

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

**JULY 15, 2014  
APPROVED**

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

**MEMBERS IN**

**ATTENDANCE:** Bill Schenck, Chairman  
Austin Hunt, Vice Chairman  
Kathleen Phan  
Cara Beth Zortman  
Eric Lehmayr

**MEMBERS NOT**

**IN ATTENDANCE:** John Fullmer  
George Dvoryak

**ALSO IN**

**ATTENDANCE:** Greg Maust, Spring Garden Township Manager  
Robert McCoy, YAUFRR Chief  
Sandy Ratcliffe, YAUFRR  
John Woods, YAUFRR Battalion Chief  
Dan Hoff, YAUFRR Battalion Chief  
Don Eckert, YAUFRR  
Jean Abrecht, Stenographer

**1. CALL TO ORDER**

**SCHENCK** Chairman Schenck called the meeting to order.

**2. ACTION ON MINUTES**

The minutes of June 17, 2014 were held for the next meeting.

**3. OLD BUSINESS – None**

**4. NEW BUSINESS**

A. Patrick Ball – CTY Consulting Group, LLC

**BALL** Mr. Ball reviewed the activities of the last month, and the current status of the planning. In regards to the interviews, he noted that he and Chief McCoy are scheduled for interviews. He acknowledged Lisa Einsig for her great job in booking the interviews. He indicated the first round of scheduling the interviews consisted of the core group which included the commissioners, key stakeholders, and others in the offices. The second round of scheduling will include Township partners. A meeting was also scheduled with the Mayor of the City of York in

August. He anticipated they will be 90% complete with the interviews by the end of August.

Mr. Ball presented and read a draft of the Mission statement - "The mission of York Area United Fire and Rescue is to provide the highest level of proactive, professional service to the citizens and businesses of our participating municipalities, through the provision of fire suppression, fire prevention, emergency medical services, disaster planning and public education."

Discussion was held and the following comments were made:

- Questioned the word "citizens".
- Possibly adding words to convey a message of being unified. One of the greatest strengths of a larger regional fire department is that they train together, they have standard SRGs, standard radio frequencies. We are trying to present opportunities for adjacent volunteer departments to train with us to learn how to work with us, to create a more consistent fire emergency service environment.
- It was agreed it was important to incorporate the regional opportunities.
- It was noted the current mission statement was established but never presented for approval.
- The context of the word "professional" was discussed. It was noted it was not intended to imply a professional career fire department, but rather to provide the finest professional service.

Mr. Ball indicated that the wording of the mission statement would be reworked and he will present several different versions for further discussion.

Mr. Ball presented the Vision Summary:

- Includes all paid firefighters in the metro York area – although the City of York may or may not be necessary for success – controlled growth – could be county-wide or beyond in 20 years
- Support for regional, contiguous volunteer departments as needed
- Excellent working relationship between management and the paid firefighters
- World class department – training, techniques, key stats
- Growth, development and flexibility options for our professional firefighters

Mr. Ball stated one of the points that stands out is this is a work in progress. It is based on prior discussions focusing on developing excellent working relations between management and the paid firefighters. World class department is defined as the level of training techniques and the objective data key statistics. Growth development and flexibility options exist for the professional firefighters.

This includes opportunities to grow and do various assignments within the department such as leadership positions.

The following comments were discussed:

- Wording of the first bullet - there was concern regarding the wording being awkward for the public.
- Discussion on the concept that the department would continue to be most successful if the city was part of YAUFRR. It was thought that the barrier has nothing to do with firefighting and regional service, but rather the barrier is contractual and legislative issues. The best scenario would include the city. The number of stations and locations of stations are easy to define if the city and the regional are included. It was stated that perhaps a better way to state it would be to say “successful in a mutually beneficial way”. Or eliminate the phrase and say “controlled growth”.
- Question on the wording of “all” paid firefighters, since there may be neighboring municipalities and companies that do not want to participate.

Mr. Ball indicated further discussion would be held to develop the Vision Statement.

Mr. Ball referred to the next piece- the Value Proposition, which he noted addresses what makes YAUFRR unique and the standard to deliver value to customers:

Through our unique:

- Position in the market;
- Ability to realize efficiencies;
- Singular focus on emergency services, and
- Highly trained professional staff.

We will deliver value to the municipalities we serve by:

- Stabilizing the long term cost of fire services,
- Providing world class fire suppression and prevention services, and
- Recruiting and retaining top emergency services personnel.

Mr. Ball stated that one of the characteristics that makes YAUFRR is unique is they are the first combined career service. Discussion was held regarding the statement “position in the market”. It was agreed to let it stand as stated.

Mr. Ball continued with the Value Statement, noting it is a key part of defining the culture of the organization. He noted it is valuable in several ways: it helps the leadership team set the tone of this is what we value from a values perspective. It also helps when recruiting paid firefighters and volunteer firefighters, including commission members to emphasize these are our values.

- Value Statement - York Area Fire and Rescue is able to provide this level of service by adhering to a core set of values that guide our service delivery:
  - **Commitment** to our community, to our service and to proactive, relevant education
  - **Professionalism** in the performance of duties
  - **Honor** in placing service before self
  - **Pride** in being a premier provider of emergency services within the region

Discussion was held regarding the structure of the wording and defining the statements. Key words were suggested, i.e., relevant to fire services; respect within community of firefighters and emergency personnel, service excellence; value of training and education as a foundation for superior service.

A comment was made regarding employee relations or employee actions that refer to values that may not be covered. It was noted that would fall under professionalism and performance of duties.

Mr. Ball stated this is a rough draft to get the conversation going and will be the foundation for building the strategic plan.

Mr. Ball stated discussion was held regarding the framework, with Potential Topics for Strategic Imperatives which include:

- Growth in/Expansion Plan – figure out what that looks like
- Funding Formula Creation – tweaking, revision recreation
- Brand Awareness – who we are and what we are – who is the target? An effective way to create momentum.
- Role of Volunteers - what does that look like – how do we put volunteers in not only within the department as it is currently structured, but also the volunteer department – the providers of fire service in York County. How do we link them in and provide them with the support they need.
- Professional firefighter recruitment, retention and relations – figure out how to create that pipeline so that we get the best, and when we get them how do we keep them.

It was agreed that Mr. Ball's presentation was very insightful. Chairman Schenck thanked him for his efforts, noting the Board would be looking forward to further review and discussion.

**6. COMMUNICATION FROM CITIZENS**

There were no citizen comments.

**7. ADJOURNMENT**

**SCHENCK** Chairman Schenck adjourned the meeting at 6:52 p.m.

Respectfully submitted,

*Signature on file at YAUFRR Headquarters*

John Fullmer  
Secretary

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