

LOWER PAXTON TOWNSHIP  
BOARD OF SUPERVISORS

Minutes of Budget Workshop Meeting held October 18, 2011

An administrative budget workshop meeting of the Board of Supervisors of Lower Paxton Township was called to order at 6:00 p.m. by Chairman William B. Hawk on the above date in the Lower Paxton Township Municipal Center, 425 Prince Street, Harrisburg, Pennsylvania.

Supervisors present in addition to Mr. Hawk were William C. Seeds, Sr., William L. Hornung, Gary A. Crissman, and David B. Blain.

Also in attendance were George Wolfe, Township Manager; Sam Robbins, Public Works Director; Brian Luetchford, Parks and Recreation Director; Tim Houck, Finance Director; David Johnson, Public Safety Director; Chief William Payne, Linglestown Fire Company; Chief Tom Swank, Colonial Park Fire Company; Jim Rowell, President Paxtonia Fire Company; Officer Richard Needham, Fire Marshall; and Watson Fisher and Ted Robinson, SWAN.

**Pledge of Allegiance**

Mr. Seeds led in the recitation of the Pledge of Allegiance.

**Public Comment**

There was no public comment.

**2012 Budget Preparation**

Key Indicator Report

Mr. Wolfe explained that he would summarize what is in the Key Indicator Report (KIR). He noted that the municipal finances have been significantly affected by the decline in revenues due to the national economic recession. He noted that it started in 2008 with a 3% decline, a decline of 3% in 2009, and 1% decline in 2010. He noted as a result of the decline, staff has curtailed all unnecessary expenditures. He noted that the most significant shortages have come in development revenues, Real Estate Transfer Taxes, and the Earned Income Tax (EIT). He noted that the EIT which is the largest single source of revenue is down 13% from 2008 to 2009 and another 9% from 2009 to 2010.

Mr. Wolfe noted that Mr. Blain provided him a very good article that he included in the past Items of Interest in regards to income and the national recession. He noted that it focused on the fact that real incomes have declined by 9.8% over the past three years. He noted what the Township is seeing is indicative of the national recession, and although there is significant optimism in many economic indicators, job growth and income are not included. He noted that it is a jobless recovery and the Township's revenues are based heavily on people working. Mr. Blain noted that not only is the EIT impacted by employment, but the article mentioned how salaries have declined, noting that they are down 6% to 7%. He noted that it is a double whammy.

Mr. Wolfe noted that the General Fund (GF) balance was reduced in the last several years to undertake capital projects and the savings account was used to fund those projects. He noted that the Board has completed its strategic plan and all projects will be completed by the end of 2011. He noted that the plan was implemented during a time that the Township experienced a national economic recession. He noted that the GF balance at the end of October is \$3.7 million, below the 25% threshold of operating revenues required by the Board, noting that it should be closer to \$4.5 million.

Mr. Wolfe noted that the General Fund (GF) is balanced at \$18,165,000, and with Liquid Fuels it amounts to \$19,146,040. He noted by the end of the 3<sup>rd</sup> quarter, the Township had a positive balance of \$86,635. He noted that the revenues as compared to last year for EIT, Real Estate Transfer Tax, and Codes Enforcement improved from last year. He noted that revenues are 17% higher than last year with a 9% growth in the Real Estate Tax, a 27% growth in Real Estate Transfer Tax, a 24% growth in EIT, 21% growth in Codes Enforcement, and a 29% growth for the Police Department. He noted that the Real Estate Tax increase is due to the 10% tax increase implement in 2011, and the EIT increase is due to overdue reciprocals from other tax bureaus. He noted that Colonial Commons was sold this year, resulting in a large increase in the Real Estate Transfer Tax. He note that the Health Department shows a decrease of 18% noting that the budget recognized two performance grants in recycling in 2010 and only one in 2011. He noted that Parks and Recreation revenues are down 46% primarily due to the lack of fee-in-lieu payments.

Mr. Wolfe explained that the increase in the Codes Enforcement revenues is due to the building of the new Holy Name of Jesus Church and Bishop McDevitt High School. He noted that the Township has received word that it was approved for its Pennsylvania Infrastructure Bank (PIB) Loan. He noted that the \$750,000 will primarily benefit the Township for its 2012

spending. He noted that the Township will receive a one-time payment from the Commonwealth that is much more than it normally would receive for PA Act 205 pension funds. He noted that the normal contribution is roughly \$650,000 and this year the Township will receive \$1,097,144. He noted that the Township's contribution to the pension plans from the General Fund for this year was eliminated.

Mr. Wolfe noted that the fire companies, through the Fireman's Relief Fund, received \$221,043 more than budgeted, providing a total of \$582,729. He noted that those funds are transferred directly to the fire fighting services.

Mr. Wolfe noted that expenses are up 4% from last year primarily due to the Fireman's Relief Fund and Pension Plan Fund. He noted that there are no significant expense items to note.

Mr. Wolfe noted for the GF, at the end of the 3<sup>rd</sup> quarter, the Township was looking much better than it was at the end of the 1<sup>st</sup> and 2<sup>nd</sup> quarters. He noted that we are not near the pre-recession numbers and development related activities have shown little recovery. He noted that the numbers have some sunshine for the first time in a couple of years.

Mr. Wolfe noted that the State Aid Fund which is roughly \$1,003,085 is received from the Commonwealth for roadway maintenance with the Township expending the funds every year.

Mr. Wolfe noted that the Fire Equipment Capital Fund (FECF) has a balance of \$586,772 and the Board will meet with the Fire Chiefs after the business meeting to discuss their financial needs and budget. He noted that the Board may have to eliminate the contribution to this fund in 2012 to balance the budget. He noted that tonight would be an appropriate time to discuss this with them. He explained that the fire chiefs did receive an extra \$250,000 this year from Fireman's Relief Fund. He suggested that they will ask for an increase in the dedicated Real Estate Fire Tax. Mr. Seeds questioned if the elimination of the FECF for 2012 was only under consideration at this time. He suggested that the Board has not made a decision on that yet. Mr. Wolfe noted that it was his understanding that the Board wanted to discuss that with the fire chiefs. Mr. Seeds noted that he is not sure he is in favor of doing it.

Mr. Wolfe noted that the Length Of Service Awards Program (LOSAP) is an \$60,000 annual contribution to a defined benefit for fire fighters who complete volunteer services for a specific period of time. He noted that the balance for this fund is \$240,856 and that the fund has been unaffected by the economic conditions since the money was invested in PLIGT securities. He noted that payment of the benefits comes due in a year and the Township has taken a very conservative approach to the funding of it at this time. He noted that Conrad Siegel is conducting

an actuarial valuation for this plan. Mr. Houck noted that he is waiting for more information from some of the fire companies for their detail.

Mr. Wolfe noted the General Improvement Fund (GIF) had \$1,519,500 with a transfer of \$831,000 from the GF; however the Township curtailed the expenditures due to the lack of revenues. He noted that \$650,000 has been spent for ongoing projects and he expects to complete those projects by next year with no new projects added to the program.

Mr. Wolfe noted that this time last year the Friendship Center (FC) had a net of \$16,354; however for this year it is \$12,871. He noted that there is a slight decline in memberships and an increase in programs. He noted that programming has been the point of success at the FC and most programs are full. He explained that revenues from memberships are pretty much stagnant. He noted that the Township hired Ken Ballard to conduct an operations audit for the FC and the Operating Board is reviewing the study and will be reporting the contents of the study to the Board sometime in November. He noted that staff is working to replace the loss of its tenant PinnacleHealth at the FC. He noted that Mr. Luetchford has prepared bid specifications to lease the West Annex and there is at least one tenant who plans to bid on that. Mr. Seeds noted that \$63,000 is projected for the 2012 budget and he questioned if that is what could be realized with a new tenant. Mr. Luetchford answered that he has spoken to a proposed tenant noting that they are aware of what the prior tenant paid for the lease. He noted that he hopes to get more than that amount. Mr. Seeds questioned if PinnacleHealth continues to pay for the space. Mr. Luetchford noted as long as they have an active lease for that area they are charged 2.5% of the utility costs for the entire building. Mr. Seeds noted that was included in the 2012 budget. Mr. Luetchford noted that PinnacleHealth is billed every six months for its utility bill. He noted whoever has the lease will pay the cost of the utilities, and he explained that the monies are received midway and at the end of 2012.

Mr. Wolfe noted at the end of September the FC had a Capital Fund balance of \$323,440 and an Operating Fund balance of \$126,891.

Mr. Wolfe noted that he did not include the Township Authority in the discussion as he will save that for the next Authority budget meeting.

Status of revenues and expenditures against 2011 budgets  
and pre-draft Budgets for 2012 fiscal year

Mr. Wolfe noted that the GF and State Aid total \$19,146,040; GIF was balanced at \$1,519,500, and the GF had a balance on 1/1/2011 of \$3,644,662. He noted that the FC had an

Operating fund of \$2,096,990 in revenues against \$2,116,344 in expenditures producing a deficit of \$28,454. He noted that the FC Operating Fund had a balance of \$392,130 and the Capital Fund had a balance of \$320,250. He noted that the Authority Budget had \$13,795,262 in revenues against \$13,200,987 in expenditures producing a deficit of \$594,275. He noted that the Authority had a Capital Fund balance of \$14,047,400 for expenditures.

Mr. Wolfe noted for the 2011 Budget expenditures, the GF had \$18,165,600 with a transfer to the GIF of \$831,800. He noted that State Aid had expenditures of \$980,440; GIF, \$1,519,500; FC Operating Fund, \$2,116,344; FC Fund Balance, \$143,000; Authority Operating Fund, \$13,200,987, and the Authority Capital Fund, \$14,047,400.

Mr. Wolfe noted that the 2011 Year-End Estimate is as follows: GF, revenues of \$17,964,120 against expenditures of \$17,863,085 producing a surplus of \$101,035 with a transfer of \$405,000 to the GIF. He noted that State Aid is balanced at \$996,275, and the GIF is balanced at \$905,000. He noted that the GF is projected to be \$3,239,662 on 12/31/11. He noted that the FC Operating Fund has \$2,028,740 in revenues against \$2,203,553 in expenditures producing a deficit of \$174,814 using \$115,000 of prior year's cash as a match to a DCNR grant for capital expenditures. He noted that the FC Operating Fund will have a balance of \$183,316 and the FC Capital Fund will have a balance of \$320,250. He noted that the Authority Operating Fund has revenues of \$12,927,942 against expenditures of \$13,161,491 producing a deficit of \$233,549. He noted that the Authority Capital Fund will have \$14,566,510 in expenditures.

Mr. Wolfe noted for the proposed 2012 Budget, the GF has revenues of \$17,241,060 against expenditures of \$17,676,566 producing a deficit of \$435,506, with a transfer of \$40,000 to the GIF. He noted that the State Aid is balanced at \$996,275. He explained that the GIF is balanced at \$1,165,000 using \$40,000 transfer from the GF. He noted that the GF balance will be at \$3,340,697 on 1/1/12. He explained that the FC has revenues of \$2,109,350 and expenditures of \$2,123,643 producing a deficit of \$14,293. He noted that the FC Operating Fund balance is \$183,316 and the FC Capital Fund is \$320,250.

Mr. Wolfe noted that the Board met on October 4<sup>th</sup> to discuss the budget and at that time the 2011 year-end estimate was a deficit of \$397,988 with a 2012 budget deficit of \$753,271, based upon 2<sup>nd</sup> quarter financials. He noted as of this date, the 2011 year-end estimate is \$101,035 with a 2012 budget deficit of \$435,506, based upon the 3<sup>rd</sup> quarter financials. He explained that due to the additional State Aid funds received and the PIB Loan being available later in the year, he was able to reallocate and complete this year with a balance and also reduce the 2012 deficit. He noted that we are much better now than we were in early spring.

Mr. Wolfe noted that the operating budget for each department is cut as much as it can be. He suggested that one way to balance the 2012 budget deficit of \$435,506 would be to use the projected \$101,035 surplus from 2011 or take more of the GF Balance to cover it. He noted that a Real Estate Tax increase of 10% would produce roughly \$280,000. He suggested that the \$200,000 contribution to the Fire Equipment Capital Fund (FECF) could be suspended for one year. He noted that staff is looking into obtaining emergency medical services from a different provider but he has no figures for what the savings would be from this. He explained that he hopes to have more information on this in November.

Mr. Wolfe noted that the summary for the GIF is that \$650,000 is available in revenues from the Dauphin County Bond Funds. He noted that \$435,000 of the PIB loan would go towards paving; \$50,000 for a Dauphin County Local Share Grant and \$40,000 in a GF transfer for a total revenue of \$1,165,000. He noted that the expenses for the GIF are as follows: \$800,000 for the Linglestown Road Project; \$200,000 for stormwater improvements; \$40,000 for traffic signal improvements; \$75,000 for the Pavement Management System; and \$50,000 to paved Blackberry Alley East for a total project cost of \$1,165,000.

Mr. Wolfe noted that the cell tower located behind the Public Works building could be sold for \$292,000 and these funds could be used for stormwater system improvements. He noted that the annual revenue generated from the lease of the cell tower is only \$23,352. He noted that the current millage rate of .9625 mill for a home valued at \$200,000 generates a bill of \$192.50. He noted that the millage rate is split as follows: .6815 mill for general use amounting to \$136.30; .240 mill for fire protection amounting to \$48.00, and .041 mill for library services generating \$8.20.

Mr. Hawk noted that the Board could suspend the \$200,000 FECF contribution for a year and he questioned the other Board members what they thought. Mr. Hornung answered that it would not provide for a long-term solution. He noted that the Board needs to solve the overall problem and not put a one year band aid fix to it. He noted that the expenditures and revenues are growing further and further apart. Mr. Seeds questioned if the fire chiefs need fire equipment, would the Board contribute \$400,000 next year. Mr. Hornung noted that he can't go by if's he needs to know if they really need equipment. He noted that he does not know for sure that they need new equipment and he questioned PSD Johnson about this. PSD Johnson answered that he has not personally inspected their equipment. He explained that he is waiting for more information to help him come to a conclusion. He noted that given the amount of actual fire fighting that they do, the wear and tear of the equipment, they should be able to be extended the

life of their equipment from 20-to-22 year period. He noted that this is not New York City. He suggested that the trucks get more activity going to training and general rides than actual fire calls. Mr. Hornung questioned how many pieces of equipment fall within the 18-year period. Mr. Wolfe noted that the FECF projected purchase of the equipment for an 18-year period for nine units. He noted that all nine units have been purchased beginning in 1998. He noted that the oldest of the primary units is 13 years old. PSD Johnson noted that would provide for another five years of service using the 18-year cut off period. Mr. Seeds suggested that it probably costs close to \$2.1 million to purchase three major pieces of equipment. PSD Johnson suggested that it could be closer to \$3 million. Mr. Wolfe noted in 1998, it cost the Township \$1.2 million to replace three units, in 2000 it cost \$1.4 million and in 2009 it cost \$1.3 million. Mr. Seeds questioned if the tower truck cost almost a million dollars. Mr. Wolfe answered yes, but engines and rescues do not cost that much money.

Mr. Blain questioned what the projected Fund balance would be at the end of 2011. Mr. Wolfe answered that it would be \$3.2 million. Mr. Blain noted that the proposed 2012 budget expenses for GF are \$17.2 million, noting that the 25% threshold would be \$4.25 million. He noted that the budget is actually \$1 million in the hole since the Board can't meet its 25% threshold for the operating budget. He noted that the budget is not only \$435,000 off the budget, it is actually \$1.5 million off the budget.

Mr. Hornung questioned what the projected pension contribution would be for this year. Mr. Wolfe noted that the Minimum Municipal Obligation is \$1.1 million using the new numbers. He noted for 2012, it would be \$1.1million, and in the years 2013, 2014, 2015, and 2016, it would be \$1.35 million. He noted that these numbers are not based upon an actuarial valuation, only an estimate by staff. Mr. Hornung questioned if it is a good guess. Mr. Wolfe suggested that it might be a little high for the future years. Mr. Hornung questioned what it was for this year. Mr. Wolfe answered that it was \$948,000 which was less since it was based on the 2007 actuarial valuation. Mr. Hornung noted that he wants to get a flavor for what the Board needs to fix.

Mr. Crissman questioned what 1 mill generates in Real Estate Tax Income. Mr. Seeds suggested that it is \$2,800,000. Mr. Wolfe suggested that it is roughly \$3 million. He noted that the current millage rate is .9625 and it generates \$2.8 million in income. Mr. Crissman suggested that an increase of a half mill would solve the problem. He noted that it would be ongoing revenue that would be guaranteed revenue year after year. Mr. Wolfe suggested that the initial impact to the average homeowner would be... Mr. Blain noted that the reason that we are in this predicament today is clearly because revenues are down. He noted that it is not because expenses

have blown through the roof. He noted that revenues are down about \$1 million, and there are only two ways to manage the problem, either increase the millage rate on property taxes to make it up or you have to significantly reduce the expense base, however, if the Board chooses to do that it will have to make a major philosophy change. He noted that the Board will have to go away from being a service providing Township to more of a basic needs Township. He noted that the yard waste facility will have to be shut down and we will have to sell the grinder and things like that. He noted that the things that we have done in the past to make us who we are today may have to cease. He stated that he hopes that the economy will turn over in time, and that the EIT will increase, and the Real Estate Tax revenues will increase, and that would put the Township in the position to reduce the millage rate. He noted that there is only one source of revenue that the Board controls and that is Real Estate Taxes, and if the Board wants to maintain its current level of service then it has to man up and raise taxes. He noted out of a \$17 million budget, only \$2.8 is made up of Real Estate Taxes.

Mr. Crissman questioned, if the Board raised taxes a half mill what would the impact be on the average homeowner, noting that the current impact is \$192.50. Mr. Wolfe suggested that it would go from roughly \$200 to \$300. Mr. Hornung noted that every tenth of a mill increase would be \$280. Mr. Wolfe noted that was correct for a 10% increase but a tenth of a mill would provide for \$300,000 in revenues.

Mr. Hawk noted that the Board has a dilemma and some will say to increase the tax base and others will say that you can't tax yourself into prosperity. He noted when you look at the budget what else can you cut except core services. Mr. Blain noted that the Township has cut every ounce of fat that it possibly can and yet maintain the current service level. He noted if the Board wants to balance the budget, it will have to cut services. He noted that the Board could choose to use Porta Johns in the park and cut off water to the restrooms and the drinking fountains. He noted that the compost facility could be closed.

Mr. Crissman questioned what the percentage is for the collection of the Real Estate Tax. Mr. Houck answered that it is 98% and it has stayed even. Mr. Wolfe noted that the Township is seeing many more assessment appeals resulting in negotiated amounts and reduced assessments for the commercial properties. Mr. Blain noted that the real estate values are down and if he owned commercial properties he would probably do the same thing.

Mr. Hornung noted that the ultimate question is do we cut services or raise taxes. Mr. Blain noted that Mr. Crissman makes a very good point in that if you raise taxes, it would be an ongoing revenue stream. He noted that it is not a temporary solution; it is more of a permanent

fix. He noted if you want to cut the expense base then you have to cut services that the Township will not offer year after year. Mr. Hornung noted that he is trying to get a determination from the Board members as to what direction they want to go, and once that is determined then it could discuss how to accomplish it. Mr. Blain stated if the Township is going to be a basic services community then the Board shouldn't fund the FECEF, noting that many communities that don't do that. He noted that there would be consequences in doing that. Mr. Crissman noted when you make these kinds of cuts, the largest impact is staff and salaries.

Mr. Wolfe noted that Mr. Blain made a very interesting point. He noted that we did not fund the purchase of fire equipment for a long time, only starting to do it in 1995. He noted that the Township lived frugally for many years and built a significant fund balance. He noted if you look at the chart that shows the times when the Board chose to take funds from the savings account for other than municipal operations, once example was the FC, and others are the FECEF, and the LOSAP. He noted that it resulted in a drain on the savings account for something other than operations. He noted that the savings account was developed to allow the Township to be a community that provides services to ensure that it continues to have volunteer fire personnel by providing their primary fire apparatus, but it costs money to do this. He noted that these items have been funded using the savings.

Mr. Seeds noted that it would be roughly seven more years before the next round of purchases may be needed. He noted that the oldest equipment would be 20 years old. Mr. Wolfe suggested that the Board would not wait for seven years to purchase equipment. He noted that the fire companies borrow in advance. Mr. Blain noted that the point of this conversation is not extending the life of the equipment by two years. He noted that it is pennies. He noted that it doesn't matter if the Township purchase equipment in 18 years or 20 years, rather do you long-term fund these types of projects or not. He noted that the Board must make a decision if it wants to continue to fund these types of activities and programs like the yard waste facility and if so it must decide to raise taxes because there is no more fat to trim. Mr. Seeds noted if the Board waits another seven years, it would provide for an additional \$1.4 million in the FECEF and it would have over \$2 million to spend. He noted if we don't put the funds into the FECEF, then when it comes time to purchase the equipment the money won't be there. Mr. Wolfe noted that is not how it works. He explained if we bought three units and they lasted 18 years we have already completed the third phase. He noted that the Township have always bought equipment in advance and loaned the fund money until the yearly contribution caught up. He noted that the Township could miss a year's donation and still go out next year and buy fire equipment, only

the amount to be reimbursed into the fund might be higher. He noted that the Township bought the first round of equipment in 1998, and the second round in 2000. Mr. Seeds noted that we borrowed from the GF and had to pay it back to the GF. He noted that the Board has always let the fire fighters purchase their equipment even when there was not enough in the fund to cover it.

Mr. Hornung noted that the Board is still dancing around the question. Mr. Blain questioned Mr. Hornung if he was making the correct point. Mr. Crissman noted that he is not dancing around the issue. Mr. Hornung noted that he knows everyone's thoughts except for Mr. Hawk. Mr. Seeds noted that he is not sure what anyone is thinking. Mr. Crissman stated that he was rather clear that we need to raise taxes. He noted that we don't want to take away from what we have, to maintain what we have we need ongoing continuous funds, or you can keep trying to find the extra funding each year. He noted that the only way to do this is to increase the revenues and since they are down by virtue of the economy a decision must be made by the Board members to either cut back on what we have done or what we are doing, or remain at the same levels we are currently at for service. He noted that the only way to provide the continuous funds to do what we do is to raise taxes. Mr. Seeds stated that he understands that. Mr. Crissman stated that he is in support of raising taxes, even though he knows that it is not a popular position, but it is a realistic one. Mr. Seeds questioned how Mr. Crissman felt about the FECF. Mr. Hornung noted that it does not solve the problem and that is what we are talking about. He noted that we have to solve the overall problem. Mr. Blain noted that the FECF is only one item and it only provides \$250,000 for a year, however we have employees working at the yard waste facility and it costs \$40,000 to \$50,000 a year to staff those positions. He noted that the Township provides for Parks and Recreation programs but it doesn't have to do those types of things. He questioned if the Board wants to continue to do all those programs, and if it does, then the only option is to raise taxes. He noted if you don't want to do those programs, then the only way to realize long-term savings and correct the problem is to cut them and go back to basic services. Mr. Crissman noted that it would not be for one year, they would be permanently gone. Mr. Blain noted that you can talk about cutting people but if you do that you can't provide the services that we want to provide.

Mr. Blain noted you could cut people at the yard waste facility to make the budget but there are only so many people to go around. He questioned who you put out there to run the facility. He noted if you cut ten people from Public Works to balance the budget then you are naturally cutting services and you cannot maintain that operation at its current level. He noted the same thing holds true for the Parks and Recreation Department. He noted that you must make a

fundamental decision to determine if the Board will continue to fund the current programs and fund the FECF, but if you agree to it you only have one choice and that is to raise taxes. He noted if you go the opposite way, you cut them permanently. Mr. Seeds noted that we may have to raise taxes and still make cuts. Mr. Blain suggested that we are at a point that we can't do both. He noted there is no other place to cut. Mr. Seeds stated that he was talking about the FECF. Mr. Blain stated that Mr. Seeds does not understand what he is trying to say.

Mr. Hornung noted that the problem with the FECF is that it does not solve the ideological problem, are we going to raise taxes or not. He noted that cutting the payment for the FECF for one year does not solve the problem, however if you want to cut it for the next five years, that is a different matter. He suggested that it will be another five years before this economy will really turn around so that means we would have to cut it for five years. He explained that he is in favor of solving the problem for the next five years, and not coming back and having these conversations again every year. He noted that we are wasting our time and our energy. He noted that the question is where we are going. He noted if you want to cut the FECF by \$50,000 to help close the gap, then we would only give them \$150,000 for the next five years. It has to be a five-year decision, not a one year decision. He suggested that everyone except Mr. Seeds buys into this. He noted that the problem is not going away and it may get worse. Mr. Seeds noted that he did not think anyone could predict that it may stay this way for another five years; however he didn't know if he would be willing to cut the FECF for five years. Mr. Hawk noted that could be a goal, but if things improve you could rescind what you have done.

Mr. Wolfe noted that the smaller spreadsheet that he distributed shows the GF, State Aid, and revenues and expenditures projected through 2016. He noted the deficit for now is less than half million in 2012. He noted for years 2013 through 2016, the deficit for each year is approximately \$1 million. Mr. Hornung noted that is the problem that we have to fix, not next year, but five years out. Mr. Seeds questioned why there was such a big jump from \$475,000 to \$1,042,000. Mr. Wolfe explained that he didn't know except that staff is working on balancing 2012 year and not projecting out from there yet. Mr. Wolfe noted that the PIB Loan has something to do with it. Mr. Blain noted that we have to pick up the funds from somewhere and we only have control over one source of revenues. Mr. Blain noted that development revenues are abysmal. He noted that EIT and Real Estate Transfer Taxes are the two main items that have put us where we are today and if it follows what has occurred with the economy they will not increase. He explained that you either restore revenues by raising taxes or you just state that we

are in tough times and cut everything but the basics. He noted that it needs to be a five-year fix as it is the only way to reap the benefit from it.

Mr. Hornung noted that the people who were elected to the office must do the best thing for the people, and whether we lose our job or not is irrelevant, but what is important to him is that five years from now this Township is still enjoying a solvency in being able to accommodate all the residents in the fashion that they have become accustomed to.

Mr. Blain questioned how many police officers we have. PSD Johnson answered that we have 54 officers. Mr. Blain questioned how many officers the City of Harrisburg employs. PSD Johnson suggested that it is more than 200 officers. Mr. Wolfe noted that does not include the Capital Police force. Mr. Blain noted that we have the same amount of people living in our community as the City of Harrisburg and they have 200 police officers and we only have 54. He noted that there is a strong argument that we don't have enough police officers, not to say that we need 200, but at one time we had 62 officers. He noted that we can't cut anymore in the Police Department. Mr. Seeds noted that the recommendation is 1.5 police officer per 1,000 citizens so we should have roughly 75 officers. Mr. Hornung noted due to the economy, instances of break-ins are on the rise and the demand for police services is increasing. He noted that cutting the police force is not a solution.

Mr. Hawk noted that he looks at items as wants or needs and that is what he uses to balance his household budget. He noted if he does not need it he doesn't buy it, but when it comes to a governmental operation, you can only cut so much year after year until you don't have it. He noted if you keep cutting the Police Department, pretty soon we will all wearing six-shooters. He noted that salaries are down, raises are down, and unemployment is up.

Mr. Ted Robertson noted that the Township is an aging community and since more people are retired, the EIT can't grow. Mr. Hawk questioned how a retiree gets more money to pay more taxes, hoping that the stock markets goes back up or that real estate market increase in value. He noted that it is not always practical, and it is a two-edged sword.

Mr. Blain noted that this is a classic flaw with the real estate tax system in the Commonwealth. He noted that it is the only controllable source of revenue for the Township and it is an unfair system since you have people that are retired that don't have earned income. He noted that they own their property and when the taxes are raised it hurts their income levels. He noted that the Board can't control the EIT, or Real Estate Transfer Taxes and they make up over 50% of the revenues for the Township. Mr. Crissman noted that it helps when someone sells a mall every year.

Mr. Hornung noted that at least four Board members are in favor of raising taxes, but he is not sure about Mr. Seeds. Mr. Seeds stated that he did not say he was opposed to that. Mr. Hornung stated that he has not provided an opinion either way.

Mr. Hornung noted that the next question is how much do we raise taxes, and should it be a gradual increase or a large increase. Mr. Hawk noted that whatever we choose to do we must keep a strong eye on what is spent. Mr. Hornung explained when he first got on the Board with Mr. Seeds, his philosophy was to cut 35% of the Real Estate Tax in the first three years. He noted that he regrets that he did that, but as he cut 10%, he found that he continued to have the same amount of profit because people tightened their belts and it forced them to do so. He noted unfortunately, when we got into the recession, we had already tightened our belts so we couldn't do much more. He noted that the Township was in a bind, whereas other municipalities, who did not tighten their belts, had room to trim the fat. He noted that we have run a lean operation for the last 12 to 15 years. He explained that he is not suggesting raising taxes to provide for a surplus fund. He suggested that it would make sense to keep the spending close and he questioned if the Board had the right foresight to solve the problem long-term and not just to get us through another year. He suggested that everyone is in agreement with this idea. He noted that the Board went 15 years without raising taxes, whether that was right or wrong, he did not know.

Mr. Hawk noted that there is a philosophy that permeates government that if you have a \$1 million budget and at the end of the year you had \$100,000 left over, that you should spend it, otherwise you couldn't get \$1.1 million for the next year. He suggested that we are back to zero-based budgeting. He noted that he did not think that it exists in the Township. Mr. Wolfe noted that he can guarantee that it does not exist in the Township. Mr. Hawk noted that he is not opposed to a tax increase. Mr. Blain noted that he is not ready to make a decision as to what it should be since there are a couple of things he needs to get a handle on. He noted that he needs to know what is going to happen with the EMS service and how it would annualized for a long-term savings. He noted that it is priority and critical issue since it is a service that the Township must provide to the community. He noted that the police and fire are responding to EMS calls and he questioned how much a new provider would relieve some of what the police and fire are currently doing. He explained that we provide SCEMS with \$212,000 but that is not the real cost in doing business with them since the police and fire personnel are running those calls. He noted if we have someone who can provide the coverage and police and fire personnel are not responding to those calls, it will provide for other savings.

Mr. Seeds questioned how much is in the 2012 budget for stormwater management. Mr. Wolfe answered that it is \$200,000. Mr. Seeds noted that the 2011 budget included \$350,000. Mr. Wolfe noted that includes funds from the PIB Loan. He noted if the Township chooses to sell the cell tower it could potentially be up to \$500,000.

Mr. Hornung noted if the Board comes to the conclusion that it needs to implement a tax increase, the one area that the Board gets an "F" grade is its lack of public relations. He noted that the Board has the opportunity to make a decision sooner than later and to do some public relations work. He noted that Lower Paxton Township is the best run Township in Pennsylvania but no one knows it. He noted when he talks to people that come into the store, they don't know that we haven't raise taxes and only have a .096 millage rate whereas most other municipalities have a very large millage rate. He suggested that we need to act early enough and let the people know how well the Township is run. Mr. Blain agreed with Mr. Hornung. He noted that he met with two people on Friday that wanted to know more about the Township's budget and he took an hour to explain it to them, especially the sources of revenues. He noted that they are very conservative people, and both said that they never realized what the municipality does with the resources that it has. He explained that they told him that they could understand the need to raise taxes if it was about maintaining a level of service that we currently have. Mr. Hornung questioned Mr. Blain how many people he felt are in the same mindset. Mr. Blain suggested that it is a lot of people who don't understand what we do. He noted that those two people stated that we need to do a better job of communicating this to the public.

Mr. Wolfe explained that the budget article that appears in the Township Newsletter, that is mailed to over 33,000 households does not get mailed until March and by then it has already been reported in the local newspapers. He noted by March it is old news. Mr. Blain suggested that this information should be updated on the Township's webpage. Mr. Wolfe noted that we can do that. Mr. Blain suggested adding more information on the Tel Vue for both television stations. He noted that the expenses and revenues should be shown on a budget page for the television viewing public. He suggested that there could be a weekly focus presentation showing, for instance, storm sewer projects and other items. Mr. Hawk noted that the majority of people don't realize or understand the system; however, he is experiencing an increase in the number of people who come up to him and say you guys are doing a great job.

Mr. Crissman noted that it is indicative of the number of people who attend the public sessions. He noted when people are satisfied they don't come forward and pat you on the back; however you will receive more negative comments and that is the way our society is. He noted if

there is a tax increase some people will come forth to complaint but many more will state that they were expecting one.

Mr. Wolfe noted that the Board is on television in 30 seconds and it needs to take a recess at this time. Mr. Hawk called for a recess at 7:29 p.m.

Mr. Hawk called the meeting back to order at 8:14 p.m.

Discussion with members of the three fire companies  
on issues related to budget and other items

Mr. Wolfe noted that the Board directed staff to arrange a meeting with the three fire chiefs, noting the Board met with the chiefs previously this year in a workshop setting to discuss issues of concern and it was agreed at that point to continue to meet. He suggested that the focus of tonight's meeting, given the fact that we are at the end of the Township's fiscal year and beginning the 2012 fiscal year, be a discussion on the current status of fire services and what is planned for the future.

Mr. Wolfe noted that Chief Tom Swank from Colonial Park Fire Company, Chief William Payne from the Linglestown Fire Company and Jim Rowell, President of the Paxtonia Fire Company are in attendance. It was noted that Chief Fife was unable to attend the meeting due to a training conflict.

Chief Payne noted, the last time the chiefs met with the Board of Supervisors, the Fire Capital Equipment Fund (FCEF) and apparatus replacement was discussed. He noted that the fire chiefs did not know where they stood on that and he explained that he is investigating leasing options. He questioned if it was still feasible to do this noting that the three fire companies would be ready to purchase new equipment in the next three to four years. Mr. Seeds questioned if Chief Payne mentioned leasing. Mr. Blain noted that it was discussed, just like it was discussed to lease police cars. Mr. Seeds questioned if you can lease fire trucks. Chief Swank answered yes. Chief Payne noted that he is getting information on leasing from a salesman. Mr. Wolfe noted that you can pretty much lease whatever you want. Mr. Hawk noted that the question came up for a reason. Chief Swank suggested that leasing might be the way for the Township to save money instead up paying upfront a large check all at once, the price could be spread out over time. Chief Payne noted that the equipment that was originally purchased within the FCEF is now over ten years old, and at the time the equipment was purchased the fire companies were running half the calls that they are running now. He suggested if the Township could enter into a five or six year lease then at the end of the lease the fire apparatus would be returned and new

fire trucks would be leased. He noted that there would always be a payment. Mr. Hawk questioned if this would be for the existing equipment. Chief Payne answered that it would be used to replace a ladder truck and two new engines. He noted that he does not know the details yet but it would be something to look into. He noted the Township would always have newer fire trucks. Mr. Crissman noted that it would have merit as there would be a fixed rate to pay for year from year as opposed to a payment of a \$1 million one year and \$3 million in the next. He noted that it plays havoc with the Board budget and that is what the Board is struggling with at this time.

Mr. Blain noted in order to make that decision, a lease purchase analysis for the equipment would have to be done to determine what the long term impacts would be for leasing versus purchasing equipment. Chief Shank noted that he is looking for permission to investigate leasing as an option. Mr. Blain answered that it would be good to do it. Mr. Crissman agreed as there is merit in investigating it to determine what the costs would be. Chief Payne noted that the ladder truck would be a very expensive item to replace, suggesting that it would cost around \$1 million to replace the Linglestown ladder truck. He suggested that with the way it is used and maintained it might be feasible to consider refurbishing the ladder truck. He noted that the last time he spoke to the salesman he quoted a price of \$500,000 to refurbish the ladder truck. He noted that it only runs one third of the calls that the engine runs. He noted that the pump truck runs every call that we have and he did not think it would be feasible to refurbish that piece of equipment as the wear and tear on that is way too much. He noted that he was looking to see if this was the direction the Board wanted that fire chiefs to go. Mr. Crissman noted that the Board is not at that point to know for sure what it will do in the future, noting that it is a possible scenario, and he requested Chief Payne to get as much data as he possibly could. He noted that it is good to get the answers to all the questions concerning a lease to include the buyout information. Mr. Blain noted that he would offer his services to the fire chiefs to review the leasing information versus purchasing outright. He suggested that the fire chiefs should be doing that now. He noted that the fire chiefs are looking at the fiscal needs of the Township as well as the fire company needs.

Mr. Hawk questioned if the vendors charge to provide a price for refurbishing the equipment. Chief Payne answered no. Mr. Hawk noted as the Board gets closer to approving the budget in December he would have a better idea of where the Township stands. Mr. Crissman noted that the worst case scenario is that nothing would happen for five years; however the lease option with a buyout at the end with equal payments over a period of time may work out to be

the best scenario for the Township. He questioned how long it would take the fire chiefs to get the information together.

Mr. Hornung questioned what would be the impact to the fire companies.

Chief Swank stated that his volunteers cannot do fundraising anymore. He noted that his firefighters will run over 800 calls in 2011 and the focus to the community should be the calls, public education, and training for our members to provide the best service we can. He noted that he is spending more man-hours in fundraising and getting less of a return for it. He noted that this is the last year that they will sell Christmas trees. He noted that for the chicken barbeque fundraiser, they spent more money to put on the fundraiser and they only made roughly \$70,000. He stated that the Township is running comparable to what the City of Harrisburg runs for calls and his staff is all volunteers. He noted that the lemon is dry and he can't squeeze any more juice. He noted that the fundraising is killing the effort of trying to find people to volunteer because of the time. Mr. Seeds questioned if Colonial Park still sends out the mass mailings seeking donations. Chief Swank answered that they went recently went through the list and removed numerous addresses eliminating the apartment complexes and townhouse communities since they spend so much money to mail and print the mailers. Mr. Seeds noted that Linglestown continue to do this. Chief Swank suggested that they received under \$30,000 from the mailers for this year, however, prior to the 9/11 event, they received closer to \$50,000. Mr. Hawk suggested that they would have received more than that, noting that he just received his letter today. Chief Payne noted that his fire company is in a different demographic than Colonial Park and last year he received \$38,000 for the mailers.

Chief Swank noted that they have cut their budget and there is no fluff in it and the fundraising is killing his fire company. He noted if he has to continue to raise money, then the Board should prepare itself for a career fire fighting organization.

Chief Payne noted that the longer we prolong purchasing fire equipment we will fall into the same thing that happened ten years ago when Paxtonia bought the ladder truck and engine. He noted that the old equipment was junk and unsafe to drive. He noted that he would never let it get to the point that the equipment is unsafe to drive and they were only worth a couple hundred bucks when they got rid of them. He noted that the 1982 Pierce just sold for \$2,500. He noted when the equipment is no longer serviceable no one wants to buy them or you end up giving them away. Mr. Blain noted that the 1982 Pierce was almost 30 years old. Chief Swank noted, the 1980 Hahn that had been refurbished five years before it was sold only brought in \$3,000. Mr. Hawk questioned what the life expectancy for equipment is. Chief Payne suggested that

some will tell you that it is from 18 to 20 years. Chief Swank noted that the new National Fire Prevention Association (NFPA) regulation is 12 years for an engine and 15 years for an aerial unit. He noted that the Township does not have to follow those regulations but the longer it stretches it out, once we hit the 18<sup>th</sup> year, the return for resale will decline rapidly. Chief Payne noted that we take care of our fire trucks unlike a career fire department that just hops in and drives them up and down the road. He suggested that the Township's equipment would last a little longer.

Mr. Crissman questioned how long you think the equipment could last based upon state regulations. Chief Payne answered that Colonial Park needs to replace sooner than Linglestown, noting that their equipment will last longer than Colonial Park due to the amount of calls received. He noted that Colonial Park runs over 800 calls a year and Linglestown runs about 400 calls. He suggested that Paxtonia probably runs about the same as Linglestown. Mr. Rowell noted that they run 532 calls a year. Mr. Rowell noted that there is a standard for safety for any piece of equipment. He noted that you can refurbish equipment but there is a cost to doing that and you have to weigh that against the longevity that it may provide. He noted that keeping equipment longer comes with the additional burden of maintenance just like any vehicle, and at some point you have to decide if it is worth doing it anymore. He noted that they ran about 500 calls this year, a little more than normal due to the weather conditions. He explained that a ladder truck must be torn apart, serviced and put back together.

Mr. Seeds noted that there are options and the Board need to review them but he was not sure that they answer to Mr. Hornung's question. Mr. Hornung noted that he received the information that he needed. Chief Rowell noted that it saves the Township money by having the apparatus last longer but it places a greater burden on the fire company due to maintenance. He noted that the money comes from similar places and from fundraising. Mr. Crissman noted that the Township is "fundraising" too, but it is called raising taxes.

Mr. Seeds noted that the budget is very tight again this year and the Board is looking at every option; one of which would be forgoing the \$200,000 contribution in 2012 for the FECF. He noted that the EIT is down and revenues are not coming in. Mr. Rowell noted that Paxtonia made about \$30,000 with it mailer and that amount has been pretty consistent for them over the past 15 years.

Mr. Hawk questioned if calls are decreasing or increasing and why. Chief Swank answered that there was a spike in calls as a result of the last two storm events but his calls are increasing, noting that he has the oldest part of the Township other than the Village of

Linglestown. He noted that he has most of the elderly and the bulk of the hotels. Mr. Rowell noted that there has been an increase in the population and businesses as well as traffic on I-81 and I-83. He noted that there has been an increase in automatic fire alarms and accidents and it will continue to increase. Mr. Seeds noted that there are some older homes in Paxtonia. Mr. Rowell noted that more and more homes are going to automatic fire alarm system and the false alarms increase the call volume.

Chief Swank noted that the fire loss is down this year. He noted that Colonial Park is the only company that turns in its nuisance fire alarms. He noted that since they started that the fire alarms have drastically decreased except for Triple Crown Corporation and Osteopathic Hospital. He noted that he has been at 4200 Crums Mill Road four times this month and he submits the bills and when they determine that a citation should be filed, it is filed. He noted that residents and businesses need to take care of their maintenance since most of the alarms are false. He noted that the enforcement for the false fire alarms is handled through Fire Marshal Needham and he explained that most nuisance alarms are caused by children are not turned in. He noted when his people show up due to the activation of a smoke detector, and it is unknown why it went off, that is when they turn in the notice. He suggested that the first warning is a letter and the letters usually take care of it, however they have issues with the repetitive fire alarms.

Mr. Hawk questioned if the fire companies still install smoke detectors. Chief Swank answered that he has them and will distribute them to the community; however he only installs them for the elderly or physically impaired, but not for people his age.

Chief Payne noted for the past few storms his volunteers were cutting trees and pumping basements and they spent \$4,000 in pumps and chainsaws. Mr. Rowell noted in one night they had almost 100 calls. Chief Swank noted that Colonial Park has not pumped basements since the Tim Pramick era. He noted that we don't get into it due to the hydrostatic pressure and pumping water out now will only have it come back in. He explained that he had to call the police once because the homeowner refused to give the pump back to the fire fighters until all the water was out of his basement. He noted if it is an elderly person or someone who is handicapped, he will do what he can, but most people can go to Home Depot and purchase what they need to fix their problem. He noted that he worked 46 straight hours during the last event, noting that he had to take off work. He explained that the last two events were a huge burden to the fire company. Mr. Rowell noted that his fire company spent at least a few thousand dollars, noting that every fire company was out for a couple days straight. He noted that his fire company ended up buying quite a few pumps. Mr. Seeds questioned what the Board can do for the fire companies other

than providing money. Chief Swank answered that the fire companies cannot continue to fundraise. Mr. Seeds questioned how much money the fire companies make in fund raising. Chief Swank suggested that it is roughly \$70,000. Mr. Hornung noted that the fire companies continue to send out the mailers. Chief Swank noted if he received an increase in contributions to the fire companies he would expect the Board to tell him to discontinue the mailers. Mr. Hornung and Mr. Crissman stated that the mailers should continue to go out. Chief Swank noted that we cannot continue to do chicken barbeques and soup sales. He noted that Linglestown has soup left over from its last soup sale and that never happened before.

Mr. Hornung noted that he understands the fundraising issue and the time constraints but he does not want it to turn into a situation where they stop fundraising and let the Township pay for it. He noted that doing a direct mail has costs but there should be a return for it however he understands that a chicken barbecue or selling of Christmas trees may not be as economically feasible. He suggested that it is overdone and that is why the fire companies are not getting a good return. He noted that the budget is very tight and he feels that the fire companies are justified in what they get but he doesn't want it to turn into a, "if we don't raise it we'll just get more money from the Township," because that won't happen. Chief Swank noted that he is not asking the Township to give more so he can sit in his recliner. Mr. Hornung noted that he would like for Chief Swank to have more leisure time, noting that he took off work to help people during the weather events. He noted that the citizens have a need to know this. He suggested that the Board can help in that area.

Mr. Rowell noted that he had a concern for purchasing new apparatus since it is such a large expense noting that it is roughly \$1 million for a ladder truck and \$500,000 for an engine and he appreciates whatever the Township can continue to do to help with the purchase of the equipment. He noted if refurbishing would help to make the equipment last longer he does not care as long as the equipment is safe and it works. He noted that there are measures to tell us that. He noted if leasing works better than go with it. He noted that Paxtonia is doing well and it has Fireman's Relief Funds that help with this too.

PSD Johnson noted that one item that was discussed during the last meeting was a request for an audit from the three fire companies. He questioned what the status was for that. Chief Swank stated that he does not have \$8,000 to pay Brown Schultz Sheridan and Fritz to do an audit. He noted that he gets already gets a yearly reconciliation audit. He noted that a regular audit is not part of their budget.

Chief Payne explained that the three fire companies have gotten together and agreed to use Quick Books for not-for profit organizations to do their reports. He noted that although it is the same program but he does not know if it prints out the same for each fire company. Mr. Blain questioned if everyone is using the same account codes for the categories. Mr. Rowell suggested that they may be different suggesting that someone would have to go through the codes to match apples to apples. He suggested that it would not take much time to do that. Chief Payne questioned if that would work for the Board if they submitted their reports using that software. Mr. Blain explained that the reason for the request was to have some unity in what was provided to the Board from all three fire companies because the Board was getting information but there were inconsistencies in how one fire company coded something from another fire company. He noted that he does not know the terminology and the way that the fire companies code things. He noted if the reports are the same for all three fire companies it would be much better. He stated that he did not know if an audit was necessary. Mr. Rowell explained that the fire companies use different accounting firms to do their taxes each year and they code items for the way those accounting firms do their taxes. Mr. Seeds questioned if the Paxtonia Fire Company is audited each year. Mr. Rowell answered yes. Chief Payne answered yes. Mr. Rowell noted that it is good to have an external body look at the books to make sure they are correct. Mr. Blain questioned if it was an audit or a review. Mr. Rowell noted that Paxtonia was doing an audit each year and now they are doing it every other year. He noted that they have an outside firm go through everything to verify that it is correct. Chief Payne noted that they do it every year as the games of chance are required to be audited. Chief Swank noted that Colonial Park only gets a reconciliation audit by their auditor. Mr. Blain noted that they get a compilation. Chief Payne noted that they are thinking about switching firms since Mr. Blain told them that they should not stay with the same firm for a set period of time. Mr. Blain noted that he did not think that having an audit is as important as the Board being able to look at the information in a more standard format for all three fire companies.

Mr. Rowell noted if you look at the profit and loss statements you should be able to compare the expenses relatively easy.

Mr. Seeds questioned if the Public Safety Committee (PSC) would look at the options for leasing, refurbishing, or buying new equipment. He noted that Mr. Blain offered to help in this regard. PSD Johnson noted that the three chiefs, Fire Marshal, and he will meet to look at this with Mr. Blain. He questioned how successful it would be through the PSC. Mr. Hawk noted if the five members get together they will need an inventory of the equipment to make an

assessment and come up with a proposal. Chief Payne noted that it would be easier since he has a rapport with the salesman to start the process after the beginning of the year. PSD Johnson noted that the chiefs can meet with Mr. Blain when it suits his schedule. Chief Swank noted that we can start to get the information together before then. PSD Johnson noted that he is exploring the same option for police vehicles so he has some experience in leasing and contacts with the various banks.

Mr. Hornung noted when you lease there is an underlying financing with the Township who enjoys a very low financing rate so he questioned if the fire companies might pay more since they can't enjoy the Township's rate. Mr. Blain noted that the reason for doing a lease versus purchase is because you tie up all your money in the purchase of the equipment versus spreading the payments out over time. He noted if the fire companies come back with a 3% interest rate but the Township can get a return on its money over time if the rates started to go up to 5%, then it would make more sense to lease versus purchasing because the Township would be better off holding on to its money then paying it all out to buy a piece of equipment. He noted that it would also depend on the buyout since many firms only lease 50% of the balance and there is a big buyout at the end. PSD Johnson noted that most of what he has seen calls for a buyout of \$1. Mr. Crissman noted that they vary and you need to check that out. Mr. Hornung questioned if the manufacturer underwrites the lease. PSD Johnson noted for the General Motor products they do, but he did not know about the fire trucks. Mr. Wolfe noted that you can lease from any financial institution. Mr. Hornung questioned if the leasing company joins with the manufacturing company to provide a better rate. Mr. Blain explained that you typically lease when you don't have the money to buy it and then you pay it off over time. He noted that there are some tax advantages to doing it. He noted that this option would not be hard to review noting that he would rather lease and pay the additional higher interest rate if he could keep a hold of his cash because you never will know when you will need the cash and you know that your lease payment will be consistent. PSD Johnson noted that many lease opportunities are through Council of Governments (COG). He noted for the Police Department the Westmoreland County COG has an agreement with Dollar Bank to do their leasing for any equipment on the State Contract. Mr. Crissman suggested that there should be a coop for fire equipment. Mr. Hornung noted that he does not want to see the chiefs spending a lot of time researching this work.

Mr. Hawk noted that he used to lease new golf carts and at the end of the lease he would pay a \$1 and they would own them. He questioned if they were talking about taking existing equipment and leasing it. Chief Swank noted that they would be replacing or refurbishing the

existing equipment. Mr. Rowell noted that they are looking to lease new equipment not existing equipment. He noted that the existing equipment has already been bought. PSD Johnson noted that he did not know what the period of time for a lease would be, but generally speaking it would be two to three years for police cars however, it would probably be much longer for fire trucks. Chief Payne noted that they leased their rescue truck and he suggested that they could do a ten year lease. Mr. Hawk noted that the fire companies are interested in replacing some pieces of equipment as opposed... Chief Swank suggested that there are some pieces of equipment that they could hold on it for a little bit. Mr. Hawk noted that they would not fall under the leasing opportunity since they are paid for. Chief Swank noted that is where the possibility of refurbishing would come into. Mr. Hawk questioned if an engine would go bad in a fire truck would a lease be a consideration. Mr. Blain noted, in that instance you would fix the problematic parts and refurbish it. Chief Swank explained that the fire company would spruce up the equipment to extend the usage, whereas, a lease would be used for the purchase of a new piece of apparatus. Mr. Rowell noted that it might take over \$300,000 to refurbish some equipment and he noted that a determination would have to be made whether to refurbish the equipment or purchase new equipment. Chief Payne noted that Linglestown Fire Company started off by leasing the rescue truck and then determined that it would be better to pay it off with a loan. Chief Payne noted that it will soon be time to put items out for bid and if it comes back that a fire truck made by a certain manufacturer has the lowest bid then that is what we get should get. He noted that there should be no more picking what you want but what we need to get to do the job. He noted if he wants a Ford and Toyota comes back with the best price and it does whatever is needed, then it is time to buy the Toyota. He noted that the Board has been very lenient with letting the fire companies buy whatever they want, but it is beyond that now. He noted that this might upset some people but this is what we need to do.

Mr. Crissman noted that everyone is in a time crunch for budgeting and the Board has to decide what it can do and its need to get the information from the fire companies as soon as possible. He noted if the Board does not have this information to make good decisions, then the fire companies may not like the decision that it makes. He suggested if we work together we can make the best decision. Chief Payne noted that the three fire companies were not expecting anything to happen this year however in the following year they were hoping to start the bid process since it takes two years to build a fire truck. Mr. Crissman noted that the Board could share that its budget is so tight for the next couple of years that it will have to raise taxes and the fire companies may not get anything for four or five years. He noted that is not what he wants to

say knowing that it would be the worst case scenario. He noted a better compromise would be to have the fire chiefs meet to determine what equipment could be refurbished, what could be leased, and get that information to the Board before it has to finalize its budget decisions. Chief Payne questioned when the Board needs this information by. Mr. Crissman suggested that it would be better to ask Mr. Wolfe that. Chief Payne questioned if the middle of November would be too late. Mr. Wolfe answered yes and no. He noted if the budget is not in final form by the first week of December we are in trouble as it must be adopted by the third meeting in December at the latest. He noted that the other option is that it is a municipal election year and the budget could be reopened in 2012. Mr. Blain noted that would not happen. Mr. Crissman noted that he was not in favor of that. Mr. Wolfe noted when a budget is reopened the Real Estate Taxes can't be changed.

Chief Payne noted to do it correctly the Board should work with the numbers that it has. Mr. Blain noted that having the chiefs get the information on lease versus purchase is really relevant to the budget for this year. Chief Swank noted if the Board is asking to forgo the \$200,000 contribution to the FECF this year, he would be willing to put that on the table to allow the fire chiefs to provide a good product for the Board to review. Mr. Seeds noted that the fire companies requested the Board to raise its millage rate and provide it directly to the fire companies. He noted that the fire company is getting the fire tax from the Real Estate Tax but it does not include the \$200,000 that has been deposited into the FECF. He noted that there was some discussion that the Board should change the rate to reflect the true funds that are provided to the fire companies noting that the \$200,000 comes from the GF and that the millage rate for fire services should be increased to truly reflect what the fire companies are getting. He suggested that the Board needs to look at the true figure and not just make a statement that the Board will give you your allotted fire tax plus money from the GF. Chief Swank noted that his personal opinion is that the Board should raise taxes. He noted that he is prepared for the Board to say that. Mr. Seeds noted that there may be a need to raise taxes and cut \$200,000 this year from the FECF. Chief Payne noted that raising taxes will happen sooner or later and if you were to increase his taxes \$30 this year he could handle it but if the Board waits and sits on it for three or four years and then it has to raise taxes \$200 at that time, then he would be upset wanting to know why the Board waited so long to do it. Chief Swank noted that he would rather pay out little chunks at a time rather than making one large payment one time. Mr. Seeds explained that the Board takes the money out of the GF, noting that it does not include the other money that

goes into the Capital Fund. He questioned how much the fire fighters get from the direct tax revenues.

Mr. Blain noted that the Board is discussing raising taxes and the future direction of the Township for where it is going and what type of community services that it should provide. He suggested that the chiefs are not far off when they stated that they are ready for the Board to raise taxes, as he thinks the Board is going to have to do it. Mr. Crissman noted that it is a strong possibility. Mr. Rowell noted that the fire chief's biggest concern is that five years from now when the equipment is on its last leg that we are not scrambling to come up with \$2 million to replace three pieces of equipment when there is no money for it. Mr. Blain noted that is exactly what the Board doesn't want to happen and that is why it has been having serious budget deliberations. He noted that the Township provides for many services outside of fire, such as yard waste at the compost facility, using a very expensive grinder and staffing it with personnel, noting that it takes time and money to maintain that facility, but the citizens like it. He noted that they want it and if it is not open they are upset. He questioned if the Board should continue to provide that service as there is a cost to it. He noted if we want to continue to be a high-level service municipality, it will result in raising taxes as we cannot cut any thing else from the general operations of the Township. He noted that fire services are part of the equation. He noted that the Board has discussed career versus volunteer fire departments and it does not want to have a career fire department so it comes down to what we can do to make life as comfortable, not easy, as possible for the fire departments to ensure that they have the proper equipment, the proper facilities and everything that they need to run a quality fire service in Lower Paxton Township.

Mr. Hawk noted that there was a time that a fire company was a fire company but now they are multi-service providers. Mr. Hornung noted that the growth of the Township plays a factor also. Chief Payne noted that the Township has the best of everything for all three fire companies. He noted when the fire services go outside of the Township everyone looks at us and our equipment as we have the best. Mr. Crissman noted that we should be the leaders. Chief Payne explained that we don't want to lose the talent and skill level of what we have to offer as it is the best. Mr. Hawk noted that he would not disagree with that. Mr. Seeds agreed. Mr. Crissman explained that he wants others to look to the Township for direction and leadership. Chief Payne explained what concerns the fire chiefs is if we fail to maintain the current level of service we will fall behind. Mr. Crissman noted that is why this dialogue is very important to

allow us to work together as a team as opposed to decisions being made by one group and then the other group is upset and crumbling. He noted that he prefers open dialogue.

PSD Johnson noted that there is one other item to discuss. He noted that an issue came up with call box alarms. He explained that he held a recent meeting with the three chiefs and he felt that it did not go as well as he thought it had gone. He noted that a decision has to be made for who has the ultimate say for call box alarms for each fire company. He questioned if it is the Fire Marshal, Public Safety Director, Mr. Wolfe, or the Board of Supervisors. He noted that currently, a resolution passed over 18 years ago states that the Board of Supervisors had to approve any changes made to call boxes. Mr. Blain questioned if that is the run call area and is it related to which units back up whom. PDJ Johnson answered yes noting that it lists who is the second, third, and fourth due for a fire call in a specific location. He noted that we need to iron this out moving forward so we don't have problems in the future.

Mr. Crissman questioned what the specific issue that we are dealing with is. Mr. Wolfe answered that we have gotten away from the practice of the Township approving changes in call boxes, and fire companies have changed call boxes, making changes that affect other Township companies, and there is no agreement as to whether these changes are appropriate. He noted, for example, Linglestown changes a call box and removes Paxtonia as second due and determines that West Hanover Township should be the second due. He noted that Paxtonia does not agree with what Linglestown has done, however Dauphin County accepted the change without Township approval. He noted something similar to this recently occurred. He noted that the fire services have gotten away from seeking permission from the Township as it is the ultimate authority in charge that should approve the recommendations. Mr. Seeds questioned why Dauphin County would have accepted that if it did not come from the Township. Mr. Wolfe noted that Dauphin County has gotten away from the practice of accepting changes only from the Township. He noted that the fire companies have gotten away from the practice of asking the Township for approval and speaking among themselves as to what is the appropriate call status. He noted that they have made changes individually on their own without any input from the other fire chiefs.

Mr. Crissman suggested that we have to implement what is in effect and that is what we should be following since that is the rule or policy or change the policy so it is workable. PSD Johnson noted that the currently resolution states that the Board has the final approval. He noted that 18 years ago when the resolution was adopted, there was no Public Safety Director, only a Police Commissioner who had no workings with the fire or Emergency Medical Services (EMS).

He noted it is only in the last couple years that the Township moved to the Director of Public Safety. He noted that the Board members are the authority to determine what should occur, however, it might be based upon the recommendations of the fire chiefs, Fire Marshal, Director of Public Safety, or Mr. Wolfe. He noted that has not occurred. He noted that a call box change was recently made and the issue was brought to him by the other fire companies who were not involved in it. He explained that he had a meeting with the three chiefs and he thought that they had it worked out but apparently it wasn't.

Chief Payne noted that the three fire chiefs met with PSD Johnson and discussed it. He thought it was a productive meeting and everything seemed to work out fine. He noted that he had a problem with the way Chief Fife addressed the problem. He noted that we discussed call boxes during that meeting and two days later, while working a fire call in East Hanover Township, he was told that Chief Fife proceeded to tell anyone who would listen, to include his Lieutenant, five or six people from Grantville, and West Hanover Township about how the Township wants him to run his boxes and that he no longer has any say in this. He noted that is wrong. He noted what happened in that chiefs meeting should have stayed in that meeting but it should not have been discussed on a fire ground. He noted that was his concern. He noted that he submitted his boxes as he was asked to do, noting that his boxes have not changed in five years. Chief Swank noted that his call boxes have not changed since 2006. Chief Payne noted that he had to change a call box to accommodate Mr. Hornung's house, creating a "9" box which means that on initial dispatch it would provide for three more tankers since there is no water supply near his home.

Mr. Crissman suggested that it sounds like two chiefs are doing what needs to be done according to the current policy and one is not, therefore the one who is not working within the policy needs to be brought into the current procedure. He noted if the three chiefs decide collectively that they want the process to change, then collectively they need to put together a proposal and submit it with the recommendation for a change. He noted until such time that that has occurred there is a policy in place and it needs to be adhered to.

Mr. Blain questioned why someone would change a box. Mr. Rowell noted that there are a lot of factors, but his understanding is that Chief Fife was not aware of the policy when he became the new chief. He noted that once he was told of the policy, it was his understanding that Chief Fife stated that he was fine with it and that is how he would address it from this point forward. He suggested that it would not be an issue moving forward, and was told that the change did not occur. Chief Swank answered that the change was made. Mr. Crissman noted

who could check into this. Chief Swank explained that he works for Dauphin County and he knows that the change was made. He noted that the changes that Chief Fife submitted before August 11<sup>th</sup>, when we met with PSD Johnson is currently in Dauphin County CAD's system. He noted that the call boxes that were turned in by Chief Fife to Dauphin County are what will be dispatched.

Mr. Crissman questioned Mr. Rowell if he can make certain that the call box is restored, noting the current policy in place. Mr. Rowell answered no. Mr. Crissman noted if Chief Fife made the change then he has the ability to change it back to the way it should be. Mr. Rowell explained that he does not know what the process is. Mr. Blain suggested that you layout your proposal, give it to Dauphin County, bypass the current process and Dauphin County makes the change. Chief Swank noted that is why we are here because that process was bypassed. Mr. Crissman noted that he wants the problem fixed to be in compliance with the current policy. He questioned how we do this. Chief Swank noted that he did not think what was turned in can be changed. Mr. Crissman questioned why that is. Chief Swank noted that the amount of time that it takes to make the changes, noting that it could probably be done, but PSD Johnson ... Mr. Crissman noted that it can be done and he is saying that it must be done. He noted that the Township must be in compliance with its policies and procedures; it has to be done; make it happen. PSD Johnson noted that it is an issue with Dauphin County but as it is submitted now Colonial Park's truck is recognized as a Township truck. Chief Swank answered that he did not believe that to be true.

Mr. Hornung noted that the worst that could happen is that the call box could be changed back, come before the Board for a decision, and that the Board could decide to change it back to what it was changed to. He noted that it would not be in compliance with Township policy, but at what point would the Board discuss this issue, and make a decision as to which is the right choice. Mr. Crissman noted that it does not address the chaos and controversy going on. Mr. Hornung suggested that much of it has gone away. He noted that there is still some resentment, but, in many instances Colonial Park can respond if they want to. Fire Marshal Needham noted that is not correct, as it is a huge liability. He noted if you are not dispatched and you respond and are in a crash, it is a problem. Chief Swank noted that he does not think you would want us to do that. He explained that his policy for a fire at the Pennswood Apartments is that any Township fire company can respond with whatever equipment since we are a Township, however, the problem arose when the truck that the Township bought in 1997 was never recognized by the Paxtonia Fire Company. He noted that an outside aerial apparatus is

dispatched when there is a Township aerial apparatus that is closer. He noted that we are not using the resources that the Board has paid for. Mr. Crissman noted that he is responding on what information that he has received at this meeting and he would like to get this problem resolved as quickly as possible in order to move forward in a positive manner.

PSD Johnson suggested that an additional problem is that the three fire chiefs are not clear as to what his role and authority is as the Public Safety Director as it relates to the fire services. Chief Swank noted that the water is muddy. PSD Johnson noted when he held the recent meeting with the three fire chiefs, Chief Fife was vocal that PSD Johnson had no authority to be discussing this with the fire chiefs and who did he think he was. Mr. Wolfe noted that the ultimate authority for call boxes rests with the Board of Supervisors; however you have directed Mr. Wolfe and PSD Johnson to implement the policy. Mr. Crissman noted that the response must be made to PSD Johnson. Mr. Wolfe noted that a policy has been in place for 18 years and that policy needs to be adhered to or be amended.

Mr. Hornung explained when he first got on the Board over 18 years ago the call box system was a huge problem. He noted that the three fire companies fought over the call boxes and at that time the Board implemented a policy and all call box changes had to come in front of the Board for a review before a change could be made. He suggested that call boxes have been changed without following the policy by all three fire companies and he questioned if the Board should undo all the changes that were made to move forward. Mr. Crissman answered that it needs to be put in place according to the current policy, and then the fire chiefs can make recommendations for changes. He noted that you have policies and procedures for a reason and they need to be followed. He noted if someone wants to make an amendment or change then it can be proposed to the Board for consideration. Mr. Rowell questions if the Board needs to review all the changes that were made for the past 18 years and if they were not approved by the Board then should they be changed back to what it was before that. Mr. Crissman noted in theory that is true but in practicality we have a system that is not functioning and he wants it to function. Mr. Wolfe suggested that since changes have been made over time that this Board may not aware be of and the fire companies are operating outside of established policy, there is a potential for liability of a violation of Township policy. Mr. Crissman explained that now you have placed me in a position to be open for a liability issue. Mr. Wolfe suggested, at a minimum, a reaffirmation of whatever the current status by this Board needs to occur, if not approval of changes that are not agreed to by the parties.

Mr. Rowell noted every two years when elections are held and new chiefs are installed, it would be wise to meet with the chiefs and have a conversation with them. Mr. Wolfe and Mr. Crissman agreed. Mr. Rowell noted over the past 15 years a lot of chiefs have said that they were not aware of certain policies.

Mr. Seeds suggested that the entire thing should be reviewed. Mr. Blain noted that the issue of the call box and what is the correct call system should be reviewed. He noted that Mr. Crissman suggested that there should be consequences for going above the law, but the three chiefs, along with the Fire Marshal and PSD should meet and review the call boxes and addresses. He noted that some of the issues as to what equipment should be running inside and outside the Township should be reviewed and then a recommendation for new call boxes should be brought to the Board for its approval. He noted once the Board has approved the changes then they should be sent to Dauphin County to be implemented. He suggested that the Board of Supervisors should determine what the consequences would be for acting outside the established policy.

Mr. Crissman noted that is the current issue and the chiefs are unable to resolve the call box problem and that is why it is before the Board tonight. He stated that the current policy should be implemented. PSD Johnson noted that he proposed during the August meeting that the three chiefs should meet to determine what the call boxes should be; keeping in mind that Colonial Park's aerial equipment must be recognized by all fire companies. He noted that the Township bought the equipment with tax payer funds, and it doesn't make sense to use an agency from Susquehanna Township that drives past the Colonial Park Station to respond to a fire.

Mr. Blain noted that the fire chiefs major issue was what is the role of the Public Safety Director and as far as he is concerned PSD Johnson is to oversee what the fire services do and make it happen. Chief Swank noted that Colonial Park has always done what the Board has asked them to do. Chief Payne suggested that Linglestown has also done that. Chief Swank noted if one of us goes beyond the scope when the other two are doing what is asked.... Chief Payne noted that he took a day off work to meet with the other two fire chiefs and he plays by the rules and provided everything that was asked and more. He noted that he is not taking another day off work to have another meeting to discuss something that we already tried to discuss. He noted that he is all about being a volunteer fire chief and he loves it, however, he spent two hours discussing this in a meeting with the chiefs and the last 45 minutes and none of this was related

to anything that he created. He noted that he is taking time out of his schedule for issues that he did not create. Mr. Blain noted that is a fair statement.

Mr. Hornung noted that the Board has a process to determine call box changes but he is not sure that he wants that. Mr. Crissman noted that he does not care; he only wants the policy implemented as it is written and if they want to make changes and recommendations, that can come afterwards. He noted that he wants the problem fixed now. Mr. Wolfe explained that the Board is not to determine the call boxes, only to approve them. Mr. Hornung questioned if that is something the Board wants to do. Mr. Wolfe noted that the Board is ultimately responsible for fire fighting services for the community. Mr. Crissman noted if he is subject to the liability he wants the power to approve. Mr. Hornung noted that the system hasn't worked. Mr. Wolfe noted that the system hasn't worked in the past but what the Board did in the past was to exercise its authority. He noted that the Board has other authority that it has not exercised at this point in time. He noted that the Board has the ability to negotiate, but it doesn't have the ability to tell a private non-profit corporation what to do which is what each one of these volunteer fire companies are. He noted that you do have the ability to assign service area and to fund it.

Chief Payne noted that he agrees with Mr. Wolfe. He stated that he played by the rules but he doesn't want to find out what the Board's next step is for what it can do to the Linglestown Fire Company if it doesn't play by the rules. He noted that is why he took off work to meet with PSD Johnson and plays by the rules with Fire Marshal Needham whenever there is a fire. He noted that he doesn't want to hear what Mr. Wolfe has to tell the Board when we walk out of here. He noted that he does not want to hear what the Board needs to do to get the fire companies to play by the rules. Chief Swank noted that it is not fair for Mr. Rowell as he was not at the meeting. He noted that Chief Fife has the chief for two years but he has been a member of that fire company for 16 years, and he knew that information has to come to the Township. Chief Payne noted when he made his changes five years ago he submitted it to the Public Safety Committee. He noted that it was up to them to forward it to Mr. Wolfe and the Board.

Mr. Rowell noted that he agrees and that he was sharing what he understood. He stated that he was told that Chief Fife did not proceed with the change because he looked at him and told him that is what we have to do. He noted that he did not know if Dauphin County made the change. Chief Swank noted that he believes that a phone call was never made to Dauphin County instructing them not to make the change. Mr. Hornung questioned how many changes were made. Chief Swank stated that he did not know. Mr. Rowell noted that he did not know.

Mr. Hawk questioned how you bring it back to the current policy. Chief Swank noted that the policy is crystal clear. Mr. Needham noted that we could have Dauphin County print out the box assignments, review it, make changes, and bring it to the Board for its approval. PSD Johnson noted that we came to that agreement during the August meeting and the chiefs were directed to have all the changes to him by September 15 that everyone was in agreement with and he could bring them to Mr. Wolfe. He noted that he, along with Mr. Wolfe and Mr. Needham would review the changes, made sure they met with everyone's approval, and bring the recommendations to the Board for its approval.

Mr. Blain noted if Paxtonia's chief made some changes outside of the policy, the Board can deal with him as a separate issue if it needs to. He noted that Paxtonia did not recognize Colonial Park's aerial truck and some other things and the corrections need to be made, so we need to move forward to make those changes. Mr. Needham noted that PSD Johnson has never received the call box changes from the Paxtonia fire chief that he requested at the meeting. He noted that we don't have them to review since he failed to bring them to PSD Johnson at his request. He noted that is the current status, adding what he was told about the conversation that occurred at the Grantville fire ground. He noted that it is bad PR for the Township to be blasted from a chief stating that the Public Safety Director does not care about the lives of its citizens in Lower Paxton Township and that people will die because the boxes are being changed. He questioned what the Board will do to make Chief Fife listen to his superiors and have him submit the box assignments. He explained that Chief Fife was saying that PSD Johnson had no authority over him and he was going to do what he wanted.

Mr. Crissman noted that PSD Johnson has the authority, make it happen, and implement the policy.

Mr. Hawk questioned Mr. Rowell if he understood the problem. Mr. Rowell answered yes. Mr. Hawk questioned if Mr. Rowell brought this to Chief Fife's attention if he might get a argument. Mr. Rowell noted that he would not. He noted that he would relay the conversation to Chief Fife that PSD Johnson requested the box cards and has not received them yet. PSD Johnson noted that he has not received the changes yet. Mr. Rowell questioned what PSD Johnson asked from Chief Fife. PSD Johnson explained that he asked for the three fire chiefs to meet to review the box alarms and make sure that truck 33 was recognized. He noted that he did not want truck 32 driving past Colonial Park's station to a fire in Paxtonia when truck 33 is sitting on a ramp and not being dispatched. He noted that Chief Fife was to meet with the other

two fire chiefs to put together a box alarm that is appropriate and in agreement with everyone, and submit it to him so he could submit it to Mr. Wolfe.

Mr. Wolfe explained that the box alarm system among the three fire companies was intended to be a collaborative process, not a mandated process. He noted that the collaborative process is supposed to be between the three fire chiefs, through staff, to the reaffirming body, the Board of Supervisors. He noted that the Township never wants to dictate what a box alarm says, it just wants to ensure that the fire chiefs, as a Township, agree upon what is occurring in the field. Mr. Hornung questioned what do you do if one fire chief who does not agree with the other two.

Mr. Rowell questioned what the Board wanted him to ask Chief Fife to get to PSD Johnson. PSD Johnson answered the box alarms. Mr. Rowell noted 34's box alarms. PSD Johnson noted the ones that all three chiefs agreed that are appropriate for the Township. Mr. Rowell noted that he does not know how he can make all three fire chiefs play well together. He noted that he cannot help with that. Mr. Crissman requested PSD Johnson to reduce in writing to Chief Fife what he wants from him and what date you want it by. He noted he will ask the Board members to sign the letter if necessary. Mr. Blain noted that PSD Johnson should write the letter and the Board members will sign it. Mr. Rowell noted if PSD Johnson wants Station 34 box cards he can make sure it is delivered to PSD Johnson right away. He noted if you want the changes that were made; he could get them right away. He noted if you are looking for the three chiefs to come up with an agreement he can't help with that. Mr. Wolfe noted that the first two items would be a good start. Mr. Rowell noted that he could make the first two requests happen, however, he can't do anything about the third request.

Mr. Wolfe noted that we can't get to the third request until we have the first two. PSD Johnson noted that he has the first two requests. He noted that he has the changes that Chief Fife made, but they are not in agreement with what he believes is proper, and what the three chiefs believes is proper and it is not a collaborative effort between the three chiefs. He noted that 18 years ago, the Board adopted a resolution because of this exact problem, as someone would not sit down and work out with the other chiefs what was in the best interest for the Township.

Mr. Hawk noted that the Board has established the policy and it has the authority... PSD Johnson noted if Mr. Rowell's position is that he can't make Chief Fife meet with the other chiefs and play nice and get this worked out, then he suggested that the Board should stop their funding completely. PSD Johnson noted that we just can't have this, stating if Chief Fife is not willing to work with the other two chiefs and with him and takes the position that he will do what he wants

and then goes out to the general public and say that the Public Safety Director is jeopardizing the safety of the residents of Lower Paxton Township, which was so offensive to him, then the only option left is to have him removed as fire chief or stop Paxtonia's funding. Mr. Crissman noted that he has no problem with either of the options mentioned. Mr. Blain suggested that the message that Mr. Rowell must go back to Chief Fife with is that he has to work with the other two fire chiefs, make it happen in an expeditious manner, and he has to understand that David Johnson is the Public Safety Director and the chain of command is that the fire chiefs must report to PSD Johnson and let him know what they are doing. He noted that he did not think that PSD Johnson sits around and watches over everything that they do, but the fire chiefs need to let PSD Johnson know what they are doing and they must work with him because he is the Board's agent.

Mr. Crissman noted that he feels sorry for Mr. Rowell since he has to be the messenger but he agrees with the two options presented. He noted that the Board will either withhold funds or they need to get a new chief, however, he wants the job done immediately. PSD Johnson noted that he always enjoys working with Mr. Rowell as he is a true professional. Mr. Rowell noted that he gets it but he can't control people's lives for what they do or don't do. He explained that in a discussion he had with Chief Fife he questioned if he communicated what he needed to with PSD Johnson and the answer was yes and that we were good to go. He noted that he understands that there are other issues and dynamics going on. He noted that Mr. Wolfe is well aware of this as he has talked to him about it. He stated that he does not have a solution for getting the three chiefs to play nicely together noting that he is not included in the meetings and he does not know what happens at those meetings. He noted that he understands the chain of command and it is his understanding that Chief Fife understands that now but he does not know how to undo what may have happened. Mr. Blain noted that the reason why PSD Johnson is not the police chief but the Public Safety Director is because the Board wanted him to have a larger role outside of police enforcement with fire protection as well and to work with the three chiefs. He noted that Mr. Rowell needs to go back and tell Chief Fife that he has to report back to PSD Johnson in a professional manner for what he is doing because PSD Johnson has been put in charge of working with Chief Fife by the Board of Supervisors.

Mr. Seeds noted that someone needs to let Dauphin County know what our policy is and that they need the information from Mr. Wolfe. PSD Johnson explained that he did that.

Mr. Crissman questioned what the action plan is. PSD Johnson noted that he would wait to see what happens after Mr. Rowell delivers the message to Chief Fife from the Board. Mr. Rowell noted that he would do that but other than telling him to talk to the other chiefs he does

not know what else he should do. Mr. Crissman suggested that Chief Fife should call PSD Johnson. He noted that PSD Johnson has the power and authority given to him by the Board of Supervisors and he needs the information now. Mr. Rowell noted that the problem is not that information is being withheld but that all three may not agree with it. He noted that the Board is looking for consensus from the three chiefs and that is the challenge. Chief Payne explained that the three chiefs agreed at the meeting for the changes that were made and Chief Fife stated that he was going to make the changes. Mr. Crissman noted that the changes should be implemented if that is the case. Mr. Hornung noted that this has gotten way out of hand. He noted that he realizes that Chief Fife can be a hot head but he is also a volunteer and spends a lot of time working for the Township. He noted that his volunteer time needs to be recognized and getting heated up will not solve the problem. He noted that Chief Fife told him personally that he would put it back the way it was and that was fine with him. He noted that he did not know how the call box was changed, but it needs to be changed back to what it was and someone should contact Dauphin County and tell them to switch it back. Mr. Rowell noted that it was his impression that it was going to happen that way. PSD Johnson suggested that it is not that simple.

Chief Swank noted that some good things come with change and Chief Fife added to the system that he did not want Chief Swank to run all his automatic fire alarms for Colonial Commons when Chief Fife has adequate staffing to handle those calls. He noted that this was a change for the good, but we need to schedule another meeting with the PSD Johnson. He noted if the three chiefs discuss the remaining boxes like adults and draft a recommendation then it could be forwarded to the Board of Supervisors for the approval. He explained that he took a day off of work to meet that day as well. Mr. Rowell questioned why the three presidents are not invited to the meeting.

Mr. Crissman questioned why Chief Fife was not present at the meeting in place of Mr. Rowell. Mr. Rowell answered that Chief Fife was schedule to be at HACC to do a burn for another fire company and if he wasn't there they would have had to cancel the training.

Mr. Seeds noted that Chief Swank wanted some changes as well. Chief Swank stated if PSD Johnson called Dauphin County they would make the changes. He noted that there was some good change but there were other issues that were raised, and he suggested that the Board needs to inform the fire chiefs that they are to use the equipment bought by the Township and that would clear up all the muddy water. Mr. Rowell noted that Chief Fife is aware of that as he told him that. Mr. Crissman noted that Chief Fife has not taken the initiative to implement it.

Mr. Rowell noted that he does not know as he does not know what that means. Mr. Crissman noted if he does not implement it then the Board has to do something.

Mr. Seeds suggested that the Board has some influence with Dauphin County to be able to make the changes.

Mr. Needham noted that he had one other reoccurring issue that he needs to address to the Board. He explained that he would like all three fire companies to invoke a no facial hair policy for the firemen. He noted that it is a huge worker's compensation claim for the Township because when you have facial hair you can't get a good seal on the Self Contained Breathing Apparatus (SCBA), and a fireman could be injured or burned. He noted that Colonial Park and Linglestown fire companies have that policy but he is not sure if Paxtonia has such a policy. He noted on the last three fire calls, there have been volunteers from Paxtonia showing up with facial hair and they were confronted by the chief in charge of the fire ground, stating that they were not permitted to enter the building since they had facial hair, and the language and disrespect that was shown to the fire chief was not good. Mr. Seeds questioned if he meant full beards and mustaches. Mr. Needham answered that mustaches were okay, but anything that would obstruct the seal of a SCBA. He noted if the Township adopted a no facial hair policy it would be much easier to clear up the muddy waters. PSD Johnson noted that it was agreed upon during the August meeting that the three fire chiefs would take care of this issue. Mr. Crissman questioned Mr. Rowell if he was aware of this. Mr. Rowell answered that Chief Fife had shared this with him. Mr. Crissman noted that there is no reason why this policy could not be brought to the Board for its approval. Chief Swank noted that he would be the devils advocate noting that a member from the Paxtonia fire company was told on three occasions that he was not permitted to be on the fire ground because he continually wears a goatee. He noted if he chooses to wear a goatee so be it. He noted if Paxtonia Fire Company chooses to allow him to get on a piece of apparatus, then they need to answer to the Board. He noted that that member will not be permitted to do anything on a Colonial Park fire ground if he comes again. He noted that he had a fire this morning and he told Joe Miller that he was not allowed to fight the fire and he will not be disrespected by that young man anymore. Mr. Crissman noted once the policy is approved... Mr. Swank noted that he continually does what is asked of him by the Board, but he questioned what will be done when someone doesn't follow the policy. He questioned what the consequences are for someone who does not follow the policy. Chief Swank noted, back when Paxtonia had its problems, he did think that the Township should have bailed them out. He noted

if all of us don't play by the rules of engagement as decided by the Board of Supervisors, then what will be the consequences. Mr. Crissman noted that a penalty has to be assessed.

Mr. Hornung noted that this is new to him and that the Board was not aware that all of this was going on. Chief Swank noted that he addressed it with Chief Fife and he said he would speak to the firefighter. He explained that that member had no respect for Chief Fife after he brought it to Chief Fife's attention. Mr. Seeds suggested that it would be up to the fire chief to suspend him until he comes into compliance. PSD Johnson noted that he could do this. Mr. Wolfe noted that it is not something that we need to talk about tonight. He noted that is an issue that needs to be brought through the chain of command and addressed. He explained if a policy is needed, that is easy enough, but tonight's meeting was to discuss the budget issues.

Mr. Crissman noted that he wants to know that the last issue will be resolved

Mr. Hawk noted that tempers don't solve anything. He noted that Mr. Rowell will take the message back to Chief Fife. Mr. Hornung noted that he was not aware that the call boxes were changed. He noted if the three chief agree to changes, then it must come to the Board for its approval. He noted that the changes that were made should not have been made and should be re-changed back to the way they were. PSD Johnson noted that Chief Swank mentioned that some of the changes that were made should not be undone. Mr. Rowell noted that there is always another side to every issue and there may be some facts that may or may not be known and he can't do justice to represent those things. PSD Johnson noted that he spoke to Chief Fife three or four times last week, and he only recently found out that Chief Fife would not be coming to the meeting. Mr. Hornung questioned if Chief Fife was in agreement to undo some of the changes as that is what he related to him. PSD Johnson noted that Chief Fife told him that he was willing to make the changes that we had agreed upon and he assumed that he sat down with the other two chiefs and had it taken care of. Mr. Hornung noted that he can't take care of it anymore since the Board wants to implement the policy that all changes must be approved by the Board. PSD Johnson noted that he meant that all three chiefs came to an agreement for what the changes should be and they would be forwarded to him. He explained that he was notified that the changes were already given to Dauphin County and they continue to be the old procedures. Mr. Wolfe noted that a long time ago, a box was reduced to a paper form, the change was noted, all three chiefs signed it, and when the Township received it then it was transmitted to Dauphin County. He explained that he did not know how we got away from it but that is how we were doing it when the policy was first initiated. He noted that it is very simple to go back to it. Mr. Crissman noted that there is no point in having a policy if we are not going to follow it. Mr.

Hornung noted that the policy needs to be what it was before and if any changes are made, the call cards would be signed by all three chiefs and forwarded to the Board to approve those changes prior to being sent to Dauphin County. He noted that it would put the Board of Supervisors back into agreement with the policy. Mr. Crissman noted that we have to fix what was changed. Mr. Wolfe answered that we will do that.

### **Adjournment**

Mr. Crissman made a motion to adjourn the meeting, and the meeting adjourned at 9:50 p.m.

Respectfully submitted,

Maureen Heberle  
Recording Secretary

Approved by,

Gary A. Crissman  
Township Secretary