

**YORK AREA UNITED FIRE & RESCUE COMMISSION
STRATEGIC PLANNING MEETING**

**APRIL 15, 2014
APPROVED**

The York Area United Fire and Rescue Commission held a Strategic Planning Meeting on Tuesday, April 15, 2014 at 6 p.m. at the Springettsbury Township Offices, 1501 Mt. Zion Road, York, PA

MEMBERS IN

ATTENDANCE: Bill Schenck, Chairman
Kathleen Phan
Cara Beth Zortman
John Fullmer
Eric Lehmayer

MEMBERS NOT

IN ATTENDANCE: Austin Hunt
George Dvoryak

ALSO IN

ATTENDANCE: John Holman, Springettsbury Township Manager
Greg Maust, Spring Garden Township Manager
Robert McCoy, YAUFRR Chief
Sandy Ratcliffe, YAUFRR
Dan Hoff, YAUFRR Battalion Chief
John Woods, YAUFRR
Jean Abreght, Stenographer

1. CALL TO ORDER

SCHENCK Chairman Schenck called the Strategic Planning Meeting to order.

2. ACTION ON MINUTES

A. Approval of Minutes: March 18, 2014 – Strategic Planning Meeting

The minutes were tabled until the next meeting.

3. OLD BUSINESS

A. Priorities

SCHENCK Chairman Schenck opened the discussion concerning what priorities the board wanted to set.

MCCOY Chief McCoy stated that the Strategic Planning meetings were set to provide an opportunity to review what had been done in previous meetings. He noted the top categories, which had been documented and copied specifically for the new board members, but also for the others to review.

SCHENCK Chairman Schenck asked whether it was intention to review the previous information at length for the new board members.

MCCOY Chief McCoy responded that during the discussion in March, it was recommended that the new board members be provided with as much information from 2013 as possible. That was the purpose for copying all the documents and structuring the top 5 categories. The information will need to be updated. Chief McCoy added that no Strategic Planning Meeting will be held during May as a Pension Board Meeting is scheduled. In addition, the Manchester Agreement should be discussed.

B. Manchester Township

SCHENCK Chairman Schenck noted that each board member had received a copy. The Agreement had been discussed during the last Executive Session. However, any additional discussion this date would be time well spent.

FULLMER Mr. Fullmer recommended that each of the members take a survey, fill it out and return it to Chief McCoy to have it ready for the next Strategic Planning session. This will be a preliminary exercise for the board in preparation for work with a Facilitator. He noted that a new funding formula is in place for several more years. He commented that he felt it was most important to discuss the pros and cons of the Facilitator's resumes.

SCHENCK Chairman Schenck noted that he wanted to be certain that the new board members would comment on any categories that they did not understand to verify the information.

4. NEW BUSINESS

A. Facilitators

SCHENCK Chairman Schenck stated that the information had been provided concerning all of the Facilitators, which Chief McCoy had consolidated. A summary of some of the individuals:

- Sharon Dorn – Referred by Austin Hunt; long list of clients; information gathering; retreat suggested; teacher planner; reference highly recommended.
- Jan Herrold – Exceptional qualifications; excellent format; expectations; customized program; new organization experience; impressive resume.
- Richard Randal – Sent in a lot of questions about the project; used LinkedIn for his resume; known by Bill Schenck.

- Patrick Ball – Recommended by Ms. Phan.
- Debra Livingston

PHAN Ms. Phan questioned the goal of the Facilitator and whether the Facilitator would be expected to be a Teacher Planner.

FULLMER Mr. Fullmer noted that part of the process is getting a road map for moving forward. He stated that the board is to determine the agenda.

LEHMAYER Mr. Lehmaye asked whether the board would provide the Facilitator a scope of the board's expectations, goals and influence.

PHAN Ms. Phan responded that they were hoping the Facilitator would do the scoping.

LEHMAYER Mr. Lehmaye noted that the client lists that had been included, most of the organizations have been around for some time. They have had experience with strategic planning in the past; however, this challenge is unique. He commented that with the experience of those involved, they should be able to provide some specific direction.

SCHENCK Chairman Schenck noted that it would be important to interview each one through a telephone conference call. It would be difficult to get the board together.

PHAN Ms. Phan suggested that Chief McCoy do the interviews.

MCCOY Chief McCoy stated that it would be very important to make sure the individuals fully understand that they need to start from the beginning. He indicated he didn't mind doing the interviews; however, he would like to have a board representative to listen as well.

SCHENCK Chairman Schenck asked for a volunteer to serve on the search committee.

FULLMER Mr. Fullmer recommended Ms. Phan.

PHAN Ms. Phan responded that she would be glad to serve. She added that she had the business side of it with her experience, and she would rely on Chief McCoy for questions concerning YAUFRR that she couldn't answer.

FULLMER Mr. Fullmer thought that it would be important to know the business side. A good Facilitator coming to any organization can get everybody focused on the end result, without knowing the organization. It is important to determine whether they are a good fit or not.

LEHMAYER Mr. Lehmayer asked if they would be interviewing all six of the names submitted.

SCHENCK Chairman Schenck responded that the selection will be narrowed down to three. Based on the general comments discussed, he noted the three would be Jan Herrold, Patrick Ball and Sharon Dorn.

PHAN Ms. Phan commented that one of the important elements was the overwhelming response that they had. She thought it was very good. She noted she would get together with Chief McCoy.

MCCOY Chief McCoy asked Ms. Phan to let him know whether they wanted to consider an afternoon and do three one hour interviews in succession.

PHAN Ms. Phan agreed that doing all three at once would be good.

B. Manchester Township

SCHENCK Chairman Schenck brought forward the discussion on the merger with Manchester Township. YAUFRR and Manchester would like to take the next step to be a Full Charter Member or a contracted member. The subject of “branding” was brought up as a step to get closer and send a clear message of the direction toward joining YAUFRR.

MCCOY Chief McCoy stated that a good portion of the draft Agreement includes the existing Management Services Agreement. Once the new Agreement would be signed, it would supersede the older Management Services Agreement. The framework is being discussed toward taking over payroll and the fee for doing that service.

SCHENCK Chairman Schenck noted a key paragraph on page four where it discusses partner relationships and positions where YAUFRR would be applied to uniforms, patches, logos, unit ID’s, along with graphs exhibiting the costs.

LEHMAYER Mr. Lehmayer asked whether Chief McCoy had an estimate of those costs.

MCCOY Chief McCoy responded that he did not. He recalled that during the original transition, they received a grant covering the wholesale change. He anticipated approximately between \$3,000 to \$5,000. One change that will take place is identifying the trucks as Truck 892 instead of Truck 24, etc.

SCHENCK Chairman Schenck noted that one item that’s different is that they run their EMS through the fire service. He noted that their numbering would probably change too.

MCCOY Chief McCoy responded that it would be Ambulance 89.6 or 7 – whatever numbers come next. He noted that the numbering would take a few months for a learning curve.

FULLMER Mr. Fullmer stated that the reason for the Agreement is strictly to amend what is in place currently and add to identification from a branding standpoint and try to make a statement. He asked Chief McCoy what it would take to go from this position to where Manchester would be a Full Charter Member.

MCCOY Chief McCoy responded that a discussion needs to take place between the Spring Garden and Springettsbury boards.

FULLMER Mr. Fullmer noted that, from his standpoint, the only two big issues are:

- What does Manchester Township bring to the table; they keep their debt and
- Funding Formula.

He added that the union situation will happen over time.

SCHENCK Chairman Schenck commented on the union matter and noted that what had been done with Spring Garden and Springettsbury had worked fine. While it's not the best situation, they worked successfully with two separate contracts. The only concern has been because YAUFRR is in the middle of negotiations.

MCCOY Chief McCoy commented that it would be a nudge to get everybody off dead center.

SCHENCK Chairman Schenck noted that a sit down meeting with the attorneys could work it out.

MCCOY Chief McCoy mentioned that they had been following the Personnel Attorney, Pat Harvey's, advice in dealing with all the circumstances.

FULLMER Mr. Fullmer noted that there needs to be work done on both sides to value the assets that they would be bringing to the organization now. YAUFRR needs to sit down and run some numbers to figure out how to make it work financially. They are certain that they know they are not going to save money but will spend more. That would be one of the top priorities needed to bring them on board.

PHAN Ms. Phan asked about #10 B, which did not specifically say what is supported.

SCHENCK Chairman Schenck responded that the Agreement is superseding our current agreement, which is Management Services at \$48,000, which actually works out to \$4,000 a month. That's what they are currently paying YAUFRR. The draft indicates that the amount stays the same, which is for the Management Services provided. The amount changes in 2015 as that is when the payroll piece would begin.

MCCOY Chief McCoy noted that they had been meeting with Paytime, which is the company that Spring Garden Township uses. When Manchester comes on board the scope of services for Springettsbury will be larger than the original scope. Currently, Spring Garden Township is paying between \$4,000 and \$5,000 a year to do payroll and W-2's. This would be one additional thing that YAUFRR could pull back from Springettsbury Township. The payroll would be done on separate weeks.

SCHENCK Chairman Schenck noted that it is a management tool as well value to have timesheet reporting, etc.

MCCOY Chief McCoy mentioned that the Management Services Fee was \$48,000 a year; it's \$4,000 a month for Manchester to utilize the YAUFRR Command Staff, which includes four Battalion Chiefs and the Administrative Assistant. That was in place for four years and was agreed upon for the current year. In 2015 the agreement actually talks about them paying any of the hard costs associated to use Paytime. There will be a time factor based on doing more as far as the ID work and the administrative time, capturing information and transferring to Manchester. Then what is that Fee Schedule.

PHAN Ms. Phan questioned at what point does YAUFRR absorb those costs literally to have good relations.

MCCOY Chief McCoy responded that his recommendation includes the fact that their costs had been held firm for four years and to be raised up to \$4,500 or \$5,000 a month is not unreasonable. He believed they had been expecting some type of increase over the last few years; however, this had been a great deal for both organizations. If additional work is needed then there is a need for an increase. The number is the question, but that should not begin until YAUFRR takes over their services, which is aimed at January 1, 2015.

SCHENCK Chairman Schenck noted an increase of \$500 a month would result in \$6,000 a year. He questioned whether that would be enough. If the whole payroll system is \$3,000 to \$4,000, is that the kind of range under consideration.

PHAN Ms. Phan noted that there needed to be a figure in the documentation whether it comes from YAUFRR or from Manchester.

MCCOY Chief McCoy responded that Manchester is leaving that to YAUFRR. His recommendation was that it goes from \$48,000 to \$54,000 a year with a maximum of \$60,000 (which would be the \$5,000 a month). He added it's still a good deal for all the parties.

FULLMER Mr. Fullmer commented he would be more apt to increase it by \$1,000 to give them some incentive to move forward and become a Charter Member.

MCCOY Chief McCoy responded that it would be a valid number and going into 2015 he did not think \$1,000 over five years for a \$12,000 increase is a bad deal. It's a one-time 25% increase.

PHAN Ms. Phan noted that she personally thought it was high, but in order to negotiate it would be okay.

FULLMER Mr. Fullmer noted that their cost had not increased in the last several years. They are getting a really good deal.

PHAN Ms. Phan commented that she realized that, but it is important to have good relations as well.

FULLMER Mr. Fullmer added that was why it was important to move forward and get them into Full Charter Membership.

PHAN Ms. Phan responded that she was comfortable with it, but she wanted to see some figures in the document.

Consensus of the board was agreement on an increase of \$1,000 a month from \$4,000 a month to \$5,000 a month starting January 1, 2015.

SCHENCK Chairman Schenck noted that he would like to see some language for an initial agreement to become a Charter Member.

MCCOY Chief McCoy noted that he thought this would be a jump start.

HOVIS Solicitor Hovis noted that an agreement should contain the scope of services, the scope of the agreement and that the parties desire to proceed in good faith in attempting to combine Manchester as a Charter Municipality under the Charter Agreement.

SCHENCK Chairman Schenck stated that all the changes could be incorporated and it could be acted upon in the regular meeting.

ECKERT Don Eckert asked Chief McCoy if the numbering of 894 would be used for Manchester, and whether he should move forward toward organizing the Fire Police.

MCCOY Chief McCoy responded that he was correct, and that everything associated with 24 would change to 89.

ECKERT Mr. Eckert noted that they would begin reviewing and receiving the Fire Police.

HOVIS Solicitor Hovis asked Chief McCoy whether there was anything in Manchester's Charter that would provide them with the number 89 or was that something designated by the County or 911.

MCCOY Chief McCoy responded that it was basically a radio designation by the township.

5. COMMUNICATION FROM CITIZENS

There were no public comments.

6. ADJOURNMENT

SCHENCK Chairman Schenck adjourned the meeting at 6:59 p.m.

Respectfully submitted,

Signature on file at YAUFRR Headquarters

John Fullmer
Secretary

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