



Financing Fire Services

for
Adams County, Pennsylvania

APRIL 18, 2013

facilitated by

John S. Senft



TABLE OF CONTENTS:

SECTION	PAGE
A. Introduction.....	1
B. Intent of Study.....	1
C. Methodology.....	2
D. County Overview.....	2
E. Historical Perspective.....	4
F. Administrative Issues.....	4
G. Operational Issues.....	11
H. Summary.....	15

SUPPORTING DOCUMENTS:

APPENDICES:

Appendix A: Municipal .25 Mil Tax Allocation by Fire Department

Appendix B: Fire Department .25 Mil Tax Allocation by Municipality

Appendix C: Adams County Commissioners support Study - Resolution 2 of 2012

MAPS:

MAP 1: 2013 Adams County Fire Departments Primary Service Area and Municipal Boundaries

MAP 2: Adams County Annual Average Daily Traffic Count - 2010

MAP 3: Fire Station Analysis – Shows all Department driving distances for 1,2, 3, 4, and 5 mile distances

MAP 4: Fire Station Analysis – Shows the locations of the 4 Aerial Trucks in Adams County with driving distances

ATTACHMENT:

Consultant Information: Background information regarding the consultant

A. Introduction

This report is prepared for the use of the Adams County Council of Governments (ACCOG), Adams County, Pennsylvania and at the direction of Robert Gordon, ACCOG President.

This project is funded by the contributions from municipalities via ACCOG, Adams County Volunteer Emergency Services Association (ACVESA), and a grant from the Pennsylvania Department of Community and Economic Development (DCED).

Technical services for this project are provided through the cooperation and at the direction of the Adams County Commissioners. The official endorsement of the Commissioners is provided by Resolution 2 of 2012. **See Appendix C**

The Adams County Department of Emergency Services, the Adams County Office of Planning and Development, and the Adams County Tax Assessment Office have supplied countless hours of technical expertise in support of this project. Additional support has also been provided by members of the ACCOG, ACVESA, and their member organizations. Special thanks are expressed to these agencies for their support and cooperation throughout the project.

The driving force and much of the work on this project has been done by Sharon Hamm, Vice President of the ACCOG and Chair of their Fire Funding Committee. Her inspiration, vision, and guidance, as well as countless hours of technical support contributed greatly to the final outcome of this project.

This report is presented for the exclusive use of the Adams County Council of Governments. The distribution of the information contained herein is at their discretion.

With the exception of technical data and factual information contained in this report, the opinions expressed herein are those of the consultant and are presented within the scope and intent of the consulting agreement.

Financial information provided by the fire companies is not audited or verified by the consultant. It is believed that the financial information contained herein is presented as a good-faith representation of certain selected information from the fire companies.

B. Intent of Study

This report is intended to be used as a tool by local municipal officials and fire department officers to make informed decisions about public fire protection.

This report is not intended to be the answer to all questions regarding public fire protection. It is simply an instrument to help formulate possible solutions to conditions as they exist today. This report does not contain extensive information about the prevention of fires. It is the fundamental responsibility of all involved in public fire protection to consider fire prevention as the foundation of all community fire protection efforts.

It is strongly recommended that future consideration be given to develop a strategic fire prevention program for all of Adams County.

C. Methodology

This report contains information provided by the various departments of Adams County Government, its local municipalities, the fire departments of the county, and technical resources available to the consultant.

This information has been supplied by meetings, interviews, and communications with various elected and appointed officials and fire department members. It was also obtained by road tours of the county and visits to various fire stations. Review of technical information contributed to the formation of the opinions of the consultant.

It is very important to note that all twenty fire departments in the county responded to the survey and requests for information. The fire departments should be commended for their efforts to provide this information.

Every agency of County government that was contacted for information for this report was exceptionally cooperative in providing information.

The Fire Funding Committee of the ACCOG has been very engaged in this process and provided valuable information. The Committee acted in a collaborative manner and decision-making was done through consensus.

The report contains two primary sections: administrative and operations.

D. County Overview

Adams County is situated in South Central Pennsylvania. Its land mass is approximately 519 Square miles. The population, according to 2010 census statistics, is 101,407.

The following table provides a breakdown of population by municipality:

TAXING DISTRICT	2010 CENSUS DATA	TAXING DISTRICT	2010 CENSUS DATA	TAXING DISTRICT	2010 CENSUS DATA
Abbottstown Boro	1,011	Franklin Twp	4,877	Menallen Twp	3,515
Arendtsville Boro	952	Freedom Twp	831	Mount Joy Twp	3,670
Bendersville Boro	641	Germany Twp	2,700	Mount Pleasant Twp	4,693
Berwick Twp	2,389	Gettyburg Boro	7,620	New Oxford Boro	1,783
Biglerville Boro	1,200	Hamilton Twp	2,530	Oxford Twp	5,517
Bonneauville Boro	1,800	Hamiltonban Twp	2,372	Reading Twp	5,780
Butler Twp	2,567	Highland Twp	943	Straban Twp	4,928
Carroll Valley Boro	3,876	Huntington Twp	2,369	Tyrone Twp	2,298
Conewago Twp	7,085	Latimore Twp	2,580	Union Twp	3,148
Cumberland Twp	6,162	Liberty Twp	1,237	York Springs Boro	833
East Berlin Boro	1,521	Littlestown Boro	4,434	Total County	101,407
Fairfield Boro	507	McSherrystown Boro	3038		

The county is divided into thirty-four separate municipalities, which consist of thirteen boroughs and twenty-one townships. All townships in the county are Townships of the Second Class. *See Map 1: for Municipality and Fire Department Primary Service Areas.*

According to sections of Pennsylvania law, the local municipalities are responsible for public fire protection. Specifically in the following two sections of the Borough and Second Class Township Codes cited below:

Borough Code: ((82) added Mar.17, 2008, P.L.48, No.8

(82) Emergency services. The borough shall be responsible for ensuring that fire and emergency medical services are provided within the borough by the means and to the extent determined by the borough, including the appropriate financial and administrative assistance for these services. The borough shall consult with fire and emergency medical services providers to discuss the emergency services needs of the borough. The borough shall require any emergency services organization receiving borough funds to provide to the borough an annual itemized listing of all expenditures of these funds before the borough may consider budgeting additional funding to the organization.

2nd Class Twp. Code: (1553 added Mar.17, 2008, P.L.47, No.7)

Section 1553. Emergency Services.--(a) The township shall be responsible for ensuring that fire and emergency medical services are provided within the township by the means and to the extent determined by the township, including the appropriate financial and administrative assistance for these services.

(b) The township shall consult with fire and emergency medical services providers to discuss the emergency services needs of the township.

(c) The township shall require any emergency services organizations receiving township funds to provide to the township an annual itemized listing of all expenditures of these funds before the township may consider budgeting additional funding to the organization.

Geography of the county is a mix of farmland and forests intermingled with more densely populated villages and suburban areas. Most villages encircle the county seat of Gettysburg, providing an inner and outer ring of villages of various sizes. Some of these villages may include incorporated boroughs and others are non-incorporated portions of townships. Transportation systems include a network of public roadways and rail systems.

See Map 2: Adams County Annual Average Daily Traffic - 2010

Public fire protection for the municipalities is provided by twenty-one volunteer fire companies. Twenty of these are located within Adams County. One is located in Franklin County. Of the twenty fire companies in Adams County, nineteen operate one fire station each and one operates two fire stations. Thirteen of these fire companies, including the one located in Franklin County, provide ambulance service.

The above information does not include out of county fire companies that respond within Adams County on a secondary or mutual aid basis.

Fire departments face challenges in covering the county's varied areas, which include villages that are urban in nature, suburban and rural areas, and farmland and forests. Some portions of the county appear to meet the generally accepted fire protection classification of a wildland-urban interface.

Water for public fire protection is provided by public and private water sources. Information regarding available water for fire protection is limited and may have varying degrees of reliability.

E. Historical Perspective

Fire protection in Adams County has historically been provided by various volunteer fire companies, either operating independently or in cooperation with each other.

A county-wide association, the Adams County Volunteer Emergency Services Association, exists to promote the common mission of all of its member organizations.

Early in this study, the Fire Funding Committee of the ACCOG expressed a strong desire to preserve the system of using volunteer personnel to provide fire protection.

This report reflects their desire to do so, and options to provide career staffing have not been extensively explored. References in this report contrasting career staffing and volunteer staffing are done for illustrative purposes only.

F. Administrative Issues

The chief concern expressed by most fire companies in the county is financial sustainability.

Based on information contained in the fire company surveys, the existence of several of these fire companies in the future is questionable based on current and future financial conditions.

The consensus of the fire companies is that they cannot remain solvent without increased financial support of their municipalities.

Based on this information, the Fire Committee endorsed a concept that would explore fair and equitable funding for the fire companies while not providing an overwhelming financial burden on the taxpayers.

Several options were explored and the best option would be for each municipality to adopt a fire tax.

These options included the following:

- **County Tax:** There is no legal authority for County government to impose a dedicated fire or ambulance tax.
- **General Fund Tax Increase:** An increase in this tax would not appear as a separate item on the taxpayer's bill. The taxpayer would not know how much they are supporting their fire departments from a taxation standpoint. The funds are not exclusively dedicated for fire protection purposes.

- Fire Tax: The greatest advantage of a fire tax is that all revenue generated from this tax must be used for public fire protection purposes. The fire tax is a mechanism that would allow the municipalities to assure that all taxable property is taxed equally based on its assessed value.

Each borough and township has the authority to enact a fire tax in accordance with state law. According to the PA Taxation Manual the county has no authority or legal obligation to enact a fire tax. See excerpt below from the PA Taxation Manual:

<u>From the Pennsylvania Taxation Manual, eighth edition July 2004</u>		
F. Boroughs		
Special Purpose Taxes	Legal Limit	Citation
Fire Equipment & Firehouses	3 mills ⁷	53 P.S. 46302, 49235
H. Second Class Townships		
Special Purpose Taxes	Legal Limit	Citation
Firehouses and Equipment	3 mills ⁷	53 P.S. 68205
7. Higher rate may be approved by voters in referendum		

To attempt to determine a fair tax rate, information pertaining to the annual operating expenses of each fire company was collected during the survey. The reporting method varied for each fire company, but comparable information was obtained.

The goal of the fire tax is to provide a means of financial support for the fire companies. The tax is not intended to provide total funding for all operational expenses and should in no way be used for any non-operational expenses such as social halls or social functions.

For the purpose of this report, operating expenses are generally defined as those expenses that are used to permit an organization to operate to provide public fire protection. They are generally classified as fixed facilities, mobile apparatus and equipment, and personnel costs.

Examples of fixed facility costs include the utilities for fire stations, repair and maintenance of buildings, station equipment and supplies, etc. During the survey, the fire companies were asked to separate the costs of operation of a fire station from that of a social hall. In most cases, this was done through estimated costs.

Another example of separating costs would be the differentiation of a refrigerator that is used for the food storage by firefighters while they are at the fire station, as compared to the cost of a refrigerator that would be used for commercial food storage for public or social events.

Mobile apparatus and equipment costs typically include fuel, lubricants, tires, batteries, and the repair and maintenance of mobile firefighting apparatus and all the equipment carried on the apparatus.

While volunteer firefighters typically receive no cash compensation for the services that they provide, there is still a cost associated with their recruitment and retention. These expenses include insurance, uniforms, personal protective equipment, training, and retention incentives.

Expenses for social halls, social events, and costs not associated with the delivery of emergency services should not be considered for municipal funding.

Local elected officials should consult with their respective legal counsel regarding the use of municipal funds appropriated to their fire companies.

The fire companies will still be responsible for generating a portion of their revenue for operational purposes. Funding for any social functions or any non-operational activities should be the sole responsibility of the fire company.

While comparing operational expenses to a suggested tax rate, the rate of 0.25 mil appears to provide a reasonable level of funding for the fire companies while not providing an overwhelming burden on the taxpayer.

The 0.25 mil tax rate is a tax of \$0.25 per \$1,000 of assessed property value. A property assessed at \$100,000 would pay an annual fire tax of \$25.00, or \$0.48 per week. The following table contains examples of a .25 mil tax rate for different property values:

.25 Mil Tax on various property values			
Property Value	Per Year	Per Month	Per Week
\$50,000	\$13	\$1.04	\$0.24
\$100,000	\$25	\$2.08	\$0.48
\$200,000	\$50	\$4.17	\$0.96
\$300,000	\$75	\$6.25	\$1.44
\$400,000	\$100	\$8.33	\$1.92
\$500,000	\$125	\$10.42	\$2.40

The distribution of the fire tax revenue to the fire companies is challenging. Several options were evaluated regarding the distribution of revenue generated by a fire tax.

The following options considered for distribution were:

- Coverage area (Primary Response)
- First Due Calls
- Population
- Assessed value

The data used was provided by Adams County Office of Planning and Development (ACOPD), the Adams County Tax Assessment Office and the Emergency Management Services Office. The information addressed different ways of looking at how much of a municipality is served by a fire department. A number of municipalities are served by just one fire department, but others have multiple fire departments.

Option 1: Coverage Area/Primary Response

Coverage area is based on the land area that a fire department is responsible for in a municipality. Using the First Due Call information for each fire department, the ACOPD maps those areas on a county map and calculates a percentage breakdown for each municipality.

Option 2: First Due Calls

First due call information is based on the actual number of first due calls by each fire department within each municipality for the past several years. The result is a percentage of total first due calls for each municipality by the responding fire departments. This is the least reliable method as actual fire department responses could vary greatly during any reporting period.

Option 3: Population

Population looks at 2010 census information compared with fire department coverage areas to calculate a percentage for each fire department in each municipality.

Option 4: Assessed Value

Assessed value looks at fire department coverage areas as well, but also considers the value of taxable property in those areas. A fire department that covers a more developed area would have a higher percentage of assessed value. This approach combines information about property value and coverage area to calculate a percentage breakdown for each municipality and fire department.

The fourth option presented and the one that is recommended is distribution based on the assessed value of the percentage of a municipality covered by the fire company primary response area. This method recognizes that areas having a greater assessed value are also more likely to have higher vehicular traffic counts, a higher resident or transient population, and more densely developed areas. These are all conditions that are likely to create a greater demand for fire and emergency medical services.

Based on the collective evaluation of all financial information and options provided, it is the recommendation of the consultant and the consensus of the fire committee that every municipality within the county enact a 0.25 mil fire tax and distribute the funds to fire companies based on the assessed value of property within the primary response areas of county fire companies.

The Table below shows the 0.25 mil tax total for the 2012 Assessed Value of Taxable Property within each Municipality:

Municipalities .25 Mil Tax on Taxable Property Value		
2012 Assessed Value of Taxable Adams County Property =		\$9,078,016,500
.25 MIL Tax =		\$2,269,504
Municipality	2012 Total Assessed Value of Taxable Property	.25 Mil Tax
Abbottstown Borough	\$64,291,900	\$16,073
Arendtsville Borough	\$56,277,700	\$14,069
Bendersville Borough	\$38,643,200	\$9,661
Berwick Township	\$225,826,800	\$56,457
Biglerville Borough	\$90,202,300	\$22,551
Bonneauville Borough	\$112,321,100	\$28,080
Butler Township	\$211,969,700	\$52,992
Carroll Valley Borough	\$416,008,200	\$104,002
Conewago Township	\$681,476,800	\$170,369
Cumberland Township	\$718,242,000	\$179,561
East Berlin Borough	\$115,335,400	\$28,834
Fairfield Borough	\$53,951,900	\$13,488
Franklin Township	\$425,551,800	\$106,388
Freedom Township	\$104,285,000	\$26,071
Germany Township	\$262,902,400	\$65,726
Gettysburg Borough	\$513,585,300	\$128,396
Hamilton Township	\$235,658,500	\$58,915
Hamiltonban Township	\$248,145,000	\$62,036
Highland Township	\$118,718,600	\$29,680
Huntington Township	\$192,715,900	\$48,179
Latimore Township	\$235,999,600	\$59,000
Liberty Township	\$159,347,200	\$39,837
Littlestown Borough	\$326,810,500	\$81,703
McSherrystown Borough	\$156,619,700	\$39,155
Menallen Township	\$320,301,600	\$80,075
Mount Joy Township	\$455,574,200	\$113,894
Mount Pleasant Township	\$357,462,100	\$89,366
New Oxford Borough	\$124,662,700	\$31,166
Oxford Township	\$427,411,100	\$106,853
Reading Township	\$476,822,400	\$119,206
Straban Township	\$630,563,100	\$157,641
Tyrone Township	\$175,905,900	\$43,976
Union Township	\$315,230,700	\$78,808
York Springs Borough	\$29,196,200	\$7,299
Total	\$9,078,016,500	\$2,269,504

For the complete breakdown of the municipal portions to be distributed to the fire departments in their primary service area see Appendix A

The Table below shows the Operating Expense of each Fire Department and the amount of funds which would be distributed to them based on assessed value of their primary service area from each municipality:

Fire Department Operating Expense and .25 Mil Tax					
2012 Assessed Value of Taxable Adams County Property =				\$9,078,016,500	
.25 MIL Tax =				\$2,269,504	
Fire Department	FD #	Ambulance	Operating Expense	.25 MIL Tax	Difference
Gettysburg FD	1	Yes	\$621,301	\$474,753	-\$146,548
Fairfield FD	2	Yes	\$311,700	\$186,091	-\$125,609
Fountaindale FD	3	No	\$53,562	\$40,239	-\$13,323
Cashtown FD	4	No	\$160,694	\$67,224	-\$93,470
Arendtsville FD	5	No	\$114,207	\$61,082	-\$53,125
Biglerville FD	6	Yes	\$194,840	\$63,010	-\$131,830
Bendersville FD	7	Yes	\$109,000	\$74,768	-\$34,232
York Springs FD	9	Yes	\$193,135	\$88,761	-\$104,374
Hampton FD	10	Yes	\$80,000	\$50,461	-\$29,539
East Berlin FD	11	Yes	\$83,801	\$51,570	-\$32,231
Irishtown FD	14	No	\$34,702	\$26,553	-\$8,149
South Mountain FD	16	Yes	Franklin County	\$8,282	N/A
Bonneauville FD	19	Yes	\$289,000	\$66,128	-\$222,872
Littlestown FD	20	Yes	\$405,076	\$245,533	-\$159,543
Barlow FD	22	No	\$180,405	\$63,229	-\$117,176
Greenmount FD	23	No	\$7,919	\$40,705	\$32,786
Heidlersburg FD	25	No	\$55,980	\$49,933	-\$6,047
Lake Meade FD	26	Yes	\$88,878	\$76,285	-\$12,593
Buchanan Valley FD	27	No	\$204,992	\$34,986	-\$170,006
S.A.V.E.S. FD	29	Yes	\$618,278	\$234,233	-\$384,045
United Hook & Ladder FD	33	Yes	\$786,036	\$265,678	-\$520,358
Total				\$2,269,504	

For the complete breakdown of each fire department and the amount to be distributed from each municipality in their primary service area based on a 0.25 tax see Appendix B

It is important to remember that recommended municipal funding does not fund all fire department operations. It is intended to provide a portion of the total funding necessary. This funding should allow members of the fire companies more time to focus on fire department operations and less time on fundraising activities, thereby increasing the efficiency and effectiveness of time-on-task duties.

While all operating expenses are not funded with municipal dollars in this approach, each fire company must look for ways to reduce expenses and increase the return on investment for each dollar spent.

Throughout the process, it became evident that different fire companies use different reporting methods and have different standards for the management and governance of their organization.

Even though methods may vary, a baseline needs to be developed to ensure effective governance and establish fiduciary responsibility between each fire company, the municipalities, and the taxpayers. The transparency of all financial transactions is an obligation when dealing with public funds.

A document that can be used as a basic reference to start this process is *Management Guidelines for Volunteer Firefighters' Relief Associations* published by the Auditor General of Pennsylvania.

<http://www.auditor.gen.state.pa.us/departments/info/fire/VFRAManagementGuidelines2012-rev.pdf>

Most fire companies should be familiar with this publication as it is often referenced by various Relief Associations (VFRA). With some modification according to needs, the management guidelines described could easily be adapted for and used by the fire companies for their corporate business.

The VFRA document provides a starting point for minimum requirements. Also of assistance may be the Pennsylvania Association of Nonprofit Organizations (PANO) which maintains a Standards of Excellence program.

- PANO Home page: <http://www.pano.org/Standards-For-Excellence/>
- Standards of Excellence Self-Assessment Checklist:
<http://www.pano.org/Resources/1%20-%20Self%20Assessment%20Checklist.pdf>

It is imperative that each fire company, as a non-corporation, conduct itself in compliance with all applicable local, state, and federal laws and regulations.

It is also imperative that each fire company and municipality establish a process to address issues regarding public fire protection and the use of funds appropriated to the fire company.

It is the recommendation of the consultant that each fire company, as a non-profit corporation, become a member of the Pennsylvania Association of Nonprofit Organizations, and consider participating in the Standards of Excellence program.

G. Operational Issues

The operational analysis begins with identifying the standard of cover. For this project, the Fire Funding Committee agreed that the minimum standard of cover should be Offensive Service Level C as defined in the Report of the SR 60 Commission. The SR 60 Commission was established by Resolution 60, of the Session of 2003 of the Pennsylvania General Assembly, to address emergency services issues in Pennsylvania.

Offensive Service Level C provides for a minimum of six personnel and one engine to arrive on the scene of an incident within fourteen minutes of the time of dispatch, eighty percent of the time. It further defines performance expectations. This level of service seems reasonable for all fire companies to provide. Service Level C is cited below. *For the complete service matrix go to: http://www.newpa.com/webfm_send/2685 page 53 in a 2004 report titled: Senate Resolution 60.*

<u>SERVICE LEVEL*</u>	<u>DESCRIPTION</u>
Offensive Service Level C	<ul style="list-style-type: none"> a. Personnel required – 6 b. Equipment – 1 NFPA criteria engine (pumper) c. Interior Firefighting capabilities of room or contents and small buildings under 1000 square feet. Vehicle rescue capabilities with power or no power equipment and provide Operations level Hazardous Materials Response. NFPA PPE/SCBA. d. Expectations – Ability to extinguish a fire and save life and property. The ability to perform and extricate a person from a motor vehicle efficiently. The ability to identify and provide operations level hazardous materials response. Arrive on scene within 14 minutes, 80% of the time.

With the acquisition of new software, the Adams County Office of Planning and Development was able to plot information and produce maps to reflect locations within the county in relation to fire station locations. This information may be expressed in driving miles, not simply a radius, or in travel time, based on the assumption of traveling at a predetermined speed. This software is an exceptionally valuable planning tool when planning for future fire department operations.

As this information was applied to the location of fire engines, there appears to be good distribution of engines throughout the county. There are void areas identified, and these should be addressed by municipal officials and fire officers on an individual basis. This analysis is done on the premise that there is at least one fire engine in every fire station. *See Map 3: See Fire Station Analysis*

Looking at the distribution of resources from a comprehensive, county-wide basis, this level of service would require approximately twenty to twenty-one primary engines for the county. Based on the Municipal Fire Grading Schedule of the Insurance Services Office, a rating agency for public fire protection, there should be one reserve engine for every six in service. This formula would determine the minimum number of engines required if the county were evaluated as one unit.

As local municipalities are responsible for public fire protection and not the county, it is each municipality that is evaluated for its fire protection capabilities.

There is also the practical issue that certain areas may require more than one engine at each station. One example is Gettysburg, which is a more densely populated area with an older urban infrastructure that presents different fire protection challenges and requires more resources (fire apparatus) for providing adequate coverage. The fire protection issues of Gettysburg are distinctly different from those in a township that may be mostly rural with most of its land mass being farmland or forest.

While the Municipal Grading Schedule may provide helpful information in determining the minimum resources needed, each municipality must determine its own acceptable level of coverage and risk.

The next analysis to be done is that of aerial fire apparatus (ladder trucks). There are currently four aerial apparatus in the county. Their locations were plotted and mapped in a similar manner. Whereas an engine is the fundamental operating platform for fire protection, aerial apparatus may not be needed or practical in all parts of the county. The current distribution of these apparatus seems reasonable to meet today's needs.

See Map 4: for Aerial Fire Apparatus Analysis

Close and careful attention needs to be given to the future needs of the county. As the population of the county continues to grow, tracking and trend analysis of population, as well as development, may demonstrate the need for an additional aerial device. Preliminary information suggests that this additional aerial device should be placed in the northeastern part of the county with easy access to the Route 15 corridor. Data analysis will play a critical role in making this determination.

The distribution of other types of fire apparatus was not plotted or mapped for this project. Local infrastructure issues, such as the availability of a reliable and sustained water supply will dictate the need and location of tankers and brush units. It is logical to think that these units will most likely be needed in the rural areas of the county.

County resources are available that show the location of public fire hydrants. Information regarding flow capabilities and the location of alternate water resources is undetermined.

While much consideration may be given to fire apparatus, municipal officials and fire departments must consider the availability of water for public fire protection. Water availability should be a determining factor prior to the purchase of any new fire apparatus. While a fire company thinks it might need a new tanker, the community may see a greater long term return on investment by making improvements to its water system.

The classification of apparatus within the county is determined by ACVESA and includes three classifications of engines: engines, rescue engines, and engine tankers. Aerial devices also have three classifications; trucks, towers, and quints. There appears to be no difference in the classification of service units and utility units. Consideration should be given to reviewing these classifications and incorporating resource classifications as described by the National Incident Management System.

Increased vehicular traffic and the potential for increased rail activity also may present increased demand for services for emergency services.

It is recommended that further evaluation be given to the acquisition and placement of two heavy rescue units and a hazardous materials response unit in order to meet the potential future demands of the county. The Office of Planning and Development should be consulted as this option is explored. The Adams County Long Range Transportation Plan and the South Central Pennsylvania Regional Goods Movement Study may provide resource information regarding planning for these additional response units.

During the evaluation of the operational component of this project, certain opportunities for improvement in service delivery became evident. Some examples include areas where an out of county resource becomes the primary response agency for a portion of a municipality which currently is outside of a desired coverage area as determined by mapping.

An example of this occurs in portions of the Borough of Carroll Valley and Liberty Townships. This area, as determined by mapping, may be better served by using resources from nearby Emmitsburg, Maryland (Frederick County Company 6) as the primary response agency.

A different situation occurs in other areas that may be saturated with fire apparatus. An example of this occurs in Oxford Township. While it may be nice to have a fire station in every neighborhood, local officials need to make choices regarding funding and service levels.

A third scenario exists when the closest available resources are not used due to artificial boundaries. Such may be the case in northeastern Adams County. Resources from Lake Meade Company 26 should be considered for use for primary response in portions of Latimore and Reading Townships that are outside of the gated development of Lake Meade. This is only logical as they are located in close proximity to portions of these municipalities that are outside of the gated community in which the fire station is located.

Another example for an opportunity to enhance service delivery with potential cost savings exists in the areas of Cumberland, Freedom, and Mount Joy Townships. In this scenario, the public may be better served and see increased cost effectiveness in the creation of a new fire station in close proximity to the Route 15 corridor. If mutually agreeable to the parties concerned, this may allow for the consolidation of resources in south central Adams County.

Local elected officials and their respective fire department officers should make plans to discuss public fire protection options as soon as practical.

The ultimate responsibility for evaluating these opportunities and implementing changes is the responsibility of local elected officials.

While the thought of closing a fire station might be frightening to some, it is important to note that the service areas affected by the closure of fire stations in Aspers, Kingsdale, and Midway have had no or minimal affect on fire protection.

Evaluation and implementation of information provided in this report also presents great opportunities to form and reinforce functional alliances. While merger and consolidation of assets may be desirable, the ability to function in a seamless manner, as expressed through common policies and procedures, is an operational necessity.

The value of volunteer personnel and items related to the management of personnel is probably the most challenging. The Center for Rural Pennsylvania, a Legislative Agency of the Pennsylvania General Assembly, the United States Fire Administration, and the National Volunteer Fire Council all have resource material available on this subject.

Recently, the Firemens Association of the State of Pennsylvania has commissioned an additional study on this subject. This research is underway, and the report is expected to be released later in 2013.

While there are typically no wages associated with volunteer personnel, there are costs associated with a volunteer-based system. However, these costs are a fraction of the cost of maintaining career personnel.

Consider that each of the twenty volunteer fire companies has twenty volunteers. There are no wages paid to these individuals. If they were to be replaced by career personnel, the system would need 400 paid firefighters.

The following tables show a contrast of estimated costs between volunteer and career staffing:

.25 Mil Tax on various property values			
Property Value	Per Year	Per Month	Per Week
\$50,000	\$13	\$1.04	\$0.24
\$100,000	\$25	\$2.08	\$0.48
\$200,000	\$50	\$4.17	\$0.96
\$300,000	\$75	\$6.25	\$1.44
\$400,000	\$100	\$8.33	\$1.92
\$500,000	\$125	\$10.42	\$2.40

As a comparison in a nearby county in Pennsylvania, the median wage for a career firefighter is \$61,411 annually with benefit package values at \$34,000. This is an annual cost of \$95,411 per firefighter. In Adams County, the total cost would amount to over \$38,000,000. In order for the county taxpayers to fund this change from Volunteer to Career firefighters, a 4.25 mil tax would have to be imposed:

4.25 Mil Tax on various property values			
Property Value	Per Year	Per Month	Per Week
\$50,000	\$213	\$17.71	\$4.09
\$100,000	\$425	\$35.42	\$8.17
\$200,000	\$850	\$70.83	\$16.35
\$300,000	\$1,275	\$106.25	\$24.52
\$400,000	\$1,700	\$141.67	\$32.69
\$500,000	\$2,125	\$177.08	\$40.87

*This table indicates cost of career personnel **only** and does not reflect operational expenses, equipment, workers comp, etc.*

H. Summary

In order for volunteer fire companies to continue providing public fire protection in Adams County, they need public financial support in the form of municipal appropriations.

This action needs to be taken now, as some fire companies appear to be approaching financial insolvency.

Opportunities exist to enhance service and possibly reduce operating costs through shared service agreements and expanded functional alliances. Each fire company and municipality should take steps in the immediate future to have meaningful discussion for these options.

Fire companies need to have a system in place to show accountability and transparency for all financial transactions involving public funds and ensure their responsible governance as non-profit organizations.

Significant financial transactions, such as the purchase of fire apparatus and other capital projects, should be approached jointly by the fire company and their municipalities. Opportunities to reduce apparatus saturation should be considered a part of responsible financial management.

Fire companies and local municipalities should recognize and utilize the resources of the Adams County Office of Planning and Development and the collective talent base of their staff for future projects. Fire protection should be recognized as a critical function in all future planning and development activities by all municipalities within Adams County and by the county as a whole.

A reliable and sustainable water supply is critical for fire protection. Steps should be taken to identify these water resources throughout the county. In areas without a public water system, an evaluation should be done to determine an acceptable level of risk.

The fundamental foundation of public fire protection is fire prevention. Immediate steps should be taken to develop a strategy for the implementation of a comprehensive fire prevention program for the county, including education, engineering, and enforcement.

Appendix A: Municipal .25 Mil Tax Allocation by Fire Department

Abbottstown Borough			
2012 Total Assessed Value of Taxable Property =			\$64,291,900
.25 MIL Tax =			\$16,073
Fire Department	FD#	% of Assessed Value	.25 MIL Tax based on % Assess
United Hook & Ladder FD	33	100.00%	\$16,073
Total		100.00%	\$16,073

Arendtsville Borough			
2012 Total Assessed Value of Taxable Property =			\$56,277,700
.25 MIL Tax =			\$14,069
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Arendtsville FD	5	100.00%	\$14,069
Total		100.00%	\$14,069

Bendersville Borough			
2012 Total Assessed Value of Taxable Property =			\$38,643,200
.25 MIL Tax =			\$9,661
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Bendersville FD	7	100.00%	\$9,661
Total		100.00%	\$9,661

Berwick Township			
2012 Total Assessed Value of Taxable Property =			\$225,826,800
.25 MIL Tax =			\$56,457
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
United Hook & Ladder FD	33	100.00%	\$56,457
Total		100.00%	\$56,457

Biglerville Borough			
2012 Total Assessed Value of Taxable Property =			\$90,202,300
.25 MIL Tax =			\$22,551
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Biglerville FD	6	100.00%	\$22,551
Total		100.00%	\$22,551

Bonneauville Borough			
2012 Total Assessed Value of Taxable Property =			\$112,321,100
.25 MIL Tax =			\$28,080
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Bonneauville FD	19	100.00%	\$28,080
Total		100.00%	\$28,080

Appendix A: Municipal .25 Mil Tax Allocation by Fire Department

Butler Township			
2012 Total Assessed Value of Taxable Property =			\$211,969,700
.25 MIL Tax =			\$52,992
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Arendtsville FD	5	12.85%	\$6,810
Biglerville FD	6	73.94%	\$39,183
Gettysburg FD	1	6.79%	\$3,598
Heidlersburg FD	25	6.42%	\$3,402
Total		100.00%	\$52,992

Carroll Valley Borough			
2012 Total Assessed Value of Taxable Property =			\$416,008,200
.25 MIL Tax =			\$104,002
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Fairfield FD	2	84.50%	\$87,882
Fountaindale FD	3	15.50%	\$16,120
Total		100.00%	\$104,002

Conewago Township			
2012 Total Assessed Value of Taxable Property =			\$681,476,800
.25 MIL Tax =			\$170,369
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
SAVES FD	29	100.00%	\$170,369
Total		100.00%	\$170,369

Cumberland Township			
2012 Total Assessed Value of Taxable Property =			\$718,242,000
.25 MIL Tax =			\$179,561
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Barlow FD	22	7.78%	\$13,970
Gettysburg FD	1	84.07%	\$150,957
Greenmount FD	23	8.15%	\$14,634
Total		100.00%	\$179,561

East Berlin Borough			
2012 Total Assessed Value of Taxable Property =			\$115,335,400
.25 MIL Tax =			\$28,834
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
East Berlin FD	11	100.00%	\$28,834
Total		100.00%	\$28,834

Appendix A: Municipal .25 Mil Tax Allocation by Fire Department

Fairfield Borough			
2012 Total Assessed Value of Taxable Property =		\$53,951,900	
.25 MIL Tax =		\$13,488	
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Fairfield FD	2	100.00%	\$13,488
Total		100.00%	\$13,488

Franklin Township			
2012 Total Assessed Value of Taxable Property =		\$425,551,800	
.25 MIL Tax =		\$106,388	
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Arendtsville FD	5	9.85%	\$10,479
Buchanan Valley FD	27	32.89%	\$34,986
Cashtown FD	4	57.27%	\$60,923
Total		100.00%	\$106,388

Freedom Township			
2012 Total Assessed Value of Taxable Property =		\$104,285,000	
.25 MIL Tax =		\$26,071	
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Greenmount FD	23	100.00%	\$26,071
Total		100.00%	\$26,071

Germany Township			
2012 Total Assessed Value of Taxable Property =		\$262,902,400	
.25 MIL Tax =		\$65,726	
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Littlestown FD	20	100.00%	\$65,726
Total		100.00%	\$65,726

Gettysburg Borough			
2012 Total Assessed Value of Taxable Property =		\$513,585,300	
.25 MIL Tax =		\$128,396	
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Gettysburg FD	1	100.00%	\$128,396
Total		100.00%	\$128,396

Appendix A: Municipal .25 Mil Tax Allocation by Fire Department

Hamilton Township			
2012 Total Assessed Value of Taxable Property =			\$235,658,500
.25 MIL Tax =			\$58,915
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
East Berlin FD	11	7.25%	\$4,271
Hampton FD	10	16.17%	\$9,526
United Hook & Ladder FD	33	76.58%	\$45,117
Total		100.00%	\$58,915

Hamiltonban Township			
2012 Total Assessed Value of Taxable Property =			\$248,145,000
.25 MIL Tax =			\$62,036
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Fairfield FD	2	57.93%	\$35,938
Fountaindale FD	3	28.72%	\$17,817
South Mountain FD	16	13.35%	\$8,282
Total		100.00%	\$62,036

Highland Township			
2012 Total Assessed Value of Taxable Property =			\$118,718,600
.25 MIL Tax =			\$29,680
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Cashtown FD	4	21.23%	\$6,301
Fairfield FD	2	51.38%	\$15,249
Gettysburg FD	1	27.39%	\$8,129
Total		100.00%	\$29,680

Huntington Township			
2012 Total Assessed Value of Taxable Property =			\$192,715,900
.25 MIL Tax =			\$48,179
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Bendersville FD	7	10.82%	\$5,213
Heidlersburg FD	25	13.55%	\$6,528
York Springs FD	9	75.63%	\$36,438
Total		100.00%	\$48,179

Latimore Township			
2012 Total Assessed Value of Taxable Property =			\$235,999,600
.25 MIL Tax =			\$59,000
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Lake Meade FD	26	25.85%	\$15,251
York Springs FD	9	74.15%	\$43,748
Total		100.00%	\$59,000

Appendix A: Municipal .25 Mil Tax Allocation by Fire Department

Liberty Township			
2012 Total Assessed Value of Taxable Property =			\$159,347,200
.25 MIL Tax =			\$39,837
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Fairfield FD	2	84.18%	\$33,535
Fountaindale FD	3	15.82%	\$6,302
Total		100.00%	\$39,837

Littlestown Borough			
2012 Total Assessed Value of Taxable Property =			\$326,810,500
.25 MIL Tax =			\$81,703
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Littlestown FD	20	100.00%	\$81,703
Total		100.00%	\$81,703

McSherrystown Borough			
2012 Total Assessed Value of Taxable Property =			\$156,619,700
.25 MIL Tax =			\$39,155
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
SAVES FD	29	100.00%	\$39,155
Total		100.00%	\$39,155

Menallen Township			
2012 Total Assessed Value of Taxable Property =			\$320,301,600
.25 MIL Tax =			\$80,075
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Arendtsville FD	5	37.12%	\$29,724
Bendersville FD	7	62.88%	\$50,351
Total		100.00%	\$80,075

Mount Joy Township			
2012 Total Assessed Value of Taxable Property =			\$455,574,200
.25 MIL Tax =			\$113,894
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Barlow FD	22	43.25%	\$49,259
Bonneauville FD	19	4.96%	\$5,649
Gettysburg FD	1	35.93%	\$40,922
Littlestown FD	20	15.86%	\$18,064
Total		100.00%	\$113,894

Appendix A: Municipal .25 Mil Tax Allocation by Fire Department

Mount Pleasant Township			
2012 Total Assessed Value of Taxable Property =			\$357,462,100
.25 MIL Tax =			\$89,366
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Bonneauville FD	19	32.62%	\$29,151
Gettysburg FD	1	18.53%	\$16,559
Littlestown FD	20	6.98%	\$6,238
SAVES FD	29	22.05%	\$19,705
United Hook & Ladder FD	33	19.82%	\$17,712
Total		100.00%	\$89,366

New Oxford Borough			
2012 Total Assessed Value of Taxable Property =			\$124,662,700
.25 MIL Tax =			\$31,166
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
United Hook & Ladder FD	33	100.00%	\$31,166
Total		100.00%	\$31,166

Oxford Township			
2012 Total Assessed Value of Taxable Property =			\$427,411,100
.25 MIL Tax =			\$106,853
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Irishtown FD	14	24.85%	\$26,553
United Hook & Ladder FD	33	75.15%	\$80,300
Total		100.00%	\$106,853

Reading Township			
2012 Total Assessed Value of Taxable Property =			\$476,822,400
.25 MIL Tax =			\$119,206
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
East Berlin FD	11	15.49%	\$18,465
Hampton FD	10	32.24%	\$38,432
Lake Meade FD	26	51.20%	\$61,033
York Springs FD	9	1.07%	\$1,275
Total		100.00%	\$119,206

Appendix A: Municipal .25 Mil Tax Allocation by Fire Department

Straban Township			
2012 Total Assessed Value of Taxable Property =			\$630,563,100
.25 MIL Tax =			\$157,641
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Biglerville FD	6	0.81%	\$1,277
Bonneauville FD	19	2.06%	\$3,247
Gettysburg FD	1	80.05%	\$126,191
Heidlersburg FD	25	5.12%	\$8,071
United Hook & Ladder FD	33	11.96%	\$18,854
Total		100.00%	\$157,641

Tyrone Township			
2012 Total Assessed Value of Taxable Property =			\$175,905,900
.25 MIL Tax =			\$43,976
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Bendersville FD	7	21.70%	\$9,543
Hampton FD	10	5.69%	\$2,502
Heidlersburg FD	25	72.61%	\$31,931
Total		100.00%	\$43,976

Union Township			
2012 Total Assessed Value of Taxable Property =			\$315,230,700
.25 MIL Tax =			\$78,808
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
Littlestown FD	20	93.65%	\$73,803.61
SAVES FD	29	6.35%	\$5,004.07
Total		100.00%	\$78,807.68

York Springs Borough			
2012 Total Assessed Value of Taxable Property =			\$29,196,200
.25 MIL Tax =			\$7,299
Fire Department	FD #	% of Assessed Value	.25 MIL Tax based on % Assess
York Springs FD	9	100.00%	\$7,299
Total		100.00%	\$7,299

Appendix B: Fire Department .25 Mil Tax Allocation by Municipality

Company 1 - Gettysburg Fire Department		
Operating Expense =		\$621,301
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Butler Twp	6.79%	\$3,598
Cumberland Twp	84.07%	\$150,957
Gettysburg Boro	100.00%	\$128,396
Highland Twp	27.39%	\$8,129
Mount Joy Twp	35.93%	\$40,922
Mount Pleasant Twp	18.53%	\$16,559
Straban Twp	80.05%	\$126,191
Total		\$474,753

Company 2 - Fairfield Fire Department		
Operating Expense =		\$311,700
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Carroll Valley Boro	84.50%	\$87,882
Fairfield Boro	100.00%	\$13,488
Hamiltonban Twp	57.93%	\$35,938
Highland Twp	51.38%	\$15,249
Liberty Twp	84.18%	\$33,535
Total		\$186,091

Company 3 - Fountaindale Fire Department		
Operating Expense =		\$53,562
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Carroll Valley Boro	15.50%	\$16,120
Hamiltonban Twp	28.72%	\$17,817
Liberty Twp	15.82%	\$6,302
Total		\$40,239

Company 4 - Cashtown Fire Department		
Operating Expense =		\$160,694
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Franklin Twp	57.27%	\$60,923
Highland Twp	21.23%	\$6,301
Total		\$67,224

Company 5 - Arendtsville Fire Department		
Operating Expense =		\$114,207
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Arendtsville Boro	100.00%	\$14,069
Butler Twp	12.85%	\$6,810
Franklin Twp	9.85%	\$10,479
Menallen Twp	37.12%	\$29,724
Total		\$61,082

Appendix B: Fire Department .25 Mil Tax Allocation by Municipality

Company 6 - Biglerville Fire Department		
Operating Expense =		\$194,840
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Biglerville Boro	100.00%	\$22,551
Butler Twp	73.94%	\$39,183
Straban Twp	0.81%	\$1,277
Total		\$63,010

Company 7 - Bendersville Community Fire Department		
Operating Expense =		\$109,000
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Bendersville Boro	100.00%	\$9,661
Huntington Twp	10.82%	\$5,213
Menallen Twp	62.88%	\$50,351
Tyrone Twp	21.70%	\$9,543
Total		\$74,768

Company 9 - York Springs Fire Department		
Operating Expense =		\$193,135
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Huntington Twp	75.63%	\$36,438
Latimore Twp	74.15%	\$43,748
Reading Twp	1.07%	\$1,275
York Springs Boro	100.00%	\$7,299
Total		\$88,761

Company 10 - Hampton Fire Department		
Operating Expense =		\$80,000
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Hamilton Twp	16.17%	\$9,526
Reading Twp	32.24%	\$38,432
Tyrone Twp	5.69%	\$2,502
Total		\$50,461

Company 11 - East Berlin Fire Department		
Operating Expense =		\$83,801
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
East Berlin Boro	100.00%	\$28,834
Hamilton Twp	7.25%	\$4,271
Reading Twp	15.49%	\$18,465
Total		\$51,570

Appendix B: Fire Department .25 Mil Tax Allocation by Municipality

Company 14 - Irishtown Fire Department		
Operating Expense =		\$34,702
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Oxford Twp	24.85%	\$26,553
Total		\$26,553

Company 16 - South Mountain Fire Department		
Operating Expense =		N/A
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Hamiltonban Twp	13.35%	\$8,282
Total		\$8,282

Company 19 - Bonneauville Fire Department		
Operating Expense =		\$289,000
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Bonneauville Boro	100.00%	\$28,080
Mount Joy Twp	4.96%	\$5,649
Mount Pleasant Twp	32.62%	\$29,151
Straban Twp	2.06%	\$3,247
Total		\$66,128

Company 20 - Littlestown Fire Department		
Operating Expense =		\$405,076
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Germany Twp	100.00%	\$65,726
Littlestown Boro	100.00%	\$81,703
Mount Joy Twp	15.86%	\$18,064
Mount Pleasant Twp	6.98%	\$6,238
Union Twp	93.65%	\$73,804
Total		\$245,533

Company 22 - Barlow Fire Department		
Operating Expense =		\$180,405
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Cumberland Twp	7.78%	\$13,970
Mount Joy Twp	43.25%	\$49,259
Total		\$63,229

Company 23 - Greenmount Fire Department		
Operating Expense =		\$7,919
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Cumberland Twp	8.15%	\$14,634
Freedom Twp	100.00%	\$26,071
Total		\$40,705

Appendix B: Fire Department .25 Mil Tax Allocation by Municipality

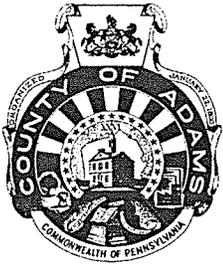
Company 25 - Heidlersburg Fire Department		
Operating Expense =		\$55,980
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Butler Twp	6.42%	\$3,402
Huntington Twp	13.55%	\$6,528
Straban Twp	5.12%	\$8,071
Tyrone Twp	72.61%	\$31,931
Total		\$49,933

Company 26 - Lake Meade Fire Department		
Operating Expense =		\$88,878
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Latimore Twp	25.85%	\$15,251
Reading Twp	51.20%	\$61,033
Total		\$76,285

Company 27 - Buchanan Valley Fire Department		
Operating Expense =		\$204,992
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Franklin Twp	32.89%	\$34,986
Total		\$34,986

Company 29 - SAVES Fire Department		
Operating Expense =		\$618,278
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Conewago Twp	100.00%	\$170,369
McSherrystown Boro	100.00%	\$39,155
Mount Pleasant Twp	22.05%	\$19,705
Union Twp	6.35%	\$5,004
Total		\$234,233

Company 33 - United Hook & Ladder Fire Department		
Operating Expense =		\$786,036
Municipality	% of Assessed Value	.25 MIL Tax based on % Assess
Abbottstown Boro	100.00%	\$16,073
Berwick Twp	100.00%	\$56,457
Hamilton Twp	76.58%	\$45,117
Mount Pleasant Twp	19.82%	\$17,712
New Oxford Boro	100.00%	\$31,166
Oxford Twp	75.15%	\$80,300
Straban Twp	11.96%	\$18,854
Total		\$265,678



Appendix C

Office of the Adams County Commissioners

117 Baltimore St., Room 201, Gettysburg, PA 17325-2391

PHONE (717) 337-9820 · FAX (717) 334-2091

Commissioners: Randy L. Phiel, James E. Martin, Marty Karsteter Qually

County Manager: Albert M. Penksa, Jr. CGFM Chief Clerk: Paula V. Neiman

Solicitor: John M. Hartzell

RESOLUTION No. 2 of 2012

SUPPORT FOR THE COUNCIL OF GOVERNMENTS (COG) TO APPLY FOR GRANT FUNDING THROUGH THE DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT

WHEREAS, the Adams County Council of Governments will be undertaking a project to evaluate the emergency service needs of Adams County; and

WHEREAS, the Adams County Board of Commissioners hereby supports the Adams County Council of Governments in their endeavor to obtain funding by applying for a grant through the Department of Community & Economic Development, Municipal Assistance Program; and

WHEREAS, the grant funding will be used for the joint evaluation of the fire and emergency service needs for Adams County, and to assist the COG with proceeding with issuing of the Request for Proposals.

NOW THEREFORE BE IT RESOLVED, that the Adams County Commissioners supports the Adams County Council of Governments in their endeavor to obtain funding from the Department of Community & Economic Development.

IN WITNESS WHEREOF, the present Resolution has been duly adopted this 8th day of February, 2012.

ATTEST:

ADAMS COUNTY COMMISSIONERS

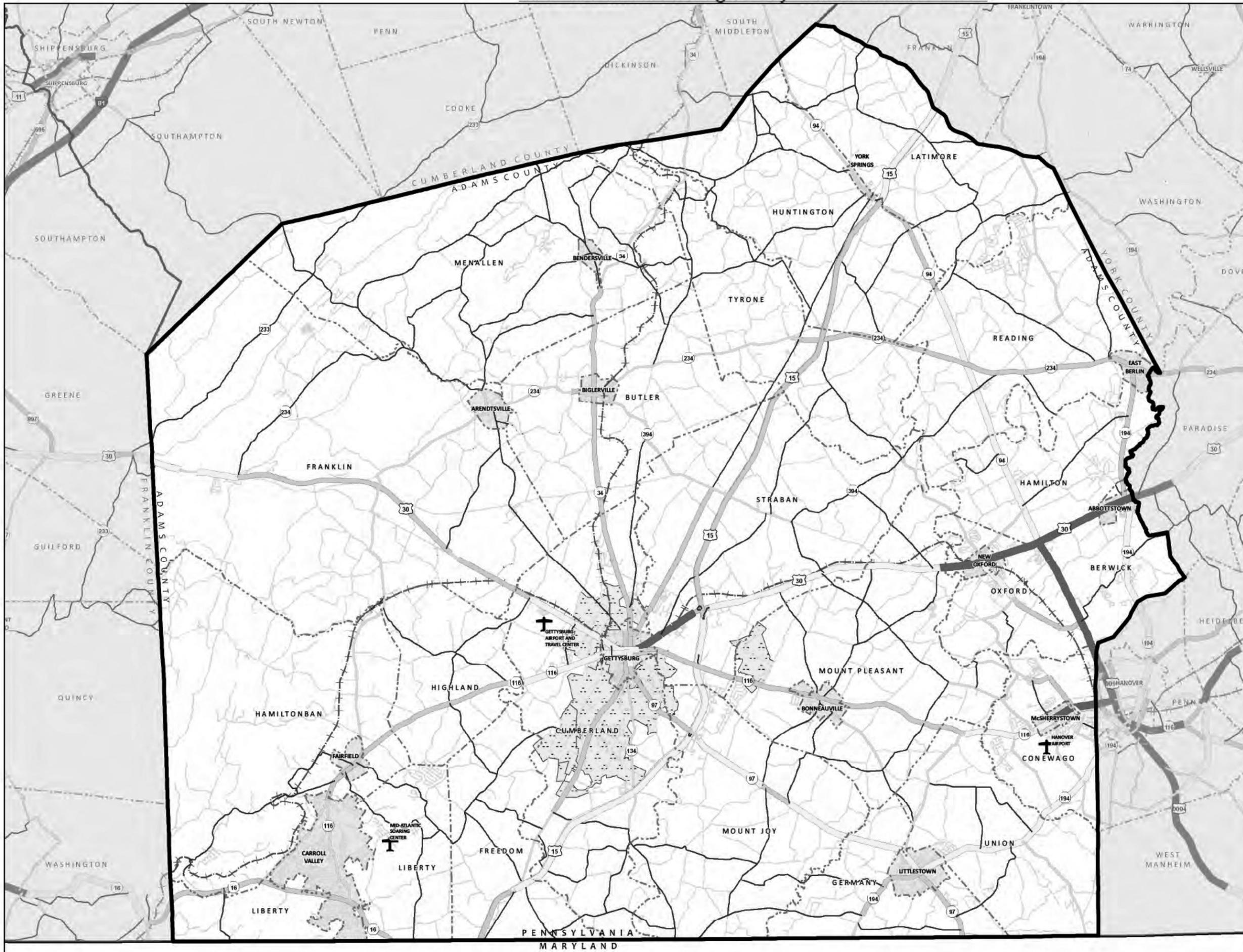
Paula V. Neiman
Chief Clerk

Randy L. Phiel, Chairman

James E. Martin, Vice-Chairman

Marty Karsteter Qually

MAP 2: Annual Average Daily Traffic Counts - 2010



Adams County Transportation Plan

Adams County Board of Commissioners,
Office of Planning and Development

Map 4 Annual Average Daily Traffic - 2010

LEGEND

- Airports
- Adams County Boundary
- Municipal Boundaries
- Railroads
- Township Roads
- Gettysburg National Military Park
- Boroughs

Current Annual Average Daily Traffic

- 18 - 2,029
- 2,030 - 5,300
- 5,301 - 9,106
- 9,107 - 13,793
- 13,794 - 22,883



Gannett Fleming
Your Trusted Advisor Since 1915

Data Source:
Adams County 2005 GIS data, 2010 PENNDOT GIS layers

March 11, 2010

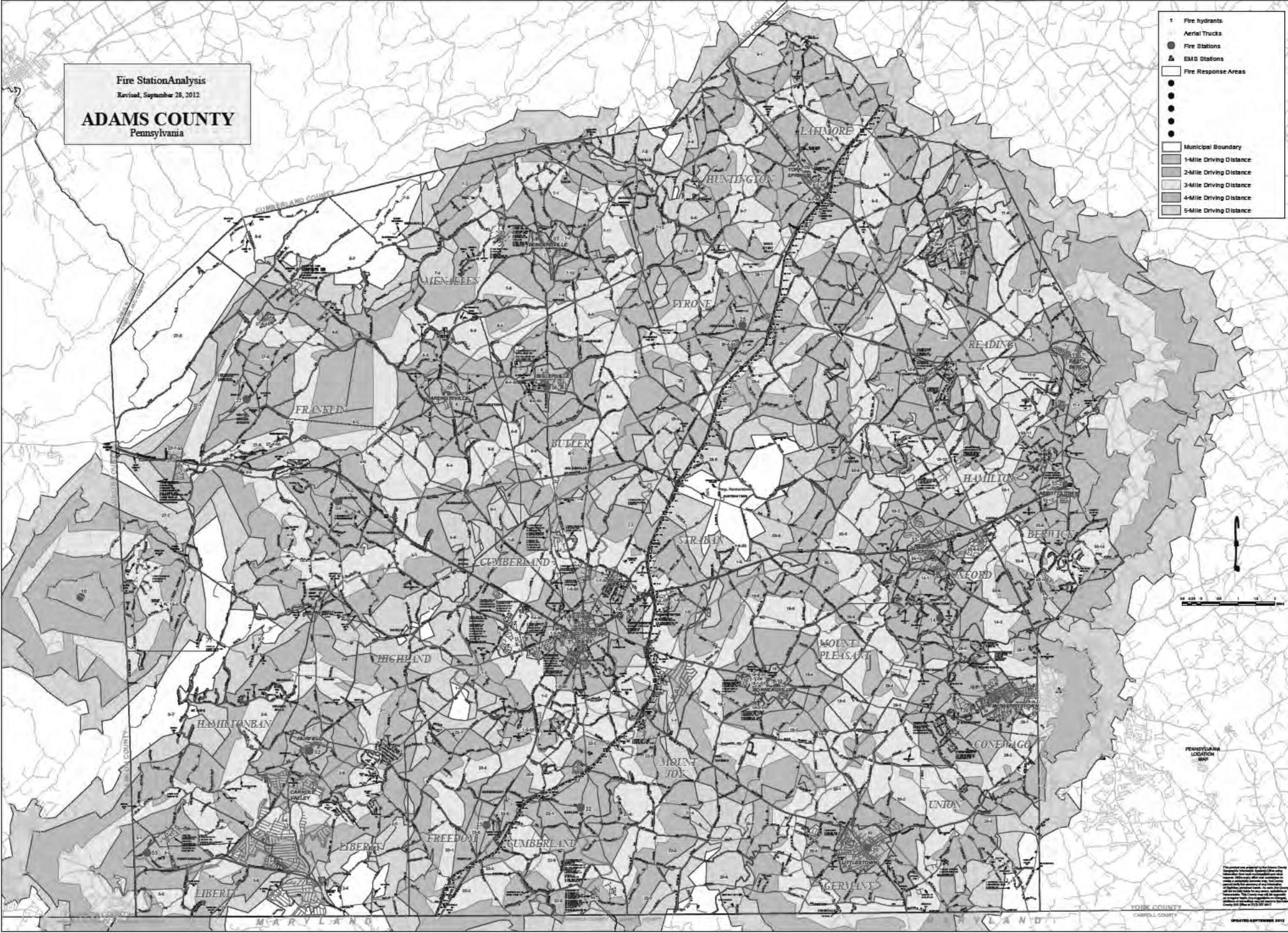
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MAP 3: Location of All Fire Departments with Driving Distances

Fire Station Analysis
 Revised, September 28, 2012

ADAMS COUNTY Pennsylvania

- Fire hydrants
- Aerial Trucks
- Fire Stations
- ▲ EMS Stations
- Fire Response Areas
-
-
-
-
-
- Municipal Boundary
- 1-Mile Driving Distance
- 2-Mile Driving Distance
- 3-Mile Driving Distance
- 4-Mile Driving Distance
- 5-Mile Driving Distance



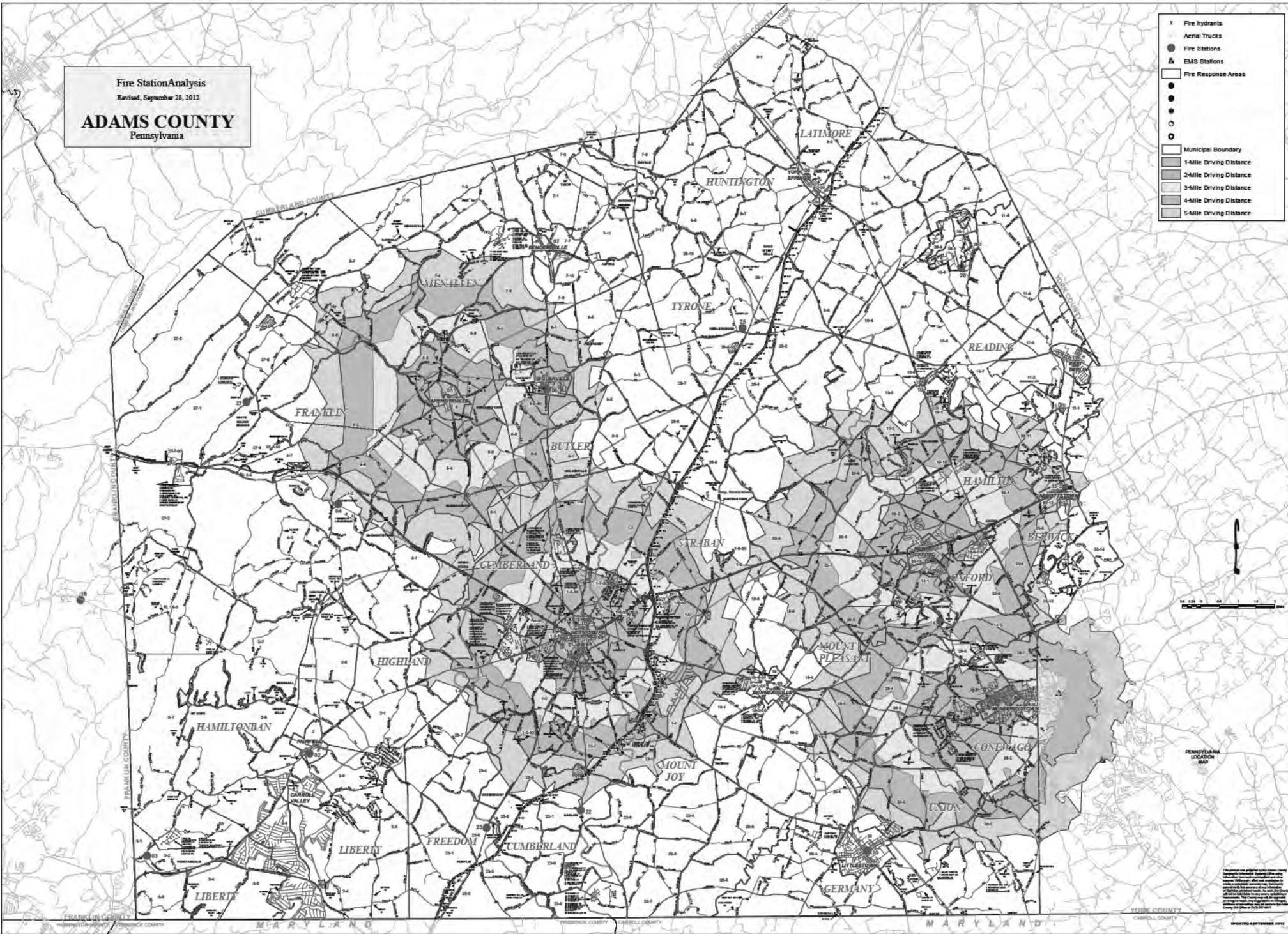
PENNSYLVANIA
 LOCATION
 MAP

DATE: 09/28/2012
 TIME: 10:00 AM
 USER: JSM
 PROJECT: ADAMS COUNTY
 MAP 3: LOCATION OF ALL FIRE DEPARTMENTS WITH DRIVING DISTANCES

MAP 4: Location of 4 Aerial Trucks with Driving Distances

Fire Station Analysis
 Revised, September 28, 2012
ADAMS COUNTY
 Pennsylvania

- Fire hydrants
- Aerial Trucks
- Fire Stations
- ▲ EMS Stations
- Fire Response Areas
- Municipal Boundary
- 1-Mile Driving Distance
- 2-Mile Driving Distance
- 3-Mile Driving Distance
- 4-Mile Driving Distance
- 5-Mile Driving Distance



Map prepared by: [unreadable]
 Date: [unreadable]
 Scale: [unreadable]
 Projection: [unreadable]
 Data Source: [unreadable]
 Author: [unreadable]

Consultant Information

John S. Senft served as the consultant for this project. In this role, he served as subject matter expert and overall project facilitator.

Mr. Senft has over forty years of combined experience in public safety. He has served as a volunteer firefighter and officer and has over thirty-six years of experience as a career firefighter, progressing through the ranks from recruit to Chief of Department.

He holds a Certificate in Fire Protection from Harrisburg Area Community College, a B.A. in Organizational Management and a M.S. in Nonprofit Management from Eastern University in St. Davids, Pennsylvania.

He is a graduate of the Executive Fire Officer program of the National Fire Academy and is a court recognized expert in the fields of fire suppression, fire investigation, and fire prevention.

Chief Senft is an instructor for several colleges and an Adjunct Faculty member of the National Fire Academy. He has also served as a subject matter expert for curriculum and program development.

In addition to teaching, he provides consulting services to emergency service organizations, government and public agencies, and nonprofit organizations throughout the United States.