

APPROVED

**SPRINGETTSBURY TOWNSHIP
BOARD OF SUPERVISORS
WORK SESSION
NOVEMBER 10, 2022**

MEMBERS IN

ATTENDANCE: Mark Swomley, Chairman
George Dvoryak, Vice Chairman
Don Bishop (via Zoom)
Charles Wurster
Bob Cox

ALSO IN

ATTENDANCE: Mark Hodgkinson, Township Manager
Dori Bowders, Director of Administrative Operations
Daniel Hoff, YAUFRR Chief
Todd King, Chief of Police
Dan Rooney, Chairman, YAUFRR Commission, Spring Garden Township
Abby Gibb, Communications Manager
Sue Sipe, Stenographer

1. CALL TO ORDER

SWOMLEY Chairman Swomley called the meeting to order at 6:00 PM.

2. NEW BUSINESS

SWOMLEY Chairman Swomley stated the focus of the meeting is discussion of the YAUFRR governance structure as well as the YAUFRR proposed budget for 2023.

A. York Area United Fire and Rescue Governance

DVORYAK Mr. Dvoryak stated the governance subject was brought up at a YAUFRR meeting by him and Mr. Wurster during the time the 2022 YAUFRR budget was reviewed. After discussion with individuals in the Township about the governance structure, it was determined it would be a good idea to pursue it. He noted the YAUFRR Board decided they wanted Springettsbury Township to evaluate it and come up with ideas for restructure.

Mr. Dvoryak provided his thought on why he felt it was necessary to have the discussion. He noted when becoming a new member on the YAUFRR Board, the first year or two on the Board it takes time to understand the organization, how it is managed, how it is governed and how decisions are being made. He stated the biggest challenge is looking at how the volunteer board is comprised, which

consists of two representatives selected by each Township, Springettsbury, Manchester and Spring Garden. A 7th member is a citizen-at-large who is appointed every two years by the Townships.

Mr. Dvoryak stated the challenge at the volunteer board level for YAUFRR is a continual turnover of people, with the need to be on the YAUFRR Board for at least two years to be engaged to get a feel for the system dynamics to make informed decisions. This presents a challenge in that the way it is structured now is not serving all the stakeholders – employees who work there, safety issues brought up, pay and benefits, etc. He noted when talking about governance it is referring to getting a model in place which has people who have the time and resources to effectively structure the organization.

WURSTER Mr. Wurster presented a PowerPoint which provided points on the YAUFRR structure. Mr. Wurster stated his concerns over the management of the Commission was led by a proposal of increased staffing last year which would have doubled the payroll in a short amount of time. He noted there is a mechanism in the charter in which two municipalities can manage the Commission regarding the position of one of the members of the municipalities in deciding. There is also a mechanism in the charter that one municipality can veto the budget. Mr. Wurster contemplated if there is a way the Commission can move forward reasonably as a Commission, to create a thoughtful budget which addresses concerns relative to the overall payroll.

Mr. Wurster pointed out on the slide several questions he raised, i.e.:

- Is the Commission sufficiently independent of management at YAUFRR?
- Would the interest of the municipalities be better served if they had someone other than the elected officials?
- Are there other alternative management models to consider?
- What is the best way to manage the growing payroll costs?
- Is the Commission equipped?
- Do the members have the expertise to essentially run a professional staff that reports to the Board?
- How can YAUFRR source additional revenues other than the municipalities?

BISHOP Mr. Bishop stated the concept he is presenting is for discussion only at this time and has nothing to do with the current staff who run YAUFRR. The issue of governance originated at the time of the creation of the charter. He noted the structure put in place was not the ideal, but it was determined it was more important to combine Springettsbury Township and Spring Garden to get the efficiency that combining those two fire departments would bring and that later the opportunity to fix the governance structure would occur with more information available.

Mr. Bishop presented a PowerPoint designed to generate a discussion of ideas to determine possibilities for moving forward. This included a synopsis of the

history of YAUFRR and a comparison of budgets from 2021 to 2023. Other slides included:

- YAUFRR Governance Structure
- Typical Township Governance Structure for Fire Service Prior to YAUFRR
- Current YAUFRR Structure including Solicitor Function
- Current Springettsbury Structure
- Goals of Governance Discussion
 - Provide better ‘civilian’ governance structure
 - Continuity of Board Membership
 - Expand Expertise of Board Members
 - Improved Financial Management
 - Improved HR/Labor Expertise
 - More Volunteer Involvement
 - More Community Involvement
 - Broadened Strategic Vision
- Discussion of A Few Options for Governance Change
 - Options to adjust current board structure
 - Expand board with 3 elected members from each Charter Township (no at large member)
 - Adjust pool of possible board members other than elected Township Board members
 - Add part time paid advisors as voting members of the Commission
 - Create ‘Operating Board’ consisting of the Managers of 3 Charter Townships
 - Administrative Management Model
 - Like Springettsbury Regional Sewer Treatment Plant which is managed by Springettsbury Township for the benefit of all Charter Members
 - Privatize
 - Private management to manage existing Fire Department Structure
 - Dissolution
 - Individual townships take back control of their own fire service
- Expanding Board with Member Flexibility
 - Options for Appointed members
 - Township Elected Officials
 - Township Manager
 - Anyone Appointed by Township
- Expanding Board with Paid Expertise
- Township Manager Operating Board
- Administrative Management Model
 - Springettsbury handles the Finances and the HR Functions

- Springettsbury is paid a fee for those services
- Private Management Model – using an outside management group

WURSTER Mr. Wurster stated for discussion purposes he would add is there a way to look at the charter to determine ways to create greater budgetary mechanisms to avoid the all or nothing vote on the budget instead of voting the budget as a whole. Agreeing on certain line items is one other tool. Also, he added referring to one of Mr. Bishop's ideas, the private executive management group, to have that group engage for a particular function, i.e., budget season, labor negotiations and major strategic issues.

DVORYAK Mr. Dvoryak stated where he sees the shortfalls in the current YAUFRR governance – he cited Mr. Bishop's concept where the Chief reports to the three township managers directly – he felt that model makes sense. Also, he agreed with the private executive management group to be called in for those level decisions that require more expertise to make decisions long term. He also voiced concern if a new municipality is added, what will their cost be especially if they are an all-volunteer fire company.

SWOMLEY Chairman Swomley agreed with the two concepts and noted he was in favor of the administrative management model. He stated his concern is with the private executive management group until it is more defined as to who it is, what the cost model would be and what control would be gained or lost as a result. He stated he had more confidence in an operating board of three township managers or Springettsbury Township manager with administrative resources reporting to the boards of the three townships. Chairman Swomley voiced his appreciation to Mr. Bishop for presenting the discussion into a visual form that makes it easy to understand.

Discussion was held suggesting laying out a plan presenting some of the work that has been done to date to the other municipalities who will play a major role in the decision process.

ROONEY Mr. Rooney commented the managers informally already do see the YAUFRR budget. He noted this could be formalized. He noted ultimately the managers are accountable to each board. He asked if the executive board would be operating independently or under the authority of each of the townships. If they are not going to operate under their own entity – the other townships would want to have some level of accountability and not have the managers work under them. He suggested a budget committee that could be YAUFRR Commission members, Springettsbury and other managers to work with Chief Hoff in developing the budget. He asked what performance metrics they want YAUFRR to achieve, and what is the standard the YAUFRR Commission and the Board want for fire service.

Discussion was held regarding what are the reasonable bounds in determining how to arrive at management that can support a new structure along with the metrics.

COX Mr. Cox commented the three township managers would be able to hash out whether they want to support the Chief's recommendations for the budget and then present it to the supervisors.

HOFF Chief Hoff commented in discussion about the budget he thinks the governance issue not only involves budgetary control but is on a larger scale. He noted his job is to ensure the survival and the success of YAUFR so he is open for however they can make that happen. He stated he was intrigued by the idea of the private group from the standpoint there have been recommendations from the citizens at large regarding forming a citizen advisory group, since there are many accomplished professionals in the community. He believed the idea for a Citizens Advisory Board has merit and will assist with the growth of YAUFR.

DVORYAK Mr. Dvoryak suggested in determining next steps that he and Mr. Wurster share with the YAUFR Commission some of the ideas and concepts presented and obtain feedback. Chief Hoff indicated he will put it on the agenda.

Discussion was held regarding additional next steps would be to meet with the various municipalities for a work session or other type meeting.

B. York Area United Fire and Rescue 2023 Proposed Budget

DVORYAK Mr. Dvoryak stated there are two items proposed in the budget which was requested to have further analysis. He noted this year's budget proposal includes a request to hire three new firefighters next year funded with a SAFER grant which will cover their costs for the first three years. Mr. Dvoryak indicated his concern was how this would affect the next contract negotiation. However, feedback was obtained that denoted it would not be an issue with a SAFER grant. Mr. Dvoryak stated from his perspective he agreed with the additional three hires for the budget for next year with the SAFER grant.

Mr. Dvoryak stated the second issue was changing the benefit structure for the retirement package. This includes the command staff and administrative staff to go from a defined contribution plan (401) to a cash balance plan. He noted while the command staff proposed change is consistent with how the Springettsbury Police plan is administered, the administrative staff change is not consistent with Springettsbury.

HODGKINSON Mr. Hodgkinson explained the details of how the police pension plan is administered.

WURSTER Mr. Wurster stated he was uncertain about the hiring of the three firefighters contingent on receiving the SAFER grant.

DVORYAK Mr. Dvoryak referred to the ongoing Staffing Study being conducted which will be distributed at the YAUFR meeting on November 15. The study will provide feedback on the staffing needs for YAUFR.

HOFF Chief Hoff explained the procedure for applying for the SAFER grant. He indicated he suggested to Chairman Rooney that if their budget passes, nothing

should be done until a subcommittee of YAUFR is convened to conduct an internal analysis of the pay and benefit structure for the command and administrative staff.

DVORYAK Mr. Dvoryak stated the Board would need to decide on the budget.

3. PUBLIC COMMENT

There was no public comment.

3. ADJOURNMENT

VICE CHAIRMAN DVORYAK ADJOURNED THE MEETING AT 7:20 P.M.

Respectfully submitted,

Doreen K. Bowders
Secretary

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