

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES  
COOPERATIVE PARTNERSHIP MEETING  
DECEMBER 12, 2013  
6:00 P.M.

The initial meeting was held on December 12, 2013 at 6:00 p.m. to begin discussion regarding the possibility of a cooperative partnership involving the two career and three volunteer fire departments. Those present at the meeting representing Penn Township were Commissioners Wendell Felix and Phillip Heilman, Manager Jeffrey Garwick and Township Secretary Kristina Rodgers. Representing Hanover Borough were Council Members John Gerken, Sylvia Yingling and Manager Barbara Krebs. Fire Chief Jan Cromer was present representing Penn Township and Hanover Borough. Robert Brady, Department of Economic Development and Jerry Ozog, Fire Service Consultant, were present to facilitate the discussion.

Mr. Brady began by giving some background as to why both municipalities considered the project important. Both Hanover and Penn face the same or similar problems and both also already work together in many ways, making further cooperation advantageous for everyone. He discussed a project timeline and future meeting dates. He also stated it would be beneficial to all to set goals that need to be met by certain dates so as not to slow down the process. Normally a project such as this could take eighteen months to two years to complete. Mr. Brady talked about the problems and accomplishments other municipalities through out the state are seeing as they attempt to consolidate fire companies.

Mr. Brady provided three handouts to the group: (1) the first steps to create a new cooperative partnership, (2) establishing a cooperative partnership steering committee and (3) examples of steering committee agreements. These handouts provided recommendations on how the committee should be comprised, committee tasks for initial and subsequent meetings, and recommendations on how the committee should conduct its self. After reviewing the recommendations it was suggested that the steering committee be comprised of those members present from Hanover Borough and Penn Township with others added as needed. There was some discussion about bringing in an outside individual as the chairperson. It was suggested that this person be familiar with Hanover but not necessary with the fire service and be someone that is civic minded. This person would need to have good leadership skills and keep everyone focused. This chairperson's job would be to make sure that all opinions are heard and discussed. It was asked that members of the group bring back names for the next meeting to discuss as possible chairpersons.

Mr. Brady further recommended that a chairperson, vice chairperson, and secretary be elected. He highly recommended that one spokesperson be appointed so that a consistent message is being disseminated from the group. This person would be in charge of all communications and press releases. It was discussed about developing an official communications plan utilizing email and websites. Mr. Brady noted that information should be released as we go along so that it does not appear that we are hiding something. All the minutes should be made public and posted on the website. Mr. Brady stated that it is important to have a

mission statement for the steering committee. Mr. Garwick stated he would work on developing one before the next meeting.

Mr. Brady stated that it is also important to identify meeting rules and agreements. These included communicating frequently, no hidden agendas, respect for all opinions and open to ideas, along with integrity, honesty and willingness to change.

Mr. Brady also suggested that the committee discuss topics for future meetings, including reviewing partnership options and selecting an organizational model. He stated that after an organizational model has been selected they would need to decide on the administrative and operational structure. Other issues the group will need to focus on is performance measures, how it will accept feed back from all stakeholders, establish various subcommittees, decide on administrative structure, legal work and start date of a new organization, and strategic planning for a new organization.

There was discussion by the committee as to the appropriate time to involve the career and volunteer firefighters in these discussions.

The Committee will meet again on January 9, 2014 at 5:30 p.m. at Hanover Borough at which time there will be discussion on appointing or recruiting a chairperson.

Kristina Rodgers  
Recording Secretary

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES  
COOPERATIVE PARTNERSHIP MEETING  
JANUARY 9, 2014  
5:30 P.M.

A meeting was held on January 9, 2014 at 5:30 p.m. to further discuss the possibility of a cooperative partnership involving the Hanover Borough and Penn Township career and three volunteer fire departments. Those present at the meeting representing Penn Township were Commissioners Wendell Felix and Phillip Heilman and Manager Jeffrey Garwick. Representing Hanover Borough were Council Members John Gerken, Sylvia Yingling and Manager Barbara Krebs. Also present was Recording Secretary Kristina Rodgers. Fire Chief Jan Cromer was present representing Penn Township and Hanover Borough. Robert Brady, Department of Economic Development and Jerry Ozog, Fire Service Consultant, were present to facilitate the discussion.

The Committee began by reviewing the mission statement prepared by Manager Garwick. The statement as developed reads: "it is the mission of the Hanover/Penn Steering Committee to research, study and recommend the most cost effective plan for efficient fire control, rescue, and disaster response service benefitting both Hanover Borough and Penn Township. We believe that productive teamwork, open and honest communications and participative decision making throughout this process will ensure the best possible fire service plan for our communities. We are committed to seeking out and implementing innovative and progressive thinking to address these issues and benefit those we serve. The Committee recommended including "emergency medical services" in the statement. Mr. Garwick will add and provide an updated statement at the next meeting. It was noted that a new mission statement will be developed by the new organization when it is created.

The Committee discussed potential candidates for recruitment as chairperson and vice-chairperson. It was decided that these individuals should come from the community at large and not be associated politically or employed by either the Borough or the Township. It was the consensus to ask Peter Sheppard to be the chairperson for the group as he has a business located in Hanover Borough and is a life long resident of the Hanover Area. Fire Chief Cromer will set up a meeting with Mr. Sheppard. The Committee decided to ask Andy Brough to be the vice chairman of the group as he is familiar with both Penn Township and Hanover Borough. Manager Garwick will contact him about serving with the group.

The size of the steering committee was the next topic of discussion and it was decided that it would be comprised of the current members along with Mr. Sheppard and Mr. Brough. This would make the steering committee comprised of two municipal managers, two councilmen, two commissioners, the chairman, vice chairman, secretary and the fire chief.

There was discussion about how the volunteer and career firefighters would perceive what actions the committee was taking. It was suggested that an operations committee be created to provide input to the steering committee. It was decided that the operations committee be made up of one member of each of the three volunteer companies and one career firefighter

from each municipality. As there should be no stacking of membership, the members representing the volunteer companies should not be members of the bargaining unit. Depending on what the steering committee decides there may be only one emergency services board or authority in the future that will report to the two municipalities.

Hanover Borough expressed concern about being able to consolidate its two volunteer fire companies as they have had several failed consolidation attempts in the past. It was suggested that under the new model each might be able to retain its own identity but be part of the larger group. The ambulance drivers could be included within a potential consolidated group as they are current members of the Penn Township Volunteer Emergency Services organization and paid by them. There was some discussion on how to handle emergency calls if all the services are under one group. Mr. Brady stated that there are two models for operating an ambulance program for non-emergency and emergency calls but they have to remember that the non-emergency calls drive the revenue for the association.

It was decided that the operations committee would report to the steering committee once a month. The steering committee, over the next few meetings, will provide direction and topics to the operations committee. It was noted that the meetings of both committees should be open to the public. It was suggested that the operations committee appoint a spokesperson to report to the steering committee each month. Fire Chief Cromer stated that the volunteer organizations are about six to eight weeks from being able to set up monthly meetings which will give the steering committee time to prepare the topics for their discussion. It was suggested that the volunteers and paid firefighters be told that the operations committee is important and requires a dedication of time.

It was suggested that a joint meeting be held, open to all members of Hanover and Penn's volunteer and career organizations and attended by Fire Chief Cromer, Manager Krebs and Manager Garwick. The purpose is to explain the goals of the steering committee and what it is expecting from the operations committee. The meeting will be held at the Clover Lane Fire Station and the managers and the chief will work on getting a mutually agreeable date for the event. The notice of the meeting will be sent to the presidents of each of the associations.

Mr. Brady reviewed the different models and what the steering committee wants the final product to be. He provided a ABC Fire and EMS Multi-Municipal Commission Model (1 volunteer organization), ABC Fire and EMS Multi-Municipal Commission Model (2 or more volunteer organizations, and Warrior Run Coop Model. The Committee will discuss at a future meeting. An email list will be created for the members of the steering committee.

There was some concern about the relief association funds and how they would change. However, Fire Chief Cromer stated that nothing would change.

The Committee will meet again on February 13, 2014 at 5:30 p.m. at Hanover Borough.

Kristina Rodgers  
Recording Secretary

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
FEBRUARY 20, 2014  
5:30 P.M.

The steering committee met on February 20, 2014 at 5:30 p.m. to further discuss the possibility of a cooperative partnership involving the Hanover Borough and Penn Township career and volunteer fire departments. Those present at the meeting representing Penn Township were Commissioners Wendell Felix and Phillip Heilman and Manager Jeffrey Garwick. Representing Hanover Borough were Council Members John Gerken, and Manager Barbara Krebs. Also present was Recording Secretary Kristina Rodgers. Fire Chief Jan Cromer was present representing Penn Township and Hanover Borough. Robert Brady, Department of Economic Development and Jerry Ozog, Fire Service Consultant, were present to facilitate the discussion. Peter Sheppard and Andy Brough were present to begin serving in the positions of Chairman and Vice-Chairman respectively.

There was a clarification of the minutes from the January 9, 2014 meeting. It was indicated that the steering committee meetings were open to the public if someone wished to attend but the meetings were not publicly advertised as neither municipality has a quorum of elected officials present making decisions.

The mission statement has been corrected and approved by the Committee. (A copy is attached to the minutes)

There were introductions for the benefit of the new members. Mr. Brady then explained what his position is with the Department of Community and Economic Development. He stressed the importance of having community leaders involved in the decision making process. Mr. Felix explained why the municipalities are discussing the possibility of a cooperative partnership. Mr. Brady explained how each municipality got to where we are today with paid firefighters and volunteer firefighters, along with the fact that Fire Chief Cromer is the chief of both municipalities and that the municipalities are receiving \$35,000 a year for DCED to share his services. The Township and Borough have been cooperating with each other on operational items for many years. Fire Chief Cromer explained that both career staff can operate the apparatus owned by each municipality as well as respond together on most calls. During any given time there are a total of ten paid firefighters working that can respond to an emergency. Mr. Brady felt that the Committee should bring in someone that has gone through this process to discuss their successes and failures.

Fire Chief Cromer reviewed the events of the January 29th meeting that was held with career staff and volunteers, informing them of the discussions being held between the two municipalities. The meeting was attended by thirty nine individuals (volunteers and paid firefighters) along with Managers Krebs and Garwick. Fire Chief Cromer made a power point presentation. Each entity was asked to provide one member and one alternate to serve on an operations committee. Fire Chief Cromer stated that the following members have been selected to serve on the Operations Committee:

Jay Lalley - Penn Township Volunteer Emergency Services  
Howard Billig member - Jim Startzel alternate - Hanover Borough Fire Department  
Kevin Adams member - Jeffry Parks - alternate- Penn Township Fire Department  
Ed Swartz will help facilitate the discussion for the group.

The other companies were to have their representative's name to Fire Chief Cromer by March 14th.

The firefighters present at the meeting were concerned that the municipalities had already made decisions regarding the partnership. It was made clear by those conducting the meeting that they were not to spread rumors about what was going on and that all information about the talks will be posted at each fire station. It is anticipated that the operations committee could meet towards the end of March but they would need assistance with discussion topics.

It was noted that this is a municipal consolidation not a volunteer consolidation and that there are two main concerns that need to be addressed by the steering committee - security and strategic planning. It was noted that the municipalities should agree that we will maintain our current staffing once the project is complete. Fire Chief Cromer explained the current staffing and who responds to fire calls as well as the current make up of the volunteers. He explained what a qualified responder is. He also explained the officer structure of each company and indicated that there are not enough qualified members to fill all the leadership offices. Some of the organizations have even contemplated changing their requirements for these offices.

The Committee also discussed the ability to revive the volunteer program and what incentives could be provided. Fire Chief Cromer explained that there are 166 hours of training required to be a volunteer. Mr. Brady and Mr. Ozog explained how other organizations reward or incentivize training and volunteering. Mr. Ozog stated that the volunteers need to feel wanted and appreciated. The volunteers have to feel as important as the paid firefighters. The Committees will need to decide how the volunteer system will work in the future. It was noted that it is not the training requirements but the model, which we utilize for the organization, along with good leadership, that will encourage the volunteers to stay. There was discussion about the current size of the labor force. The combined number of available firefighters seems to be adequate and expansion of the departments will not be a negotiable item when both municipalities discuss contracts later in the year. The municipalities have no plans to replace the volunteers with a greater number of paid municipal staff.

It was noted that the Operations Committee should discuss the following: the coverage area of the unit; how do we use our volunteers; how do we get more volunteers; what should the structure look like; and personnel policies and bylaws.

The committee discussed how we should budget for buildings, salaries, equipment etc. It was noted that Penn Township does not own the Clover Lane fire station. It is owned by the Penn Township Volunteer Emergency Services with the Township contributing to the front end costs of the building. Some of the questions that will need to be addressed are how do we split costs and what affect do the volunteers have on this distribution.

Both departments have a ride along program. Fire Chief Cromer reported that Hanover High School has a firefighters club and career staff goes to the school once a month to talk to the students. South Western did offer the program but it was discontinued. The schools also offer a shadowing program for seniors.

It was noted that the bylaws that are designed for the new organization should allow for the growth of the organization and that a strategic plan should be developed so that we know where we are going in the next several years.

The steering committee will need to decide on a model within the next several months.

The public information officers will be Managers Krebs and Garwick.

Mr. Brady felt that progress should be made at each meeting.

The Operations Committee shall report to Fire Chief Cromer but make progress reports to the steering committee. The Finance Committee will be composed of Managers Krebs and Garwick along with Councilman Gerken and Commissioner Heilman. The Administration Committee will be made up of Commissioner Felix and Councilwoman Yingling.

Mr. Sheppard stated that he would provide legal counsel for the committee and that we needed to reiterate that current staffing and facilities will be maintained and copies of the minutes will be provided to the fire companies.

There was still further discussion on what the operations committee should discuss. It was mentioned that they should discuss the structure, incorporating two like systems into one; what service coverage do we expect; how to fix the plight of the volunteer system; make the system inclusive; and rules and regulation for operation. It was noted that the members of the operations committee should express their opinions if they have one.

Mr. Sheppard would like to meet with Fire Chief Cromer and the volunteers to discuss their concerns about the process.

The steering committee thanked Mr. Sheppard and Mr. Brough for agreeing to serve on the committee.

The meeting adjourned at 7:20 p.m.

The Committee will meet again on March 13, 2014 at 5:30 p.m. at Hanover Borough.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda February 20, 2014

1. Introductions
2. Review of Mission
3. Role and Job Description of Community Members
4. Report from Meeting with Volunteer and Career Firefighters
5. Development of Subcommittees
  - a. Operations
    - i. Staffing
    - ii. Apparatus
    - iii. - ?
  - b. Finance / Budget
    - i. Operating Budget Projections
    - ii. Capital Budget Projections
  - c. Administration/Legal
    - i. Bylaws
    - ii. Personnel Policies, etc.
    - iii. Contracts
  - d. Public Information / Branding / Rumor Control
6. Timeline of Meetings / Staffing and Reporting Structure

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
MARCH 13, 2014  
5:30 P.M.

The Steering Committee met on March 13, 2014 at 5:30 p.m. Those present at the meeting representing Penn Township were Commissioners Wendell Felix and Phillip Heilman and Manager Jeffrey Garwick. Representing Hanover Borough were Council Members John Gerken and Sylvia Yingling and Manager Barbara Krebs. Also present were Vice Chairman Andy Brough and Recording Secretary Kristina Rodgers. Fire Chief Jan Cromer was present representing Penn Township and Hanover Borough. Robert Brady, Department of Economic Development and Jerry Ozog, Fire Service Consultant, were present to facilitate the discussion.

The minutes of the February 20, 2014 meeting were approved as submitted.

There was discussion regarding the operations committee. Chief Cromer provided a proposed list of objectives, tasks and qualifications for participating on the Operations Committee. The qualifications of any person serving on the committee should include no hidden agendas, respect all opinions, be open to ideas, integrity, honesty, willingness to change and dedication to the purpose of the committee. Their objectives are to provide recommendation to the Steering Committee, follow the items of discussion and research provided by the steering committee, and listen to suggestions of each of the volunteer fire companies and union members and discuss at committee meetings. Chief Cromer provided a tentative agenda for the Operations Committee that included recommending how the functionality of our emergency services could be improved; what are our apparatus needs now and in the future; how do we improve personnel both administratively and for firefighting; and what is the best model to be used for intermunicipal partnership (co-op, 1 organization or 2 organizations).

Chief Cromer noted that there would be no discussion on contractual issues by this committee. The Steering Committee indicated that a separate committee would be established to discuss contract issues, which would include union representation and the managers for each municipality. Mr. Ozog and Mr. Brady discussed how other municipalities have handled this step in the process in similar situations. Chief Cromer stated that the chairperson of the Operations Committee is not affiliated with either fire company. It was suggested that someone from the Steering Committee be present to help the operations committee get started. The Steering Committee recommended Chief Cromer and Jerry Ozog. The Steering Committee would like to receive a verbal report from the Operations Committee on their suggestions and recommendations. It was decided that the first recommendation from the Steering Committee should be on a model. It was suggested that the Operations Committee make a list of the pros and cons for each choice and then make a recommendation to the Steering Committee. If the chairman has any questions he can contact Chief Cromer.

Chief Cromer reported that Mr. Sheppard was provided a copy of the bylaws for the volunteer organizations. Mr. Felix noted that he provided Ms. Yingling with sample bylaws that were forwarded to him from Mr. Brady. These will be reviewed to help develop bylaws for the

new association. Mr. Ozog noted that there are certain legal requirements that will need to be followed for the preparation of bylaws.

There was some discussion about the charter that would be established for the new organization. It was suggested the charter be created to allow for additional members to join at a future date, while establishing how fees or costs would be charged for each member. The charter could be set up to allow additional membership after a certain number of years following the adoption of the charter. Mr. Brady noted that several consolidated organizations are expanding their systems with adjoining municipalities. Some consolidated charters are including an automatic adjustment of the membership costs so that it does not have to be negotiated every year. Mr. Brady referenced the Intergovernmental Cooperation Handbook pages 8 and 9 for the Act 177 agreements and what is required for Municipalities to make agreements with each other. It was believed that Mr. Sheppard is going to review the bylaws of the legacy companies with an attorney to get perspective on what they can and cannot do. This is being done because we are working with governmental entities and non-profit entities.

The Steering Committee reviewed the membership of the subcommittees, which are:

Operations Committee: One member and one alternate from each of the fire companies with Fire Chief Cromer as the steering Committee point of contact

Legal/Administrative/Bylaws: Mr. Sheppard, Mr. Felix, Ms. Yingling

Financial Committee: Mr. Gerken, Mr. Heilman, Managers Krebs and Garwick

Public Information Officers: Mangers Krebs and Garwick

The Financial Committee gave their report. Manager Krebs stated that there is a difference between the three volunteer fire companies most notably being that Penn Township Volunteer Emergency Services provides the ambulance coverage to both Penn Township and Hanover Borough. She reviewed a spreadsheet with the revenue and expenses for both municipalities and some of the volunteer associations. The committee discussed the recent changes in Workers Compensation and the Affordable Care Act that might affect future costs.

The Steering Committee has yet to make an official announcement on the discussions occurring between the two municipalities. Once the committee has made a decision to make it public it will have a press release and share the information on each municipalities' web site and with the newspaper. The subcommittee is not to release information to the general public. The Operations Committee will have one spokesperson that will report to the Steering Committee. It was suggested that the Operations Committee meet every other week. They will provide a schedule of their meetings to Chief Cromer who will pass it on to the Steering Committee. The Steering Committee was provided a calendar to keep track of committee meetings and benchmarks.

The first benchmark established by the Steering Committee is to have a recommendation by June 12th from the Operations Committee on the model they think would be best. The Steering Committee will meet that evening and review the recommendations and hopefully decide on a model at the July meeting. The Steering Committee will also review the different types of models and discuss at the April and May meetings and discuss the Operations Committee recommendations at the June meeting.

There was additional discussion on how to release the information to the public. It was decided that a joint meeting of both borough council and board of commissioners could occur in early summer. At that time a press release could be prepared and released. It was also suggested that Mr. Brady could prepare a DCED press release, informing the public of the committee's progress. During this time the Steering Committee, the Operations Committee and the involved fire departments will be kept informed of the progress being made through the distribution of the minutes of the various committees and the reports of the subcommittees to the Steering Committee.

The Steering Committee will meet again on April 10, 2014 at 5:30 p.m. at Hanover Borough.

The meeting adjourned at 7:15 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda March 13, 2014

1. Opening of Meeting – Chairman Mr. Pete Sheppard
2. Introductions
3. Review of Mission
4. Report of Committee Work
  - a. Operations – Jan
  - b. Legal/Administrative *Wendell + Sylvia + Pete*
  - c. Financial – Barb – *John + Phil*
  - d. Public Information *Barb + Jeff*
5. New Business
  - a. Develop master calendar with dates
  - b. Identify key benchmarks for project
  - c. Meetings with other similar communities
    - i. York Area United
    - ii. Others - TBD
  - d. Discuss need to conduct strategic plan once new organization is in place.
6. Open Discussion

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
APRIL 10, 2014  
5:30 P.M.

The Steering Committee met on April 10, 2014 at 5:30 p.m. Those present at the meeting representing Penn Township were Commissioners Wendell Felix and Phillip Heilman and Manager Jeffrey Garwick. Representing Hanover Borough were Council Members John Gerken and Sylvia Yingling and Manager Barbara Krebs. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough and Recording Secretary Kristina Rodgers. Fire Chief Jan Cromer was present representing Penn Township and Hanover Borough. Robert Brady, Department of Community and Economic Development was present to facilitate the discussion.

The minutes of the March 13, 2014 meeting were approved as submitted.

The Committee received reports from the subcommittees. Fire Chief Cromer reported that the Operations Sub Committee met, the meeting was very productive and they will meet again on April 24th. Not all of the organizations were present for the discussion. Chief Cromer reported that the Operations Committee is leaning toward consolidating the organizations into one group. The volunteer organizations will meet themselves on April 17, 2014. The Operations Committee does not think it will take until June to make a recommendation to the Steering Committee.

Mr. Sheppard noted that he has read the bylaws of the various volunteer groups. Mr. Brady stated that there are several good bylaws that we could use for a sample when we develop bylaws for the new commission. We could have more than one set of bylaws due to the fact that there would be different requirements for volunteers, the municipal district, with the paid employees operating under their current bargaining agreement.

The financial report was reviewed again and we are still waiting for information from one of the volunteer companies. It was suggested that the 2014 information be added.

The Public Information Committee has not done anything to date but will release information following the joint meeting between the two municipalities.

Both the Borough of Hanover and the Township of Penn have firefighter bargaining agreements that expire at the end of 2014. Manager Krebs, Manager Garwick and Fire Chief Cromer met with the president and vice president of the International Association of Fire Fighters (IAFF). Both unions are represented by the same local organization but they have two different, but somewhat similar, contracts. The local union is discussing the two contracts and the bargaining requests for both contracts. They are considering making similar requests of both municipalities to get the contracts closer. There was some discussion on how to proceed on negotiating the contracts. Each municipality will discuss that with their negotiating team members.

The Committee next discussed the models and what they look like. It was noted that the new "Commission" (the name will need to be determined) will have only the authority given to it by this Committee through the bylaws it establishes. The Steering Committee will need to

determine who owns both the assets and the debt. Currently, the EMS helps pay the debt on the building owned by the Penn Township Volunteer Emergency Services Association. Their debt is over two million dollars, which is guaranteed by the Township, but they have assets that outweigh the debt. There was some discussion about what to do with the assets. Mr. Brady explained that there are several different options being used around the state. The first is that they are all owned by the "Commission" from inception. The second is that they can still be owned separately by the entities that purchased them. The "Commission" would own any new equipment purchased. The Relief Association would need to remain a separate entity but both associations could be combined into one and their assets would remain part of the new Relief Association. The Auditor General's office will not be concerned with the equipment once it has been depreciated.

Mr. Brady asked some questions that will have to be addressed by the Steering Committee once the have chosen a model:

- What is the Commission called?
- Who are the Members of the governing board?
- Is there going to be community representation?
- How are the municipalities represented?
- How do we add new municipalities or volunteer fire companies?
- What ability do we have to grow?
- Who is in charge? (Commission, Administrator, Fire Chief)
- How do we protect assets?
- How do we dissolve assets?
- How do we conduct audits of the new group? Pay bills?
- Are there opportunities to piggyback services with either municipality?
- What services are we going to provide? Do we have 5, 10 year plans?
- What role does the Fire Chief play?
- Hiring procedures? (Civil Service, Volunteers)

The York Area United Fire Services Plan was distributed to all of the members. There was some discussion about the implementation of the plan by Mr. Brady. The Committee will review the plan and may consider some of their recommendations. Mr. Brady suggested that we may want to visit them or one of the other areas of the state that has consolidated their fire services. The Committee will wait till we are further in the process before meeting with any other organizations.

The meeting was then opened to general discussion and questions about how the Borough of Hanover and Penn Township operate with regards to fire and EMS calls.

The Steering Committee will meet again on May 15, 2014 at 5:30 p.m. at Hanover Borough.

The meeting adjourned at 7:16 p.m.

Kristina Rodgers  
Recording Secretary

5/1  
7/10

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda - April 10, 2014

1. Opening of Meeting – Chairman Sheppard
2. Report of Committee Work
  - a. Operations – Chief Cromer
  - b. Legal/Administrative
  - c. Financial
  - d. Public Information
3. Old Business
  - a. Report on meeting with IAFF (Mgr's Krebs & Garwick)
  - b. Continue discussion regarding selection of a model
4. New Business
  - a. Identify future key benchmarks for project
  - b. Distribute York Area United Fire Services Plan
  - c. Coordinate meetings with York Area United and any other similar unit
5. Open Discussion

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
MAY 15, 2014  
5:30 P.M.

The Steering Committee met on May 15, 2014 at 5:30 p.m. Those present at the meeting representing Penn Township were Commissioners Wendell Felix and Phillip Heilman and Manager Jeffrey Garwick. Representing Hanover Borough were Council Members John Gerken and Sylvia Yingling. Manager Barbara Krebs arrived about 6:15 p.m. Also present were Chairman Peter Sheppard and Recording Secretary Kristina Rodgers. Fire Chief Jan Cromer was present representing Penn Township and Hanover Borough.

The minutes of the April 10, 2014 meeting were approved as submitted.

The Committee received reports from the subcommittees. Chief Cromer reported that the Operations Subcommittee met on April 22nd with all the volunteer and career companies present. He stated that the volunteers decided to have a general information meeting for PTVES, Eagle and Clearview Fire Companies. The volunteers met and will be going back to each of their company meetings for input. The career companies are concerned about continuing to be covered under civil service should they fall under the rule of a commission rather than a municipality. The Steering Committee discussed the possibility of the new authority adopting the civil service regulations. The Operations Committee is still leaning toward recommending one authority but will have a final answer at their June meeting. The Operations Committee will meet again on May 22.

The legal/administrative committee reported that whatever new entity is established, it would determine how all the organizations are absorbed and named. This will be further discussed after a recommendation is forthcoming from the Operations Committee.

The financial committee provided a nearly complete report showing the actual revenue and expenses of the Borough and Township for 2013 and the budgeted amounts for 2014. It was noted that the same information should be obtained from the volunteers to better understand the actual cost of fire service in the two municipalities.

The Public Information Committee will not make a report until a model has been decided upon by the Steering Committee.

Under old business it was noted that both municipalities will begin discussions with their respective bargaining units in the next several months.

The Steering Committee then discussed the financial resources of the Township, the Borough, and the volunteer companies along with the debt held by each. There was some concern that any trusts that were held by the volunteers would not be able to be moved. Chief Cromer noted that the individual trusts held by the consolidating fire companies in Penn Township were able to be moved into the new organization, PTVES, when it was chartered in 2007. Some of the volunteers have outstanding debt as do the municipalities for fire equipment.

The Committee then reviewed the call responses with Chief Cromer, who also explained how and where the career personnel are stationed. It was explained how York County 911 dispatches the fire departments within the municipalities. There was some discussion regarding responses outside of the Township along with how EMS calls are handled, both emergency and non-emergency.

The Committee again discussed briefly the types of models available to choose from. There was some concern about what role the municipalities would play within the new structure and its governing body. The Committee is not yet clear as to what the new organization should be called - an authority or committee or something not yet talked about. There was some concern as how it should be allowed to govern, how the bills are going to be paid, how revenue is going to be generated, how fees and costs should be determined, and, if it becomes advantageous, how to add future members or companies.

The Steering Committee will meet again on June 12, 2014 at 5:30 p.m. at Hanover Borough.

The meeting adjourned at 6:38 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough  
Fire Service Project  
Meeting Agenda - May 15, 2014

1. Opening of Meeting – Chairman Sheppard
2. Approval of minutes from meeting on April 10, 2014
3. Report of Committee Work
  - a. Operations – Chief Cromer
  - b. Legal/Administrative
  - c. Financial – Manager Krebs
  - d. Public Information
4. Old Business
5. New Business
6. Open Discussion
7. Adjournment

The monthly meeting of the Operations Subcommittee was called to order on April 22, 2014 at 1830 hours by Chairman Ed Schwartz. The following members were in attendance: Ed Schwartz, Matt Houck, Matt Barnes, Kevin Adams, Howard Billig, Jay Lalley, Andy Alwine, & Chris Lockard.

Each of the three volunteer company representatives will discuss the intentions of the Operations Subcommittee at their individual company meetings next month and bring feed back from the three volunteer companies to the next Operations Subcommittee meeting.

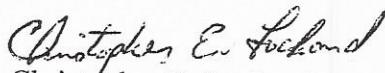
The question was brought up about how having a "Fire Authority" would affect the career firefighters with regards to Civil Service.

We began discussion of the model that we want to use to combine the fire departments and came up with a preliminary draft of what that model would look like.

The next meeting of the Operations Subcommittee will be held on May 22, 2014 at 1830 hours.

The meeting was adjourned at 2005 hours.

Respectfully Submitted



Christopher E. Lockard  
Secretary

## INTERGOVERNMENT COOPERATION

### OPERATIONS SUBCOMMITTEE

Ed Schwartz Chairman

egsfm@yahoo.com

IAFF Penn Twp		Kevin Adams	Captain49a@comcast.net
IAFF Penn Twp	Alternate	Jeff Parks	ptfd4934@comcast.net
IAFF Hanover		Howard Billig	<u>billig@embarq.com</u>
IAFF Hanover	Alternate	Jim Startzel	<u>firebear@embarq.com</u>
Eagle		Matt Houck	<u>Gr8tff@comcast.net</u>
Eagle	Alternate	Chris Lockhart	<u>kitlife2004@embarqmail.com</u>
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PTVES		Jay Lalley	<u>jaylalley@yahoo.com</u>
PTVES	Alternate	Andy Alwine	<u>pennscuba@yahoo.com</u>

**Jan D. Cromer**

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**From:** Darlene Schwartz <egsfm@yahoo.com>  
**Sent:** Tuesday, April 29, 2014 8:55 PM  
**To:** Jan Cromer  
**Subject:** FW: Minutes

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**From:** Eugene C lockard [mailto:[kitlife2004@embargmail.com](mailto:kitlife2004@embargmail.com)]  
**Sent:** Tuesday, April 29, 2014 8:35 PM  
**To:** [egsfm@yahoo.com](mailto:egsfm@yahoo.com)  
**Subject:** Minutes

Ed,

Here are the minutes from the Operations Subcommittee meeting that was held on April 22, 2014.

The Operations Subcommittee meeting was called to order on April 22, 2014 at 1830 hours by Chairman Ed Schwartz.

The following members were in attendance: Ed Schwartz, Matt Houck, Matt Barnes, Kevin Adams, Howard Billig,

Jay Lalley, Andy Alwine, & Chris Lockard.

Each of the three volunteer company representatives will discuss the intentions of the Operations Subcommittee at their individual company meetings next month and bring feed back from the three volunteer companies to the next Operations Subcommittee meeting.

The question was brought up about how having a "Fire Authority" would affect the career firefighters with regards to Civil Service.

We began discussion of the model that we want to use to combine the fire departments and came up with a preliminary draft of what that model would look like.

The next meeting of the Operations Subcommittee will be held on May 22, 2014 at 1830 hours.

The meeting was adjourned at 2005 hours.

4-5-14

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
JUNE 12, 2014  
5:30 P.M.

The Steering Committee met on June 12, 2014 at 5:30 p.m. Present at the meeting representing Penn Township was Commissioner Wendell Felix. Representing Hanover Borough were Council Member Sylvia Yingling and Manager Barbara Krebs. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough and Recording Secretary Kristina Rodgers. Fire Chief Jan Cromer was present representing Penn Township and Hanover Borough. Jerry Ozog, Fire Service Consultant, was present to facilitate the discussion

The minutes of the May 15, 2014 meeting were approved as submitted.

Fire Chief Cromer reported that the operations committee met on May 22, 2014 to discuss the model. They provided a model which the Fire Chief gave to the Committee to review. He noted that the operations committee had some issues with the model so it was not in its final state. There was some discussion about how certain portions of the chart would work and what portions of the chart are already in existence. The platoon system was explained as well as the response procedure that occurs with both departments.

The Committee discussed in depth the volunteer system and how it is proposed on the chart along with how it is anticipated to work in the future. The Committee discussed what they would be looking for if they wish to hire a deputy chief in the future.

The Committee will wait on the final recommendations from the operations committee before adopting a model and or tweaking it. It was also suggested that once a model is picked that a name be given to the organization. There was some discussion about who would make up the board and it was suggested that in addition to municipal representation there be non fire and municipal people on the board to promote community support.

The legal and administrative committee discussed the current bylaws and what would need to be considered for the new organization.

Manager Krebs provided the financial report showing the revenue and expenses for both municipalities and the volunteer organizations. The revenue was reviewed for all parties and it was noted that no relief revenue is not shown but the expenses are. There was some discussion about the trust funds and the ability to move them to another organization. The Township previously addressed that issue when they combined their volunteer fire companies.

The expenses were reviewed. It was noted that PTVES is still paying a mortgage on their building. This mortgage is currently guaranteed by the Township. The Committee discussed the purchase of a new truck that is being undertaken by the Hanover Borough. There was some discussion about what other equipment would be needed in the future. The disposition of old fire trucks was discussed. The Township has used municibid to sell them. There was some discussion on what financial role the volunteers may play once the new organization is formed. There role will depend on the model chosen. Incentive programs utilized by other fire organizations were reviewed.

The public information committee reported that the press is aware of the meetings and will not report on them until such time as there is a release from the Committee. It is anticipated that once a model is chosen the municipalities will meet to discuss what has been decided. At that point a press release will be made public.

There was open discussion about the Township municipalities and the volunteer fire companies and how they operate in the with regards to EMS service, responding to calls, and fundraisers. This was for general information so that all the participants were aware of the structure.

The Steering Committee will meet again on July 10, 2014 at 5:30 p.m. at Hanover Borough.

The meeting adjourned at 6:45 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda - June 12, 2014

1. Opening of Meeting – Chairman Sheppard
2. Approval of minutes from meeting on May 15, 2014
3. Report of Committee Work
  - a. Operations – Chief Cromer
  - b. Legal/Administrative
  - c. Financial – Manager Krebs
  - d. Public Information
4. Old Business
5. New Business
6. Open Discussion
7. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
JULY 10, 2014  
5:30 P.M.

The Steering Committee met on July 10, 2014 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Wendell Felix and Phillip Heilman. Representing Hanover Borough were Council Member Sylvia Yingling, John Gerken and Manager Barbara Krebs. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough and Recording Secretary Kristina Rodgers. Fire Chief Jan Cromer was present representing Penn Township and Hanover Borough. Jerry Ozog, Fire Service Consultant, and Rob Brady, DCED were present to facilitate the discussion

Chairman Sheppard opened the meeting by stating it was an open meeting which meant that everyone was allowed to speak their opinion. The purpose of this particular meeting was to get input from the sub committee on the model.

The minutes of the June 12, 2014 meeting were approved as submitted.

Chief Cromer provided a copy of the proposed model that was recommended by the operations committee. Those present from the committee included Jay Lally, PTVES, Ed Schwartz, facilitator, Kevin Adams, Captain, Penn Township Department of Fire and Rescue, Howard Billick, Hanover Borough career fire fighter, Matt Houck, past captain of Eagle Fire Company, Chris Lockhart, member of Eagle Fire Company and Warren Peters.

The operations committee and the steering committee reviewed the proposed model which shows one company that includes both volunteer and paid firefighters. The chart shows battalion chiefs, captains, lieutenants, and firefighters under the paid fire fighter side. The steering committee asked for clarification as currently neither department has battalion chiefs. The operations committee explained that three of the current captains would become battalion chiefs and the other three would remain captains. The operations committee is aware that there is additional cost to hire more fire fighters but they are anticipating savings from combining services, which will reduce duplication. Chairman Sheppard confirmed with the volunteer representatives that they support the model presented. The model is for consideration and the committee realizes it may take time to come to a consensus. The model provides for an officer at each station all the times, which is not currently the practice. Chairman Sheppard asked for clarification as to who would be responsible on a fire call. The committee explained it would depend on the type of call and what equipment is required to respond.

Captain Adams explained how the new model would work. The model as presented would require three additional fire fighters to be hired. This model puts an officer (captain or lieutenant) at each station, Clearview, Wirt Park, and Penn Township. Currently, there is no officer at the Clearview station. There would be ten employees scheduled for each shift with minimum required firefighters being eight. There would be three to four career firefighters at each station during a shift with the possibility of some additional volunteers. Chairman Sheppard stated that the consolidation should not cost the municipalities any more than what they are paying currently. Mr. Schwartz stated that the volunteers are having trouble finding enough officers and with one organization they may be able to continue. It was noted that there are fewer volunteers responding to fire calls now than there were several years ago.

The operations committee explained the EMS portion of the chart and why it is managed separately. It was noted that fire equipment would be standardized which would allow the career and volunteer firefighters to move more easily from one station to another. The next step for the operations committee would be to review the equipment requirements but this would occur only after a model is chosen. It was noted that the volunteers no longer have enough personnel to conduct fundraisers and to respond to calls and will not be able to afford to continue to purchase apparatus. It was noted that the battalion chiefs would have other responsibilities to include fire prevention, inspection, training etc.

Chairman Sheppard noted that the committee has reviewed reports and models from several other organizations in preparing for the new organizational chart. He feels that an organization structure should be created which will allow us to grow. It was noted that this model will allow for additional members.

There was no report from the legal and administrative committee and the financial committee. There has not been any information put out to the public regarding the meetings but anyone is invited to attend.

Chief Cromer wanted to make sure that each organization understands that any revenue or expenses will be part of the umbrella organization and will not go to each individual company or unit and that the new organization would be governed by a commission. There was some discussion about the assets and debts of the existing companies and how that will affect any new organization. The steering committee will need to review all the revenue and expenses of the proposed model. There was some discussion about the EMS employees and how they are paid. The Penn Township Volunteer Emergency Services processes payroll and pays a mortgage on the building with the revenue that is generated from the ambulance service. Occasionally there is a small amount left over for savings but typically not a lot. Chief Cromer stated that the EMS revenue would not buy the volunteers new apparatus. It was noted that very few volunteers came to the meeting when they were discussing the model. Chief Cromer stated that it was similar situation when the Penn Township Volunteer Fire Companies considered consolidation. There was some discussion about doing fire inspections which is currently being done by the Township and which the Borough is considering.

There was some discussion about how the committee established the volunteer section of the organizational chart. The volunteer administrative committees would include recruitment and retention and would provide support to the career staff. There is a complete separate chain of command for the volunteers. The volunteer chief would be in charge of his volunteer personnel at an incident. He could not become a volunteer battalion chief. The operations committee explained how the volunteer's board of directors would report to the commission. If we choose to move forward with a consolidation the career firefighters could remain Civil Service if an intergovernmental agreement is reached between the municipalities. The career firefighters have talked with representation and the municipalities will make the appropriate contacts once a decision is made.

The operations committee will begin the review of the equipment owned by the various organizations. The steering committee will review the model with financial information applied and will meet again on August 14, 2014 at 5:30 p.m. at Hanover Borough.

The meeting adjourned at 6:22 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – July 10, 2014

1. Opening of Meeting – Chairman Sheppard
2. Approval of minutes from meeting on June 12, 2014
3. Report of Committee Work
  - a. Operations – Chief Cromer
  - b. Legal/Administrative
  - c. Financial
  - d. Public Information
4. Old Business
5. New Business
6. Open Discussion
7. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
AUGUST 14, 2014  
5:30 P.M.

The Steering Committee met on August 14, 2014 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Wendell Felix and Phillip Heilman and Manager Garwick. Representing Hanover Borough were Council Member Sylvia Yingling and Manager Barbara Krebs. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough and Recording Secretary Kristina Rodgers. Fire Chief Jan Cromer was present representing Penn Township and Hanover Borough. Rob Brady, DCED, was present to facilitate the discussion. Ed Schwartz, the facilitator of the operation committee, along with several fire company members were present in the audience.

The minutes of the July 10, 2014 meeting were approved as submitted.

Chief Cromer provided a copy of the revised model and the costs associated with the implementation. The new model removed the battalion chief. The organizational structure presented reflected a Department Chief, a Deputy Department Chief, with a captain and nine firefighters on each platoon. Chief Cromer questioned having a volunteer chief since both municipalities have eliminated that position.

There was some discussion about the number of firefighters working per shift. According to Chief Cromer the minimum on any shift between Hanover Borough and Penn Township is eight with the maximum being ten. Both departments have minimum manning of four firefighters on each platoon. The revised plan will hire one additional fire personnel rather than three as proposed. The plan calls for an administrative assistant for the Chief who would work for the Chief and the Commission.

There was some discussion about a succession plan. The Fire Chief will be retiring in several years and there is no one currently available to fill in when he does. There was concern about getting a person hired to learn what the Chief does and provide assistance. There is no second in command when the Fire Chief is on vacation.

There was some discussion by the Committee to hire a deputy fire chief that would be shared by both municipalities. A motion was made by Manager Krebs and seconded by Commissioner Felix that the municipalities get together to develop a job description for deputy fire chief and discuss the possibility of funding in the coming year.

The Committee then returned to the discussion of the governing organization and who makes up the structure. There was some discussion that at least two representatives of each municipality be on the board, the two managers, along with a representative of the volunteers, and members from the business community and the fire chief. The fire chief would be non-voting member. It was suggested that members-at-large be included so that when the municipalities have to raise taxes for the purchase of fire equipment or to hire additional fire fighters, the public understands that there was outside input. This person can speak for the governing organization. A Board of fifteen members with a simple majority for quorum and voting was suggested. There was discussion regarding funding. The municipalities would contribute to the group but the volunteers would also bring some funds, along with some debt that will need to be paid. The Penn Township Volunteer Emergency Services also has the ambulance service that generates revenues.

It was noted that most of the existing volunteer fire companies do not have the appropriate personnel to fill the various offices of each organization. This is due to several factors but the most important is because of the shrinking number of volunteers. It was noted that the volunteers do receive funds from the municipalities to keep them operational. There is some concern that the new structure is set up so that qualified individuals hold the volunteer offices. The PTVES was set up with qualifications that need to be met in order to hold an office.

The Committee recommended that it work once more on the chart and the make up of the governing commission. This will then allow it to put the appropriate costs to the model. The operations committee will continue working on the equipment inventory.

No report was given on the legal/administrative and financial committees.

There will be some discussion at the next meeting about sharing information with the public.

The meeting adjourned at 6:55 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – August 14, 2014

1. Opening of Meeting – Chairman Sheppard
2. Approval of minutes from meeting on July 10, 2014
3. Report of Committee Work
  - A. Operations – Chief Cromer
    - (1) Discuss Model
  - B. Legal/Administrative
  - C. Financial
  - D. Public Information
4. Old Business
5. New Business
6. Open Discussion
7. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
SEPTEMBER 25, 2014  
5:30 P.M.

The Steering Committee met on September 25, 2014 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Wendell Felix and Phillip Heilman and Manager Jeff Garwick. Representing Hanover Borough were Council Members Sylvia Yingling and John Gerken and Manager Barbara Krebs. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough, Hanover-Penn Fire Chief Jan Cromer and Recording Secretary Kristina Rodgers. Ed Schwartz, facilitator of the operation committee, along with several fire firefighters were present in the audience.

The minutes of the August 14, 2014 meeting were approved as submitted.

Chief Cromer was prepared to provide a copy of a revised organizational structure model. At this point, Chairman Sheppard notified the steering committee that he had been contacted by the operations committee with regards to the model. Chairman Sheppard stated that the operations committee felt that they had not been given sufficient opportunity to present their case for the creation of three battalion chiefs. Chief Cromer requested clarification from the firemen as to whether or not their position was similar to that contained in the plan provided several years ago by the career firefighters. Mr. Schwartz stated that it was similar. After some discussion the steering committee agreed to allow the operations committee to make a presentation at next months meeting. The revised organizational structure will be distributed and discussed at some point in the future.

The committee reviewed the proposed job description for a deputy fire chief. There were questions regarding the job description of fire Chief and Penn Township indicated that it has a fire chief job description, which we would share. There was discussion and clarification on training, experience and certifications required. The committee suggested a change in the education requirements by removing the GED equivalent and noting that an Associates Degree in Fire Science or Business Management is preferred. The committee approved the job description as amended.

The committee next turned to the financial reports. Chief Cromer provided a spreadsheet with the assets, liabilities, income and expenses for both municipalities and the volunteers. The committee will continue to monitor the finances of all the organizations involved.

Manager Garwick stated that he began work on a press release but did not complete it due to the anticipated change in direction of the meeting. The press release will be prepared upon completion of the model. It was noted that no one has been asked by the press about the progress of the committee.

The committee discussed the volunteer chief position. Chief Cromer stated that the volunteer companies from both municipalities eliminated the position several years ago. During a fire call the career departments would not take direction from a volunteer chief. The hierarchy of the fire department was then explained. The fire line officers have a different role than the administrative officers.

The next meeting is scheduled for Thursday, October 9, 2014. Members Krebs/Yingling moved to adjourn the meeting at 6:30 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – September 25, 2014

1. Opening of Meeting – Chairman Sheppard
2. Approval of minutes from meeting on August 14, 2014
3. Report of Committee Work
  - A. Operations – Chief Cromer
    - (1) Review and Approve Revised Model
  - B. Legal/Administrative
    - (1) Review and Discuss Job Description for Deputy Chief
  - C. Financial
  - D. Public Information
    - (1) Discuss Press Release
4. Old Business
5. New Business
6. Open Discussion
7. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
OCTOBER 9, 2014  
5:30 P.M.

The Steering Committee met on October 9, 2014 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Wendell Felix, Phillip Heilman and Manager Jeff Garwick. Representing Hanover Borough were Council Members Sylvia Yingling, John Gerken and Manager Barbara Krebs. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough, Hanover-Penn Fire Chief Jan Cromer and Recording Secretary Kristina Rodgers.

The minutes of the September 25, 2014 meeting were approved as submitted.

Mr. Sheppard turned the meeting over to the operations committee for a presentation. Ed Schwartz, facilitator of the operations committee, along with members of his committee and other emergency personnel, were present in the audience. Mr. Schwartz introduced the members of the operations committee. He then turned the meeting over to Kevin Adams, career firefighter from Penn Township. Captain Adams began by providing everyone on the steering committee with a handout and DVD of the presentation. He reviewed the model organization, the referenced standards, the recommended structure of the commission, the two branches of emergency services, career and volunteer, and the proposed officers and qualifications under the structure. Captain Adams also reviewed the pros and cons of the proposed officer alignments along with the financial costs. Captain Adams then reviewed the emergency medical services division. He then turned the presentation over to Jay Lalley, Penn Township Volunteer Emergency Services, to review the volunteer services branch of the model. He reviewed the proposed officers and the required qualifications.

Captain Adams then resumed the presentation by discussing the apparatus plan. The plan recommended reducing the current twenty nine vehicles owned by all the departments to twenty one vehicles. He then reviewed each specific piece of equipment and the uses for each. He concluded the report by discussing the Insurance Services Office (ISO) rating. This is the rating applied to communities which helps determine the cost of individual property insurance policies. This rating would apply to businesses more than residential properties.

The next meeting is scheduled for Wednesday, November 12, 2014 at 5:30 p.m. The meeting adjourned at approximately 6:45 p.m. at which time the steering committee went into an executive session.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – October 9, 2014

1. Opening of Meeting – Chairman Sheppard
2. Approval of minutes from meeting on September 25, 2014
3. Presentation by Operations Sub-Committee
4. Report of Committee Work
  - A. Operations
  - B. Legal/Administrative
  - C. Financial
  - D. Public Information
5. Old Business
6. New Business
7. Open Discussion
8. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
NOVEMBER 12, 2014  
5:30 P.M.

The Steering Committee met on November 12, 2014 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Wendell Felix and Phillip Heilman. Representing Hanover Borough were Council Members Sylvia Yingling, John Gerken and Manager Barbara Krebs. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough, Hanover-Penn Fire Chief Jan Cromer and Recording Secretary Kristina Rodgers.

The minutes of the October 9, 2014 meeting were approved as submitted.

Fire Chief Cromer asked where the committee was going. Are they consolidating, merging or remaining the same? The committee has met for over a year and there has been very little progress. He noted that volunteerism is declining and both municipalities are going to need to consider hiring additional paid staff to cover the shortage.

After some discussion by the municipalities the Committee agreed to continue with the discussion of consolidation. Some of the concerns that were expressed included the cost of consolidation with regards to the new bureaucracy, the facilities, equipment, and personnel. The facilities in Hanover Borough are owned by the Borough but the facilities in Penn Township are owned by the volunteers.

Mr. Sheppard asked that anyone on the committee with tasks that needed to be completed and concerns about the process email them to him. Hanover and Penn will get together to discuss the costs each is incurring and develop the cost associated with a new organization. Hanover Borough has a C.P.A. on staff that they offered to utilize him. It is anticipated that this will occur after the first of the year and the findings could be reported by March.

The discussion turned to the emergency medical services and the future with Hanover Hospital. This issue will be resolved between the Penn Township Volunteer Emergency Services and the hospital. The concern is because the Penn Township EMS is the only ambulance service in Hanover and they support the Penn Township Volunteer Emergency Services association.

The steering committee will need to discuss the composition of the managing authority.

The grant for the fire chief has been submitted to DCED. Rob Brady, account manager, has asked that a resolution of support from the committee be submitted. Manager Krebs explained that this Committee does not have the authority to issue resolutions. Mr. Brady suggested that a letter of support be issued from the chairman and vice chairman.

The next meeting was set for January 7, 2015 at 5:30 p.m.

The meeting adjourned at 6:20 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – November 12, 2014

1. Opening of Meeting – Chairman Sheppard
2. Approval of minutes from meeting on October 9, 2011
3. Report of Committee Work
  - A. Operations
    1. Confirm decision regarding the organization model
  - B. Legal/Administrative
  - C. Financial
  - D. Public Information
4. Old Business
  1. Discuss proceeding with Deputy Chief
5. New Business
6. Open Discussion
7. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
JANUARY 7, 2015  
5:30 P.M.

The Steering Committee met on January 7, 2015 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Wendell Felix and Phillip Heilman and Assistant Manager Kristina Rodgers. Representing Hanover Borough were Council Members Sylvia Yingling, John Gerken and Manager Barbara Krebs. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough, and Hanover-Penn Fire Chief Jan Cromer.

The minutes of the November 12, 2014 meeting were approved as submitted.

The Committee began by discussing what is needed to move forward with the "consolidation." The Committee needs to have a budget for review of all costs associated with the project to consider how to proceed. This budget will be developed in conjunction with the operations committee. The municipal managers along with Fire Chief Cromer will meet with the committee and explain what is needed. This budget needs to include all the tangible costs. These include equipment, payroll, (current and additional), buildings, additional services (auditing, payroll etc.), pensions, and insurance (vehicles, buildings and personnel). What are the intangible costs? After the expenses are decided they will need to have a revenue source. What funds would be transferred from the existing organizations? What revenue will be generated from the EMS? What will each municipality contribute? How will donations affect funding? Once these questions are answered the Committee will be better able to decide on the direction of the "consolidation."

Upon the decision to move forward, the steering committee will need to decide on a charter and a governing board? The Steering Committee can review the charter of other combined organizations including SAVES. The Charter will need to set up the governing body, how the budget will be determined, what percent will each municipality contribute, will it be based upon population? Will other organization be added? What rights do charter members retain if additional organizations are added?

How will the governing board be determined? Will it include representatives from each of the municipalities (elected officials, appointed officials, fire chief, deputy chief), members from the community (business professionals, members at large, will there be equal representation for each municipality), and will each organization that entered have a vote (volunteers, fire police, etc.)? What will be the term of each member? How does population affect participation?

The next meeting was set for February 12, 2015 at 5:30 p.m. at Penn Township.

The meeting adjourned at 5:52 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – January 7, 2015

1. Opening of Meeting – Chairman Sheppard
2. Approval of minutes from meeting on November 12, 2014
3. Report of Committee Work
  - A. Operations
  - B. Legal/Administrative
  - C. Financial
  - D. Public Information
4. Old Business
5. New Business
6. Open Discussion
7. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
FEBRUARY 12, 2015  
5:30 P.M.

The Steering Committee met on February 12, 2015 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Wendell Felix and Phillip Heilman and Assistant Manager Kristina Rodgers. Representing Hanover Borough was Manager Barbara Krebs. Also present were Chairman Peter Sheppard and Hanover-Penn Fire Chief Jan Cromer.

The minutes of the January 7, 2015 meeting were approved as submitted.

Fire Chief Cromer stated that Manager Krebs and Assistant Manager Rodgers met with the operations committee. The operations committee was to move forward preparing a timetable for the "consolidation." They would then forward this to the steering committee for review. Fire Chief Cromer stated that he had received their comments but was not able to review them.

There was some concerns expressed about how the volunteers companies would be consolidated into a new organization and what type of representation they would have on the governing board. The volunteers are bringing financial resources to the organization. The EMS services is provided by the volunteers. A final determination would be made when the organizational chart is approved.

The Committee discussed how we want to proceed with moving forward since there has been minimal progress in the last year. The managers and the fire chief will meet to develop cost estimates on the "consolidation" for the next several years. Following the review the committee will decide on how to proceed.

The Committee recommended holding bimonthly meetings.

The next meeting was set for April 9, 2015 at 5:30 p.m. at Penn Township.

The meeting adjourned at 6:05 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – February 12, 2015

1. Opening of Meeting – Chairman Sheppard
2. Approval of minutes from meeting on January 7, 2015
3. Report of Committee Work
  - A. Operations
    1. Review meeting between Managers and Operations Committee
  - B. Legal/Administrative
  - C. Financial
  - D. Public Information
4. Old Business
  1. Update on Deputy Fire Chief
5. New Business
6. Open Discussion
7. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
MAY 14, 2015  
5:30 P.M.

The Steering Committee met on May 14, 2015 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Wendell Felix and Phillip Heilman and Manager Kristina Rodgers. Representing Hanover Borough were Councilwoman Sylvia Yingling and Manager Barbara Krebs. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough, Hanover-Penn Fire Chief Jan Cromer, and Robert Brady, Department of Economic Development.

The minutes of the February 12, 2015 meeting were approved as submitted.

Fire Chief Cromer presented costs for Hanover Borough and Penn Township to remain the same, to consolidate the two career organizations, and to consolidate the career and volunteer organizations. The costs show the addition of a deputy chief, an administrative assistant, additional firefighters in coming years along with the purchase of new equipment. The deputy chief is in the process of being hired and the costs will be shared jointly. There was some discussion on what the administrative assistant would do along with the current EMT assistant/billing clerk and how these people would fit into the office staff. The administrative assistant will be hired in mid 2017. It was asked why there would need to be additional firefighters hired in the future. This would be to cover the loss of volunteers over time. If the volunteer system adds members then the paid department would not need to hire additional employees. Over the last ten years the volunteers have dropped off increasingly. On the last few fires within Hanover Borough and Penn Township there was only one volunteer who responded to the calls. This has resulted in a reduction in the relief money received by both relief associations. Additional employees may be needed if no volunteers respond to calls or disband. Hanover Borough is purchasing a new fire truck this year and will need a new duty car in 2017 and will need to replace both of their KME engines within the next five years. Penn Township will need to purchase a new aerial in 2017, a new duty car in 2018 and replace engine 49-2 in 2021 if the associations do not consolidate. If they consolidate the budget calls for a new duty car, the 2014 aerial truck, a 2021 quint, a new fire police truck, and new ambulances. The Committee discussed the numbers and decided they would like the committee to make a decision next month about moving forward. Once the Committee commits it will be taken back to the governing bodies for a presentation and there consideration. It was suggested that an executive summary be created following the approval by the steering committee to present to the governing boards. If all agree to consolidate then the steering committee will proceed with establishing how the governing board will be made up.

Manager Krebs reviewed the progress of the interviews for deputy fire chief. There are four individuals that will be sent notification for final interviews.

The next meeting was set for June 11, 2015 at 5:30 p.m. at Penn Township.

The meeting adjourned at 6:45 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – May 14, 2015

1. Opening of Meeting – Chairman Sheppard
2. Approval of minutes from meeting on February 12, 2015
3. Report of Committee Work
  - A. Operations
  - B. Legal/Administrative
  - C. Financial
    1. Review financial information
  - D. Public Information
4. Old Business
  1. Update on hiring of Deputy Chief
5. New Business
6. Open Discussion
7. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
JUNE 11, 2015  
5:30 P.M.

The Steering Committee met on June 11, 2015 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Craig Prieber and Phillip Heilman and Manager Kristina Rodgers. Representing Hanover Borough was Manager Barbara Krebs. Also present were Chairman Peter Sheppard, Hanover-Penn Fire Chief Jan Cromer, and Robert Brady, Department of Economic Development.

The minutes of the May 14, 2015 meeting were approved as submitted.

Fire Chief Cromer presented a summary on the budget costs for consolidation/merger of fire/ems. He stated that grants maybe available to offset some of the costs to consolidate or merge. He stated that most of the cost savings will be from the reducing apparatus that is presently being duplicated between the two departments. Fire Chief Cromer reviewed the equipment that needs replaced by each municipality and when. After review and some discussion by the committee the meeting was turned over to Rob Brady from DCED.

The Committee has been discussing a consolidation/merger for eighteen months. All on the Committee felt it was time to move forward to advise the governing bodies on the progress and for them to vote on proceeding any further. Mr. Brady provided guidance in developing an agreement and provided copies of agreements already adopted by other municipalities in PA. Once the governing bodies agree to move forward it was suggested that inter municipal agreement be adopted by ordinance between the two municipalities. The agreement would need to include the following:

Conditions and purpose – why is this commission being established.  
Duration of agreement – length of time and condition for renewal  
Jurisdiction and Authority  
Finance and Budget – budget year and budget calendar  
Funding apportionment and formula (it was suggested it be based on assessed value)  
Capital Needs – Startup costs, transfer and restriction of current assets, future needs  
Regional Emergency Services Commission - Organization and Operational Structure  
Meetings - dates, times, location  
Commission headquarters – physical and mailing address  
Commission boundaries  
Addition of new member municipalities  
Withdrawal of member municipalities  
Dissolution of Regional Commission  
Immunity and Claims  
Effect of Regionalization on Existing Departments  
Amendments and Execution  
Signature Page  
Definitions  
Appendices – enabling ordinance and calendar

The Committee has agreed (in theory) to one umbrella organization overseeing the operations of the fire, rescue, emergency medical services, and fire police services for Hanover Borough and Penn Township. The intent of the consolidation/merger is to stream line the operation of the emergency services in the Greater Hanover Area. This will be accomplished by eliminating duplication of services and equipment and better utilizing career and volunteer personnel. The Committee has discussed the following composition for the voting members of the commission: two municipal officials from each involved municipality, two volunteer representatives elected by the membership of the volunteer organization (they cannot be paid members of the consolidated department), two citizens at large, and one business representative from a business located in the municipalities involved. The non-voting members include the municipal managers from each of the involved municipalities, the department fire chief, and the administrative assistant. There will be a career and volunteer service branch.

The Steering Committee agreed to a joint meeting in August. In July the committee will work on preparing a presentation to the both municipalities.

Manager Krebs noted that Deputy Fire Chief interviews will be conducted on July 1.

The next meeting was set for July 8, 2015 at 5:30 p.m. at Penn Township.

The meeting adjourned at 6:30 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – June 11, 2015

1. Opening of Meeting – Chairman Sheppard
2. Approval of minutes from meeting on May 14, 2015
3. Report of Committee Work
  - A. Operations
  - B. Legal/Administrative
  - C. Financial
    1. Review financial information
    2. Discuss continuation of project
  - D. Public Information
4. Old Business
  1. Update on hiring of Deputy Chief
5. New Business
6. Open Discussion
7. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
JULY 8, 2015  
5:30 P.M.

The Steering Committee met on July 8, 2015 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Craig Prieber and Phillip Heilman and Manager Kristina Rodgers. Representing Hanover Borough were Councilman John Gerken and Sylvia Yingling and Manager Barbara Krebs. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough and Hanover-Penn Fire Chief Jan Cromer.

The minutes of the June 11, 2015 meeting were approved as submitted.

The Committee was going to prepare for the public hearing that was originally scheduled for August 13 but since the DCED representative was not available the Committee had an open discussion about the process and rescheduling the public hearing. The Committee reviewed the spreadsheets that were provided by Chief Cromer and briefly discussed them. Chief Cromer provided a list of vehicles that need to be replaced by each department and municipality by year and how it would be affected by the merger. If all departments consolidate we would begin to eliminate replacing equipment in 2017. If consolidation occurs we would go from 22 pieces of equipment to 15 pieces of equipment.

The Committee discussed the presentation and the ultimate goal of the presentation. After the presentation each municipality would decide if they want to move forward with consolidation. If the municipalities would decide not to consolidate they would continue with sharing fire chief/deputy chief services and discuss purchasing equipment together. If they agree to move forward an agreement would be drawn up and executed by the municipalities. The agreement would stipulate the formation of a governing body and that body would proceed with the consolidation. The agreement would stipulate the provisions for exiting the consolidation which could be done by either municipality at any time. There was still concern about the composition of the governing board. The Committee members will review the sample agreements provided by DCED before the next meeting and from there an agreement will be drawn up for the new organization. This will provide a framework for the presentation and discussion.

The Committee set the public hearing for September 30, 2015 at 7:00 p.m. at the Wellness Center if available.

Borough Manager Krebs reported that an offer was made to a candidate for the Deputy Fire Chief position and he accepted. The Civil Service has to approve and make a recommendation to the Borough Council for his appointment.

The next meeting was set for August 12, 2015 at 6:00 p.m. at Penn Township when the Committee will review the presentation materials.

The meeting adjourned at 6:45 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – July 8, 2015

1. Opening of Meeting – Chairman Sheppard
2. Approval of minutes from meeting on June 11, 2015
3. Report of Committee Work
  - A. Operations
  - B. Legal/Administrative
  - C. Financial
  - D. Public Information
    1. Prepare for public hearing
    2. Confirm date of public hearing and location
4. Old Business
  1. Update on hiring of Deputy Chief
5. New Business
6. Open Discussion
7. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
AUGUST 12, 2015  
5:30 P.M.

The Steering Committee met on August 12, 2015 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Craig Prieber and Phillip Heilman and Manager Kristina Rodgers. Representing Hanover Borough were Councilman John Gerken and Sylvia Yingling and Manager Barbara Krebs. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough and Hanover-Penn Fire Chief Jan Cromer.

The minutes of the July 8, 2015 meeting were approved as submitted.

The Committee reviewed the draft agreement that was prepared. Some of the suggested changes included changing the name to the Greater Hanover Area. There are already several other Hanover Area Fire Departments within Pennsylvania. Commissioner Heilman suggested that the fiscal year for the fire department be different from the one for the municipalities. This will allow the funding stream to the fire companies not to be interrupted by the municipality's budget process. It was also suggested that the consumer price index be clarified. The agreement will contain a schedule A of all owned fire equipment by the municipalities along with the volunteers at the time of the consolidation.

It was suggested that the four members appointed by the municipalities be elected or appointed officials. It was noted that voting members of the commission shall serve without pay.

Mr. Sheppard and Mr. Brady prepared presentations for the Committee to review. The Committee will utilize the one prepared by Mr. Brady. There was a hand out of the presentation given to all members of the committee. The slides included the make-up of the steering committee, the purpose of the committee, the challenges facing today's emergency services, the committee structure, committee findings, and a summary of recommendations. At the conclusion of the presentation there will be a question and answer period. It is anticipated that the steering committee may want to sit together during the presentation so that they can answer questions.

It was noted that the Deputy Fire Chief will start on August 31, 2015.

The meeting adjourned at 7:22 p.m.

Kristina Rodgers  
Recording Secretary

## DEPUTY FIRE CHIEF JOB DESCRIPTION

### Summary Description

Under administrative direction, assists in planning, directing, managing, and overseeing the activities and operations of the Fire Department, including fire suppression, fire prevention, emergency medical services, hazardous materials response, disaster preparedness, and related programs, services and operations. Coordinates assigned activities with other departments and outside agencies. Occasionally serves as Officer in Charge for assigned shift and responds to incidents. Represents the Fire Department in the absence of the Fire Chief, and provides highly responsible and complex administrative support to the Fire Chief.

### Representative Duties

- Directs emergency operations, assuring the best possible control in emergency situations in order to protect the lives and property of those in need of service.
- Participates in the incident command system at major incidents.
- Directs and supervises duties of subordinate staff. Supervisory duties include: instructing, assigning, reviewing and planning work of others, maintaining standards, coordinating activities, allocating personnel, assist in selection of new employees, responding to employee problems and making recommendations to the Chief on matters involving discipline and discharge.
- Reviews the work of subordinates for completeness and accuracy, evaluates and makes recommendations as appropriate and offers assistance as needed.
- Develops training for employees and coordinates Fire and EMS recertification programs.
- Assists in developing standard operating practices to ensure efficiency, productivity and compliance with all applicable policies, codes, statutes, laws and regulations.
- Prepares for responses to multi-casualty incidents, hazardous materials response and disasters and ensures prompt response with appropriate equipment and personnel.
- Coordinates department activities with those of other Departments.
- Investigates and responds to inquiries and complaints from the public.
- Keeps informed of new technology, methods and regulations for fire prevention and suppression operations. Attends meetings, conferences and continuing education classes as required.
- Performs general office work, including but not limited to meetings, preparing reports and correspondence, copying and filing.
- Operates fire suppression equipment, hand tools, self-contained breathing apparatus, rescue equipment, radio equipment and protective gear.

- Communicates with dispatch and hospital personnel as required, efficiently disseminating information.
- Manages salvage operations after an emergency situation is controlled.
- Prepares and submit reports as needed.
- Performs related duties as directed.

#### Minimum Training & Experience

- Ten years of active firefighting service
- High School Diploma or GED equivalent
- Associate Degree in Fire Science or Business Management (preferred)

#### Licenses & Certifications

- Firefighter II
- Fire Officer III (or obtain within 18 months of hire)
- Vehicle Rescue Technician
- Fire Inspector II
- Emergency Medical Technician
- Rapid Intervention Qualified
- ICS 100, 200, 300, 700 & 800
- ICS 400 (within 18 months of appointment)

#### Knowledge, Skills & Abilities

- Ability to effectively supervise a staff comprised of professionals, volunteers and entry level personnel engaged in carrying out fire suppression, EMS and hazardous materials control functions.
- Ability to supervise and enforce safe first aid/medical rescue methods.
- Skill in principles and techniques of customer relations, ability to deal diplomatically with irate, violent or frantic individuals and ability to react quickly and calmly in emergency situations.
- Ability to observe and objectively and clearly report routine and non-routine emergency and non-emergency activities.
- Ability to understand and follow written and oral instructions.
- Ability to clearly communicate information both verbally and in writing.
- Ability to read, update and maintain various records and files.
- Ability to operate basic office and computer equipment.
- Ability to access, operate and maintain various software applications.
- Ability to establish and maintain effective working relationships with departmental staff, supervisors and general public.

### Physical Requirements

- In order to perform the essential functions of this job some tasks involve the ability to exert moderate physical effort, typically in combination of sitting, standing and/or walking.
- Emergency tasks and training involve performance of physically demanding work, which may involve some combination of running, climbing or jumping and may involve lifting, carrying, pushing and/or pulling of moderately heavy and/or heavy objects, materials and/or persons (20 – 150 pounds).
- Must be capable of wearing protective clothing and equipment up to 60 pounds and work in varying temperatures and toxic atmospheres.
- In responding to critical incidents, may be exposed to fumes, airborne particles, toxic or caustic substances, excessive noise, temperature extremes and humidity. May be exposed to possible bodily injury resulting from falling from high, exposed places, moving mechanical parts of equipment, tools or machinery.

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – August 12, 2015

1. Opening of Meeting – Chairman Sheppard
2. Approval of minutes from meeting on July 8, 2015
3. Report of Committee Work
  - A. Operations
  - B. Legal/Administrative
    1. Consider draft agreement. What are we missing?
  - C. Financial
    1. Discuss any outstanding issues with regards to “cost savings” or cost avoidance.
  - D. Public Information
    1. Prepare for public hearing
    2. What questions should we anticipate?
    3. Who is the spokesperson for the group?
  4. Old Business
    1. Update on hiring of Deputy Chief
  5. New Business
  6. Open Discussion
  7. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
JANUARY 28, 2016  
5:30 P.M.

The Steering Committee met on January 28, 2016 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Phillip Heilman and Joseph Klunk and Manager Kristina Rodgers. Representing Hanover Borough were Councilman Robert Marcoccio and Manager Florence Ford. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough and Hanover-Penn Fire Chief Jan Cromer.

The minutes of the August 12, 2015 meeting were approved as submitted.

The members of the Committee introduced themselves since new members have been appointed since the meeting of August 12, 2015. Fire Chief Cromer then reviewed the make-up of the two municipal departments along with the volunteer departments within in each municipality. A review of the Committee work was discussed. The Committee has been meeting for about eighteen months and held a public meeting in September. It was noted that the governing board of each municipality agreed to continue discussion with regards to the consolidation and/or merger. None of the governing bodies have agreed to consolidate or merge. The Committee has received information on the equipment, finances and the property of each of the organizations which may be considered in the merger/consolidation.

After a frank discussion about the direction of the Committee it was decided that Managers Ford and Rodgers along with Fire Chief Cromer would prepare a draft agreement. The draft agreement that was prepared last summer would be used as the starting point. There was some discussion about the composition of the governing board with regards to the volunteers. The agreement would be brought back to the Committee reviewed and voted on. Once the Steering Committee had an approved agreement it would be presented to the governing bodies for their approval. The agreement would be forwarded to the committee prior to the next meeting for their review.

The next meeting is scheduled for March 31, 2016 at 5:30 p.m. at Penn Township.

The meeting adjourned at 6:22 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – January 28, 2016

1. Opening of Meeting – Chairman Sheppard
2. Introduction of Members
3. Review of Operations
4. Open Discussion
5. Old Business
6. New Business - Set next meeting date
7. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
MARCH 31, 2016  
5:30 P.M.

The Steering Committee met on March 31, 2016 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Phillip Heilman and Joseph Klunk and Manager Kristina Rodgers. Representing Hanover Borough were Councilman Robert Marcoccio and Manager Florence Ford. Also present were Chairman Peter Sheppard and Hanover-Penn Fire Chief Jan Cromer.

The minutes of the January 28, 2016 meeting were approved as submitted.

Managers Ford and Rodgers along with Fire Chief Cromer prepared a draft agreement and budget that was reviewed by the Committee. The proposed agreement is between the Borough of Hanover and the Township of Penn and the volunteer fire companies that are within the two municipalities. The agreement is for seven years beginning on January 1, 2017. The name of the organization will be the South Western Regional Fire and Ems service. The new organization will be governed by a commission. The Commission's fiscal year will be April 1 through March 31. The contribution made by each municipality to the commission will not exceed forty percent of the budget. The Commission will need to generate twenty percent of the revenue for operating expenses. The Commission will need to forward a draft budget to the municipalities by October 1 of each year and the funding municipalities will inform the Commission by January 10 if the budget has been approved. The agreement spells out the assets of each organization that will be joining the Commission. The Commission will consist of seven members including four from the municipalities, two from the volunteers and one at large member. The Fire Chief will be an employee of the Commission. The Commission will have the authority to hire, fire, discipline employees and the authority to enter into contracts for services. The Commission will meet to conduct business and no official action can be taken unless a majority of Commission members agree. A majority at this time is four. The Commission headquarters will be determined by the commission. There are provisions for adding members, dissolution, and the effects on the current departments. The agreement provides a timetable for the implementation of the agreement. It is understood that if the agreement passes for implementation for January 1, 2017, that each municipality will need to fund the commission for that year for legal expenses to organize and incorporate the commission. There was much discussion by the Committee on the final document that will be presented.

The Committee reviewed a budget for the Commission. This budget assumed all the principal and interest payments being paid by all organizations along with all the bills being paid by each to include but not limited to personnel, benefits, equipment, utilities, supplies etc. There will be some discussion needed moving forward to discuss a combined EMA coordinator. The proposed budget for year one is \$7,362,000 with each municipality contributing \$2,460,000.

The Committee agreed to have a public meeting on April 28, 2016 at 7:00 p.m. at Penn Township to present the agreement to the Volunteer Companies and the elected officials of both municipalities. This would give everyone an opportunity to review the agreement and ask questions pertaining to its contents.

The meeting adjourned at 7:20 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – March 31, 2016

1. Opening of Meeting – Chairman Sheppard
2. Review Proposed Agreement
3. Review Proposed Budget
4. Open Discussion
5. Old Business
6. New Business - Set next meeting date
7. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
MAY 23, 2016  
5:30 P.M.

The Steering Committee met on May 23, 2016 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Phillip Heilman and Joseph Klunk and Manager Kristina Rodgers. Representing Hanover Borough were Councilmen Robert Marcoccio and Gerry Funke and Manager Michael O'Rourke. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough and Hanover-Penn Fire Chief Jan Cromer.

The minutes of the March 31, 2016 meeting were approved as submitted.

The discussion began with an overview of the public meeting that was held on April 28, 2016. In attendance at the meeting were representatives from Hanover Borough, Penn Township and the volunteer fire companies from each municipality. The Committee received a letter from the three volunteer fire companies requesting clarification on concerns about certain issues in the proposed agreement. The primary concern was they would have minimal representation once they forfeited all their assets to the commission. The agreement was set up providing the volunteers with two votes on the commission which is the same as all the other joining organizations. The volunteers felt that they should have more since they are giving up all of their assets. The Committee reviewed the rest of the concerns that were in the letter but not all the volunteer organizations were represented at the meeting. Mr. Sheppard and Fire Chief Cromer decided to meet with the volunteers to address their concerns.

The letter from the volunteers also wanted clarification on funding for the volunteers, what happens to the volunteer organizations if they do not join, how will the ambulance employees fit into the commission, what is meant by contracted services and why is the Fire Chief the only one involved in developing the standards for volunteers. Some of these questions have not been addressed since it will be up to the new commission to decide how they want to operate their organization.

There were a few representatives from the volunteers that were present at the meeting to address questions and concerns but they could not speak for all three organizations.

The Commission talked about what if any questions that have been raised since the public presentation. There have been several questions regarding the name and why there is not more in the intergovernmental agreement. The intergovernmental agreement is the starting point and will not encompass everything. The charter and bylaws will address the specifics. These will need to be the first things developed by the Commission.

Penn Township has already made a motion at their May meeting to move forward. They have authorized the manager to prepare an intergovernmental agreement for adoption at a later date. The volunteers will meet again to discuss the agreement. Hanover Borough will be reviewing at their next Finance Committee meeting.

During the discussion it was suggested that once all three organizations agree to move forward that the representatives for the Commission are chosen so they can begin the process of consolidation. This would include preparing the charter and by laws. The steering committee would continue to work on the intergovernmental agreement so that once it is adopted the other documents can be adopted by the Commission.

It was highly suggested that the volunteers start having representation at the steering committee meetings. It was also suggested that they have someone that is committed to the process. The agreement will also be amended to include the Penn Township Fire Police.

The next meeting was scheduled for July 14, 2016 at 5:30 p.m. at the Penn Township Municipal Building depending on the vote by the volunteers and Hanover Borough.

The meeting adjourned at 6:38 p.m.

Kristina Rodgers  
Recording Secretary

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
JULY 14, 2016  
5:30 P.M.

The Steering Committee met on July 14, 2016 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Phillip Heilman and Joseph Klunk and Manager Kristina Rodgers. Representing Hanover Borough were Councilmen Gerry Funke and Manager Michael O'Rourke. Also present were Chairman Peter Sheppard, Rob Brady, Department of Community and Economic Development and Hanover-Penn Fire Chief Jan Cromer. The volunteers were represented by Fred Ayers, Penn Township Volunteer Emergency Services (PTVES), and John Bankert representing the Borough of Hanover volunteers.

The minutes of the May 23, 2016 meeting were approved as submitted.

Those present talked about the agreement. There was some concern about the name. A few names were suggested including Hanover Valley, Codorus Valley, Diggs Choice, Guardian Fire Department and names that represented something historical about the area. The current name in the agreement is the South Western Regional Fire & EMS. A Committee will be established to come up with the name.

The Committee reviewed the proposed agreement again for changes or additions. There was some discussion on adding language to the establishment and duration of the agreement for an automatic renewal unless there is written notice given 80 days prior to expiration of not intending to renew or to withdraw.

It was noted that the effective date should be changed to by. It was suggested a date of no latter rather than a finite date so that we could move as we are able.

The number of voting commission members is set at seven. It was suggested that the elected officials shall appoint an alternate member so that if someone is unable to attend that there is representation. This is done on some of the other boards that both municipalities are members of including the York County Tax Collection Committee.

There was some concern expressed by the volunteers of not continuing with the agreement and the loss of assets if they withdraw and the distribution of property if the agreement is terminated.

There is currently nothing in the agreement to address immunity and claims.

Those representing the municipalities stated that there representatives will continue to be those appointed this year.

There was some discussion about consolidating the Emergency Management Coordinators into the regional commission. It will be looked at further since Penn Township has

a coordinator that is paid with a stipend and the Borough of Hanover has a paid on employee on staff performing the work.

The municipal managers along with the Fire Chief will come up with a final agreement based on the comments from this meeting and that will be forwarded to each's solicitor prior to the next meeting.

Bylaws will need to be devised after the agreement is ratified by ordinance.

The next meeting is scheduled for August 25, 2016 at 5:30 p.m. at Penn Township.

The meeting adjourned at 6:58 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – July 14, 2016

1. Opening of Meeting – Chairman Sheppard
2. Discuss what action has been taken by each entity
  - a. Questions or concerns raised
3. Where do we go from here?
  - a. Steering Committee agreement
  - b. Commission when to begin
4. Next meeting
5. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
SEPTEMBER 22, 2016  
5:30 P.M.

The Steering Committee met on September 22, 2016 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Phillip Heilman and Joseph Klunk and Manager Kristina Rodgers. Representing Hanover Borough were Councilmen Robert Marcoccio and Gerry Funke along with Interim Manager Michael O'Rourke. Also present were Chairman Peter Sheppard and Hanover-Penn Fire Chief Jan Cromer. The volunteers were represented by Fred Ayers, Penn Township Volunteer Emergency Services (PTVES), and John Bankert representing the Borough of Hanover volunteers.

The minutes of the August 25, 2016 meeting were approved as submitted.

The Committee reviewed the comments provided by Penn Township Solicitor Tilley for the proposed consolidation agreement.

Solicitor Tilley stated the two municipalities could be party to the agreement and it must be adopted by ordinance. Only those items that affect the municipal governments will be included in the agreement. In addition the Hanover Area Fire Rescue name will be corrected throughout the agreement. The volunteers would be included via another agreement that would be approved simultaneously.

The Solicitor recommended a provision for withdrawal should be more expansive. Certain things need to be considered such as how will employees be affected by a smaller organization? There will be ongoing expenses after the withdrawal and how will they be handled. The Committee vaguely discussed what will happen if someone withdraws. Will the withdrawing organization want to work with the Commission on a contractual basis? How the Commission responds to a withdrawal will be dependent on the size and the number of remaining members. What will happen to the existing employees? The Committee thinks at some future date other municipalities may want to join.

The solicitor also suggested that the fiscal year be a calendar year. This could still prevent problems for the Commission because both municipalities may have their budgets reopened every two years depending on the outcome of the election. The Commission will need to forward a budget to the municipalities by October 1.

The equipment and property owned by the volunteers will be removed from the agreement.

There was some discussion about the make-up of the Commission. The Committee would like two volunteers on the Commission even if the Volunteers are not principal members of the agreement. The agreement does allow a member at large that is a resident and/or business owner. If need be the agreement will reflect three members at large with preferably two being members of the volunteer fire department.

The agreement will also reflect that no voting member of the commission can be a paid employee of the commission. Each municipality will be allowed one alternate member to participate at a meeting in case one of the primary members is absent. The terms of the elected officials will be staggered. The Committee recommended no term limits on any members of the Commission. The committee believes as long as someone is willing to serve they should be allowed. Municipal appointees will have to be current elected officials of the Municipality. Any municipal elected official that resigns his/her elected position must also resign their position with the commission. The officers of the commission will serve as long as they are elected by the Commission to that office.

Uniformed Employees of the commission will be governed by Civil Service.

There was some discussion on how the fireman's relief association will work and how the pension funds will pass to the commission. Fireman's relief is paid by the state to each municipality but the pension funds are paid directly to the holder of the pension plan. Fire Chief Cromer and the managers will speak with the chief at YAUFR about how pensions are certified and the funds received from the state. Any references to relief will be removed along with references to the fire police who operate independently.

The Solicitor also recommended adding a more encompassing list of powers. The solicitor also had concerns about the emergency meetings.

The Solicitor added an immunity and claims section.

Sample by-laws and meeting rules were provided. The Commission will have to look into taking over the contracts for pension and benefits once they have begun the consolidation process and have insurance in place for all assets prior to the starting date. All vehicles will need to be titled to the new commission.

Commissioner Klunk asked if the Borough of Hanover would be willing to share the costs of discussing the needed agreements with Solicitor Tilley and the representatives from the Borough of Hanover did not see that as a problem. The Borough of Hanover has not received comments from their Solicitor on the proposed agreement.

The proposed agreement and ordinance will be ready by our next meeting. This document will be the one that both municipalities will need to pass to have a charter for the commission.

The next meeting is scheduled for October 20, 2016 at 5:30 p.m. at Penn Township.

The meeting adjourned at 6:50 p.m.

Kristina Rodgers  
Recording Secretary

Penn Township/Hanover Borough

Fire Service Project

Meeting Agenda – August 25, 2016

1. Opening of Meeting – Chairman Sheppard
2. Review Document
  - a. Set up next steps for moving forward
3. Next meeting
4. Adjournment

PENN TOWNSHIP AND HANOVER BOROUGH  
FIRE AND EMERGENCY SERVICES COOPERATIVE  
PARTNERSHIP STEERING COMMITTEE MEETING  
NOVEMBER 17, 2016  
5:30 P.M.

The Steering Committee met on November 17, 2016 at 5:30 p.m. Present at the meeting representing Penn Township were Commissioners Phillip Heilman and Joseph Klunk and Manager Kristina Rodgers. Representing Hanover Borough were Councilmen Robert Marcoccio and Gerry Funke along with Interim Manager Michael O'Rourke. Also present were Chairman Peter Sheppard, Vice Chairman Andy Brough and Hanover-Penn Fire Chief Jan Cromer. The volunteers were represented by Fred Ayers, Penn Township Volunteer Emergency Services (PTVES), and John Bankert representing the Borough of Hanover volunteers. Robert Brady, from the PA Department of Community and Economic Development, was also present.

The minutes of the September 22, 2016 meeting were approved as submitted.

The Committee reviewed the proposed agreement submitted by Penn Township's Solicitor Walter Tilley. The agreement referenced an exhibit A for the 2018 first year budget which was prepared. The Committee reviewed the proposed budget for 2018 which would be the starting year of the agreement. There would be work done in 2017 that would be paid fifty/fifty by the municipalities. One municipality would need to pay the bills that may include salaries as well benefits for newly hired employees and the other would need to reimburse the paying municipality. Once the agreement is approved the new committee can determine which municipality will be the paying agent. The 2018 proposed budget reflects about \$2,460,000 requiring to be contributed by each municipality. The municipalities will each contribute fifty percent of operating revenue. The amount needed will be the difference between the expenses and other sources of revenue that may include ambulance service fees, ambulance membership, donations, grants, interest on accounts, fireman's relief, solicitation, state aid and any other miscellaneous revenue. Penn Township is negotiating a purchase agreement for the 204 Clover Lane Station and if it is approved it will become part of their assets. Exhibit B references bylaws which were not included with this document from the Solicitor. We could leave them out and the new organization can develop their own. Manager Rodgers will try to get those proposed from the Solicitor. Some of the items were in the original agreement but were pulled out of the agreement by the Solicitor to be included with the bylaws instead of the agreement. The new committee can also review bylaws from other organizations including York Area United Fire and Rescue. Rob Brady stated he could provide samples of other organizations bylaws.

There was discussion about the collective bargaining section and the language should be changed to by. Hanover Borough and Penn Township's collective bargaining contracts are up at the end of 2017 so the new organization would need to negotiate a contract for 2018 and forward. This should be one of the first priorities of the new organization since under state law demands must be to the union no later than June 30.

The combined organization can start to expand on 1/1/2018 by adding the volunteers to the organization via another agreement. It is suggested that the agreement be worked on in 2017 so that on 1/1/2018 it can be approved by all of the parties.

The Committee reviewed the proposed budget for 2017. The new commission will need to start hiring some individuals prior to the start of the organization. In addition other agreements would need to be worked out for insurance as well as filing for the bureau of charitable organizations. Other issues will need to be addressed once the consolidation is approved and additional committees will need to be set up to handle those issues.

If the agreement is approved by both municipalities the next meeting is scheduled for January 19, 2017 at 5:30 p.m. at Hanover Borough. If this meeting occurs, we will discuss the next steps and begin preparing for negotiations of a new contract.

The meeting adjourned at 6:25 p.m.

Kristina Rodgers  
Recording Secretary