

Comprehensive Fire Assessment Study Grantville Volunteer Fire Company

FINAL REPORT - DRAFT

Prepared for: East Hanover Township



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Scope of Work:

1. Perform a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis in regard to the existing fire services provided within the Township today. This process will identify any existing gaps in service, staffing, internal or business operations as well as financial support.
2. Based on acceptable industry standards, assess the current level of service, call volume and staffing in order to provide a current Standard of Cover model, as well as recommend options for the future based on projected growth.
3. Review and reference the latest available documentation from Insurance Services Office (ISO). Ensure that any recommended changes will not negatively affect the future ISO rating.
4. Review, assess, and determine functionality of existing station. Recommend any necessary upgrades and/or remodel projects that will need to be considered in the next 5-10 years based on the emergency service response plan for a given station.
5. Assess the current apparatus compliment within the Township and any established replacement plan in place today. Recommend the necessary apparatus compliment for the future as well as a replacement plan/schedule to meet the recommendation. The plan will also include projected costs for the replacement plan.
6. Review and meet with mutual and automatic aid partners to incorporate those resources as part of the overall recommendations. This will include assessing box alarm assignments to ensure that all needs are met and addressed on a first alarm assignment geared toward adequate protection as well as firefighter safety.
7. Review and assess the current level of training of the volunteer fire department and recommend future initiatives to increase training levels and available volunteer staffing.



Meetings and Participation:

1. Consultant received all requested information from the President and Fire Chief of the Grantville Volunteer Fire Company in a timely manner, without hesitation.
2. Numerous meetings were held at the Fire Company facility to review the information provided, tour the facility and discuss the overall study and the Fire Company operations.
3. Consultant drove the entire first due response area of the Township with the Fire Chief to review water sources and facilities within the Township.
4. Consultant attended a meeting with automatic and mutual aid partners to discuss the study as a whole and specifically box alarm assignments and any future plans that the partner agencies may have that could affect any items recommended within this study for East Hanover Township.
5. Consultant met with the Fire Company Board of Directors to answer any questions they may have and receive any input they may wish to provide on behalf of the Fire Company as it relates to the study.
6. Consultant spoke with Ron Johnson, Township EMA Coordinator via phone to receive input and information from the EMA perspective.

SWOT Analysis - STRENGTHS

1. The current leadership team (both Administrative and Operational) is experienced and well versed in the overall operation of the volunteer fire company, with many years of experience.
2. The current facility is modern and provides adequate space for firefighting equipment.
3. Based on the meeting conducted with automatic and mutual aid partners the relationship with those organization appears to be very positive and a mutual and respectful working relationship.
4. Record keeping for both administrative (business functions) and operational (firefighting) is in order, readily available and in many cases considered to be above average compared to other like organizations.
5. The fire company has a strong community focus with numerous fundraising activities and community events sponsored and hosted by the volunteer fire company.
6. The organization operates on a budget system, has adequate financial policies and controls in place, and the Board of Directors is actively involved and engaged.
7. Reporting to the Township both administratively (business operations) and operationally (fire line) is timely and occurs each month for both aspects of the organization. From an industry standpoint, this would be considered an above average reporting mechanism and a gold standard for a volunteer fire company.





SWOT Analysis – Weaknesses

1. Today, the volunteers still spend a considerable amount of time and manpower dedicated to fundraising activities in order to financially sustain the organization. This reduces the overall time a volunteer can commit to responses and training classes.
 - a. The annual fund drive requires multiple people to perform 1-2 hours of work per day in receiving the mail, opening the mail, compiling the checks for deposit, delivering to the bank and then reconciling the records. This function will linger over the course of a 2-3 month period and while the work load lessens, the time in which is spent during the peak return period is 2-3 people at 8-10 hours a week.
 - b. The annual carnival that is hosted by the Fire Department utilizes outside community members to assist with staffing the event. However, from a planning, overall management and then nightly assistance at the event the Department easily commits 200 man hours to the event that is man hours that are committed by current officers, firefighters and support personnel.
 - c. The chicken bar-b-que and related cook out events are multiple day events that require up front planning and preparation to order and receive the food and sell tickets. A number of personnel work on Friday to prepare and cook and then the day of the additional members must assist with the fundraising event that then in total sees a minimum of 150 man hours for the event.
 - i. In total, today the volunteers at Grantville Volunteer Fire Company are committing to a minimum of 500 man hours per year in fundraising activities simply in staffing the carnival, chicken b-b-q and related food events and the annual fund drive.
2. The current apparatus replacement plan is behind schedule when referenced to the National Fire Protection Association (NFPA) standards. The current Tanker vehicle is a 1991 or 30 years old and the Engine/Rescue is a 1994 or 27 years old. Both of these units are well beyond the life expectancy of 20 years.
3. The volunteer fire company has long-term, experienced members in key leadership roles. There should be discussions and the development of a long-range plan for attrition and a training mechanism for future leaders of the organization.
4. A significant portion of available funds to operate the volunteer fire company are subject to change with limited control of the organization. These the Gaming Grant Program and large-scale events such as the Carnival.

5. Volunteer recruitment and retention is a challenge across the entire Commonwealth. While the volunteer fire company is maintaining personnel today, a plan should be formulated to support recruitment and retention of volunteers. In addition to the volunteer recruitment and retention plan, an alternate plan and cost assessment for staffing the fire company should be formulated in the event the volunteer plan is not sustainable in the future.
 - a. Currently, the organization averages 5 personnel per call and is able to respond to the request for service. However, if the organization were to drop 1 or 2 members per call this would create a situation in which they may be unable to respond to incidents.
 - i. There is no formal recruitment and retention plan for volunteer firefighters in place at this time. The creation of a plan will require marketing resources as well as personnel and this could potentially be accomplished through a joint venture of the Fire Company and the Township through outside assistance. There is also the possibility of Federal grant funds for recruitment and retention through the SAFER grant program that is offered on an annual basis.
 - ii. The goal would be to maintain all existing volunteer firefighters while expanding the live in firefighter program and recruiting additional volunteer firefighters. If the organization can recruit and train 1-3 volunteer firefighters per year it would have a significant impact on overall responses and firefighting operations.
 - iii. It will be cost effective to implement a retention program to retain the current trained volunteers as this will have considerable savings as opposed to training additional new personnel or hiring firefighters in the event the volunteers can no longer provide the service.
 - b. Collectively, the Fire Company and Township should strive to maintain a volunteer firefighting force as long as possible. However, as part of planning for the future, options should be considered for staffing in the event the volunteer firefighting force is depleted to the point that it impacts the response to incidents. This would include:
 - i. Possibility of hiring (part-time or full-time) career firefighters.
 - ii. Possibility of merger or consolidation with other area organizations.
 - iii. Creation of a regionalized organization to garner additional resources and personnel while covering a larger area.
 1. This scenario is beneficial if the need arises to hire personnel as you can defray the costs across multiple entities while still providing the necessary services to the citizens.



6. The facility is very nice, well thought out and well maintained by the volunteer fire company staff. However, meeting and training space is limited on the second floor. As well, in order to attract and maintain an active live in firefighter program in the future there are upgrades and facility changes that will need to be considered.
 - a. The apparatus bay area is adequate in regard to space for the current and future apparatus purchases.
 - b. Parking is adequate for the facility and the current fundraising activities.
 - c. The “all purpose” room on the second floor is utilized for training sessions that require sit down space as well as any necessary meetings.
 - i. This space is limited in size when you require tables and chairs to be in place for the meeting and/or training. Today, this space is functional and the organization can meet the needs with the space. However, this will need to be considered in the future as it relates to training classes and overall membership functions as to if this space is going to be adequate.
 - d. As part of volunteer recruitment and retention of volunteer firefighters in the future the organization will want to consider marketing and maintaining an active live in firefighter program.
 - i. The current facilities will need to reviewed to insure they’re adequate to house 24/7 firefighters from the stand point of private living space, bathroom facilities, storage space and male versus female accommodations.



SWOT Analysis - Opportunities

1. Formulate an overall apparatus replacement plan that is mutually agreed upon by the volunteer fire company and township officials. This will ensure that apparatus is replaced on a schedule and in a timely manner while maintaining physical responsibility. This will also allow the township to budget for these capital purchases in the long-term future.
2. Continue to plan and discuss the future with automatic and mutual aid partners from both the local volunteer fire company perspective as well as the municipalities in order to determine the feasibility of an alternative delivery model. Is there an opportunity in the future to merge or consolidate with other similar entities or is there an opportunity to create a regional fire department delivery system.
3. There is currently legislation pending regarding the creation of Public Safety Authorities, this should be closely monitored as a future opportunity. The creation of said authorities would be a positive step in light of the above-mentioned delivery model opportunities.
 - a. The proposed legislation would provide an additional option for funding the fire service moving forward as the authority would have the ability to levy fees similar to other authorities that exist in the Commonwealth of Pennsylvania now.
 - b. An authority model would also create an oversight structure to administer the financial aspect of the services that would be provided within the confines of the authority as there would be an authority board.
 - c. This model will allow for the possibility of working with neighboring municipalities and fire companies to create a larger organization and address fire responses in a regionalized fashion.
 - d. In the event it becomes necessary in the future to add career personnel this model will be valuable as it will create a funding mechanism and a manner in which to have each municipality within the authority pay the appropriate fees for their municipality.
4. Create a formalized system between the volunteer fire company and the township to develop, implement, and financially support a volunteer recruitment and retention program.



5. The volunteer fire company and the township should begin discussing the future of fire protection for the residents as it relates to financial support, apparatus replacement, facilities, and staffing. It will be key to have an ongoing planning mechanism and team in place as the overall needs and service delivery model changes in the coming years.
 - a. In combination with the Township staff and Board of Supervisors the leadership of the Fire Company should create a 5 year and 10 year plan that addresses the following major areas:
 - i. Recruitment and Retention of Volunteers
 1. A formalized planning document is necessary for success in this area. It will require funding and personnel and can be accomplished through a partnership of the Fire Company and the Township as well as outside community resources such as marketing assistance.
 2. This will enable all parties to continue to plan for the future and have an ongoing understanding of the volunteer firefighting resources and what can and cannot be accomplished in the coming years.
 3. In addition to operational firefighting resources this area should also address administrative and fundraising areas for the future. It will be necessary to monitor and evaluate those areas as well and insure there are adequate resources for the coming years and/or develop a plan to address as the resources diminish.
 - ii. Financial Planning
 1. It will be paramount for the Fire Company to work closely with the Township as it relates to an annual budget and financial report so that both partners have a continual understanding of the current finances and future needs. This information should be reviewed and updated on an annual basis as the needs change or simply to confirm the plan is current. This planning document can be projected 3-5 years out by the Fire Company, however it will need to be a fluent document that is reviewed and updated as noted.



iii. Apparatus Replacement

1. The Fire Company currently owns and operates a sizeable fleet of emergency response vehicles that includes fire apparatus and support vehicles. As the replacement of these vehicles is costly, it is necessary to have an overall replacement plan in place that is mutually agreed upon by the Fire Company and the Township so that appropriate financial planning can occur for both parties. This document should include all vehicles within the fleet and should be reviewed on an annual basis to insure the priorities have not changed based on the service needs of the response area.

iv. Facilities

1. Today, the facility is more than adequate overall, however as with any facility there will be ongoing maintenance required and the possibility of necessary facility changes or upgrades based on the type of vehicles procured, staffing model (volunteers, live in firefighters, career personnel), so this should always be part of the planning discussion for the future. This area is not a high priority immediately, however it is an area that is costly for the future; thus the recommendation to mutually review and discuss annually.

v. Service Delivery Model

1. The Fire Company will need to continue to apprise the Township of what level of service the volunteer firefighting force can provide and the Township will need to determine what level of response is acceptable to the citizens at what cost.
 - a. At present, the volunteer Fire Company averages 5 personnel per response and arrives on the scene in the Township in approximately 12 minutes from dispatch on average over the course of the year.
2. The leadership of the Fire Company and the Township will need to work collectively for the future to determine what level of service is acceptable and then how that level of service will be sustained and funded.
 - a. Example: if it is decided that the desire is to have 4 firefighters on the scene anywhere in the Township in 6 minutes that may require the addition of career staffing in order to meet that goal and then that would require financial planning to fund the staffing.



SWOT Analysis - Threats

1. The volunteer fire company needs to replace two aged fire suppression vehicles as soon as possible and there will need to be a plan and financial support in order to make that possible. In the event that doesn't occur in a timely manner, the organization will be faced with higher maintenance costs and the necessity to continue to respond in outdated emergency vehicles.
2. The ability to recruit and retain adequate volunteers to perform all necessary functions to operate the organization and respond to emergencies will be an ongoing threat.
3. The current box alarm assignment or responses rely heavily on automatic and mutual aid partners. This presents a threat as their staffing or ability to respond can change at any time and this is beyond the control of the volunteer fire company or township.
4. The organization will be faced with the need to transition to new leadership at both the position of President and Fire Chief at some point in the future. This presents a threat as at that point you lose vast experience and it is unknown the capabilities and availability of those that may assume those roles for the organization.
5. The overall financial support and long term financial health remain a threat for the volunteer fire company. Today, the financial health is good; however as fundraising trends change and the longevity of grants, etc. is unknown, this will remain a threat for the future sustainability of the volunteer fire company.
6. The Township doesn't have a fire hydrant system in place that provides for immediate water availability for the Fire Department usage. This is a factor in the Insurance Services Office (ISO) rating as water availability is an area that is assessed as part of the overall score. In 2021, ISO performed an additional assessment of the Fire Company as part of the normal ISO review schedule. The final report document was not available at the time of this report, however the reviewer did provide information via e-mail that indicated there are no significant deficiencies or changes that would negatively impact the report or overall score. The issue in regard to lack of fire hydrants is not a new issue and will remain the same from previous reports.
 - a. The leadership of the Fire Department has planned for this both from an organizational standpoint as well as with automatic and mutual aid partners.
 - i. The box alarm assignments are designed to dispatch additional tanker resources to provide additional water for firefighting efforts.
 - ii. There are dry hydrants within the Township that provide the Fire Company the ability to utilize static water sources such as ponds and creeks. The Fire Company leadership has a keen understanding of these available resources as well as their location and accessibility.



Staffing and Call Volume:

1. Based on 2020 data, the 100% volunteer Fire Company is averaging 213 dispatches or requests for service per year.

a . Fires	31
b . Rescue & EMS	42
c . Hazardous Condition (No Fire)	18
d . Service Call	25
e . Good Intent Call	79
f . False Alarm & False Call	15
g . Severe Weather & Natural Disaster	3

2. The call volume and response data indicates 213 dispatches or requests for service and there are a total of 10 responses that indicate "0" personnel under the response category.
 - a . In regard to the above 10 responses that show "0" staffing, 6 of the responses are dispatched and cancelled enroute, so the volunteers may have responded; however they were not need and subsequently recalled.
 - b . The 1 response is listed as an authorized controlled burning, thus there would not have been a need for personnel and apparatus.
 - c . The remaining 3 responses with "0" personnel listed are documented as public service requests.

3. Data indicates that during the calendar year 2020, the volunteers averaged 5.9 personnel per call 24/7/365. While there is always a need to increase volunteer staffing, considering daytime responses, holidays, etc. the organization is still maintaining a volunteer force capable of staffing a fire/rescue vehicle on any given day or hour.
 - a . The data indicated the average response time (from the time the dispatch is received until the first unit responds) is an average of 6:29 minutes.
 - i . Based on the geography of the Township and the location the volunteers respond from (home and work) this would be considered acceptable for a 100% volunteer Fire Company.
 - ii . In some cases the time is considerably less, however it is depended upon time of day, weather conditions, type of incident, traffic and most notably volunteer availability.
 - b . The average time from dispatch to arrival (this includes the 6:29 minutes that it takes for the crew to respond to the station) within the Township for incidents is 12:02 minutes.



- c. The overall average time spent on an incident scene throughout the year by the volunteer firefighting force is 47:36 minutes.
 - i. For 2020, there were 213 requests for service, therefore the
 - ii. volunteer Fire Company members committed 168 hours on incidents outside of training, meetings and fundraising activities.
- 4. The current staffing model is 100% volunteer and is a combination of home responders, live in firefighters and members being available on station at any given time.
- 5. Call volume includes first due responses and automatic and mutual aid responses. The box cards or run assignments depend on automatic and mutual aid partners and those same partners depend on reciprocity from Grantville Volunteer Fire Company.



ISO Documentation Review:

1. ISO recently visited and performed an updated assessment of fire protection capabilities for Grantville Volunteer Fire Company and East Hanover Township. The final report document was not available for review, however, based on e-mail communication from the ISO reviewer and the previous document it was not expected there would be significant change.
2. The lack of hydrants within the Township has a negative impact on the water supply score, however with the ability to showcase the dry hydrant system and static water sources that are available on various properties within the Township this will help the score in that category. Also, on the guided tour, the consultant observed the knowledge the Fire Chief and overall volunteer staff have of the system and available water resources throughout the Township.
3. The current apparatus compliment is adequate based on the review of ISO records.
4. In a previous ISO assessment, the Fire Company did receive deductions for inadequate testing records related to hose and ladders. This has since been corrected by the leadership team and will not be a finding or negative impact moving forward.
5. The initiatives that are taking place and have taken place in regard to Firefighter I certification and training in general will also have a positive impact on the overall ISO assessment score.
6. Review of the existing box alarm cards or assignments show closest available resource being dispatched and in adequate numbers and types to meet the ISO standards as well as National Fire Protection Association (NFPA) guidelines.

Existing Facilities Review and Assessment:

1. The current fire station facility is modern, well maintained, and adequate for the fire equipment that is owned and operated currently by Grantville Volunteer Fire Company.
2. As part of future planning initiatives that will include a recruitment and retention discussion consideration should be given that there is limited meeting/training room space and there will need to be an assessment and plan for the current live-in program, should that become a key component moving forward for future staffing.
3. The location of the current fire station provides immediate access to the majority of the Township and to major thoroughfare roadways.
4. The current fire station does provide future options should the size and type of fire apparatus need to change.





Assess the Current Apparatus Compliment:

1. The current apparatus has and continues to be well maintained by the volunteers, as well as through the usage of outside professional maintenance facilities. There are maintenance records in place.
2. Due to the age of the current units (1991 and 1994), there can be an issue with the availability of parts; thus, leading to additional out of service time.
3. The current overall fleet of apparatus (number and type of units) is supported by the call volume, available volunteers, response area and Insurance Services Office (ISO) report.
4. The rescue/engine (1994) is having increased maintenance issue, thus increasing the repair budget and out of service time. This unit is “busy” in regard to responses and/or request for service.
 - a. The 2020 call volume shows 38 responses for the Tanker specifically. However, there are additional instances in the Grantville Fire Company first due response area that they Tanker would also respond to reported fires; thus increasing that overall number.
 - b. Engine 39-1 (Rescue/Engine) was requested or due to respond 91 times according to the 2020 call volume report. Again, first due responses for reported fires would increase the number that may not be specifically related to “Rescue” responses.
5. The 1991 Tanker vehicle is not as busy; therefore the “wear and tear” is less; however, the availability of parts and service for a 30 year old vehicle is a challenge.
6. Currently, both the Engine/Rescue and Tanker are in need of replacement as soon as possible based on age, condition and maintenance costs.
 - a. The recommendation is to replace the Rescue with a Rescue/Engine that provides both firefighting and rescue capabilities. The overall size of this vehicle should be taken in to account with an emphasis to keep the vehicle as compact as possible while maximizing compartment space for equipment.
 - i. Consideration should be given to maximize tank size (water capacity) and pump size for rural firefighting capabilities.
 - b. Based on staffing numbers and the current needs the Rescue/Engine can be a 6 man or personnel cab and will not require anything larger for personnel purposes.

- c. The replacement of the current Tanker should focus on water capabilities (minimum of 3,000 gallons) and not the ability to carry a larger quantity of personnel and equipment. Thus, the new Tanker should be a 2-3 person cab and could be a commercial chassis, thus providing the ability to reduce the overall replacement cost.
- d. Based on market conditions, the manufacturer pricing of fire apparatus continues to rise and this should be taken in to consideration when the time line to design and ultimately order is decided. Essentially, the longer the purchase is delayed the price for purchase will continue to rise.
 - i. Currently, a number of fire apparatus manufacturers are advising customers that there is an 18 month delivery time frame from the point of order based on parts availability and work force shortage. Therefore, this should be taken in to account as part of the overall time frame to consider apparatus replacement.
- e. It will be a consideration to purchase both the Rescue/Engine and Tanker from the same manufacturer to possibly reduce cost.
 - i. Pennsylvania Co-Stars should be reviewed in regard to the apparatus purchase as there are approved fire apparatus manufacturers on Co-Stars and that may assist the process in regard to time and cost savings.





Automatic and Mutual Aid Review and Meeting:

1. In 2020, mutual aid partners responded to assist Grantville Volunteer Fire Company a total of 57 times and Grantville responded to reciprocate that assistance a total of 59 times.
2. Consultant met with automatic and mutual aid chief officers at Grantville Volunteer Fire Company to discuss their relationships, the overall study initiative, and any planned changes on their end and the box alarm assignments.
 - a. The attendees did not foresee any significant change on the horizon as it relates to their ability to provide services as a partner organization to Grantville Volunteer Fire Company.
 - b. The organizations reasonably expect they will be supplying the same number and types of firefighting equipment that they do today – example: Ladder Truck, Engine, Tanker, etc.
 - c. In regard to the current box alarm responses, the attendees voiced no concerns and felt the assignments reflected the closest unit in the majority of cases and understood and agreed with the logic behind the box alarm responses.
3. There was a brief discussion on the idea of regionalization of the fire service in the area for the future. This would need to be explored and discussed with all possible partners should it become something the Grantville Volunteer Fire Company and the Township desired to mutually pursue in the future.
4. The volunteer Fire Company should be commended in maintaining a positive working relationship with their automatic and mutual aid partners as that is not always the case across the Commonwealth. All attendees seem to have a positive working relationship and are on the same page as it relates to the Grantville Fire Company, the expectations and the operating guidelines. This will only serve to benefit the Fire Company and the Township moving forward as automatic and mutual aid assistance is key to survival in the fire service today.



Training Review and Assessment:

1. Training records for all personnel are available and tracked as part of the overall records management system – Emergency Reporting.
2. A training plan and schedule is in place at the volunteer fire company.
3. As of March 2021, records indicated that 15 volunteers have completed National Pro Board certification as a Firefighter I. In addition, 7 volunteers have progressed to the National Pro Board Firefighter II level.
 - a. An additional 5 volunteers will be completing National Pro Board Firefighter I certification in 2021 to bring that number to 20.
4. The volunteer staff members have attended and continue to attend recognized training sessions through the PA State Fire Academy, Bucks County Community College and Harrisburg Area Community College.
5. In conjunction with automatic and mutual aid partners the volunteers participate in at least one “live burn” training each year at York County Fire School.
6. Training takes a considerable amount of time to plan, implement and attend. This can be very difficult in the volunteer Fire Service, however it is one of the most important functions the organization will perform. The leadership and membership at Grantville Volunteer Fire Company is currently doing an outstanding job at maintaining an acceptable level of training and constantly striving to raise the bar in regard to national certifications and overall training attendance.



Recommendations:

1. Fire Company leadership and Township officials should work collaboratively to develop a plan with financial support to replace the current Engine/Rescue (1994) and Tanker (1991) as soon as possible. Items to be considered as part of the plan:
 - a. In the event the vehicles are to be replaced one at a time based on financial constraints, it is recommended the Engine/Rescue be replaced first.
 - i. This is based on frequency of use versus the Tanker, overall resources this piece provides for the area and the present maintenance cost issues.
 - ii. Consider replacing the Tanker with a standard 2 seat vehicle that is geared toward providing water to the fire scene versus transporting manpower. The manpower can be transported in squad/utility type vehicles if needed and this will reduce the overall cost of the Tanker replacement project while meeting the needs of the response area.
 - iii. Consider developing the bid specifications for both vehicles and establishing the bid process for the purchase of both vehicles at once. This will help the Fire Company and Township officials realize the benefit of economy of scale in purchasing two vehicles at once versus one at a time.
 - iv. Consider the option of COSTARS for purchasing fire apparatus.
 - v. Consider the option of leasing for fire apparatus procurement.
2. Develop an overall apparatus replacement plan for all firefighting apparatus that encompasses the input of both the volunteer fire company and township. This document should then be adopted and reviewed on an annual basis and serve as the planning tool for budgeting purposes and long-range planning.



3. Develop and implement a volunteer recruitment and retention program that is a collaboration of the volunteer fire company and the township.
4. Develop a strategic planning committee that includes township staff, elected officials, community stake holders and the volunteer fire company to continually address and review the changes ahead that will include: service delivery model, station renovations, apparatus replacement, staffing and financial support.

Closing Comments:

1. East Hanover Township officials should be proud of the work being performed by the volunteers at Grantville Community Fire Company and the services they're currently providing to the residents today.
2. East Hanover Township officials should be commended for their current support of the Grantville Volunteer Fire Company and their desire to continue that support at the appropriate and potentially expanded level through the procurement of the Fire Study.
3. Thank you to the leadership team at Grantville Volunteer Fire Company for your willingness to provide information in a timely manner, answer any and all questions throughout the process and your dedication to providing high quality services to the communities and residents that you serve.

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Appendices

A – 2021 Budget Information

B – 2020 Budget Information

C – Firefighter I and II Certification Records

D – Apparatus Type and Information

E – 2020 Incident Statistics

F – 2020 Personnel Count per Incident

G – Automatic and Mutual Aid Information

H – Box Alarm Response Assignments