

**YORK AREA UNITED FIRE AND RESCUE COMMISSION
REGULAR MEETING**

**NOVEMBER 15, 2022
APPROVED**

The York Area United Fire and Rescue Commission held a Regular Meeting on Tuesday, November 15, 2022 at 7:15 p.m. at YAUFR Headquarters, 50 Commons Drive, York PA

MEMBERS IN

ATTENDANCE: Dan Rooney, Chairman, Spring Garden Township
Austin Hunt, Vice Chairman
Deb McCune, Manchester Township (via Zoom)
George Dvoryak, Springettsbury Township
Charles Wurster, Secretary, Springettsbury Township
Thomas Gwilt, Spring Garden Township

NOT PRESENT: John Inch, Manchester Township

ALSO IN

ATTENDANCE: Daniel Hoff, YAUFR Chief
Don Bishop, Springettsbury Township (via Zoom)
Walter Tilley, Solicitor
Brett Graham, Battalion Chief
Paul Grubs
G. Less Rhoads
Frank Wirth
15+ YAUFR Firefighters
Sue Sipe, Stenographer

CALL TO ORDER

A. Opening Ceremony

1. Pledge of Allegiance

ROONEY Chairman Rooney called the meeting to order. He led the Pledge of Allegiance.

2. ANNOUNCEMENT OF EXECUTIVE SESSIONS

ROONEY Chairman Rooney announced there would not be an Executive Session following the meeting.

3. COMMUNICATION FROM CITIZENS

There was none.

4. MANAGEMENT/ATTORNEY REPORTS

A. Solicitor Walter Tilley

TILLEY Solicitor Tilley had no report.

B. Daniel Hoff, Fire Chief

HOFF Chief Hoff indicated he mentioned in his report the ISO evaluation which began last week. He noted this year there is a new evaluator who made the offer to present to the Board to provide more information on how the ISO evaluation is conducted and its impact on insurance rates. If the Board is interested, Chief Hoff will arrange for him to be present at a meeting at a later date in 2023.

HUNT Mr. Hunt commented he believed a presentation would be helpful and recommended it.

ROONEY Chairman Rooney commented on the travel time statistics in Chief Hoff's report which from 2021 to 2022 the response time was lower.

HOFF Chief Hoff indicated that is reflective of the time period East Market Street was closed down for bridge repairs.

5. ACCOUNTS PAYABLE

A. Payable Listing as of October 31, 2022

MR. DVORYAK MOVED TO APPROVE THE PAYABLE LISTING AS OF OCTOBER 31, 2022. MR. HUNT WAS SECOND. MOTION UNANIMOUSLY CARRIED.

6. BIDS, PROPOSALS & CONTRACTS

There were none.

7. COMMUNICATION FROM COMMISSIONERS

HUNT Mr. Hunt asked in regards to MMO, when investments go down when does the firefighter contribution increase. If the pension portfolio continues to lose money at what point does YAUFR need to contribute extra General Fund money to fund the liability. Discussion was held regarding the MMO actuarial review which is every two years.

8. COMMITTEE REPORTS

A. Volunteer Committee

GRUBBS Mr. Grubbs stated the committee has several projects. A draft design was created by Signarama for 16 signs to be placed at the Township boundaries. They discussed possibilities of talking to townships to determine if signs could be used on the existing township signposts. Lamar Advertising is talking to them about placing electronic billboard signs. Mr. Grubbs noted they are contemplating proposing a tax relief to the townships for volunteers since the County has approved it. They are discussing the

idea of talking to school districts and also about a gas stipend program as a recruitment and retention effort.

WURSTER Mr. Wurster asked about the messaging for the signage and media.

GRUBBS Mr. Grubbs stated the message would attempt to portray supporting the community by volunteering.

HOFF Chief Hoff indicated he sent a sample of the road signs to obtain feedback. He noted the committee was not satisfied with the messaging and the appearance of the Lamar Sign they are working on which is still in progress.

9. RESOLUTIONS AND AGREEMENTS

There were none.

10. ACTION ON MINUTES

A. Approval of Minutes – October 18, 2022 - Fire Commission Meeting

MR. DVORYAK MOVED TO APPROVE THE MINUTES OF OCTOBER 18, 2022 FOR THE FIRE COMMISSION MEETING AS SUBMITTED. MR. HUNT WAS SECOND. MOTION UNANIMOUSLY PASSED.

11. OLD BUSINESS

A. Staffing Study Presentation – Kramer & Associates

William M. Kramer, Ph.D. - Mr. Kramer re-introduced himself indicating he is a former firefighter and Fire Chief. He was also a professor of Fire Science at the University of Cincinnati.

Randall W. Hanifen, Ph.D. - Mr. Hanifen stated he is an Assistant Fire Chief in a suburban township department of five fire stations. He is also a university professor and a contract instructor for the National Fire Academy and he sits on several NFPA committees.

Roy E. Winston II, B.S. CFO – Mr. Winston stated he is a retired Fire Chief from the Cincinnati Fire Department.

Michelle Harrell, RN, MSN – Ms. Harrell was not in attendance but Mr. Kramer indicated she assisted in the mapping work and is the official photographer.

KRAMER Mr. Kramer stated his team has visited nine times to develop the staffing study. He indicated the PowerPoint presentation outlines six modules.

HANIFEN Mr. Hanifen stated he and Mr. Kramer's degrees are in business administration. He noted they looked at matching the community's risk assessment to the standard of cover based on critical tasks needed to be done at different scenes which translate to proper personnel. He indicated they have a scientific method that has been developed

in the fire service to match what YAUFR has for staffing, apparatus and location all based on this specific community.

KRAMER Mr. Kramer followed up with stating the fire department must be informed. Within the affordable boundaries it is necessary to provide good quality protections. Adequate safety is important for not only the residents but for firefighters in the field. Mr. Kramer stated their philosophy is as clientele grows the fire department should grow as well. He noted there has been a 10-year growth stagnation in the lower two townships and they do see a need for additional staffing.

WINSTON Mr. Winston stated they had the opportunity to speak to a broad array of individuals, fire department members, elected officials and citizens. Every one they spoke to desires to have high quality fire protection. He noted in going through the presentation they will present some of the ways in which that can be generated.

HANIFEN Mr. Hanifen pointed out in addition to providing suggestions on improvement, they also want to talk about strengths. He noted there has been a recent improvement in the ISO from a 4 to a 3. He also noted YAUFR has quality apparatus and equipment with a good replacement program. He explained the economy of scale in providing EMS and fire across the contiguous townships. He indicated it is apparent YAUFR has great political administrative support, as well as good community support with regional cooperation.

KRAMER Mr. Kramer stated there are challenges and changes needed. There is a shrinking part-time volunteer fire department base and the need for more full-time staffing. This is based on the fact that staffing has not grown with the community. This opinion is based on what consultants feel should be a greater emphasis on trying to approach national standards and they think there is a need for agreement among board members on appropriate staffing levels. He discussed several compromises which could be implemented for additional staffing.

WINSTON Mr. Winston pointed out there was a time when staffing could be augmented with volunteers. He acknowledged there has been a drastic reduction in volunteers. Mr. Winston indicated the study will examine other ways in which it may be feasible to increase staffing since a volunteer model is no longer practical.

KRAMER Mr. Kramer pointed out some areas needing attention with additional on-duty staffing, backed up with some pointed arguments referenced in the six modules of their report for the additional staffing need. They also agree there is a need for a new station in Manchester and potential replacement in Spring Garden. Also, the non-compliance issue with safety and staffing standards produced by NFPA. He noted Module 1 deals with staffing directly. All of the other subjects in the subsequent 5 modules deal with items that indirectly affect staffing and help reinforce the argument that Chief Hoff's request for additional staffing is solid and should be adhered to.

Mr. Kramer indicated the report covers 441 pages over the six modules, with a four-page Executive Summary. He noted the blue highlighted areas throughout the six modules emphasize the findings for additional staffing has value.

Mr. Kramer stated his team met with every company on every shift and 100% of personnel interviewed felt they are understaffed.

Mr. Kramer pointed out there is a need for new stations. He noted Cousler Park would be a good location. Current stations are functional but over time will need upgrades or repairs and none of them are fully staffed as they should be.

Module 1 – Fire Department Staffing Analysis

HANIFEN Mr. Hanifen stated in regard to regionalism they look at the community as a larger whole. He reviewed the standards for assuring critical tasks are covered by an appropriate number of firefighters. In assessing adequate coverage they looked at regions.

Mr. Hanifen referred to numerous calls come in at the same time causing an overlap. This occurs when an additional company is called to the scene because there are not sufficient firefighters on the apparatus, causing a shortage in coverage in the area.

KRAMER Mr. Kramer referred to mutual aid indicating there is discussion about monitoring how often mutual aid is shared between fire companies. Mr. Kramer stated he was not in favor of monitoring or documenting occurrences of mutual aid between companies since it is not known when someone else is going to need assistance or when YAUFR will need assistance. He believed keeping score leads to disharmony among communities.

WINSTON Mr. Winston stated one of the main focuses of the staffing analysis addresses safety of both citizenry and firefighters, which should make these expenditures a necessary high priority. Mr. Winston pointed out the study revealed the need for additional staffing since it has been stagnant where firefighting staffing was once 32 and now it is 30. He noted the standards for OSHA and NFPA are the goal all fire departments strive for. He stated with additional staffing it will achieve those standards safely.

HANIFEN Mr. Hanifen stated he sits on the committees who develop these standards. He noted they are developed by using the science that translates to effective work on fire grounds and EMS schools. They also look at past history, i.e., line of duty death reports used to determine what was lacking to prevent incidences. From a bigger perspective they determine what does that service delivery look like to the community. He explained task saturation when there are only two persons on the scene and the potential risks that presents. In looking at the staffing, that third person is critical. He noted the 1710 standard which is the optimal and is the minimal, looking at four people on the fire truck - two people to take the hose line and advance it into the building, one person to catch the fire hydrant for continuous water supply and one person operating the pump.

KRAMER Mr. Kramer referred to the standards, pointing out what was previously expected – 6 people at the fire scene, first unit within 14 minutes, 80% of the time. He noted that was the existing standard prior to the creation of YAUFR. If all the community can afford is volunteers who must respond, giving up what they are doing to make the fire calls, it is not adequate or timely protection. The standard for YAUFR now is the

NFPA 1710, which calls for four people per apparatus. The first unit arrives within four minutes, 90% of the time. The remainder of the assignment within eight minutes. It is a compromise between ideal and affordable. He stated if the fire company can afford more, the department should not short change firefighters in the community.

Module – 2 Station Locations and Apparatus Configurations

KRAMER

Mr. Kramer stated overlapping calls are at 42.38% which is high. This would be more than one station responding to a call at any time, another reason to accelerate additional staffing. A new fire station in Manchester would assist, however, he advised to make sure there is sufficient staffing for the existing stations before contemplating a new fire station.

Mapping Response Time – Mr. Kramer stated they use a six-minute response time polygon for mapping because it is the median between the four minute and eight minutes. He pointed out on the map with the six-minute polygon the existing stations are well distributed to cover. He pointed out some blank spots to the west and east on the map which could use better coverage. He noted if the additional station was added at Cousler Park in West Manchester, that would provide the coverage needed in that area possibly sharing staffing with the current Manchester fire station, which staff two apparatus presently.

Discussion was held on how the shared staffing arrangement would be managed, noting additional staffing would be required in either case to work out better coverage for the overall area.

HANIFEN

Mr. Hanifen stated in regards to the apparatus and equipment, it is on track with the rotation program developed by Chief Hoff which ensures the apparatus maintains its newness. Mr. Hanifen indicated they would recommend on the EMS side procuring the Lucas Chest Compression device.

Module 3 – Population, Demographics and ISO Rates

KRAMER

Mr. Kramer pointed out on the map York County growth. He presented actual figures of growth by township. The average is 12.03% per decade which is bolstered by the heavy growth in Manchester in 2000-2010. Because those numbers will continue to grow it is important for staffing in this organization to grow with the community.

WINSTON

Mr. Winston commended the staff for going from an ISO rating of 4 to a rating of 3. He also mentioned the recent ISO rating for the City of York, going from a 3 to a 2. He noted staffing is only one component and they recommend if the staffing was improved that would be the greatest opportunity to help lower that rating even further.

HANIFEN

Mr. Hanifen explained the ISO distribution as it relates to population coverage and insurance coverage.

Module 4 – General Orders

KRAMER

Mr. Kramer stated YAUFR has a good set of general orders which are well thought out and organized and cover a myriad of topics. However, he indicated there is inadequate staffing to fulfill the general orders as they are written even for fire ground operations.

Module 5 – Service Demand, Budgets, Funding and Grants

HANIFEN Mr. Hanifen referred to service demand, noting call volume increases due to more people using the service – more businesses and homes, creating more revenue coming in. He pointed out the rise in call volume for the Township. In response to a question if the numbers reflect mutual aid calls, Mr. Hanifen stated it does and he believed mutual aid was necessary to be able to cover all calls.

Mr. Hanifen referred to Community Risk Assessment, noting this is the basis of determining what types of buildings and housing are in the township and being able to provide sufficient coverage and protection.

Mr. Hanifen indicated they looked at the budgeted income which they determined was a good value.

WINSTON Mr. Winston addressed options to obtain financial assistance for staffing needs. He mentioned a SAFER Grant, which would pay for frontline firefighters for over a three-year period. He mentioned other options as ways to generate revenue, including EMS transport, which in his situation generated substantial revenue for their city.

KRAMER Mr. Kramer mentioned the EMS transport option which is used to take on the ambulance service. He cautioned about keeping apprised about local private ambulance companies which could go out of business suddenly. He recommended having a back up plan for that type of situation.

HANIFEN Mr. Hanifen stated in reviewing budget expenses, payroll expense for YAUFR shows 85% which he determined is a good area even with putting extra staffing on. Mr. Hanifen provided an example of what is the value of protection for citizens by a minimal increase to provide actual full fire service.

WINSTON Mr. Winston discussed revenue generators through various grants with the Firefighters Assistance Act along with the SAFER grant.

KRAMER Mr. Kramer stated they believe in this area funding should be prioritized first for on-duty staffing, secondary - facility upgrades, third - apparatus replacements.

Mr. Kramer indicated should new members be allowed into the organization – i.e., contiguous adjacent townships that may want to become members. He noted what they discovered from their analysis it will only work if both the fire department leaders and the governmental leaders agree with joining.

Module 6 – Future Outlook - YAUFR Technical Rescue

HANIFEN Mr. Hanifen cited methods of how efficiency of scale in fire department EMS can be used to generate extra revenue and can create opportunities for personnel to get out into the community and be recognized by providing additional services and making a difference in the community.

- WINSTON** Mr. Winston reviewed specialty areas available in the YAUFR service. He also identified future enhancements the fire service could take on to make the fire department more well-rounded, i.e., drones – using them to adapt to fire ground situations. Also, the Lucas device for chest compressions which can be obtained through an AFG grant. He emphasized fire departments finding more ways to be useful to their citizenry as well as the firefighters.
- KRAMER** Mr. Kramer stated his team appreciated the opportunity to conduct the study and visit the organization. He stated the biggest efficiency is staffing which they justified with facts and figures along with hard data to demonstrate why it is important. Mr. Kramer indicated he would be available to follow up on any questions going forward.
- WURSTER** Mr. Wurster asked about the SAFER Grants which supported their payroll development.
- WINSTON** Mr. Winston stated they were successful in receiving the grant every other year. He indicated over a seven-year period they were able to receive about \$39 million in revenue. Mr. Wilson further confirmed their experience with the SAFER grant is it is for a 3-year period, but with a different percentage each year. By the end of the third-year the fire department takes on the costs.

Discussion was held on the various grants presented.

Discussion was held regarding the term mentioned ‘affordable’. Mr. Kramer stated that would be for the Board to decide what is affordable. He noted parameters are provided in the report. Mr. Kramer stated that affordable means three person companies phased in over time.

Discussion was held regarding statistics on accident records to compare to national statistics for work injuries which can be related to understaffing. Mr. Hanifen stated the fire service is good at collecting and analyzing data, however, they have not done a good job of benchmarking. He indicated nationally they have made the link that lower staffing causes more accidents and being hurt on scene due to insufficient staffing.

Discussion was held on how political subdivisions can cause challenges for the fire services and if they were factored into the analysis. Mr. Kramer stated they did not do an extensive look at all the different types of government entities and how they affect fire protection. They only looked at York County and the local district.

Discussion was held when looking at all the fire services across the Commonwealth excluding the major cities, how many of their remaining fire services meet the standards. Mr. Hanifen stated there is no reporting system. These are the standards at which people aim because they are based on critical tasks, things that need to be done and how that actually translates to service for the community. Mr. Kramer stated it can be said that virtually no fire department is 100% compliant with all standards. But he noted high performance fire departments are striving to get there.

A question was asked as to are there opportunities in the contract to improve safety by gaining additional management rights to enable flexibility to move personnel around and see if that can reduce the demand for staffing. Mr. Kramer indicated the consultants did not address that directly but he felt it was worth continuing to look at it. A question was asked in regards to viewing total staffing from a command staff perspective, did the consultants determine if YAUFR has the right level of personnel on the command staff. Mr. Kramer stated he was of the opinion that YAUFR is in good shape. He noted in the report they consider one battalion commander covering 39 square miles to be stretched thin. They would like to see two and there might be a way to do that without adding another person, possibly by combining some of the 40-hour per week Battalion Chiefs with someone in the field to rearrange schedules to have at least two persons for more field supervision.

Discussion was held regarding next steps to acknowledge the report and any action to be taken. Solicitor Tilley advised the Board should decide what role the study has. It was determined the Commission would take an allotted time to review the complete study which was noted to be 441 pages in total.

TILLEY Solicitor Tilley indicated not having read the report, he was unsure if there is anything that fits any of the exceptions to the right to know law. The report would need to be reviewed to determine whether there is something about the report that fits into the exception to the right to know law and would be considered as a public record.

By consensus the Board agreed to take time to review the report, and potentially accept it as final and make it public, providing comment and feedback as needed at the January meeting.

The Board offered their thanks and appreciation to Mr. Kramer, Mr. Hanifen, and Mr. Winston for their efforts in creating this study for YAUFR.

B. 2023 Budget Discussion

HOFF Chief Hoff stated last Thursday Springettsbury Board of Supervisors held a work session to discuss the remaining items on the budget. Discussion ensued regarding two budget issues – one was a question about the SAFER Grant and if applied for, what impact would that have on the department and the future. Chief Hoff stated he and the Springettsbury Manager spoke to Pat Harvey who saw no issues with the feasibility of negotiating with the next bargaining session.

Chief Hoff indicated the other issue is related to the proposal for the changes to the command and administrative staff retirement plan. Chief Hoff stated he was asked if he could change the budget proposal and take those numbers out. His response to the Springettsbury Board was that is something he would need to be told to do by the YAUFR Board. He noted the battalion chiefs have to take a lesser retirement than a firefighter. He stated the Board indicated they were okay with the battalion chiefs, but in regards to the request for the administrative staff and himself that amount was to be taken out of the budget.

WURSTER Mr. Wurster stated upon reflecting on that conversation, he was questioning if there could be a cost benefit analysis of extending the retirement plans for the command staff and are there other alternatives to be considered.

HOFF Chief Hoff stated the change in the budget from what was originally proposed to the Townships is less than \$7,000 difference if the administrative staff proposal is removed. If the SAFER Grant costs remain and they only make the change to the battalion chiefs retirement, that amount is \$9,041,103 which is a decrease in budget of \$6376.83.

Discussion was held regarding the SAFER Grant. Mr. Dvoryak pointed out during the Staffing Study it was mentioned that the grant is not 100% funded for salaries during the second and third year. It was noted the SAFER grant guidelines change from year to year and what was presented was not consistent with the most recent grant guidance. After a lengthy discussion as to the ramifications of not including the SAFER Grant expenses in the budget, Chief Hoff suggested in the spirit of cooperation to get the budget done and tackle the problems together next year.

It was noted the SAFER Grant guidelines for 2023 will not be known until January. Chief Hoff noted there could be a delay in obtaining the grant money which may not impact the 2023 budget depending on when it is awarded. Mr. Hanifen provided an explanation of his knowledge of how the SAFER Grant money was distributed. He confirmed it is changed from year to year. The funded amount is determined by the appropriation budget which comes down to the submitted appropriation rate determined by House and Senate vote.

Chief Hoff pointed out the expenses put in the budget to cover the uncovered costs of the grant, are for the initial training and uniforms and turnout gear which occur during the first year. He noted the expense will go down in the second and third year since the new hires will have received the equipment and training. Chief Hoff pointed out if the expenses are not included in the budget and at the time the grant is received it can be approved by a majority vote of the three townships.

The consensus of the Commission is to commit to not including the funds for the SAFER Grant expenses in the budget, but apply for the SAFER Grant in January and at the time of the award of the grant the Commission will vote on the decision to proceed with the grant and adding the amount to the budget, which may occur in 2024.

**MR. DVORYAK MOVED TO AMEND THE PRELIMINARY 2023 YAUFR BUDGET
REMOVING ALL COSTS RELATED TO THE SAFER GRANT AS WELL AS ALL COSTS
RELATED TO ANY CHANGES TO THE PENSION PLAN AT AN AMOUNT OF
\$9,012,540.91. MR. WURSTER WAS SECOND.**

Discussion on the motion, Mr. Wurster stated Springettsbury Township does support the initiative to move forward to explore the SAFER Grant, by applying for the grant with determining the full costs and the benefits of the program. Mr. Dvoryak concurred.

Discussion was held regarding the pension for the Command Staff. It was suggested that a Personnel Committee be formed to explore the pension plan.

MOTION WAS DENIED. (2 aye – 4 nay)

Discussion was held regarding the process for applying for the SAFER Grant and the ramifications of receiving an award and determining when the expenses for the new hires would need to be included in the budget.

MR. HUNT MOVED TO AMEND THE 2023 YAUFR BUDGET REMOVING THE SUPPORT COSTS ASSOCIATED WITH THE POTENTIAL SAFER GRANT HIRES. MR. GWILT WAS SECOND. MOTION UNANIMOUSLY PASSED.

Discussion was held regarding the proposal for pension plan as it relates to a cash balance plan. Ms. McCune explained Manchester Township's PMRS cash balance plan. Solicitor Tilley stated the plan is a defined contribution plan as opposed to a defined benefit plan. Mr. Dvoryak stated in that case he had no issue with the proposal. Ms. McCune further explained the contract PMRS will make with the department for the cash balance plan is totally based on the estimated salary times whatever the contribution rate is.

Chief Hoff explained the proposed increase in contribution would be 12% and 5% regardless of whether it stays in a 401 or goes to a cash balance. He recommends it should go into a cash balance, so as people are promoted they are not in the position to have to freeze their pensions and start a new plan that is of much less value. The command staff would stay in the cash balance plan (401a) but the contribution would be increased to 12% with their personal contribution from 2% to 5%. Chief Hoff also noted that including the administrative staff with the battalion chiefs would eliminate keeping the Legacy plan for only three people. Solicitor Tilley provided clarification on the 401 or defined contribution plan indicating it is defined as a retirement plan whereas a defined benefit plan is a pension plan, with the pension employees receiving a benefit of a fixed monthly income and retirement. Their employer pays them a fixed amount each month for the rest of their life. The monthly payment can be based on factors – salary and years and employment. With the 401a employees have access to what they and their employer contributed to their 401a account. In contrast to a pension plan, retirees are not guaranteed a fixed amount and their contributions may not last through the end of their life.

Discussion was held regarding developing a future disciplined personnel policy benefit package which has been vetted. It was noted there are different methods of administering new hire packages within the Townships.

The consensus of the YAUFR Board is to leave the pension plan retirement changes in the budget including the administrative staff.

C. YAUFR Governance Discussion

BISHOP Mr. Bishop stated the governance structure discussion originated from the Springettsbury Township Board of Supervisors. This discussion identified options to be presented to the YAUFR Commission for discussion. Mr. Bishop presented a PowerPoint outlining options and ideas for improving YAUFR's current structure. He outlined YAUFR's current structure which was determined by the Charter Agreement.

Mr. Bishop presented possibilities on different organizational structures in a graphic format. He noted these are not necessarily proposals of specific ways to accomplish this but rather big picture ideas.

Options and ideas included:

- Expand the Board; provide flexibility on individual townships picking who serves on the YAUFR Commission. Options could include elected officials, i.e., township managers, people with specific expertise in various areas – management or human resources, finance. He noted the governance issues in YAUFR do not have anything to do with the quality of the fire service that Chief Hoff and his team provide.
- Expand the Board and get additional expertise from potential Board members.
- Another variation would be voting, paid board members with specific expertise.
- Creating an operating board consisting of the three Township managers. He noted originally, finance and HR functions were handled by Springettsbury since out of the three charter municipalities Springettsbury has more administrative capabilities. This model demonstrates where Springettsbury expertise in these various areas would be used at the direction of the governing bodies of the three municipalities.
- Outsource executive management of YAUFR. The charter municipalities could hire someone to handle the finance, HR and other functions for YAUFR.

Mr. Bishop stated that options presented illustrate how YAUFR could be managed that may be better than how it is currently governed. He indicated the three municipalities would need to come together and agree on a revised charter agreement that would determine how YAUFR would be governed.

Board consensus was to have the PowerPoint presentation sent to each Commission member to allow an opportunity to review the content.

12. NEW BUSINESS

There was no New Business.

13. ADJOURNMENT

ROONEY Chairman Rooney adjourned the meeting at 11:08 p.m.

Respectfully submitted,

Signature on file at YAUFR Headquarters

Charles Wurster
Secretary/ses