

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

**SEPTEMBER 16, 2014
APPROVED**

The York Area United Fire and Rescue Commission held a Strategic Planning Meeting on Tuesday, September 16, 2014 at 7 p.m. at the YAUFRR Headquarters at 50 Commons Drive, York, PA.

MEMBERS IN ATTENDANCE: Austin Hunt, Vice Chairman
George Dvoryak
Kathleen Phan
Cara Beth Zortman
John Fullmer
Eric Lehmayer

MEMBERS NOT IN ATTENDANCE: Bill Schenck, Chairman
Greg Maust, Spring Garden Township Manager

ALSO IN ATTENDANCE: George Swartz, Spring Garden Township Police Chief
Steve Hovis, Solicitor
Robert McCoy, YAUFRR Chief
Sandy Ratcliffe, YAUFRR
Dan Hoff, YAUFRR
John Woods, YAUFRR
Don Eckert, YAUFRR
Jean Abreght, Stenographer

1. CALL TO ORDER

HUNT Vice Chairman Austin Hunt called the Strategic Planning Meeting to order at 7 p.m. He dispensed with the Pledge of Allegiance as it had been recited during the earlier meeting.

2. ACTION ON MINUTES

A. Approval of Minutes: July 15, 2014 – Strategic Planning Meeting

MS. PHAN MOVED TO APPROVE THE JULY 15, 2014 STRATEGIC PLANNING MINUTES AS SUBMITTED. MS. ZORTMAN WAS SECOND. MOTION UNANIMOUSLY CARRIED.

3. FACILITATOR REPORTS

BALL Pat Ball had provided a handout to the board with updates to the strategic planning process. He noted substantial progress had been made. He credited Lisa Einsig with the organization of his meetings with a total of over 40 individuals. He thanked all those who had taken the time to meet with him. He intended to

review with the board, in accordance with his handout, the Mission Statement, the Vision Statement, the Values Statement, the Value Proposition and Strategic Imperatives and Goals.

Mission Statement – With the addition of the word “regional”, the Mission Statement now reads: 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 regional fire suppression, fire prevention, emergency medical services, disaster planning and public education.

Vision Statement – The board reviewed their thoughts with regard to three options presented. The following results are summarized:

Option 1 – YAUFRR aspires to be a collaborative, inclusive world-class fire department that supports, as needed, the firefighting and fire prevention efforts of all departments in York County through our dedication and professionalism, education and training in the involvement and support of those beyond municipal borders.

Option 2 – The board was not in favor of pursuing Option 2.

Option 3 – York Area United Fire and Rescue will be regarded as one of the premier fire departments in the South Central PA region.

BALL

Mr. Ball stated that he would revise the three options for next meeting.

Value Statement – York Area United 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 each other, to our service and to proactive, relevant education and training.

Professionalism in the performance of duties.

Honor (removed)

Pride in being a premier provider of emergency services within the region.

Embrace Change and recognize that continuous improvement is necessary to remain the best we can be.

Value Proposition – Below are the tweaked results of discussion:

Through our unique:

- Position as a regionalization authority;
- Ability to realize efficiencies;
- Singular focus on emergency services; and
- Highly trained, professional staff.

We will deliver value to the municipalities we serve by:

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

BALL

Mr. Ball indicated that the five imperatives had stayed the same. He intends to review all the five imperatives more in depth moving forward. He will have meetings with Seth Grove to discuss the legislative perspective, along with the Chancellor of Penn State York and a representative of York College.

Strategic Imperatives and Goals

- Growth/Expansion Plan
 - Identify potential gaps in service via an analysis of mutual aid calls
 - Prepare tiered offerings for volunteer departments to “plug in”
- Funding Formula Creation
 - Team is meeting the week of 9/29
- Brand Awareness
 - Underwrite the inaugural ‘York County Firefighter (Chief?) Symposium’
 - Use of social media
 - Proactive use of PR
- Effective Use of Volunteers
 - Effective use of volunteer firefighters
 - Effective use of volunteers that are not firefighters
- Professional Firefighter Recruitment, Retention and Relations
 - Determine future needs
 - Establish recruiting best practices
 - Measure FF satisfaction
 - Create a pipeline of projects to be led by FF

BALL Mr. Ball suggested that the board review the Strategic Imperatives and Goals and email him their thoughts for inclusion in the next discussion.

LEHMAYER Mr. Lehmaye asked whether it would be the intention to post the statements in each firehouse when everything is formalized.

BALL Mr. Ball responded that the communication is necessary for reinforcement of the key message. He noted that next month the plan should be nearing completion and then finalized within 15 to 30 days.

4. COMMUNICATION FROM CITIZENS

HUNT Mr. Hunt acknowledged and introduced two guests from Manchester Township: Tim James, Township Manager and Lisa Winger, Chairperson of the board.

5. ADJOURNMENT

HUNT Vice Chairman Hunt adjourned the meeting at 8:05 p.m.

Respectfully submitted,

Signature on file at YAUFRR Headquarters

John Fullmer
Secretary

ja