

ALLE-KISKI EMERGENCY SERVICES AUTHORITY

WORKSHOP MEETING OF THE BOARD OF DIRECTORS

1 Municipal Drive, Natrona Heights, PA 15065

5-13-2026 | 6:30 p.m.

SECTION I — CALL TO ORDER

1. Pledge of Allegiance to the American Flag

2. CALL TO ORDER:

_____ p.m.

ALSO PRESENT:

Solicitor: _____

Recording Secretary: _____

ROLL CALL:

Jamie Nee (Joint At-Large)	Present / Absent
Charles Blackburn (Tarentum Borough)	Present / Absent
Susan Clark (Tarentum Borough)	Present / Absent
Jerry Taylor (Harrison Township)	Present / Absent
Nicole Kocon (Harrison Township)	Present / Absent
Richard Jones (Brackenridge Borough)	Present / Absent
Ralph Jones (Brackenridge Borough)	Present / Absent

Directors Present: ____ Quorum (4 required): Yes / No

Sunshine Act Notice:

This meeting is a public meeting of the Alle-Kiski Emergency Services Authority, held in compliance with the Pennsylvania Sunshine Act, 65 Pa.C.S. Ch. 7. Notice of this meeting was posted at least 24 hours in advance. All official action will be taken in open session. Members of the public are invited to attend. A public comment period will be provided.

SECTION II — COMMITTEE REPORTS

TBD

TBD

TBD

SECTION III — OLD BUSINESS

1. Discussion: RFP for solicitor

Retaining a solicitor is the board's first and most urgent action item. Without legal counsel in place, the board cannot formally adopt the bylaws, execute contracts, issue interim service agreements with Citizens Hose and Eureka, or

DISCUSSION

proceed with the Fee Services Hearing. This discussion continues from the organizational meeting and should result in a clear path to issuing the RFP immediately.

WHAT THE BOARD SHOULD DISCUSS

- *Review the draft Solicitor RFP included in the board orientation packet (RFP No. RFP-2026-01). Is the board satisfied with the scope of services, minimum qualifications, and evaluation criteria as drafted?*
- *Set a proposal submission deadline and confirm the contact information and submission address to insert into the RFP before it is issued.*
- *Authorize the Board Chairperson to formally issue the RFP upon finalization of the submission details.*
- *Discuss timeline: when does the board expect to receive proposals, complete review, and bring a selection vote to a public meeting?*

WHY THIS CANNOT WAIT

Every item in Section IV of this agenda requires a solicitor to execute properly. The Fee Services Hearing is a legal proceeding. The bylaws and policies require legal review before adoption. The Executive Director's employment agreement requires solicitor preparation. The \$35,000 startup grant is available and designated for this purpose. There is no reason to delay.

SECTION IV — NEW BUSINESS

1. Discussion: Fee hearing

The Fee Services Hearing is the single most important financial milestone AKESA must reach in 2026. Until the annual EMS fee is legally adopted following a public hearing, the Authority has no committed independent revenue stream and no basis for borrowing. Once the fee is adopted, lenders can project repayment and financing options open up significantly. This item is about understanding what needs to happen before the hearing can be scheduled and making sure that work is underway now.

WHAT THE BOARD SHOULD DISCUSS

- *What is the target date for holding the hearing? Work backward from January 2027 operational target. The hearing must happen well before that.*
- *What financial data package must the consultants and EMS leadership produce before the hearing can be scheduled? The board should understand the full scope: total operating cost projections, call volume by municipality, insurance reimbursement revenue, equipment and vehicle replacement schedules, household unit counts, and projected fee revenue at multiple fee levels.*
- *Who is coordinating the data assembly? The consultants, Citizens Hose leadership, and Eureka leadership all have roles. The board should confirm that this work is actively underway and assign accountability for the deliverable.*
- *What fee level is the board considering proposing to the public? Early planning used \$85 per household annually. That figure must be validated against the final cost and revenue analysis.*
- *Once the solicitor is retained, what are the legal advertisement and notice requirements for the hearing?*

WHY THE FEE UNLOCKS EVERYTHING ELSE

DISCUSSION

Until the fee is adopted, AKESA cannot demonstrate to a lender that it has a committed revenue stream capable of supporting loan repayment. With the fee adopted, Revenue Anticipation Notes and bridge loans become viable. Without it, financing options are limited and the Authority is dependent entirely on the \$35,000 in startup funds. The fee is not just a revenue source. It is the financial credential the Authority needs to borrow.

2. Discussion: Executive Director job description

DISCUSSION

The Executive Director is the most consequential hire this board will make. AKESA has no operational staff. The ED is the person who builds the institution from the ground up, manages the six-month transition from the two legacy agencies, oversees billing and revenue, maintains PA Department of Health licensure compliance, and serves as the board's day-to-day operational partner. The board should begin aligning on what they are looking for before the solicitor is retained so that the search can launch immediately once legal counsel is in place.

WHAT THE BOARD SHOULD DISCUSS

- *Review the draft Executive Director position description included in the board orientation packet. Does the board agree with the minimum qualifications, preferred qualifications, and core responsibilities as drafted? Are there adjustments needed to reflect the specific operational context of a two-station paid career EMS authority in transition?*
- *What is the target salary range? Setting this now prevents delays later and ensures the posting is competitive for candidates with EMS operational and management experience.*
- *Where will the position be posted? Recommended channels include PENNLIVE, the Pennsylvania Municipal League, ICMA Career Center, the Pennsylvania EMS Council, and EMS-specific professional networks.*
- *Who will lead the search and interview process? Should the board designate a search committee?*
- *What is the timeline? The solicitor must be retained before the employment agreement is executed. But the search, posting, and interviews can proceed in parallel with the solicitor process.*
- *Is an interim administrative lead needed to handle basic coordination while the search runs?*

3. Discussion: Bylaws

DISCUSSION

The draft AKESA Bylaws are included in the board orientation packet. They govern every aspect of how the board operates: officer duties, quorum and voting rules, financial controls, meeting requirements, amendment procedures, and more. The board should not formally adopt the bylaws until the solicitor has reviewed them. This workshop is the right moment for board members to raise questions, flag any provisions they want the solicitor to look at specifically, and ensure everyone understands what they will be formally adopting.

WHAT THE BOARD SHOULD DISCUSS

- *Have all board members read the bylaws? This is a prerequisite to meaningful discussion.*
- *Are there provisions board members want clarified before adoption? Common areas of question include officer removal procedures, executive session rules, committee authority, and the amendment process.*

- *Are there provisions that may need adjustment based on specific operational needs of AKESA that were not anticipated during drafting?*
- *The bylaws require two authorized signatures on all disbursements. The board should confirm they understand this requirement and its implications for daily financial operations before the ED is hired.*
- *What is the target meeting at which the board expects to formally adopt the bylaws, assuming solicitor review is completed on schedule?*

IMPORTANT:

Bylaws should not be formally adopted until the retained solicitor has reviewed them and advised the board on any necessary revisions. This discussion is preparation, not adoption.

4. Discussion: Board policies

The board orientation packet includes a Master Governance Policy Manual with 17 policies and 33 supporting appendices. These policies cover ethics, procurement, personnel, HIPAA, fleet management, financial controls, mutual aid, and continuity of operations, among others. Like the bylaws, these are drafts pending solicitor review. This workshop is an opportunity to identify which policies the board views as most urgent, discuss any areas of concern, and address one specific governance matter directly.

WHAT THE BOARD SHOULD DISCUSS

- *Are there specific policies the board wants to prioritize for early solicitor review and adoption?*
- *The Conflict of Interest Policy and the Procurement Policy are among the most operationally urgent. The board should understand what these require before the Authority begins spending money or entering contracts.*
- *The Finance Policy establishes dual-signature requirements, monthly reconciliation, and reserve fund floors. Board members should understand these controls before any accounts are opened.*
- *Are there policy gaps the board has identified that are not addressed in the current manual?*

DISCUSSION

5. Discussion: Committees

The AKESA Bylaws provide for the establishment of committees of the board. Committees do not have independent authority to take official action, but they allow smaller groups of board members to do preparation work, review materials in depth, and bring recommendations to the full board between meetings. For a startup authority with significant work ahead, committees can increase the board's capacity without requiring every deliberation to happen at a full board meeting.

WHAT THE BOARD SHOULD DISCUSS

- *Should the board establish standing committees at this stage? The most commonly needed committees for a new authority are Finance and Audit, Personnel, and Operations or EMS Transition.*
- *What would each committee be responsible for? Finance and Audit would oversee budget development, financial reporting, and the annual audit process. Personnel would oversee the ED search, compensation policy, and personnel matters. An EMS Transition committee would coordinate with Citizens Hose and Eureka leadership on the operational handoff.*

DISCUSSION

- *Who would serve on each committee? Committee assignments should reflect both board member interest and availability. Committees require a minimum of two board members and should not consume more of any member's time than they can reasonably commit.*
- *Should the board wait until the solicitor is retained before formally establishing committees, to ensure the committee structure is consistent with the bylaws as finally adopted?*

COMMITTEES CANNOT TAKE OFFICIAL ACTION

All official decisions, votes, and formal actions of the Authority must occur at a properly noticed public meeting of the full board. Committees prepare, review, and recommend. They do not decide.

SECTION V — PUBLIC COMMENT

Public Comment Period — Open to Residents and Taxpayers of Member Municipalities

Three-minute time limit per speaker. This is an open public meeting held in compliance with the Pennsylvania Sunshine Act. All public comment is welcomed.

SECTION VI — ADJOURNMENT

Motion to Adjourn

MOTION

ADJOURNMENT TIME: _____ p.m. MINUTES RECORDED BY: _____