

Building the Future of Fire Protection in East Manchester Township

Stakeholder Survey Analysis

Opportunities for Improved Governance, Collaboration,
and Long-Term Sustainability

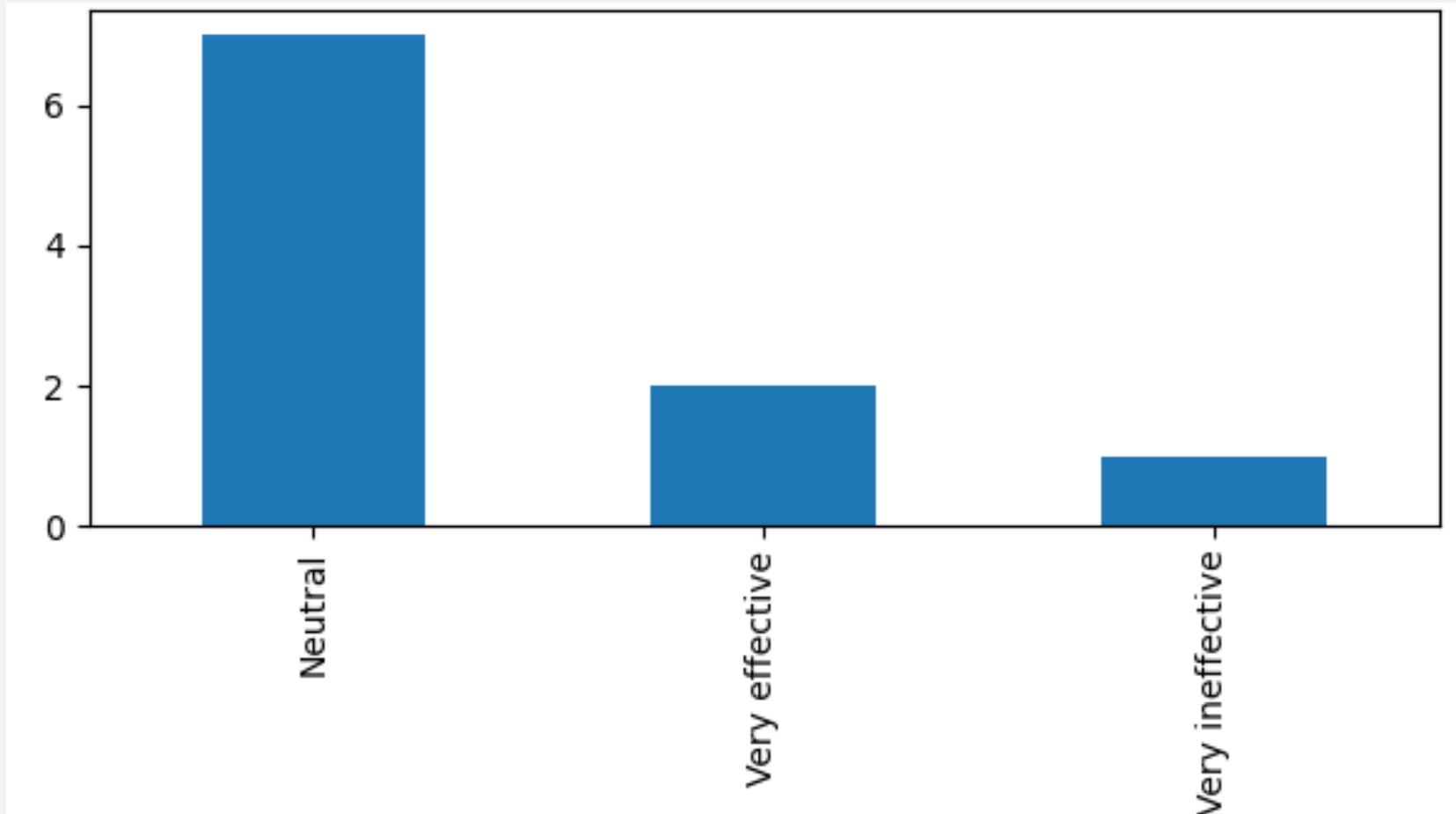
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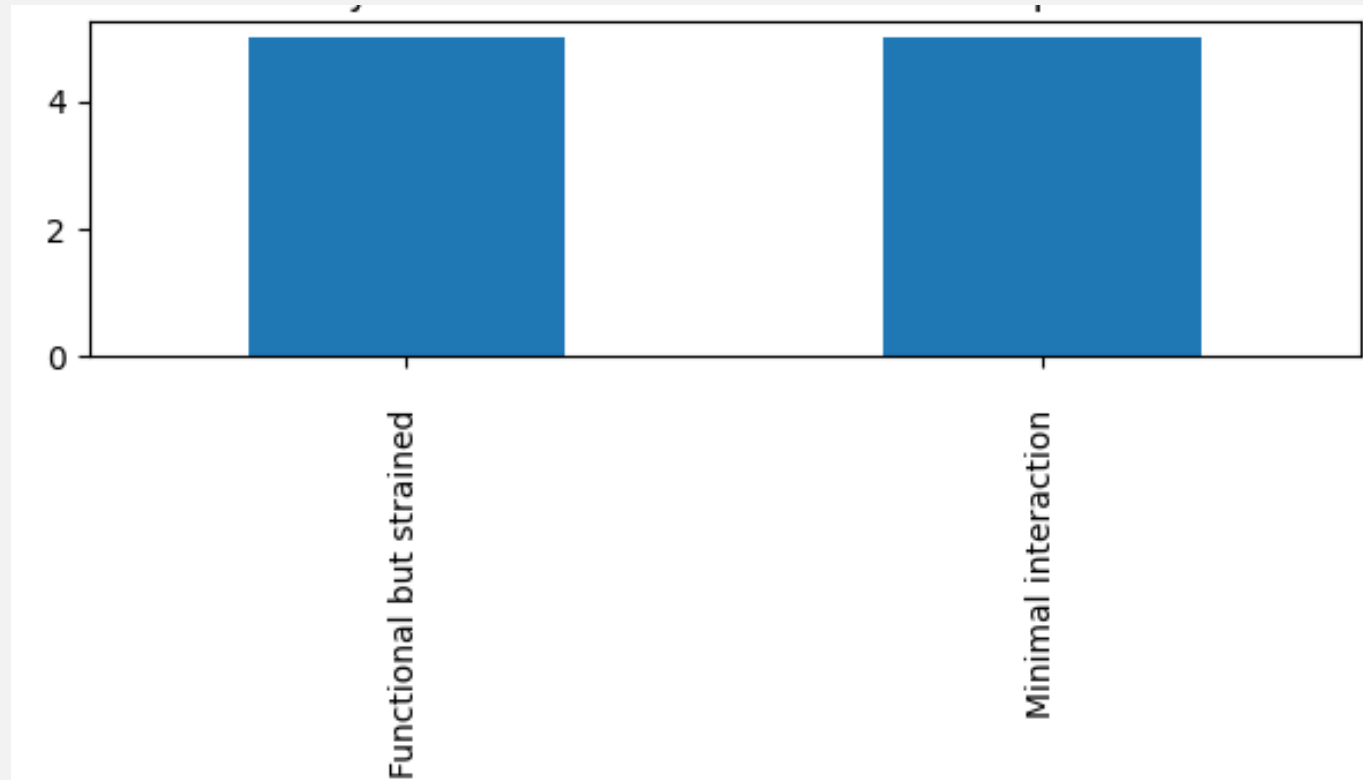
Executive Summary

- Survey responses indicate governance, communication, and sustainability challenges.
- Stakeholders generally supported stronger township-wide coordination.
- Support exists for a centralized leadership structure.
- Operational integration opportunities were identified across training, planning, and resource management.
- Long-term sustainability concerns require strategic action in short-term.



Survey Data Visualization

How would you rate the overall effectiveness of the current fire service delivery in the township?

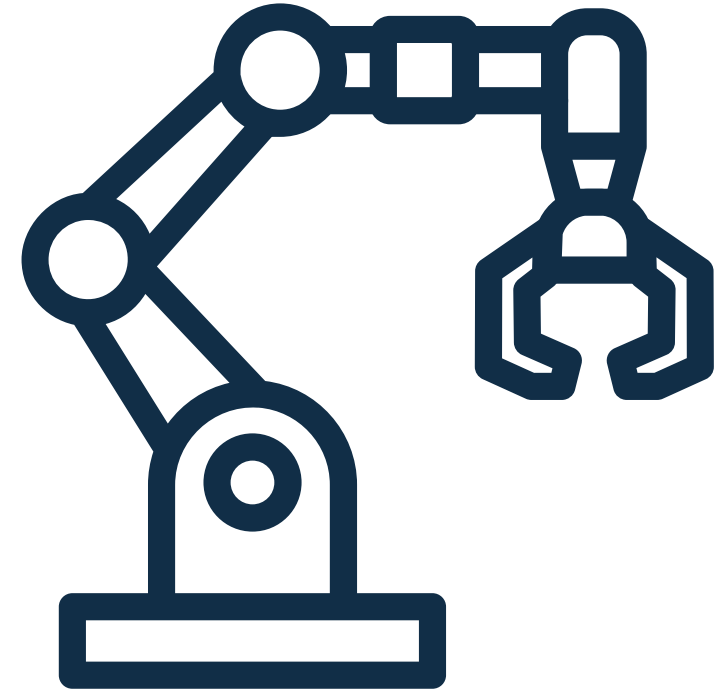


Survey Data Visualization

How would you describe the current relationship between the departments?

Long-Term Sustainability Risks

- 50% are concerned about sustainability of current operation (costs, personnel, training).
- Recurring themes: volunteer recruitment, funding, accountability, equipment replacement, and organizational alignment to a single plan.
- Several respondents identified consolidation or stronger integration as a long-term solution.



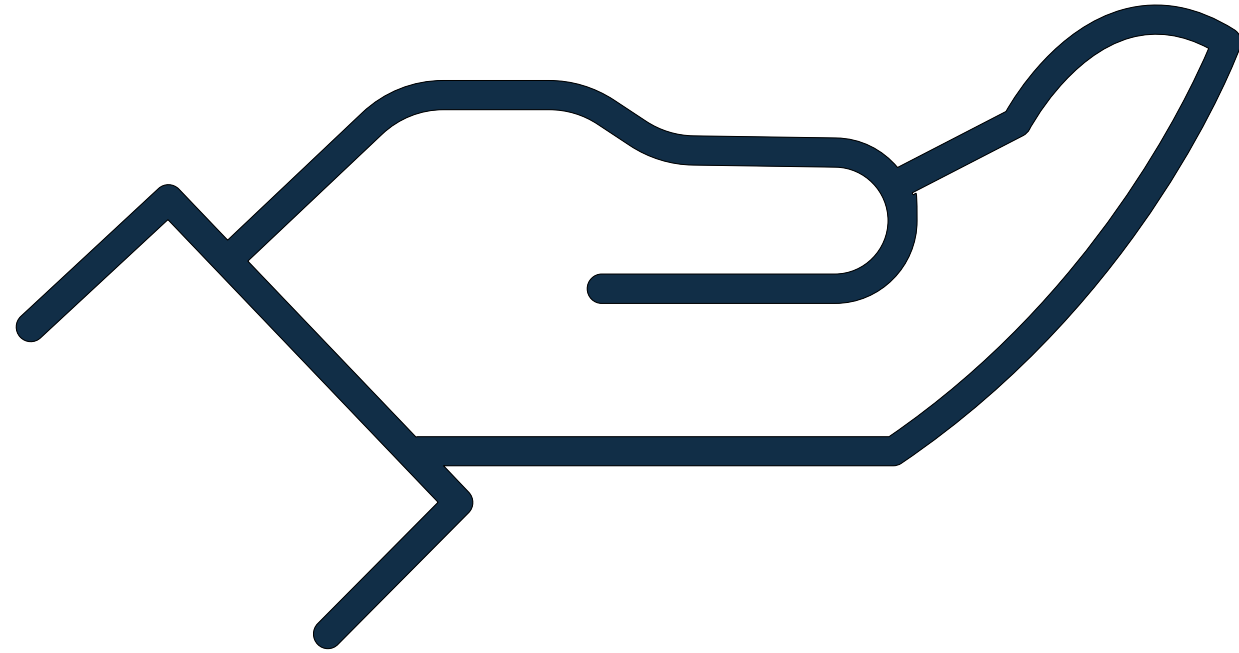
Overall findings of governance

- Respondents identified the need for clearer authority and accountability.
- Township-wide leadership was viewed favorably by many stakeholders.
- Formalized policy development and strategic planning should be centralized.
- Leadership succession planning should be documented.
- 70% believe a singular township Fire Chief is necessary.
- Primary responsibilities: strategic planning, operations oversight, training coordination, policy development, budget/resource management of both departments.
- Most respondents support appointment by elected officials or a joint selection process including minimum training requirements



Overall communication assessment

- Communication frequency between organizations is inconsistent or nonexistent.
- Stakeholders support formal communication expectations and meeting schedules.
- Joint planning sessions should be institutionalized, particularly with some form of a board.
- Progress reporting should be standardized.



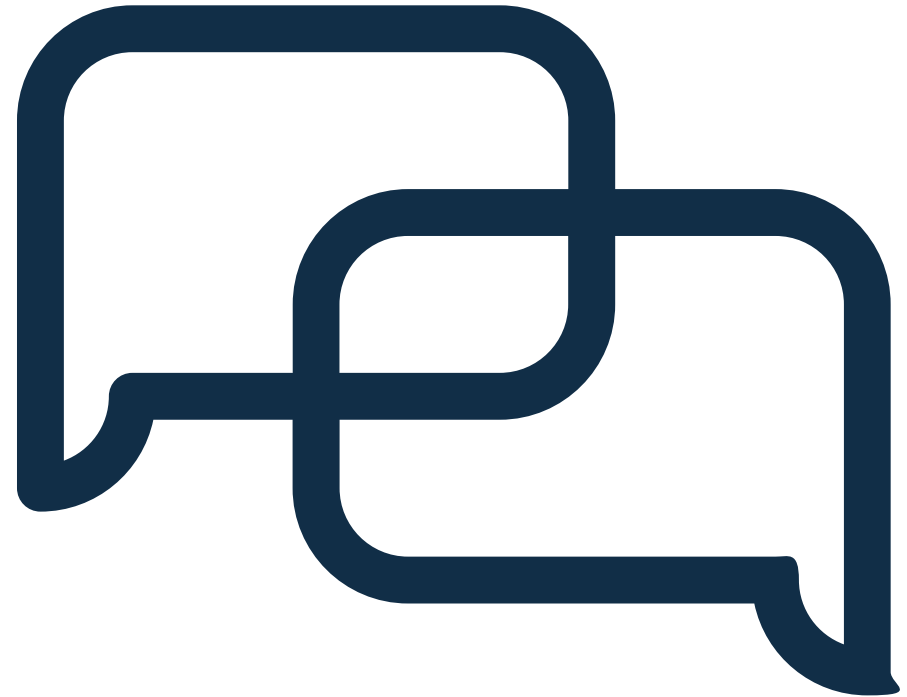
Operational Integration Findings

- Joint training and planning were common recommendations.
- Stakeholders support stronger operational coordination.
- Only a small minority favored maintaining the current model.
- Several respondents support eventual consolidation after governance and relationships improvements.



Internal Agency Communication Assessment

- Communication frequency between organizations is inconsistent or nonexistent.
- Stakeholders support formal communication expectations and meeting schedules on minimum quarterly basis.
- Joint planning sessions should be institutionalized by a board.
- Progress reporting should be standardized and recorded for public viewing.
- 100% of respondents support a formal communication agreement or policy



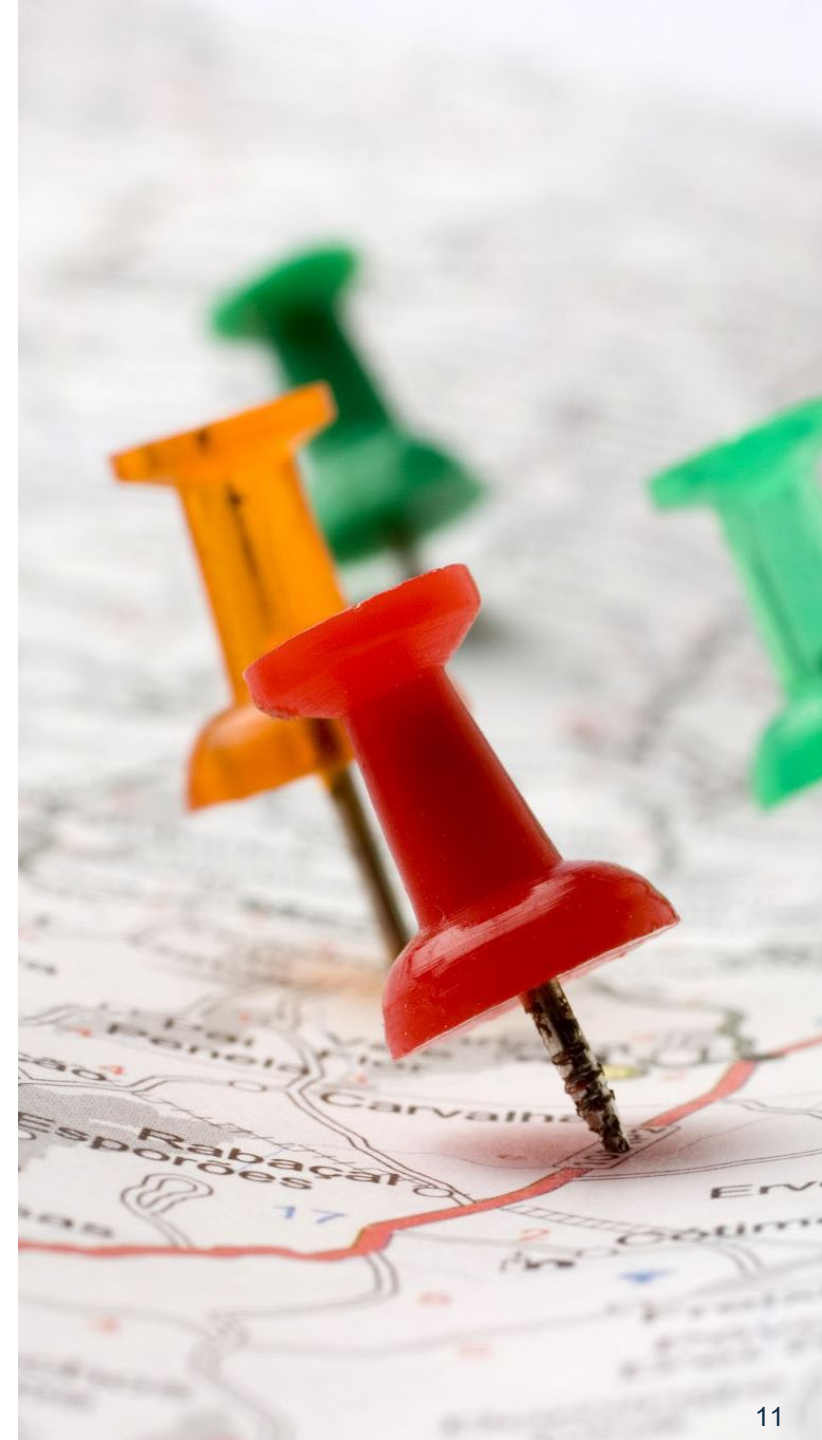
Township Fire Chief Position

- Desired responsibilities include strategic planning, budgeting, training oversight, and policy coordination.
- Respondents favored objective selection criteria and succession planning process (no favoritism or nepotism).
- A formal job description and replacement process were strongly supported with selection across a fair and balanced board.



Recommended Strategic Roadmap

- 0–12 Month time span
- Establish governance framework and communication policy.
- Create the Township Fire Chief position description and interview for positions.
- Begin quarterly leadership and communications meetings with local government.
- Develop shared performance metrics and two-year objectives.
- Evaluate integration opportunities (training and policy) and resource allocation methods.



Conclusions

- Formalize governance and accountability.
- Improve communication through policy and routine engagement.
- Implement data-driven performance measurement.
- Evaluate future integration opportunities using objective criteria.





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