



WARWICK EMERGENCY SERVICES ALLIANCE

(WESA)

STRATEGIC PLAN

May, 2009

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WESA STRATEGIC PLAN

Mission statement: To promote and ensure the present and future vitality of our region's volunteer emergency response organizations.

This mission statement is the premise upon which the Warwick Emergency Services Alliance (WESA) was created. This alliance of 10 member organizations, in its 7th year of existence, is a partnership of local government and volunteer emergency service providers dedicated to the continued support and success of the volunteer community for the region it represents.

This regional concept of assisting and supporting volunteer emergency organizations is the largest such organization in Pennsylvania, and is in a position to create a model of this type of cooperative venture for other regions throughout the state.

Unarmed with any kind of template for operation, WESA has had to shoulder any approach to creating a regional model on its own, and the WESA board has been tested in this regard. A few years into its charge, the WESA board recognized that there had to be a different, more positive approach to coordinate and execute "regional" policies among all of its member organizations.

The board agreed to proceed for development of a strategic plan designed to address the needs of the organizations and volunteers and to refine and strengthen the regional approach of delivery of volunteer emergency services.

In order to identify the future direction of WESA, the board agreed to embark upon the development of a strategic plan that establishes achievable goals and objectives for the member organizations. To accomplish this, the board sought additional input from additional individuals (citizens) and representatives from the member organizations. They organized five subcommittees designed to address different aspects of the needs of the volunteer organizations.

The subcommittees were: Cost Savings, Funding, Resource Utilization, Publicity/Community Education and Volunteer Recruitment and Retention. The committee members met over a period of six months and provided a number of recommendations for the WESA board to pursue in the form of a strategic plan. These committees were very focused and quickly recognized the value of coordination of activities and partnering of the organizations in a common cause. The results of the final committee reports were clear in their intent to produce a more cohesive organization (WESA) through cooperative measures.

The Strategic Plan

Paramount in the strategic planning process is to create a good plan that works, is easy to understand, and is comprehensive but not ponderous. It should capture the imagination and

vision of the group and inspire everyone to do their best and achieve success. Above all, it should be simplified, not simplistic.

Part of the process is translating visions into a plan, and then engaging from going from the general to the specific. Throughout discussions of the subcommittees, this was apparent and all of the committees did an exemplary job of settling upon specifics that would aid in achieving consistency and cohesiveness among the members.

It is important to note that a strategic plan is not a document, but rather is a management tool. Strategy takes a vision and turns it into something useful. To this end, following is a summary discussion of each of the subcommittees, followed by a charted Action Plan. It is the Action Plan that should be the tool by which this plan achieves its objectives, and in turn, its goal as outlined in the mission statement.

Subcommittee Findings and Recommendations

COST SAVINGS

The following items were discussed and are being presented to the Committee for consideration:

1. Fuel Costs-Our discussion centered on the bulk purchasing of oil, gasoline, diesel and propane.

Our recommendation is for the administrator of WESA to make contacts with area suppliers (Weaver's, WO-Go, etc) to seek an eventual group purchasing arrangement that would reflect a savings for all WESA members.

2. Cell Phones-Each company has their own cell phone provider. When the contracts expire for this service, our committee would like to see a contract with one of the Cell Phone providers that would reflect a definite savings for all WESA members. Would it be possible to join with the Township or Borough's cell phone providers at a cost savings?

Our recommendation is for the administrator of WESA to make contact with the appropriate township/borough officials and cell phone providers, to determine whether a plan could be developed to provide this service to all WESA Units at a definite savings.

3. Insurance -Would it be possible to unify all insurance with one provider (i.e. vehicle, liability, property (real and personal) and life insurance with one provider at a definite savings to all? Could WESA form a LLC-Limited Liability Corporation to be the overseer for all member units?

Our recommendation is to ask the administrator for WESA to investigate the feasibility of this proposal.

4. Bulk Purchasing- The committee again discussed bulk purchasing and is now suggesting that a WESA Joint Purchasing Form be created for the 2010 year. This form would list those supplies that all units use. (i.e.-paper supplies, computer supplies flashlights, batteries, etc.). *It is suggested that this form would be distributed to all units at the beginning of budget development and forwarded to the WESA administrator at a designated time for compilation.* The requested items would then be put out for bid. It is suggested that we look into the services of the Lancaster County Co-Op and Pennsylvania League of Cities and Municipalities for their list of bid items.

If cost savings are to be realized we must move forward with the development of a strong unified WESA Organization.

FUNDING

Challenge: Local volunteer fire companies (VFC) are faced with increasing costs for front line apparatus, which exceed fundraising capabilities.

Currently, our VFCs independently replace their apparatus at will on their own schedule. Apparatus is specified and outfitted by each VFC individually.
Local municipalities currently support the purchase of apparatus to a degree.
Municipal leaders value our VFCs and understand the cost benefit.
There is a perception of a redundancy of apparatus for the area served

Note: Perceptions can be damaging to an organization, and it is important to dispel or prove any notion of redundancy, especially with costly capital items. It would be wise to look at the Harris report for guidance, or perhaps to have that report updated to reflect any changes in NFPA guidelines for apparatus needs and placement.

Recommendation: Develop a strong partnership between the municipalities and VFCs through the establishment of a Regional Front Line Apparatus WESA committee to specify the apparatus required to properly service the WESA region. The Committee would specify station placement of apparatus and develop a depreciation/replacement schedule for the regional apparatus. The local municipalities would be required to establish a financial commitment to cover a majority of the cost of specified apparatus.

Note: A committee established as "Regional Front Line Apparatus" should be comprised of emergency service representatives, elected representatives and also an at-large citizen component. This will provide additional input and balance into the process and can be viewed as a logical extension of the strategic planning process.

Initially, the “region” is suggested to include Warwick Township and Lititz Borough. If practical, Brickerville could be included. However, Elizabeth Township has little overlap with the other municipalities but could follow the same format independently for municipal support of apparatus purchase.

Note: The WESA region does include Elizabeth Township and Brickerville should be included in any analysis of apparatus acquisition as a complement to the rest of the region. As future growth patterns materialize, this will be an important factor in the integrity of the WESA concept, and it is not unreasonable to imagine that at some point, WESA could expand its membership to other organizations.

The municipalities would collectively pool funds to meet the apparatus schedule with an expectation to fund 50 to 80% (higher?) of new apparatus. Supported by a comprehensive apparatus plan and the service provided, municipalities can justify apparatus expenditure.

Note: An expectation of municipal support of 50 to 80% of apparatus purchase further underscores the need for a comprehensive long-range capital purchase plan. Individual companies need to prepare these plans, and then those need to be collectively compared and analyzed to construct a reasonable, well-thought and practical solution for equipment needs. The goal is to reduce redundancy and unnecessary expense for the region, and a plan as described is necessary to accomplish that. Considering all other aspects of the strategic plan, this element is a true bottom-line question that needs resolution.

Each individual VFC would be responsible for the purchasing oversight for apparatus assigned to their station. Specifications would be detailed by the Committee. Extra capabilities/features above specifications would be at the expense of the receiving VFC. The apparatus funding support would not include outfitting equipment unless supported by the committee.

Action Items:

Form a Committee of at least 2 representatives from each VFC to detail regional apparatus requirements and develop a multi-year plan to rotate current apparatus into the evolving regional needs. The same Committee would develop a depreciation/replacement schedule.

Note: This committee should be revised to include elected officials and citizen representatives in order to bring in additional thoughts and information concerning these needs. A balanced, more representative group would also continue the concept of a more balanced, regional approach (including constituents) to the process.

Include municipal officials as early as possible in the process to facilitate funding planning.

Challenge: Each local volunteer fire company runs an annual fund drive, which returns 30 to 50%. The challenge is to increase the participation return and increase the giving commitment.

Recommendation: Charge WESA to establish a coordinated fund drive month for all regional VFCs. A separate fund drive month could be established for EMS services.

Action Items:

WESA would coordinate and fund regional advertising and promotion of the volunteer fire company drive. Awareness would be made through press, signage, community events, etc.

Consideration of consolidating fund raising vendors into a single source at a reduced cost for VFCs wishing to participate.

Promotion of the fund driving month and our volunteer fire/EMS services could be made through an annual (or bi-annual or quarterly) newsletter featuring all volunteer fire company and EMS services in our region.

RESOURCE UTILIZATION

Problem: The number of fire police volunteers is declining and recruitment of new volunteers has not been very successful. This decline in volunteers is resulting in additional workload for the police department.

Recommendation 1: Eliminate the separate fire police groups with each fire department and create an Auxiliary Police group under the direction of one of the police departments.

Pros:

- Each call would alert a larger group of volunteers immediately without requiring the home FD to request the assistance of the other departments.
- While certainly providing benefit to the FD's, the services provided by this group of volunteers is most directly tied to the police departments.
- Larger group of volunteers over which to share and reduce responsibilities. Currently, each group has a captain, who is probably responsible for various paperwork and administrative items. The combined group would only require one person in this position freeing up volunteers to assist with other duties.
- Uniform training and operational guidelines in line with those of the police department.
- New "look" to the group may help to attract additional volunteers.
- Consolidated equipment cache. Each group currently maintains its own supply of

equipment to be self-sufficient which most likely results in unnecessary duplication

▪ **Cons:**

- Radio compatibility. Currently all fire police utilize 33.46 which is a low band frequency not used by the police departments.

Action Items:

1. Form a committee of at least one representative from each police department, one representative from each fire police organization, and at least one fire company representative, to develop the plan for transitioning from fire police to Auxiliary Police
2. Have the police chiefs and municipal leaders determine which police department the group will be organized under.

Note: This process is currently underway by unanimous vote of the WESA board. All departments have agreed to examine how they can better use and share resources. One item that was very briefly discussed was the idea of cross-membership. This a method that if an individual is a member of one WESA company, he/she is automatically a member of all other WESA companies. This idea should be explored in detail, recognizing that human resources are the most valued of all resources. Given time and daytime location restraints of members, this could be a way to help resolve or diminish demands upon individuals, and expand this resource base for all companies.

3. Explore workers compensation impacts
4. Explore options for providing a way for patrol officers and Auxiliary Police officers to communicate
5. Discuss alerting options with LCWC

Action item #1 was made by a motion and seconded accordingly.

Recommendation 2: Create a group of Non-Emergency Volunteers.

Pros:

- Some individuals may be unwilling to volunteer as a result of the unpredictable nature of when there may be a call and the unknown duration of time associated with a call. However, given the opportunity to sign up weeks or months in advance for a known time slot, these same individuals may be willing to commit to helping out.
- These additional volunteers could ease the burden placed on the current group of volunteers for events like the craft show, 4th of July, Cruise Night, the various running races held throughout the year, and the fishing derby.

Action Items:

1. Begin to market the idea of non-emergency volunteers and recruit members

Recommendation 3: Create an ordinance requiring compensation for services rendered at special events.

Pros:

- Source of income to fund equipment and training expenditures.
- Ensures volunteers aren't being taken advantage of and needlessly being requested.

Action Items:

1. Municipal officials to draft ordinance language
2. Determine acceptable man-hour rate

Recommendation 4: Revise current policies and practices to eliminate using volunteers more than necessary.**Pros:**

- Eliminating responses to incidents that don't require traffic control or crowd control will result in less workload for volunteers.
- Eliminating using more volunteers than is necessary (e.g. 2 volunteers for 1 intersection) will distribute the call volume as well as ensuring other volunteers are available as relief crews should an event last for an extended period.
- Eliminating responses to long duration events that can be controlled with barricades and signage will ease the burden on volunteers.

Cons:

- Less work may lead to disinterest or a feeling of not being needed

Action Items:

1. Form a committee of at least one representative from each police department, one representative from each fire police organization, and at least one fire company representative, to develop Standard Operating Procedures for the Auxiliary Police group.
2. Provide the Auxiliary Police with access to the Public Works Departments' cache of barricades and traffic control devices that can be set up by the Auxiliary Police and eliminate the need for a volunteer to standby for extended duration events.

To accurately analyze the resource utilization of the fire companies within the WESA group, we believe it is important to first determine what level of service is expected by the citizens and municipal leaders of the community. To define the level of service to be expected, we recommend using the Service Delivery Model, detailed in the Pennsylvania SR60 report, for guidance. The Service Delivery Model excerpt from the SR60 report has been attached to this report. It is our recommendation that the WESA Strategic Plan include the following steps:

Recommendation 5: Determine desired Service Delivery Model for the WESA community.

As stated in the Pennsylvania SR60 Report, leaders for each municipality along with Fire Company leadership should jointly identify the service level desired for the WESA community. This agreed to level of service will define the expectations, as well as establish goals for the member organizations. The level of service matrix lists six (6) possible Service Delivery Models ranging from a very basic, defensive service level, up to a very aggressive, offensive service level. The service matrix also includes recommendations regarding number of personnel, equipment, training, and response times to adequately provide each Service Delivery Model.

It is important to note that the Service Delivery Model selected will need to be very closely coordinated with funding available.

The Service Delivery Model recommendation and matrix from the SR60 report have been attached to this report (see Appendix A)

Recommendation 6: Work with DCED to conduct a study of the existing fire service resources in the WESA community.

After a Service Delivery Model is selected and agreed to, a study of the existing resources available, and if those resources are adequate to deliver the level of service chosen, based on nationally recognized standards. Topics to be evaluated in the study should include:

- Is the number, type, and distribution of fire apparatus correct?
- Is the location and number of fire stations correct?
- Do we have the right tools and equipment to perform the tasks expected with the selected level of service? Is there equipment missing or do we have a saturation/duplication of equipment?

Recommendation 7: Develop standard policies.

Based on the Service Delivery Model selected and nationally recognized standards, develop standard policies for:

- Training
- Staffing levels, as it relates to responding apparatus
- Equipment
- Box alarms

The standard of service matrix outlines minimum standards associated with each Service Delivery Model. The policies should be developed to ensure that the level of service agreed to is being delivered as expected and in accordance with recognized industry standards.

Recommendation 8: Develop an action plan for the implementation of the Service Delivery Model

The selection of a Service Delivery Model will undoubtedly result in changes to multiple facets of the operations of some or all of the involved fire companies. It should be recognized at the beginning of the process that these changes will not occur overnight. Some changes may be easily implemented, while others may take funding and time. An action plan should be developed to address how delivery of the level of service selected will be accomplished. The plan should be specific, measurable, action oriented, realistic, and time sensitive. The plan may include milestones to allow for phasing in of recommendations (e.g. 30% of firefighters trained to Firefighter 1 within 3 years; 50% within 5 years, 75% within 7 years). The plan should address the results of the fire services study referenced in step #2 above, as well as the policies referenced in step #3 above. There should also be a provision within the plan to reevaluate and update the plan after a given period of time.

PUBLICITY/COMMUNITY EDUCATION

WESA Publicity/Community Education Committee Recommendations

1. Create a new name and logo and use on all member equipment, uniforms, etc.
2. Create ongoing publicity/community education committee made up of volunteers from members and several experts from the community. Committee to coordinate overall WESA publicity, coordinate communications about annual fund drives, and suggest annual publicity best practices for members. Possible advertising methods include billboards, local business signs, cable 11, local papers, and municipal newsletters.
3. Coordinate annual fund drives to occur at the same time (twice) per year. This item will need to occur at two different times due to some organization's having a separate Fire & EMS fund drive.
4. Create a trade show style booth which could be set up at any of the organizations fund raisers and events to aid in publicizing the organization.

VOLUNTEER RECRUITMENT/RETENTION

Priority Items

1. Advertise for a volunteer marketing person from the area that would help us market ourselves. Could help us develop high school survey, video, how to target people that want to volunteer. Volunteering is a social function because we're with people with a similar interest. (Keith Rothermel may have marketing person. Geoff can contact Keith).
2. We would like the WESA coordinator to develop a video to be used for recruiting. Possible resources for production of video would be the high school video department and Ron Reedy at

channel 11. The video should include why we volunteer, why we need volunteers and possibly interviews with people who have needed our services.

3. We would like the WESA coordinator to schedule a booth at the Ambucs Expo and coordinate volunteers to help staff the booth. If the video finished we could show it.

4. Ways to interest young people in the fire service: Senior/ Eagle Scout projects such as study ways to involve young people, survey students to determine what would it take to get them interested in emergency service or why they are not interested.

5. WESA coordinator should discuss with companies the concept of the company sponsoring a workday to benefit our departments similar to the United Way Day of Caring. We all have projects we aren't getting done.

Short Term Goals

1. We discussed fire police staffing and concluded that the fire police should be pulled together into one organization under the control of WESA. This would be especially beneficial for events such as parades and shows.

3. We need to start a campaign to make the tax credit permanent. The WESA coordinator should contact our senator and representative to encourage this idea. Each department should also contact our senator and representative.

Note: The state income tax credit was approved for just one year (2008). If there is such a campaign for notification of legislators, it should also include the three municipal governments as petitioners. It is unknown if this program will be continued, but if pressure is brought to bear and legislators know there is active interest in continuing the program, several bill sponsors may step forward and attempt to gain support to continue the program.

Intermediate Goal

1. We believe that the fire police should be given a stipend to offset their fuel use. While all the volunteers use fuel, most of us only drive to the station. The fire police not only drive to the location of an incident, but they usually need to leave their vehicles run while at the incident for safety reasons (warning lights, etc.). The fire police should be given an hourly rate for all day events.

The sponsor of the event, especially all day events, would be charged a fee to cover the pay given to the fire police. This would not include parades.

Part of the fee charged could be put in a separate fund to equip a vehicle.

2. Pay volunteers to attend mandatory training such as NIMS, seek grants to pay for state required training.

3. Have duty crews for routine calls (auto alarms etc.). These crews would be assigned a time period so that not everyone would need to get up in the middle of the night. This item may need to be given to the resource committee.

Long Term Goal

1. Equip a vehicle for the fire police to use at any incident. This vehicle would have additional hand lights, signs and barricades and any other items needed by the fire police.

2. Any program involving junior firefighters should be put on hold. The problems we see with this are the need to develop a curriculum as well as securing leadership.

3. We could staff a table and hand out goodies at football games ect. This could serve as a way to make contact with perspective members

We believe that most employers affected by the release of employees are in the Lititz area and affect Lititz Fire Company more than the other departments.

We suggest the WESA coordinator meet one on one with managers of the employers to express our need for volunteers. It may be possible to set up one meeting with all the managers. Some help from the municipalities maybe required, such as letter of invitation.

The community day events we proposed at the last meeting we believe will be better handled by the individual companies. We have found attendance at these functions is usually people from the immediate area.

WESA ACTION PLAN

Action No.	Priority Status	Description	Involved	Time	\$	Start Date	Finish Date
F-1	1	WESA apparatus committee	WESA board to create	4-6 months			
F-4		Apparatus replacement plan	WESA board & committee	6-8 months			
RU-6		DCED study of fire services	WESA board	6 months			
RU-5		Service Delivery Model for WESA	WESA board & companies	3-4 months			
RU-8		Develop action plan for Service Delivery Model	WESA board & companies	3-4 months			
F-3	2	Equipment standardization	WESA board	6-8 months			
RU-7		Develop standard policies	WESA board & companies	6-8 months			
F-2	3	Coordinated fund drive	WESA board	3 months			
F-5		Fund drive promotion	WESA board & committee	3 months			
RU-1	4	Combine fire police resources	WESA board & coord.	2-3 months			
RU-2		Create group of Non-Emergency volunteers	WESA board & committee	4-6 months			
RU-3		Special Events Compensation	WESA board & local gov.	3-4 months			
RU-4		Eliminate unnecessary incident response (fire police)	WESA board	6 months			
PCE-1	5	Create uniform name & logo	WESA Board	2-3 months			
VRR-5	6	Publicize recruitment information	WESA Board & committee	Ongoing			
PCE-2	7	Publicity & community education	WESA board & committee	Ongoing			
VRR-4	8	Workplace & business notification	WESA board & coord.	4-6 months			
VRR-1	9	Actively recruit admin support	WESA board & committee	Ongoing			

CS-1	10	Fuel bulk purchasing	WESA Coord.	2 months			
CS-2		Single cell phone contract	WESA Coord.	2 months			
CS-3		WESA group insurance	WESA Coord.	2 months			
CS-4		WESA bulk purchase	WESA Coord.	2 months			
PCE-3	11	Trade show booth	WESA board & committee	3 months			
VRR-3	12	Combined junior program	WESA board & coord.	3 months ongoing			
VRR-2	13	Sponsor WESA Community Day	WESA board & committee	Ongoing			

Status: C = Complete, U = Underway, R = Recommended

CS = Cost Savings subcommittee

F = Funding subcommittee

RU = Resource Utilization subcommittee

PCE = Publicity/Community Education subcommittee

VRR = Volunteer Recruitment/Retention subcommittee

* - Priority statuses established at August, 2009 WESA Board meeting

Notes to the Action Plan:

- 1. The column for \$ is to be determined by the WESA board based upon information received by companies and the local governments.*
- 2. Start Dates for action plan items are to be determined by the WESA board or coordinator.*
- 3. This Action Plan should be staged over a period not to exceed three years from date of adoption.*
- 4. It is important to select items that can be accomplished relatively quickly, and this should be factored into the assignment of priorities.*
- 5. It is recommended that the WESA board continue the use of subcommittees, enlisting the aid of citizens and/or trained professionals to help attain objectives outlined in the Action Plan. Every community has a wealth of human resources that are underutilized and often not considered for providing expertise on these issues.*
- 6. It is recommended that the WESA board conduct an EOY (End Of Year) evaluation for the strategic plan to determine progress, and make necessary adjustments.*

Consultant notes as general and specific observations:

- 1. A place to begin development of a WESA vehicle replacement plan should be with each individual fire company. Each company should develop an equipment replacement plan that is not elaborate but provides all the basic information. This should include type of vehicle, pump displacement (if applicable), year purchased, scheduled replacement year, and type of vehicle to replace it. This information will be of value to the WESA board in structuring a comprehensive regional equipment replacement schedule that meets the needs of the region. Duplication of rolling stock is costly and a well-structured schedule or plan can yield both cost savings and efficiencies.*
- 2. There was very limited discussion concerning EMS. Although there is career EMS staff, there is also a significant number of volunteer support staff. The WESA board may want to consider a separate subcommittee to do an in-depth evaluation of EMS. The issue of EMS was dismissed rather early in the discussions of the Strategic Planning Group, and never seriously arose again. The WESA board should consider performing this evaluation at some point within the three-year span of the Action Plan. The point is that EMS and those related services are as much a part of the region as fire and rescue services, and there may be no threatening issues with EMS, but that notion should be verified.*
- 3. It is apparent that the emergency service organizations are currently financially stable and are not experiencing severe problems common to other volunteer fire organizations. One of the original goals of WESA was to ensure that stability. One of the reasons these companies are in relatively good financial health is because of capable leadership. The question is what happens when that leadership is no longer there. One of the fundamental weaknesses of the volunteer fire service is the lack of preparation of new leadership. In order to help assure continuity and the strong positions of these companies, it is recommended that the WESA board, along with the member companies, develop a leadership succession plan for each company. This would help insure that a company is not unnecessarily thrown into imbalance or uncertainty due to succession of unqualified individuals and will also serve to protect the integrity of WESA.*
- 4. Recruitment of volunteers is one of the more difficult challenges for the fire service. For WESA, there should be a consistent approach and methodology for recruitment of new members. For example, there should be one standard application form for all companies. When received, all applications should be forwarded to the WESA coordinator for initial contact and to provide information on the company and WESA to new recruits. There should be no restrictions on where members reside, as it drastically shrinks the pool of qualified individuals. WESA should strive for no less than 100% placement of volunteers. If signage is successful for bringing in new recruits, continue to utilize it just as a local telephone number has been successful.*

WESA Strategic Planning members

Dean Fernsler, Consultant
W. Geoffrey Miller, WESA Administrator
Sue Barry, Lititz Borough Manager
Joe Kane, Lititz Borough Council
Henry Gibbel, Lititz Borough Citizen Representative
Dan Zimmerman, Warwick Township Manager
Tony Chivinski, Warwick Township Supervisor
Bruce Bucher, Warwick Township Citizen Representative
Rita Snavelly, Elizabeth Township Supervisor
Rodney May, Elizabeth Township Supervisor
Kurt Gardner, Elizabeth Township Citizen Representative
Sid Adams, Brickerville Fire Company
Keith Rothermel, Brickerville Fire Company
Nevin May, Brickerville Fire Company
Barry Lieberman, Brickerville Fire Company Citizen Representative
Lynn Mearig, Brunnerville Fire Company
Ken Kline, Brunneville Fire Company
Richard Mearig, Brunnerville Fire Company Citizen Representative
Ron Oettel, Lititz Fire Company
Mike Michael, Lititz Fire Company
Mike Smith, Lititz Fire Company
Tim Diem, Lititz Fire Company Citizen Representative
Greg Young, Rothsville Fire Company
Bob Shreiner, Rothsville Fire Company
Ken Weaver, Rothsville Fire Company Citizen Representative
Newt Shirker, Warwick Community Ambulance
Dave Snavelly, Brickerville Fire Company Ambulance
Barry Lieberman, Brickerville Fire Company Ambulance Citizen Representative
Randy Dauberman, Rothsville Fire Company Ambulance
Bill Seace, Lititz Borough Police Department
Rich Garipoli, Warwick Township Police Department

