



Chapter 6 ~ Community Services

“We cannot live only for ourselves. A thousand fibers connect us with our fellow men.”
~Herman Melville



Pennsylvania’s Constitution provides for sub-units of government in the form of local municipalities. The scope and function of these 5,211 individual sub-units is varied.²⁸ However, they can be generally categorized as providing for specific service needs of their residents. County governments are responsible for judicial and human resources functions. School districts are responsible for youth education. Townships, Cities, and Boroughs are responsible for emergency services, maintenance of local roads, sewage and refuse collection, local planning and zoning, code enforcement and parks and recreation services.

The community services that West Bradford Township is responsible for are outlined in this chapter. They are the day to day services that can have a significant impact upon the quality of life in the community. These include emergency services, local road maintenance, and refuse and sewer services.

The Township’s philosophy of prudent fiscal management is evident in the services currently provided and in the consideration of future service needs. The Township seeks to provide necessary services to its residents while balancing fiscal and quality of life impacts. Maintaining a balanced budget and having a fee structure for services based upon their costs is a critical part of this philosophy.

²⁸ pg. 6-5, *The Pennsylvania Manual*, Volume 118



Emergency Services

Policing

The Pennsylvania State Police of Troop J, Embreeville Barracks serve the policing needs of West Bradford Township. At any one time there is at least one patrol vehicle assigned to the Township's "home zones." However, the distance from the barracks to any point in the Township is less than five minutes. The barracks contains a number of Troopers assigned to non patrol duties. They are available to respond quickly to any major incident or disaster in the Township.

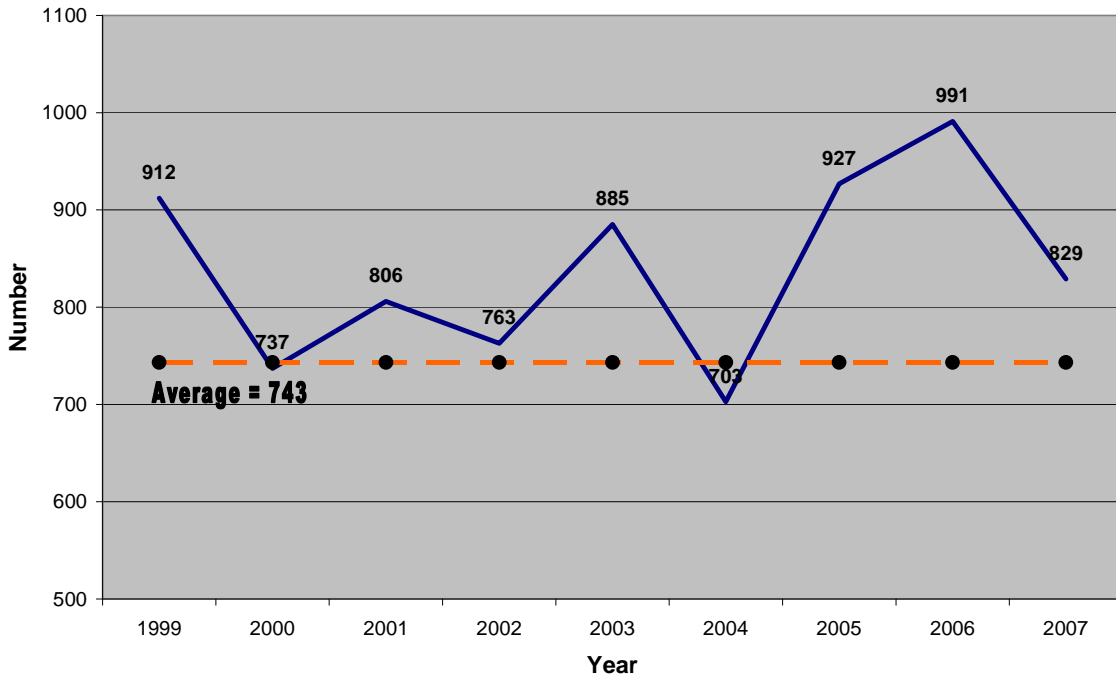


West Bradford Township owns the police barracks and leases it to the State. The term of the lease is 10 years to 2016, with two five year renewal options. No resident tax monies to the Township were spent on its construction or for ongoing maintenance of the facility. Revenue financed bonds were issued to cover the facility. Should the police leave at the end of the lease, the Township will have a relatively new building for police or municipal service needs.

Figure 6-1 shows the number of significant police incidents occurring in the Township from 1999 to 2007. Significant incidents are defined as those that take up considerable police patrol time rather than just the severity of the offense. Therefore, it includes violent crime as well as property crimes and general patrol incidents.



Figure 6-1
Significant Police Incidents 1999-2007²⁹
West Bradford Township



The categories of incidents that are considered significant include: homicide, assault, sexual offense, arson, theft, firearm violations – all violent crimes; and burglary, disorderly conduct, criminal mischief, drug violation, D.U.I., false alarms, auto accidents – all general offenses and property crimes.

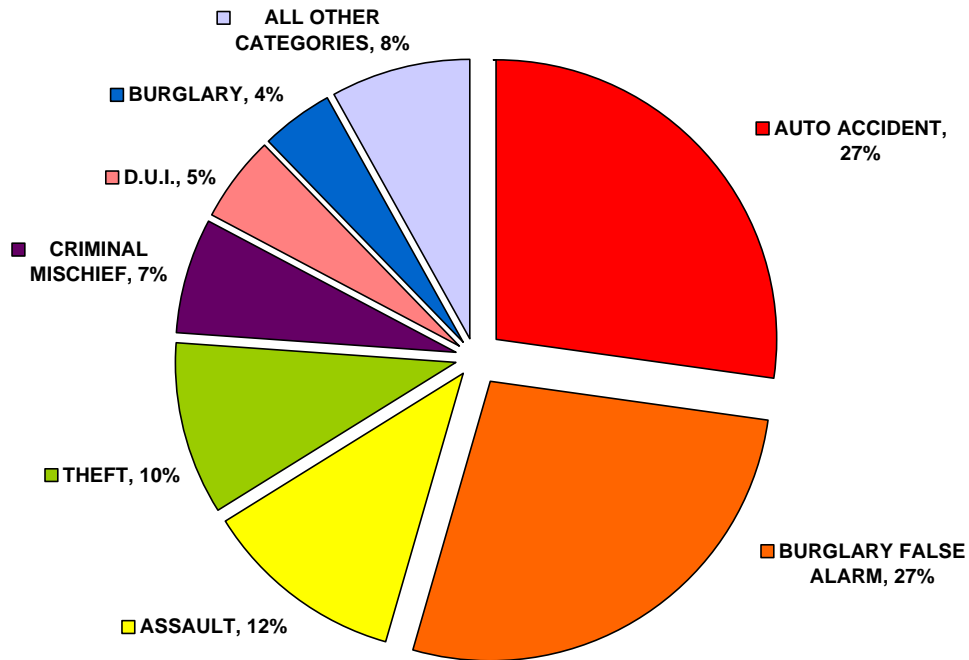
Figure 6-2 shows the categorized requests for police assistance over the reporting period. It can be seen that over half of all requests for police assistance in the Township result from automated false alarms and auto accidents. These types of calls increase as the Township's and County's population grows. Historically, the Township has also had a high number of assaults and sexual offenses. This aberration occurred because of the existence of four juvenile detention or special education facilities on the state-owned Embreeville Center. The State is in the process of closing Embreeville Center. This is expected to substantially decrease the number of these types of incidents.



²⁹ Data compiled by West Bradford Township from State Police monthly reports.



**Figure 6-2
Incidents Type by Percent
West Bradford Township 1999-2007**



The number of incidents per year over the time period averages to 743. This results in approximately 59 significant incidents per 1,000 residents. This incident rate is relatively low especially when compared to a borough such as West Chester. During 2007, West Chester had 923 calls per 1,000 residents.³⁰ East Bradford Township, a township very similar to our own, had 6,788 calls or 679 per 1,000 residents. These numbers represent total calls and are reported differently than those of the State Police, so an exact comparison cannot be made. However, from a relative standpoint, the requests for police assistance in our community are low, especially when considering that over half the calls in West Bradford are for general assistance.

For the time being, and into the foreseeable future, the Pennsylvania State Police are able to handle the critical policing issues facing the Township more than adequately. Some residents have expressed concerns that they feel the State Police cannot address local code enforcement and speed monitoring given its mandates and current resource level.

The cost to the Township to institute and maintain a local police force is estimated to be about \$2 million per year in 2009 dollars. This would almost double the Township's general fund budget, requiring the Township to institute property taxes.

³⁰ Per Lt. Johnson, West Chester Police Department, April 2008, includes total number of calls for police assistance.



Fire Services

The West Bradford Fire Company (WBFC) was established in 1954. It is domiciled in the Township and serves as our primary fire protection service. Mutual aid agreements have been established with other companies in the County to provide secondary service. Dispatch functions are provided by the Chester County Emergency Services Department. The Township provides financial contributions to the Company to subsidize volunteer fire protection for the community.

The Company's main station is located in Marshallton with a sub-station at the municipal campus. Its main apparatus consists of three pumpers, a tanker, a rescue engine, plus various other support vehicles. A majority of calls for fire service assistance in West Bradford Township are not for dwelling fires, but rather automated false alarms and auto accidents.

To determine an unbiased review of fire service requirements, the Township commissioned a professional evaluation of fire services and needs in 2006. Keystone Municipal Services, Inc. completed the *West Bradford Township Fire Protection and Emergency Services Study*.



A summary of its main findings concluded that:

1. The National Fire Protection Association (NFPA) establishes a benchmark for volunteer fire companies in suburban areas to be able to respond to a structure fire with a minimum of five fully qualified firefighters within 10 minutes in 80% of all calls. The WBFC does not consistently meet this standard. It cannot consistently respond to structure fires in a timely manner, with qualified personnel and with proper equipment.
2. The Fire Company has an overabundance of emergency apparatus based on the hazards present within the Township. The WBFC could provide the necessary fire protection with a leaner, more efficient fleet.
3. The existing two-station configuration is probably not viable in ten years. Both stations have operational inadequacies and would need to be overhauled to meet the future needs of the Fire Company and the Township.
4. Manpower recruitment and retention issues are evident and will only grow worse, especially during daytime hours.

The Fire Company's Board of Directors has begun working with the Township Administrative staff to establish a program to address the issues that were identified in the study.



Medical

Emergency medical services are provided throughout Chester County by a combination of volunteer fire and ambulance organizations and several hospitals. EMS units are dispatched by the Chester County Emergency Operations Center located in West Chester.



The current basic and advanced life support emergency medical services in the Township are provided by Good Fellowship Ambulance of West Chester, Minquas Ambulance of Downingtown, and Modena Ambulance Company. The current level of emergency medical services provided to the Township appears to be sufficient with an average response time from call to arrival of nine and one-half minutes.³¹

The hospitals providing basic emergency services for West Bradford Township residents appear to be adequate. However, Chester County lacks a full emergency trauma center since the one located at the Brandywine Hospital closed.

Trauma patients that are treated by a center within one hour, the “golden hour,” have a considerably better chance of survival. Due to the fact that there is no center within a consistently reasonable one-hour ambulance drive, air ambulance services have stepped in to fill the need. They are affected by the weather, the costs to a patient are considerably higher, and family members must travel considerable distances to visit patients.

Emergency Management

The Township has an Emergency Management Plan that is updated yearly. There is an appointed Emergency Management Director and Assistant Director. Township emergency planning and response personnel must meet State standards and training requirements. Routine exercises and drills are conducted regularly.

³¹ 2006 data provided by Good Fellowship Ambulance



The focus of the Township's Emergency Management Planning is on incidents that affect large areas of the Township catastrophically and strain everyday emergency service responses. For incidents that affect more than one municipality, County and State Emergency Management organizations play a larger role and can bring greater resources to bear. The most probable emergency management situations that would impact the Township are weather related. Flooding, hurricanes, tornados, and snow/ice emergencies are most frequent.



An Emergency Management Plan cannot account for every contingency. Frequently, actual emergency conditions negate planned responses. It is therefore important to conduct regular training and drills so that personnel can adapt to changing situations and circumstances.





Public Works

The Township Public Works Section is responsible for road maintenance, collection of refuse/recycling, and wastewater plant operations.

Refuse & Recycling

Under the Pennsylvania Municipal Waste Planning, Recycling and Waste Reduction Act (Act 101 of 1988), counties and municipalities are, in some measure, responsible for waste management within their borders. Under Act 101, recycling was mandated for West Bradford in 1990. At the time, the Township chose one private refuse collection and recycling provider to serve all residential properties on a contract basis.

The “toter” system was established to provide a uniform measure of collection for each residence and to reduce manpower needs. The Township began recycling clear, brown, and green glass, aluminum, steel, and tin cans, and collecting newspaper and mixed paper. The Township’s goal is to recycle 25% of its residential waste stream.

Contracted waste collection vendors served the Township until 2006. Customer service issues and poor collection efforts encouraged a change in the collection process. The Township began refuse and recycling collection with its own personnel in late 2006. Customer service issues have declined significantly allowing a reduction in staff office administration. Recycling tonnages have increased significantly and collection fees have remained relatively constant to our residents. A drop-off cardboard recycling facility was created at the Municipal Campus in 2007. Beginning in 2008, the Township began accepting at curbside all colors of glass bottles and all plastics with a recycling symbol 1 through 7. White goods are accepted curbside by Township staff via appointment with any Freon removed by a Township contracted, certified vendor.



A staff of five Refuse/Recycling Department Employees is located within the Township's Public Works Section. The Department is supported by service fees and recycling performance grants; no Township General Fund monies are used. Future service efficiencies are expected through the full commingling of all recyclables, curbside cardboard pickup, and the use of a single type of collection truck for both refuse and recycling collection.

Figure 6-3
Recycling Tonnages 2001-2008
West Bradford Township

Year	Recycling Tonnage *	Recycling Percent
2008	1,175	20.6%
2007	1,079	18.7%
2006	892	10.3%
2005	1,670	19.4%
2004	1,126	13.1%
2003	1,360	18.1%
2002	1,024	11.9%
2001	820	9.5%
* Recycling reporting was inconsistent prior to 2007 due to contractors misreporting tonnages.		



Roadway Maintenance

A staff of five Road Department employees is located within the Township's Public Works Section. They are primarily responsible for road maintenance and snow/ice removal on the over 65 miles of roadways owned by the Township. Additional tasks assigned include sign and stormwater facility maintenance and road construction tasks. Occasional support is also provided to the Township's Parks Department and the Public Works Department's Wastewater and Refuse/Recycling Departments.

To meet the road construction and maintenance needs of the Township in the most efficient way possible, some services are contracted or bid out. Snow plowing contractors supplement Township staff during the winter. Part-time summer help is added to assist with road projects. Road construction equipment is rented as needed, especially milling and paving equipment. The Township bids out road materials and road maintenance/construction projects for a consortium of municipalities to attain the best material pricing.



The Department is financed by a combination of Township General Fund and State Liquid Fuel monies. Capital funds are also allocated for the materials to maintain, rebuild, and create roads and intersection improvements in the Township. It has been the policy of the Township to use Capital and Liquid Fuel Funds for only materials and rental equipment necessary for road construction and maintenance. These funds are not used for the purchase of equipment or labor.

Road maintenance costs are expected to make up an increasing larger percentage of the Township's budget in years to come. This is not only because the Township has been accepting more miles of roads for dedication in new subdivisions. Raw material costs for road repair are increasing. The Pennsylvania Department of Labor and Industry recently ruled that road repair projects that used to be considered maintenance, are now considered construction projects. This subjects them to prevailing wage rates when outside contractors are used; thus increasing costs by approximately 20%. Also, the State reimbursement percentage to local municipalities from gas taxes has declined percentage-wise over the past two decades.



Wastewater Collection and Disposal

The Township's Official Sewage Facilities Plan (Act 537) addresses the wastewater disposal needs of the Township. It discusses both the Township's collection and its treatment needs. Three public or municipal wastewater treatment plants are located in the Township.

Public Utilities Inc. operates a conventional treatment plant that discharges treated effluent into a tributary of the East Branch of the Brandywine. The plant services the northeast section of the Township. It is regulated by the Pennsylvania Public Utilities Commission and the State's Department of Environmental Protection. The plant is currently at capacity and suffers from infiltration and inflow issues.



West Bradford Township operates two lagoon treatment plants with spray irrigation of the treated effluent. Both systems are new and future infiltration and inflow issues should not be an issue since a majority of the collection system is pressurized.³² The Strasburg Corridor Wastewater Treatment Plant has an operating capacity of 135,000 gallons per day. It services the needs of the Marshallton area and the Tattersall development.

The Northwest Wastewater Treatment Plant has an operating capacity of 146,500 gallons per day. It services the needs of the northwest portion of the Township, specifically the Chestnut Ridge development.

A staff of one Sewer Department employee is located within the Township's Public Works Section. The staff is responsible for the operation of and reporting requirements for both of the Township plants. The staff also services the collection system and grinder pumps. The Public Works Director position is also required to be a certified operator and additional backup staff is contracted. The Department is supported by service fees; no Township General Fund monies are used.

³² Infiltration & Inflow (I&I) is excess rainwater/groundwater getting into the system.



Parks & Recreation

The Township's recreational and facility needs are discussed in detail in the following Comprehensive Plan components – *West Bradford Township Open Space and Environmental Resources Plan* and *Creating Connections: A Greenways, Trails, and Gateways Plan for West Bradford Township*. The Township's Parks and Preserves are discussed more fully in Chapter 4 of this document.

The Township Parks Department manages these facilities, monitors township recreational needs, and acts as a liaison to the recreation providers who provide services to our residents. The Township Parks Director manages the Department. In addition to the Director, the Department is budgeted for 1.5 equivalent full time employees. Staffing levels vary over the course of the year as park maintenance, opening/closing and recreational programming needs fluctuate. Mowing services are contracted and major capital facilities improvements are bid.

Various recreation providers service the needs of our residents. The main providers are the Downingtown Area School District (DASD), the Downingtown Area Recreation Consortium (DARC), West Bradford Youth Athletics (WBYA), and the Township Recreation Commission. Each is geared towards servicing a specific age group or demographic need.



The DASD services many of the athletic and cultural needs of its students. DARC is a multi-government entity composed of municipalities in the Downingtown Area School District. DARC is a regional municipal recreation office providing recreation, adult education and youth learning opportunities. The goal of these municipalities is to work together to provide economical, recreational opportunities to the community.

WBYA is a non-profit, volunteer organization that provides year-round sports opportunities for children between the ages of 5 and 17. This includes both instructional and competitive play. West Bradford Township Recreation Commission is responsible for Township special events and community arts performances.

West Bradford Township gives annual contributions to DARC and WBYA to assist them with providing services to our residents.



Libraries

The Downingtown Library and the Coatesville Library are local libraries that serve the Township. They are members of the Chester County Library System and have access to its entire circulation. The libraries are non-profit organizations that are supported by municipal contributions, County funding, fund raising activities, and user fees.

Over 20% of the circulation of the Downingtown Library is from West Bradford patrons. The Township appoints two individuals to its Board of Directors.

Water Facilities

Aqua Pennsylvania is a public utility that services the public water needs of the Township. Capacity exists to service all of the needs of the Township population and the entire area of the Township is within its franchise area. Expansion of water mains has occurred throughout the Township as new developments were created. The Township's Subdivision and Land Development Plan requires that all new subdivisions or land developments utilize public water and include fire hydrants. The Township does not, and cannot legally require, existing homes to tie into a public water utility.

The primary water source for the Township is production wells located in Newlin Township near Embreeville. Now that Aqua's water treatment facilities are interconnected, secondary water sources include the East Branch of the Brandywine in East Bradford Township. Water storage facilities are located at higher elevations in the Township at Embreeville Center and on Glenside Road, to service Township needs.



Education

The Downingtown Area School District services the public educational needs of West Bradford Township. The District has eight member municipalities. West Bradford Township is the southernmost member municipality and is not centrally located within the district.

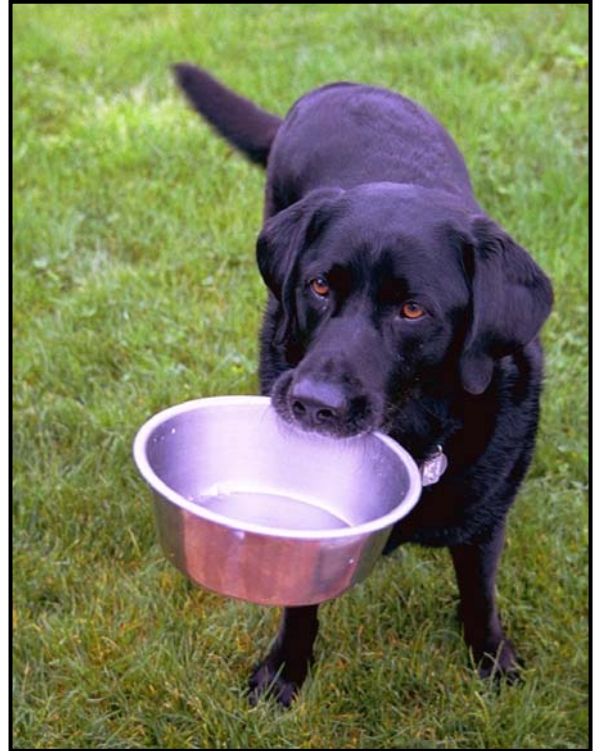
Two elementary schools are located in the Township. West Bradford Elementary School is located on Broad Run Road adjacent to Broad Run Park. Bradford Heights Elementary School is located on Romig Road. To meet the growing elementary enrollment needs of the Township, the DASD has



adopted a policy of expanding its two schools in the Township rather than creating new schools. Because of our geographic location in relation to the remaining municipalities in the School District, it is unlikely that the Township will be the site of a new middle or high school over the life of this Plan.

The School District and the Township work cooperatively in many areas. Portions of Broad Run Park are built on School District property upon which the Township holds a recreational use easement. The Township, in turn, gives preferential use of its recreational facilities to the DASD during school hours. Since the Township has the required storage and handling facilities for winter deicing materials, it manages them for the School District.

The School District is funded primarily by property taxes and one-half of a percent earned income tax. Other municipalities in the school District like Uwchlan and East Caln Townships have a much greater commercial base than West Bradford. Because of its primarily residential nature, the Township's tax ratable contribution to the School District per student enrolled is one of the lowest in the District. The property tax burden on newer, larger homes in the Township can be significant.

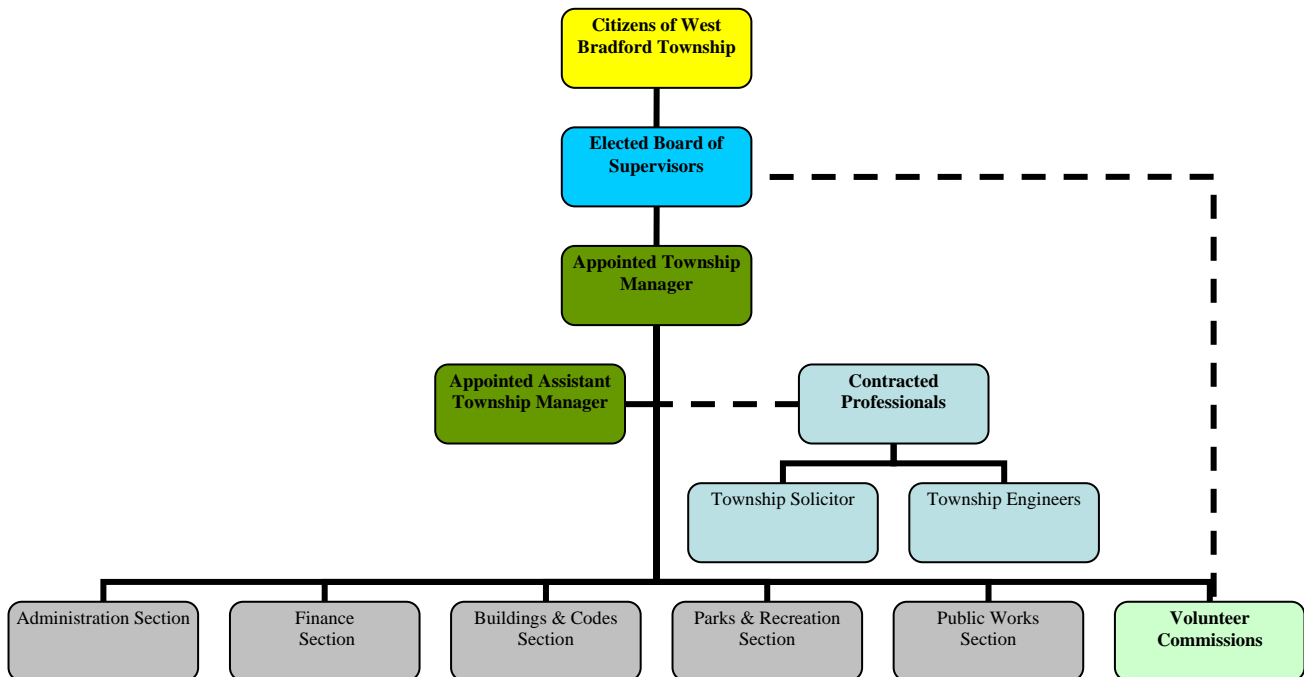




Municipal Administration

While ultimately responsible for all dealings of the Township, the elected Board of Supervisors has chosen to delegate the day to day administration of Township business to a professional staff. The Board is responsible for all policy decisions and legislative functions of the Township. An appointed Township Manager oversees the other administrative functions of the Township.

**Figure 6-4
Organizational Chart
West Bradford Township Government & Administration**



West Bradford Township staffing levels are less than comparative municipalities of its size. The Township tries to balance the service needs of its residents and decides the best and most cost effective way to provide services. Township administration monitors staff productivity and service requests. It makes recommendations to the elected officials on how best to accomplish its service goals. The annual Township Budget outlines each Section, its accomplishments, productivity goals, and forthcoming budget.

The Township reorganizes its organizational structure based upon situations it encounters. The Public Works Section has doubled its staff with the addition of refuse & recycling and wastewater responsibilities. Building plan review and inspections have been contracted out to better deal with fluctuations in building cycles. The major issue currently affecting the Township's provision of services, and accompanying employees, is the rising cost of health care benefits.



The Township Campus serves as the center of governmental activity for West Bradford Township. The Campus is located at the intersection of Poorhouse and Marshallton Road in the northwest section of the Township. Its 12 acres are the site of a tot-lot and softball field, the Township Building, the Public Works Facility, and a fire sub-station. The Township building was built in 1990 and the Public Works Facility in 1988. The Township Building was sited to accommodate an additional wing should that ever be needed. The fire sub-station began construction in 1992 and the West Bradford Fire Company has a lease until 2022, or until they are no longer the designated fire protection entity for the Township.

Capital improvements and routine preventative maintenance have been done regularly at the Township Building and Public Works Facility. In 2008, a geothermal heating system was installed in the Township Building. Current Township administrative staff levels have resulted in the Township Building reaching its staffing and storage capacity. The Public Works Facility, with addition of more equipment and manpower, has also reached its capacity. Materials storage facilities also need to be increased with the growth of the Township's infrastructure.

