radios is approximately \$505,000. This includes customer loyalty, bulk purchase, and trade-in discounts. Should any of these discounts change or be eliminated, the total cost could be as high as \$1,123,000. There are currently only two radio equipment vendors approved for use on the York County radio system. The provided cost estimates reflect purchase of L3Harris radios, which are the less-expensive option.

YAUFR is pursuing a FEMA Assistance to Firefighters Grant (AFG) in 2024 to offset a portion of the radio replacement cost. Depending upon the amount of a grant award, if successful, the agency could only expect the grant to cover approximately half of the total project cost, due to FEMA grant project limitations. If unsuccessful, another grant application could be attempted during the subsequent AFG grant cycle in 2025. While other grant programs could be used to cover a portion of this project, other projects have already been identified as projects for those grants.

Program Improvement Suggestions/Needs

Alarm handling times remain an area of concern. The times, largely outside of YAUFR's direct control, are consistently and considerably higher than both NFPA standards and YAUFR benchmarks. A countywide dispatch pre-alert system is among the key recommendations at this time.

APPARATUS LOGISTICS AND OPERATIONS PROGRAM SUMMARY

YAUFR personnel worked to finalize plans in 2023 to replace a rescue unit, truck, and two engines, following a detailed apparatus replacement plan from 2018, revised in 2022. Three groups, led by Captains, were formed to focus on each type of apparatus, analyzing strengths, weaknesses, opportunities, and threats to create specifications. After considering proposals from various manufacturers based on cost, lead time, service, and functionality, Pierce was chosen for two engines and the rescue and Sutphen for an aerial device.

In December 2023, the YAUFR commission approved the purchase of all 4 units and additional equipment. Delivery is expected in 32 months for the aerial truck and 42 months for remaining units.

Challenges arose with the expiration of warranties on 2018 Spartan engines, causing increased costs. Unplanned maintenance, notably a \$34,000 expense for a failed radiator on Truck 89-1, led to expenses exceeding the \$85,000 budget.

Despite challenges, YAUFR is dedicated to improving maintenance by focusing on preventative work and proactive repairs to extend apparatus life expectancy. Overall, a strategic approach positions YAUFR for continued success in the future.

Program Performance & Effectiveness

Goals for the apparatus and MRO program are to provide safe and fully functional apparatus for YAUFR personnel to operate as part of their duties and service to the community. Essential functions are to maintain all fleet apparatus to levels that meet or exceed industry best practices.

Outcomes

- All frontline apparatus received annual and semi-annual maintenance / safety inspections.
- All aerial devices were third-party inspected for operation and load rating and passed.
- Reserve apparatus continues to perform well when needed for frontline use.
- A third EVT-certified Firefighter was added in 2023 to assist with first battalion apparatus maintenance.

Successes and Areas For Improvement

- The Apparatus MRO program continues to improve. Through the CPSE accreditation program, internal evaluations have unearthed several deficiencies that are being addressed through policy development, additional training, and the addition of needed equipment.
- Truck 89-2 and Rescue 89, the oldest vehicles in the fleet will be replaced by 2026, just under the maximum recommended 25 years of service.
- Staff vehicles continue to serve the department, with two vehicles approaching their peak in expected utilization years. With a goal of a maximum of eight years of utilization, options are being explored to replace several units with a hybrid platform vehicle to reduce operational costs related to fuel usage. One hybrid pick-up truck is being ordered funded through a T-Mobile grant award.

APPARATUS LOGISTICS AND OPERATIONS PROGRAM

SUMMARY CONTINUED

Training

To enhance current EVT certifications attained by three apparatus maintenance technicians, there is a plan being developed with suppliers of the new fire apparatus (Pierce and Sutphen) to provide each technician with advanced training to include pumps, hydraulics, aerial devices and electrical systems. Glick Fire Equipment, the Pierce dealer, is working with YAUFR to establish a training plan, including additional EVT certifications.

Unmet Resource Needs

- In 2022, the need for a third EVT certified firefighter was identified and fulfilled. Even with a third EVT certified firefighter, there still remains a need for a fourth. We are currently exploring the feasibility of adding a fourth EVT and gauging interest among current personnel.
- Ongoing needs assessment for tools and equipment continues throughout the year. A few items identified are adding power washing units in each station, improving hand tools and equipment for some stations, and developing a central supply area in stations 895 and 894.

Budgetary Impacts

The budget impact from the ongoing MRO and apparatus program remains fluid and, in some cases, could be considered volatile. The cost of consumables and capital equipment seems to be stabilizing. To take advantage of this, we are working with our suppliers to lock in the pricing of certain commodities. While some items may not be needed until new fire apparatus arrives, our goal is to lock in 2024 pricing. Additionally, investing in our staff to perform specific tasks internally will continue to help offset costs of purchased services and components.

Program Improvement Suggestions/Needs

Areas identified for improvement by the apparatus MRO group include defining additional training needed for the EVT positions, formalizing out-of-service procedures, and developing a more comprehensive preventative maintenance program. These topics are being evaluated as part of the accreditation process.

