

Joint Policing Approach

The Joint Policing Approach focuses on furthering inter-departmental cooperation efforts between the Lititz Borough and the Warwick Township Police departments. The three-prong approach puts in place necessary agreements to create a “seamless policing strategy” for the entire community.

Components:

- Continue to retain the identity of the two police forces; however, utilize a common “three-prong” cooperative policing approach.
 - Adopt an expanded mutual aid agreement (element one of the three-prong approach) which outlines cooperative procedures and chain-of-command arrangements:
 - ◆ *Mutual power and authority in each other’s jurisdiction.*
 - ◆ *Liability insurance to cover the mutual power arrangement.*
 - ◆ *Termination of agreement procedures.*
 - ◆ *Continuation of existing separate organizational structures, departments and employee benefits programs.*
 - ◆ *Continuation of existing separate ownership of police department vehicles, equipment, and facilities.*
 - Develop cooperative police (emergency services) technology and enhanced communication opportunities (element two of the three-prong approach).
 - ◆ *Begin the community-wide effort with the acquisition of a mobile command center to be utilized by emergency services during incidents.*
 - ◆ *Continue to focus on joint training exercises to help develop common enforcement techniques and protocols for response to emergency events. The training program would include exercises for police-only and exercises for the full complement of regional emergency providers (i.e., emergency management coordinator, fire services, ambulance services and police services).*
 - Identify, expand and seek support for joint community policing programs (element three of the approach) through public education, awareness and participation. Recently identified programs include the investigation and implementation of joint K-9 and bike patrol units. The neighborhood block watch program is a significant community policing activity which provides the opportunity for public education.

- Develop a monitoring system to evaluate and adjust existing cooperative efforts and plan for and implement new cooperative programs and activities.
 - Create a police services task force comprised of the chiefs-of-police, representatives of line officers, representatives of the governing bodies and municipal staff, and other emergency service provider representatives.
 - Develop assessment criteria to measure effectiveness (customer satisfaction), efficiency (results with available resources) and equity (access, treatment and service). Where possible, develop quantifiable measures of attainment (e.g., manpower utilization rates, response times, etc.).
 - Use diverse methods for evaluation and to provide feedback often and comprehensively, such as:
 - ◆ *Community surveys (written and oral)*
 - ◆ *Regular performance evaluations*
 - ◆ *Incident reports and customer evaluations*
 - ◆ *Crime statistics*
 - ◆ *Cable access TV discussions and forums*
 - ◆ *Employee surveys*
 - Prepare a semi-annual report (every six months) for task force review. The report would include program evaluation, mid-term adjustments, new program ideas and funding strategies (target strategies needed for annual budget process both general and capital budgets).
- Complete a three-year evaluation by the Departments in the year 2002 to evaluate the need for a combined police force or the continuation of the intergovernmental approach. The evaluation would include a comparative analysis of the costs and benefits of each approach.

Comprehensive Regional Fire & Ambulance Service Study

The Regional Fire & Ambulance Service Study supports the preparation of a grant application to the Local Government Services Center for the completion of the regional Study. (The World Class Communities Program would have grant moneys to fund a similar study if the region is not able to obtain the services from the Local Government Center.)

Components:

- Focus the study on the examination of the following issues and ideas:
 - Development of a sustainable base of volunteers for the region's fire and ambulance services, including:

- ◆ *Development of a range of job descriptions for a variety of volunteer opportunities, including firefighters, emergency medical services, administrative services, public relations, and fund-raising.*
- ◆ *Development of a realistic plan or approach to solicit new volunteers.*
- Exploration of a joint committee, whose role would be advocacy, fundraising, lobbying and public relations for the region's fire and ambulance services.
- Creation of partnerships with business enterprises, organizations and educational institutions to assist in promotions, volunteerism, and sponsorship.
- Assessment of the current need for paid employees by position, job description, and salary.
- Development of sustainable leadership.
- Development of a sustainable funding program for the region's fire and ambulance services. Evaluation of the feasibility and/or public acceptance of the following funding options:
 - ◆ Public safety tax.
 - ◆ Increased allocations from the municipal general funds.
 - ◆ Fundraising programs.
 - ◆ Membership fees (ambulance only).
 - ◆ Service fees.
- Needs assessment for existing facilities with a focus on the expansion of the Rothsville and Brunnerville Stations.
- Funding of a mobile command vehicle.
- Create the plan strategically, that is:
 - Utilize a diverse committee of emergency service providers and community representatives for the plan development.
 - Develop realistic, affordable and implementable strategies.
 - Develop measures of attainment to monitor progress after implementation.
- Give high priority to the plan development by seeking funding for the current fiscal year.

Regional Comprehensive Recreation, Park and Open Space Plan

The development of the Plan focuses on a collaboration between the region's municipalities, Warwick School District, Lititz Community Center, recreation service providers and athletic organizations.

Components:

- Seek assistance from the Department of Conservation and Natural Resources' Bureau of Recreation and Conservation in forming a collaborative group for the preparation of the Regional Recreation Plan. Utilize the Lititz Community Center as the lead agency with assistance from local government in writing the grant application.
- Invite Elizabeth Township to be part of the planning process.
- Seek funding through the Department of Conservation and Natural Resources' (DCNR) Bureau of Recreation and Conservation, Keystone Recreation, Park and Conservation Fund "Community Grant Program".
- Follow the DCNR guidelines for developing the grant application and the request for proposals. Coordinate with DCNR to ensure the request for proposals is inclusive. The DCNR guidelines require the following planning elements:
 - Plan purpose and goals.
 - Background inventory.
 - Agency mission statement.
 - Public participation.
 - Administration.
 - Agency personnel.
 - Facility and open space inventory and analysis.
 - Maintenance.
 - Programs.
 - Financing.
 - Recommendations.
 - Implementation and executive summary.

- Include the following special elements which relate to the region's interests:
 - Athletic field programming strategy.
 - Concept designs for neighborhood parks.
 - Trails and greenway plans.
 - Revenue generating recreation, including a public golf course.
 - Expansion of existing facilities (including lands adjacent to Lititz Run Park and open space within the park).
 - Implementation strategies and guidelines for the development of a region Recreation Commission and/or Board.
- Utilize the level-of-service guidelines for system planning, where possible, from the National Recreation and Park Association's Park, Recreation, Open Space and Greenway Guidelines, (December, 1995).
- Utilize a strategic planning process to develop the plan, which maximizes the participation of key stakeholders (service providers and users) and the public and develops realistic and achievable strategies.
- Adopt future public recreational facilities (i.e., parks, fields and trails) into the Official Maps of the municipalities and region.

Information Exchanges

The information exchange strategy focuses on regular dialogues between government agencies, institutions and service providers. The strategy supports existing exchanges and recommends new opportunities for the sharing of information representing common interests.

Components:

- Continue to conduct semi-annual meetings between representatives from the Warwick School District and representatives from Lititz Borough, Warwick Township and Elizabeth Township.
 - Include representatives from other service providers, who also have common interests and similar regional draw, such as the Lititz Library, Lititz Community Center, and the police departments
 - Exchange information on common areas of interest and/or concerns, such as:
 - ◆ *Geographical information system (GIS) data and mapping to show the location and intensity of proposed and new development.*

- ◆ *Tracking of growth trends as they relate to enrollment projections.*
- ◆ *Recommendations from long-range planning and facility studies and results of strategic planning activities.*
- ◆ *Policy changes which may impact or affect the delivery of community services.*
- ◆ *Impact of growth and development on the municipal and district tax base.*
- **Uncover opportunities for cooperation, such as:**
 - ◆ *Potential joint grant opportunities. Generally, grant application submitted by regions have a higher percentage of success than applications submitted by individual municipalities or entities. Examples of opportunities with a demonstrated high success rate include joint applications for the development of recreation areas and for the joint acquisition of land.*
 - ◆ *Opportunities for participation in joint planning activities to develop strategies to address common concerns; such as, the continued diversification of the tax base.*
 - ◆ *Continued coordination of safety programs and promotion between the District and the police departments.*
 - ◆ *Recreation program development with the region's recreation services providers (see the Regional Comprehensive Recreational, Parks and Open Space Plan strategy).*
 - ◆ *Sharing of equipment and staff for field maintenance.*
 - ◆ *Development of a GIS model to estimate the number of students proposed developments will generate for the public school district. Base the model on current district trends by the type of residential subdivision.*
- **Continue to conduct semi-annual meetings between the fire chiefs from region's fire departments and representatives from Lititz Borough and Warwick Township.**
 - **Invite other emergency services providers to the meetings; specifically, the region's emergency management coordinator and the ambulance services.**
 - **Exchange information on common areas of interest and/or concerns and develop strategies to address these issues on an on-going basis, such as (new ideas and strategies would be uncovered during the Comprehensive Regional Fire and Ambulance Study):**
 - ◆ *Completion of water modeling and color coding all water hydrants by flow rates throughout the region.*
 - ◆ *Sharing of ideas to help ease access to fire events.*

- ◆ *Opportunities for the consistent display of house numbering.*
- ◆ *Registration of fire alarms and the inclusion of knox boxes for properties with automatic alarm systems.*
- ◆ *Negotiation for private pond agreements for company use.*
- **Uncover opportunities for cooperation, such as:**
 - ◆ *Siting a joint fire-fighting training area.*
 - ◆ *Developing joint training activities, such as: a joint mandatory annual training for fire police.*
 - ◆ *Applying for the Comprehensive Regional Fire and Ambulance Study (see comprehensive regional fire and ambulance study strategy).*
- **Commit to holding regular quarterly meetings between the administrative staff, public works department and governing bodies of the two municipalities to discuss opportunities for joint venture and/or sharing of services and equipment.**
 - **Uncover cooperative opportunities between the two public works departments, such as: cooperation on common street projects, purchase of materials and as the Township becomes more urbanized, opportunities to either jointly purchase or utilize equipment that is not fully utilized by the individual municipalities, such as: street cleaners and leaf vacuums.**
 - **Explore joint administrative tasks, such as:**
 - ◆ *Development of a regional building inspection program and staffing. The two municipalities recently adopted the same building codes. The next step in the process would be the investigation and exploration of a regional inspection program to determine the cost-benefit and service impact of joining the two inspection programs.*
 - ◆ *Development of regional planning procedures through the establishment of a joint municipal planning commission. The Pennsylvania Municipalities Planning Code (Act of 1968, P.L. 805, No. 247) under Article XI establishes the procedure for creating the joint commission and the creation of the mission of the commission.*
 - ◆ *Development of a joint zoning ordinance and a joint zoning hearing board as set forth in Articles VIII-A and Articles IX of the Pennsylvania Municipalities Planning Code. The advantage of the joint zoning ordinance and joint zoning hearing board is a regional approach for the designation of the density and intensity of land uses. Without the regional approach, each municipality continues to need to provide for the full range of uses within the municipal borders. With the regional approach, the full-range of uses are dispersed throughout the entire region. The joint zoning ordinance and joint hearing*

board does not imply the loss of municipal identity. The Plan assumes considerable discussion and exploration of legal and administrative ramifications would take place prior to any move in this direction.

- Submit preliminary subdivisions and land development plans for review and comment, as a part of planning commission review, to those service providers whose services would be impacted by the development.
 - Submit residential subdivisions to the Warwick School District so they can estimate and plan for the influx of new students to the District.
 - Submit residential subdivisions which involve new streets to the emergency services providers (i.e., emergency management coordinator, fire services, police services, and ambulance services, where appropriate) to confirm service capability and ease of access.
 - Submit industrial and commercial land development plans to emergency services providers to initiate the dialogue regarding the presence of hazardous materials and the type of operations, and to confirm service capability and ease of access.

Regional Newsletter

The publication of a regional newsletter addresses the need to communicate with and inform the public regarding programs, opportunities and concerns within the region. The publication would be a collaborative effort between the two municipalities, Warwick School District, the Lititz Community Center, and the Lititz Library.

Components:

- Invite Elizabeth Township to participate in the newsletter.
- Explore the idea of the joint publication at the semi-annual information exchange.
 - Determine the cost-benefits of producing a regional newsletter.
 - Determine who would be the lead agency.
 - Determine the focus for the newsletter. Consider the following ideas:
 - ◆ *Conduit for information on joint recreation projects (see recreation plan strategy).*
 - ◆ *Conduit for information on the volunteer task force (see task force strategy).*
 - ◆ *Messenger regarding regional issues, programs, and opportunities.*
- Consider a “trial” issue with community feedback to help determine the worth of the publication. The “trial” issue may focus on the strategies of the Joint Strategic Comprehensive Plan.

Library Service Funding Program

The Library Service Funding Program focuses on the development of a sustainable funding base through identification and continuation of annual and/or multi-year commitments from a variety of sources. This strategy supports the on-going fund-raising activities of the Lititz Library's Board of Directors.

Components:

- ❑ Maintain a local funding target to continue to keep pace and ensure the local match, including in-kind services, for obtaining the full State-funding contribution.
- ❑ Conduct a joint meeting in the Fall of each year between the Lititz Library Board and participating municipalities to explore municipal funding and/or in-kind service options.
 - Explore the creation of a funding formula for municipal participation; that is, dollar amount per capita.
 - Explore other creative contribution opportunities or in-kind services (e.g. land and maintenance).
 - Explore the dedication of a percentage of the local tax for library services.
- ❑ Support the library's endeavor to lobby for more County funding through the reformulation of the County's funding formula.
- ❑ Continue to develop five-year endowment targets and programs to publicize and meet these targets. The book endowment currently is \$100,000 with a five-year target of \$500,000. The general fund endowment five-year target is \$500,000.
- ❑ Continue to seek the support of businesses and individuals through the establishment of targets for the annual business and general fund drives.
- ❑ Continue to explore ways of integrating library facilities and programming into broad-based community efforts (e.g., after-school programs, work-force development). A more integrated community effort reinforces fund-raising opportunities and promotion.
- ❑ Participate in the "Volunteer Task Force" to look for opportunities to offset costs through the use of volunteers; particularly, the adjacent retirement community.

Regional Community Events and Services Directory

The community directory focuses on providing residents and visitors to the region with a compendium of community events and service providers.

Components:

- ❑ Determine the best mechanism for creation of the directory.
- ❑ Consider the Lititz Community Center the lead agency for the development of the Directory.
- ❑ Seek business sponsors, either advertisers or in-kind services, to offset the cost of the publication.
- ❑ Commit to updating the directory on a yearly basis.
- ❑ Incorporate a listing of government, athletic, and service organizations with brief organizational descriptions, contact names, phone numbers and monthly meeting information (dates, time and place).
- ❑ Incorporate a calendar of special events, including time, place, contact name and phone number to obtain more information.
- ❑ Incorporate a street map of the region.
- ❑ Investigate the placement of the directory on an internet site(s).

Regional Volunteer Task Force

The Regional Volunteer Task Force focuses on the establishment of a regional corps of volunteers to reinforce the idea of community. Implementation of the strategy requires a collaborative effort of nonprofits, service organizations, the United Way, community facilities, retirement communities, neighborhood organizations, educational institutions, businesses and other social groups

Components:

- ❑ Assign a core group of organizations / individuals to initiate the task force development.
- ❑ Establish a process / plan for the development of the volunteer corp. Research the process utilized by similar programs. The following elements should be considered:
 - Develop the concept and mission statement.
 - Determine organizational structure, legal status and liability.
 - Develop a management, staffing and location plan.
 - Prepare a partnership and outreach program and marketing / public relations plan.
 - Develop a pro-forma and funding strategy.

- Develop a process for soliciting and obtaining volunteers. The process would include the establishment of points of contact, development of job descriptions, and development of feedback mechanisms.
- ❑ Establish a stakeholders group to help complete an assessment and listing of volunteer needs.
- ❑ Begin to organize the Corps based on the development plan and the needs assessment.
 - Establish the Corps headquarters and leadership.
 - Implement the partnership and outreach program. Seek organizational partners who are interested in utilizing the corps, participating as corps volunteers and/or contributing financially. Integrate ideas coming from other partnership programs, such as, Team PA and the education / government partnership program (see the Education / Government Partnership Program strategy).
 - Establish points-of-contact with the partners and Corps leadership.
 - Prepare volunteer job descriptions, targeting single-purpose, short-term and long-term opportunities.
 - Implement the marketing and public relations plan to solicit volunteers from the community. Kick-off the solicitation with a big event, such as a Job Fair for volunteers.
 - Create a volunteer data sheets and volunteer opportunity data sheets to establish a volunteer data base which matches the volunteer opportunity with the interests of specific volunteers.
- ❑ Continue to hold annual events to highlight successes and educate the public regarding the activities and functions of various organizations within the community.

Regional Geographic Information Services

The regional geographic information services (GIS) strategy focuses on the use of the technology to monitor the region's growth and development and builds on the Warwick Township GIS by incorporating information from the Borough.

Components:

- ❑ Explore the cost-benefit of developing the system for the region versus developing separate systems for each municipality.
- ❑ Prepare a feasibility study to address the following:
 - Use of the system for regional and municipal purposes.

- Contributions by each municipality including funding, services and staffing.
 - Staff training, schedule of operation, and municipal access.
 - Interdepartmental use, networking, and mapping.
 - Lancaster County support.
 - System maintenance.
 - Short-term and long-term expectations and sharing of information.
- ❑ Develop an implementation plan to either initiate the regional GIS or bring Lititz Borough on-line with their own system.

Education / Government Partnership Program

The partnership program addresses the need to provide opportunities for students to obtain real world educational experiences regarding the operation and role of local government in their community.

Components:

- ❑ Develop a plan to take advantage of local government educational opportunities geared towards the elementary, middle school and high school student.
- ❑ Collaborate with various functions of local government, including but not limited to: administrative, police services, utility services, governing bodies and volunteer boards and commissions.
- ❑ Consider the following special events and/or activities:
 - Special days or events, such as: student government days (students participate in the full range of government activities) and “stream day”.
 - Government to classroom presentations.
 - Student representatives on standing committees.
 - Provision of local government volunteer and employment opportunities.
 - Student participation in special projects and planning studies, such as: the Joint Strategic Comprehensive Plan.
 - Student involvement in implementation of the strategies developed in the Joint Strategic Comprehensive Plan, such as: the volunteer task force, regional newsletter, information exchanges.
- ❑ Integrate opportunities with the educational program and curriculum, as appropriate.

**ACTION PLAN
COMMUNITY SERVICES AND FACILITIES INITIATIVE**

START DATE	STRATEGY	PRIORITY	POLICY PLAN REFERENCE		PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
			STRATEGY INITIATION	BENCHMARK ACTIVITIES					
	Joint Policing Approach	High	Municipal Governing Bodies		CSI-1				
				Develop the joint policing program to accomplish the "three-prong" approach		Lititz Borough and Warwick Township Police Departments	Several of the components have been initiated or completed - Outstanding unfunded component / Mobile Command Center at an estimated cost \$10,000	Service clubs, County Emergency Management, and Pennsylvania Commission on Crime and Delinquency	
				Create police services task force		Municipal Governing Bodies	Part of routine activity	General fund	
				Complete three-year evaluation		Lititz Borough and Warwick Township Police Departments	Part of routine activity	General fund	
	Comprehensive Regional Fire & Ambulance Service Study	High	Municipal Governing Bodies / Participating Service Providers		CSI-2				
				Request study services from the Governor's Center for Local Government Services (LGS)		Municipal Governing Bodies	no cost, if provided by the center	Governor's Center for Local Government Services	
				Establish the scope of services with the LGS		Municipal Governing Bodies	see above cost	see above funding source	
				Begin community-based study process		Local Government Services Center	see above cost	see above funding source	
	Regional Comprehensive Recreation, Park and Open Space Plan	High	Municipal Governing Bodies / Lititz Community Center Administrator		CSI-4				
				Apply for a Keystone Grant from the Pennsylvania Department of Conservation and Natural Resources (DCNR)		Municipal Governing Bodies with endorsements by Lititz Community Center and Warwick School District	\$40,000 to \$50,000	DCNR's Bureau of Recreation and Conservation, Keystone Recreation, Park and Conservation Fund "Community Grant Program"	

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START DATE	STRATEGY	PRIORITY	POLICY PLAN REFERENCE STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
				Retain a consultant team		Municipal Governing Bodies with endorsements by Lititz Community Center and Warwick School District	see above	see above	
				Develop a recreation steering committee / commit to a community-based planning process		Lititz Community Center (process manager)	see above	see above	
	Information Exchanges	Medium	Municipal Managers		CSI-5				
				Conduct semi-annual meetings with Warwick School District & service area municipalities		Municipal Managers	none	n/a	
				Conduct semi-annual meetings joint municipal administrative and public works meetings		Municipal Managers	none	n/a	
				Submit subdivision and land development plans to appropriate service providers		Governing Bodies Policy Directive - Administrative Staff Implementation	none	n/a	
	Regional Newsletter	Medium	District Administrator / Municipal Managers		CSI-8				
				Address at the semi-annual Warwick School District and service area municipalities meeting (include Lititz Community Center and Lititz Library)		District Administrator / Municipal Managers	no costs	n/a	
				Commit to a "trial" edition		To be determined in meeting discussion	Dependent on number of copies, delivery and printing costs	Cost-sharing by participants / advertisement	
	Library Service Funding Program	Medium	Lititz Library Board of Directors		CSI-9				

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START DATE	STRATEGY	PRIORITY	POLICY PLAN REFERENCE STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
				Schedule meeting between Board and municipalities		Lititz Library Board of Directors	none	n/a	
	Regional Community Events and Service Directory	Medium	Lititz Community Center		CSI-9				
				Determine format / costs / organization & volunteer input		Lititz Community Center	Staff / volunteer time - no extraordinary costs	n/a	
				Target issue date		Lititz Community Center	Staff / volunteer time - no extraordinary costs	n/a	
				Solicit input & in-kind services		Lititz Community Center	Staff / volunteer time - no extraordinary costs	n/a	
				Publish first issue		Lititz Community Center	Dependent on format, number of issues and printing / delivery cost	Service organizations, contributions, advertisements	
	Regional Volunteer Task Force	Medium	Lititz Library		CSI-10				
				Organize the Task Force		Lititz Library	no cost	n/a	
				Explore program process ideas - design / implement process for the region		Regional Volunteer Task Force	no cost	n/a	
				Organize the Volunteer Corps		Regional Volunteer Task Force	Determined by the development process	Stakeholder group / in-kind services / business partners	
	Regional Geographic Information Services	Low	Lititz Borough Council		CSI-II				
				Retain GIS consultant		Municipal Governing Bodies	\$3,000 to \$5,000	General Fund	
				Prepare feasibility study		Consultant	see above	see above	
	Education / Government Partnership Program	Low	Municipal Managers		CSI-12				

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COMMUNITY SERVICES AND FACILITIES INITIATIVE**

START DATE	STRATEGY	PRIORITY	POLICY PLAN REFERENCE STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
				Address at the semi-annual Warwick School District and service area municipalities meeting		District Administrator / Municipal Managers	no extraordinary costs	general funds, if needed	
				Develop a program of opportunities		District Administrator / Municipal Managers	no extraordinary costs	general funds, if needed	