Franklin County Department of Emergency Services (FCDES) Strategic Plan 2020-2025

Feb 2020

Record of Changes

Change Number	Date of Change	Summary of Change	Change Made By (Signature)

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About This Plan:

The 2020-2025 Emergency Services Strategic Plan serves as a guide for the department in both the short and long-term. The goals and objectives set forth in this document are lofty, because we have a tremendous opportunity to make real changes in our approach to emergency management for the citizens of Franklin County.

Franklin County provides a unique opportunity for practicing emergency management. The County has the potential to experience a wide range of natural, technological, and man-made hazards (see *Franklin County Hazard Mitigation Plan, Nov 2018*) that will challenge the department and require us to be creative in its approach to problem solving. Fortunately, the leadership of the County recognizes the importance of robust emergency management services.

The goals and objectives in this plan are based on requirements in Pennsylvania law for emergency management (Title 35) and the standards established by the Pennsylvania Emergency Management Agency (PEMA), as well as national standards and best practices required and recommended by the Federal Emergency Management Agency (FEMA).

We have a responsibility to be good stewards of the taxpayers' money. Our field is dependent on funding from Franklin County supplemented by federal grants. We must take every step possible to ensure we are following grant guidelines and maximizing every dollar expended. The department manages the homeland security and FEMA grants for the county.

Creating a culture of preparedness is a key component of our mission, and we know this can only be achieved through Community Engagement and Outreach programs. We will work tirelessly to strengthen our partnerships with public, private, non-profit, and faith-based organizations while simultaneously enhancing our public outreach efforts with county residents and the business community. Developing a training and exercise program based on the needs of our emergency response partners ensures we maintain a positive working relationship with our community stakeholders while enhancing their knowledge, skills, and abilities. This, in turn increases the resilience of all sectors of our community.

Effective planning is another keystone of our emergency management program; therefore, we have put a high value on planning and its supporting components. We will focus on the planning needs of the County as a whole as well as support to the 22 municipalities within it. We will focus on the whole community, ensuring that as we move forward we are taking into consideration all disaster response needs of the residents of Franklin County.

Of course, these efforts mean nothing if we cannot execute our plans through effective operations in both our Emergency Communications and Emergency Management Centers. We will enhance our operational capabilities by professionalizing our staff and processes supporting these critical functions as well as modernizing and maintaining our community notification systems [Wireless Emergency Alerts (WEA), Integrated Public Alert and Warning System (IPAWS), Emergency Alert System (EAS), and EverBridge©]. Strengthening our response capabilities is perhaps one of our most important tasks, and will be the true measure of our success when the next disaster strikes.

Moving forward, we seek to transcend disciplines and work collaboratively with our partner organizations and agencies to refine our processes. This is an exciting and expansive stage of growth and development for the department. Moving forward we will improve, however we can only do this by exemplifying professionalism and integrity. This plan represents our commitment to putting ideas into action that will improve Franklin County and increase its disaster readiness and resilience. We are proud of the changes to our programs thus far and we hope, as you read through this document, you are supportive of the direction of the Franklin County Department of Emergency Services is undertaking over the next several years.
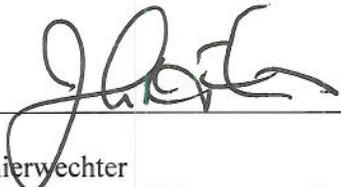
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John K. Thierwechter
Director, Department of Emergency Services
Franklin County, Pennsylvania
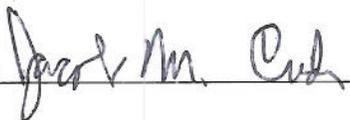
Signature: _____   Date: 02/19/2020

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Franklin County Community:

Franklin County is in the south-central region of the Commonwealth in the southern Pennsylvania portion of the Cumberland Valley and covers a land area of 772 square miles. A section of the Mason-Dixon Line makes up the southern boundary of Franklin County while its most northerly point stretches jaggedly one-fourth of the way across the Commonwealth to even latitude with Harrisburg.

Originally part of Lancaster County (1729), then York County (1749), then Cumberland County (1750), Franklin County became an independent jurisdiction on September 9, 1784, relatively soon after the end of the American Revolutionary War. It is named in honor of Founding Father Benjamin Franklin.

Chambersburg, the county seat, holds a distinction as the only northern town to be destroyed by the Confederate Army during the Civil War. On July 30, 1864, Brigadier General John McCausland and 2,800 Confederate cavalrymen entered Chambersburg and demanded $100,000 in gold or $500,000 in greenbacks in retaliation for Union Army actions in the Shenandoah Valley earlier in the war. When the residents of Chambersburg failed to raise the ransom McCausland ordered his men to burn the town. Very few structures were left standing after the raid, two of note were the Masonic Temple and the Old Jail.

The county has historically been an agricultural community with development concentrated in Boroughs of Chambersburg, Greencastle, Mercersburg, Shippensburg and Waynesboro. The county has maintained its agricultural economy and landscape as well as many of its historic structures. There are 63 landmarks listed on the National Register of Historic Places for Franklin County including bridges, farms, homes, and historic districts.

Additionally, Franklin County is the host to a major military installation. The Letterkenny Army Depot is located primarily in Letterkenny Township, but extends into both Greene and Hamilton Townships. The Depot consists of nearly 18,000 acres and is the second largest employer in Franklin County, only surpassed by WellSpan Health.

Franklin County is made up of 7 boroughs and 15 townships. **Figure 1** below shows the layout of the county and location of the municipalities.
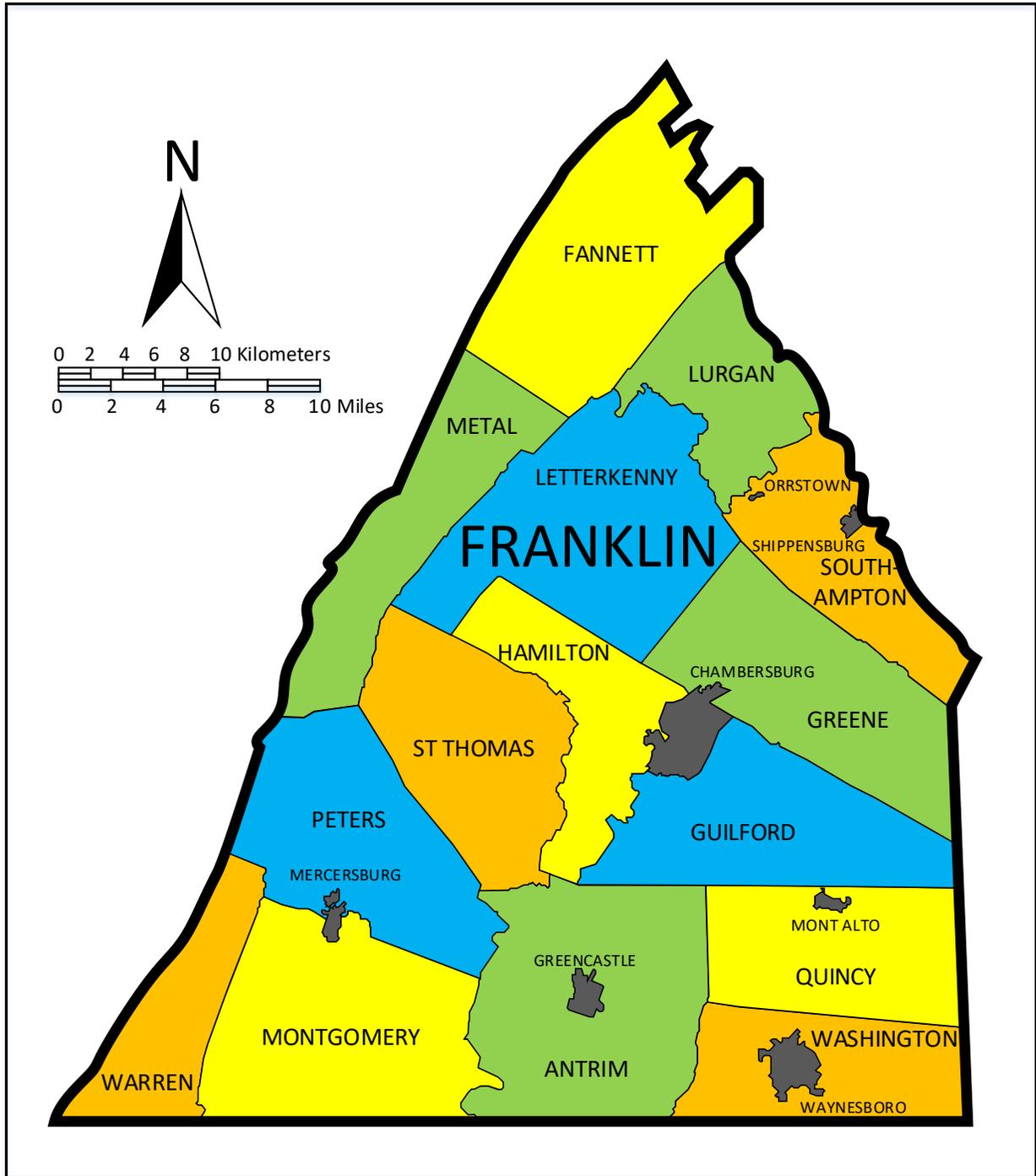
Figure 1: Franklin County Municipalities

For a more detailed description of the Franklin County Community and associated demographics, refer to the *Franklin County Hazard Mitigation Plan, Nov 2018*, **Section 2**.

Department of Emergency Services:

The Franklin County Department of Emergency Services (FCDES) was founded in February of 1982 by a resolution passed by the County Commissioners. We are charged with providing an adequate emergency program and for emergency operations including response and recovery during disasters in accordance with Pennsylvania Law (Title 35) and the plan and program of the Pennsylvania Emergency Management Agency (PEMA). The mission and vision of our department are listed below.

Mission Statement:

Provide effective services, coordination, and collaboration to create a culture of preparedness that builds and sustains a disaster resistant and resilient community in Franklin County.

Vision Statement:

A whole community approach to a safer, less vulnerable, and more resilient Franklin County.

We are organized into two operational centers: Emergency Communications Center (ECC) and Emergency Management Agency (EMA) as shown in **Figure 2** below.
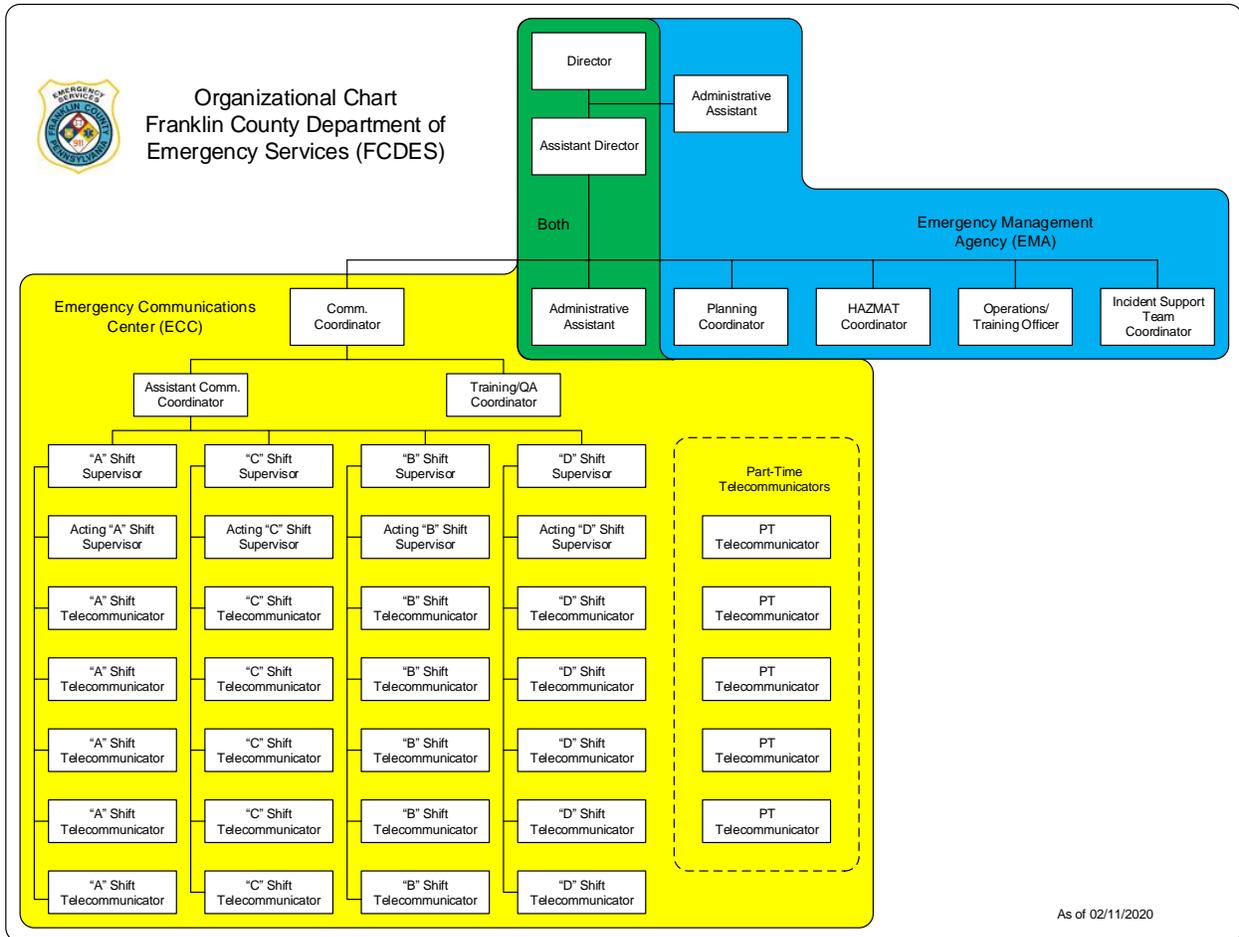
Figure 2: FCDES Organization Chart

The ECC is responsible for initial engagement, responder activation, and early warning for emergencies/disasters occurring throughout the entire county. Utilizing the center's Computer Aided Dispatch (CAD) system, our dispatchers activate the response agencies and instruct callers with a medical, fire, or law enforcement emergency what to do until first responders arrive. The only exception to this is for dispatch of Pennsylvania State Police assets. If calls for law enforcement response are in a jurisdiction covered by the Pennsylvania State Police, they are forwarded to their local dispatch center at the Chambersburg Barracks. The ECC is also responsible for the acquisition, maintenance, and restoration of critical emergency communications system (Alerting Systems, Land Mobile Radio networks, Towers, Applications, and Databases) that are essential to maintain the preparedness posture of the county.

The EMA is responsible for protecting the Franklin County community by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made catastrophic events. This is achieved through the training, staffing, and activation of an Emergency Operations Center (EOC); establishment of robust planning, training, and exercise programs; and equipping, staffing, and maintaining a quick initial response package for Hazardous Materials (HAZMAT) incidents.

Core Competencies:

To establish the goals and objectives to meet our mission, we first had to identify and understand our Core Competencies, or specific mission components. Our Core Competencies are captured in **Figure 3** below.

Center	Core Competency
ECC	911 Dispatch
	Early Warning
Both	Organize, Train & Equip (OT&E)
	Life-cycle Maintenance
	Public Outreach
EMA	Emergency Planning
	Emergency Operations
	Resource Coordination

Figure 3: FCDES Core Competencies

Goals:

The Core Competencies were analyzed and defined to allow for the establishment of goals to meet our entire mission set. **Figure 3** above shows the Core Competencies as they apply to our organizational structure. Where the mission areas applied to both centers they were annotated to reflect this commonality. The goals developed to support these Core Competencies are outlined and defined in **Figure 4** below:

Core Competency	Goals	Comments
911 Dispatch	**Goal 1:** Answer, validate, and route 911 emergency and municipal/incident support calls to dispatch emergency response units to the scene of incidents throughout Franklin County.	Including fail-over from neighboring counties if required.
Early Warning	**Goal 2:** Provide public early warning and alert notifications of all hazard events to increase preparedness and reduce response times to save lives and property of Franklin County citizens.	All critical communications systems including Integrated Public Alert and Warning System (IPAWS), Wireless Emergency Alerts (WEA), Emergency Alert System (EAS), and National Weather Service (NWS) Watches and Warnings.
OT&E	**Goal 3:** Organize, train, and equip (OT&E) a professional workforce to be responsive, efficient, and effective in protecting the lives and property of the citizens of Franklin County.	All training for ECC, EMA, and 1st responders; Staffing levels and equipment purchases.
Life-cycle Maintenance	**Goal 4:** Acquire, maintain, and upgrade facilities, equipment, communications, network systems, and data to stay current with technology and prepare for future advancements and capabilities.	Includes trailers, towers, enclosures, CAD systems, radio networks, and facilities. Includes maintenance of data.
Public Outreach	**Goal 5:** Develop and execute a robust Public Outreach & Training program to inform, educate, and partner with stakeholders and the general public on emergency preparedness and safety with respect to the all-hazard threats in the county.	Includes Cardio Pulmonary Resuscitation (CPR)/Fire extinguisher training as well as preparedness/capabilities briefings.
Emergency Planning	**Goal 6:** Develop, exercise, and maintain emergency preparedness, response, recovery, and mitigation plans to address the all-hazards threat environment of the citizens and property of Franklin County.	Includes Superfund Amendments and Reauthorization Act (SARA) and Tier II planning efforts.
Emergency Operations	**Goal 7:** Staff, train, exercise, and activate an EOC to facilitate the management, coordination, response, and resource allocations to rapidly address all-hazards incidents in the county.	Including other county offices and community volunteers.
Resource Coordination	**Goal 8:** Serve as a resource provider/coordinator to augment emergency management and incident responders at the municipal level as well as the general public throughout the county.	Rolling out our trailers & providing equipment/resources for both emergency incidents & routine/special events. Facilitate/coordinate with PEMA for resources.

Figure 4: FCDES Strategic Plan Goals

Objectives and Measures of Success (MoS):

Objectives are measurable actions to be implemented to achieve the established goals. We analyzed our goals and developed several Objectives across all of the goals established to achieve our mission. As the definition of an Objective implies, these actions must be measurable to be able to gauge progress. As such, each of our Objectives has at least one Measure of Success (MoS) defined to aid in this progress assessment. These MoS have varying periods of audit/review and will require data collection and analysis by the different process owners in FCDES. The Objectives/MoS will be presented as metrics for review by senior FCDES leadership to allow for course correction and/or the modification/addition of Goals, Objectives, and MoSs. The frequency of this metrics review is outlined in **Figure 8** on **page 12**.

For clarity in review, the Objectives are presented as they relate to the FCDES Organization construct. The new FCDES Strategic Plan Goals/Objectives/MoS for 2020 through 2025 are presented in **Figures 5-7** below.

Goals	Center	Core Competencies	Comments	Audit
Goal 1: Answer, validate, and route 911 emergency and municipal/incident support calls to dispatch emergency response units to the scene of incidents throughout Franklin County.	ECC	911 Dispatch	Including fail-over from neighboring counties if required.	Frequency
Objective 1.1: The time between a call received to units dispatched will not exceed 3 minutes.			MoS: **95%** of all calls to be dispatched will be less than **3 minutes** between call received and units dispatched.	Quarterly
Objective 1.2: Maintain partnership status in the National Center for Missing and Exploited Children (MNMEC) Missing Kids Readiness Project.			MoS: **100%** of telecommunicators will follow the American National Standards Institute (ANSI) standard #1.101.3-2015 Standard for Public Safety Telecommunicators when responding to calls of missing, abducted, and sexually exploited children.	Quarterly
			MoS: **20%** of these calls covered by this policy will be checked for QA **each quarter**.	Quarterly
Goal 2: Provide public early warning and alert notifications of all hazard events to increase preparedness and reduce response times to save lives and property of Franklin County citizens.	ECC	Early Warning	IPAWS, WEA, EAS, and National Weather Service (NWS) watches and Warnings.	Frequency
Objective 2.1: Develop internal public information guidance and message templates to ensure the release of prompt and actionable messages to the public and other stakeholders as appropriate.			MoS: Public information guidance and message templates will be included in the ECC Standard Operating Guidelines (SOG) and reviewed/updated **annually**.	Annually
Objective 2.2: All Shift Supervisors and Alternate Shift Supervisors will be proficient at sending out WEA, EAS, IPAWS, EverBridge©, and Amber Alert messaging within 6 months of hire.			MoS: **100%** of all valid requests for release of emergency notifications is executed within **5 mins** of request.	Quarterly
			MoS: **100%** of Shift Supervisors and Alternate Shift Supervisors are able to send out alert messages (IPAWS, WEA, EAS, EverBridge©, and Amber Alerts) within **6 months** of hire. Audits to be performed **quarterly**.	Quarterly
Objective 2.3: Each ECC shift will execute and document a monthly IPAWS test message to maintain proficiency.			MoS: **Each** ECC shift (**all 4**) will execute and document IPAWS test messages **every** month. Audits to be performed **quarterly.**	Quarterly

Figure 5: ECC Center Goals/Objectives/MoS

Goals	Center	Core Competencies	Comments	Audit
Goal 3: Organize, train, and equip (OT&E) a professional workforce to be responsive, efficient, and effective in protecting the lives and property of the citizens of Franklin County.	Both	OT&E	All training for ECC, EMA, and 1st responders; Staffing levels and equipment purchases.	Frequency
Objective 3.1: All FCDES personnel will be NIMS compliant and Incident Command System (ICS) trained by completing IS-100, IS-200, IS-700 & IS 800 within 6 months of hire.			MoS: **100%** of all FCDES personnel will be NIMS/ICS (IS-100, IS-200, IS-700 & IS-800) compliant within **6 months** of hire. Audits performed **quarterly**.	Quarterly
Objective 3.2: All telecommunicators will be trained to Emergency Telecommunicator Certification (ETC), Emergency Medical Dispatcher (EMD), Emergency Police Dispatcher (EPD), and Emergency Fire Dispatcher (EFD) certification standards, as well as completing the PEMA Emergency Telecommunicator Certification.			MoS: **100%** of telecommunicators will be current on their ETC, EMD, EPD, EFD & PEMA Emergency Telecommunicator Certifications, audits performed **quarterly**.	Quarterly
			MoS: **100%** of new-hire telecommunicators will complete their ETC, EMD, EPD, EFD & PEMA Telecommunicator Certifications/core competency training within **6 months** of hire, audits performed **quarterly.**	Quarterly
Objective 3.3: The ECC will establish a Training Plan to meet or exceed all training/competency requirements for federal, state, and local telecommunicator/dispatch standards.			MoS: **100%** of ECC staff and telecommunicators will complete and maintain currency with the ECC Training Plan. Audits performed **quarterly**.	Quarterly
Objective 3.4: Recruit personnel and maintain a duty roster to staff the EOC for any level of activation (Level I, II, or III, refer to EOC SOG).			MoS: Maintain an **85%** staffing level of the EOC Staff Roster (with county personnel) for a Level I activation at all times. Identify all the positions that could be required for a Level I activation, plan for **15%** vacancies/volunteers.	Quarterly
Objective 3.5: Establish a training plan for the individual EMA & EOC positions to include Damage Assessment Teams.			MoS: Ensure all newly appointed EOC personnel are provided orientation training with **3 months** of assignment. Job specific training should be completed within **1 yr** of appointment.	Quarterly
Objective 3.6: Update, maintain, and/or execute FCDES & EOC recall rosters (EverBridge©), position Checklists, and EOC & ECC SOGs annually or as often as needed.			MoS: Adds/Changes/Deletes to recall roster updated monthly. A telephone recall will be performed at least **1 time a year**. A full FCDES & EOC personnel recall will be performed at least **1 time a year.**	Quarterly
			MoS: **100%** of the EOC Position Checklists will be reviewed and updated **annually**.	Annually
			MoS: EOC & ECC SOGs will be reviewed/updated **annually**.	Annually
			MoS: Public information guidance and message templates will be included in the EOC SOG and reviewed/updated **annually**.	Annually
Objective 3.7: All FCDES personnel will meet the training requirements of their job descriptions in the time specified.			MoS: **100%** of FCDES personnel are compliant with the training requirements set forth in their position descriptions. Audit performed **quarterly**.	Quarterly
Goal 4: Acquire, maintain, and upgrade facilities, equipment, communications, network systems, and data to stay current with technology and prepare for future advancements and capabilities.	Both	Life-cycle Maintenance	Includes trailers, towers, enclosures, CAD systems, radio networks, and facilities. Includes maintenance of data.	Frequency
Objective 4.1: Integrate Geographic Information Systems (GIS) information into emergency call processing and dispatch, including GIS data with Next Generation 911 (NG-911) components.			MoS: **All** requested GIS address adds/changes/deletes will be integrated into the CAD System within **3 days** of notification of change.	Quarterly
			MoS: **All** current Franklin County GIS data will be transformed into the format required for NG-911 implementation and validated prior to start of NG911 implementation.	Quarterly
Objective 4.2: Integrate Geographic Information Systems (GIS) information into emergency and operational planning initiatives.			MoS: **All** Franklin County GIS data will be adapted and integrated for use with federal hazard mitigation models (i.e. HAZUS) before the next update of the Hazard Mitigation Plan (HMP) update is due (**Nov 2023**).	Quarterly
			MoS: Franklin County GIS information will be available to be displayed for review and analysis during EOC activations **100%** of the time.	Quarterly
Goal 5: Develop and execute a robust Public Outreach & Training program to inform, educate, and partner with stakeholders and the general public on emergency preparedness and safety with respect to the all-hazard threats in the county.	Both	Public Outreach	Includes Cardio Pulmonary Resuscitation (CPR)/ Fire extinguisher training as well as preparedness/ capabilities briefings.	Frequency
Objective 5.1: Develop, maintain, and execute a Community Outreach program/briefing to be given to interested organizations and/or the general public on ECC & EMA services.			MoS: **100%** of external stakeholder's emergency preparedness briefing requests will be scheduled and executed.	Quarterly
			MoS: **At least 1 (each)** Public Outreach event will be scheduled by the ECC and EMA **annually** and open for public education without a specific support request.	Quarterly
Objective 5.2: Ensure the visibility of the Local Emergency Planning Committee (LEPC) and its initiatives to the Franklin County Public Safety Community as well as the general public.			MoS: **All** quarterly LEPC meetings will be advertised to the Public Safety community and the general public via social media (Facebook, Twitter, etc.) and print media **at least 4 weeks** prior to the meeting. Meeting minutes will be distributed to the Public Safety community via email and any citizen interested in these minutes will be included in that distribution, unless restricted due to classification.	Quarterly

Figure 6: Common Goals/Objectives/MoS

Goals	Center	Core Competencies	Comments	Audit
Goal 6: Develop, exercise, and maintain emergency preparedness, response, recovery, and mitigation plans to address the all-hazards threat environment of the citizens and property of Franklin County.	EMA	Emergency Planning	Includes SARA and Tier II planning efforts.	Frequency
Objective 6.1: Develop, update, and maintain all emergency preparedness, response, recovery, and mitigation plans and annexes annually or as required by supporting guidance. Generate a 5-yr master planning schedule to capture the revision dates of all emergency plans.			MoS: **100%** of the Franklin County Emergency plans will be updated and maintained according to the provisions of their governing guidance. Audit performed **quarterly**.	Quarterly
Objective 6.2: Ensure the plans and activities of the Local Emergency Planning Committee (LEPC) comply with Superfund Amendments and Reauthorization Act (SARA), Title III, Act 165, and other applicable statutes and laws.			MoS: **100%** of all plans and activities governed by the LEPC are to be reviewed **annually** and updated according to supporting documentation. Audit performed **annually**.	Annually
			MoS: **25%** of all facilities containing reportable quantities of hazardous material will be inspected every year. A **4-yr** master inspection schedule will be developed to track inspections. Audit performed **quarterly**.	Quarterly
Objective 6.3: Activate and exercise the EOC and associated Emergency Support Functions (ESFs) to test and improve the all-hazard preparedness plans and county readiness posture.			MoS: The EOC and ESFs will be **activated and exercised,** at least at the Table Top level, **once a year**. After Action Reports (AARs) and lessons learned will be used to update plans and processes in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) guidance.	Annually
Goal 7: Staff, train, exercise, and activate an EOC to facilitate the management, coordination, response, and resource allocations to rapidly address all-hazards incidents in the county.	EMA	Emergency Operations	Including other county offices and community volunteers..	Frequency
Objective 7.1: Actively locate and coordinate the delivery of resources to municipalities, between municipalities, and from PEMA/FEMA when the EOC is activated at any level to support incident response.			MoS: **100%** of resource support requests received at the EOC will be reviewed and adjudicated (sourced locally/requested externally/denied) within **1 hr** of receipt. Status of request, timeframe for delivery, and further required logistical considerations will be sent within the **1st hr.**	Quarterly
Objective 7.2: Train, maintain, and activate resources in support of Team 200, the Cumberland County Special Hazards Operations Team (SHOTs) to include responses both internal and external to Franklin County.			MoS: Maintain **98%** mission capable status for equipment maintenance to support Team 200 and local HAZMAT response operations/activations. Audit performed **monthly**.	Quarterly
			MoS: Maintain **67% (2 of 3 personnel)** mission capable status for personnel trained at the HAZMAT Technician Level to support Team 200 and local HAZMAT response operations/activations. Audit performed **quarterly**.	Quarterly
			MoS: Maintain **100% (6 of 6 personnel)** mission capable status for personnel trained at the HAZMAT Operations Level to support Team 200 and local HAZMAT response operations/activations. Audit performed **quarterly**.	Quarterly
Goal 8: Serve as a resource provider/coordinator to augment emergency management and incident responders at the municipal level as well as the general public throughout the county.	EMA	Resource Coordination	Rolling out our trailers & providing equipment/ resources for both emergency incidents & routine/ special events. Facilitate/coordinate with PEMA for resources.	Frequency
Objective 8.1: Maintain the FCDES Vehicles and Trailers in "Mission Capable" status for deployment to major incidents or in support of municipal routine/ special events.			MoS: Each of the FCDES vehicle or trailer packages to include the Mobile Command Center (MCC) will be Mission Capable **98%** of the time annually. Audit will not include deployments as non-available or down time. Audit performed **quarterly**.	Quarterly
Objective 8.2: Volume IV: Notification and Resource Manual (NARM) of the Franklin County Emergency Operations Plan (EOP) will be reviewed and updated annually.			MoS: **100%** of the Volume IV: NARM will be updated **at least once a year**. All resources will be National Incident Management System (NIMS) typed where applicable to the Tier I & Tier II level.	Annually

Figure 7: EMA Goals/Objectives/MoS

Plan Maintenance and Review:

This Strategic Plan is a living-document and requires ongoing review to determine if the goals set forth are being met. As the metrics review process is defined by FCDES leadership, updates to this plan will be required to capture the desired changes. If minor, those changes can be made and annotated on the Record of Changes at the front of this plan. However, some larger changes or a collection of changes may require a formal meeting of the Strategic Planning Team to convene. To make the best use of time a quarterly meeting will be scheduled for the third week of the month annotated in **Figure 8** below for a metrics and plan review. If no changes are required, the meeting will be canceled or executed electronically. Regardless of the need for changes or updates, this plan will be reviewed annually in the fourth quarter of the calendar year.

Year	Month
2019	October
2020	January
	April
	July
	October
2021	January
	April
	July
	October
2022	January
	April
	July
	October
2023	January
	April
	July
	October
2024	January
	April
	July
	October

Figure 8: Proposed Quarterly Review Schedule

Moving Forward:

As we look toward the future of emergency management in Franklin County, uncommon results are our goal. We strive to be leaders and pace setters, not just within the South Central Task Force, but within PEMA Central Region and the state of Pennsylvania. We are looking to create an Emergency Service and Preparedness program that is recognized by our peers and other leaders for setting the bar for emergency management increasing the safety and education of the citizens of Franklin County.

This Strategic Plan is a tool we will use to help us achieve these results. It will guide us with specific and measurable targets. We will use this plan to hold ourselves accountable, and we expect the leaders in Franklin County will hold us accountable as well.

Community Partners:

The Franklin County Department of Emergency Services would like to thank our emergency management and community partners for their continual support as we strive to fulfill our mission. The agencies and organizations below (not all inclusive) all have a vital role in helping us serve Franklin County.

Local Jurisdictions	Local Departments/ Agencies	Federal/National Agencies	Regional Agencies	Community
Antrim Township	Blue Ridge Fire & Rescue	American Red Cross	South Central Task Force	Adams Electric
Chambersburg Borough	Chambersburg Fire & EMS	FEMA	Adams Co. DES	Chambersburg Hospital
Fannett Township	CV Hose Co.	NOAA/NWS – State College	Cumberland Co. OES	Chambersburg Mall
Greencastle Borough	Fannett-Metal Fire & EMS	Salvation Army	Dauphin Co. DPS	Columbia Gas of PA
Greene Township	Fayetteville Fire & EMS	US Dept. of Agriculture	Lancaster Co. EMA	CSX
Guilford Township	Franklin Co. Air Unit	State Agencies	Lebanon Co. EMA	Franklin Co. Area Development Corp.
Hamilton Township	Franklin Fire Co.	Dept. of Conservation of Natural Resources	Perry Co. EMA	Franklin Co. Emergency Services Alliance
Letterkenny Township	Letterkenny Army Depot Fire	Dept. of Education	York Co. DES	Franklin Co. EMS Council
Lurgan Township	Metal TWP Fire & EMS	Dept. of Environmental Protection	Fulton Co. EMA	Franklin Co. Fire Chiefs Association
Mercersburg Borough	MMP&W Fire	Dept. of Health and Human Services	Huntingdon Co. EMA	Franklin Co. Historical Society
Metal Township	Mont Alto Fire	Dept. of Transportation	Juniata Co. DES	Franklin Co. Police Chiefs Association
Mont Alto Borough	New Franklin Fire & QRS	PA State Police	Washington Co. MD DES	Franklin Co. Public Safety Training Center
Montgomery Township	Pleasant Hall Fire & EMS	PA Turnpike Commission	Education	Franklin Co. RACES
Orrstown Borough	Rescue Hose Co. 1 & EMS	PEMA	Chambersburg Area School District	First Energy Corp - Penelec
Peters Township	RRMC Fire Department	Franklin County Government	Fannett-Metal School District	First Energy Corp – West Penn
Quincy Township	SMRC Fire Marshal	Franklin Co. Administrator	Greencastle-Antrim School District	Greater Chambersburg Chamber of Comm.
Shippensburg Borough	South Mountain Fire	Franklin Co. Commissioners	Mercersburg Academy	Greater Waynesboro Chamber of Comm.
Southampton Township	St Thomas Fire & EMS	Franklin Co. Communications Director	PSU Mont Alto Campus	Letterkenny Army Depot
St Thomas Township	Vigalent Hose Co.	Franklin Co. Finance Dept.	Shippensburg Area School District	Norfolk Southern
Warren Township	Waynesboro Fire Sta. 1	Franklin Co.Human Resources	Tuscarora School District	Texas Eastern
Washington Township	Waynesboro Fire Sta. 2	Franklin Co. Planning Dept.	Waynesboro Area School District	Valley Rural Electric
Waynesboro Borough	West End Fire & Rescue	Franklin Co.Risk Management	Wilson College	Waynesboro Hospital

Figure 9: Emergency Preparedness Community Partners