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**WASHINGTON TOWNSHIP,
MORRIS COUNTY, NEW JERSEY
FIRE DEPARTMENT**

Long Valley Fire Company
Fairmount Fire Company
Schooley's Mountain Fire Company

Analysis of Fire Department Operations

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WASHINGTON TOWNSHIP, MORRIS COUNTY, NEW JERSEY

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FOREWORD

From November 2012 through January 2013 William Kramer of the firm *Kramer and Associates* led a team of consultants in conducting a study regarding the state of fire protection in Washington Township, Morris County, New Jersey. The fire Department consists of three fire companies: Fairmount, Long Valley and Schooley's Mountain. (Resumes of consultant members are found in **Appendix 1**.)

Interviews with a wide cross section of stakeholders indicated that there are differing opinions regarding the state of fire protection in Washington Township. In discussions with township officials, Fire Chiefs, officers, fire department members, retired fire department personnel, and ordinary citizens, however, the consultant found a common theme. All desire to see quality fire protection and EMS Assists delivered by the fire companies. Most believe that the three districts already work extremely well together and the Consultant agrees. There can, however, be community improvements with a more unified approach to service.



Increasingly scarce tax dollars mean that there is a genuine community value in the continuation of a volunteer component of the fire service even as the community looks ahead to the day when it might have to introduce limited on-duty paid personnel or on-duty per diem staffing. During six different site visits by William Kramer, interested parties were given the opportunity to provide input. Through the interviews and many impromptu meetings, much insight was gained into the heart and spirit of Washington Township's present and future fire service.

Sincere appreciation is extended to the past and present Chiefs for their cooperation and assistance during the study. We thank Department Chiefs Kurt Wanner, Craig Wallenstein and Bob Drake; Company Chiefs Jim Rasmussen from Long Valley, Dave Steinel and Patrick Avello from Fairmount, and Al Pierce and Rick Welch from Schooley's Mountain. Thanks also to Company Assistant Chiefs Josh Drake, Tom Granat and Dave Cooke.

We thank all of the current and past members of all three fire companies, for their devotion to public service. All members of the fire companies were given the opportunity to contribute to this study and many took advantage of the opportunity, strengthening this report through the inclusion of grass-roots commentary.

Appreciation goes to Township Mayor Kenneth W. Short and Township Administrator Deborah A. Burd both progressive leaders who saw value in a third-party perspective. Assistant Administrator Andrew Coppola and Chief Kurt Wanner were quite helpful as liaisons between Washington Township and the Consultant as the study progressed. We also thank CFO Kevin Lifer who provided helpful financial data.



Mayor Kenneth Short, Vice Mayor Bill Roehrich And committee members James LiaBraaten, David Kennedy and Tracy Tobin were all pro-active in authorizing the fire services study.

The consultant found three classic fire departments, steeped in tradition but trying to deliver modern fire protection with volunteer forces, a task becoming more difficult, both locally and nationally. The volunteer fire service is viable in Washington Township and can continue with some creativity and organizational tweaking, but it must be prepared for and be planning for changes.

Tradition must give way to the greater good of the community. The hallowed stations in Washington Township are steeped in history but the one in Long Valley is overdue for replacement. This is the time to see what is best for the community first, and secondarily how to accommodate fire department member interests.

THE ULTIMATE REASON FOR THE EXISTENCE OF A FIRE COMPANY IS SUPPOSED TO BE “SERVICE TO THE COMMUNITY” ABOVE “SERVICE TO ITS MEMBERSHIP.”

Consultants are usually no more intelligent than the client that they are serving, but they can bring objectivity and non-bias to a jurisdiction that can be quite valuable. It is hoped that this study will provide information that can be used by Washington Township officials to create a fire service commensurate with increasing demands and quality service, which the residents and businesses of Washington Township deserve.

EXECUTIVE SUMMARY

The firm of *Kramer and Associates* was charged with the task of providing an analysis of three fire companies; Long Valley, Fairmount and Schooley’s Mountain, in Washington Township after Township leaders requested a neutral study of their operations with a view toward gaining future efficiencies and improvements.

These separate fire companies work well together already and back up one another on a daily basis. Persons looking at a positive status quo may have reservations (“If it isn’t broke, don’t fix it.!”) while those looking ahead see a stronger fire service with a stronger operational arrangement among them. While some are eager to preserve history, new procedures and techniques which improve the value of fire service in Washington Township present an opportunity to “make new history.”

Next is a summary of the findings:

I. TOPOGRAPHY AND DEMOGRAPHICS:

The study provides an overview of Washington Township as an upscale nicely located community, with interesting topography and other unique characteristics that impact upon fire response. The population is about 20,000 and the area is about 46 square miles. The report analyzes Washington Township across the dimension of time and shows how the shrinking availability of volunteers which has seriously impacted many fire departments in New Jersey and surrounding states has not, at least yet, impacted the Township. The Highlands Act covers much of Washington Township and will be the single most stifling influence on future growth.

- II. RECENT ISO GRADING REPORT:** This report follows closely another independent analysis performed by the Insurance Services Office (ISO). This organization thoroughly evaluated the fire protection in Washington Township and assigned a PPC (Public Protection Classification) of 5, roughly in the middle of their scale which ranges from 1 “exemplary” to 10 “does not meet even minimum criteria.” We will show that the score can easily be improved to a “4” with no additional expense.

III. OPERATIONS: The consultant found energy and enthusiasm in the existing three companies. The officers do hold monthly joint meetings, and some additional joint training among members in all three companies is recommended, including training on other companies' vehicles.

IV. STANDARDS, COMPARISONS: The report references national standards for performance and staffing recommendations, such as National Fire Protection Association (NFPA) Standard 1720, and analyzes the present and future ability of the three Washington Township Fire Companies, individually and together, to comply with the standards. Similarly, the report also provides present and future requirements necessary to improve Township ratings by ISO (Insurance Services Office), favorably impacting fire insurance costs, especially for businesses.

V. FUNDING, BUDGETS: Revenues vary for the three companies based on their success in mail solicitations and fund raisers. The Township must balance its financial support for the fire companies with other governmental services. We will show how all communities must balance safety with affordability. The operating budget of \$109,624 for all three companies is especially limited. In light of the fact that paid personnel usually consume a "lion's share" of a fire department budget, this is a real tribute to the value of a volunteer service.

VI. RUN DATA: The consultant provides response time data for the fire department response areas and some "time and distance" analysis later in this report. Overall, it will be shown that there is usual availability for a first call 24 hours a day, with greater depth in the evening and weekend hours when volunteers are more plentiful. In Washington Township, as elsewhere, volunteers will of their own accord eventually give way to more on-duty personnel. In the more remote areas of Washington Township, some of the response times are lengthier than standards would prefer, but this is common everywhere as communities must balance safety with affordability.

VII. STAFFING

The time-honored tradition of the volunteer fire service in Washington Township is viable for now but could become threatened, as volunteers are becoming increasingly difficult to recruit and retain. They continue to move ever further from the fire stations. In many parts of New Jersey and throughout the United States pure volunteer fire departments are disappearing. For now Washington Township has adequate forces. The three rosters combined show about 140 members with about 70 plus serving as active responders.

In Washington Township, the volunteer fire department can remain with some creative measures, and self-imposed performance standards. The report shows requirements necessary to retain a viable volunteer force into the near future, how to know when the performance standards are not being met, and how, then, to best introduce on-duty staffing to fill gaps in a way that does not threaten the volunteers.

Appendix 2 shows examples of communities in New Jersey coping with shrinking volunteer forces. The first entry features Lambertville and opens with the statement: — “A tax-funded report recommends against replacing Columbia Fire Company’s aging pumper and further suggests that the 10 active volunteers “align themselves” with one of the city’s three other volunteer companies, which all have more members. The report says that the four pumper trucks spread among the city’s four companies are two more than the population warrants.”

The second entry in **Appendix 2** shows a “Dearth of Volunteers” in South Jersey. Other articles follow showing that the volunteer era is over elsewhere in the USA.

VIII. PUBLIC PERCEPTION: The primary beneficiaries of new efficiencies would be the citizens. The consultant found in their travels throughout the fire department response areas that the residents and business owners were positive and upbeat about fire protection but many were rather indifferent and weren’t sure of the location or type of organization providing service. Most assume it is a paid service poised for immediate response should they need it. There is a need and opportunity to educate the public and gain a valuable Public Relations benefit with some upbeat news about any new efficiencies and gains for taxpayers.

IX. WATER SUPPLY: The consultant analyzed the water system and found only average water mains and hydrants in developed areas of Washington Township. The companies have large water tanks on apparatus – 500 to 1000 gallons per pumper so that sufficient water is available to control a room and contents fire independent of the hydrant system. Fairmount maintains a 3500 gallon tender or “tanker”. We found that if response is timely, the water brought to the scene is adequate to control a fire, or at least prevent a fire from spreading into adjacent structures. The hydrants or a tanker task force can support sustained operations.

X. TRAINING

The report covers the importance of training in the fire department and notes that there should be an opportunity for the three companies to regularly train together. Suggestions for training improvements include information both for basic firefighting operations, and leadership for officers. The report advocates low-cost high-quality programs such as National Fire Academy courses, and means by which local training can be more relevant and exciting. The ISO report recently delivered to the Township showed enough room for improvement in training so that this one category alone could have easily catapulted the Township into the next lower (better) rating.

XI. FIRE APPARATUS AND EQUIPMENT

The complement of fire apparatus now serving Washington Township was analyzed and found to be plentiful and of high quality. The existing fleet is well matched to the current mission. The Township is high in pumping capacity as noted in the ISO report, and could look toward some streamlining down the road. Information is provided on “Apparatus replacement schedules” and projected space needs for active and reserve equipment of the companies.

Impetus is given to the adapting of new technology in apparatus and to the removal of obsolete apparatus from fleet. Other changes going forward are suggested,

The recommended size of the fleet can be less if we consider only the day-to-day fire suppression demands, even as the ISO rating is improved throughout the Township. There are times when excess apparatus pieces are nice to have. For example, in the recent storm, Hurricane Sandy, all units in all fleets in all three districts were needed because each fire company was isolated from the others. The all-wheel drive capability on the larger vehicles is a real plus.

- XII. COMMUNICATIONS:** The consultant found that the County system of dispatching fire equipment has positive and negative factors. On the plus side, there is depth in personnel due to economies of multiple jurisdictions being dispatched. Also a central dispatch can better coordinate many units across jurisdictional lines. On the negative side, the intimate knowledge of local conditions which often characterizes local dispatch centers is lost.

The County system is capable of adjusting response complements based on time of day or other factors. During the day all three companies are sent, even for smaller incidents. This is to garner sufficient manpower. There is some debate about the usefulness of the house sirens since they are already obsolete in many communities, due to modern paging systems. In Washington Township it's possible that they could be restricted to structure fires and/or weather emergencies, or be eliminated altogether. Additional meetings are planned among Township Officials, Fire Officials, and 1st Aid Squad Officials regarding this matter. Also, interoperability in radio communications does not exist among Police, Fire and EMS.

- XIII. FIRE/EMS OVERLAP:** the consolidation of Fire and EMS has already occurred to a large degree in many parts of the country, and should be considered as a future option for Washington Township. This becomes especially important when a community must introduce the first paid personnel.

- XIV. NEW FIRE STATION:** The consultant recommends that plans commence for a new station in Long Valley, The other two are serviceable into the future. Computerized time-distance analysis identifies adequate coverage in the Township from the three fire station locations even though they are not perfectly placed. Computer generated maps will be used to show five and ten minute response zones from the three locations.

- XV. FUTURE ORGANIZATIONAL COMBINATIONS:**

There is a genuine effort at the state level to promote consolidations. It would be far better for Schooley's Mountain, Long Valley, and Fairmount to orchestrate their own cooperative ventures than to have terms dictated in the future. See Appendix 3 for an article in which State Senate President Stephen Sweeney advocates countywide police and fire agencies in New Jersey.

The pages of this report will provide more specific and detailed information for each of the categories discussed in the Executive Summary above. The report will provide the logic and rationale behind the findings and suggestions but does not follow the same exact order as the executive summary since some of the issues are interwoven in the body of the report. The outline of the full report, as shown in the table of contents, follows a content flow revised throughout the course of the study by the participating governmental and fire authorities.

BIG SAVINGS OR BETTER SERVICE

Early in this report we should address a key concern. Is there room for dollar savings? The report will make it obvious that if three adjacent companies with overlapping response patterns operate as one, there will be an opportunity for improved service, financial savings, or a combination of both. If a broader picture is drawn, including adjacent fire departments now used for mutual aid, it will be shown that duplicate services and apparatus can be avoided, at least going forward. Throughout the report we will elaborate on efficiencies, savings, national standards, and fire Insurance rates to show how improvements in service and /or savings will result.

Currently there is no fire taxing district covering Washington Township and therefore no tax revenue for fire protection in the Township. Because New Jersey State caps taxation rates it is virtually impossible to create a new district on such limited funds. A District would be possible for Washington Township if the existing resources and assets are folded into it. This is not recommended any time soon. Township support among residents and businesses for the fire companies is strong and financial support needed from the Township remains modest. This is a real tribute to the volunteer firefighters who have so far precluded the need for on-duty personnel. Capital expenses, including apparatus purchase and maintenance, insurance, turnout gear, etc. paid by the Township, are substantial. The report will make suggestions on how to control these costs in the future.

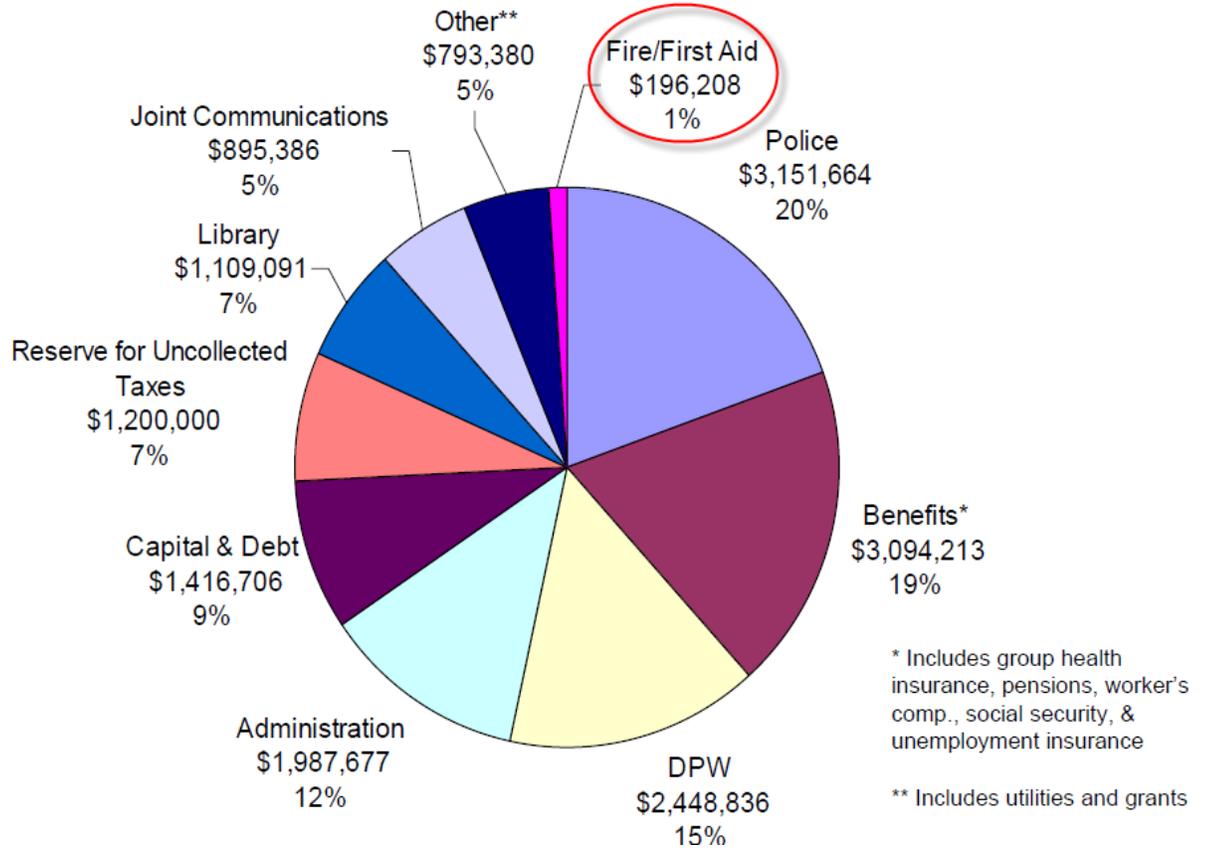
It could be argued that the citizens deserve immediate response for both Fire and EMS service in a developed community, rather than relying on first response from volunteers, who usually must respond from homes, assemble at the station, and then proceed to the address where emergency help is needed. Without taxation, immediate help from on-duty personnel is unaffordable. In the future, however, as rolling stock becomes ever more expensive, and if volunteer complements shrink it may be necessary to shift funding from the capital budget, get by with fewer apparatus pieces, and pay wages to ensure a response.

The pie chart on the next page labeled **Figure 1**, was provided to the consultant. Although this chart is from 2008, the consultant worked with Township CFO Kevin Lifer to verify that the percentages remain quite similar today. It is seen that in the operating budget, the financial support from the Township to the fire companies is quite modest. The capital account, however, which buys fire trucks at the cost of \$450,000 to \$1 million, and which buys turnout gear at a cost of about \$3000 per set, offers an opportunity for some savings. Also provided are figures and a line graph for the modest operating budget over time.

Figure 1 – Washington Township Budget Breakdown

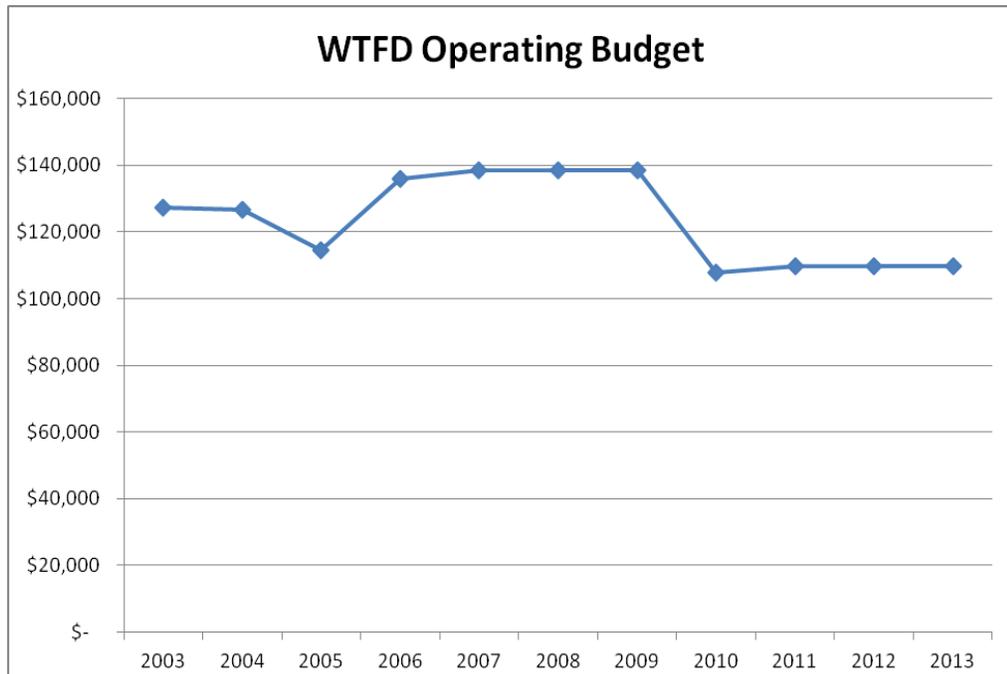


Excluding the cost of benefits for all employees, Police and DPW represent our **largest** expense.



WTFD Operating budgets over time. (See Chart next page)

2003	2004	2005	2006	2007	2008
\$ 127,216	\$ 126,806	\$ 114,624	\$ 136,063	\$ 138,463	\$ 138,463
2009	2010	2011	2012	2013	
\$ 138,463	\$ 107,824	\$ 109,624	\$ 109,624	\$ 109,624	



HISTORICAL PERSPECTIVE

In Washington Township the three fire companies have an enviable history. They have provided fundamental fire service since the early 1900's. They continue to protect Washington Township including residential and commercial occupancies, all with 100% volunteer staffing. Although the frequency of fires is declining, new demands such as Carbon Monoxide alarms, increasing hazardous material incidents, and vehicular accident assists all require the presence of a well-trained quick responding fire department.

The Long Valley, Schooley's Mountain and Fairmount Fire Companies will need to continue recruitment efforts to function effectively as volunteer or even as combination volunteer/part-paid companies. Fire and Township Officials should plan now for the day when many positions held by volunteers will eventually have to be replaced with part-time or "per diem" paid personnel, or full-time employees, in order to provide fire protection for Washington Township. The citizens are the ultimate decision-makers as they vote to accept or reject taxes to pay for their own protection. This study should provide guidelines for growth, and a blueprint for the future

In many parts of the country the Fire and EMS services grew up together and are integrated into a single organization. Integration of Fire services with EMS are becoming an efficient model for some communities that are first beginning to pay personnel, and this efficiency is being realized in New Jersey communities such as Hopewell and Robbinsville where cross-trained crews are on duty, able to respond with a fire apparatus or ambulance, on a "first emergency first" basis.



**Early Cedar Knolls
Hand-pulled hose cart**



**Horse-drawn steamer in Charlotte, 1902
From "ERA I"**

In Washington Township, Emergency Medical Services (EMS) along with rescue are provided by a separate agency, the Long Valley First Aid and Rescue Squad. In the future a merger could be possible, but only when on-duty personnel are affordable and the culture has advanced to allow such a paradigm shift. While this provides a type of efficiency it provides only limited advantages where volunteer personnel must struggle to maintain certifications in one discipline or the other and most would be hard pressed to do both.

Fire protection, in general, presents an interesting history which is relevant to our study and which can be divided into three eras. The first era ("Era I") dates to the days of Benjamin Franklin, an early nearby resident and leader in the first American Volunteer Fire Service. Early in our history, the US citizenry depended upon fire protection in the form of vehicles such as hand-drawn hose carts and steamers brought to the incident location.

In a sense, this first form of fire protection has not changed much. Coast-to-coast across North America, fire departments both large and small back their apparatus into quarters, await the sound of a call, and rush to the scene when an alarm is sounded. In Washington Township this is still done by volunteers.

A second era of fire protection ("Era II") is represented by placement of fire suppression systems (sprinklers and alarms) inside of structures themselves. Commercial buildings, factories, hotels, schools, and any other buildings which present a potential for large loss or which represent a life hazard in terms of occupancy can be protected with automatic sprinkler systems. These will hold a fire at bay and often will summon fire suppression forces when the water flow in the piping system triggers an automatic alarm. This type of fire protection is immediately deployed and is capable of operating independently of the external protection provided by the fire department.

Fortunately newer commercial buildings in and around Washington Township are sprinkler-protected, greatly reducing the fire-suppression responsibility that would otherwise be present. As part of Era II, smoke alarms, which are mandated in many commercial structures, have become popular in homes and have resulted in the early detection of many fires while in the incipient stage. This has allowed the occupants to take immediate action and is responsible for saving untold numbers of people and many homes from the ravages of fire. In New Jersey, a bill has just been introduced that would require sprinkler systems in new homes. See **Appendix 4**.

An obvious tradeoff exists between in-house proximate protection, provided by sprinklers and alarms, (“Era II”) and the external protection provided by the fire departments (“Era I”). As new commercial development occurs over time in Washington Township buildings will enjoy Era II internal protection, reducing the demands on firefighting forces. New homes should be mandated to have hard-wired, battery-backup smoke alarms. Photoelectric types are preferred above ionization, but each has advantages, and combination types are now common.

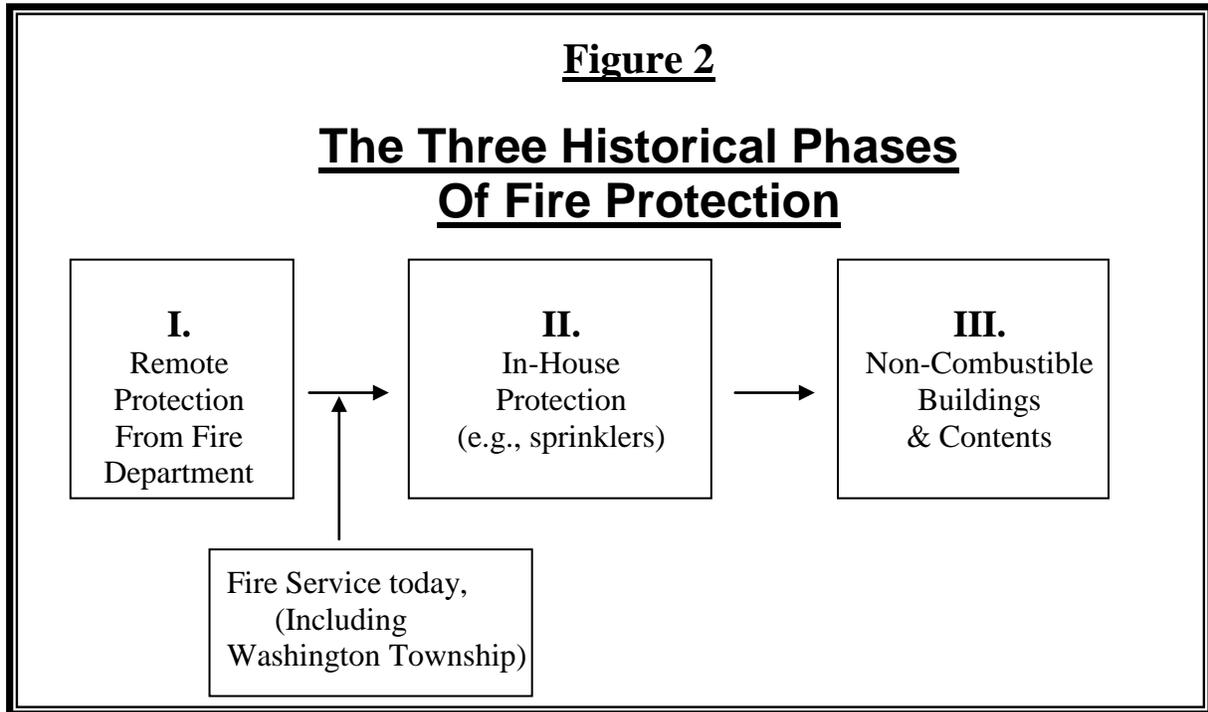
Sometimes unfortunate events have a way of changing history for the better. Here in New Jersey it was the dormitory fire at Seton Hall University in January of 2000 that resulted in the deaths of three students and injuries to 58 others. As a result all dormitories and campus housing units throughout New Jersey and other states have been retrofitted with automatic sprinkler systems. This accelerated “Era II” protection all across North America.

The third generation of fire protection will consist of a “non-combustible society”. (“Era III”). Currently, the technology exists to construct fire-resistant buildings, and to outfit these buildings with non-combustible furnishings. Coupled with this is the ability to treat all fibrous products such as furniture, clothing, paper, decorations or anything else that could conceivably be brought into a structure with a fire retardant process. (One such product called “no char ®” has been used to treat all of the barns at the Ohio State Fairgrounds).

Should we as a society ever agree to make the necessary expenditures to create a non-combustible society, then not only are fire departments from “Era I” rendered less important, but even sprinkler systems and in-house protection from “Era II” will likewise become far less necessary. The “Era III” will not enter into our study or equation since we as a society are not even close to entering a non-combustible age. Overall, however, the historical result of the move toward Era II and III has been fewer fires, and many discovered while still controllable. Many Fire Departments have taken on EMS, Haz-Mat, Technical Rescue, and other functions to remain viable.

The history of fire occurrences in Washington Township shows that when fires do occur, a good turnout of volunteers can be expected. When volunteers are scarce and more lengthy times are needed to assemble crews, the response time from the department stations can be lengthy, further emphasizing the value of sprinkler systems or internal fire protection and smoke alarms in addition to protection delivered by the fire department.

Washington Township has historically had a low number of overall annual fires, but when they do occur, the department has done the job, assisted at times by mutual-aid fire companies. Fairmount, Long Valley, and Schooley’s Mountain can be proud of their past records but should be willing to make adjustments to maintain a positive record going forward. **Figure 2** below shows the three-step historical evolution, and the current positioning of the Fire Service, including Washington Township



As the community continues to evolve, additional high-value homes, existing homes growing in value, and new commercial properties will need to be protected. New personnel will be needed to replace volunteers who leave the fire companies. This report will outline future needs facilities apparatus firefighters training and related subjects.

FACILITIES

The three fire companies, operating out of three different locations have served Washington Township ably for many years. The three stations still function but improvements are needed. Specifically a new facility for Long Valley Fire Company is needed. The locations of the three stations are placed fairly well based on the following two criteria:

1. Location central to the area served
2. Proximity to homes or work places from which volunteers respond.

The three fire stations now serving Washington Township are shown on the next page.



WTFD -- Long Valley Fire Company



WTFD -- Schooley's Mountain Fire Company



WTFD -- Fairmount Fire Company

REPLACING A FIRE STATION

The three fire companies have enough experience and enthusiasm among fire department members, including both veteran firefighters and younger personnel, to remain successful as a primarily volunteer department. One of the motivators is a quality station

Members of the Long Valley Fire Department have long awaited a completely new facility. A new station can be used to strengthen both member and community support. It could also serve as a means to recruit new volunteers. This proposal is affordable if we consider the fact that the Township has land available, the existing facility provides a healthy resale value, and the Long Valley Fire Company will be the financier and owner.

Because new facilities are conducive to training, provide comfortable living standards, and improve morale, a better-trained, more highly-motivated firefighter is nurtured. This dimension of quality can then be multiplied across all members using the improved facilities.

The firm of William Kramer and Associates has recently formed an alliance with Robbie Conley Architects to enhance the services both can offer to New Jersey Fire Departments. Both Robbie Conley and Project Manager Kristi Drake of his firm have assisted us greatly with this section of our report. The insert below is from the Conley website and was found to be accurate by the consultant.

“Mr. Conley has approximately 20 years experience in architecture. His portfolio contains projects as small as residential additions and a go cart track at the Jersey Shore, to larger projects such as an addition to the Atlantic City International Airport, and a new State Police Headquarters, in New Jersey.

Mr. Conley spent several years developing and fine-tuning his skills in both architectural design and construction administration. While working for both small and large firms, he has developed great business sense and a knack for excellent architectural design, while being able to stay within the constraints of a budget.”

Architect Robbie Conley has designed a wonderful new facility for the nearby Whippany Fire Company which could proceed to construction soon. Also, according to Mr. Conley himself, this could easily be redesigned and expanded to include the nearby Cedar Knolls Fire Department if the two agree to the consultant’s recommendation to merge and locate centrally in Hanover Township.

On the next page are three renderings of the proposed station showing front, rear and side views. This design also includes space for a display of the historic apparatus that served Whippany in the past. After the renderings the next page shows the carefully designed floor plan that will serve the department well into the future. This is well beyond the needs in Long Valley but does show a “gold standard” from which to work.

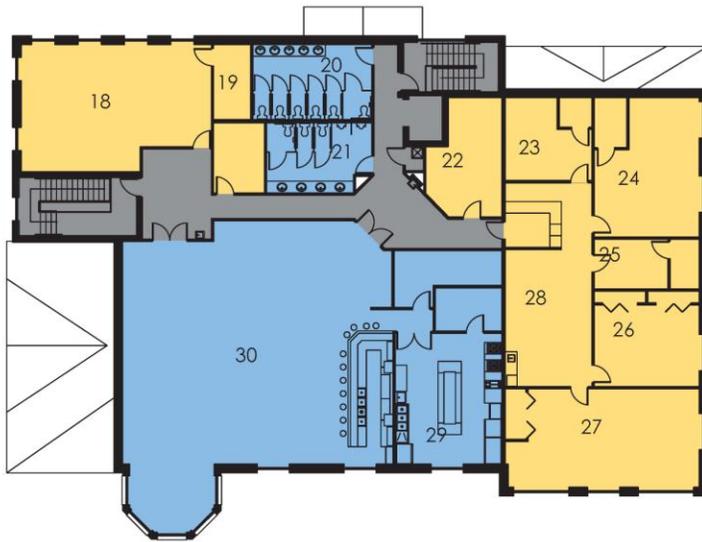


Robbie Conley has designed a beautiful and functional facility for Whippany.

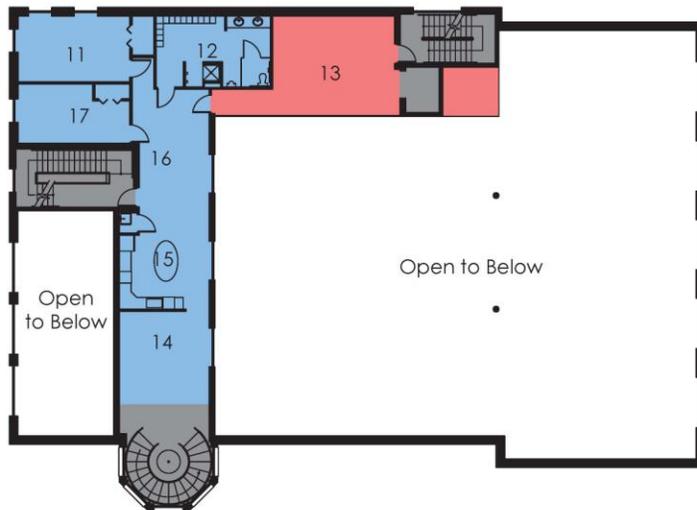


The facility is expandable to house Cedar Knolls if it is merged with Whippany

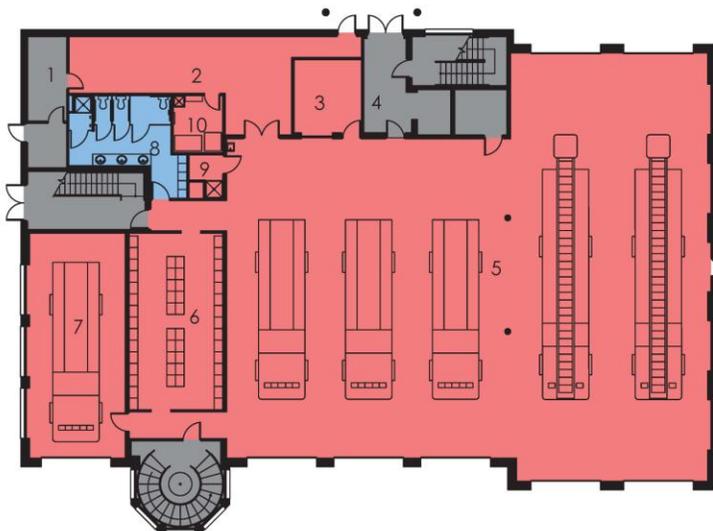




- 18. Commissioner's Office
- 19. File Room
- 20. Female Toilet Room
- 21. Male Toilet Room
- 22. Fire Co. Office
- 23. Office
- 24. Office
- 25. File Room
- 26. Conference Room
- 27. Career Office
- 28. Open Office
- 29. Commercial Kitchen
- 30. Meeting/ Training Room



- 11. Male Bunk Room
- 12. Male Locker Room
- 13. Open Storage
- 14. Ready Room
- 15. Kitchen
- 16. Recreation Room
- 17. Female Bunk Room



- Operations
- House
- Administration
- Circulation/ Misc.

- 1. Mechanical Room
- 2. Work Shop
- 3. Radio Room
- 4. Lobby
- 5. Engine Bays
- 6. Gear Turnout Room
- 7. Utility Bay
- 8. Female Locker Room
- 9. Decontamination Room
- 10. Laundry Room

Construction costs are significant but usually are an excellent investment. Real estate is one form of “money in the bank” and over time does appreciate. The downturns in recent years seem to be an anomaly. Long Valley will likely need a facility designed and priced between the two examples which follow:



Morton Building used for a Fire Station in Hamilton Township, Warren County Ohio, built for approximately \$850,000



Fire Station built in Blue Ash, Ohio for approximately \$4 million. Design by Cole + Russell®

It makes no sense to cut corners on construction, or accept a substandard location for a new station. ***Paid personnel will likely become a reality in Washington Township during the lifespan of any buildings constructed now. A design should anticipate overnight crews and the possibility of an ambulance co-located under the same roof.***

Because site selection represents an investment far greater than the real estate and building, it should be carefully done. A poor location lasts indefinitely, and is costly in many ways, especially if a non-optimal location results in higher response times.

The overall layout and orientation of the facility is important to facilitate the rapid egress of emergency equipment. Drive-through bays are becoming increasingly more important for egress, reduced wear and tear on vehicles, improving visibility, and reducing the hazard of stopping traffic and backing apparatus.

ESTIMATED COSTS

Fire station facilities are typically in the \$200 to \$225 per square foot range based on local public contract laws. Pre-fabricated facilities such as Morton and Butler buildings can cost less, and though occasionally used, normally do not provide much in savings in New Jersey due to the wind borne debris requirements within 100 miles of the Ocean.

FIRE/EMS MISSION OVERLAP

Washington Township is rare in that the fire department does not provide either the EMS or the Rescue Function for the community. This function is handled by the Long Valley First Aid and Rescue Squad. Often fire companies and EMS respond together on incidents such as auto accidents, carbon monoxide alarms with illness and various hazardous material incidents.

While separate fire and EMS units might seem attractive to a few fire purists, it makes the department much less active and limited in its service to the community. Several younger officers spoke for many members in lamenting the lack of the rescue mission in the Washington Township Fire Department. Some Washington Township volunteer fire department members who want more action have joined the Rescue Squad as well.

Chief Fire Officers in Washington Township would welcome a broader mission and have the talent in the organization to accept a broader role in emergency response. Discussion with the First Aid Squad could lead to a broader mission for the fire companies.

As currently organized and equipped the Washington Township Fire Department will continue to serve the fire protection needs of the community but should be open to an expanding mission. Because of the close alliance between fire service and EMS/ Rescue the Fire Department should, to the extent possible be willing to assist the First Aid Rescue Squad in its mission and be receptive to assistance in return. The agencies could be housed together in the future, and as noted could ultimately be merged.

All across the country the fire and EMS services have either grown up under the same organizational umbrella or have since merged for efficiency and economy of scale. In communities large and small this has proven to be an efficient emergency service operation and many communities have adopted the joint fire/emergency services model. Covering the entire spectrum of community size, jurisdictions like New York City, Florence, Kentucky (See inset below), Lima, Ohio, and Washington Township in Clermont County Ohio all have gone from separate fire and EMS units to a joint fire/EMS model. The overlap and affinity between Fire and EMS is shown graphically in **Figure 3** two pages hence.

There is already discussion about having the first paid personnel on the Long Valley First Aid Squad in Washington Township. In some communities which have just begun to afford paid on-duty people there is a real dilemma if they have maintained separate fire and EMS services and must decide whether the first paid people should be fire fighters or emergency medical technicians. Where these services are combined and ambulances and fire vehicles are co-located, the on-duty personnel are free to take the “first emergency first” and the dilemma is solved. This should be considered a future option for Washington Township. Although the cost of a joint firefighter/EMT or firefighter/paramedic is higher than either a firefighter alone or an EMT or paramedic alone, the marginal difference is much smaller than 100% or double cost. It is usually 10 to 15% more to get a dual-trained person.

History of Florence, Kentucky Fire/EMS Department

The Florence Volunteer Fire Department came into existence in 1936 being organized, as most volunteer fire departments, by the citizenry of Florence with no city affiliation. The first engine was housed in the garage of a gas station in the then center of town on Main Street. To the right is a photograph of the 1937 Main Street Station dedication ceremony.

In 1970 a paid fire chief was hired and six career firefighters were hired in 1979 to supplement the then, all volunteer force.

In 1972, Florence Rescue, later renamed Florence Emergency Medical Services, was organized. As with the fire department, this organization was staffed predominately by volunteers.

Both the fire and EMS organizations thrived throughout the 1980's. Membership and volunteer interest remained very high and both departments became leaders within the Northern Kentucky emergency services community. Throughout the 1970,'s, 1980's and 1990's, the city continued to experience exponential growth in size and population.

Around 1989, Florence Volunteer Fire Department, Inc. opted to disband the corporation and become a department under the City of Florence. **Until 1994 Florence Fire Department and Florence Emergency Medical Services operated as separate and independent organizations. It was in 1994 that these organizations were brought together as a single department under the City of Florence and known as, Florence Fire/EMS Department. [Emphasis added]**

In 1999, 12 paid staff members were added to the department bringing the number of career staff to 38 plus the six contract paramedics for a total of 44. At that point in time, volunteer membership had dropped to less

than 20 total members.

In 1998, six contract paramedics were brought into service from an independent provider of Advanced Life Support (ALS).

These contracted paramedics essentially added six personnel to department staffing however, these individuals did not provide any firefighting, rescue or other fire related capabilities as they strictly staffed the ambulances. The City hired its own paramedics and stopped the practice of contracting paramedic service in 2005.



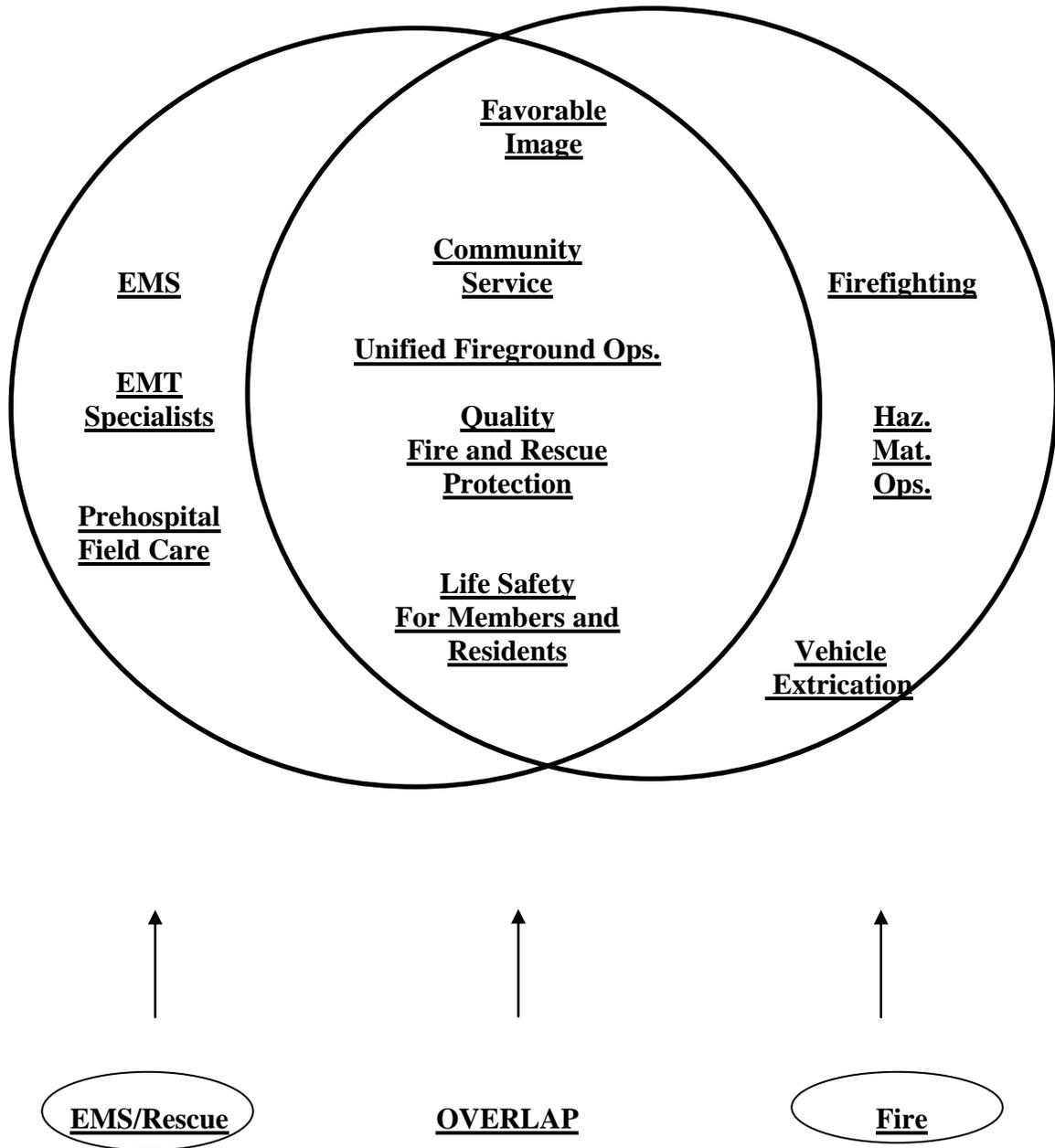
A fire protection district was organized for a portion of the unincorporated area to the south and west of the City of Florence. Since its inception the Florence Fire Protection District contracts with the department and City of Florence for fire and EMS protection.

Florence Fire/EMS Department currently employs 51 paid staff members. This includes 45 fire suppression shift personnel and 6 administrative personnel, including 1 part-time administrative assistant. In addition to paid staffing, the department maintains a force of approximately 30 volunteer firefighters. The department is rated Class 2/3 by the Insurance Service Office (ISO), covers approximately 20 square miles and operates out of three fire stations to provide fire and EMS services to the 45,000 residents of the City of Florence and surrounding Florence Fire Protection District.

Today in Florence there are two fire stations generously staffed 24 hours a day with cross-trained Fire fighter/Paramedics. The result is a great ability to meet NFPA standards in fire fighting and to provide first rate paramedic service. A third station is manned by volunteers and is on line if volunteers are present in station for immediate response.

Figure 3

The Rescue/EMS and Fire Operations Overlap



In communities which have initiated on--duty cross-trained Firefighter/EMT's or Firefighter/Paramedics, Crews are available 24 hours a day for immediate response to EMS emergencies or fires. Ordinarily and probably they are available for either and this double value is a tremendous asset to the community. There is some possibility that crews could be tied up on ambulance duty when a fire call is received, but response to the fire with volunteers would be no slower than it is today. It's also possible that crews could be tied up at a structure fire when an EMS call is received. Contingencies are in place for back-up in such times just as they are now for simultaneous emergencies.

COOPERATION AMONG THE THREE COMPANIES

The Three fire companies work well together and during the day co-respond as a group, even for what would ordinarily be a single company run such as an auto fire. This is necessary to ensure adequate staffing. They have already worked through various steps which often need to be embraced by fire departments or companies seeking closer operating agreements or mergers:

A. Cooperation and mutual support: The three companies have already achieved the first level of unified operations by training and responding together and engaging in discussions about joint procedures. There is a monthly officers' meeting among the three departments, (attended by the Consultant on January 15th.) The fact that chiefs and officers from the three companies continue to meet regularly indicates that this first level of cooperation has already been achieved. The fire chiefs and other officers in leadership positions talk across company lines and work together already both administratively and on the emergency scene.

B. Joint purchasing and training: The three companies have discussed equipment and apparatus needs and written specifications that meet the needs of individual companies and the Washington Township Fire Department as a whole. In similar fashion they have shared training resources and ideas, and conducted joint training exercises at times. The Department has a "best practices" approach to SOG's (Standard Operating Guidelines) for EMS assists, and operations. Each company has adopted the best practices of the others, and when called upon to operate jointly on major incidents, they are able to perform more cohesively. The companies should be doing more joint training.

C. Automatic joint response: The three companies run automatically with one another and at times with adjacent departments. The fire companies continue to evaluate their response protocols annually for the most efficient use of actual fire apparatus used during the day. There is likely not much to be gained here since the few volunteers available by day want to respond with an engine, and there is some training value even when the truck isn't needed.

D. Complete merger into a Fire District: Since the three companies have already achieved much of what is possible in **A, B and C** above, they are left with the next step – complete merger into a Fire District. This would result in an independent Fire Department and the individual company identities would fade away.

When fire apparatus and emergency medical vehicles are making responses and circulating throughout a community, they provide a tremendous public relations opportunity. There is a certain pride factor among the members of the fire department and among the community members being served.

The overall efficiency gains and economies of scale that are afforded by a larger organization can override the identity factor of smaller communities within that larger organization. This is already the case with apparatus markings including both company names and “WTFD” or “Washington Township.” Uniforms, apparatus and stations bear subtitles such as “Schooley’s Mountain.” “Long Valley” and “Fairmount.”



COVER PHOTO: Schooley’s Mountain, Long Valley, and Fairmount Fire Crews work together to mitigate a serious tanker rollover on Route 46.

There are three different apparatus color schemes used by the three companies based on pride and tradition. Long Valley has traditional white over red; Fairmount has white over Chrome yellow and Schooley’s Mountain has red with an orange mask. (Pictures are in **Appendix 10**) This is not a major issue and will likely continue. If the Township someday absorbs most of the expense of the department it might prefer a more unified color scheme and at that time it could be phased in with all new vehicle purchases.

Pre-incident plans

Regarding roads, access, and special occupancy buildings, it will be vital that firefighters know as much information as they possibly can about the locations and buildings to which they may be called upon to respond.

Obtaining this information occurs prior to any response through preplanning inspections known as pre-incident surveys. These surveys show firefighters the building layout, water supply locations, accessibility issues, fire suppression design coverage and limitations, alarm panel locations, and specific life safety hazards, plus any other items the fire departments need to know ahead of time.

The consultant was pleased that some work is already being done in this regard but more is needed, especially in the identification of hazardous materials that could pose a safety problem for responders. Even simple things like fertilizer pallets and propane filling units can be noted in advance.

In many fire departments many of these issues are discussed and much good planning is done but not captured on paper or in a computer. One recommendation of the consultant is to ensure that the preplans are completed in a program that is compatible with the Computer Aided Dispatch System at Morris County. This allows companies to be alerted to special issues while responding. Typical information that is minimally covered in preplans is referenced in the *NFPA 1620 Standard: Recommended Practice for Pre-Incident Planning*. Francis L. Branigan, in his book *Building Construction for the Fire Service*, states “pre-fire planning is the key element for the fire service, and without it, firefighters are just reactionary.”

Information in the formulation/design of preplans is available from the Fire Protection Handbook’s current edition. This manual has an entire chapter on the development of preplans. It should also be noted though that Microsoft’s Visio Program has a preplan package available that is much more firefighter friendly than the standard symbols used in both the NFPA 1620 and Fire Protection Handbook.

LOCAL STAFFING ANALYSIS

The three fire companies remain a 100% volunteer force, and as we will show in a later section, provide a valuable resource to the community. During the day hours when volunteers are largely at their primary occupations and unavailable, the three companies are all dispatched to achieve a critical mass of personnel. This is a cost-effective method of providing protection and currently serves Washington Township well. Some might suggest that savings could be achieved with the elimination of duplicate apparatus, but this would likely result in even fewer personnel available for response. It’s better to let the members utilize their equipment since there is at least a familiarity factor and training opportunity with each run. For depth in resources, Washington Township does rely on other fire departments which surround it to provide mutual aid when requested, and to receive it from WTFD in return when needed.

Fortunately it is seldom when any of the companies in Washington Township are toned out for an emergency response and no one is available to respond. Mutual aid has been nurtured and is available for such instances. This consultant feels that every call, even routine residential CO alarms should be answered immediately by someone from one of the companies in Washington Township, even if it is a command vehicle.

DPW Program: The Washington Township Fire Department has wisely formalized a program recruiting “deputy members” from its Department of Public Works (DPW.) These half dozen or so trained firefighters from other fire departments are available at crucial times during work hours. In New Jersey it is the law that employers must release volunteer fire fighters for duty, as per the citation below.



(UPDATED THROUGH P.L. 2011, ch. 22 (with the exception of ch. 19), and JR 2 of P.L. 2011)

TITLE 40A MUNICIPALITIES AND COUNTIES

40A:9-160.1. Compensatory time off for employees who are members of certain volunteer organizations

40A:9-160.1. Compensatory time off for employees who are members of certain volunteer organizations

The governing body of any municipality shall grant time off from work with pay for municipal employees who are members of a volunteer fire company serving the municipality, volunteers in first aid or rescue squads serving the municipality or volunteer drivers of municipally-owned or operated ambulances when such employees are called to respond to alarms occurring during the hours of their employment.

L.1971, c. 200, s. 1, eff. July 1, 1971.

Appendix 5 gives an example from Spotsylvania of one fire department with an overreliance on volunteers unable to answer a call for an actual structure fire in October of 2011. We encourage continuation of a volunteer system, and later in the report will show the tremendous financial saving it represents to Washington Township. We note too however that volunteers are disappearing across New Jersey and across the United States. As an example of this trend, we include additional articles in **Appendix 5** showing problems various communities are having in trying to keep volunteers. This should be considered an “early warning” and not yet a cause for alarm in Washington Township.

Much time and effort is expended by volunteers in fund-raising efforts such as the pancake breakfasts in Fairmount. With additional financial support from the Township to the companies, much of this effort could be better redirected toward meaningful training,

Elsewhere in Morris County surrounding communities have had to add staff to bolster the volunteer response. As volunteer firefighters become scarcer, Washington Township has options, as follows:

- Increase in incentives for volunteer recruitment and retention. The LOSAP program which rewards active participation in Washington Township is available to the volunteer firefighters and is funded in the amount of \$75,000 annually for the fire companies and the First Aid Squad. This should be standardized among the three companies, and be focused more to reward training.
- Further develop and expand the DPW program, possibly including police officers and other Township employees, some of whom may have Commercial Driver's Licenses..
- Rotate the volunteers through a schedule where they voluntarily pull duty-time. Princeton's 1st Aid and Rescue Squad, e.g. has all volunteer members pull 24 hours of in-station duty a month. This can be divided for member convenience. e.g., 4-hour, 6-hour, 12-hour or 24-hour,
- Use per-diem personnel as is contemplated already for the Long Valley 1st Aid Squad, giving Fairmount, Schooley's Mountain and Long Valley volunteers the first opportunity to bid on short shifts for an hourly wage. (There are conflicting legal opinions but Plainsboro, NJ. is successfully using its own volunteers in a per-diem role. They are limited by New Jersey law to \$6000 total annual compensation.)
- Hire full-time personnel. While this is an expensive alternative it is also the most reliable form of coverage. Washington Township is in no financial condition to even consider this option.

If "per-diem" is deemed advisable, the consultant recommends use of the volunteers as "part-time" personnel rather than the hiring of outside mercenary-type firefighters. More information on the costs of on-duty personnel will follow later in the report. The evolution of the majority of the fire departments follows a model that begins with a volunteer fire department and adds it first paid personnel to cover times when volunteers are scarce,

As time continues, the volunteers often give way to on-duty staffing so that responses can be made as soon at the department is notified. Often during this phase of the transition, volunteers supplement the responses of the on-duty personnel. Eventually as the tax base grows and income levels rise, departments transition to an all-paid force.

According to the NFPA's *U.S. Fire Department Profile through 2005*, "Small communities (those under 10,000) across the united states are typically protected by all volunteer departments. Mid-Sized communities (those with a population over 10,000) are typically served by a combination of volunteer and paid departments. Large communities (those with populations over 100,000) are protected by departments that consist primarily of paid staff".

The NFPA breaks down the population protected in standard increments and illustrates the number of paid and volunteer departments that cover the respective populations. **Table 1** shows population breakdowns and the types of fire departments likely to be serving communities of various sizes. With Washington Township's population stating at about 20,000 it can be seen that it falls in the community size category where volunteer fire departments are prevalent. The table also shows that this is a "breaking point" category, with the next highest grouping having twice as many paid departments as volunteer.

Table 1
Coverage per population categories
by Career and Volunteer Fire Departments

Population Category	Number of Career Departments	Number of Volunteer Departments
1,000,000	36,100	100
500,000 to 999,000	35,900	4,150
250,000 to 499,999	24,750	2,800
100,000 to 249,999	47,100	3,000
50,000 to 99,999	47,050	5,650
25,000 to 49,999	46,650	23,950
10,000 to 24,999 (Washington Township)	45,200	79,200
5,000 to 9,999	17,000	109,000
2,500 to 4,999	5,500	165,950
under 2,500	8,050	429,550

(Courtesy of National Fire Protection Association *U.S. Fire Department Profile*)

VOLUNTEER RECRUITMENT & RETENTION

If volunteers are to remain a part of the fire protection mix in the Washington Township attention will need to be given to recruitment and retention.

A publication entitled *Retention and Recruitment for Volunteer Emergency Services: Challenges and Solutions* written by the National Volunteer Fire Council and the United States Fire Administration was written in May 2007. Included is an excerpt entitled “Retention and Recruitment Root Causes.” This excerpt explains some of the challenges to recruiting and retaining volunteers. Some of the challenges are:

- **Time Demands**
- **Training Requirements**
- **Increasing Call Volume**
- **Changes in the “Nature of the Business”-Less social aspects**
- **Changes in Sociological Conditions (in urban and suburban areas)**
- **Leadership Problems**
- **Federal Legislation and Regulations**
- **Increasing Use of Combination Departments**
- **Higher Cost of Housing (in affluent communities)**
- **Aging Communities**
- **Internal Conflict**

The consultant compared these challenges to the current and anticipated challenges of the three fire companies and found credibility in the listing.

Recommendation for Recruiting and Retention

Many volunteers shun cash incentives feeling that it detracts from their volunteer spirit and desire to serve the community. In the future a new wave of incentives, monetary and non-monetary is recommended. When we consider the costs of on-duty personnel, even at the lower per-diem rate, there is room for generous incentives.

Washington Township's LOSAP program, in contrast to the full-time costs of health insurance and pension contribution, is not very costly. In addition, a large Insurance Company dedicated to the fire service is VFIS. This company offers group packages with coverage for professional liability, errors and omissions, vehicle fleet insurance, life insurance, and disability supplements.

The proper mix of incentives that can be effective will vary with the community. In Washington Township a task force should be formed to determine the type and the cost of incentives needed to attract and retain volunteers. **Appendix 6** has information on volunteer recruiting.

If Officials in Washington Township begin to feel a declining force of volunteers, the consultant suggests that a formal recruiting and retention program be developed in order to address the challenges noted by the National Volunteer Fire Council. Some of the latest recruitment tools offered by the National Volunteer Fire Council are Podcasts, Public Service Announcements for a department's website, and the 1-800-FIRE-LINE. A full description of programs available can be found at:

http://nvfc.org/page/640/Retention_Recruitment.htm#guides

Projecting the future of Volunteer Responses

It be nice to know how long Washington Township can attract and use volunteers, but this is an inexact science. What is known is that they will continue to decline in number. The majority of fire departments from coast to coast progress through an evolutionary cycle for staffing. Most departments will transition in the following fashion:



Personnel come with a price and in a fully-paid department can represent 80 to 90% of the total fire budget. If additional funding is needed for fire (and/or EMS) response, should Washington Township seek tax revenues from its citizens? The current 2% cap limits the amount that can be sought, and even small incremental taxes can be resisted.

OBJECTIVE STAFFING STANDARD

As Washington Township Fire and Governmental officials deliberate on proper Fire protection levels, they often want to find some *measurable* quantitative standard that can be applied in their communities. An example, which could be applied in Washington Township, would be:

“We want every residence and business establishment inside Washington Township to be within 10minutes of a responding engine company from one of our three fire companies.”

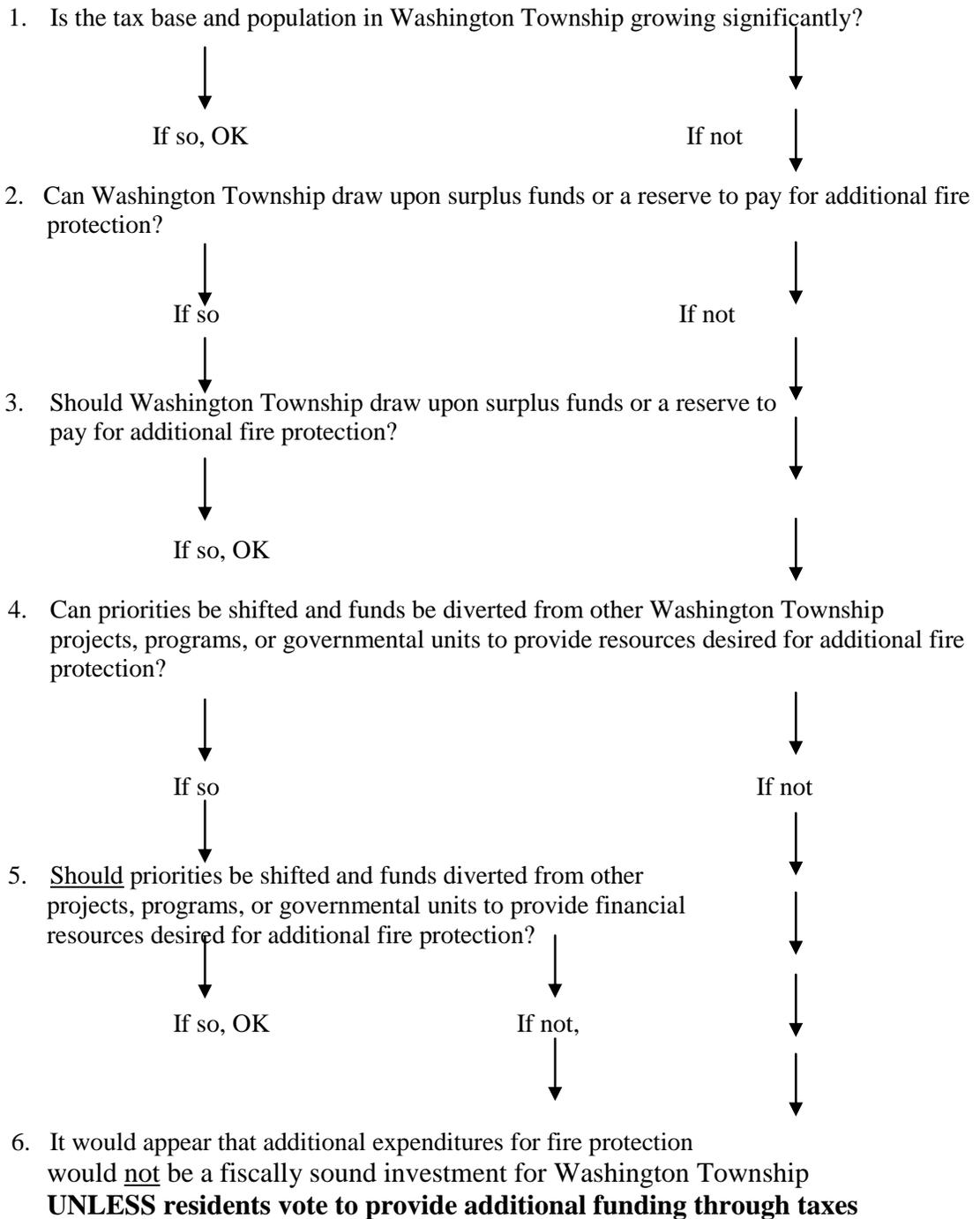
Utilizing time distance analysis and geographic projections Washington Township could determine where the fire stations would have to be ideally located to produce such a result. These station locations could be coupled with desired strength levels on volunteer rosters to provide the “right-size” Companies. Even in this case, however, the standard breaks down as soon as one company is already busy on one emergency when a second emergency occurs in the same area necessitating a more lengthy response from another unit, possibly a mutual aid unit. Hence, the decision regarding quantity of Fire Department stations or companies remains fairly subjective despite the best efforts at quantifying it.

Unless dollars are transferred from Capital to operating budgets in the fire department, Washington Township cannot afford on-duty staffing with its tax-base of 20,000 residents. If it wanted to go for 24-hour fire staffing or for something less expensive this would require careful planning and realistic financial projections.

Ultimately the residents decide by accepting or rejected ear-marked tax increases. If Washington Township prepares to add paid staff to the Fire Department, there is an opportunity to re-evaluate government services to ensure that the same level of service persists into the future, just as it has in the past when volunteers were more proximate and more plentiful.

The type and amount of fire protection in a community is ultimately determined by the voters. When making decisions about what should be offered to citizens, Township Officials and Fire Chiefs can find the flow chart in **Figure 4** on the next page to be helpful.

Figure 4
More \$ for Protection? -The Decision Chain



PERSONNEL COSTS

Personnel costs continue to escalate over time, especially for full-time personnel. Fortunately this will not be a cost borne by Washington Township any time soon. One key component of the compensation package is health care, the cost of which has risen considerably in recent years and is expected to rise even more quickly in the future. **Figure 1** on Page 11 showed that the benefit package for Washington Township employees is one of the most expensive components of the annual budget. **Appendix 7** shows how Governor Christie is trying to curtail these costs and, in a second entry, an article shows how Ocean City is considering replacing some of its firefighters with EMTs for a cost savings. Washington Township should appreciate the value provided by volunteers and can afford to pay major incentives to keep them.

Despite incentives, considerable evidence has been advanced to show that in the future Washington Township will likely be relying on fewer and fewer volunteers. This does not mean that all stations will need on-duty personnel. In-station personnel centrally located can arrive at all points in the Township as quickly as volunteers from multiple locations now.

The cost of firefighters may seem high, but the cost of no firefighters is even higher. If we compare the average personnel costs of fire personnel throughout the township with law enforcement we can see that current volunteer firefighters are a bargain. The police budget in the Township is over \$3 million with most of the funding used to cover wages and fringe benefits of the officers.

In the future, the per-diem option is a way to put fire and/or EMS personnel on duty, should that become a necessity. The consultant strongly recommends that these be members of the existing volunteer complement. These can bid on duty days and commit to being on station. Consultant Lawrence Bennett pointed out, however, that there is a New Jersey State Law that prohibits part-time personnel from earning more than \$6000.00 per annum. That means no individual volunteer could pull duty time for more than 375 hours at \$16 per hour. They would be part-time Township employees. Full-time personnel cannot by law also volunteer in the same organization. In the reverse, however, volunteers can be paid “reasonable incentives.” In Plainsboro, NJ, the volunteers are pulling per-diem shifts. Further legal review and the latest rulings should be accessed before any decision is made to move in this direction. For future reference, let’s say we would like to add two per-diem personnel around the clock. . Then we would have a need to cover 17,520 hours per year (365 x 24 x 2).

With a limit of 375 hours per person this would require about 47 persons if all maxed out and received no other compensation. ($17,520/375 = 47$). In all likelihood, the existing volunteer rosters could cover most of these hours. A few persons beyond the existing fire companies might have to be hired. At compensation rate of \$16 per hour the total wage bill for a year would be $17,520 \times \$16 = \$280,320$.

Another consideration would be to cover daytime hours on week days, and this becomes even more affordable as a first step. **Table 2** on the next page shows the annual cost of two persons on duty to be \$66,560, and four on duty for \$133,120.

Number of Positions	8-hour Day (8 x \$16)	Days per Year (52 weeks x 5 days)	Total Annual Dollars
1	\$128	260	\$33,280
2	\$256	260	\$66,560
3	\$384	260	\$102,240
4	\$512	260	\$133,120

In nearby Hanover Township the current cost of a full-time Firefighter/EMT/Fire Inspector is approximately \$76,000 for salary, plus \$7600 for pension contribution plus \$22,000 for medical insurance. This annual outlay is \$105,600 per person. *Washington is in no position to consider a “Full-time” fire department, as calculations in this section show.*



Andrew Lloyd is an example of the young generation that is needed to preserve the volunteer tradition. He is seen with a unique specialty piece of equipment, a 12” oversize diameter hose unit kept at the Schooley’s Mountain Fire Company.

Table 3 shows that if the total annual cost of one full-time firefighter is \$105,600 these costs rapidly multiply to **\$1,678,600** per year for a crew of four. **Table 4** shows that if Washington Township were to use its own volunteers on a per-diem basis for the same coverage the annual cost is about a third or **\$560,640**.

Table 3			
Costs for Full-time Positions:			
Number of Positions	Annual Cost Per Position \$60,000	Total Persons Needed To Fill Positions 24/7	Total Annual Dollars
1	\$105,600	4 x 105,600	\$411,400
2	\$211,200	8 x 105,600	\$822,800
3	\$316,800	12 x \$105,600	\$1,267,200
4	\$411,400	16 x 105,600	\$1,678,600

Table 4			
Costs for Supplemental Part-time Positions:			
Number of Positions	24-hour Day (24 x \$16)	Days per Year (365 days)	Total Annual Dollars
1	\$384	365	\$140,190
2	\$768	365	\$280,320
3	\$1153	365	\$420,845
4	\$1536	365	\$560,640

The calculations in **Tables 3 and 4** do not, however, consider the quality, experience, and reliability which are all usually significantly stronger in full-time dedicated employees.

Another consideration could be an incorporation of the Washington Township Fire Inspecting role someday into the firefighting force some time in the future. Maybe when the next fire inspector is appointed, a broader job description could be used..

Hopewell Township, New Jersey near Princeton is very much like Washington Township and is served by three volunteer fire companies Pennington, Titusville and Union. To counteract low volunteer turnout during the day, Chief Matt Martin keeps his four inspectors on an ambulance and mini-pumper during weekday hours. See insert next page.

HOPEWELL TOWNSHIP EXAMPLE



In Hopewell Township, Chief Matt Martin manages an agency that has four full-time inspectors, two of whom are assigned to a mini-pumper and two on an ambulance. This versatile force provides rapid response bolstering the three volunteer fire departments, Pennington, Titusville and Union.

These are the two vehicles used by Hopewell Township Fire Inspectors. The four cross-trained Fire/EMS personnel have complete Personal Protective Equipment with them while carrying out fire inspection duties.



At what point should Washington Township decide that volunteers are no longer adequately protecting the community? While this is a subjective call, this consultant feels that a move toward on-duty crews must occur when 8% of calls are dropped or scratched, necessitating response from another agency. This is like having a fire department shut down one month a year.

Another criterion which would advocate on-duty crews would be the first time an actual structure fire is not answered with a response within five minutes of the initial tone, and/or a first arriving firefighting vehicle does not arrive within 14 minutes of the tone. For now the Volunteer forces are serving admirably and a need for on-duty personnel is not a priority.

As per **Table 5** below the work load is relatively stable, the rosters of active members are adequate, and help arrives on an average of 10 minutes from when the call is dispatched to the companies.

TABLE 5 – WTFD Company profiles, including response data, member statistics and Response times			
Fire Co.	Long Valley	Schooley's Mountain	Fairmount
Year			
2007	249 Runs	288 Runs	N.R.*
2008	263 Runs	315 Runs	329 Runs
2009	226 Runs	266 Runs	282 Runs
2010	223 Runs	267 Runs	279 runs
2011	257 Runs	307 Runs	350 runs
2012	275 Runs	290 Runs	348 runs
No. of Active members	24	22 (5 juniors)	30
Average Age	43	38	36.86
Average Response time	10 minutes	11 minutes	10.4 minutes

*N.R. = Not Reported

Members who are serious about preserving the volunteer fire department should do their part to ensure frequent and timely response to calls, even the mundane such as carbon monoxide (co) alarms. The residents will ultimately determine what they feel are acceptable response times by choosing to approve or reject modest taxation necessary to staff in-station personnel. With the current 2% tax cap on property taxes, options are limited.

Ultimately, many volunteer fire departments, including most in Morris County, realized that they could no longer adequately serve the public with a strict reliance on volunteers. By having staff on-station, the turnout time (time from the alarm until the first apparatus leaves the station) is minimal.

This consultant strongly recommends that the first paid personnel be the existing volunteers, at least one of which must be a qualified driver. All members could be given an opportunity to rotate through on-station time, if they choose.

Hourly per-diem pay is much more affordable than full-time salaries with the associated benefits and pension contributions required by the employer. One option is to hire “paid drivers” but this is not recommended. In this model, response is often still delayed awaiting a crew. Up to three on-duty “per diem” personnel can be afforded for the cost of one full-time driver with the associated salary, benefits, and pension contributions.

Looking ahead, the approach should be that Washington Township remains a volunteer fire department supplanted by on-duty crews from its own ranks. In Washington Township this would be superior to the concept of a “paid or part-paid department supplemented by volunteers.” It would be unwise to hire full-time firefighters who have never served as volunteers and who might be considered mercenaries, undermining the volunteer organization.

The availability of volunteers will dictate the extent of the need for per-diem part-time staff, and the response patterns can be closely watched to ensure that good service to the community is the goal. In many departments volunteers can completely staff the department during selected times of the day and week, usually on weekends and after normal working hours during the week.

One wild card that could change everything is Governor Christie’s interest in regionalization. See insert below, and see **Appendix 3** previously referenced, for an article on an initiative regarding County-wide police and fire departments for New Jersey. Also in **Appendix 3** is an article from Roanoke which uses an actual fire call in their county to illustrate disparity in response times between career and volunteer departments.

Christie to confer in Camden County over regionalizing public safety

February 04, 2011|By Matt Katz, Inquirer Trenton Bureau

TRENTON - Gov. Christie will travel to Camden County to meet with mayors *and to lobby for creation of the first countywide police and fire departments in New Jersey, Freeholder Director Louis Cappelli Jr. said Thursday.*

Cappelli attended a closed-door meeting Thursday with Christie and elected officials from Camden, Trenton, and Newark - all of which have pursued or threatened police layoffs in recent weeks - to discuss public safety. Christie summoned the leaders to Trenton, but would not comment afterward except to say it was a "good meeting." His office would not confirm that Christie would come to Camden County to meet with mayors to support such an idea.

NATIONAL STANDARDS

For fire operations, sufficient personnel must be available in order to provide adequate fire protection to the community. If the Washington Township Fire Department can retain a sufficient staff of volunteers and/or mutual aid personnel, they can provide adequate minimum fire protection for the community, and can often comply with two standards, which although not mandatory, are often used to determine the number of firefighters required at emergency scenes:

- The National Fire Protection Association (NFPA) Standard 1500 recommends that a minimum of four persons be available on the fire scene before structural firefighting commences.
- The Federal Occupational Safety and Health Administration (OSHA) has determined that fire structures meet the definition of an IDLH (Immediately Dangerous To Life and Health) environment and therefore are subject to the “two in, two-out” rule, meaning there must be a minimum two-person rescue team in addition to the crews committed to structural firefighting.

These standards show the number of firefighters necessary just to begin an operation. In a serious fire, the need for personnel escalates quickly. Those who write these standards realize that they describe “ideal conditions” and compliance in smaller communities like Washington Township can be difficult to meet.

If there are sufficient volunteers available to staff fire units, the Schooley’s Mountain, Long Valley and Fairmount Fire Companies can meet the initial standards as outlined above, but must rely on mutual aid, like all agencies their size, to provide additional depth to care for escalating needs at the scene of a major fire or emergency, or for multiple emergencies. When personnel are thin, this ability to provide adequate initial fire protection is compromised. The chiefs should continue to maintain a cordial working relationship with nearby neighboring fire departments, so they can be summoned quickly to bolster Washington Township’s forces when they are stretched thin. Washington Township in turn, can reciprocate whenever called upon.

Additional perspectives on ideal staffing can be found in the Fire Protection handbook published by the National Fire Protection Association (NFPA):

- The NFPA Fire Protection Handbook states that a single-family residential structure fire requires not less than twelve (**12**) firefighters and one chief officer with two engines and one ladder. A commercial complex such as Patriots Plaza requires not less than twenty-four (**24**) firefighters and two chief officers with four engines and two ladders on the first alarm. In order to comply, Washington Township can summon a second ladder company and additional engines from its mutual aid forces.

- In May 2002, the NFPA adopted two related standards, #1710 and #1720. The former relates to larger full-time fire departments, and the latter refers to primarily volunteer departments like that in Washington Township. Among other requirements, these standards list “four” (4) persons as the minimum crew size on apparatus. The Washington Township Fire Companies will be unable to comply totally with this standard unless they wait for volunteers to fill an apparatus before responding. This, in turn, would compromise response times for the first units. This consultant believes in getting the first engine rolling even with two or three qualified personnel.

A fire department should strive for quick initial assistance to all residential and commercial areas of the town. A less-touted provision of the 1710 and 1720 standards is the requirement for rapid response times.

This consultant feels that favorable response times insure more stability than larger crew sizes. Counties such as Morris can augment responses with AMAR (Automatic Mutual Aid Response) agreements, which summon mutual aid assistance immediately at the report of a fire. County chiefs are seeking creative ways to cope with these standards, and similar requirements recommended at a national level.

The International Association of Firefighters (IAFF) and the International Association of Fire Chiefs (IAFC) have collaborated to produce a *NFPA 1710 Implementation Guide*. In this *Guide*, the presidents of the two sponsoring organizations signed an introductory letter, which describes the likely course ahead in Washington Township: *"For many departments, the road to compliance will be a long one"* See **Figure 5** below for a summary of *NFPA 1720* highlights, the standard applied to volunteer and primarily volunteer departments.

Figure 5
NFPA Standard 1720-Highlights

- **Minimum six personnel on fire scene**
- **First fire unit arrives within 14 minutes 80% of time**
- **Fire department should determine the required number of personnel on scene to operate safely and efficiently**
- **The fire department should have a formal training program that trains personnel to delivery services provided by the fire department**
- **Minimum 2 person Rapid Intervention Team**

House Fire Example

Among the most routine of fires in Washington Township would be a single-family dwelling. Staffing needs, including mutual aid, are shown in **Figure 6** below.

Figure 6

SINGLE FAMILY RESIDENTIAL HOUSE FIRE

3,000 sq. ft. in kitchen/dining room, 25% involved = 250 gpm water flow

POSITION	ASSIGNMENT	STAFFING
Incident Commander	Coordinates all on scene operations (Company Officers run command until ranking officer arrives)	1
Pump Operator	Maintains water flow to attack crews and radio communications (For safety requirements can not be counted for backup)	1
Ventilation	Removes heat, toxic gases and smoke improving victim survivability and safer environment for fire crews.	2
Primary Search	Rapid discovery and removal from toxic environment insures highest possible chance for victim survivability without brain damage.	2
Fire Attack	Two 1 ¾" Lines @ 125 gpm each for adequate water flow	4
EMS	Renders immediate medical care to rescued victims or injured firefighters	2
SUB TOTAL		12
Rapid Intervention Team	(Rescues trapped/injured/lost firefighters)	2 to 4*
TOTAL		14 to 16

***4 Person Minimum based on State of New Jersey recommendations**

The above is again, an “IDEAL” staffing configuration. When personnel are scarce, and/or when working fires are contained rapidly, some of these positions can be combined.

ENSURING ADEQUATE RESOURCES

The mayor, committee, and administration in Washington Township have all been supportive of the Fire Department and have been willing to fund advancements to date. The operating budgets, however, seem low for such a prestige community with high value properties. We anticipate a need for additional operating funds if only to keep pace with increasing expenses. It appears that current resources are barely adequate. The truck maintenance budget, for example, was exhausted in June of 2012. Washington Township in the near future will likely be seeking a way to augment the personnel budget for increased financial incentives for volunteer response and/or per-diem on-duty members.

The current 2% cap on New Jersey property tax presents problem if the government wishes to ask it residents to fund a more reliable fire department, or even to guarantee that a fire department will be there at all. Gradual increases in budgets over time seem to have been orderly and methodical. Each of the three fire companies, however, must use its own fund-raising activities to make ends meet. Mail-in contribution drives are the most successful of these efforts.

One Washington Township resident discussed taxation with the consultant, and expressed a view likely held by the majority of the residents: “We don’t mind being taxed if it is fair to all and equitably distributed.”

The 2% property tax cap is not necessarily a bar as seen in the article found in **Appendix 8** from Camden, New Jersey. As noted in the article “The increase Camden officials are looking for the state to approve is allowable by law and would result in a 23 % increase in property taxes. “However, it barely skirts provisions set to take effect for fiscal year 2012 that requires voter approval for tax increases above the cap.” Nearly 400 city workers -- including half its police department and a third of its fire department – were laid off recently as Camden struggles to whittle away a staggering budget gap.

There is currently some dissatisfaction with the rate of taxes many residents are willing to pay for emergency service improvements in many parts of New Jersey, In Washington Township there is funding to promote and preserve the three volunteer fire companies but caution is in order.

At times, community leaders will say, “Tell us what we should have for fire and rescue protection, and we will find a way to pay for it.” Unfortunately, there is no easy answer, since it is virtually impossible to separate what a community *should have* and what is affordable. It is not feasible to separate a decision regarding the level of fire and rescue protection from financial concerns, since the two are very much interrelated. Once a fundamental level of Fire protection is in place, (as is the case in Washington Township) each additional fire company is of marginally less value than the previously added resource.

In Washington Township the first Engine Company in Long Valley provided a major difference between some fire protection and none at all. The second company improved response time for some portions of Washington Township and provided “depth.” Each additional apparatus was valuable but not as much as the previous unit. The same logic could be employed to analyze the value of additional fire vehicles or stations.

The level of fire and rescue protection must include “affordability.” An extreme example is found on some Native-American Indian Reservations here in the U.S.A. Fire protection consists of several lengths of old fire hose connected to water mains, in the hope that someone will put the hose to use in the event of a fire. They simply cannot afford anything more.

Another example of the interrelationship between budgeting and fire protection can be found in Norwood, Ohio. When a Chevrolet Camaro Plant closed in the City of Norwood, it suddenly had one fire station, when once it had three. The citizens of Norwood saw an across-the-board reduction in all governmental services. At some point, fiscal responsibility imposes a level of Fire protection that should not be exceeded.

With fire and rescue protection, it is very easy to make decisions based on emotional arguments such as: “if that second pumper in our company saves one life, it will be worth it.” It may very well not be worth it if neglected streets (poor signaling, rough pavement, etc.) cause two or more traffic fatalities, or if an under-funded police agency leads to more deaths from violent crime. All governmental services must be kept in a balance by Washington Township officials. Later in the report we will show the Township may have to fund fewer apparatus purchases to maintain a balance in community services.

Even if one could guarantee that one *could* save a life by adding a fire or rescue unit, most members of society would still want to weight this option against a “quality of life” factor. People *want* aesthetic beauty (parks, for example), and conveniences such as transportation. People are as a society willing to incur some risks to have this quality of life. Limited tax dollars need to be balanced among safety services and other Community needs, especially in light of the fact that some public funds might be expended better elsewhere.

If the Washington Township officials were to introduce a plan that would eliminate 100% of all highway fatalities in Washington Township, it would certainly be more than “saving one life”. Therefore, should it be adopted? The solution would be to have no vehicle travel more than 10 miles per hour on any road within its boundaries. Washington Township residents would likely find this unacceptable. Society members are generally daring and are willing to incur safety risks including occasional accidental fatalities in exchange for mobility in life and aesthetic beauty in our surroundings. Accordingly citizens are usually willing to spend only limited dollars for fire and rescue protection.

If we were to put a fire station and a medic unit on every major road in Washington Township would it save one life? No doubt it would, but the price would be unpaved roads, a complete lack of any other basic services, and a populace taxed into poverty. Ultimately there comes a decision point where “*the right level of fire and rescue protection*” must logically include the cost, and the effect on other government services.

There is no equation that will dictate the proper number of fire and rescue units, and fire stations unless leaders are also willing to factor in the monetary cost of providing these.

Since the quantity and quality of fire protection remains then a subjective rather than an objective study, how does a jurisdiction determine what is best for its own citizens? That is, how much should be spent to maintain a balance between adequate fire protection, and adequate attention to other services provided by the community? One technique is to compare Washington Township with similar communities nationwide, as we will demonstrate under National Staffing Trends, coming next in this study.

NATIONAL STAFFING TRENDS

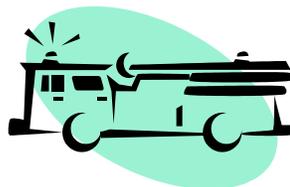
Occasionally, Fire Engineering, one of the most respected periodicals in the firefighting profession, assembles valuable statistical data on fire departments.. Key excerpts from the most recent edition of this publication, entitled "**Fire Engineering – Directory of Municipal Fire Departments,**" shows such statistics as trends in fire departments, members per 1000 population, full-time paid personnel, on-duty, minimum staffing requirements and minimum crew per apparatus.

According to the *Fire Engineering* Report, one statistic that has remained rather constant is the average number of fire departments members per 1000 population. According to the *Fire Engineering* Report, the number of firefighters per 1000 has consistently remained at about 1.6 since 1984.

For communities with populations similar to Washington Township, (20,000) but having full-time departments, the number of full-time firefighters would be **1.6 x 20 = 32**. For a full-time department a close approximation of an on-duty force would be 8 (Calculated as 32/4). Nationally most departments today provide both fire protection and emergency medical services, so that this average would include personnel for both of these functions.

The volunteer equivalency in Washington Township by both NFPA and ISO standards does provide the equivalent. (ISO, for example, considers that there must be three volunteers available to equate to one on-duty person.)

Chief Doug Vorp at Plainsboro, New Jersey feels that that his department receives great benefit from on-duty personnel, while helping to maintain a volunteer service. As noted by this consultant This will become a priority in Washington Township if dropped calls amount to about 8%. or more, or there is slow response to an actual structure fire.



INSURANCE SERVICES OFFICE (ISO)

Nationally, the frequency of fires is on the decline. Although fire suppression services are, in terms of total responses, becoming less frequent, they remain the most important services delivered by the fire departments when fires do occur.

The Insurance Services Office (ISO) is an independent auditing organization funded by insurance companies. The ISO conducts a thorough site visit to the community and analyzes fire stations, staffing levels, fire apparatus, equipment carried on apparatus, training records, water supply, and all the other component parts that affect the quality of fire service delivery

. A ratings schedule has been prepared by ISO evaluating fire departments on a scale of 1 (the very best) to 10 (the most deficient). In September of 2012 an ISO evaluation of Washington Township was conducted. This separate report is detailed and comprehensive and results in a rating for Washington of 5/8B. This is respectable. The rating is above average in terms of all departments evaluated nationwide. It can, however, be easily improved.

Although *State Farm* and some other large insurance companies have discontinued using ISO ratings in favor of a “zip code based” rating system, the ISO rating scale remains the most widely accepted objective measure of fire protection.

One interesting factor is that the ISO would like to see each protected property in urban areas within a mile and a half of each Engine Company, and two and one-half miles from each ladder company. In less populated areas, they are looking for properties to be within 5 road miles of a station. The current configuration of three stations complies fairly well with the 5 mile distances.

Later in the report more accurate computer-generated response maps are shown for the three existing locations, and from a new proposed location for the Long Valley Fire Company at 62 E. Mill Rd. Due to geographical and natural barriers (Interstates, rivers, etc.) there are almost always small pockets in a community outside the ideal zones, and even in large cities such as Newark and Trenton, the idealistic distances are rarely achieved.

Residential fire insurance rates are improved as the classification drops beyond a 9 and proceeds through the ratings of 8, 7 and 6. Beyond that there is not much difference in residential rates for lower classifications. Washington Township is already beyond the 9-to-6 range. Commercial savings continue with lower classifications from 6 through 1. See **Appendix 9** for an article from Clifton, NJ and Passaic, NJ regarding ISO and homeowners’ insurance rates.

The rating factors for Washington Township are presented in **Table 6** on the next page. They add up to 59.79 out of a possible 100 points, so very close to 60 which would have given Washington Township a “Class 4” rating. A return visit by ISO is planned to achieve the better classification.

TABLE 6 -- FIRE SUPPRESSION RATING SCHEDULE (FSRS) FOR WASHINGTON TOWNSHIP	Earned Credit	Credit Available
1. Alarm and Communication:		
Telephone Service	1.80	2
Operators	3.00	3
Dispatch circuits	3.00	5
	7.80%	10%
2. Fire Department:		
Engine Companies	7.19	10
Reserve pumpers	0.70	1
Pumper capacity	5.00	5
Ladder service	3.42	5
Reserve Ladder and Service Trucks	0.49	1
Distribution	1.47	4
Company Personnel	6.17	15
Training	2.78	9
	27.22%	50%
3. Water Supply:		
Supply system	23.72	35
Hydrants	2.00	2
Inspection and condition	2.04	3
	27.76%	40%
Divergence	-2.99	--
TOTAL CREDIT	59.79%	100%

PPC*		PPC*	
1	90.00 OR MORE	6	40.00 to 49.99
2	80.00 to 89.99	7	30.00 to 39.99
3	70.00 to 79.99	8	20.00 to 29.99
4	60.00 to 69.99	9	10.00 to 19.99
5	50.00 to 59.99 WTFD	10	0,00 to 9.99

*PUBLIC PROTECTION CLASSIFICATION

Because there are areas in Washington Township without fire hydrants ISO awarded Washington Township a split classification of “5” and “8B” in Washington Township based on variations in water supply. The lower (better) classifications apply to properties within 1000’ of a water supply. According to ISO the 8B refers to “a fire protection delivery system that is superior except for a lack of a water supply system capable of the minimum FSRs fire flow criteria of 250 GPM for 2 hours.” Pre-arranged organized tanker shuttles, utilizing multiple tenders from multiple departments, can reduce (improve) the classification in non-hydrant areas.

See **Appendix 8** regarding the effect of improved ISO ratings on homeowner insurance premiums for the two New Jersey communities of Clifton and Passaic.

HYDRANTS AND WATER SUPPLY

The ISO survey studied the water supply system for Washington Township and awarded 27.76 % credit out of a possible 40%. While the hydrant system throughout Washington Township is adequate for domestic usage it is only marginally acceptable for firefighting operations. The ISO survey identified the basic fire flow to be 3500 GPM (Gallons per minute). In some places mains with adequate diameter have been extended without hydrants. Up to three lots can be construed as a “minor plat” without hydrants.

This Consultant recommends:

That the Water Authorities continue to replace outdated mains, create loops and in other ways upgrade water supply to meet fire protection needs.

That Fire Officials encourage the installation of additional hydrants where crucial to firefighting operations. (Cost per hydrant installed on existing main is approximately \$5000)

That the fire departments and water authorities utilize the flow and test data to identify if there are areas where a tanker or tankers should be assigned on the first alarm.

The departments have large water tanks on apparatus – 350 to 1000 gallons per pumper, and the tanker in Fairmount holds 3500 gallons. Sufficient water is available to control a room and contents fire independent of the hydrant system. Tanker shuttles and drop tanks allow continuous water supply in non-hydrant areas.

We found that if response is timely, the water brought to the scene is adequate to control a fire, or at least prevent a fire from spreading into adjacent structures. For larger fires or sustained operations tanker shuttles utilizing other departments are available and have been planned for in advance by the Washington Township Chief Officers.

FIRE DEPARTMENT APPARATUS

Some fire departments have very nice beautiful shiny equipment which does not serve the public well because often there is often no one to staff it. In many communities, far better protection could be provided with an older serviceable unit with a few incentivized volunteers or per-diem personnel ready to roll with it. When really needed, Washington Township does get its apparatus on the road.

Consultant William Kramer reviewed the fleets of the Fairmount, Schooley's Mountain and Long Valley Fire Companies and found a serviceable inventory of Fire apparatus, matched well to community needs. This equipment will serve Washington Township well for many years to come. **Appendix 10** contains fleet information from the three fire companies. Two factors influencing the size of the fleet should be:

1. Normal size of the fire as indicated by building size and contents or fire load.
2. The number of persons usually available to respond and staff the equipment.

By both of the above criteria the apparatus fleets in Washington Township are more than adequate. Regarding pumping capacity, for example, the ISO noted that three engines are needed for the basic fire flow of 3500 gallons per minute (GPM). The three companies together have double the number of engines needed from this perspective, but in addition one reserve or back-up engine is needed for a total of 4. This was one of the few categories where Washington Township received a maximum five (5) out of five (5) points, and would have received full credit even with two fewer pumper units.

We note, however, that fleets of fine apparatus are one of the draws in maintaining volunteers and the additional units came in quite handy during Hurricane Sandy. Nonetheless, all new fire vehicles are purchased from Washington Township's Capital fund, an amount which is about \$1.5 million a year and 10% of the annual budget. With the cost of a new piece of fire apparatus rising each year, and now reaching \$500,000 for a pumper and \$1 million for a ladder unit or Quint, the township may be forced to reduce fleet size and/or extend the life expectancies of the larger vehicles beyond the 20-year limit. No reductions below ISO recommendations, however, should be permitted in any case. Also, the consultant does not recommend the sale of any existing units, preferring reductions through attrition.

Other cost-savings options are refurbishing apparatus and purchasing low-mileage used vehicles, but there are obvious drawbacks as well as savings with these options.

Due to the lack of tall buildings, no full-length aerial ladders were recommended by ISO for Washington Township, but at least four trucks with ground ladders ("Service Trucks") were recommended. ISO did recognize the ladder unit and two of the better equipped pumpers with ground ladders and awarded credit for three. Hence the score was 3.42 points out of a possible 5.

It would be nice to have some additions, such as a tanker in the northwest, but this isn't an affordable priority now. The Cascade Truck (Air mask refilling unit) in Long Valley adds versatility but does not help with ISO ratings. Great depth in apparatus is available through mutual aid.

An excellent variety of equipment exists in Washington Township allowing fire department personnel to fulfill their missions. Over time the three companies have transitioned from the traditionally limited activities of only fighting fires, into EMS assists, hazardous materials mitigation and help with technical rescue. Specialty equipment is needed if crews are expected to manage these increasing demands. Specifications for new apparatus should keep an eye on the future. Class-A Foam systems, already in service in Washington Township, for example, nearly triple the firefighting capability of water carried on pumpers.

Just as with privately owned automobiles various pieces of fire equipment will last longer than others. The ISO ratings cause many departments to retire quality serviceable apparatus before really necessary. Typical replacement is 5-10 years for ambulances, 15-20 years for engines and 20-25 years for ladders or quints.

The fact that the Schooley's Mountain ladder truck is a "quint" is a plus. As seen in the passage below from Wikipedia, a quint is ideally suited to smaller departments which must often deal with thin staffing. Even though ISO does not require an aerial ladder in Washington Township, the consultant feels it should remain and be replaced with a 100' unit. Additional reach is helpful for the set back properties.

A quintuple combination pumper or quint is a [fire service apparatus](#) that serves the dual purpose of an [engine](#) and a [ladder truck](#). The name *quint* is derived from the Latin prefix [quinque-](#), meaning five, and refers to the five functions that a quint provides: pump, water tank, [fire hose](#), [aerial device](#), and [ground ladders](#).

The first quint was patented in 1912 by Metz Aerials, a German-based fire and rescue apparatus manufacturer. Soon after the revolutionary invention, North America-based manufacturers, such as [American LaFrance](#) (1935 or earlier) and Seagrave (1940 or earlier), began to produce quints.

While quints have been used to a limited extent since their invention, they became more popular in the 1990s, especially with smaller departments that were not able to properly staff both an engine and a ladder on many calls. Many fire departments in the United States needed budget cuts in the 1990s, which led to the use of quints. Although quints are more expensive than either apparatus separately, and do require more staffing to carry out all their operations, the fact that they are a combination of ladder and an engine allows some departments to carry out operations more efficiently. Still, many departments find them to be unsuitable for various reasons. The decision to use a quint depends on many factors, including fire department location, size, [volunteer](#)/combination/career status, and budget.

Source: Wikipedia

All equipment wears out over time and needs replacement, as per **Table 7**, the schedule below. One option is to purchase demo or used equipment at considerable savings. Savings, which occur by not having to pay \$500,000 to \$1,000,000 for a new piece of fire apparatus, go a long way to provide pay incentives for volunteers, or to provide part-time on-duty personnel. This is a bit of a “Catch 22” situation, however, in light of the fact that newer apparatus is a motivator to retaining volunteer personnel. They take pride in their equipment. This schedule is based on 20-year replacements which may have to expand. The pumper currently being replaced in Long Valley is already 22 years old.

Table 7 -- Washington Township – Firefighting/ Rescue Vehicle Replacement Schedule				
LONG VALLEY		Description	Projected Replacement Date	Projected Replacement Cost
Vehicle				
Engine 1-1		1991 Spartan E-1	Overdue	\$550,000
Engine 1-2		1999 Pierce Dash	2019	\$550,000
Cascade 1-3		2005 Kenwood/Pierce	2025	\$250,000
FAIRMOUNT		Description	Projected Replacement Date	Projected Replacement Cost
Vehicle				
Engine 2-1		2003 Pierce Dash	2023	\$550,000
Engine 2-2		1993 Pierce Dash	2013*	\$550,000
Tender 2-7		2007 4 Guys/Spartan 3500 Gallon Tanker	2027	\$400,000
SCHOOLEY’S MOUNTAIN		Description	Projected Replacement Date	Projected Replacement Cost
Vehicle				
Engine 3-1		2003 Pierce Dash	2023	\$550,000
Engine 3-2		2009 Pierce Contender	2029	\$550,000
Quint 3-9		1997 Pierce Dash	2017	\$1,050,000

* Replacement not needed based on the ISO recommendations

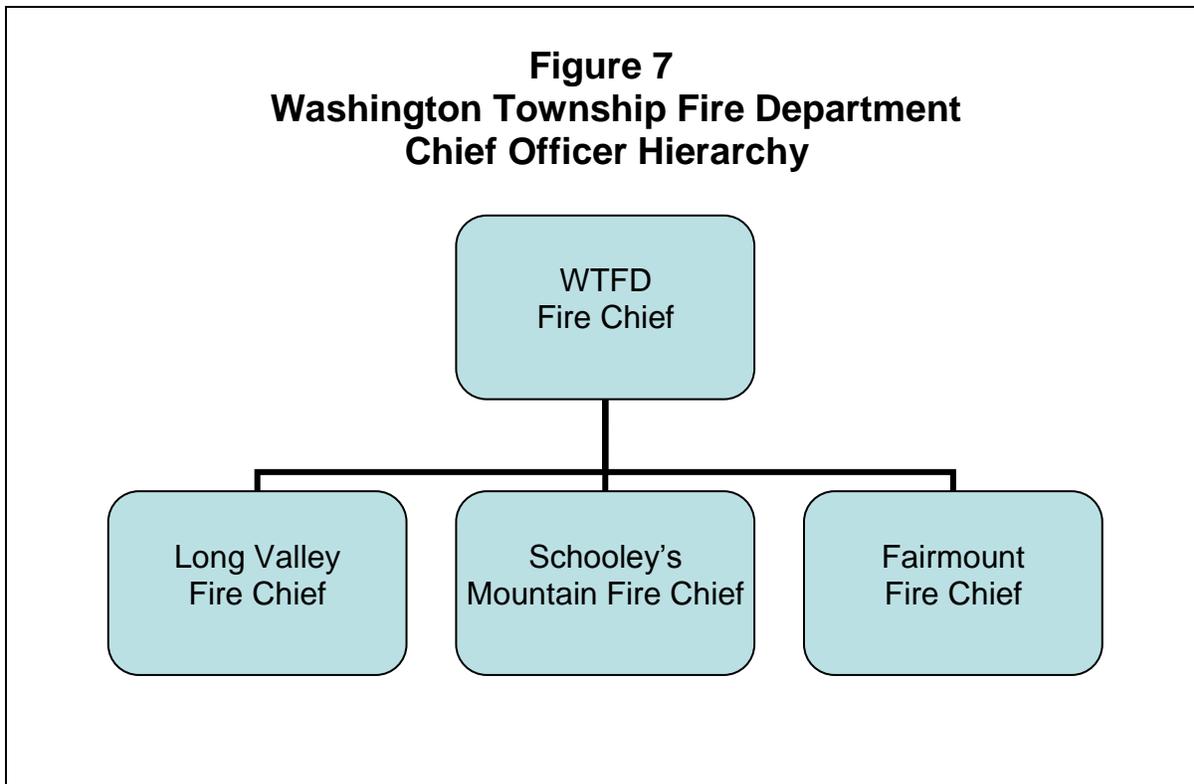
Tracking of the hours and mileage on all vehicles is important. The above dates and costs can vary and serve as guidelines. When new apparatus is needed, specifications should be generic enough to attract multiple bidders. Also the township and fire officials should be aware of real apparatus savings that can be gained through the New Jersey state contract.

ORGANIZATIONAL LEADERSHIP

The three fire companies can be proud of their many members who show dedication and provide a valuable resource to the community. Many members provide countless hours of volunteered time, and show a high level of dedication to their departments and to the Township as a whole. Although stretched thin, the personnel in the volunteer fire companies bring enthusiasm to the job and usually are present to deliver quality service.

The consultant found leadership among the chief officers, and varying degrees of competency and dedication among all officers. Leadership is solid. A competency based selection process is recommended for all officers

The appointment of a Township-wide Chief, rotated among the companies, is commendable and seems to serve the community well. This role, recently assumed by Kurt Wanner provides the opportunity for coordination among the companies and a unified voice to deal with the Township Officials. **Figure 7** below provides a quick overview.



On January 15th Consultant William Kramer attended one of the regularly scheduled Officers' meetings held jointly by all three companies. The consultant provided an overview of these report findings, noting that the Washington Township Fire Department is performing well, is fortunate to be drawing adequate numbers of volunteers, and will be in top 15% of ISO rated departments when it receives an expected improved rating of "4".

Chiefs and Officers expressed appreciation to the consultant for the opportunity to review information and "fact check" data items being considered for inclusion in the report while it was being prepared in draft form.

Also attending the Officers' Meeting were newly appointed Fire Commissioner James LiaBraaten and previous commissioner Tracy Tobin, now in a backup role. The commissioners promised attention to Fire Company concerns. Mr. Tobin noted that he will remain involved and the transition will be smooth.

The fact that the Chiefs and Officers meet regularly enhances key component factors of a quality fire department, such as cohesiveness, morale, and cooperation.

Officer Development

Strong leadership is a hallmark principle of an effective fire organization. The department may want to plan and prepare future leaders through various programs that are available, often at little cost. The Departments, jointly or severally are encouraged to develop quality promotional criteria.

Specific recommendations for the organization include targeted training at every level of the department, including operational, managerial, and leadership preparation. Prior to the transition to a new chief in a combined department, candidates can be more prepared by assuring that lieutenant-level officers have been trained in operational courses like Managing Company Tactical Operations (MCTO) at the National Fire Academy or in an outreach program.

Captain-level officers can use both the previously listed course and management-level training at a course such as the Maryland Fire Rescue Institute's Staff and Command school. The Assistant or Deputy Chiefs can continue to expand their skills in a leadership development course at the New Jersey Fire Academy or National Fire Academy and through courses at a community college such as Business Management or Fire Science.

Ideally, the fire chief candidates of the future should be familiar with all of the materials covered in these courses. See **Appendix 11** for website information regarding the National Fire Academy.

Attention to available developmental courses and training will help build the Department's foundation of knowledge, as well as create a healthy, competitive environment for the organization. Both full-time and volunteer personnel should be given appreciation for their contributions past and present.

WASHINGTON TOWNSHIP **RESPONSE FACTORS**

The Washington Township Fire Department has enough activity to stay busy according to an analysis of runs compared to those of similar communities. The three companies are currently organized fairly well to handle emergencies in Washington Township as well as mutual aid to other portions of Morris County, but improvements are possible.

The Consultant conducted a field study of Washington Township, including street and traffic patterns, and found that the Township is navigable but often slowly during rush hours when commuter traffic fills the main roads, much of which is merely passing thorough. The bypass route long discussed as a possibility for Washington Township appears all but dead at this point.

The Fire Department may be able to work with Morris County and The State of New Jersey to provide input on roadway issues as development takes place. Not only are congested streets a source of slowing emergency response, but they endanger the crew's safety and jeopardize the money spent for the apparatus if a slight error is made by the operator or a defensive driving maneuver is made due to a passing motorist.

The Highlands Act will counter growth in almost all of Washington Township. Hence Fire protection needs will remain relatively stable into the future.

On the next two pages we have included:

1. Rationale and factors involved in the Highlands Act
2. Map showing how virtually all of Washington Township is included in the preservation area of the Highlands zone.





Highlands Act & Maps:

The Region: The New Jersey Highlands is a 1,343 square mile area in the northwest part of the state noted for its scenic beauty and environmental significance. The region stretches from Phillipsburg in the southwest to Ringwood in the northeast, and lies within portions of seven counties (Hunterdon, Somerset, Sussex, Warren, Morris, Passaic, and Bergen) and includes 88 municipalities.

Drinking Water: The Highlands yields approximately 379 million gallons of water daily and is a vital source of drinking water for over 5 million residents of New Jersey.

Protecting New Jersey's drinking water is critically important to maintaining the future economic viability of the entire state.

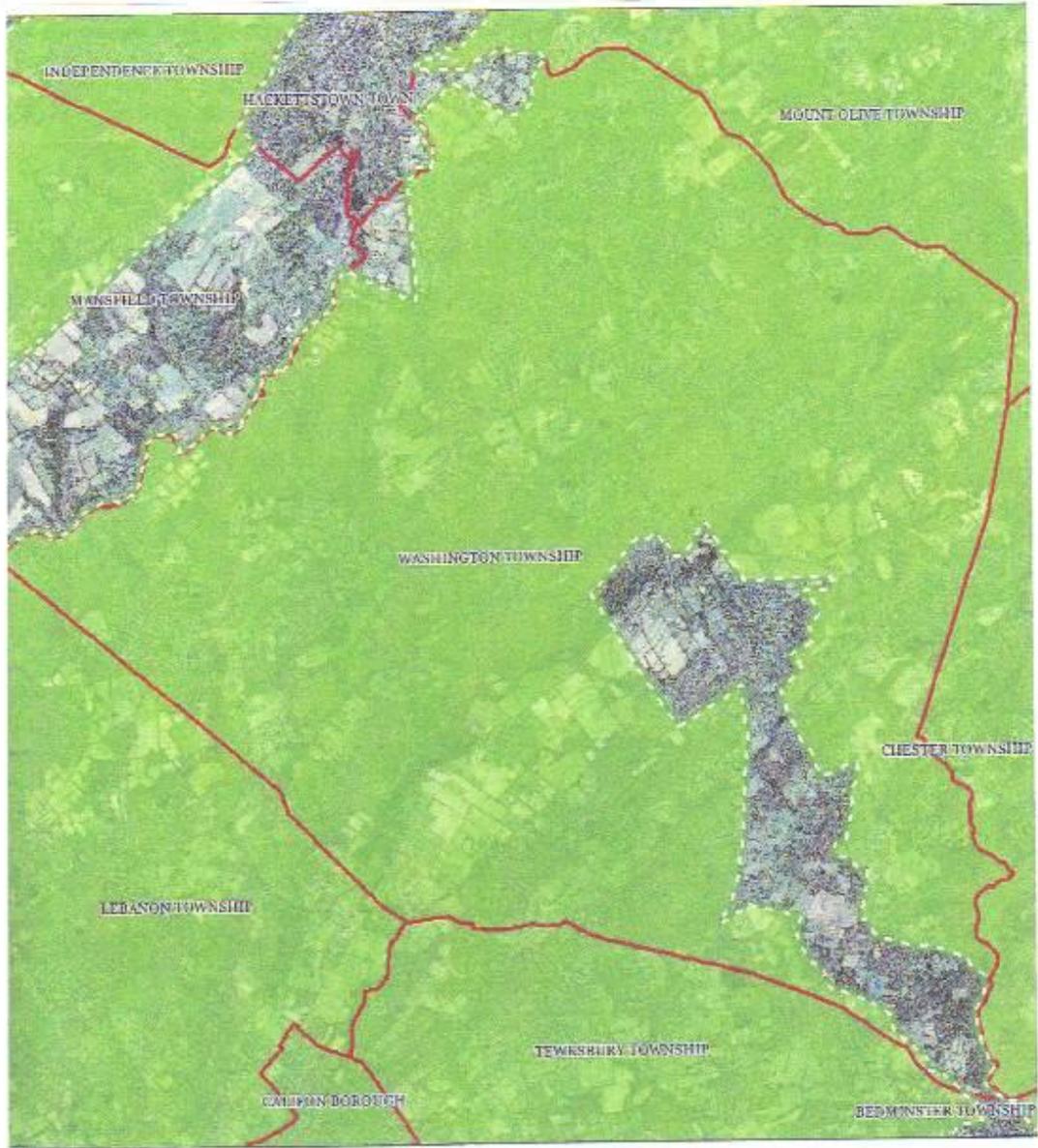
Natural Resources: The Highlands' diverse natural communities, including its extensive forests, wetlands, rivers, and streams, are of statewide importance. Over 70 percent of its lands are environmentally sensitive.

Open Space and Recreation: The Highlands provides fresh air, open space, and recreation opportunities for millions of residents of the greater New Jersey metropolitan area.

Economy: Recreation, eco-tourism, and wildlife activities continue to play an important role in the local economy of the area.

Sprawl: The Highlands is increasingly at risk of being overdeveloped. Within a five year period (1995-2000), the Highlands lost 17,000 acres of forests and 8,000 acres of farmland. Growth pressures continue to consume land at a rate of approximately 3,000 acres every year. Development is threatening the region's significant natural resources and the state's drinking water supply.

Regional Growth: While growth management efforts by individual municipalities continue under the Municipal Land Use Law, the state legislature determined that a coordinated regional effort is necessary to safeguard the Highlands Region. The Highlands Act provides the necessary mechanism to enhance local land use planning efforts.



-  Preservation Area
-  Municipal Boundaries

WASHINGTON TOWNSHIP
Figure A



1 inch = 1.112 miles

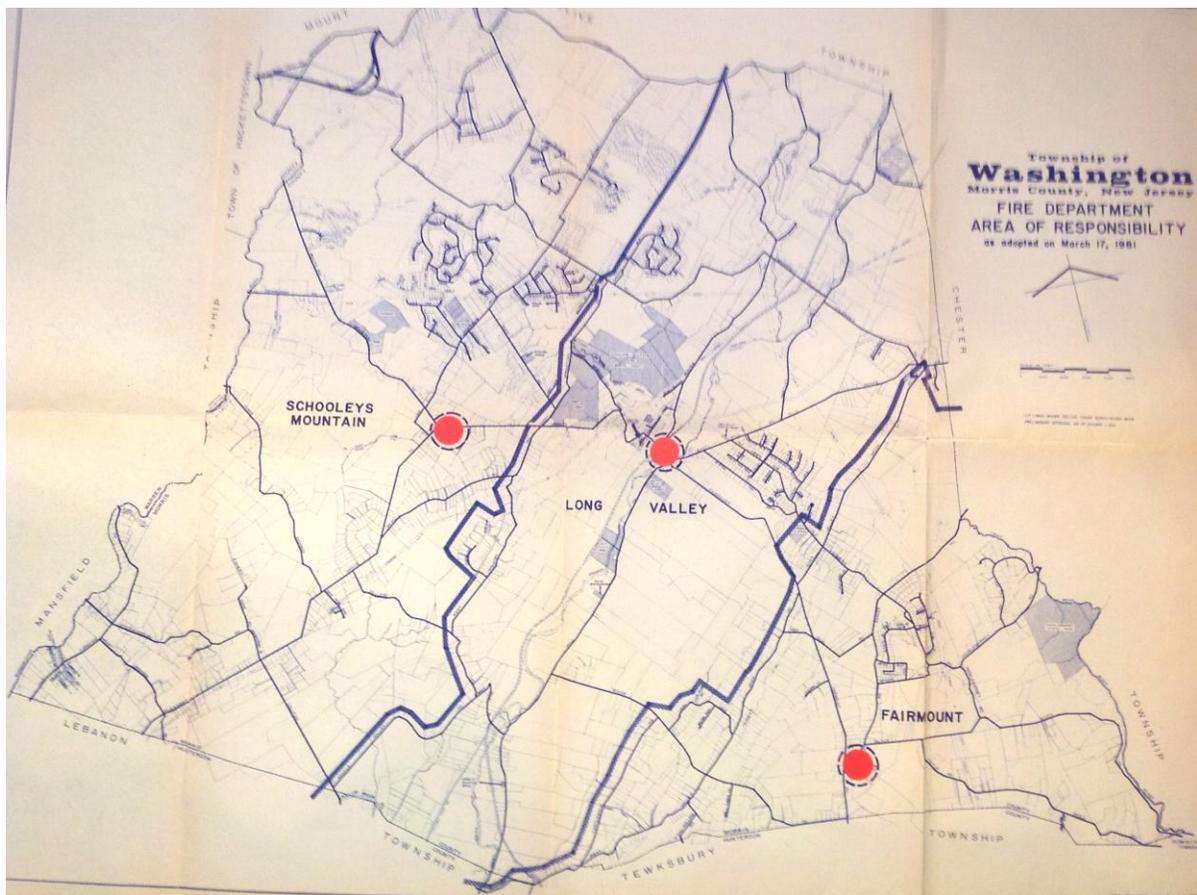


Although flooding is infrequent, it should still be considered. The fire departments in Washington Township were reminded vividly in late 2011 that flooding can have a serious effect on response, both in terms of emergency-to-property runs as well as the abilities of the responders to access those in need. During a flood the normal demands for service are present, compounded by the complexities of the flood.

Since floods are rare a fire department should not make this a major factor in facility planning, but rather make decisions around the “ordinary and probable” When there is a rare flood, contingency plans can kick in. If some areas become inaccessible during high water times, it may be feasible to preposition an apparatus so that fire protection remains available to all residents.

FIRE STATION LOCATIONS

The historic map below shows the three existing stations (Red dots) as they have existed for generations and are currently positioned in Washington Township. The dark blue diagonal lines separate the township into the three fire company response districts.



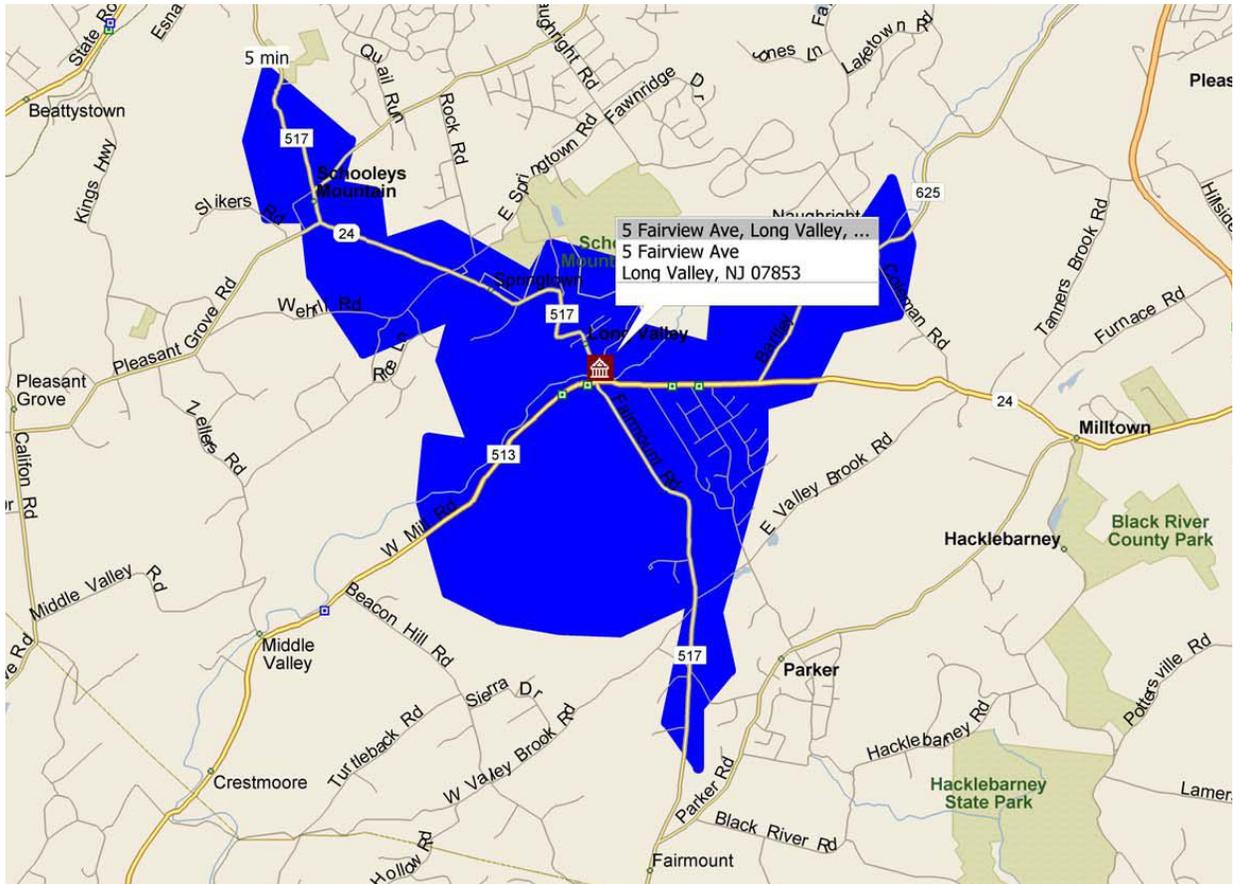
The Fairmount station is obviously near the edge of the Township and in general these stations are not ideally situated from a pure geographical perspective. This is not a major concern, however, since, as noted earlier in the report, they do serve the township well in terms of being central to the areas served, and being in proximity to homes or work places from which volunteers respond.

On the next five pages we will analyze areas around fire station locations by plotting response zones with a series of ten (10) maps as follows:

- **Page 59: MAPS No. 1 and 2 show five minute response zones from the Long Valley Station as currently located, and as proposed for 62 W. Mill St. (Blue zones)**
- **Page 60: MAPS No. 3 and 4 show five and ten minute response zones from the Long Valley Station as currently located, and as proposed for 62 W. Mill St. (Blue 5 minute; red 10 minute)**
- **Page 61: MAPS No. 5 and 6 show five and ten minute response zones from the Fairmount Fire Station (Blue 5 minute; red 10 minute)**
- **Page 62: MAPS No. 7 and 8 show five and ten minute response zones from the Schooley's Mountain Fire Station (Blue 5 minute; red 10 minute)**
- **Page 63: MAPS No. 9 and 10 show overlap zones for all three companies (Schooley's Mountain Red; Long Valley Blue; Fairmount Yellow)**

The map data utilizes the posted speed limits to calculate the distance a typical vehicle could travel in 5 and 10 minutes, respectively. These times can fluctuate based on the size of the vehicle and traffic conditions. If the average speed is 30 miles per hour, a good approximation for a fire apparatus making stops and turns, accelerations and decelerations, the 10-minute zones are a good approximation of five road mile zones sought by ISO.

Maps 9 and 10 show that the 5-minute zones overlap in most of the township, and show that the 10-minute zones not only overlap considerably, but also spill beyond township borders. If it takes volunteers approximately five minutes to assemble at the fire station, the maps show that same response times can be achieved throughout the township from one central facility with an on-duty crew.

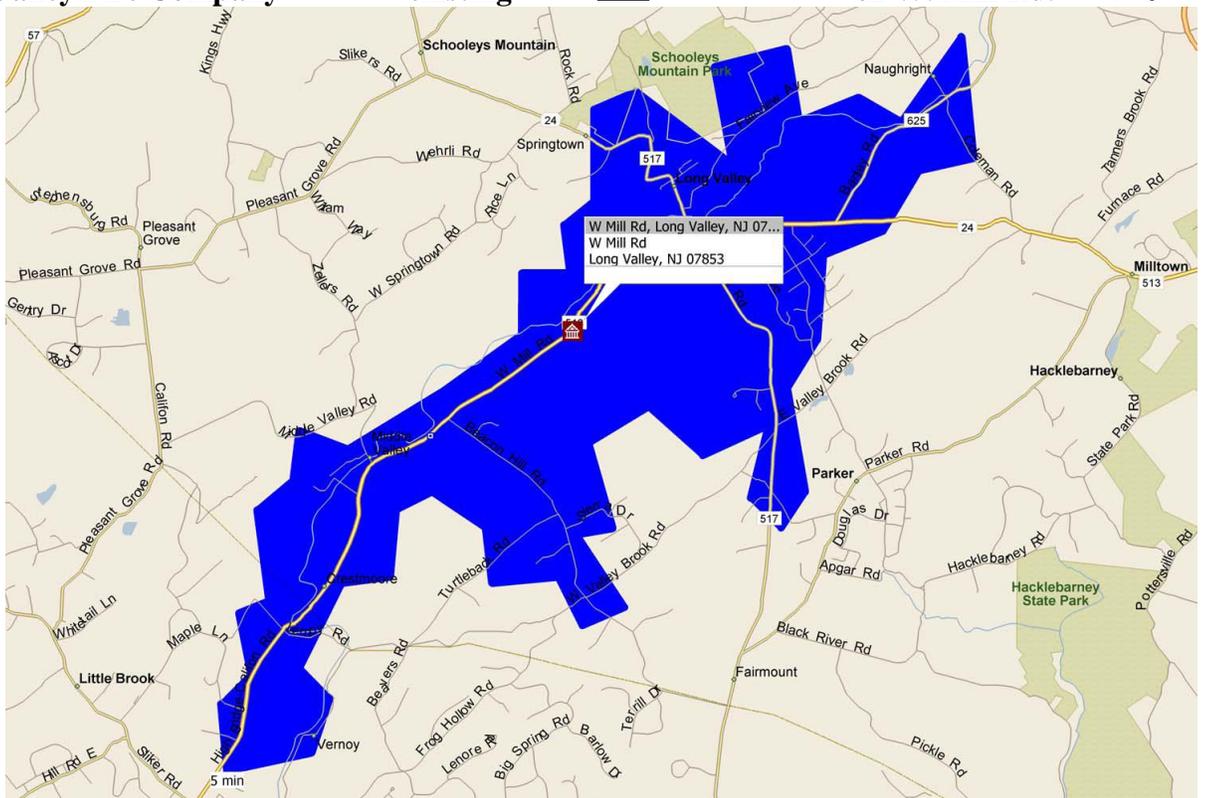
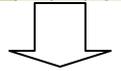


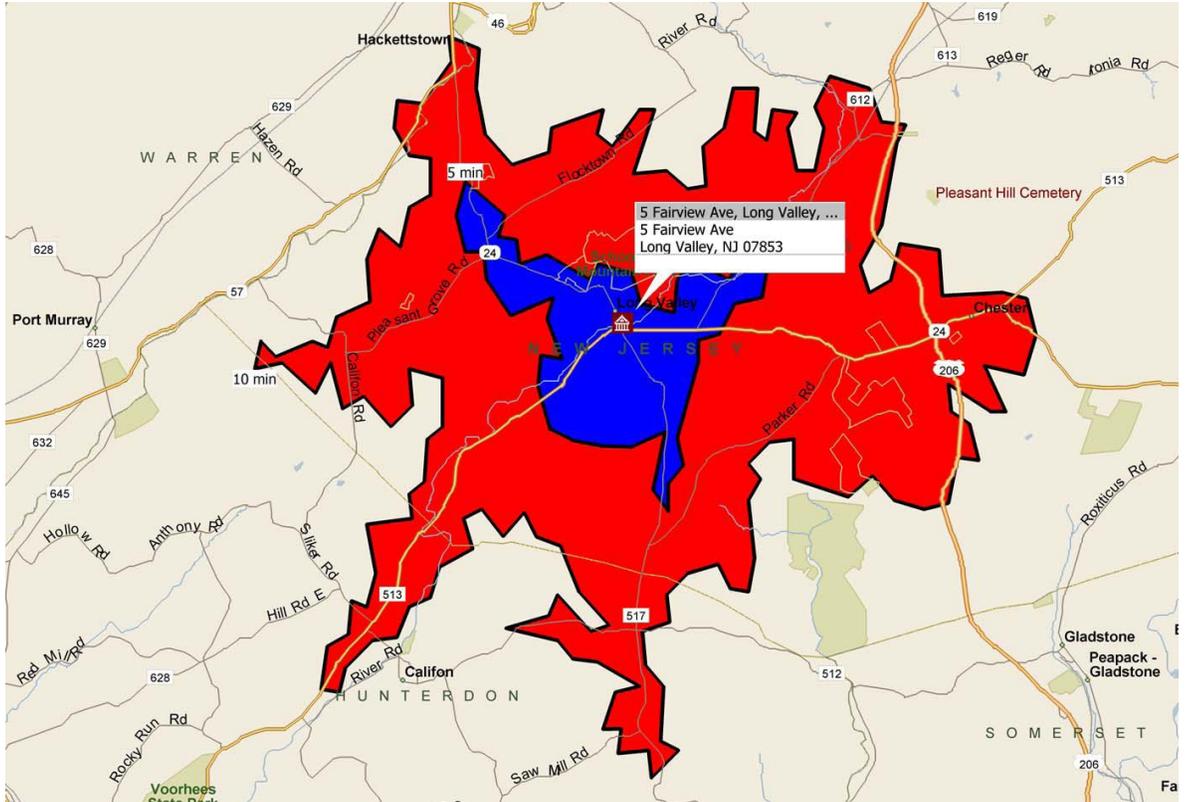
**Maps 1 and 2
Long Valley Fire Company**

**5 minute zone
existing**



**5 minute zone from
62 W. Mill Rd.**



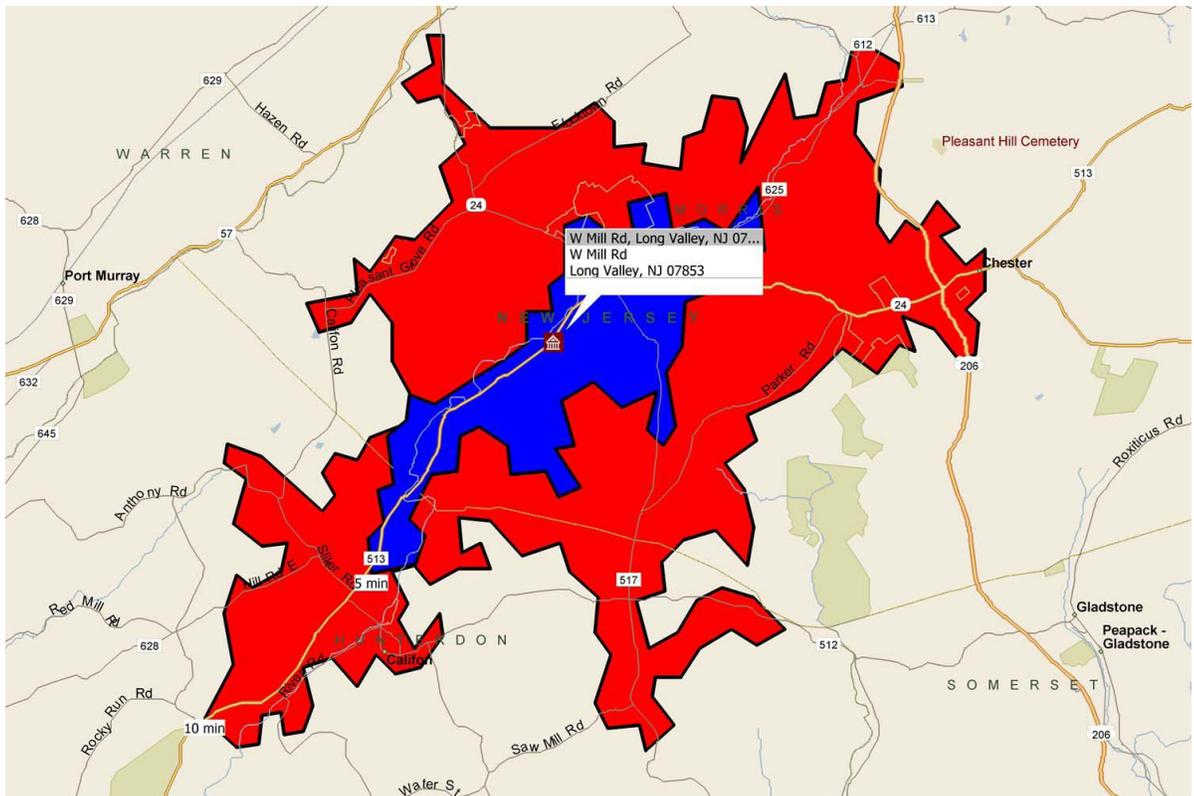


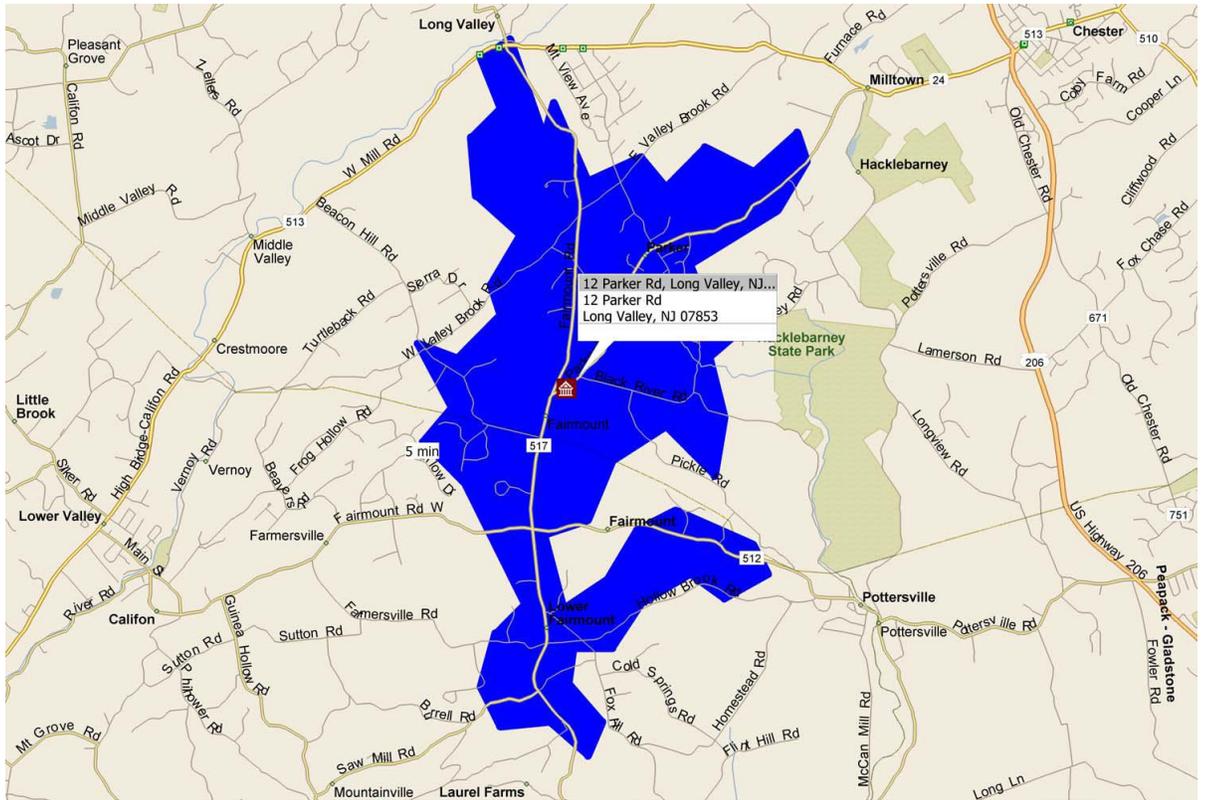
**Maps 3 and 4
Long Valley Fire Company**

**5 & 10 minute zones
existing**



**5 and 10 Minute zones
62 W. Mill Rd.**



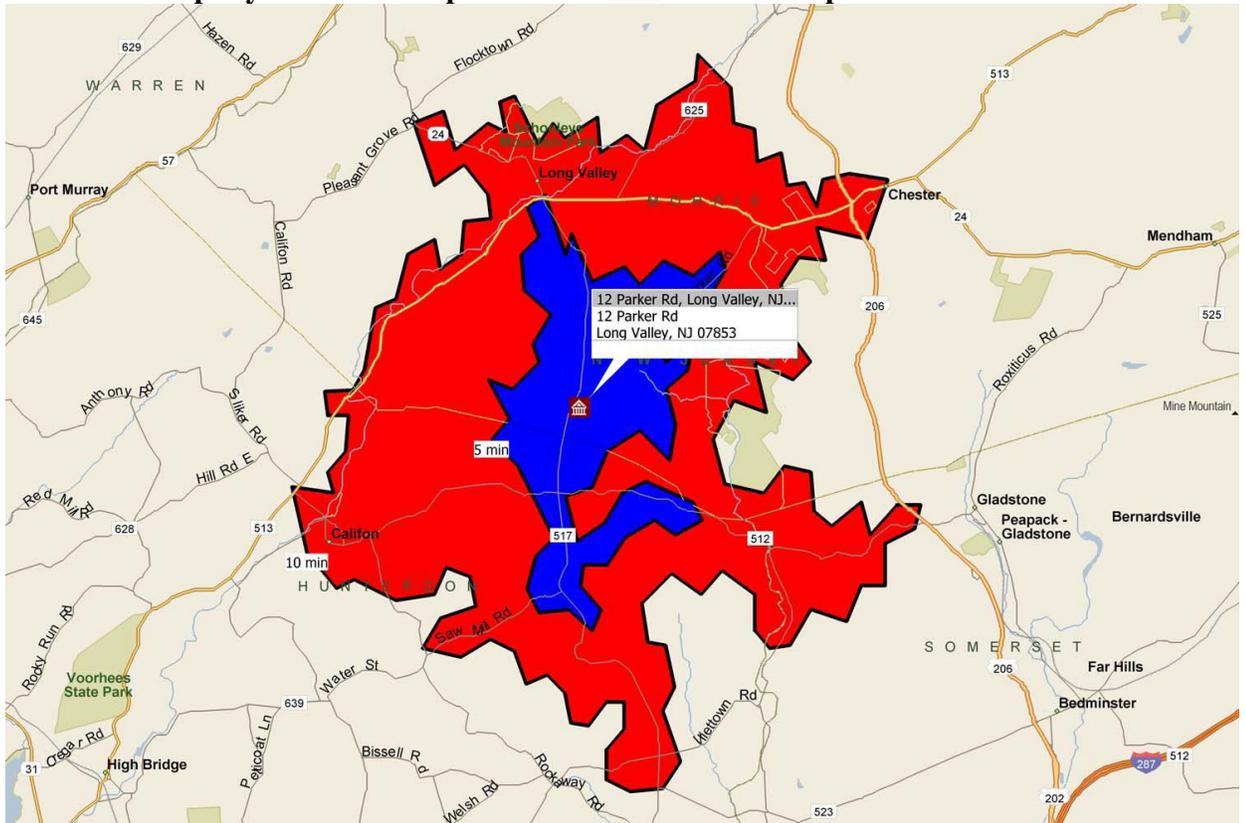
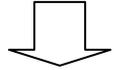


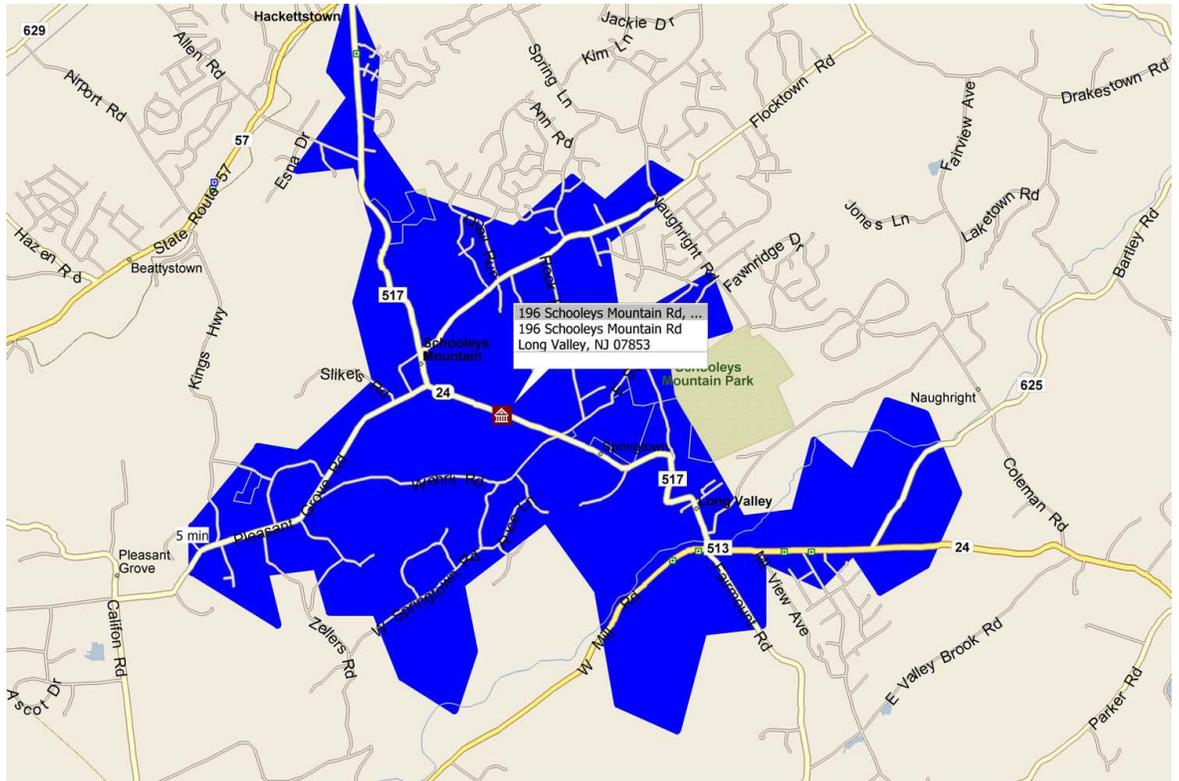
**Maps 5 and 6
Fairmount Fire Company**

**5 minute
response zone**



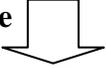
**5 and 10 Minute
response zone**

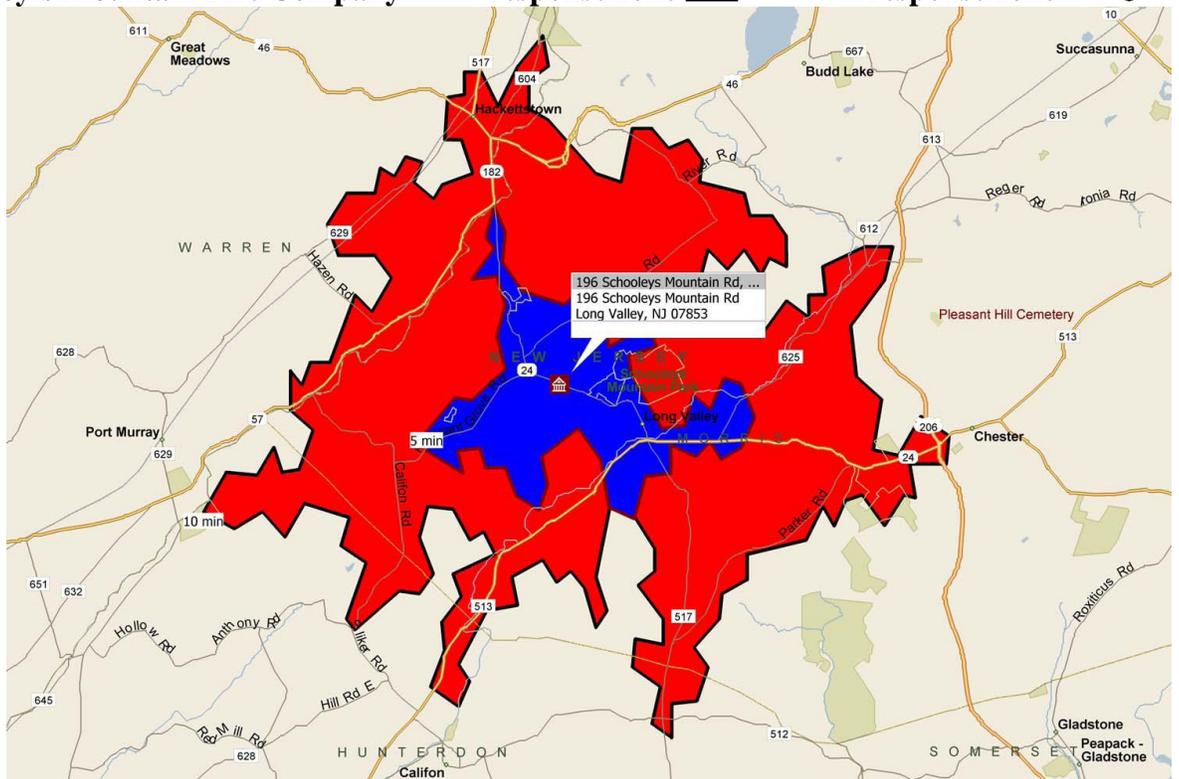


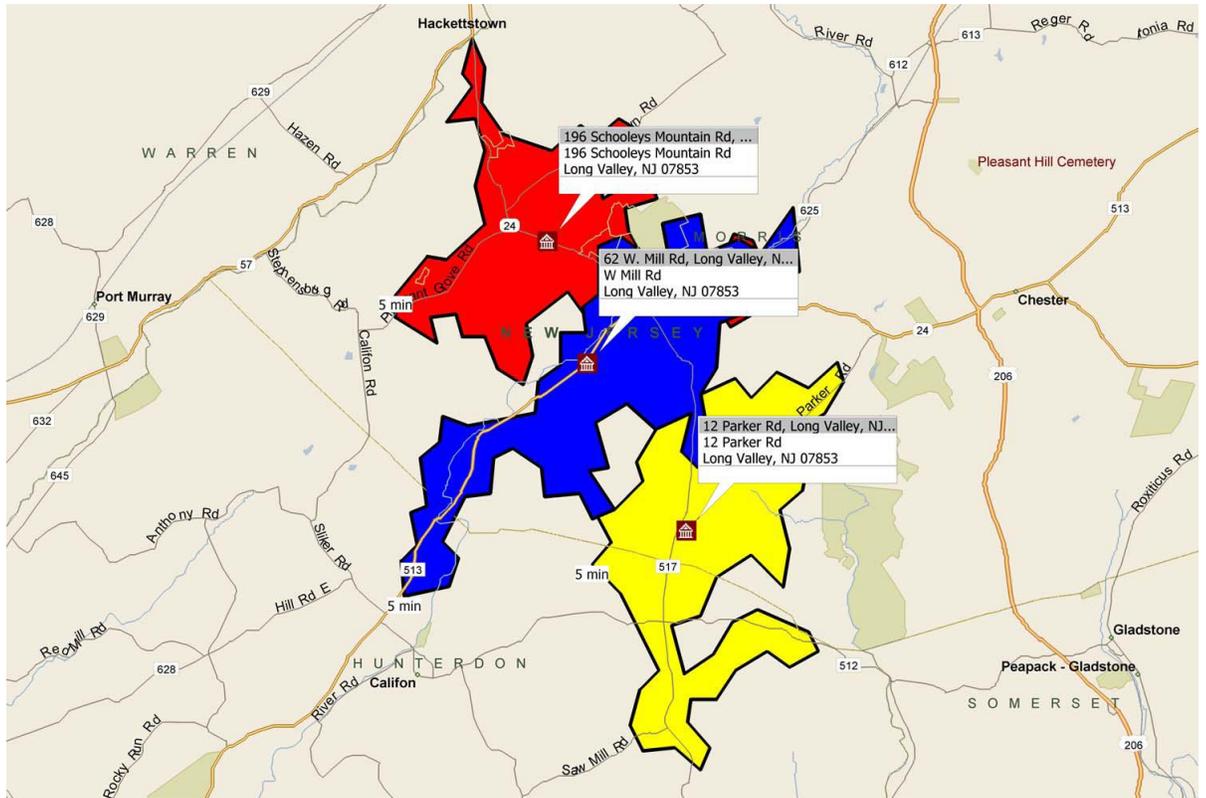


**Maps 7 and 8
Schooley's Mountain Fire Company**

**5 minute
response zone** 

**5 and 10 Minute
response zone** 

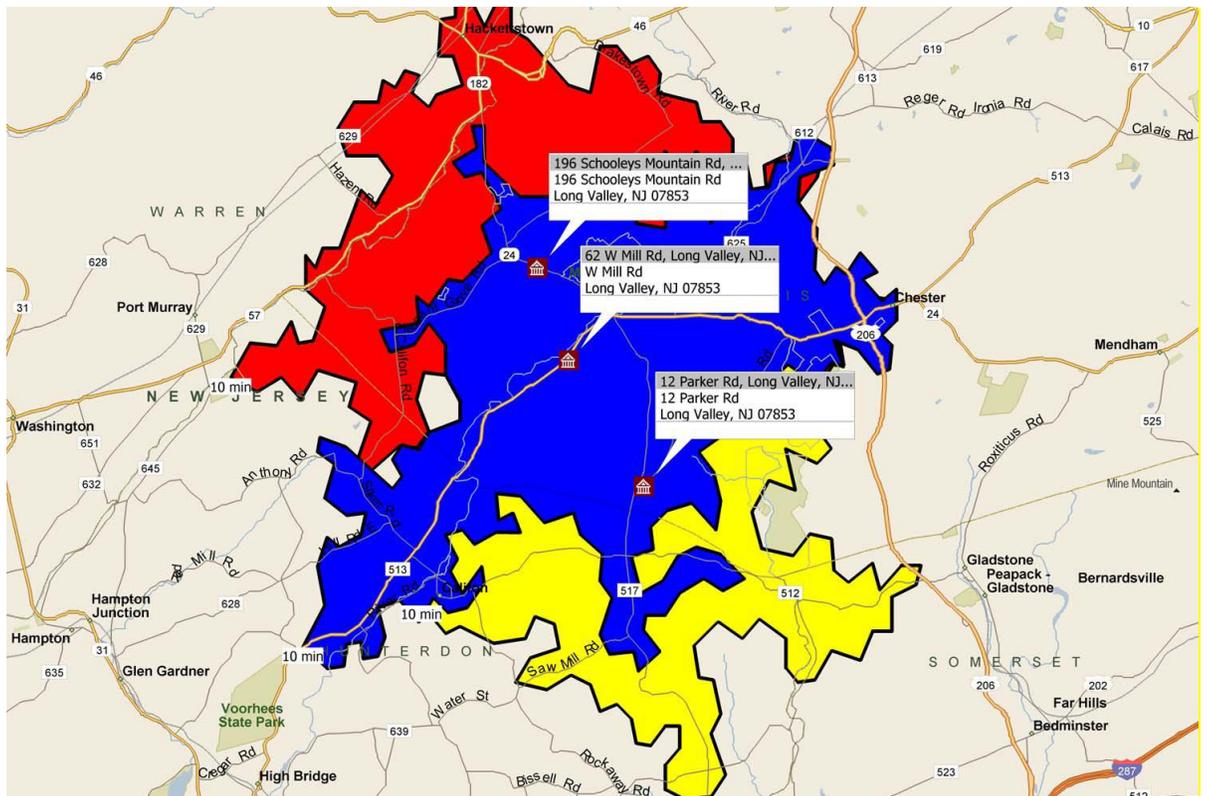




Maps 9 and 10
Washington Twp. Fire Dept.

5 minute 
overlap zones

10 Minute 
overlap zones



The consultant chose the 5 and 10 minute polygons versus the 4 and 8 minute polygons sought by NFPA 1710. Based on our experience the 5 and 10 minute polygons are more realistic and are helpful in decision-making. (The NFPA 1710 requirements are only partially met by larger fire departments such as Newark and Trenton.) In Washington Township all properties are within a reasonable distance of a fire station and will remain well protected with the three-station model, even though the stations are not perfectly positioned.

Regarding fire stations there are two theoretical opposing viewpoints:

Argument No. 1: Each and every citizen and business occupant within Washington Township deserves response times from its fire department that are within national standard guidelines and therefore, regardless of how expensive and regardless of the infrequency of runs, enough fire stations will be constructed so that all residents and businesses have speedy response times.

Argument No. 2: An opposing argument is that the location of fire stations must include the frequency or the demand for the services from that facility.

Argument No. 1 above might sound nice but is unaffordable in almost all communities. The existing configuration in Washington Township strikes a nice balance between these arguments. Also we have seen that on-duty personnel generally have a much greater impact on response time than station location.

A fire department which can place at least one unit to be on the scene quickly to do size-up and effect some life saving or fire control action is more effective than others who can muster large forces but nothing very quick. Often, even if a fire cannot be extinguished with a small crew, it can be held at bay and its spread prevented with a small team pending the arrival of other Washington Township companies or mutual aid fire units.

While response times are generally favorable throughout Washington Township, considering that the community relies on volunteers, this is a measure of the first arriving vehicle and does not measure the adequacy of the number of personnel who arrive. In addition, residents and businesses can experience delays when multiple emergencies occur, as is common in most communities.

COMMUNICATIONS AND DISPATCH

Washington Township participates in the Morris County Communications Center located at 500 Hanover Ave. in Parsippany-Troy Hills. Consultant William Kramer visited the center and was pleased with the quality of the Personnel and equipment. He was given a demonstration and tour of the facility by Mr. Jayme LaJeunesse. Because there are numerous police, fire and EMS agencies dispatched, there is an economy of scale and an opportunity for centralized coordination of multiple agencies. Any police, fire or EMS agency assigned to a call can get continuous updates on the status of any other agency. Several problems in telecommunications, however, were mentioned on page 9.

A key factor identified with the communications center was the healthy availability for redundancy in the system. In the unlikely event that the dispatch center was closed for any reason, alternate 911 Public Safety Answering Point (PSAP) locations are present as a backup dispatch system. This was noted as a critical grading area for the ISO. The Computer Aided Dispatch software package used in the communications center seems to meet the community’s needs, while still having capabilities that have yet to be utilized to their full advantage. The dispatch center should be commended in their efforts to obtain grant funding which is being utilized to strengthen the radio signals in the rural portions of the county. This will increase the quality of service and the safety of all personnel using the system.

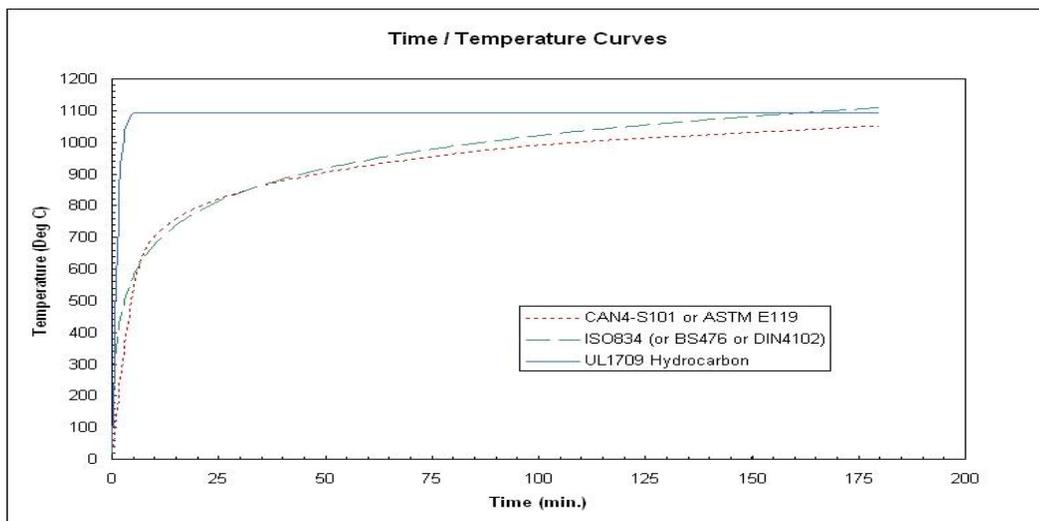
When a citizen calls for assistance, the clock begins for the fire department. Many elements result in the final response time of the fire department to the call for help. These begin in a dispatch center, handled for Washington Township by the Morris County Communications Center. Time can be saved with efficient dispatch just as with efficient fire response. See **Figure 8** illustrates these elements:

Figure 8 -- Response Time Equation

Call Processing Time	+ Alerting Time	+ Turnout Time	+ Travel Time	+ Setup Time	= RESPONSE TIME
-------------------------------------	----------------------------	---------------------------	--------------------------	-------------------------	----------------------------

There are many factors in the response time equation that can be shortened. The measurement of time in the response equation termed “Turnout Time”, in NFPA Standards and other relevant texts, is the time from when the tones alert the fire department of the call until the fire units are on the road. The first two factors in the equation can be improved in the dispatch center, while the final three are up to the fire department.

Figure 9 -- Time/Temperature Curve



As seen in **Figure 9** above, the temperature of a fire escalates quickly during the first minutes. If lives can be saved, rescues must be performed prior to an event known as flashover, which normally occurs at 500 degrees Celsius for normal residential combustibles.

When we examined the turnout time for the three company response areas, we noted that they are at least marginally acceptable. We saw in **Table 5** that the average response time is between 10 and 11 minutes. We note from **Figure 5** on page 41 that that a rural volunteer department should have a response time of 14 minutes 80% of the time. In Washington Township at least a small crew is almost always available to get a unit on the road. When an actual fire is reported, the number of responders is plentiful.

Even if small responding crews are insufficient to handle the total emergency at hand, they can provide valuable size-up information and initiate some life-saving or property-saving action. NFPA standards do recommend four personnel on responding apparatus, but the time temperature curve mentioned in 1710, and provided in **Figure 9** indicates a quick response is more important in saving lives and protecting property.

Washington Township has in place “Automatic Mutual Aid Response” (AMAR) agreements which summon both Washington Township and Closer units. Annual reviews should continue.

Table 8 below lists the Fire Departments which are dispatched by the Morris County Center.

Table 8 -- Fire Agencies Dispatched by Morris County, NJ Communications Center		
Boonton Township	Mendham Borough	Netcong
Chester Fire Department	Mendham Township - Brookside Engine Co. #1	Randolph
Chatham Borough	- Ralston Engine Co. #1	Rockaway Borough
Chatham Township	Morris Plains	Roxbury
Dover; Harding	Morristown	Washington Township -Fairmount -Long Valley -Schooly’s Mountain
Long Hill - Millington - Sterling	Morris Township	Wharton
	Mountain Lakes	

MUTUAL AND AUTOMATIC AID

Several Chiefs of mutual-aid departments met with the Consultant, expressed respect for the three Washington Township Fire Companies, and stated that they both send and ask for assistance as needed, without reservation or hesitation.

Currently the WTFD Chiefs are participating actively in the County Chiefs' Association, covering a sizable regional area. Washington Township chiefs are helping to ensure that harmony is maintained and cooperative ventures are nurtured.

Washington Township Chiefs agree that they will continue to refine automatic aid agreements where additional resources are dispatched upon the report of a fire rather than wait until called upon. **Table 9** on the following page shows apparatus pieces available from mutual aid communities.

Washington Township is uniquely located in the Southwest corner of Morris County as can be seen in the County map which follows: Among other factors this shows how mutual aid will be sent to, and arrive from, townships in other Counties

MORRIS COUNTY, NEW JERSEY

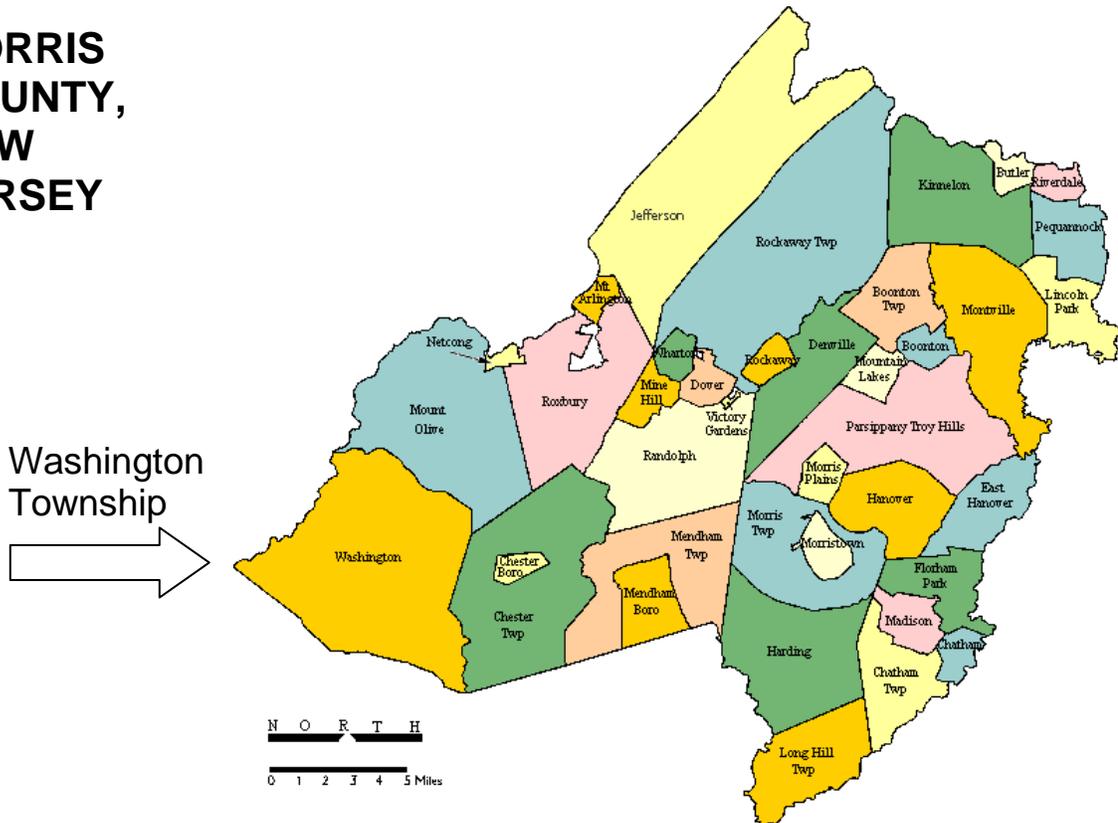


Table 9 -- Apparatus pieces readily available through Mutual or Automatic Aid

CHESTER		HACKETTSTOWN	
Engine 1	1500 GPM Pierce	Engine 78-61	1250 GPM E-1 pumper
Engine 2	2000 GPM E-1	Engine 78-62	1250 GPM E-1 pumper
Engine 4	E-1 pumper	Engine 78-63	1500 GPM Pierce
Tender 7	Pierce Western Star	Engine 78-64	1250 GPM Seagrave
Ladder 9	Pierce 100' Quint	Ladder 78-69	105' Bronto Skylift
BUDD LAKE		TRI-COUNTY	
Engine 53	1250 GPM Mack	Engine 61	1250 GPM pumper
Engine 59	1500 GPM Seagrave	Engine 63	1750 GPM pumper
Ladder 58	Mack Quint, 1250 GPM	Rescue 75	Rescue, Cascade
Squad 56	1500 GPM Seagrave		
Tactical 55	Seagrave support		
Tender 57	Mack, 350 GPM pump		
OLDWICK		POTTERSVILLE	
Engine 24	1500 GPM Pierce	Engine 63-101	1500 GPM Pierce
Tender 24	2500 Gal tanker	Engine 63-102	1500 GPM Pierce
Brush 24	F350, 200 Gal	Brush 63-141	Dodge Power Wagon
Tactical 24	750 GPM Rescue pumper		
CALIFON		FLANDERS	
Engine 44-1	1500 GPM Pierce	Engine	2000 GPM Pumper
Eng. 44-2	1500 GPM Spartan	Engine	1000 GPM Pumper
Util. 44	3/4 Ton pickup	Ladder	100' Tower/Quint
		Rescue	Heavy Rescue

It is noted that the Fairmount Fire Company serves a portion of Tewksbury for an annual fee, negotiated in the amount of \$39,535 for calendar year 2013. This is certainly a bargain for Tewksbury but in light of the fact that Tewksbury pays several other companies to protect other portions of their township, any attempt to raise the fees could result in the loss of the territory. The additional responses are good for the viability of the Fairmount Fire Company.

TOWNSHIP GOVERNMENT

Washington Township is responsible for basic services delivered to its residents, businesses and visitors. The government is supportive of its fire companies in several ways, especially in the funding of its expensive rolling stock. The Township Officials were cooperative and supportive of this study and were primarily interested in ensuring that scarce dollars spent for fire protection are invested wisely.

It is hoped that the fire department leaders who read this report realize that responsible government leaders are charged with keeping all basic services in balance. Funds for fire equipment are not unlimited. It should be noted that the officials made it clear to the consultant that they will find moneys for all vital legitimate requests coming from the three Fire Companies.

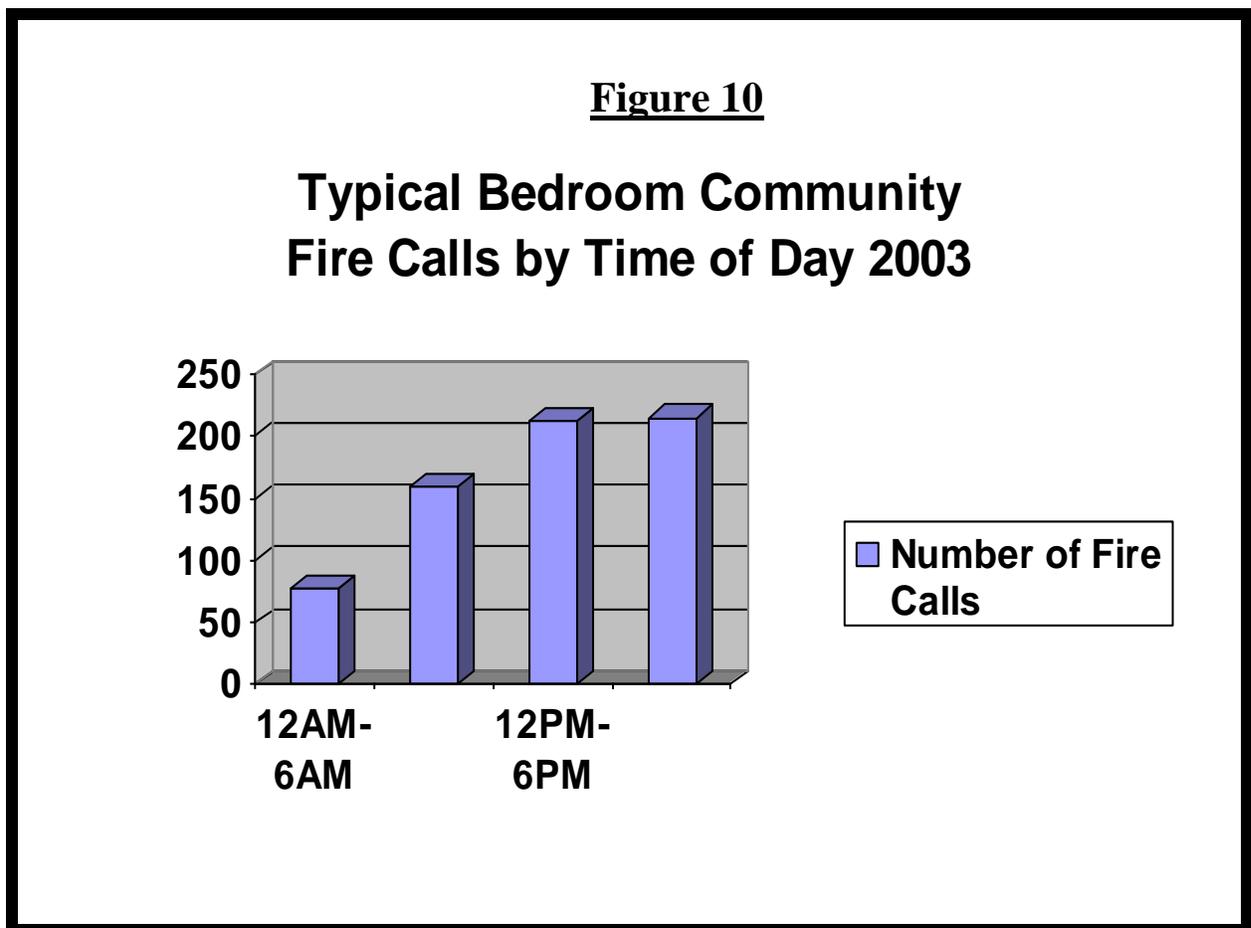
**Washington Township
Government Center**



Future Scheduling

Once a fire station is in place, the personnel who staff it become a much greater investment than the building itself. Around-the-clock staffing, seven days a week, is most often used by most large and moderately sized departments, but smaller departments like the three in Washington Township can sometimes analyze when volunteers will be available and plan paid personnel to supplement accordingly. If volunteers disappear as they have in other communities, plans will become necessary for on-duty personnel but that is not imminent.

One example of a creative venture is the concept of “Variable Staffing, based on Time of Day.” **Figure 10** shows Call volume by time of day based on the demographics present in Washington Township



An informal analysis of responses by the consultant showed that the Washington Township Fire Companies are much like other departments that protect primarily residential zones. The peak hours for fire calls occur between the hours of noon and midnight. In addition, the proportion of daytime responses could increase if the community develops with more commercial occupancies and offices but we know this is unlikely.

Although not relevant any time soon in Washington Township, it might be of interest to note that full-time fire departments have traditionally kept the same number of people on the job 24 hours a day, around the clock. This has not only made the administrative act of scheduling easier, but has made the schedule attractive to firefighters who are willing to work longer hours in a week than the average worker. The traditional *24-hours on and 48-hours off* has resulted in a schedule often seen as an attractive to prospective firefighters. On the other hand, a tremendous benefit has accrued to boroughs, villages, cities and townships who permit this schedule since the firefighters will work 48 to 56 hours as opposed to 40 hours accumulated in a normal 8-hour per day work week.

GRANT OPPORTUNITIES

It is refreshing to see that the department has been able to enhance their operations with financial grants. Of particular significance is the \$300,000 grant which was used to upgrade the portable radios and interoperability of the telecommunications system. There are numerous sources of grant funding that are available to fire departments in New Jersey and WTFD fire chiefs have all been quite in tune with the grant availability. Washington Township fire department response areas can likely qualify for the following grants, although they are awarded based upon competitive application:

A popular federal grant is the “Staffing for Adequate Fire and Emergency Response” (SAFER) ACT, comparable to the COPS grant for police departments in the 1980’s, and provides about \$65 Million in personnel funding each year. Applications for this funding are able to be submitted in May/June. **KEY POINT: The second part of this program is for the recruiting and retention of volunteer firefighters.**



The Assistance to Firefighters Act, commonly called the Fire Act Grant, has been available since 2001, and provides about \$650 Million in funding for specific equipment, apparatus, and public education funds. The application period begins at the end of March and closes in early April.

There are various haz-mat grants, equipment grants, and training grants available. These may even include specialty funding for volunteer firefighting needs. In addition, there are weapons of mass destruction (WMD) grant funds available through the New Jersey State Emergency Management Agency (EMA). EMA grants provide equipment and resources for homeland security issues, which often overlap the needs of firefighting personnel, particularly in the area of training, response equipment and protections such as SCBA’s, etc.

Cooperation among the Departments in Morris County to create a regional initiative can enhance the funding levels given to the County through State Homeland Security Funding and through the Urban Area Security Initiative (UASI) grants. The funding preferences for homeland security funding usually involve the use of regional resources.



An additional view of a unique specialty piece of equipment, a unit carrying 4000 feet of 12” oversize diameter hose, kept at the Schooley’s Mountain Fire Company. (See also Page 35) This is one of three pieces. The others, a pump unit and a nozzle turret gun unit, are housed elsewhere in the county. This powerful three piece unit was a part of a regional WMD grant and was used during Hurricane Sandy when two million gallons of water were successfully pumped out from the duct areas of the Holland Tunnel.

One note of caution is in order. Any fire agency, which wishes to be the recipient of Federal Grant Funding, must be able to demonstrate that they utilize the National Incident Management System (NIMS). This is a standardized approach to incident control that includes not only fire and EMS, but also Police and other Emergency Responders. The WTFD Companies officers ARE compliant.

Appendix 12 shows how departments similar to Washington Township have benefited from grant funding. Hoboken, Harrison and Monmouth Junction are recent recipients. Also, two south Jersey Fire Departments, Collingswood and Westville, are featured followed by reports from Westfield, Patterson and Ocean Gate. Finally there is an article showing how Merchantville and Audubon in Camden County will receive a total of \$485,280.

EMS and MVA INSURANCE BILLING

One primary method of creating additional revenue that is used by most communities in America is EMS insurance billing. This may be the key to funding the first personnel on the Long Valley 1st Aid Squad. Billings typically range from \$300 to \$600 per transport depending on the level of care and supplies used.



Although insurance billing had been somewhat controversial in the past due to concerns from the public, particularly their perception of “double billing” for a service that they perceived had already been paid for by taxes, research and new information actually shows otherwise.

First, let’s address the issue of “double billing.” Insurance companies are already charging employer health plans for ambulance services. The revenue is factored into the health premiums passed on to the insured. If a community is not capturing these dollars as a medical provider, the insurance companies are directly profiting from a lack of collections.



In most circumstances, the patient has had very little or no co-payment for the services provided. In fact, services are not being “double billed.” Taxes do pay for the apparatus and medical equipment purchases, but EMS insurance revenue covers the services provided, such as a user’s fee. This approach is becoming much more popular in communities, as taxes pay for soccer fields and recreational parks, while the players chip in a user’s fee for maintenance of the fields.

Other similar sources of revenue are available to the three fire companies include billings for structure fires and for Motor Vehicle Accidents (MVA), Both can often be collected from insurance carriers. For the present the consultant recommends against counting on these forms of revenue. Structure fires are scarce and some insurance companies are currently lobbying against MVA billing. Many don’t pay, and ill will is created in the community. See the article next page.

Fire dept. charges \$900 after teen's accident; family outraged

Posted on December 7, 2011 at 4:43 PM

Updated Wednesday, Dec 7 at 6:19 PM

By Anna Prendergast: (WHAS11) - Back in May, 17-year-old Matt Kircher caused what he calls a minor car accident at the intersection of West Port Road and Hurstbourne Parkway. Kircher hit a car that started leaking radiator fluid on the road.

"They put something down to absorb the fluid, the fire department was probably there for 15 minutes," said Terri Kircher. Matt Kircher's mother, Terri, didn't think much about it she had full insurance coverage that paid for the damage to the cars.

Shortly after the accident she got a bill from The Worthington Fire Department wanting \$916.13 for cleanup costs. Worthington Fire Department hired a company in Ohio called Cost Recovery Corporation who sends the bills.

People who live outside of the district are charged for car accident cleanups. WHAS11 called the company in Ohio and wanted to know if people's credit could really be damaged if they refuse to pay.

A person from the company says they are not a collections agency, and said most of the time the insurance company takes care of the bill. The Kircher's say their insurance company refused to pay the bill and says 17-year-old Matt Kircher doesn't have the money.

Worthington Fire is not alone, Lyndon Fire started billing for car accidents and large structure fires back in July. Lyndon's Chief says if the insurance company doesn't pay they do not expect the resident to pay.

WASHINGTON TOWNSHIP F.D. SNAPSHOT

During the site visits the consultant noted a variety of issues that help to define Washington Township and its Fire Departments, and these “snapshot points” follow. Several of them are detailed elsewhere also.

1. ***Political and Administrative Support*** – The Elected officials were given an opportunity to contribute to this study. They expressed support for the grass roots work performed by the fire service and appeared open minded in their support for any future progressive changes. The Mayor, Committee members, and Township Administrator were supportive and they all made it clear that they had no preconceived agenda and wanted an unbiased report free from any personal influence.
2. ***Dedicated Personnel*** – The Consultant had an opportunity to personally discuss issues with members serving at all levels in all three companies. There is pride in Long Valley, Fairmount and Schooley’s Mountain. They are dedicated members, anxious to provide quality work. The attitudes were upbeat, and most members held a positive outlook for the future.
3. ***A serviceable Equipment Fleet*** –The fleets of apparatus pieces and other fire vehicles and are well-maintained and get the job done. We noted redundancy that can be eliminated in the future. Future investments made in Washington Township can provide a versatile fleet suitable for future services demands. More detailed information on apparatus needs is provided elsewhere in this report.
4. ***Community Support*** - As in most communities, the Fire services are respected by the public. The consultant interviewed business leaders and residents whose lives and property are protected in Washington Township. There was overall confidence and satisfaction, but also a lack of knowledge about fire department operations. Many people did not even know that the service is mostly volunteer.
5. ***Personal Protective Equipment*** – The members of the Fire Departments have adequate personal protection and adequate turnout gear funded by the Township.
6. ***Anticipation of a growing mission and the need to acquire a vision for the future*** – As the mission of a fire department expands, now including a role as guardian of Homeland Security and first response for domestic terrorism; members belong to a larger more dynamic entity. This creates more training demands, but members eventually should find that the broader organizational mission provides more professional diversity.

7. ***Need for continuing improvement in Standard Operating Procedures or Guidelines*** – To continue to improve uniformity in tactical operations at emergency scenes, and to facilitate administrative operations, guidelines or procedures are needed in both areas. Company Chiefs are helping to pull these together for Washington Township. The Departments can choose to call these Standard Operating Procedures, (often frowned upon by attorneys that do not like to provide ammunition to the opposition when things do not go “according to procedure”, and fire fighting operations incur litigation). They can also be called Standard Operating Guidelines (not liked by some Chiefs whose officers and members can deviate stating, “these are only guidelines”.) A cross-sectional committee comprised of rank, genders, and occupational specialties should be involved in the drafting of procedures so that the majority of people subject to the adopted procedures or guidelines will have had a stake in their formulation.

8. ***Facilities*** - While the three firehouses carry a proud history and tradition, they will all need to eventually be replaced or modified to include more overnight quarters, and other modern upgrades. As Washington Township prepares to deal with outside contacts on a more regular basis due to community growth, updates will be needed to make the stations accessible. Plans should be accelerated for a new station in Long Valley Shower facilities and functional emergency generators at all three facilities should be a priority. More detailed information on fire station needs is provided elsewhere in this report.

10. ***Grant funding for Fire*** –We noted how Washington Township has already had some success with grants, The departments may consider becoming more aggressive in obtaining state and federal funds since many grant opportunities are targeted to smaller departments such as those in Washington Township. Many opportunities are available for obtaining outside funding to enhance the equipment and services delivered in Washington Township. Information on available grants is provided elsewhere in this report.

- 11.. ***Constructive Chiefs***– The consultant met with the Fire Chiefs, both newly appointed and outgoing, on several occasions in order to obtain input regarding their position on current and future affairs in their companies and the department. There was a professional attitude that can be used as an asset. Their Chiefs’ vehicles are funded by the companies and provide rapid response, often saving wear and tear on the larger vehicles which can be disregarded if not needed. Additional township supported personal vehicles are less useful but can serve as a motivator to retain key personnel and perhaps recruit others.

12. ***Need of an Inventory System*** -- The Consultant recommends an inventory and tagging system to track furnishings, equipment and personally issued items to help protect these investments. Portable radios, personal pagers and similar items should be included

See **Table 10** on the next page which looks ahead three years and ten years

Table 10 --WASHINGTON TWP FIRE DEPT: NOW; IN 3 YRS; IN 10 YRS

(These time lines can be extended if volunteers remain plentiful)

	PRESENT	THREE (3) YEARS FROM NOW	TEN (10) YEARS FROM NOW
Primary Allegiance Of members	Fire Companies	Equal to Fire Companies and Department as whole	Equal to Fire Companies and Department as whole
Apparatus identification	Fire Companies	Equal to Fire Companies and Department as whole	Equal to Fire Companies and Department as whole
Personnel	Volunteer	Volunteer and limited “per diem” on-duty	Volunteer + additional “per diem” on-duty
EMS	No duties	1 st Response	Possible Merger
RESCUE	Individuals assist Squad	Fire Dept has Direct mission to assist squad	Possible Merger
OPERATING BUDGET	\$148,000	\$448,000	\$1,448,000
Capital budget	\$500,000	\$700,000	\$1,000,000
ISO RATING	Five (5)	Four (4)	Three (3)
FLEET	75’ Quint Tanker cascade Six engines	100’ Quint Tanker Cascade Five Engines	100’ Quint Tanker Cascade Four Engines
NUMBER OF STATIONS	Three (3) All volunteer	Three (3) One staffed part-time	Three (3) One staffed 24/7

EXCELLENCE CHECKLIST

This report has already referenced several of the key NFPA (National Fire Protection Agency) standards and showed their relevance to staffing issues in Washington Township. Since the NFPA is a non-profit information collection center and internationally respected authority for the fire protection industry, it can provide useful guidelines for organizations wishing to improve themselves.

In terms of the future, one of the more comprehensive standards is NFPA Standard 1201, *Developing Fire Protection Services for the Public*. This Standard, which was introduced in the year 2000, is an excellent checklist for fire agencies that want to cover all the bases. The consultant notes that Washington Township is essentially in compliance and can be called a “full-service” fire department.

Table 13 demonstrates its comprehensive scope. of NFPA Standard 1201.

Table 13

KEY SECTIONS OF NFPA STANDARD 1201

- Purpose of a Fire Departments
- Governmental Responsibilities
- Strategic (Master) Planning
- Organizational Structure of the Fire Departments
- Financial Management and Budgeting
- Human Resource Management
- Training
- Organization for Fire Suppression
- Emergency Scene Management
- Emergency Medical Systems
- Community Relations
- Public Fire Safety Education
- Code Enforcement
- Fire Investigation
- Communications
- Equipment and Buildings
- Management of Water for Fire Protection
- Hazardous Materials
- Major Emergency Management
- Management Reports and Records

CONCLUSION

Washington Township can be proud of the fine fire and rescue personnel who have served for years. The leaders in the current fire companies are commended for their dedication, and for recognizing the need for organizational improvements. All deserve credit for seeking neutral outside input that will strengthen their ability to provide service to Washington Township.

In working with the Chief Officers consultant William Kramer found them to be knowledgeable and competent. They seem to have the best interest of the Township in mind at all times.

Members of the three fire companies in Washington Township continue to perform well in the face of increasing demands for training hours and an increasing variety in responses. The consultant agrees that Washington Township is at a pivotal point in its history when it must prepare for a different future. The volunteers who have so admirably served the community for years will become increasingly more difficult to recruit and retain. New challenges face the Emergency Services, and Washington Township will feel the effects of a more dangerous world, either directly or indirectly.

The firm of **Kramer and Associates** has been asked to review fire protection in communities of many different sizes and in many diverse geographical locations. It can be said that the fire and rescue protection in Washington Township ranks reasonably well already and can be improved. Washington Township and its fire and rescue services can look confidently toward the future, and the citizens and businesses within the community can be assured that quality fire protection will be there for them.

Key components of this report should be acted upon. Items such as a new fire station in Long Valley, house siren protocol, improved training, and an effort to improve the ISO rating are examples of items where follow-up action should occur. Hence it is our strong recommendation that while the contents of this report are fresh, and are being discussed by the key stakeholders, that leadership act to commission an implementation task force, charged with the responsibility to make the suggested improvements a reality. Only then will the Fire department be able to build on the strength of the past and create an enviable record of service for the future.

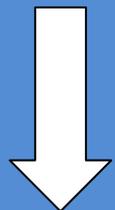




**TWELVE (12)
APPENDICES
FOLLOW**



**APPENDIX 1
Consultant Resumes**



Resume -- WILLIAM M. KRAMER

#9 Heritage Rd.
Cincinnati, OH 45241

Phone: (513)678-2279
Birth Date: 1-28-44

Two Grown Daughters
Currently Single Fiancé - Debbie



Educational Background

B.S.I.M.	Industrial Management	University of Cincinnati, 1968
B.B.A.	Management	University of Cincinnati, 1968
M.B.A.	Personnel Administration	Xavier University, 1970
M.A.I.R.	Industrial Relations	University of Cincinnati, 1977
Ph.D.	Major: Management Minors: Law & Indust. Rel.	University of Cincinnati, 1977 (Ph.D. GPA: 3.78)

Fire Service Background

Volunteer Fire Service: Volunteer Firefighter 1962 - 1969, Green Township; Vice President of FF Association 1967-1969.

Career Fire Service: Cincinnati Fire Division: Firefighter – 1973 to 1981; Lieutenant – 1981 to 1983; Captain – 1983 to 1987; District Chief – 1987 to 1993; 1994; Assistant Fire Chief - Feb. 1993 & Jan. 1995. Early Retirement Option January, 1995.

Fire Chief: Indianapolis International Airport, April 1995 - 1998.

Fire Chief: Deerfield Township Fire Department, Warren County, OH October 1998 – January, 2006

Academic Background:

1971 - 1981	University of Cincinnati - Lecturer on Management
1975 - 1981	Xavier University - Assistant Professor of Management
1978 - Present	National Fire Academy: Open Learning Fire Service Program- Editor and Author
1982 - 2008	University of Cincinnati - Associate Professor of Fire Science
2008 - 2009	University of Cincinnati - Professor of Fire Science
1982-1995, 2002-2009	University of Cincinnati Department Head, Director of Fire Science

Publications - Primary Author or Editor:

"A Managerial Analysis of Municipal Fire Departments
-- Ph.D. Dissertation – (Cincinnati: U. C. Press, 1977)
(N.Y. June 1977)

Article: "Management by Objectives in the Fire Service":

International Fire Chief; (Washington D.C., May, 1979)

Book: **Disaster & Fire Defense Planning**

Course Guide (Washington D.C.; Open Learning Fire Service Program, 1992)

Book: **Political and Legal Foundations of the Fire Service,** (Lexington, MA: Ginn Custom Publishing, 1992)
1994)

Book: **Advanced Fire Administration**
(Lexington, MA: Ginn Custom Publishing, 1992)

Book: **Fire Officer's Guide to Disaster Control**
(Fire Engineering, 1992)

Book: **Disaster Planning and Control** (Penwell, 2009)

Co-Author

Article: "MBO Pays Dividends in Three Areas in Cincinnati": **Fire Engineering**

Book: **Managing Fire Services**
(Washington D.C.: ICMA, 1979 and 1999)

Book: **Personnel Management for the Fire Service;** (Washington D.C. Open Learning Fire Service Program, 1979)

Community and the Fire Threat,
(Lexington, MA: Ginn Custom Publishing,

Book: **Fire Chief's Handbook**
Fire Engineering Books & Videos,
Saddle Brook, NJ, 1997

Article: **Fire Service Staffing**
Ohio Township Magazine, 2003

Educational Innovation:

1997- Present: Served as Educational Commentator for two video production companies, Developed program for offering collegiate credit for evaluation of contemporary issues in the Fire Service. **American Heat.** 1988-1997 - **Working Fire.** 1998- Present

Military Background:

U. S. Marine Corps - Captain - Platoon Commander; Active Duty: 1965 - 66; 1969 - 70; Active Reserves: 1966 - 69; 1970 - 1974.

Hall of Fame: 2006: Highest State of Ohio Fire Service Award and Induction into Ohio Fire Service Hall Of Fame

LAWRENCE T. BENNETT, ESQ.

Cell 513-470-2744

PROFESSOR

- **University of Cincinnati – Program Chair, Fire Science & Emergency Management,** College of Engineering & Applied Science; lawrence.bennett@uc.edu.

Program Chair on 9/1/09; Adjunct Professor (part-time) at UC starting in 2003, and full time Assistant Professor since 9/1/07.

Fire & EMS and Safety Law newsletter: self-sign-up; www.uc.edu/cas/firescience (ON LINE BENNETT).

- Cincinnati State Technical & Community College – **Adjunct Professor since 2001, teach the course, “Law For Emergency Service Providers,” Phil Vossmeier, Director of Fire Education, 513-569-1415.**

ATTORNEY AT LAW

- **Employment law / public safety law:** lbennett@katzmanlaw.com (513-793-4400), 9000 Plainfield Road, Cincinnati, OH 45236.

1997 – 2007: partner with law firm of Katzman, Logan, Halper & Bennett; as of 9/1/07, became “of counsel” to law firm: Katzman, Logan, Halper & Siegel.

Admitted: Ohio, Washington, D.C., and Maryland; U.S. Supreme Court; Ohio Supreme Court; U.S. Court of Appeals for 6th Circuit; U.S. Court of Appeals for D.C. Circuit.

EDUCATION:

- **JD** – Washington College of Law, American University, Wash., D.C. (1970);
- **BA** – Government & Political Science, American University (1967).

CAREER:

- University of Cincinnati – Fire Science & Emergency Management (full time, 10/07 to present);
- Partner - law firm of Katzman, Logan, Halper & Bennett (1997– 9/2007);
- Vice President / General Counsel / Safety Manager – Johnson & Hardin Printing Company, Cincinnati (1992 – 1997);
- International Corporate Attorney – GE Aircraft Engines, Cincinnati (1979 – 1992);
- Federal Prosecutor/Civil Trial Attorney – U.S. Dept. of Justice, D.C. (1970 – 1979);

- Police Officer – Washington, D.C. – U.S. Capitol Police (1964- 1967), and then Wash. D.C. Police Department (1967 – 1970).
- Volunteer firefighter / EMT: 30 years: Deerfield Township Fire & Rescue (2006 – 2009), Fire Chief Chris Eisele, 513-459-0875; Madeira – Indian Hill Joint Fire District (1987 – 2006); Montgomery Volunteer Fire Company and Blue Ash / Montgomery Life Squad (1979-1987).

AUTHOR:

- 2009 – Ohio Fire & EMS Law (newsletters from 2000 – 2009);
- 2008 – “Fire Service Law” – 18 chapters; 276 pages; published by Prentice Hall / Brady; \$46.67; ISBN: 0-13-155288-0; www.bradybooks.com; (Senior Editor Stephen Smith, cell 518-265-2821). The textbook has been selected by the National Fire Academy (Ed Kaplan, 301-447-1127) for use in colleges nationwide teaching the NFA’s distant learning course, “Political and Legal Foundations of Fire Protection,” and is also used at Masters Level at Arizona State University and other universities.
- 2006 - “Chief Fire Officer’s Desk Reference” - Chapter 4, “The U.S. Legal System and the Fire Chief,” International Association of Fire Chiefs’ publication; \$89.95; Jones & Bartlett Publishers, 978-579-8202. ISBN: 0-7637-2935-3.
- 2005 - “Fire & EMS Law For Officers – Employment Best Practices,” Oklahoma State University, Fire Protection Publications (2005), \$12.50; 1-800-654-4055; ISBN 0-87939-268-1.
- 2004 - “Fire and EMS Law For Officers – Safety,” Oklahoma State University, Fire Protection Publications; \$12.50; 1-800-654-4055. ISBN: 0-87939-240-1.

FIRE SERVICE – NATIONAL

- **National Fire Academy** – 2007, appointed “Subject Matter Expert” to update distant learning course materials, “Political & Legal Foundations of Fire Protection,” Ed Kaplan, 301-447-1127; 2002 – 2006, lecturer - Executive Fire Officer program (Charles Burkell).
- **National Fire Protection Association** - Aug. 2008, appointed as a principal member of Technical Committee on Fire Service Occupational Safety & Health (NFPA 1500); Carl E. Peterson, Staff Liaison, 617-770-3000.
- Firehouse Magazine – write column, “Larry’s Legal Lessons,” at www.firehouse.com (search BENNETT); July 2007 to present; editor Peter Matthews, 516-779-1024.

FIRE SERVICE – OHIO / CINCINNATI AREA

- Ohio Department of Medical Services, Continuing Education Instructor - **Certification # 0000112, Exp. Date: 3/02/2011.**
- SW Ohio Critical Incident Stress Management Team - **Team member & General Counsel; Linda-King Edrington, Co-Director, cell 513-563-2172.**
- **Hamilton County Fire Chiefs’ Association** - Associate Member; Fire Chief B.J. Jetter, Sycamore Township FD; President of Association, 513-792-7249.
- **American Red Cross (Cincinnati Chapter)** - Government Liaison Committee; Gary Miller / Dudley Smith, 513-579-3030.
- **Disaster Committee, Greater Cincinnati Airport** - Captain Mike Hayes, 859-767-7959.

Resume -- Randall W. Hanifen

6538 Red Pine Dr.
Home: (513) 697-6897

Liberty Twp., Ohio 45044
Work: (513) 777-1133

email:rhanffp@fuse.net
Cellular: (513) 266-6124

Summary of Certifications

- Level 2 Firefighter/Instructor
- EMT - Paramedic
- Hazardous Materials Technician
- Hazardous Materials/WMD Incident Commander
- Basic Emergency Rescue Technician
- Fire/EMS Special Topics Instructor

Education

<i>PhD., Business Management-Homeland Security, Present</i>	<i>Northcentral University Executive Management of Homeland Security</i>
<i>M.S., Executive Fire Service Leadership, 2006</i>	<i>Grand Canyon University; Phoenix, Arizona GPA: 3.87; NFA EFO Program based</i>
<i>B.S., Fire Science, 2004</i>	<i>University of Cincinnati, Cincinnati, Ohio GPA: 3.74; Coursework in Management</i>
<i>A.S., Fire Science, 2003</i>	<i>University of Cincinnati; Cincinnati, Ohio GPA: 3.06 Cum Laude & High College Honors</i>

Professional Experience

<i>Lieutenant /Shift Commander fill-in 1998 to Present</i>	<i>West Chester Fire Department, West Chester, Ohio Special Operations Division /Shift Commander fill-in Oversaw establishment of a tiered response system for Special Operations, which involves the County EMA</i>
<i>Firefighter / Paramedic(LT. Ret.) 1994 to Present</i>	<i>Deerfield Township Fire-Rescue, Mason, Ohio Responsible for Strategic Planning and Analytical Projects</i>
<i>Task Force Leader 9/2002 to present</i>	<i>FEMA Ohio Task Force 1 Urban Search & Rescue Aided in creation of WMD Component of Task Force</i>
<i>Fire Service Consultant 2004 to Present</i>	<i>Kramer & Associates, Cincinnati, Ohio Provide Analytical Analysis of Fire Department Operations</i>
<i>Adjunct Professor, 1/2007 to Present</i>	<i>University of Cincinnati, Cincinnati, Ohio Professor for Managerial Issues in Hazardous Materials & Fire Investigation Assisted in the creation of the Disaster Planning Curriculum, NFA/FESHE</i>
<i>Executive Committee Chairman/RTM Responsible for Personnel, Grants, and Administrative Duties, Founding Member</i>	<i>Butler County Technical Rescue 8/2005 to present (volunteer)</i>

Honors

<i>College of Applied Science Associate Graduate of the Year, 2003</i>	<i>University of Cincinnati</i>
<i>Fire Science Associate Graduate of the Year, 2003</i>	<i>University of Cincinnati</i>
<i>Fire Science Bachelor Graduate of the Year, 2004</i>	<i>University of Cincinnati</i>
<i>Member, Institute of Fire Engineers, 2009</i>	<i>National Association of Collegiate Scholars, 2002</i>

Presentations

<i>Working Fire Video, 2002, 2005</i>	<i>Butler County Technical Rescue at various Associations, 2004-2009</i>
<i>West Chester University 2008, 2009</i>	<i>Ohio Township Association, 2008 Ohio GIS, 2009</i>

Publications

<i>Fire Engineering</i>	<i>Round Table" Penwell Publications, August 2004 through March 2009, various editions</i>
<i>Penwell Publication</i>	<i>Disaster Planning and Control, Associate Author 2009</i>
<i>Penwell Publications</i>	<i>Disaster Planning and Control-Study Guide, Primary Author (Draft) 20</i>

Cari A. Kramer

8732 Pitkin Avenue Apt 3A ♦ Queens, NY 11417

646-945-2610

Ckramer444@gmail.com

OBJECTIVE To obtain a position as an Emergency Medical Technician utilizing my training, skills and knowledge to help those in the community who need my care.

- Personable and professional in appearance and manner
- Exceptional communication and interpersonal skills
- Proven ability to work with a wide range of personalities and cultures
- Skilled at multi-tasking and maintaining composure in stressful situations

HISTORY Since graduating college with a BBA in Marketing and Management in 1998 I've been working in advertising sales for companies like The Wall Street Journal, Careerbuilder.com, Yellow Book USA and most recently, AT&T Advertising Solutions in Manhattan. (See page 2 for details)

After 12 years of corporate sales I want to work in a field that will truly help our community everyday and hopefully make a difference in the many lives I'll encounter. Future goals include Paramedic certification as soon as feasible with an ultimate goal of becoming a Flight Medic.

EDUCATION / CERTIFICATION

**NEW YORK STATE LICENSE: Emergency Medical Technician
REGISTRY #: 387373
EXPIRATION: 9/30/12
STATUS: ACTIVE
NATIONAL REGISTRY #: B2020030**

August 2010 **UNITEK EDUCATION**
Emergency Medical Technician , Advanced Curriculum
Courses of Study:
**EMT-B, Glucometer, Intro to Advanced Airway, Endotracheal
Intubations, Multilumen Airways and IV Maintenance**

June 1998 **UNIVERSITY OF CINCINNATI**
Bachelors of Business Administration
Double Major: Marketing and Management

EMS EXPERIENCE

10/10-Present **MAXIMUM CARE AMBULANCE** **Emergency Medical Technician** **South Amboy, NJ**

- Transport and care of medically ill and injured patients in emergency and non-emergency situations
- Completing Patient Care Reports detailing events of transport
- Monitoring patients during transport and providing all necessary medical care
- Performing daily inventory reports and restocking ambulance

6/93-9/97 **THE CITY OF CINCINNATI** **Lifeguard / Head Guard / Aquatic Facility Manager**

- Managed daily operations of city pools and surrounding facilities / 8 direct reports
- Organized staff schedules, training, and weekly evaluations
- Scheduled events and coordinated swim meets, swim lessons, special education supervised swim
- Responsible for daily maintenance, ordering supplies, all documentation in accordance with state laws
- Facilitated communication and assistance with EMS when necessary

BUSINESS EXPERIENCE

SALES & MARKETING

8/09 – 10/10 **AT&T ADVERTISING SOLUTIONS** **Media Consultant**
New York, NY

- Consulting small to medium sized business owners on the benefits of online & mobile advertising
- Creating top to bottom strategic marketing plans including online, direct mail, and video / audio
- Selling online advertising on websites like YP.com Google, Yahoo, and Microsoft Bing
- Monitoring results and adjusting based on traffic or market demand and results
- Managing existing client base and renewing / up-selling their marketing plans
- Maintaining top ranking in office, #4 out of 30

5/08 – 7/09 **PAYCHEX, Inc.** **Premier Account Specialist**
New York, NY

- Up selling clients into the highest level of service available from Paychex, Premier
- Conducting client meetings to determine their level of risk and return in the following areas: HR Compliance & Policy Design, Federal & State Employment Laws, SUI, Workers Comp, COBRA, 401(k) Recordkeeping, Section 125
- Partnering with certified PHR's to deliver our consulting service and overseeing initial plan implementation
- Consistently meeting or exceeding quotas each month, and YTD

1/07 – 2/08 **CAREERBUILDER.com Major Account Executive**
Cincinnati, OH

- Applying a value-based sales methodology to close major internet advertising accounts with C-Level executives in the Fortune 1000, awarded ‘Most New Sales’ nationally
- Identifying and developing leads, building account strategies, setting appointments, conducting account research, leading sales meetings, and creating relationships that lead to increased revenue, recognized for ‘Greatest Incremental Revenue’ Q3, 2007
- Consulting and driving business results by leveraging initiative, decision making, planning, and resilience
- Researching the online recruitment industry and customers’ industries, understanding human capital, and using economic and financial data to understand a client’s business

4/03 – 1/07 **YELLOW BOOK USA Senior Account Executive**
Cincinnati, OH

- Responsible for Prospecting / Closing new business / Servicing existing customer base
- Selling a high volume sales in print and online media
- Exceeded 125% net gain objective for most campaigns
- Rookie of the Year in 2003, Ranked 3rd in the Nation
- President’s Club Winner 2004
- Achieved rapid promotion sequence advancing 2 Levels in 1 ½ Years
- Maintained #1 ranking in office for first full campaign #25 in Nation out of 2000+

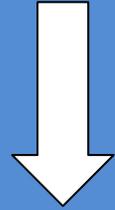
8/99 – 8/01 **DOW JONES & COMPANY, THE WALL STREET JOURNAL**
Palo Alto, CA

Circulation Sales / Travel & Education Markets
Riverside, CA

- Ranked 2nd of 30 reps nationwide for sales volume in Fall campaign 2000
- Presented print and WSJ.com applications to College Deans, Faculty, and Students at seminars
- Developed marketing strategies to increase circulation percentages by 15%
- Implemented and managed integrative programs for high volume institutional sales
- Increased sales for the National WSJ Travel Amenity Program with hotel chains, increasing daily circulation by 34% in campaign



APPENDIX 2



Volunteer F.D. Consolidation; Fleet Reduction in New Jersey

Report: Lambertville NJ fire companies should be merged

Published: Wednesday, February 02, 2011, 6:38 AM



NO IMAGE

By [Renee Kiriluk-Hill/Hunterdon Democrat](#)

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Columbia firehouse in Lambertville

LAMBERTVILLE — A tax-funded report recommends against replacing Columbia Fire Company's aging pumper and further suggests that the 10 active volunteers "align themselves" with one of the city's three other volunteer companies, which all have more members.

The report says that the four pumper trucks spread among the city's four companies are two more than the population warrants. Nonetheless, the city Fire Commission plans on Feb. 19 to put a \$600,000 question to voters to decide a new pumper for Columbia. A \$595,000 question last year to do the same was defeated by fire election voters, even though the commission has the money saved.

The recommendations on equipment and the alignment top the study released by the commission in advance of a meeting on Tuesday at 7:30

p.m. at the Justice Center. Members hope that residents attend to discuss the findings.

William Flynn was hired to review manpower, equipment and future needs of the city's four volunteer fire companies. He is a retired Paterson Fire Department deputy chief and certified fire official and inspector known by Al Komjathy, one of Lambertville's five fire commissioners, The commission oversees a budget supported by a city fire tax. It equips the companies and covers costs such as insurance and hydrant fees. The commission pays "rent" to each company to store firefighting gear and trucks. Firemen raise money to improve or expand the firehouses.

In his report, Flynn said that he spoke with fire commissioners and volunteers from each company, reviewed commission minutes, manpower records, compared water supply information to recommended standards and visited each firehouse to see equipment. He said that all equipment is "well maintained and in good condition," then used National Fire Protection Association recommended standards to note that Columbia Fire Company's 1987 pumper is "close to its maximum 25-year serviceable life."

Fleet Wing in Lambertville has a ladder truck, Union two pumpers, Hibernia one pumper and Columbia a pumper and an air truck. Because a national insurance service also noted that this is two engines more than needed for maximum credit, Flynn opines that Columbia's pumper shouldn't be replaced.

That would still leave the company with its air-pack supply truck. "If Columbia... remains a part of the Lambertville Fire Department... the 10 members should align themselves with one of the other companies to ensure a proper staffing response to incidents," Flynn wrote.

The other companies aren't much larger, ranging from 14 active members in Hibernia to 21 in Union. However, Fleet Wing sold its circa-1864 firehouse five years ago, after realizing that a modern ladder truck wouldn't fit inside, and moved to expanded space at the modern Union Firehouse less than a half-mile up Main Street. Fleetwing retains a separate roster and meeting schedule, but does drill with Union volunteers.

Flynn's report details response rates by Columbia's volunteers without mentioning that of other departments. It says that in 2009 Columbia sent an "effective operational crew" of three members to 36 of 164 incidents. It also breaks down the response rates by the four members of the Tillett family, without doing the same for other companies where multiple members of the same family may volunteer together.

Copies of the full report are on file at City Hall and on the city's web site and at the city library and each firehouse. Commission secretary Mary Sheppard will e-mail or fax copies to residents. Reach her at 609-397-3868 or marysheppard@comcast.net.



APPENDIX 2

Entry 2: Dearth of Volunteers in South Jersey



Dearth of volunteers hurts South Jersey Fire stations



7:17 AM, Oct. 24, 2011 |
[11 Comments](#)

Written by
[GEORGE MAST](#)
Courier-Post Staff

Retired volunteers (from left) Jerry Sutts, Harry O'Neil, Lou Pantalone and John E. Smith stand inside Winslow Township Fire Station No. 1. / JOSE F. MORENO/Courier-Post



A sign at Winslow Township Fire Station No. 1 shows the need for volunteers. Stations throughout the area are having problems attracting volunteers, which has forced some companies to close. / JOSE F. MORENO/Courier-Post

WINSLOW — In a region where many of the firefighters who respond to emergencies are volunteers, fire departments across the state and South Jersey are waging a constant battle to maintain staffing levels.

Facing a diminished [volunteer](#) staff, Winslow fire officials this month voted to shut down one of the township’s six volunteer fire stations.

Despite efforts in January to bolster the number of active volunteer firefighters at the Winslow Township Fire Station No. 1, there remained only one firefighter capable of responding to the station at Hall and Hay streets for fire [calls](#).

Fire Chief Terrance Osborne said over 500 letters soliciting volunteers were sent out to the neighborhoods around the station and a public [meeting](#) was held at the fire hall in January in hopes of eliciting enough recruits to keep the station active.

But with no new recruits, fire commissioners in Winslow decided to place the last fire engine at the station elsewhere and voted earlier this month to deactivate the station. At the end of the year the township’s building lease, which is owned and maintained by the volunteer company, won’t be renewed.

“It’s slim pickings when it comes to trying to recruit young people,” said Lou Pantalone, a fire commissioner and 20-year volunteer at the Winslow station.

While the Winslow station faces challenges because of its rural location in the southern part of the township, other volunteer stations across South Jersey and beyond are also feeling the pinch of a diminishing volunteer staff.

Last year, officials in Pennsauken closed the longtime volunteer Highland Volunteer Fire Co. on Marlton Pike because of personnel matters and a lack of volunteer. George Hefflich, who has nearly 60 years in the fire service including 20 years as an official in Secaucus, Hudson County, said he's afraid the volunteer firefighter is a dying breed.

"It looks very, very bleak," Hefflich, president of the New Jersey State Firemen's Association, said of the long-term future of volunteer fire companies.

(Page 2 of 3)

Hefflich said volunteer rosters have been decreasing gradually over the past five or six years. "It's happening statewide. It's getting worse and worse." Hefflich places part of the blame on the economy, as some who might otherwise volunteer are now working multiple jobs. Also a factor: Volunteer fighters are required to complete much more training than in the past.

In New Jersey, a volunteer firefighter must complete at least 120 hours of training before becoming [active](#). Hefflich predicts in the future there will be more towns across New Jersey paying for fire service.

Across the state, volunteer firefighters outnumber their paid counterparts 6 to 1, according to Oct. 6 statistics from the state Department of Community Affairs. According to the figures, there were 37,225 volunteers and 6,205 career firefighters.

The same figures from earlier years were not available, according to a state official. While the battle isn't easy, some stations have found new recruits.

Pennsauken, which was forced to close the Highland station last year, now has seven recruits training to become firefighters — the largest recruit class the township has ever had.

Pennsauken Chief Joseph Palumbo said fire officials there have been advertising for volunteers and attend open houses at area high schools to build interest.

"Luckily for us, things are stable," Palumbo said.

William Beckett, president of the Gloucester County Fire Chiefs Association, said departments across the county are all active in seeking additional volunteers. Beckett, who is also a deputy fire chief in Mantua, said many departments struggle to consistently get enough response to fire calls, but added that the picture isn't dire for volunteer companies

across the county. “[Volunteerism](#) is just slowly staying steady,” he said. “We’re not losing a great deal but were not gaining a great deal.”

In Winslow, Osborne said the township’s six other fire stations, which includes a station in Sicklerville staffed by 15 career firefighters, will cover the area around the now-defunct Station No. 1 house.

(Page 3 of 3)

With staffing also down at some of the other volunteer stations, Osborne said it’s hard to imagine maintaining all of those remaining stations in the future. “Trying to get new members is definitely the toughest part of the volunteer companies,” he said.

Inside the Station No. 1 house, it is obvious there remains a fierce pride for the company founded 76 years ago, but there’s still a glaring lack of bodies. The red and gray floors of the engine bay are shiny and clean but sit empty except for a single tanker [truck](#) — which also gleams with polish.

Aside from 51-year-old Jerry Sutts, the approximately one dozen remaining volunteers, who still hold meetings at the station and work diligently to keep the grounds, engine bay and tanker truck in immaculate condition, are [retired](#) or inactive from service. Sutts now responds at another station for fire calls. If the tanker at the Winslow station is needed, he responds there alone.

“It’s weird. It’s like, ‘Where is everybody at?’ ” Sutts said of responding alone to the station — which at one point was crammed with apparatus and a volunteer staff deep enough that members took turns to stay behind at the station as backup.

Osborne, the Winslow fire chief, said the remaining tanker truck will be moved out by the end of the year. While the volunteer company is a shell of its former self, longtime members like Pantalone, Sutts, John E. Smith, 51, and 84-year-old Harry O’Neil will continue to gather at the station.

The men plan to keep their fire charter active and will continue to use the station for benefits and community events.

The station’s sign along Hay Street petitions for volunteers.

“We are a very proud company,” Pantalone said. “We’re still going to do whatever we have to do get the ball rolling again.”



APPENDIX 2

Entry 3: Vol. Fire Departments Disappear in Hillsboro County, FL.



Volunteer fire stations are history in Hillsborough County

By YVETTE C. HAMMETT | The Tampa Tribune

Published: December 12, 2012

[» Comments](#) | [Post a Comment](#)

BRANDON --

Only two fire stations in all of Hillsborough County are still using volunteer staff firefighters, and that ends at midnight on Dec. 31.

The Hillsborough County Commission has allocated \$5.2 million to add 78 paid staff positions that will replace the 150 remaining volunteers working under Hillsborough County Fire Rescue.

"Prior to the end of September, we had six stations primarily staffed with volunteers," including one in Seffner, North Brandon, Dover-Turkey Creek and Bloomingdale, County Fire-Rescue Chief Ron Rogers said.

The Bloomingdale fire station and one in Lutz, which each still have volunteers manning the stations at night and on weekends, will be completely staffed by the county come Jan. 1.

An audit conducted by Hillsborough County Fire Rescue this year showed issues with the volunteer staffs in the areas of training, accountability and oversight, Rogers said. The audit discovered that stations in Dover-Turkey Creek and Cork-Knight in the Plant City area had lost their nonprofit status by failing to file the proper paperwork with the

Internal Revenue Service for several years, Rogers said. That meant they could no longer legally raise funds to staff the stations.

"We want the same level of service and accountability" at all of the county's 42 stations, and eliminating volunteer staff was a way to achieve that, he said.

Rogers scheduled a series of community meetings to inform residents about the changes. The meeting in Brandon Dec. 3 drew only a couple of people.

The 78 positions will be filled by March, Rogers said. Meanwhile, the county is paying overtime to existing personnel to fill in where volunteers had staffed stations previously, he said.

"We really didn't have a choice, when they said they no longer had the money to fund the stations," Rogers said.

The Bloomingdale volunteers will continue to fund paid firefighters during the day through the end of the year.

Volunteers will still be welcome to come and assist the paid staff, Rogers said, and they can still apply for paid positions as they become available. But once 2013 rings in, volunteers will be referred to as "reserve responders."

In addition to having built-in extra hands for everyday calls or special events, the reserve responders can also be tapped as a "ready training reserve" to replace people who retire, said Sharon Subadan, deputy county administrator for public safety and community service.

Subadan said the department will also use the Reserve Responder Program as a way to recruit new firefighters and paramedics in low-income communities, where such a career is a viable option for youngsters but not one they might readily target.

"We think it will be a great recruiting tool," Rogers said.

Hillsborough dousing last sparks of volunteer fire force



FILE/STAFF

Six volunteer fire associations were still functioning before a county audit was released in September.

Related



[Plant City firefighter of the year](#)



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By MIKE SALINERO | The Tampa Tribune
Published: November 15, 2012

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TAMPA --

The nights when a phone rings and a private citizen leaves his bed to fight a fire in rural Hillsborough County are just about over.

Today, county commissioners are poised to eliminate the last three volunteer fire associations still staffed either partially or fully by volunteers. Hillsborough County Fire Rescue will control all county fire stations as of Jan. 1.

Six volunteer fire associations were still functioning before a county audit was released in September. Among the audit's findings: Volunteers often lacked the experience and qualifications that career firefighters must have, and guidelines were not in place to ensure that volunteers operate according to county standards.

"The key thing is that the level of experience and training is going to go up overnight" once the transition is final, said county Fire Chief Ron Rogers. "The important thing to focus on is this is not a condemnation of volunteers."

The audit also found that communications between Fire Rescue and the volunteers were haphazard. Two departments — Cork-Knights near Plant City and Dover-Turkey Creek in east Hillsborough — had not complied with Internal Revenue Service reporting rules for nonprofits, auditors found.

The other volunteer departments — Lutz, North Brandon, Bloomingdale and Sundance — filled out their tax forms correctly.

Mark Curts, chief of the Dover-Turkey Creek volunteer association, said his group and Cork-Knights did not file the nonprofit tax forms because the IRS had purged them from the rolls for failing to meet the minimum contributions threshold.

"We did not know we needed to reapply," Curts said. "When that information was provided to us, both Cork and Dover immediately filed with IRS and are in the process of correcting that problem."

* * * * *

To complete the takeover, the county must hire 78 full-time firefighters at a cost of \$5.2 million. Rogers said the money will come from a county reserve fund in the coming fiscal year, but commissioners will have to find a permanent funding source after that. Fire Rescue is one of costliest departments in the county administrator's budget at \$111 million. The department has about 900 employees, not including the 78 new positions.

Rogers said as the county has grown to 1.2 million people, the original model for volunteer departments — community residents contributing to their own fire protection — has largely disappeared. Now, a volunteer for the Lutz Volunteer Fire Association could live in St. Petersburg or Pasco County.

And as the pool of community residents willing to volunteer shrinks, the associations find it harder to staff a fire engine.

"They are truly community spirited people," Rogers said. "But when you ask them are there issues in getting people just showing up to staff the truck, they will say yes."

Volunteer departments still cost taxpayers money, too.

Though the associations raise revenue through fundraisers and grants, each also receives \$49,950 a year from the county to cover operations, equipment and training. The county also has a length-of-service award program that costs \$150,000. The money is used to provide financial assistance to associations to retain long-time volunteers.

Curts questioned why the county would want to get rid of a volunteer program that costs \$450,000 a year and replace it with career firefighters who will cost \$5.2 million.

He said most volunteers at his station have the same training rating as career firefighters and have provided a high level of service without complaints from the public.

"How can we claim to save the \$450,000 a year we're providing for volunteer fire protection by spending \$5 million or \$6 million to staff these stations?" Curts asked.

In response, Rogers said the \$5.2 million to hire 78 firefighters will be reduced in 2014 by the \$450,000 now going to the volunteer associations. And though the county will be paying more for fire protection after the transition, all county residents will be getting the same level of quality fire protection for their tax dollars, he said.

"The important thing to look at from the taxpayers' view is every taxpayer is paying the same rate for fire service but they're not all getting equivalent service from the volunteers," Rogers said.

Rogers said there have been "issues" with some volunteer groups, including tankers arriving at fires without water.

"A lot of the issues are related to them not following the rules," Rogers said. "That's not to say career firefighters don't do it, it's just that the frequency is higher with volunteers."

Firefighters at the Lutz department declined to comment. Chiefs or association presidents at the other volunteer departments did not return phone calls.

Volunteers who want to continue helping with firefighting duties can apply for a new reserve responder program, Rogers said. The reserves will provide a fourth firefighter for engines called out to emergencies. County fire engines now respond with just three firefighters due to staffing shortages, Rogers said, but a four-person team is optimal.

* * * * *

The reserve responders also could staff parades and county fairs, Rogers said.

"We want communities that have been involved to stay involved," Rogers said. "What we're trying to do is mold this to be the reserve program that does the things that are needed incrementally by the department that don't justify staffing 365 days a year."

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Huntington Township fire/EMS suggests levy for a paid crew

10:57 PM, Jan 8, 2013 |

[Comments](#)

CHILLICOTHE — The Huntington Township fire chief Tuesday outlined difficulties with having enough volunteers to respond to calls and outlined a potential plan that would include around-the-clock paid staff that would necessitate a levy.

Tuesday was the first of several meetings Chief Larry Cuckler promised to conduct with township residents as he and other staff evaluate plans to improve response time for fire and EMS services.

Calls in Huntington have grown from 152 between 1962 and 1968 to 764 calls in 2012 alone. Of those calls, 581 were for EMS services and 260 of them went to private ambulances at an estimated billing loss for the township of \$63,800.

Calls to 911 are first dispatched to the township. If there is no response after five minutes, the dispatcher automatically tries to get a private ambulance service to respond. If a private ambulance is not available, the dispatcher then tries to get another township to respond. Departments have to have a minimum of a two-person squad to respond to a call.

While the 47 percent of the township's calls have a response time of 10 to 15 minutes, private ambulances can take up to 30 and 40 minutes, depending on where they are located when they are dispatched. Cuckler pointed out that the private ambulances provide assistance more as a favor to communities when possible, but their primary [business](#) and source of income is private contracts and appointments.

“We’re running into more and more times where a private ambulance is not available. ... It’s getting tougher and tougher to do that. All these townships are getting into the same predicament. It’s not just a Huntington Township problem. It’s not a Ross County problem or an Ohio problem, it’s every place in the United States. There aren’t enough volunteers,” Cuckler said.

While the Huntington department has 44 volunteers on its roster, a review of responses to calls in 2012 show most calls from 3 a.m. to 10 a.m. and again from 1 to 4 p.m. The best response from volunteers come on the weekends.

Cuckler outlined the typical complaints about volunteer issues, with the first being most [homes](#) have both people working to make ends meet, leaving little time to volunteer. Another big issue is the amount of hours it takes to become certified — 130 hours for an EMT, 954 hours for a paramedic and 36 hours for a volunteer firefighter — and the hours of training to remain certified.

“People look at that and say, ‘I just don’t have the time to do it. I can’t afford that much time away from my family,’” Cuckler said.

While they temporarily offered a stipend per call, they ran out of [money](#) and still had the problem of people working and not being available.

His suggestion is to follow Union and Green township departments, which have put on levies to have a partially paid crew. However, Cuckler’s initial suggestion was to have a 24/7 paid crew with three people on duty from 7 a.m. to 7 p.m. Monday through Friday and two on duty the rest of the time.

All staff would be part-time, meaning they would not receive medical benefits and would be paid between \$8 and \$12 per hour, depending on certification. Salaries alone, figuring all hours paid at \$12 per hour, would cost \$247,104.

Figures on other additional costs, such as workers’ compensation, paying into the Public Employees [Retirement](#) System, as well as increased costs for supplies and maintenance due to increased call response, have yet to be calculated.

To generate the salaries alone, the township would need to pass a 4-mill levy, which would cost the owner of a home appraised by the county at \$100,000 an additional \$126 per year. Former county commissioner Frank Hirsch, who lives and

operates a business in the township, said that a boost in fire service also could equate to a boost in Insurance Service Office rating and subsequently a savings on home insurance.

Cuckler said he already is in the process of getting the township's current rating, which is a 9 on a 10-point scale, evaluated. A lower number is better, and he expects they should be able to get that rating to a 6 the way the department is now and possibly even better if they have the day crew.

Cuckler speculates the savings residents would see on insurance would at least pay for the amount needed for the levy, and services would be improved.

Cuckler emphasized several times during the meeting that no idea has been set in stone and that officials wanted to put the idea and an initial figure out to the community to consider. He intends to have another meeting in February with more complete estimated costs and to garner more community feedback.

If the township trustees do put on a levy this year and if it passes, the township would begin seeing the tax [funds](#) in spring 2014, which is when the paid staff plan would be implemented.



APPENDIX 3

County-wide Fire Agencies



[GOVERNMENT](#), [POLICE & FIRE](#)

Camco Shared Services Police and Fire Idea to be Pitched to Locals

State Senate President Stephen Sweeney spoke on the subject in Collingswood Tuesday.

By [Deena DiBacco](#) | [Email the author](#) | January 26, 2011

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State Senate President Stephen Sweeney, Camden County Freeholder Director Louis Cappelli Jr. and four area mayors held a press conference at Collingswood Community Center Tuesday to discuss the possibility of creating a shared countywide police and fire department.

In addition to Collingswood Mayor James Maley, who acted as Tuesday's host mayor, Cherry Hill Township Mayor Bernie Platt, Somerdale Borough Mayor Gary J. Passanante and Lindenwold Borough Mayor Frank Delucca Jr. spoke about the potential of shared public safety in Camden County.

According to Sweeney, New Jersey's economic crisis accounts for numerous police and fire department layoffs that have occurred throughout the state.

"We have way too much government (in New Jersey), and we are in a crisis right now," Sweeney said. "We have to find a way not to take any more police off the street, but reduce the cost and put more police and firefighters on the street to protect our citizens."

To highlight financial problems municipalities have encountered, Cappelli cited the state's 2 percent cap on property tax increases.

"These four mayors standing here are facing a task this year that they've never dealt with in the past—the 2 percent cap," Cappelli said. "It is impossible to continue to provide the same services that we've previously provided with this cap in place."

To avoid cutting any more public safety personnel, the county has proposed a shared services plan—an optional service that would provide interested Camden County municipalities with shared police and fire services.

Sweeney said the proposed countywide service would save municipalities money over time, and would put more public safety employees on the streets—making up for the decrease in safety caused by recent police and fire department layoffs.

Gloucester Township Mayor David Mayer has expressed willingness to meet with county officials to learn more about the plan.

"I believe the Gloucester Township police and fire departments are the best in the state and they provide the most essential service for our municipality—preserving the health and welfare of our community," he said in a statement issued last week by the county. "I welcome the discussion of shared services, and I look forward to reviewing a more detailed county plan, when it is available, with our Gloucester Township police and fire chiefs."

While no formal plans have been submitted, officials said Tuesday they plan on meeting with interested Camden County mayors, police chiefs and fire chiefs to discuss options.

"On Feb. 1, we will be meeting with Camden County mayors, police and fire chiefs," said Cappelli, adding that officials from every municipality in the county have been invited to attend. "The meeting will be a formal discussion about different departments in the county, and we'll gather information from the mayors to see what interest they may or may not have."

Municipalities, said Sweeney, would not be required to participate in the county's proposed public safety, shared services endeavor, and town officials are not required to attend the Feb. 1 meeting.

Camden County Freeholder Rodney A. Greco, who is the freeholder board's public safety liaison, was also present at the press conf

ROANOKE.COM – DEC. 2, 2010

Vinton fire crew needed 10 minutes to go half-mile

Roanoke Co.'s fire chief said the station's response would be monitored and addressed if needed.

By [Amanda Codispoti](#)

981-3334

Robert Mullins watched flames shoot out of his Vinton home for seven minutes Monday night before a Roanoke fire truck rolled up.

It was followed by a Vinton fire truck, which took 10 minutes to arrive from the station that was less than a half-mile from the fire.

"Certainly we'd like for that to be better, being so close to the station," said Roanoke County Fire & Rescue Chief Rick Burch.

After 6 p.m., the Vinton fire station relies on 22 volunteers, many of whom respond to fire calls from home. The fire truck can't leave the station until at least three firefighters are on board, and that's what caused the 10-minute response time Monday night, Burch said.

There are no countywide response time goals, Burch said, adding that the response time for Catawba would be very different for Vinton.

"We just monitor it, and if we see something that we think took too long, we'll look at it and see what the issues are," he said.

The National Fire Protection Association recommends that an urban, volunteer fire station such as Vinton's get 15 firefighters at the scene of a fire within nine minutes 90 percent of the time.

Slow response times in Vinton prompted Burch two years ago to seek funding for career positions to staff the station 24 hours a day, he said. He couldn't get the funding because of budget cuts.

"We've known for a while that there's issues, but we don't have the resources available to resolve the problem," the chief said.

The fire at the duplex in the 200 block of West Cleveland Avenue displaced three residents, killed three pets, including Mullins' cat, and caused \$150,000 in damage. No one was hurt.

Mullins didn't want to be interviewed, said his nephew, Tommy Mullins. Tommy Mullins is a former volunteer firefighter and said he and his parents, who own the duplex, understand why it took Vinton firefighters 10 minutes to get to the house.

"We're not upset," he said. "We're wishing Vinton would utilize our tax money" for career firefighters.

Firefighters from Read Mountain, Mount Pleasant and the North County station were also called to the blaze, which took about 40 minutes to quell.

Roanoke fire trucks from stations No. 6 on Jamison Avenue Southeast and No. 1 on Franklin Road Southwest were called to the fire as part of a mutual aid agreement between the city and county.



APPENDIX 4

Residential Sprinklers In New Jersey



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media

NJTODAY.NET
Online Business Directory

Assembly Panel Approves Bill Requiring Fire Suppression Systems in New Homes **December 6, 2012**

Assemblyman John Wisniewski

TRENTON – An Assembly committee approved fire safety legislation on Thursday that was sponsored by Assembly Democrats John Wisniewski, Jerry Green and Mila Jasey that would require the installation of a fire suppression system in new single and two-family homes.



“This is a simple, commonsense step that will quite simply save lives and property,” said Deputy Speaker Wisniewski (D-Middlesex). “We know these suppression systems are effective, so there’s really no reason why they shouldn’t be as commonplace in new construction as windows and doors.”

“Ensuring public safety is among our top priorities, and this would be an important step toward ensuring fire safety in new construction,” said Speaker Pro Tempore Green (D-Union/Middlesex/Somerset). “A change like this can go a long way toward saving lives of residents and firefighters, and that’s always a good thing.”

The bill, named the “New Home Fire Safety Act”, requires the installation of a fire suppression system in new single and two-family homes. Under the bill (A-1570), a certificate of occupancy would not be issued for a new home until the state or local code enforcement agency determines that the home is equipped with a fire suppression system that conforms to State Uniform Construction Code systems promulgated by the Commissioner of Community Affairs.

The bill would exempt all manufactured homes as well as any single and two-family homes that are not connected to public water systems.

The bill permits municipalities and the Commissioner of Community Affairs to each establish a fee that covers the cost of inspection and the issuance of a certificate of occupancy.

The bill was approved by the Assembly Housing and Local Government Committee.



APPENDIX 5

Overreliance on volunteers can mean that calls go unanswered.



Station did not answer fire call

the fire might have caused less damage had there been any firefighters at the nearby Chancellor Volunteer Fire and Rescue station 7.

BY JONAS BEALS

Date published: 10/31/2011

BY JONAS BEALS

Some time early yesterday morning, a house in [Spotsylvania County](#)'s Fawn Lake subdivision caught fire.

A call for help came in to the county at 12:58 a.m. Eighteen minutes later, a fire truck from Chancellor Volunteer Fire and Rescue station 5 arrived to find the roof and second floor engulfed in flames.

Other units arrived on the scene from Spotsylvania Fire and Rescue station 1 and Chancellor Volunteer Fire and Rescue stations 6 and 10. A truck came from the Lake of the Woods fire station, and the fire was eventually extinguished.

The two residents of the house made it out safely, as did their pets. There were no injuries to any firefighters.

Spotsylvania Fire and Rescue officials did not have damage estimates as of last night.

But the fire might have caused less damage had there been any firefighters at the nearby Chancellor Volunteer Fire and Rescue station 7.

"There was no response from station 7," said Spotsylvania Fire and Rescue Deputy Chief Monty Willaford.

If that sounds familiar, it is because a Fawn Lake house burned to the ground in 2003 after an identical 18-minute response time. Like yesterday, there was no response from station 7.

As a result of the 2003 fire, Fawn Lake resident Sheryl Bennett started the Spotsylvania Coalition for 24/7 Coverage. She said that the future of 24/7 coverage rests with the Board of Supervisors and how they choose to proceed with improving coverage.

"People should be aware of their own nearby stations," she said. "And thanks should be given to the people who are there. They need to be told they're appreciated."

Chancellor VFR Administrative Chief Kevin Dillard said there would have

"absolutely" been a better response time to yesterday's fire if that station had been staffed.

But he also said that station is the hardest one to man with volunteers--a fact recognized by the county when they agreed to start putting 24-hour career coverage there earlier this year.

But the paid staff work only from Monday mornings to Friday evenings, leaving the weekends without staff.

Yesterday's fire came at a time when county officials are trying to shift from separate career and volunteer staffs to a "combination" system that could, conceivably, fix some of the holes in the coverage schedule.

"Station 7 has had some significant staffing problems," Willaford said. He said that the Spotsylvania Board of Supervisors will get a report on station 7 at their Nov. 10 meeting.

Dillard is fully aware of the problem, and the growing challenge of recruiting volunteers.

""We haven't given up on trying to staff out there," he said. But he also said that "it's going to take a while" for the county to get career staff there to man the station 24/7.

Source: *Cincinnati Enquirer*

UPDATED 11:47 PM EDT Jun 18, 2012

Number of volunteer firefighters has dropped

Some communities have longer response times

Growing volunteer firefighter shortage causing delays in response

TRENTON, Ohio -

Several small fire departments in the Tri-State area are struggling to find volunteers to cover all their shifts.

The shortage is growing. The number of volunteers in Ohio has dropped 6.5 percent in the last few years.

Bigger cities, like Cincinnati, have full-time firefighters. However, many smaller communities rely on volunteers to make their runs.

Now, fewer departments are able to cover all their shifts.

Fire crews are called to emergencies in all kinds of weather. Some emergencies are fires, but even more are medical runs.

"It's hard to get volunteers," said Trenton Fire Chief Darrell Yater.

In Butler County, the Trenton Fire Department relies on volunteers. The fire chief is part time and says the department has 38 volunteers.

"It's hard to cover shifts. For example, Saturday and Sunday this past weekend, we had no crews. We had to give up five runs to mutual aid departments," Yater said.

Trenton is not alone. Many smaller fire departments are also short-staffed.

Amanda Buck lives in Trenton and supports a November levy that would pay to hire part-time workers to cover all shifts.

Read more: <http://www.wlwt.com/news/local-news/hamilton-county/Number-of-volunteer-firefighters-has-dropped/-/13550662/15150202/-/6vuuosz/-/index.html#ixzz1yGTK87Z5>

Can a shrinking volunteer firefighting corps continue to do the job?

Source: Pittsburgh Post-Gazette

June 14, 2012 9:19 am

John Heller / Post-Gazette

Lt. Don Knouse, a volunteer fire fighter from Moon, scrambles up the ladder of a "squirt truck" during a pump practice drill at the station in Moon.

 Print  Email  Read Later

By Taryn Luna

A 75 percent decline in volunteer firefighters in four decades in a state system that lacks safety nets has some fire officials -- from the top man in Harrisburg to chiefs in Allegheny County -- worrying about the future of fire protection in Pennsylvania.

"There will have to be some major incentive programs to attract more volunteers. Some communities may not have any protection at all," said state fire commissioner Ed Mann, also a volunteer chief in Mifflin County.

As the number of volunteers continues to drop -- 300,000 served in the state in 1970 compared with fewer than 70,000 today -- the service model that relies on these men and women to protect boroughs and townships remains.

Officials also fear that, with little oversight or regulation and without a community's elected officials remaining vigilant or departments seeking help, the deterioration of service can go unnoticed.

"There have been small changes made along the way, but there have been no substantial changes made to the fire situation in Pennsylvania," Mr. Mann said.

"When you look at the problems that were identified in the '70s and you look at some of the problems that you're looking at today, there are the same issues."

In 2005, Mr. Mann testified before a joint committee of the state House and Senate in agreement with the findings of a report that suggested volunteer fire companies merge to provide the best service possible. A senator asked him if his testimony was an attempt to sound the alarm.

"I said, 'No, senator, I'm not sounding the alarm,' " Mr. Mann recalls. "We've already burned the building down, and we're all standing around the ashes trying to figure out what went wrong."

In Allegheny County, the decline in the number of volunteers is evident with fewer firefighters responding to calls, greater call volumes and growing service areas as companies elect to back each other up because they are often unable to put out fires alone.

More difficult to ascertain is whether service has been negatively impacted by the drop. Volunteer departments aren't required to adhere to any state or county performance standards.

Taryn Luna: tluna@post-gazette.com or 412-263-1985.

First Published June 14, 2012 12:00 a

Brian Goss · Top Commenter · Fire Chief at City of Brentwood, Tennessee

I am not anti-volunteer by any stretch of the imagination, but it sounds like it's time for Pennsylvania to join the rest of the nation (and the 21st century) by organizing their fire service, consolidating where it makes sense, and creating full-time departments where property and population justifies it. The time for defending your "kingdom" has long passed--put down your septors and cooperate for the good of those you serve.

[Reply](#) · [7](#) · [Like](#) · [Follow Post](#) · 20 hours ago

Townships facing lack of volunteer firefighters

Hot Topics

STAFF PHOTO BY MARSHALL GORBY Volunteers make up about 70 percent of firefighters in the U.S., according to Kimberly Quiros, director of communications for the National Volunteer Fire Council. But the number of volunteer firefighters has dropped by 14 percent nationwide since 1984.

Source: *Ohio Daily Dispatch*

Updated 8:36 AM Friday, June 8, 2012

By [Michael Cooper](#), Staff Writer

Some local township fire departments are facing a lack of volunteer firefighters, a trend that's been seen nationwide.

In Pleasant Twp., its membership has dropped nearly in half in a little more than a decade as older volunteers haven't been replaced.....

Fire departments seeing decrease in volunteers

Posted: Apr 18, 2012 10:13 PM EDT

Updated: Apr 19, 2012 4:31 AM EDT

Posted by Erin Kelly - [email](#)

WATERVILLE, OH (WTOL) – Fire departments are seeing a dramatic decrease in volunteers, and that can mean serious problems for those in an emergency situation.

The Waterville Fire Department is just one of the local stations seeing a decrease in volunteers, and they say response times are going up because of it. "This isn't just Waterville, or Lucas County, or Wood County, this is national," said Fire Chief Steve Parsons.....

Also See: Several trends are making it more difficult to retain volunteer firefighters By Tracey Read

TRead@News-Herald.com

Published: Friday, May 18, 2012



APPENDIX 6

Volunteer Recruiting



Two volunteer fire departments seek recruits

By **Brandi Watters** The Herald Bulletin

ANDERSON, Ind. — Two area fire departments say they are facing a shortage in volunteers, and are looking for a few good men, women, and teenagers.

The Richland and Frankton fire departments are traditionally known as volunteer fire departments but their members are paid a small stipend for responding to emergency calls these days.

Even so, it's not a lot of money, close to \$1 per emergency call, and the number of people willing to do the job has dropped.

Richland Fire Chief Bryan Frank said he has 48 members on his department. Less than 20 regularly respond to emergency calls.

That's not because they're bad firefighters, according to Frankton Fire Chief Rob Amick.

The change in response is a sign of the times, he said.

"It used to be that the guys on the volunteer fire department were farmers or mechanics. They had their businesses here in town. They could shut their door to their barber shop. They could stop what they were doing and people understood that they were going to help," Amick said.

"The farmers would stop their tractors in the field and respond to calls. Today, there's not a lot of jobs around that you don't have to drive for."

Many of the Frankton firefighters work in Muncie, Anderson and Indianapolis, he said.

That leaves the department low on manpower when emergency calls come during work hours.

Frank is most concerned about his manpower in the future. Four of the most dedicated members of his department are leaving for military service soon.

Although both Frankton and Richland are parts of township government, the fire departments created a fire territory to protect them in the event that townships are dissolved by state officials.

The territory has helped Amick gain better control of his budget, and he can finally afford to outfit new recruits.

In the past, Amick struggled to pay for the equipment needed for a new member. “To outfit a fireman is extremely expensive.”

All gear included, a typical firefighting outfit costs \$2,500, he said.

Now, Amick has the funds to outfit new recruits, but has no new recruits.

He needs particular help manning the Frankton fire station located in Lafayette Township on Madison Avenue, he said. “We need help to get those trucks out the door.”

Amick has 22 firefighters now, and would like to recruit 10 new members.

Although the firefighters are paid meager wages for their service, most agree that the sacrifice is worth it.

Firefighter Bob Wagner is just 20 years old and will soon become an instructor with the Richland Township Fire Department. A full-time college student, Wagner said becoming a firefighter has helped improve his resume and given him access to networking opportunities in the public safety field, where he eventually wants to make a career.

Wagner said he even earned 12 credit hours at college for his fire certifications. “It’s really prepared me to enter the job market

Young and old, all are needed, Frank said.

Although a person must be 18 to become a firefighter, Richland Township Fire Department has a cadet program designed to help train the future firefighters.

The program is designed to give teens aged 14 to 17 an opportunity to get hands on experience in a firehouse while training with actual firefighters.

Older citizens are not excluded, Frank said. “The hard firefighting jobs are a young person’s thing, but if someone’s in good health, we can always use them.”

The real appeal of joining the fire service, Frank said, is the brotherhood among firefighters. “It’s a big family.”

Contact Brandi Watters 640-4847, brandi.watters@heraldbulletin.com

NJ town may ease volunteer firefighter requirements

Under the township code, a firefighter can be dismissed if he doesn't respond to 50 percent of the fire calls for two straight years

By Kimberly Redmond
The Record

SOUTH HACKENSACK, N.J. — The Township Committee is expected to introduce an ordinance that would reduce the number of calls a firefighter must respond to in order to maintain good standing in the volunteer fire department. The changes to the township code, which were recently proposed by the fire department's board of officers, will help "modernize and bring it up to date," Fire Chief Mike Nasta said at a recent Township Committee meeting.

Nasta said that the board hopes to give township firefighters every opportunity to stay in the department, but many are working two jobs due to the poor economic climate. Those additional jobs, he said, sometimes make response to alarms difficult. Under the township code, a firefighter can be dismissed if he doesn't respond to 50 percent of the fire calls for two straight years.

The board of officers has suggested decreasing the requirement to 40 percent. The board proposed a similar change on clothing allowances. Members who don't meet the 50-percent attendance requirement are not given a clothing allowance. The board has suggested amending that figure to 40 percent.

The board also proposed to change the special clothing allowance for members with 25 years in good standing. They now receive the allowance if they have an attendance rate of 50 percent. That would be changed to 40 percent. The board asked Township Attorney David Nasta to draft an ordinance for future consideration.



APPENDIX 7

Governor Christie & Public Worker Health Care

Christie wants public workers to pay more for health care benefits

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Julio Cortez New Jersey Governor Chris Christie alks with Bob Myers, right, of North Arlington, N.J., and Gene Hammerle, 59, of River Edge, N.J., at the end of a town hall meeting concentrating on Christie's reform agenda at the 2001 Paramus Elks Lodge of the Benevolent and Protective Order of Elks, Thursday in Paramus. Myers, a retired teacher, said the governor "has effectively trashed my profession."

Posted: Thursday, January 13, 2011 11:00 pm | *Updated: 11:01 pm, Thu Jan 13, 2011.*

By **ANGELA DELLI SANTI** Associated Press |

PARAMUS - Gov. Chris Christie proposed significantly higher health insurance premiums for hundreds of thousands of public workers in New Jersey on Thursday, saying overly generous benefits are threatening to bankrupt the system.

Christie told a packed town hall audience in Bergen County that state and local workers, teachers, police and firefighters must begin paying more for their medical and dental benefits if the system is to remain afloat. The health benefits fund is \$67 billion shy of meeting its eventual obligations.

"We have to have a plan where everybody has skin in the game," Christie said to applause from a supportive crowd of 500 in Paramus.

Christie hosted his first town hall meeting with voters since unveiling his agenda for the coming year on Tuesday. He said changes in health and pension benefits, and overhauling teacher tenure are top priorities.

Christie wants benefits changes that make the health insurance system more like the private sector or the federal government, with employees paying about one-third of the costs of whatever benefits plan they choose. The government picks up the other two-thirds.

That would amount to a significant increase from the 1.5 percent of salary employees now pay. A teacher earning \$60,000 now pays \$900 a year toward a plan that costs \$22,000, Christie said. Under his proposal, that teacher would contribute \$7,333 a year for an identical plan.

The changes also could result in inferior benefits, as some workers would be forced to accept plans with higher deductibles and copays or limited choice of doctors, to keep down costs.

Christie said health benefits for current workers and retirees cost New Jersey taxpayers \$4.3 billion a year and the amount is growing. He said the state cannot afford to have worker benefits eating a larger and larger portion of state, local and school budgets.

The governor also renewed his call for changes to the pension system that include raising the retirement age to 65 from 62, rolling back a 9 percent pension increase granted a decade ago, and requiring all workers to contribute 8.5 percent of their salaries toward retirement, a higher portion than all but police and firefighters pay now.

Christie said adopting major changes to the pension system this year would cut the funds' \$34 billion unfunded liability in half in 30 years.

He said his proposals "introduce fairness and shared sacrifice in these tough economic times."

Christie called on the Legislature to act before recessing in July. But it is unclear how far Democrats who control the Senate and Assembly - and the legislative agenda - will be willing to go amid opposition from the unions, which are major constituencies, in an election year.

Christie said he is proposing the changes to shore up the health and pension systems, not just to be tightfisted. He said the changes are part of his long-term plan to reduce state debt and introduce more fiscal responsibility to stabilize property tax growth.

The Legislature enacted some pension and health benefits reforms last March, but those affect new workers, not the existing work force and retirees.

Despite a new 2 percent cap on property tax increases, New Jerseyans are likely to see their property taxes continue to rise at a rate that exceeds 2 percent. A look at property taxation around the state by the Star-Ledger of Newark published Thursday shows local taxes jumped 7 percent last year. Less than 25 percent of taxpayers saw increases of under 2 percent, the analysis showed.

The governor also beat the drum Thursday for major education changes that include scrapping teacher tenure, creating a merit-pay system, introducing school choice, adding charter schools and closing poor-performing schools.

"This is the fight," he said, referencing his ongoing battle with the state teachers union, which opposes most of his proposal.



APPENDIX 7

Entry 2: Ocean City Considers replacing Firefighters with EMTs



Council: Replace retiring firefighters with EMTS

Written by LAURA STETSER

Average OC firefighter makes more than \$100K

Some members of City Council Thursday questioned the administration's handling of staffing needs at the city's fire department. Councilmen Keith Hartzell and Scott Ping asked for Mayor Jay Gillian's perspective on a potential "model change" for the department during the next budget year.

During a report on citywide staffing totals given by Director of Finance Frank Donato, Hartzell and Ping discussed hiring emergency medical technicians instead of firefighters as openings become available.

The average Ocean City firefighter makes more than \$100,000 per year, Hartzell said, while the average EMT nationwide might make closer to \$40,000 per year. He projected that the city could save \$60,000 annually per employee by replacing the firefighters with EMTs as openings arise.

Currently, the department has a staff of 62 with two administrators and three platoons, each with 19 firefighters and one EMT. Gillian recently authorized the hiring of two new firefighters to fill the spots of retiring members.

"I am extremely disappointed in the administration not discussing the hiring

of two firemen, because we had had discussions about a possible model change,” Ping said. “For us not to change this model and give the taxpayers a break just makes no sense to me. I just don’t understand why we would do business as usual, just because the money is there.”

Hartzell said the department runs ambulance service with nine employees that are assigned to perform EMT tasks. Three of those are EMTs and the remaining six are firefighters with EMT certification.

“There’s a huge cost savings, and the time is now,” he said. “I would really like the administration to step up the effort and explain why it would work or why it wouldn’t,” Hartzell said. Both men said they don’t anticipate response time to change or services to be altered by their proposed change.

Monday, 26 September 2011 09:42



APPENDIX 8

Camden 23% Tax Hike

Camden council OKs prospect of 23 percent property tax hike

8:40 AM, Jan. 28, 2011 |
[Comments](#)



Aerial view of Camden / C-P File

Written by

LUCAS K. MURRAY
Courier-Post Staff

CAMDEN — A plan to raise taxes that was unanimously approved by Camden City Council could translate to a 23 percent increase in property taxes. The plan will go before New Jersey's Local Finance Board in Trenton today for approval.

Nearly 400 city workers -- including half its police department and a third of its fire department -- were laid off this month as Camden struggles to whittle away a staggering budget gap.

An average yearly payment for this percent increase is about \$160 for a home assessed at the city average of \$26,000. City taxpayers already pay about \$1,200 in property taxes

"Given the city's \$26.5 million budget deficit, the levy waiver means the average homeowner will pay a little more than an additional \$10 per month towards their municipal taxes to pay for vital services residents expect, like public safety," Mayor Dana Redd said of the plan approved Wednesday.

Currently New Jersey municipalities are under a stringent cap on property taxes.

The increase Camden officials are looking for the state to approve is allowable by law. However, it barely skirts provisions set to take effect for fiscal year 2012 that requires voter approval for tax increases above the cap....

It addresses an immediate need in the city, officials said. This increase could bring in \$4.2 million in additional revenue.

"We have to find ways of paying for public safety," Redd said. "This is one of the measures we have to undertake in order to help us bring back officers and firefighters."

Redd noted the city's lackluster tax collection rate is of concern to her. It's of no help either that a large proportion of Camden consists of government-owned properties and tax-exempt properties, such as churches, hospitals and universities.

Within Camden's 9.3 square miles are large swaths of land, mostly in its central business district and along the waterfront from which property taxes aren't collected. They are either exempt or involved in payment in lieu of taxes agreements



APPENDIX 9



ISO and Home Insurance Clifton, NJ and Passaic, NJ

New Clifton Fire Department rating could decrease home insurance rates

FRIDAY, SEPTEMBER 30, 2011 LAST UPDATED: FRIDAY SEPTEMBER 30, 2011, 1:27 AM

BY ADAM GREENBERG

STAFF WRITER

CLIFTON JOURNAL

[PRINT](#) | [E-MAIL](#)

[CLIFTON](#) – City residents do stand to receive reduced fire insurance rates after Insurance Services Office, Inc. (ISO) upgraded the [Clifton](#) Fire Department to an elite classification, but it is going to depend entirely on the insurance company.

Earlier this month the [Clifton](#) Fire Department joined a very exclusive club when they earned an ISO upgrade to Classification 2 from Classification 3. Only 12 fire departments of 668 evaluated by ISO in New Jersey have obtained a Classification 1 or a Classification 2.

One of the possible perks of receiving a classification upgrade is reduced fire insurance rates on residents' homes, but it depends wholly on the insurance company and City Manager Matthew Watkins indicated there may be some insurance companies who are not onboard. Acting Fire Chief Brian Mulligan announced at the Sept. 6 meeting of the municipal council that the classification upgrade would not go into effect until Jan. 1, 2012, but some residents have already started reaching out.

One resident indicated she had contacted State Farm Insurance and a representative said the upgrade had no bearing on her home's insurance premium and that rates would not be reduced.

Watkins said the City was cautioned by ISO not to give out a possible dollar amount for potential fire insurance rate reductions because there are too many variables and circumstances.

With the ball completely out of the City's court, Watkins said the best move now for residents interested in saving a buck come January is to get in touch with a supervisor at your homeowners insurance company and explain the situation. The [Clifton](#) Fire Department scored an 86.28 out of the 100 point ISO evaluation. The [Clifton](#) Fire Department received a 76.83 in 1998, earning a Classification 3.

Fire service upgrade may led to insurance rate cut

WEDNESDAY, JANUARY 11, 2012

BY RICHARD COWEN
STAFF WRITER

THE RECORD
[PRINT](#) | [E-MAIL](#)

[PASSAIC](#) — Property owners could see a reduction in fire insurance premiums now that the city has received an improved safety rating from the Insurance Services Office. The ISO recently surveyed the [Passaic](#) Fire Department and issued a Class 2 safety rating, which took effect on Jan. 1. The Class 2 rating is an upgrade from the Class 3 given to Passaic in 2011.

[Passaic](#) Fire Chief Patrick Trentacost said the better rating would help residents and businesses qualify for lower fire insurance premiums. But reductions are not automatic; property owners must contact their insurance companies and inform them of the city's improved Class 2 rating, Trentacost said.

"It is both my privilege and my duty to inform the residents and businesses of the city of [Passaic](#) of the upgrade in our fire department's Public Protection Class," Trentacost said in a statement released on Wednesday. "We are among a very distinguished group of fire departments in the state of New Jersey."

The ISO is a private ratings service that analyzes risk for the property/casualty insurance industry. The ISO surveyed 668 fire departments and fire districts in the New Jersey and analyzed equipment, staffing, training, communications and the quality of the water suppression system.

Ratings are assigned on a scale of 1 to 10, with Class 1 being the highest. The [Passaic](#) Fire Department was one of only 13 departments in New Jersey to receive a Class 2 rating or better. The agency upgraded [Clifton](#) to a Class 2 rating last fall.

For more information on the ISO's Public Protection Classification system, call the ISO at 800-444-4554.

Email: cowenr@northjersey.com



APPENDIX 10



Apparatus and rolling stock

Schooley's Mountain Fire Company Apparatus

Engine 3-1



2003 Pierce Dash

Engine 3-2



2009 Pierce Contender

Command 3-60



2005 Dodge Durango

Command 3-70



2001 Ford Interceptor

Quint 3-9



1997 Pierce Dash

Hose Tender 3-5



2005 Freightliner/National Foam

Support 3-4



2011 Ford F-250

Special Operations



2005 American Haule

Fairmount Fire Company Apparatus



Chief 2-60

The command vehicle is a 2006 Ford Expedition. The command vehicle is used by the Chief, or officer in charge, to respond directly to scenes and coordinate the incident. The vehicle is equipped with numerous radios, tools, and pre-plans, along with a custom fire service cabinet which includes a workspace for the officer to coordinate the incident.



Engine 2-1 2003 Pierce Dash

4-wheel drive capability

166.5" wheelbase

Cummins ISM-500 diesel (6 cylinder; **500 HP**)

Jacobs engine brake

Allison HD4060P 4-speed automatic transmission

[Compressed Air Foam System](#) (C.A.F.S) capability

- Four discharges

- 200 CFM (cubic feet per minute) air compressor

Pierce Dash cab with seating for seven, A/C, power window Pierce Command Zone Electronics and Control System

500 gallon water tank

25 gallon foam tank

Hosebed capacity:

- 1200' of 5"

- 250' of 3"

- 200' of 2"

Warn M6000 winch

Ladders

- 26', 3 section extension ladder

- 12' roof ladder

- 10' folding attic ladder

Hale PSD 1,250 single stage 1,250 GPM PTO Pump

Will-burt Night Scan Chief NS6-3000 light tower

Onan HDKAG 10.0 kw diesel-water cooled generator

Akron #3440 "Deck Master" remote control master stream with Elkhart #SM-100E Select-O-Matic nozzle

Custom Graphics



Engine 2-2
1993 Pierce Dash

1500 GPM Pump
1000 Gallon Tank
2250' 5" Hose



Tender 2-7
2007 4Guys/Spartan Gladiator

Caterpillar 525 Horsepower engine
Allison automatic transmission
Multi-plex electrical system
3,500 Gallon poly water tank with stainless steel

wrap

2,000 GPM Waterous pump
Stainless steel fire body
Two Ziamatic hydraulic Fold-A-Tank racks
10" Side dumps located between the tandem

axles

12" Rear dump



Utility 2-8

The newest addition to our fleet is a 2011 Ford F350 Utility Body. The body was custom designed by members of the fire company to best suit our needs. The body was built by Transtar Truck Body & Welding of Califon, NJ. Emergency Lighting and Radios were installed by Spectrum Communications, Kenvil, NJ. Graphics were designed and applied by Ultimate Alphabet, Kenvil, NJ. The truck was purchased to assist with public service calls, traffic assists, and personnel transport. The truck carries medical equipment, forcible entry tools, ropes, cones, flares, fire extinguishers, cribbing, among other supplies. Shortly after placing it in service, the truck responded to dozens of public assistance calls during the flooding incidents of 2011.

The truck was purchased entirely by fundraising efforts including the yearly fund drive, pancake breakfasts, and coin tosses. The members of Fairmount Fire are extremely grateful to the residents of Washington & Tewksbury Township for making this truck possible.

Long Valley Fire Company Apparatus

1991 Spartan / E-One



- 1500 GPM / 500 Gallon Water
- 1200' Large Diameter Hose
- Seats Crew of 6
- Multiple Ladders
- Various Tools
- 3 Pre-connect Lines
- AED and Medical Equipment
- Thermal Imaging Camera

1999 Pierce Dash



- Crew of 8 Firefighters
- 1250 GPM / 750 Gallon Water
- Class A / B Foam System
- 1200' Large Diameter Hose
- MVA Clean up Supplies
- Spare SCBA Tanks
- Forcible Entry Tools
- Ventilation Equipment

2005 Kenworth / Pierce



- Up to Crew of 6
- 4000 Cu. Ft. Cascade System w/ 4500 PSI Booster Pump
- Large Telescoping Light Tower
- 10 Spare SCBA Tanks
- Ventilation Equipment
- Scene Lighting Equipment
- Hazmat Supplies
- Various Tools
- Generator



2009 Ford Expedition – Chief's Vehicle



APPENDIX 11

National Fire Academy



U.S. Fire Administration, 16825 S. Seton Ave., Emmitsburg, MD 21727
(301) 447-1000 Fax: (301) 447-1346 Admissions Fax: (301) 447-1441

FA Online - Distance Learning for the Fire and Emergency Services

The National Fire Academy (NFA) is proud to offer the fire and emergency services community a new, more convenient way to receive training with NFA Online. Students can complete courses online anywhere and anytime convenient to them.

Navigate This Topic

- [Registered Students \(Log In\)](#)
- [New Students](#)
- [Browse List of Courses](#)
- [Credit for Courses](#)
- [Help/Important Notices](#)

“Now is the time for the fire community to embrace the future and improve our education through distance learning. Try it, and we think you will agree that NFA Online provides superior opportunity for training and education for the fire and emergency services.”

DR. DENIS ONIEAL, SUPERINTENDENT NATIONAL FIRE ACADEMY

Link of Interest

- [I-100: Introduction to the Incident Command System](#)

NEWS AND FEATURES

- [Coffee Break Training Self-Assessment Volume 19 Now Available](#)
- [Revised Applied Research Self Study \(Q123\) Course Now Available](#)
- [New Course: Hydraulic Calculations for Water-Based Fire Protection Systems Plan Review \(Q137\)](#)

FEATURED COURSE

- [S-190 Introduction to Wildland Fire Behavior \(Q900\)](#)
This course provides instruction in the primary factors affecting the start and spread of wildfire and recognition of potentially hazardous situations.

HELP / IMPORTANT NOTICES

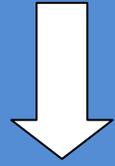
If you have any questions or experience problems while visiting our site or taking any of the NFA Online courses, please do not hesitate to contact our Help Desk at 1-888-834-6976 or through e-mail at help@nfa.plateau.com.



Hurricane Sandy in late 2012 caused long lines of cars and individuals seeking scarce gasoline allotments.

Photo added by William Kramer in the Washington Township, Morris County Fire Department Report.

APPENDIX 12



Grant Funding

Hoboken and Harrison Fire Departments getting shares of federal grant money



By [The Jersey Journal](#)

on January 08, 2013 at 9:00 AM



Hoboken Fire Department will get \$35,440 and Harrison will receive \$30,739 as part of Federal Emergency Management Agency's \$640,000 in Assistance to Firefighters Grant funding to New Jersey fire departments.

Journal file

The Hoboken and Harrison fire departments will each receive more than \$30,000 in federal grant money for new equipment, training or safety operations, U.S. Sens. Frank Lautenberg and Robert Menendez announced.

As part of \$640,000 in Federal Emergency Management Agency's Assistance to Firefighters Grant (AFG) funding to New Jersey fire departments, Hoboken will get \$35,440 and Harrison will receive \$30,739, the senators said.

"This federal funding will help New Jersey firefighters access resources they need to keep our families safe," said Lautenberg, vice chairman of the Senate Appropriations Subcommittee on Homeland Security, which funds the AFG program.

"First responders risk their lives to protect our communities, and we will continue working to provide local fire departments with the federal resources they need."

The AFG grants are awarded to fire departments and Emergency Medical Services (EMS) organizations to improve their capacity to protect the health and safety of the public.

"Our firefighters are ready to sacrifice everything in responding to emergencies and keeping our communities safe," Menendez said in a statement.

South Brunswick Patch

January 15, 2013

Monmouth Junction Fire Department Receives \$200k Grant

Funds can be invested in new equipment and training or safety operations.

By [Davy James](#)

The Monmouth Junction Volunteer Fire Department was one of six departments statewide to receive part of more than \$640,000 in federal funding this week.

U.S. Senators Frank R. Lautenberg (D-NJ) and Robert Menendez (D-NJ) announced Monday the awarding of the funds through the Federal Emergency Management Agency's Assistance to Firefighters Grant (AFG) program.

Monmouth Junction received the highest grant award at \$231,434, money that can be invested in new equipment and training or safety operations.

“Our firefighters are ready to sacrifice everything in responding to emergencies and keeping our communities safe,” said Sen. Menendez via release. “We are obligated to do everything we can to help them obtain the equipment that helps them work safely and effectively. I am proud to have fought to keep the Assistance to Firefighters Grant program from being eliminated in the last Congress. I am committed to fighting for federal resources to aid our first responders in the new congressional session.”

Locally, the East Windsor Volunteer Fire Department #2 also received a \$45,000 grant through the program.

Related Topics: [Assistance to Firefighters Grant program](#), [FEMA](#), and [Monmouth Junction Fire Department](#)

Two S.J. fire companies in line for federal funding

COURIER-POST STAFF • JANUARY 14, 2011

Two South Jersey fire companies hope to benefit from federal funding

In Collingswood, the borough fire department's coffers will be replenished by nearly \$380,000, but the funding must be used to rehire three firefighters and pay their salaries for multiple years. Mayor Jim Maley welcomed the announcement Thursday with caution because he was unsure the borough could commit to grant requirements and keep payroll at the current level with 14 firefighters for the next few years. He specifically cited a state-mandated cap against spending increases as the main reason.

"There are all kinds of rules and red tape, so we'll have to see," Maley said. "This is a good problem to have." The Federal Emergency Management Agency approved the Collingswood Fire Department for a \$377,917 grant under its Staffing for Adequate Fire and Emergency Response (SAFER) program. The competitive grant sets aside money so that municipalities can beef up their front line of firefighters. Meanwhile, the Westville fire department is among 10 in the state that will share more than \$1.1 million in federal funding for training, equipment, vehicle [purchases](#), wellness programs and other support.

The department will receive \$68,780 for operations and [safety](#) expenses as part of the Federal Emergency Management Agency's Assistance to Firefighters Grant (AFG) program.

The money will go toward Class II firefighter training, plus 4,500 linear feet of hose for three fire [trucks](#), nozzles and 50 hydrant adapters that will make firefighters' jobs easier, said Chuck Murtaugh, the fire district administrator.

"This [investment](#) will provide them with the equipment and training they need to continue effectively safeguarding our families and homes," Democratic Sen. Robert Menendez said in a statement.

3 N.J. fire departments to receive more than \$170K in aid from FEMA

Published: Thursday, December 15, 2011, 11:49 PM

Updated: Thursday, December 15, 2011, 11:49 PM



By [James Queally/The Star-Ledger](#)

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13

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File photo Paterson, Westfield and Ocean Gate Fire Departments will share more than \$170,000 in financial aid from FEMA.

Three New Jersey fire departments will receive more than \$170,000 for training, equipment and facility upgrades through a federal grant, officials said today. U.S. senators Frank Lautenberg and Robert Menendez, both

New Jersey Democrats, along with Rep. Bill Pascrell (D-8th Dist.), announced the funding for the Westfield, Paterson and Ocean Gate fire departments.

"With firefighters ready to roll at the sound of the alarm, we must be certain that they are sufficiently trained and equipped to handle emergencies safely and effectively," said Lautenberg, vice chairman of the Senate Appropriations Subcommittee on Homeland Security. The money comes from Federal Emergency Management Agency's firefighter-assistance grants, which are funded by the subcommittee. "These funds will allow local fire departments to purchase the most modern safety equipment available and boost their capacity to respond in case of a fire," Menendez added. Paterson was awarded \$107,736 for flood rescue equipment, Lautenberg said. Westfield received \$33,885 and Ocean Gate got \$31,008 for operations and safety.

Earlier this year, Lautenberg championed a \$7 million grant that allowed the Newark Fire Department to hire 70 firefighters after the agency was decimated by retirements in 2010.

Camden County fire departments to Receive \$485K in federal grants



By [Jason Laday/South Jersey Times](#)

on January 23, 2013 at 5:01 PM, updated January 23, 2013 at 5:47 PM

Fire departments in Merchantville and Audubon will be receiving the grants from FEMA. *File/GCTimes*

HADDON HEIGHTS — Fire departments in [Merchantville](#) and [Audubon](#) will receive a total of \$485,820 from the federal government to hire firefighters and purchase new life-saving equipment, U.S. Rep. Rob Andrews announced Wednesday.

The bulk of these funds were given to Merchantville, with the borough receiving a \$300,000 grant to add three firefighters.

The remaining \$185,820 will be directed to Audubon to replace 33 new self-contained breathing apparatuses, a device worn by first responders to provide breathable air in life-threatening conditions. Both grants are paid for through the Federal Emergency Management Agency (FEMA).

“I’m happy to announce this increase in local firefighters and investment in better safety equipment,” said Andrews in a statement. “These grants will not only grow public safety jobs and help keep our neighborhoods safe, but they will do so without increasing the tax burden on families and local business.”

Officials from the two municipalities were grateful for the funds. “In today’s economic times, it is important that the federal government helps out local communities in this way,” said Audubon Fire Chief Anthony Lepone. “If it were not for these grants, we would not be able to survive.”

Merchantville Councilman Edward Brennan added: “These grants will not only grow public safety jobs and help keep our neighborhoods safe, but they will do so without increasing the tax burden on families and local business.”