

The purpose of this project was to assess the existing fire-rescue system to identify and propose strategic administrative and operational objectives that would be adopted by the fire department and the township for the continued success of the volunteer fire-rescue system, its members, the community, and the township, and to foster a better working relationship among all parties.

OBJECTIVES

This section details the objectives and recommended outcomes that have been identified as a result of the assessment. It also includes a customized implementation work plan for each individual objective. As every organized group works differently, more than one objective can be advanced at the same time and the implementation dates can be adjusted based on positive progress with the objectives and recommended outcomes.

	2022	2023	2024	2025	2026
Review Fire Company/Township Relationship – (Years 1-2)	▲		▲		
Establish Community Fire-Rescue Advisory Board – (Year 1)	▲		▲		
Enhance Company-Level Administrative Functions – (Year 1)	▲		▲		
Enhance Company-Level Membership – (Year 1)	▲		▲		
Adopt Apparatus Fleet Plan – (Years 2-3)		▲		▲	
Enhance Local and Regional Partnerships (Years 1-5)	▲				
Mortgage Relief	■			■ TWP.	
Manage Maintenance	■			■ TWP.	
Workers Comp Insurance	■			■ TWP./V.F.D.	
Apparatus	■			■ V.F.D.	

CONTINUED ON BACK

OBJECTIVE 1: REVIEW FIRE DEPARTMENT AND TOWNSHIP RELATIONSHIP

Recommended Outcomes

- Address yearly operating and capital funding needs
- Review fire station ownership
- Transfer workers' compensation coverage
- Update service agreements

OBJECTIVE 2: ESTABLISH COMMUNITY FIRE-RESCUE ADVISORY BOARD

Recommended Outcomes

- Increase communication among the fire department, local government, and the community
- Assist with advancing objectives of the assessment
- Membership shall include a diverse mix of fire department members, community and business members, and local government officials
- Shall meet quarterly and report to both the fire department and township

OBJECTIVE 3: ENHANCE COMPANY-LEVEL ADMINISTRATIVE FUNCTIONS

Recommended Outcomes

- Continue monthly workshop meeting
- Establish company-level Strategic Planning Team
- Immediate goal of revising company officer and committee structures, bylaws, and tracking of administrative hours

OBJECTIVE 4: ENHANCE COMPANY-LEVEL MEMBERSHIP

Recommended Outcomes

- Establish company-level Membership Team
- Adopt Act 174 Tax Credit Program
- Develop member and officer expectations
- Develop a Member Benefit Program
- Continually monitor firefighter participation numbers

OBJECTIVE 5: ADOPT APPARATUS FLEET PLAN

Recommended Outcomes

- Maintain engine, engine/tanker, and heavy rescue
- Fire Department continues to purchase and maintain fleet
- Township provides purchase allotment

OBJECTIVE 6: ENHANCE LOCAL AND REGIONAL PARTNERSHIPS

Recommended Outcomes

- Expand regional recruitment, training, deployment, and staffing partnerships
- Re-establish relationships with state level agencies

SUMMARY

The overall assessment of the Lower Swatara Volunteer Fire Department revealed a very diverse, successful organization. The officers and members do their best to manage the fire department with an all-volunteer staff in an ever-changing world. Many places would envy not only the apparatus, equipment, and facilities but also the atmosphere that is present. Please do not overlook these facts. Everyone involved should be proud of the fire department and what it has accomplished in its six decades of service to Lower Swatara Township, the lower Dauphin County community, and its members. It will take everyone recognizing these past accomplishments and sharing in the responsibility of the current and future needs of the fire department to maintain a healthy volunteer-based fire-rescue system for the next five to seven years and beyond.