



York Area United Fire and Rescue Strategic Plan 2025 - 2027

Adopted

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Prepared by



**STRATEGIC
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Executive Summary

York Area United Fire and Rescue (YAUFR) was created in 2008 to provide a career fire department and to serve Spring Garden and Springettsbury Townships through an intergovernmental cooperative in York County Pennsylvania. In 2018 Manchester Township was added as YAUFR's third charter township. YAUFR serves more than 60,000 residents of Spring Garden, Springettsbury, and Manchester Townships with regional fire protection.

YAUFR is governed by a Commission of representatives from the three charter municipalities. The Commission turns over membership every few years as appointments change from the participating municipalities and this creates a lack of consistency and clear understanding of YAUFR operations. Establishing a clear collaborative charter agreement and vision for YAUFR by the Commission has been identified as a top priority for the strategic plan.

YAUFR employs 51 full-time firefighters, six full-time command staff, two full-time administrative personnel and part-time operational staff to satisfy daily operational needs. Career staffing provides a guaranteed response to the citizens. YAUFR has a team of approximately twenty (20) operational volunteers that support department operations. Volunteer support is integral to the success of YAUFR. Fewer individuals are choosing a career in firefighting and the competition for new recruits is great with larger city emergency services departments. Developing strategies to continuously recruit and train new personnel and continue to integrate volunteers into the Department has been established as another top priority for YAUFR.

In August 2024, YAUFR contracted with Strategic Consulting Partners (SCP) to support the development of a strategic plan to guide the organization for the next five years. A structured process for collecting data and creating the strategic plan was collaboratively developed. Data collection included a review of internal operational documents provided by YAUFR leadership, one-on-one interviews with 20 internal and external stakeholders, a SWOT session with Strategic Planning Committee members, and a public survey completed by 244 residents.

Stakeholders interviewed emphasized the challenges for volunteer fire departments within York County in retaining and training volunteer firefighters, and they expressed potential opportunities for YAUFR to grow its regional impact and develop service agreements with additional municipalities. Expanded YAUFR operations has the potential to lower the administrative costs of the current three member municipalities and is also an important strategic priority.

Our Mission

The Mission of York Area United Fire and Rescue is to serve the community by providing the highest level of comprehensive and timely emergency services.

Our Vision

York Area United Fire and Rescue strives to be a model, world class, fire department. We accomplish this through our dedication to professionalism, education, training, collaboration, and community involvement. We take pride in supporting the success of all emergency services organizations in our region.

Our Values

- **Commitment** to our community, to our service, to each other, and to proactive relevant education
- **Professionalism** in the performance of our duties
- **Honor** in placing service before self.
- **Pride** in being a premier provider of emergency services within the region.
- **Embrace change** and recognize that continuous improvement is necessary to remain the best we can be.

Strategic Key Initiatives

- **Recruitment & retention of volunteer & career personnel.**
- **Expanded contracted regional services.**
- **CFAI accreditation.**

Strategy Map

Strategic Key Results	Recruitment & retention of volunteer & career personnel	Expanded contracted regional services	CFAI accreditation
Goals	OBJECTIVES		
Recruitment & Retention of Personnel	OBJ. 1.1 Develop a comprehensive operational structure and opportunities for recruiting and utilizing volunteers in the YAUFR organization.	OBJ. 1.2 Develop a comprehensive marketing and recruitment strategy for attracting career firefighters.	OBJ. 1.3 Develop a comprehensive marketing and recruitment strategy for attracting volunteer staff.
	OBJ. 1.4 Maintain and continue to develop a professional, collaborative, innovative, learning, and supportive culture to retain volunteer and career personnel.	OBJ. 1.5 Develop a leadership development program for volunteer and career YAUFR personnel.	OBJ. 1.6 Develop succession plans for personnel who will be retiring within the next five years.
Governance	OBJ. 2.1 Review and revise the charter agreement as needed to build consensus between the charter members.	OBJ. 2.2 Align the charter agreement and the organization bylaws for consistency.	
Accreditation	OBJ. 3.1 Develop and document all required standards, documentation, and performance requirements to become an accredited CFAI organization.	OBJ. 3.2 Become a candidate agency for accreditation in fall 2025 and achieve full accreditation in spring 2026.	OBJ. 3.3 Develop and implement a sustainability process to maintain CFAI accreditation in future years and engage all members in understanding the accreditation process and expectations.
Expanded Operations	OBJ. 4.1 Balance level of services provided to neighboring communities with delivering high level effective and efficient services and the financial costs of providing the services.	OBJ. 4.2 Develop a menu of services, the benefits of a YAUFR partnership, capital contributions needed, and level of community need, for partnership considerations with regional municipalities.	OBJ. 4.3 Develop Mutual Aid agreements with regional partners that define program expectations, training requirements, and liability protection.
	OBJ. 4.4 Continue developing Advanced Technical Rescue and HazMat services with York County and explore funding opportunities to expand these services and fund personnel.		
Emergency Medical Services	OBJ. 5.1 Support charter municipalities in assessing current EMS metrics of efficiency, response times, and operations against national benchmark standards for basic and advanced care EMS services.	OBJ. 5.2 Assess the levels of care for EMS services received in each charter municipality and establish contract metrics for assessing care.	OBJ. 5.3 Develop operational and financial models to expand and integrate enhanced EMS services into YAUFR operations.

Strategic Goals

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Recruit and retain a skilled career and volunteer firefighting workforce.	Build a cohesive visionary governance and charter agreement structure to guide YAUFR operations.	Achieve and maintain accreditation from the Commission on Fire Accreditation International (CFAI).	Expand YAUFR's regional impact through extended contracts, operations agreements, and cost-balancing efficient growth.	Assess Emergency Medical Services (EMS) level of care and readiness in the contracted charter municipalities.

Goal 1: Recruit and retain a skilled career and volunteer firefighting workforce.

Significance of this goal:

YAUFR has 51 paid career firefighters. Firefighters receive 200 hours of initial training and extensive annual training to ensure required skills are maintained. YAUFR also has defined performance standards for all personnel to maintain the vision of the highest level of comprehensive services for the community. YAUFR career staff respond to various emergency services within the service area.

Fewer individuals are choosing a career in firefighting and the competition for new recruits is great. YAUFR has attempted to integrate volunteers into the department to supplement the career firefighters, but it is challenging to find individuals who have the time to complete the initial hours of training before they can participate in fire events and be available at critical times.

YAUFR also has competition from other paid career fire departments in recruiting and retaining career personnel. Other departments, particularly larger city departments in nearby Maryland, Virginia, and the District of Columbia, are paying higher wages and offering a more attractive schedule. YAUFR career personnel work a schedule of 24 hours on and 48 hours off duty. Competitor departments are offering a schedule of 24 hours on and 72 hours off duty. Higher compensation and extended time off are attractive incentives for fire personnel with fewer years of service.

In the public survey participants were asked what improvements they would like to see in YAUFR services. 166 comments were received and 50% of the responses were supportive of more personnel on fire apparatus responding to emergency situations.

Objective 1.1: Develop a comprehensive operational structure and opportunities for recruiting and utilizing volunteers in the YAUFR organization.

- **Objective Lead:** Chief
- **Performance Indicators:** Organization plan for staff recruitment developed.
- **Targeted Start Date:** May 2025
- **Targeted Completion Date:** December 2026

Critical Tasks
1.1.1 Examine current volunteer structure with recommendations for improvement.
1.1.2 identify needs, concerns, and expectations of outside agencies and develop strategies to assist them.
1.1.3 Develop an onboarding plan for future volunteer affiliates.
1.1.4 Develop a path for volunteer leadership to integrate with career command structure.

Objective 1.2: Develop a comprehensive marketing and recruitment strategy for attracting career firefighters.

- **Objective Lead:** Fire Chief

- **Performance Indicators:** Number of career firefighters recruited annually.
- **Targeted Start Date:** November 2025
- **Targeted Completion Date:** August 2026

Critical Tasks
1.2.1 Identify and adopt expanded outlets for recruitment messages.
1.2.2 Solicit post process recruit feedback and implement necessary suggestions.
1.2.3 Develop focused recruitment materials for all positions.

Objective 1.3: Develop a comprehensive marketing and recruitment strategy for attracting volunteer staff.

- **Objective Lead:** Battalion Chief (Volunteer Liaison/PIO)
- **Performance Indicators:** Number of new volunteers recruited annually.
- **Targeted Start Date:** May 2025
- **Targeted Completion Date:** Ongoing

Critical Tasks
1.3.1 Identify and adopt expanded outlets for recruitment messages.
1.3.2 Develop focused recruitment materials for all volunteer functions.
1.3.3 Explore outside agencies for partnerships.

Objective 1.4: Maintain and continue to develop a professional, collaborative, innovative, learning, and supportive culture to retain volunteer and career personnel.

- **Objective Lead:** Battalion Chief for Training
- **Performance Indicators:** Achieve increasing levels of positive employee/volunteer feedback.
- **Targeted Start Date:** March 2025
- **Targeted Completion Date:** December 2025

Critical Tasks
1.4.1 Develop a streamline incentive and recognition programs for all personnel.
1.4.2 Develop a personnel feedback loop for effective participant input.
1.4.3 Develop a formalized mentoring program at all levels of the organization.

Objective 1.5: Develop a leadership development program for volunteer and career YAUFR personnel.

- **Objective Lead:** Battalion Chief for Training
- **Performance Indicators:** Number of leadership development training hours offered each year.
- **Targeted Start Date:** March 2025

- **Targeted Completion Date:** December 2025

Critical Tasks
1.5.1 Develop and implement a formal mentoring process for all levels of the organization.
1.5.2 Adopt the FESHE Model for professional development.
1.5.3 Ensure sufficient budgetary support for the annual training plan.
1.5.4 Identify and support diversity in leadership training opportunities.

Objective 1.6: Develop succession plans for personnel who will be retiring within the next five years.

- **Objective Lead:** Battalion Chief for Training
- **Performance Indicators:** Succession plans developed for all staff.
- **Targeted Start Date:** March 2025
- **Targeted Completion Date:** December 2025

Critical Tasks
1.6.1 Develop and implement a formal mentoring process for all levels of the organization.
1.6.2 Adopt the FESHE Model for professional development.
1.6.3 Ensure that training priorities match the most imminent staff replacement needs.

Goal 2: Build a cohesive visionary governance and charter agreement structure to guide YAUFR operations.

Significance of this goal:

YAUFR is governed by the York Area United Fire and Rescue Commission. The elected bodies of each municipality appoint representatives to serve on the commission. Two primary and one alternate representative are appointed from each township. A citizen at large is also appointed as a seventh voting member. Municipalities take turns appointing the members at large. All decisions of the Commission are majority vote except approval of the budget. All three charter members must approve the annual budget. Commission representatives from all three charter townships feel the operating charter should be opened and conflicting issues discussed and reexamined. The current charter agreement allows for additional municipalities to join the Commission.

The three charter townships have a combined population of slightly over 60,00 residents and 22,000 total housing units. (American Community Survey and 2020 Census). Springettsbury is the largest township by population (45%) and number of housing units. Contrary to many parts of Pennsylvania, the service area for YAUFR continues to grow in population and number of households served. The population of the three Townships in the 1990 census was 40,176. The population had grown to 48,539 by the 2000 census, 57,517 by the 2010 census, and 60,307 by 2022. The population is projected to be 65,857 by 2028. The number of households is projected to be 22,665 by 2026 and 23,850 by 2032.

Objective 2.1: Review and revise the charter agreement as needed to build consensus between the charter members.

- **Objective Lead:** Commission Chair
- **Performance Indicators:** Completion and adoption of a revised charter agreement.
- **Targeted Start Date:** February 2025
- **Targeted Completion Date:** September 2025

Critical Tasks
2.1.1 Review the existing charter agreement and develop a comprehensive list of proposed changes.
2.1.2 Incorporate an updated funding formula in the proposed changes.
2.1.3 Revise the charter agreement with suggestions from all charter townships.
2.1.4 Adopt the revised charter agreement.

Objective 2.2: Align the charter agreement and the organization bylaws for consistency.

- **Objective Lead:** Commission Chair
- **Performance Indicators:** Charter agreement and Bylaws revised to be in full alignment.
- **Targeted Start Date:** October 2025
- **Targeted Completion Date:** December 2025

Critical Tasks
2.2.1 Review and revise contents of bylaws to be consistent with revisions to charter agreement.
2.2.2 Adopt revised bylaws.

Goal 3: Achieve and maintain accreditation from the Commission on Fire Accreditation International (CFAI).

Significance of this goal:

YAUFR is actively engaged in becoming an accredited agency through the Commission on Fire Accreditation International® (CFAI). Accredited agencies are community-oriented, data-driven, and outcome-focused. They exemplify organizations that are strategic-minded and well-organized, are properly equipped, staffed, and trained. CFAI accreditation is a process of self-assessment, verified through peer review. Accreditation provides significant benefits to the fire department organization. There are 300 accredited fire departments worldwide and three accredited fire departments in Pennsylvania:

Objective 3.1: Develop and document all required standards, documentation, and performance requirements to become an accredited CFAI organization.

- **Objective Lead:** Accreditation Battalion Chief
- **Performance Indicators:** 100% completion of application paperwork
- **Targeted Start Date:** February 2025
- **Targeted Completion Date:** September 2025

Critical Tasks
3.1.1 Adopt the strategic plan for 2025 through 2027 and complete semi-annual reviews.
3.1.2 Publish CRA-SOC and present it to YAUFR Commission for acceptance.
3.1.3 Complete the Self-Assessment manual.
3.1.4 Ensure all core competencies are met.

Objective 3.2: Become a candidate agency for accreditation in fall 2025 and achieve full accreditation in spring 2026.

- **Objective Lead:** Accreditation Battalion Chief
- **Performance Indicators:** CFAI Accreditation
- **Targeted Start Date:** September 2025
- **Targeted Completion Date:** April 2026

Critical Tasks
3.2.1 File for Candidate Agency Status with the Commission for Public Safety Excellence (CPSE).
3.2.2 Upload accreditation documents for Peer Team review.
3.2.3 Schedule Peer Team site visit.
3.2.4 Upon recommendation of the Peer Team, attend CPSE Commission hearing.

Objective 3.3: Develop and implement a sustainability process to maintain CFAI accreditation in future years and engage all members in understanding the accreditation process and expectations.

- **Objective Lead:** Accreditation Battalion Chief
- **Performance Indicators:** 100% of staff understand the requirements of CFAI accreditation.
- **Targeted Start Date:** April 2026
- **Targeted Completion Date:** Ongoing (five-year cycle)

Critical Tasks
3.3.1 Review and begin implementation of Peer Team recommendations.
3.3.2 Continue data collection, prepare, and submit annual compliance reports.
3.3.3 Provide accreditation training to newer personnel and develop continuity for future cycles.

Goal 4: Expand YAUFR’s regional impact through extended contracts, operations agreements, and cost-balancing efficient growth.

Significance of this goal:

With declining numbers of trained volunteer firefighters in regional fire departments, opportunities may be present for YAUFR to grow services through contracts with adjoining municipalities. Volunteer fire departments are independent organizations with nonpaid staff. Municipalities wanting to join YAUFR will have to become engaged and commit to paying for fire services. Several adjoining volunteer departments have started to pay daytime drivers for fire trucks because volunteers are not available. This may be the beginning of a recognition that communities served by all-volunteer organizations may have to pay for career firefighting services.

Pennsylvania’s emergency services, and primarily fire services, have historically been managed by volunteer fire organizations. There are almost 2,500 fire companies in Pennsylvania, according to a report from the state House Republican Caucus and 90% are volunteer services. The number of volunteer firefighters in Pennsylvania plummeted almost 90% from 1970 to 2024, according to the [Pennsylvania Fire and Emergency Services Institute](#). It is estimated only about 38,000 volunteer firefighters remain in the state. For many of the volunteer companies it is becoming a matter of merger or close.

Several adjoining municipalities have been identified by stakeholders as potential partner organizations for YAUFR expansion. These partner municipalities may not own fire stations or fire apparatuses and are relying on volunteer organizations to supply these assets. YAUFR can offer a menu of services to these municipalities to support future contracts. Services can range from paid drivers or administrative services to inclusion as a full charter YAUFR member.

Stakeholders identified that certain services in which YAUFR has developed expertise are coordinated by York County. These services are hazardous material services and technical rescue teams. Currently the services are staffed by volunteers but with a growing community need, paid professional staff may be necessary.

Objective 4.1: Balance level of services provided to neighboring communities with delivering high level effective and efficient services and the financial costs of providing the services.

- **Objective Lead:** Chief
- **Performance Indicators:** Development of a more balanced approach to mutual aid.
- **Targeted Start Date:** April 2025
- **Targeted Completion Date:** Ongoing

Critical Tasks
4.1.1 Develop mutual aid agreements for neighboring communities.
4.1.2 Explore opportunities for shared services and alternatives to providing aid through affiliation.
4.1.3 Mentor outside agencies on effective response planning.
4.1.4 Educate neighboring municipalities regarding the cost of uneven mutual aid relationships.

Objective 4.2: Develop a menu of services, the benefits of a YAUFR partnership, capital contributions needed, and level of community need, for partnership considerations with regional municipalities.

- **Objective Lead:** Chief
- **Performance Indicators:** Menu of services developed and presented to potential partner organizations.
- **Targeted Start Date:** April 2025
- **Targeted Completion Date:** November 2025

Critical Tasks
4.2.1 Explore opportunities for shared services and alternatives to providing aid through affiliation.
4.2.2 Mentor outside agencies on effective response planning.
4.2.3 Ensure the menu of services effectively covers all costs associated with mutual aid.

Objective 4.3: Develop Mutual Aid agreements with regional partners that define program expectations, training requirements, and liability protection.

- **Objective Lead:** Chief
- **Performance Indicators:** Mutual Aid agreements developed with all partner emergency services organizations.
- **Targeted Start Date:** April 2025
- **Targeted Completion Date:** Ongoing

Critical Tasks
4.4.1 Work with solicitor to develop comprehensive language for standard mutual aid agreements.
4.4.2 Meet with mutual aid chiefs and municipal officials to finalize terms and expectations.
4.4.3 Ratification of agreements by both parties.

Objective 4.4: Continue developing Advanced Technical Rescue and HazMat services with York County and explore funding opportunities to expand these services and fund personnel.

- **Objective Lead:** Battalion Chief for Rescue and HazMat Services
- **Performance Indicators:** Expanded contracts and future funding with York County developed.
- **Targeted Start Date:** June 2025
- **Targeted Completion Date:** June 2026

Critical Tasks
4.4.1 In conjunction with CRA-SOC, evaluate current capabilities compared to community risk.
4.4.2 Expand relationships with external resources.
4.4.3 Develop agreements with external resources to include workforce, apparatus, and funding.
4.4.4 Maintain relationships, agreements, and level of readiness.

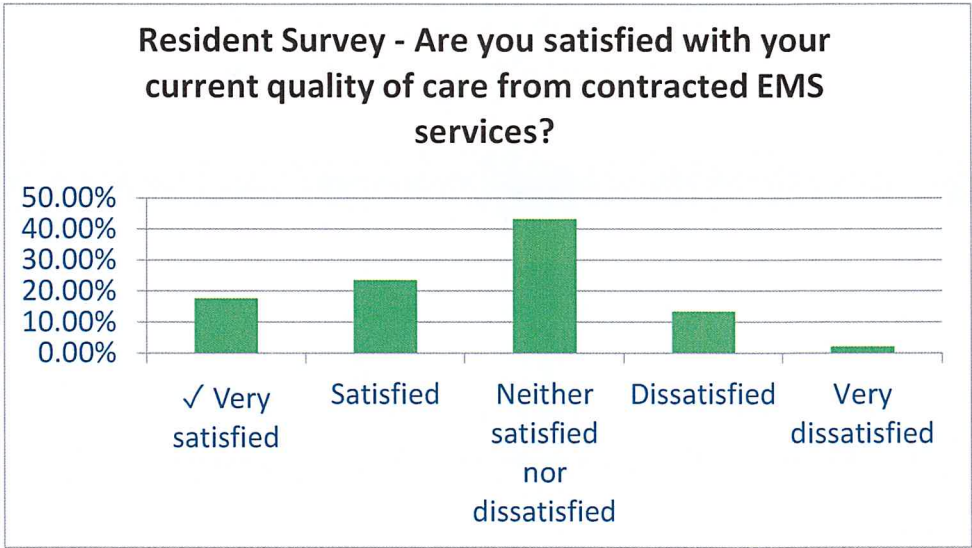
Goal 5: Assess Emergency Medical Services (EMS) level of care and readiness in the contracted charter municipalities.

Significance of this goal:

YAUFR is licensed as a quick response service for Emergency Medical Services (EMS). YAUFR provides basic life support services without capability for patient transport. Personnel do everything for patients except transport and advanced medical care and YAUFR receives no reimbursement for EMS services. It is estimated that 65% of YAUFR emergency responses are to support EMS non-transport services and 25% of annual call volume are for EMS services.

Stakeholders' express frustration with current contracted EMS services in the community. They emphasize delayed response rates, extended transfer of care time, a lack of EMS staff and EMS supervisors, funding challenges, increased call volumes, and some EMS stations do not operate on weekends because of staff availability.

Stakeholders also state there is a lack of data on response times for EMS services and a lack of quality of care provided. Conversations with the three Township Managers indicate residents have not expressed negative comments regarding current contracted EMS services. All three Township Managers would like to have EMS as part of YAUFR services but raise concerns about the initial start-up costs and the ongoing budget impacts. Residents in the public survey indicated that 42% of residents are very satisfied or satisfied with current EMS services and 43% indicated they are neither satisfied nor dissatisfied.



Objective 5.1: Support charter municipalities in assessing current EMS metrics of efficiency, response times, and operations against national benchmark standards for basic and advanced care EMS services.

- **Objective Lead:** Chief
- **Performance Indicators:** Assessment of current metrics of EMS services completed with charter municipalities.
- **Targeted Start Date:** February 2025
- **Targeted Completion Date:** Ongoing

Critical Tasks
5.1.1 Coordinate meetings between charter townships and EMS Providers.
5.1.2 Develop metrics for municipalities to evaluate the provision of services.
5.1.3 Facilitate collection of better data to include EMS Providers.

Objective 5.2: Assess the effectiveness and impact of EMS services received in each charter municipality and establish contract metrics for assessing care.

- **Objective Lead:** Chief
- **Performance Indicators:** Assess the effectiveness and impact of EMS services in each charter municipality.
- **Targeted Start Date:** February 2025
- **Targeted Completion Date:** January 2026 and ongoing

Critical Tasks
5.2.1 Collect data from EMS Providers.
5.2.2 Analyze combined EMS response data from YAUFR and EMS Providers.
5.2.3 Identify service gaps and areas for improvement.
5.2.4 Report findings with recommendations to YAUFR and municipal officials.

Objective 5.3: Develop operational and financial models to expand and integrate enhanced EMS services into YAUFR operations.

- **Objective Lead:** Chief
- **Performance Indicators:** Operational models for YAUFR to develop EMS services.
- **Targeted Start Date:**
- **Targeted Completion Date:**

Critical Tasks
5.3.1 Develop alternative to the current EMS delivery model.
5.3.2 Develop a cost benefit analysis for alternatives to the current EMS delivery model.
5.3.3 Prepare revenue and expense projections for different EMS delivery models.
5.3.4 Based on data collected, finalize a recommendation for a future EMS delivery model.

Appendix

Appendix 1: S.W.O.T. ANALYSIS

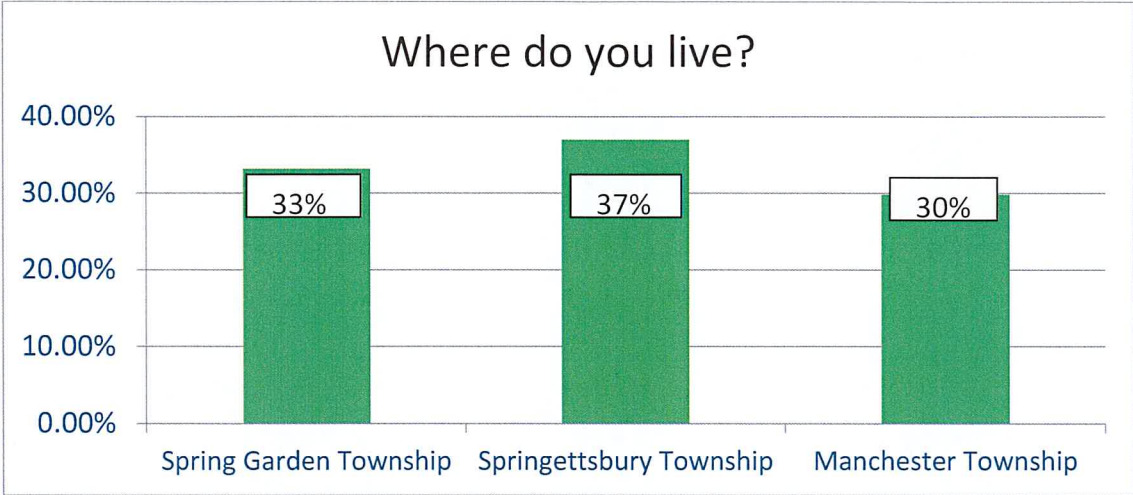
Strengths	Weaknesses
Professional, prepared, highly trained staff	Lack of coordination between YAUFR and EMS contractors
High standards of service; training, standardization	Lack of staff at peak times, critical times need three staff on an engine
Positive culture – dedication, safety, everyone contributes	Staff is stretched thin
Leadership team is experienced and knowledgeable; have gained community trust	There is not a shared vision with all stakeholders
Engaged in the accreditation process, no one else is doing this	Need health and fitness standards for all firefighters
Training requirements for all staff	Pool of applicants is diminishing
Policy structure	Governance structure is not working, rotating commission members
Staff are all trained the same and follow the same policies	Emergency Management Administration, do not have EMA staff
Capital support from Townships	Two unions
Equipment is up to date	Friction at times between career members and volunteers
Leadership and Management staff are excellent (external stakeholders)	
Response rate to emergencies is great (external stakeholder)	
Only praise from the public, no negative comments (external stakeholder)	
Innovation: stay ahead of other departments and bring in innovative ideas for the community	

Opportunities	
Marketing, increasing public awareness, community engagement and education	Operate EMS services; fire-based EMS services
Services are scalable to other Townships	Collaborate more with neighbors, what are the barriers to collaborating?
HAZMAT services	Township Managers be part of the governance structure
Premier fire station in York County	Proactive risk reduction and mitigation
Take over the York County fire school and add more training opportunities	Develop metrics to measure YAUFR is meeting community needs
Different funding sources	Create a regional fire authority
Positioned to absorb other fire service agencies as they fail	Dedicated hazardous materials personnel

Threats	
Neighboring volunteer fire companies are folding; stretches YAUFR resources	Volunteerism in fire services is declining
Attrition of firefighting staff	EMS is going through changes and cannot retain staff
Remaining competitive with wages and benefits	90% of YAUFR EMS support is not covered by insurance payments
Fires have increased since 2012 and fatalities are on the rise	YAUFR does not own buildings, owned by municipalities or volunteer fire companies
The public does not understand hazardous materials risk	Governing commission members have different visions, different philosophies on balancing resources and needs of community
The pool of applicants is getting smaller; with social media, applicants know what compensation and benefits are offered in other organizations	Governing commission membership changes each year, lack of understanding and continuity from members
Can not find part-time paid staff who want to get in the door and become full-time staff	Commonwealth laws and regulations are not set up for shared municipal resources

Appendix 2: Public Survey Feedback

A public survey was developed to receive public input on YAUFR operations and community needs for the future. The public survey was promoted on social media, YAUFR and Townships’ communications, and posted at polling locations for the national election in November 2024. A total of 244 residents completed the survey. Results of the survey follow.



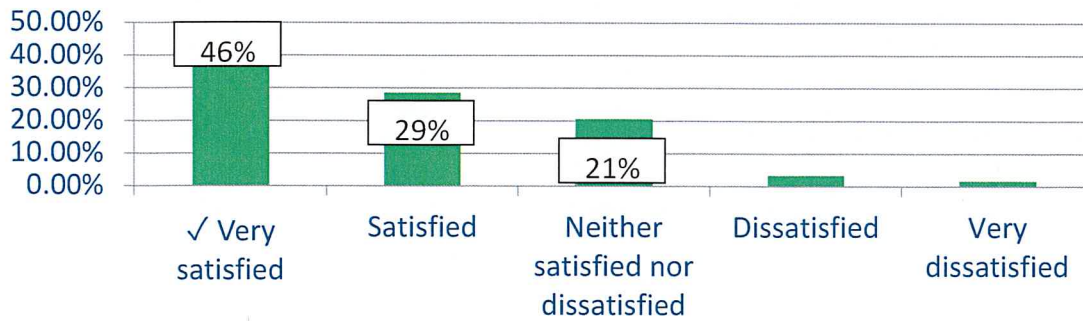
What is your zip code?

17402	26.67%	63
17403	32.50%	78
17404	22.08%	52
17406	17.50%	42
17318	0.00%	0
17408	1.25%	3

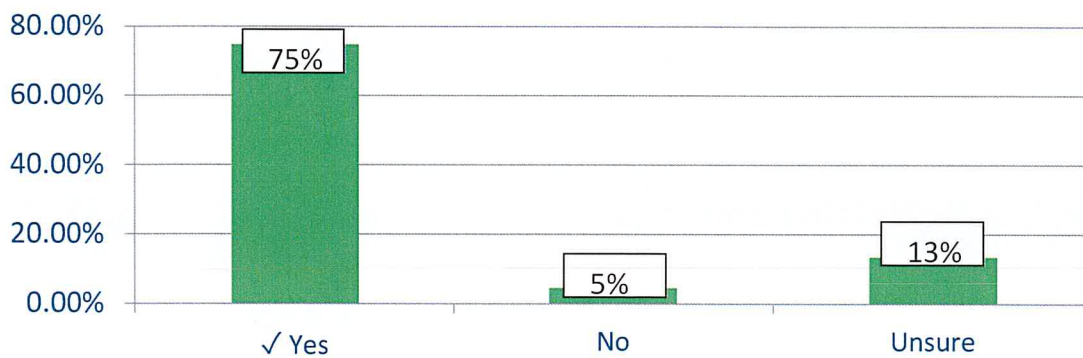
Have you used YAUFR Services?

No. We have not used YAUFR Emergency Services	62.92%	151
Yes. We have used Fire services	22.92%	55
Yes. We have used Fire prevention services	7.50%	18
Yes. We have used EMS non-transport services	8.33%	20
Yes. We have used EMA services	7.08%	17
Yes. We have used YAUFR Planning services	2.08%	5

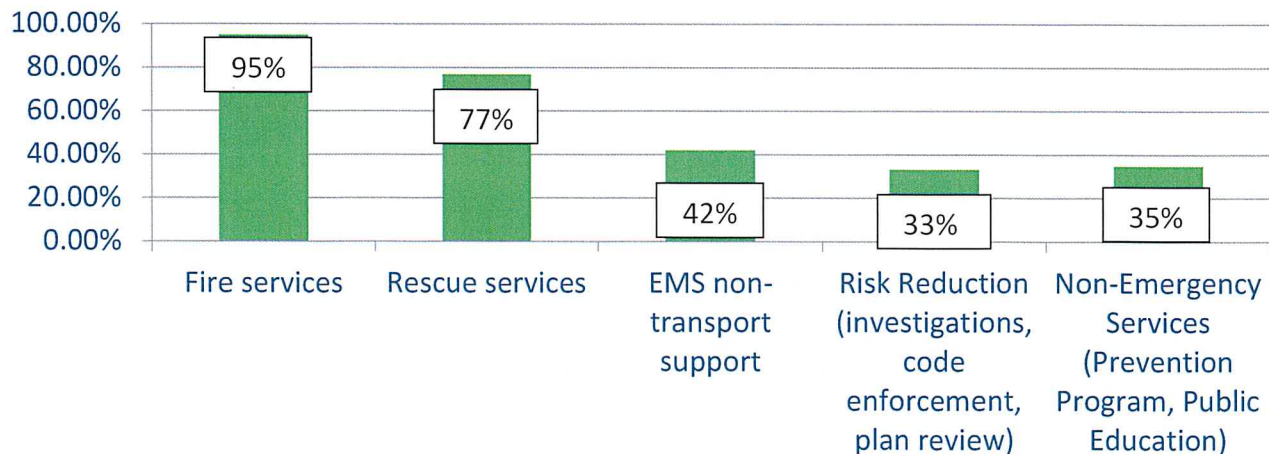
What is your overall satisfaction with the manner in which YAUFR supports your neighborhood and community?



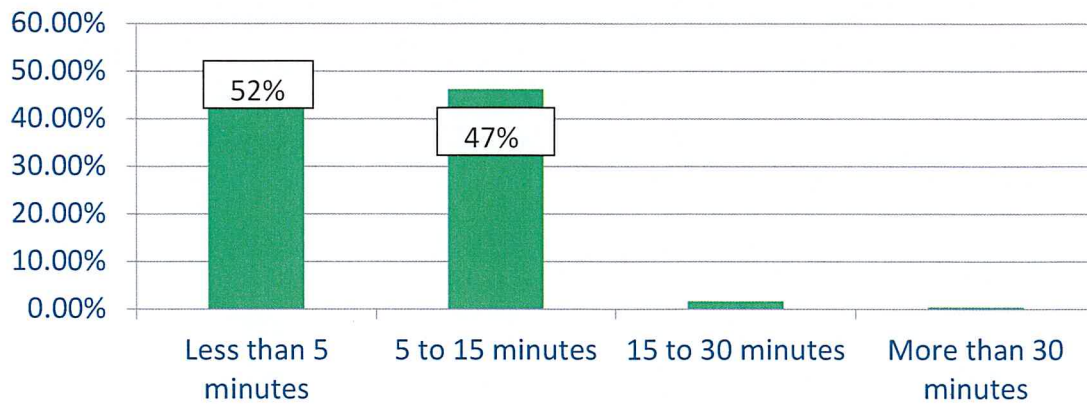
Do you feel confident YAUFR will provide the fire and rescue services needed by your family?



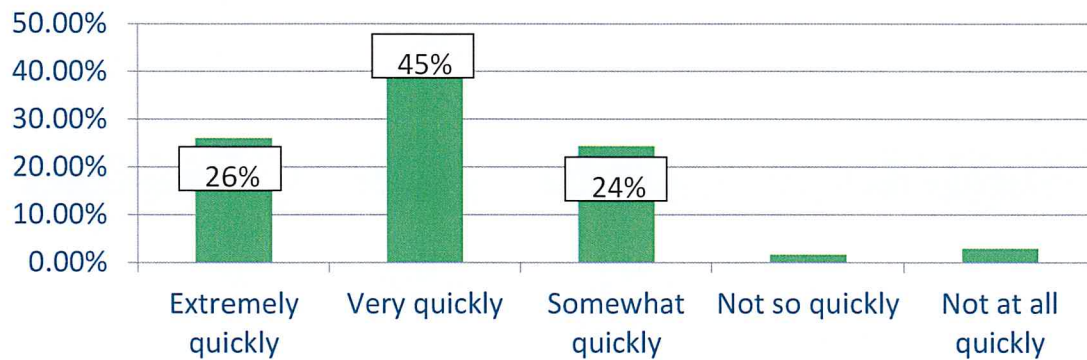
Out of all the services provided by YAUFR, which are most important to you? (check all that apply)



If you are having an emergency, how long would you expect to wait for emergency services to arrive?



How quickly does YAUFR respond to requests for help from people living in your neighborhood?



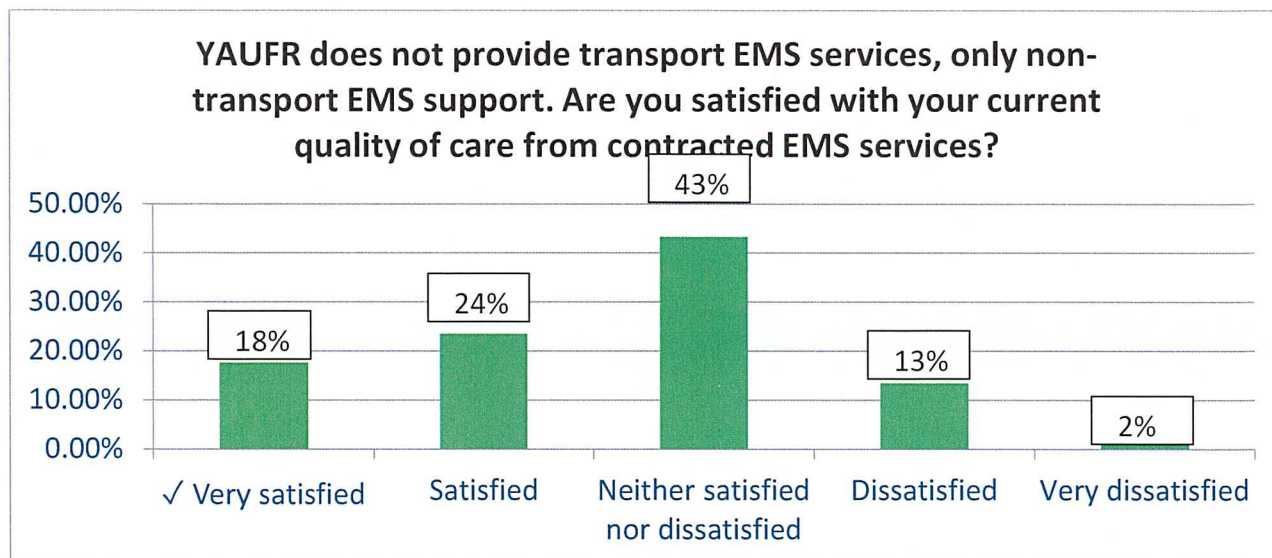
Please rate the quality of the following YAUFR services?

	Excellent	Very Good	Good	Poor	Do not Know
Fire suppression services	40.76%	17.65%	7.56%	2.94%	30.93%
Emergency medical services	29.17%	22.50%	14.17%	4.58%	29.41%
Fire prevention and education	30.96%	20.50%	9.62%	2.93%	35.86%
Disaster preparedness	18.49%	13.03%	10.92%	4.62%	52.97%
Community outreach and engagement	23.85%	24.27%	15.90%	6.69%	29.11%
Risk Reduction (investigations, code enforcement, plan review)	20.17%	13.03%	10.50%	5.46%	50.85%

Q10: What specific improvements or enhancements would you like to see in YAUFR services?

Comments, 163 individual comments were made:

- Team is truly professional community service minded firefighters.
- More than two firefighters on the firetrucks – 68 comments
- Hold the line on costs – 5.
- More education activities – 4
- More community outreach – 3
- Ambulances with the fire department – 3
- Increase EMS presence - 2.
- Stop running EMS calls –
- Collaboration with volunteer agencies



Q12: Are there additional emergency response, public safety, or safety related education services YAUFR should be providing to our communities?

Comments:

- Public education, safety courses, child safety seats for children – 5 comments
- Own ambulances, EMS services – 8 comments (the other company is rude)
- The EMS system is broken.
- More community engagement

Survey Respondent (what best describes your perspective):

Residential	89.50%	213
Business/Commercial	2.94%	7
Industrial	0.00%	0
Employee of YAUFR	2.52%	6
Friend/family member of a YAUFR employee or volunteer	1.26%	3
YAUFR volunteer	2.94%	7
Resident of an adjacent municipality	0.84%	2

York Area United Fire and Rescue Strategy Map

Vision	York Area United Fire and Rescue strives to be a model, world class, fire department.				
Mission	The mission of York Area United Fire and Rescue is to serve the community by providing the highest level of comprehensive and timely emergency services.				
Values	Commitment	Professionalism	Honor	Pride	Embrace change
Strategic Key Initiatives	Recruitment & retention of volunteer & career personnel		Expanded contracted regional services		CFAI accreditation
Goals	OBJECTIVES				
Recruitment & Retention of Personnel	OBJ.1.1 Develop a comprehensive operational structure and opportunities for recruiting and utilizing volunteers in the YAUFR organization.	OBJ.1.2 Develop a comprehensive marketing and recruitment strategy for attracting career firefighters.		OBJ. 1.3 Develop a comprehensive marketing and recruitment strategy for attracting volunteer staff.	
	OBJ. 1.4 Maintain and continue to develop a professional, collaborative, innovative, learning, and supportive culture to retain volunteer and career personnel.	OBJ. 1.5 Develop a leadership development program for volunteer and career YAUFR personnel.		OBJ. 1.6 Develop succession plans for personnel who will be retiring within the next five years.	
Governance	OBJ. 2.1 Review and revise the charter agreement as needed to build consensus between the charter members.	OBJ. 2.2 Align the charter agreement and the organization bylaws for consistency.			
Accreditation	OBJ. 3.1 Develop and document all required standards, documentation, and performance requirements to become an accredited CFAI organization.	OBJ. 3.2 Become a candidate agency for accreditation in fall 2025 and achieve full accreditation in spring 2026.		OBJ. 3.3 Develop and implement a sustainability process to maintain CFAI accreditation in future years and engage all members in understanding the accreditation process and expectations.	
Expanded Operations	OBJ. 4.1 Balance level of services provided to neighboring communities with delivering high level effective and efficient services and the financial costs of providing the services.	OBJ. 4.2 Develop a menu of services, the benefits of a YAUFR partnership, capital contributions needed, and level of community need, for partnership considerations with regional municipalities.		OBJ. 4.3 Develop Mutual Aid agreements with regional partners that define program expectations, training requirements, and liability protection.	
	OBJ. 4.4 Continue developing Advanced Technical Rescue and HazMat services with York Couty and explore funding opportunities to expand these services and fund personnel.	OBJ. 4.5			

Emergency Medical Services	OBJ. 5.1 Support charter municipalities in assessing current EMS metrics of efficiency, response times, and operations against national benchmark standards for basic and advanced care EMS services.	OBJ. 5.2 Assess the levels of care for EMS services received in each charter municipality and establish contract metrics for assessing care.	OBJ. 5.3 Develop operational and financial models to expand and integrate enhanced EMS services into YAUFR operations.
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Goal 1

Recruit and retain a skilled career and volunteer firefighting workforce.

- **Objective 1.1:** Develop a comprehensive operational structure and opportunities for recruiting and utilizing volunteers in the YAUFR organization.
- **Objective 1.2:** Develop a comprehensive marketing and recruitment strategy for attracting career firefighters.
- **Objective 1.3:** Develop a comprehensive marketing and recruitment strategy for attracting volunteer staff.
- **Objective 1.4:** Maintain and continue to develop a professional, collaborative, innovative, learning, and supportive culture to retain volunteer and career personnel.
- **Objective 1.5:** Develop a leadership development program for volunteer and career YAUFR personnel.
- **Objective 1.6:** Develop succession plans for personnel who will be retiring within the next five years.

Goal 2

Build a cohesive visionary governance and charter agreement structure to guide YAUFR operations.

- **Objective 2.1:** Review and revise the charter agreement as needed to build consensus between the charter members.
- **Objective 2.2:** Align the charter agreement and the organization bylaws for consistency.

Goal 3

Achieve and maintain accreditation from the Commission on Fire Accreditation International (CFAI).

- **Objective 3.1:** Develop and document all required standards, documentation, and performance requirements to become an accredited CFAI organization.
- **Objective 3.2:** Become a candidate agency for accreditation in fall 2025 and achieve full accreditation in spring 2026.
- **Objective 3.3:** Develop and implement a sustainability process to maintain CFAI accreditation in future years and engage all members in understanding the accreditation process and expectations.

Goal 4

Expand YAUFR's regional impact through extended contracts, operations agreements, and cost-balancing efficient growth.

- **Objective 4.1:** Balance level of services provided to neighboring communities with delivering high level effective and efficient services and the financial costs of providing the services.
- **Objective 4.2:** Develop a menu of services, the benefits of a YAUFR partnership, capital contributions needed, and level of community need, for partnership considerations with regional municipalities.
- **Objective 4.3:** Develop Mutual Aid agreements with regional partners that define program expectations, training requirements, and liability protection.
- **Objective 4.4:** Continue developing Advanced Technical Rescue and HazMat services with York County and explore funding opportunities to expand these services and fund personnel.

Goal 5

Assess Emergency Medical Services (EMS) level of care and readiness in the contracted charter municipalities.

- **Objective 5.1:** Support charter municipalities in assessing current EMS metrics of efficiency, response times, and operations against national benchmark standards for basic and advanced care EMS services.
- **Objective 5.2:** Assess the effectiveness and impact of EMS services received in each charter municipality and establish contract metrics for assessing care.
- **Objective 5.3:** Develop operational and financial models to expand and integrate enhanced EMS services into YAUFR operations.