

---

---

**Feasibility Study for Possible Shared Services  
For Emergency Services  
For FMERPA  
(Fort Monmouth Economic Revitalization Planning Authority)**

---

---

**Task 3  
Fire Shared Services  
Final Report**

---

---

**Prepared by  
Jersey Professional Management  
23 North Avenue East  
Cranford, NJ 07016**

**July 7, 2008**

**TASK 3 – FIRE SHARED SERVICES**  
**FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

**TABLE OF CONTENTS**

TASK 3 SUMMARY.....1

BACKGROUND AND GENERAL INFORMATION.....2

    THE 3 HOST MUNICIPALITY FIRE SERVICES.....3

        OCEANPORT FIRE DEPARTMENT.....3

            TABLE OF ORGANIZATION

            PERSONNEL RESPONSIBILITIES

            EQUIPMENT

            STAFFING

            FIRE POLICE

            TRAINING

            DISPATCH

            ALARM DATA

            FIRE PREVENTION/LOCAL ENFORCING AGENCY

            BUDGET

        EATONTOWN FIRE DEPARTMENT.....11

            TABLE OF ORGANIZATION

            PERSONNEL RESPONSIBILITIES

            EQUIPMENT

            STAFFING

            FIRE POLICE

            TRAINING

            DISPATCH

            ALARM DATA

            FIRE PREVENTION/LOCAL ENFORCING AGENCY

            BUDGET

        TINTON FALLS FIRE DEPARTMENT.....19

            TABLE OF ORGANIZATION

            PERSONNEL RESPONSIBILITIES

            EQUIPMENT

            STAFFING

            FIRE POLICE

            TRAINING

            DISPATCH

            ALARM DATA

            FIRE PREVENTION/LOCAL ENFORCING AGENCY

            BUDGET

FIRE TASK OBSERVATIONS AND RECOMMENDATIONS.....29

    OBSERVATIONS.....29

        FIRE STATIONS

        FIRE DEPARTMENT STORAGE FACILITY

        FIRE DEPARTMENT TRAINING FACILITY

        REGIONAL HELIPORT

**TASK 3 – FIRE SHARED SERVICES**  
**FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

MUNICIPAL FIRE SERVICE – HOST TOWNS.....35  
    OCEANPORT  
    EATONTOWN  
    TINTON FALLS

RECOMMENDATIONS FOR FIRE SERVICE TASK 3.....39  
    OPTION 1  
    OPTION 2  
    OPTION 3  
    OPTION 4

CONCLUSIONS.....43  
    TIMETABLE FOR IMPLEMENTATION.....43

ATTACHMENTS

    ATTACHMENT 1 – LIST OF REQUESTED DOCUMENTS.....44  
    ATTACHMENT 2 – MUTUAL AID RESPONSE TEMPLATE.....45  
    ATTACHMENT 3 – TINTON FALLS FIRE DEPARTMENT MAP OVERVIEW.....46  
    ATTACHMENT 4 – FORT MONMOUTH STATIONS.....47  
    ATTACHMENT 5 – FIRE SERVICES BUDGETS.....48  
    ATTACHMENT 6 – FIRE SERVICE RESOURCE DEPLOYMENT ACT.....49

## **TASK 3 – FIRE SHARED SERVICES**

### **TASK 3 FIRE SUMMARY**

After hundreds of hours of data gathering, interviews, site visits and analysis, the JPM Study Team concludes that the closing of Fort Monmouth will require some adjustment and modification of how the Fire Departments provide fire services to the communities they protect. However, from our research and the resources that are available, the plans and procedures are in place, and the leadership of each agency is capable of making the transition when the services provided by the Fort Monmouth Fire Department are no longer available.

Jersey Professional Management recommends the fire facilities located within Fort Monmouth be conveyed as follows:

- Building 282 to the Oceanport Fire Department
- Building 2560 (Charles Woods Station) to Tinton Falls Fire District # 1
- Fire Department Storage Shed to Tinton Falls Fire District #1
- Fort Monmouth Fire Training Facility to the Monmouth County Department of Law and Public Safety to become part of the Monmouth County Fire Academy

We encourage the continued sharing of the region’s fire fighting resources in a manner that maximizes the safety of all of the residents and all of the firefighters, through new protocol and call out procedures known as “automatic aid” and “immediate aid.” Both of these protocols are above and beyond the scope of traditional Mutual Aid, in the Fire Services.

**TASK 3 – FIRE SHARED SERVICES**  
**FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

## **BACKGROUND AND GENERAL INFORMATION**

The focus of the Task 3 Final Report will be on the fire services provided in the municipalities of Eatontown, Oceanport and Tinton Falls and how the closing of Fort Monmouth in September 2011 will impact these three (3) towns along with the neighboring communities of West Long Branch, Shrewsbury Borough, Monmouth Beach and Sea Bright. Shrewsbury Township does not have a fire department; Shrewsbury Township's fire protection is provided by Eatontown through an Inter-Local Services Agreement. All references to Eatontown concerning fire protection include Shrewsbury Township. The report will also investigate whether or not the two (2) fire stations on the Fort Monmouth property, including: the Fire Headquarters Building (Building 282) which is located within Oceanport in proximity to the Oceanport Hook and Ladder Company at 21 Main Street, and the Charles Woods Fire House (Building 2560), which is located within Tinton Falls and is closest to the Pine Brook Fire Company on Hamilton Road, can benefit the surrounding communities either individually or through the establishment of regional or shared fire service. This report will meet these objectives by analyzing each department individually with respect to its infrastructure, including fire stations, equipment, communications, personnel, training, current shared services and a hazard analysis of the communities.

The process for reaching an understanding as to the impact of the Fort's closing included the gathering of data pertaining to the operation of each department, as well as documents that outline the organizational structure, including administrative and operational chains of command. Also, there was a review of the processes and procedures used to operate each department.

As part of the data and information gathering process, Jersey Professional Management (JPM) in May, 2008, began collecting each department's rules and regulations, standard operating procedures, emergency response statistics, establishing ordinances, apparatus inventory, budgets (both operating and capital) and audit reports. A thorough review of information provided to the fire services study team was made.

After attending the kickoff meeting at the Eatontown Borough Hall in early May, initial contact with each Host Municipality fire department was made. In order to organize and gather information, the JPM Study Team made site visits to each department to meet each chief and explain the Study's goals and objectives. The plan was to open a constructive and meaningful dialogue about the makeup and operation of each department. Since Oceanport and Eatontown were municipally run departments and not fire districts, the review would initially be in those two communities. The Chiefs of Eatontown and Oceanport were contacted, and site visits by the JPM Study Team were scheduled for May 21<sup>st</sup>. The three member Study Team was onsite in Eatontown and in Oceanport. The site visits provided the Study Team an opportunity to meet each chief and to discuss the

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

purpose of the study, the time frame for completion and allowed us to view their facilities and equipment. Following the site visits the JPM Study Team met and discussed initial observations and reviewed the information that was collected in these two communities. The initial site visits were the basis for identifying areas for further study and identifying issues that may not have been previously targeted.

Because Tinton Falls has two Fire Districts within its borders and has a total of 4 fire stations (2 in each district), each with a Chief and its own set of officers and administration, it was determined to study Tinton Falls in separate visit. Each fire district, known as District 1 and District 2, protects half of the almost 16 miles long by 1 mile wide Borough. A publicly elected Board of Fire Commissioners is responsible for administering the fire protection in each district, not the Borough Council or Mayor.

The scope of the Feasibility Study for fire service is significantly larger than what it appears with three (3) communities being included in the study. In fact, the fire services Feasibility Study encompasses a total of five (5) governing bodies, seven (7) fire companies operating out of seven (7) stations with their own organizational structures, six (6) Fire Chiefs supervising those companies, and two (2) fire prevention bureaus that operate independently of their fire departments.

Volunteer fire departments often consist of multiple volunteer fire companies. Each of the volunteer fire departments, in the host municipalities, has at least two (2) fire companies. The fire companies individually elect their own fire company officers and jointly elect the Chief. The Chief then becomes the head of the volunteer fire department. In some volunteer departments there is one Assistant Chief jointly elected, in others there may be one from each company. Usually any rank below Assistant Chief is a company elected position. Departmental policies will then delegate authority to the fire company officer, in departmental matters, according to a departmental chain of command.

## **THE 3 HOST MUNICIPALITY FIRE SERVICES**

### **Oceanport Fire Department**

The Oceanport Fire Department consists of two fire companies: the Oceanport Hook and Ladder Company which was established in 1895 and is located at 21 Main Street, and the Port Au Peck Chemical Hose Company No. 1, which was established in 1916 and is located at 433 Myrtle Avenue.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

Chapter 8 of the municipal ordinances addresses all of the ranks, duties and procedures for the operation of the fire department. In addition, the ordinance creates a Fire Committee appointed annually consisting of all line officers of both fire companies plus the immediate Ex-Chief, Fire Marshall, Fire Police Captain, Office of Emergency Management (OEM) Director and one member from the Executive Board of each fire company. The fire committee's purpose is to formulate policies and procedures for the Oceanport Fire Department and establish and oversee the five-year capital expense plan.

Both companies have separate sets of Executive/Administrative Officers consisting of a President, Vice President, Secretary, Treasurer, Sergeant at Arms and Trustees. These positions serve as the administrative bodies for each company.

### **Table of Organization**

The operational structure consists of a Chief, two (2) Assistant Chiefs, two (2) Captains, two (2) 1<sup>st</sup> Lieutenants, two (2) 2<sup>nd</sup> Lieutenants and two (2) Chief Engineers. Each company elects one of the two (2) positions at each rank below the Chief.

All officers are elected for a one-year term. The Chief's position is alternated between the two (2) companies.

The chain of command is as follows: Chief, First Assistant Chief, Second Assistant Chief, Captain, 1<sup>st</sup> Lieutenant, and 2<sup>nd</sup> Lieutenant.

Command is carried out by virtue of rank. In cases of equal rank, seniority in grade determines who's in command. If equal in rank, then length of service in the next preceding rank is the determining factor.

In the absence of company officers (Captain, 1<sup>st</sup> Lieutenant and 2<sup>nd</sup> Lieutenant) the duties of the Captain are the senior firefighter's responsibility.

### **Personnel Responsibilities**

**Chief** – The Chief is the head of the department and reports to the borough council and is responsible for the day-to-day operation of the department. The Chief is responsible for the enforcement of rules and regulations, emergency directives and discipline of the department. He prescribes the duties and assignments of all officers and members. He delegates authority as needed for the efficient operation of the department. He is responsible for the training of all members and is in charge of all property. The Chief reports at least monthly to the Borough Council on the activities of the Fire Department for the preceding month.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

**1<sup>st</sup> Assistant Chief** – This Position is the second highest-ranking officer and possesses authority in all matters as delegated to him by the Chief. He shares responsibility with the Fire Chief for the continued and efficient operation of the department, including training, enforcement of the rules and regulations and the completion and forwarding of reports to the proper authorities.

**2<sup>nd</sup> Assistant Chief** – This Position is the third highest-ranking officer and possesses authority in all matters as delegated to him by the Chief. He shares responsibility with the 1<sup>st</sup> Assistant Chief for the continued and efficient operation of the department, including training, enforcement of the rules and regulations and the completion and forwarding of reports to the proper authorities.

**Captain** – The Captain is the chief administrative officer of the fire company and is directly responsible to the Fire Chief for the efficiency and day-to-day operations.

**1<sup>st</sup> Lieutenant** – The 1<sup>st</sup> Lieutenant is the second highest-ranking officer in the company and possesses the authority delegated to him in all matters by the Captain.

**2<sup>nd</sup> Lieutenant** – The 2<sup>nd</sup> Lieutenant the third highest-ranking member in the company and possesses all the authority delegated to him in all matters by the Captain. He shares responsibility with the 1<sup>st</sup> Lieutenant for the continued and efficient operation of the company, including training, enforcement of the rules and regulations and the completion and forwarding of reports to the proper authorities.

**Chief Engineer** – The Chief Engineer is responsible for the maintenance and proper operation of all fire department equipment and is responsible for insuring that all company members are properly instructed in the use of all fire department equipment.

## **Equipment**

The equipment inventory consists of the following:

### **Oceanport Hook and Ladder Company:**

Ladder/Engine 38-90 - a 2000 Spartan E-One quint

Engine 38-77- Mack/Pierce 1000 gpm pumper

Utility 38-87- 1980 Chevy Box Van

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

#### **Port-Au-Peck Chemical Hose Company:**

Engine 38-76 - KME 1250 gpm pumper

Rescue 38-85 – 1981 Salisbury rescue with an air cascade system

Utility- 38-86 – Ford F-350 crew cab

A KME 2,000 gpm, rescue pumper is on order. Delivery is anticipated in November 2008 and it will replace a 1968 Mack pumper, which was recently removed from service.

All equipment maintenance is performed by outside vendors.

The Oceanport Fire Department also operates a water rescue unit. The unit consists of fourteen (14) firefighters who are trained in surface water rescue and ten (10) members who are trained in ice rescue. The team trains with the Monmouth Beach Fire Department water rescue team twice a year, once in the summer and once in the winter. Both Oceanport and Monmouth Beach are dual dispatched for water related incidents.

#### **Staffing**

There are sixty-four (64) active members of the fire department of which forty-four (44) are fit tested to wear self-contained breathing apparatus (SCBA) and to perform interior fire fighting.

The average turnout for calls during the daytime is approximately three to four (3-4) but may be as many as fifteen (15) for a serious emergency.

After 5pm the turnout is reported by the Chief to be "large."

There are eight (8) Emergency Medical Technicians (EMTs) in the fire department who are members of the volunteer First Aid Squad. During the daytime hours, the volunteer fire department is sometimes called to assist the First Aid Squad with staffing. The First Aid Squad determines who they call for assistance. This practice is not standard procedure.

#### **Fire Police**

Oceanport maintains a 10-member Fire-Police Unit in accordance with N.J.S.A. 15:8-4 as amended in 1998. The fire police are appointed by the fire company for a term not to exceed five years after having completed a training course approved by the Division of

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

Fire Safety. The Borough Clerk administers the oath of office. The fire police perform their duties under the direction of the officer in charge of the emergency scene. Their duties are:

1. To protect property and contents.
2. To establish and maintain fire lines.
3. To perform traffic duties as necessary until the arrival of a police officer.
4. In the absence of an investigating authority, fire police are charged to investigate the cause of “questionable” fires and hold all evidence to be turned over to a proper investigating authority.

Fire police have the power to arrest and to detain someone for “unreasonably refusing to obey the orders” of a fire police officer.

### **Training**

There are two monthly drills and attendance is reported to be good. Sixty-three (63) personnel are trained to the ICS 200 level as required by 75.5:75-1.1, fourteen (14) are trained to ICS 300 and six (6) are trained to ICS 400. Chief Officers must be trained to at least the ICS 300. When there is an opportunity to use a vacant building, Oceanport will conduct inter-departmental training with neighboring communities. All personnel are required to have CPR and automatic defibrillator training.

### **Dispatch**

Oceanport 911 service is provided by Monmouth County Fire Dispatch, which serves as the primary answering point for all fire department calls. Monmouth County Fire then alerts the Oceanport firefighters via pagers using the VHF (high band) radio frequency 154.430 MHZ, also known as Monmouth Fire 1. If necessary the county communications center located in Freehold can assign one of nine other channels to Oceanport in a major emergency. Radio communication is over shared county frequencies and is available to all Monmouth County fire agencies. These frequencies provide Oceanport Fire Department radio communications with virtually all Monmouth County fire departments through the county dispatch center. Monmouth County Fire Dispatch service is provided through the Monmouth County Sheriff's Department and a fee is charged for the service.

**TASK 3 – FIRE SHARED SERVICES**  
**FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

**Shared Service Fees**

|   |                 |                 |                 |
|---|-----------------|-----------------|-----------------|
| <b>Oceanport 911 Dispatch Annual Fees</b> | <b>2006</b>     | <b>2007</b>     | <b>2008</b>     |
| <b>Fee</b>                                | <b>9,517.50</b> | <b>9,413.43</b> | <b>4,649.28</b> |

**Alarm Data**

The alarm data provided in the table below reflects the statistics reported to the New Jersey Division of Fire Safety by the Oceanport Fire Department using the National Fire Incident Reporting System (NFIRS) for the years 2005-2007.

**All Calls**

|                    |             |             |             |
|--------------------|-------------|-------------|-------------|
| <b>Year</b>        | <b>2005</b> | <b>2006</b> | <b>2007</b> |
| <b>Total Calls</b> | <b>146</b>  | <b>121</b>  | <b>167</b>  |
| <b>Total Fires</b> | <b>39</b>   | <b>35</b>   | <b>29</b>   |

An analysis was made of the number of incidents which occurred between 6 am and 6 pm since this is a critical time for volunteer fire companies because many of their members are at work and unable to respond possibly delaying a response or responding with insufficient staffing. 66% of all incidents and 52% of all fires occurred during this time period.

Next, using statistical data supplied by the Fort Monmouth Fire Department, the Fire Service Study Team identified how many times the Fort Monmouth Fire Department responded into Oceanport and identified the type of situations found. The table below shows the breakdown for 2004-2007.

**Fort Monmouth Fire Department Responses**

|             | <b>False Alarm</b> | <b>Fire</b> | <b>Standby</b> | <b>Haz Mat</b> | <b>Gas Related</b> | <b>Rescue</b> | <b>Electric</b> | <b>EMS</b> | <b>Weather Related</b> | <b>Total</b> |
|-------------|--------------------|-------------|----------------|----------------|--------------------|---------------|-----------------|------------|------------------------|--------------|
| <b>2007</b> | 7                  | 3           | 1              | 0              | 0                  | 0             | 0               | 1          | 0                      | 12           |
| <b>2006</b> | 4                  | 2           | 1              | 1              | 0                  | 1             | 0               | 1          | 0                      | 10           |
| <b>2005</b> | 4                  | 3           | 1              | 0              | 0                  | 0             | 1               | 2          | 0                      | 11           |
| <b>2004</b> | 6                  | 0           | 1              | 1              | 2                  | 0             | 0               | 0          | 0                      | 10           |

**Fire Prevention/Local Enforcing Agency**

All communities in New Jersey are required to designate an enforcing agency for the enforcement of the New Jersey Uniform Fire Code as per 52:27D-202 of the New Jersey Administrative Code.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

Oceanport has designated the Eatontown Fire Prevention Bureau to enforce the code within Oceanport as provided in the regulations. One part-time Fire Inspector (12 hours per month) in the Eatontown Fire Prevention Bureau is assigned inspection responsibility for the annual inspection of all Life Hazard Uses (LHU's) within the Borough.

The Eatontown Fire Prevention Bureau keeps all fees collected as compensation for the services they provide. In the 2006 Annual report (most recent available for review) filed with the New Jersey Division of Fire Safety, the Eatontown Fire Prevention Bureau collected \$2,948.46 in LHU fees, \$3757.00 in Non-Life Hazard Use fees and \$336.00 in permit fees for a total of \$7,041.46.

The inspector's hourly rate of \$18.00 per hour for 144 hours annually cost the Eatontown Fire Prevention Bureau \$2,592.00 in salary. This leaves a surplus of \$4,449.46. State regulation found in 52:27D-203 of the New Jersey Administrative code directs that all fees and penalties collected are to be used to cover the cost of staffing and maintaining the operation of the Local Enforcing Agency (LEA). Therefore revenue cannot be considered general revenue over which the Borough Council has discretionary authority.

Currently there are only sixteen (16) registered LHU's in Oceanport. With the closing and subsequent redevelopment of the Fort Monmouth land within Oceanport, there is the potential for an increase in total number of LHU's. The current projection as found on page 57 of the "Fort Monmouth Reuse and Redevelopment Plan" calls for the development of 60,000 square feet of office or R&D space along with 42,500 square feet of retail space. The projected 102,500 square feet of new space will require annual inspection. In addition there is a proposal for 700 dwelling units. This may result in the need to increase the part-time inspector's hours or possibly add another part-time inspector.

The exact impact cannot be determined by the JPM Study Team at this time because the amount and type of development identified in the plan is a projection. However the impact is expected to be minimal. The additional revenue collected from fees should offset additional labor costs.

It is not possible at this time to project what the future revenue and costs will be, but the JPM Study Team does not consider the potential impact to be significant since the current workload is small and revenue exceeds current expenses.

### **Budget**

The Oceanport Fire Department is an all volunteer organization. Total expenses in 2007 were less than \$200,000. The largest portions of these expenses were for hydrant service about \$52,000 and \$67,000 for the Length of Service Awards Program (LOSAP). The

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

rest of the budget was apportioned toward various equipment and supply maintenance lines. These expenses were all found to be normal, routine expenses that are necessary to maintain properly the fire department fleet and associated equipment in good working order.

Replacement of equipment is managed by the Fire Committee which is created by ordinance and is responsible for over-seeing the department's capital expenditure needs for fire apparatus, small equipment, radios and personal protective clothing. The chief, like all fire chiefs, would like to see additional funding to be used in managing the day-to-day operations. However, no areas that would be considered critical to the safety of the firefighters or the citizens they protect were identified.

In these communities the hydrants and water mains are owned by the water utility. The Board of Public Utilities sets the rate to be charged after a rate increase is applied for and public hearings are held. The final number is a calculation based on the number of hydrants and the total amount of water main length and the size of the pipe. Essentially this is a fixed cost and there is no opportunity for cost savings.

The cost for hydrant service will likely increase with the closing of Fort Monmouth. All hydrants currently in Fort Monmouth but within the boundary of Oceanport are being paid for by Fort Monmouth. Oceanport will be assuming the cost for those hydrants once the Fort closes and redevelopment begins. The exact number of hydrants is unknown at this time.

The JPM Study Team does not anticipate that the increase will be significant but there will be some financial impact on the hydrant service charge. Any capital expenses associated with redevelopment such as the addition of hydrants, cleaning, extending or replacing mains will be funded by the water utility and not charged separately.

The Length of Service Awards Program (LOSAP) was created by ordinance after an affirmative vote on a public question by the voters. The primary purpose of a LOSAP program is to retain Volunteers. Each volunteer who meets the criteria as an active member as defined by the enabling ordinance is eligible to receive up to \$1,150 which is deposited into a retirement account established for the volunteer. The \$67,000 expense was the largest in the Oceanport Fire Department budget. However, this is a small amount of money when compared to the thousands of hours donated by the Oceanport firefighters each year.

### **EATONTOWN**

The Eatontown Fire Department operates from one station located next to Town Hall at 47 Broad Street. The first fire company in Eatontown, The Perseverance Steam Fire Company No. 1, was created in 1881 followed by the Eatontown Hook and Ladder

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

Company in 1888, followed by the Chemical Engine and Hose Company in 1901. The present day fire department was formed in 1917 and became known as the Eatontown Engine Truck and Hose Company No. 1.

Chapter 31 of the Township Code defines and outlines the structure and operation of the fire department. The Chief is the ranking official and is elected on the first Tuesday in December for a one-year term along with the other officers provided for by the ordinance. Below the Chief in the table of organization is the First Assistant Chief, followed by the Second Assistant Chief, a 1<sup>st</sup> Lieutenant, 2<sup>nd</sup> Lieutenant, Chief Engineer, Assistant Chief Engineer, Fire Marshall and Assistant Fire Marshall.

### **Personnel Responsibilities**

**Chief** – The Chief is the head of the department and reports to the Borough Council and is responsible for the day-to-day operation of the department. The Chief is responsible for the enforcement of rules and regulations, emergency directives and discipline of the department. He prescribes the duties and assignments of all officers and members. He delegates authority as needed for the efficient operation of the department. He is responsible for the training of all members and is in charge of all property. The Chief reports at least annually to the Borough Council on the activities of the Fire Department for the preceding year. He is also responsible for reporting on the condition of all equipment on a quarterly basis.

**1<sup>st</sup> Assistant Chief** – The 1<sup>st</sup> Assistant Chief normally takes charge during the absence of the Chief and carries out the duties of the Chief. The 1<sup>st</sup> Assistant is responsible for maintaining a record of all purchase orders, monthly expenditures and co-signs all purchase orders with the Chief. He is responsible for issuing and maintaining all radios and pagers, keeping a departmental inventory and working with the department secretary on all correspondence.

**2<sup>nd</sup> Assistant Chief** – The 2<sup>nd</sup> Assistant Chief assumes the duties of the Chief in the absence of another superior officer. He is responsible for the maintenance of all personal protective equipment (PPE) and self-contained breathing apparatus (SCBA). He reports to the 1<sup>st</sup> Assistant Chief if anything is taken out of service for repair. He is responsible for setting up annual hose testing, ladder testing and power tool maintenance contracts.

**1<sup>st</sup> Lieutenant** – In the absence of a superior officer, the 1<sup>st</sup> Lieutenant assumes all the duties of the Chief Officer. He is responsible for department training and coordinates with the Training Committee. The 1<sup>st</sup> Lieutenant is responsible for all equipment on the apparatus and the calibration of meters. He reports to the 1<sup>st</sup> Assistant Chief if any equipment needs to be taken out of service. He serves as the liaison to the Fire Police. He

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

is responsible for all incident reporting along with the 2<sup>nd</sup> Lieutenant. He reports monthly to all Line Officers on the previous months incidents.

**2<sup>nd</sup> Lieutenant** – In the absence of a superior officer the 2<sup>nd</sup> Lieutenant has all the duties of the chief officer. He is responsible for entering all incident information in the computer and reports them to the New Jersey Department of Community Affairs, Division of Fire Safety. He maintains all membership records and is responsible for monthly clean-ups of the apparatus and apparatus bays.

**Chief Engineer** – The Chief Engineer is responsible for all monthly and yearly maintenance of apparatus. He keeps a computer log of all repairs and is responsible for making sure the apparatus are fueled once a week. He reports to the Chief of Department and the line officers on all repairs involving large dollar amounts. He is responsible for conducting four (4) driver-training drills per year on a quarterly basis.

**Assistant Chief Engineer** – The Assistant Chief Engineer reports to and assists the Chief Engineer in his duties and is responsible for training of personnel to operate the ladder truck.

## **Equipment**

The equipment inventory consists of the following:

- Engine 11-74- 1985 Pierce Pumper 1250 gpm
- Engine 11-75- 1989 Pierce Pumper 1250 gpm
- Engine 11-72- 1996 Pierce Pumper 1500 gpm
- Ladder 11-91- 2006 Pierce Quint w/ 75' ladder
- Rescue 11-89- 1995 Freightliner Rescue

Chiefs' Vehicles:

- 11-67     2004 Chevy Truck
- 11-66     2008 Chevy Truck

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

Support Vehicles/Fire Police:

|       |                |
|-------|----------------|
| 11-87 | 1992 Dodge Van |
| 11-99 | 1992 Ford Van  |

The Borough does some basic maintenance of these vehicles and the rest is done by outside vendors.

All equipment was in service at the time of this report and no special problems or needs were identified during the study.

### **Staffing**

There are seventy (70) active members of the fire department. The average daytime response is four-five (4-5) people.

Four (4) paid personnel consisting of the Fire Official and three (3) Fire Inspectors staff the Fire Prevention Bureau.

Eatontown is considered a volunteer fire department; however, personnel are paid for stand-by time during storm emergencies.

The department holds one scheduled drill per month on the fourth Tuesday and frequently supplements monthly drills with special drills.

Eatontown, through an Inter-Local Services Agreement (ILSA) provides fire protection to Shrewsbury Township. A copy of this agreement has been provided to the JPM Study Team and reviewed. The current agreement is for the years 2007-2009 and provides Shrewsbury Township with fire protection services for annual payments of \$ 4,500 in 2007 and \$4,750 in 2008 and 2009. The amount is paid in two installments due on April 1<sup>st</sup> and October 1<sup>st</sup>. The Study Team was unable to determine how many calls Eatontown responded to in Shrewsbury Township in the incident analysis study which covered the years 2005-2007 because these incidents were reported as Eatontown incidents and could not be segregated. However, the Chief reported the number of calls for Shrewsbury Township is small and does not adversely impact his department. The ILSA was thoroughly reviewed and simply calls for the:

“Borough of Eatontown to supply fire department services to the Township of Shrewsbury.” Furthermore it states that “Eatontown Fire Department

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

Personnel subject to this agreement shall perform their duties with regards to the fire department services involving Shrewsbury Township in accordance with the standards, level, quality and scope of performance required by them by the Borough of Eatontown and the laws of the State of New Jersey and shall be assigned and allocated total responsibility for handling all fire department services that would arise normally in Shrewsbury Township.”

### **Fire Police**

Eatontown maintains a Fire-Police Unit in accordance with N.J.S.A. 15:8-4 as amended in 1998. Fire Police are appointed by the fire company for a term not to exceed five years after having completed a training course approved by the Division of Fire Safety. The Borough Clerk administers the oath of office. The Fire Police perform their duties under the direction of the officer in charge of the emergency scene. Their duties are:

1. To protect property and contents.
2. To establish and maintain fire lines.
3. To perform traffic duties as necessary until the arrival of a police officer.
4. In the absence of an investigating authority, fire police are to investigate the cause of “questionable” fires and hold all evidence to be turned over to a proper investigating authority.

Fire police have the power to arrest and detain someone for “unreasonably refusing to obey the orders” of a fire police officer.

The Fire-Police personnel are paid hourly after the first two hours when supporting the Police Department.

### **Training**

Eatontown Fire Department conducts scheduled drills at least once a month and makes sure that active personnel comply with state mandated training including:

- Blood borne Pathogens
- Right-to-Know

**TASK 3 – FIRE SHARED SERVICES**  
**FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

- Self Contained Breathing Apparatus Use & Fit Testing
- Portable Fire Extinguisher Use
- Hazardous Materials Training
- CPR
- Incident Management Training
- Live Fire Training
- Incident Command Training

The Fort Monmouth live fire training facility is available as is the Monmouth County Fire Academy and provide excellent resources for fire fighters to practice and maintain their skills

**Dispatch**

Eatontown 911 service is provided by Monmouth County Fire Dispatch, which serves as the primary answering point for all fire department calls. Monmouth County Fire then alerts the Eatontown firefighters via pagers using the VHF high band frequency 154.430 MHZ also known as Monmouth Fire 1. All radio communication is over shared county frequencies. Eatontown has radio communications with virtually all Monmouth County Fire Departments through the county dispatch center.

**Shared Service Fee**

| <b>Eatontown 911 Dispatch Service</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|---------------------------------------|-------------|-------------|-------------|
| <b>Fees</b>                           | 19,170.72   | 17,924.10   | 23,752.32   |

**Alarm Data**

The alarm data provided in the table below reflects the statistics reported to the New Jersey Division of Fire Safety by the Eatontown Fire Department using the National Fire Incident Reporting System (NFIRS) for the years 2005-2007.

**TASK 3 – FIRE SHARED SERVICES**  
**FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

**All Calls**

| <b>Year</b>        | <b>2005</b> | <b>2006</b> | <b>2007</b> |
|--------------------|-------------|-------------|-------------|
| <b>Total Calls</b> | 557         | 580         | 605         |
| <b>Total Fires</b> | 43          | 45          | 52          |

An analysis was made of the number of incidents which occurred between 6 am and 6 pm since this is a critical time for volunteer fire companies because many of their members are at work and unable to respond possibly delaying a response or responding with insufficient staffing. Approximately 67% of all incidents and 87% of all fires occurred during this time period.

Next, using statistical data supplied by the Fort Monmouth Fire Department, the Fire Service Study Team identified how many times the Fort Monmouth Fire Department responded into Eatontown and identified the type of situation found. The table below shows the breakdown for 2004-2007.

**Fort Monmouth Fire Department Responses**

|             | <b>False Alarm</b> | <b>Fire</b> | <b>Standby</b> | <b>Haz Mat</b> | <b>Gas Related</b> | <b>Rescue</b> | <b>Electric</b> | <b>EMS</b> | <b>Weather Related</b> | <b>Total</b> |
|-------------|--------------------|-------------|----------------|----------------|--------------------|---------------|-----------------|------------|------------------------|--------------|
| <b>2007</b> | 16                 | 1           | 4              | 5              | 0                  | 5             | 0               | 3          | 0                      | 34           |
| <b>2006</b> | 27                 | 4           | 0              | 6              | 0                  | 1             | 2               | 2          | 1                      | 43           |
| <b>2005</b> | 16                 | 6           | 0              | 3              | 1                  | 7             | 2               | 1          | 0                      | 36           |
| <b>2004</b> | 13                 | 6           | 0              | 2              | 1                  | 2             | 1               | 0          | 0                      | 25           |

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

## **FIRE PREVENTION/LOCAL ENFORCING AGENCY**

The Eatontown Fire Prevention Bureau provides fire inspection service for Eatontown, Shrewsbury Township and Oceanport. The Town Council as required by state regulation, appoints the Fire Official annually. The Fire Prevention office is located in borough hall and is staffed by a Fire Official and three (3) fire inspectors who enforce the New Jersey State Uniform Fire Code in the three (3) communities. One (1) inspector is assigned to Oceanport exclusively. All positions are part-time paid positions with no benefits except membership in the Public Employees Retirement System (PERS). The Fire Official works twenty-four (24) hours a week for a salary of \$28,000. The inspectors for Eatontown work a 6-hour day, two (2) days a week at an hourly rate between \$18 and \$22 per hour. The Oceanport inspector works about three (3) hours a week because of a smaller workload. Depending on other duties such as Fire Prevention education programs, the inspector's hours may vary slightly.

In its 2007, LEA report to the New Jersey Division of Fire Safety, Eatontown reported 154 registered Life Hazard Uses (LHU) and 681 Non-Life Hazard Uses, which were registered and inspected. A Life Hazard Use is any property that is required to be inspected at least annually in accordance with the New Jersey State Uniform Fire Code section 5:71 subchapter 3. The regulations also permit each LEA to inspect annually any property except single-family homes and owner occupied two family homes.

State regulation found in 52:27D-203 of the New Jersey Administrative code directs that all fees and penalties collected are to be used to cover the cost of staffing and maintaining the operation of the Local Enforcing Agency (LEA). Therefore, revenue cannot be considered general revenue over which the Borough Council has discretionary authority.

In 2007, Eatontown collected \$ 41,521 in LHU fees, \$ 5,246 in Non-LHU fees, \$ 7,254 in permits fees and \$ 8,764 in penalties. Total revenue for Eatontown Fire Prevention is \$62,875. This revenue is from Eatontown and Shrewsbury Township only and does not include revenue generated by Oceanport for Eatontown. Please refer to the Oceanport Fire Prevention section for that information.

Expenses amounted to \$78,922 for salary and wages and \$ 5,820 for other expenses such as office supplies and public education material.

Based on these figures, there is a deficit of \$21,867. The JPM Study Team's work in other communities, along with staff's extensive professional experience, shows that many Local Enforcing Agencies do not cover all their costs with the revenue they generate. This is often attributed to an unwillingness to raise fees by the local governing body to a level that will cover expenses because it is deemed politically unacceptable.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

Currently there are 154 registered LHU's in Eatontown. With the closing and subsequent redevelopment of the Fort Monmouth land within Eatontown, there is the potential for an increase in total number of LHU's.

The current projection as found on page 57 of the "Fort Monmouth Reuse and Redevelopment Plan" calls for the development of 490,000 square feet of Office/R&D space along with 150,000 square feet of retail space. The projected 640,00 square feet of new space will require annual inspection. In addition 540 more dwelling units are planned.

This will likely result in the need to increase the number of part-time inspectors or possibly add at least one full time inspector. The exact impact cannot be determined by the JPM Study Team at this time because the amount and type of development identified in the plan is a projection only. However, if the projection is accurate, we anticipate the impact on the Fire Prevention Bureau to be significant. Additional revenue collected from fees will offset some of the added labor cost. However, the Fire Prevention Bureau may run at a deficit without increasing Non-LHU fees.

It is not possible at this time to project what the future revenue and costs will be. Those figures can only be determined when the specific size and use of the buildings is determined.

### **Budget**

The Eatontown Fire Department is all-volunteer. Total expenses in 2007 were less than \$250,000. The largest portions of these expenses were for hydrant service, about \$117,600, and \$41,000 for LOSAP.

The rest of the budget was for various equipment and supply maintenance lines. These expenses were all found to be normal, routine expenses that are necessary to properly maintain the fire department fleet and associated equipment in good working order.

The chief, like all fire chiefs, would like to see additional funding to be used in managing the day-to-day operations. However, no areas that would be considered critical to the safety of the firefighters or the citizens they protect were identified.

In these communities the hydrants and water mains are owned by the water utility. The Board of Public Utilities sets the rate to be charged after a rate increase is applied for and public hearings are held. The final number is a calculation based on the number of hydrants and the total amount of water main length and the size of the pipe.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

Essentially this is a fixed cost and there is no opportunity for cost savings.

The cost for hydrant service will most likely increase with the closing of Fort Monmouth. All hydrants currently in Fort Monmouth but within the boundary of Eatontown are being paid for by Fort Monmouth. Eatontown will be assuming the cost for those hydrants once the Fort closes and redevelopment begins. The exact number of hydrants is unknown at this time.

The JPM Study Team does not anticipate that the increase will be significant but there will be some financial impact on the hydrant service charge. Any capital expenses associated with redevelopment such as the addition of hydrants, cleaning, extending or replacing mains will be funded by the water utility and not charged separately.

The Length of Service Awards Program (LOSAP) was created by ordinance after an affirmative vote on a public question by the voters. The primary purpose of a LOSAP program is to retain Volunteers.

Each volunteer who meets the criteria as an active member as defined by the enabling ordinance is eligible to receive up to \$1,150 which is deposited into a retirement account established for the volunteer. The \$41,000 expense was the 2nd largest in the Eatontown Fire Department budget.

However, this is a small amount of money when compared to the thousands of hours donated by the Eatontown volunteer firefighters each year.

## **TINTON FALLS**

The Tinton Falls Fire Company # 1 was chartered in 1932 and was founded by a member of the Eatontown Fire Company to speed the response to emergencies. Since that time, the Borough of Tinton Falls Fire Protection has grown to include four (4) fire companies in two (2) Fire Districts. They include the Wayside Fire Company, which was founded before Tinton Falls #1. The other two are the North Side Engine Company and the Pine Brook Fire Company.

The Borough is split into two (2) Fire Districts for administrative and funding purposes.

There are two (2) companies in each district.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

A publicly elected Board of five (5) Fire Commissioners operates each district. The Commissioners are elected for three (3) year terms at general elections held on the 3<sup>rd</sup> Saturday in February.

District # 1 covers the area south of Tinton Avenue and includes:

- The Wayside Fire Company No. 2 (station 36-2), located at 2 Volunteer Way, (near the corner of Asbury Avenue and Heritage Boulevard).
- The Pine Brook Community Hose Company No.3 (station 36-3), located at 70 Hamilton Road.

District # 2 covers the area north of Tinton Avenue and includes:

- The Tinton Falls Fire Company (station 36-1), located at 695 Tinton Avenue.
- The North Side Engine Company (station 36-4), located at 35 Springdale Avenue.

Each company elects its own officers including a Chief and Assistants.

### **Personnel**

Each fire company within Tinton Falls has its own organizational structure however our analysis indicated that except for minor variations in titles within each organization they are all similar. This brief outline summarizes the lines of authority and duties.

**Chief** – All companies have a Chief who is the ranking authority for his company. The Chief is the head of the Fire Company and reports to the District Board of Commissioners and is responsible for the day-to-day operation of the company. The Chief is responsible for the enforcement of rules and regulations, emergency directives and discipline of the fire company. He prescribes the duties and assignments of all officers and members. He delegates authority as needed for the efficient operation of the company. He is responsible for the training of all members and is in charge of all property. The Chief attends all Board of Fire Commissioner meetings and is available to report on the activities of his company.

**Assistant Chief** – All companies have an Assistant Chief who is the second highest-ranking officer and possesses authority in all matters as delegated to him by the Chief. He shares responsibility with the Fire Chief for the continued and efficient operation of the Fire Company, including training, enforcement of the rules and regulations and the completion and forwarding of reports to the proper authorities.

# **TASK 3 – FIRE SHARED SERVICES**

## **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

**Captain** – All Companies have a Captain as the next ranking officer in their table of Organization except for the Tinton Falls Fire Company, which has Lieutenants as the next rank. The Captain has the authority of a chief officer in their absence along with any duties assigned to him by the Chief or Assistant Chief.

**Lieutenant** – All companies have at least one Lieutenant. When a company has more than one, they are assigned a number preceding their titles i.e. 1<sup>st</sup> Lieutenant, 2<sup>nd</sup> Lieutenant. Generally the Lieutenant has the authority of the Chief in the absence of someone in a higher rank. The Lieutenant's duties are as assigned by the Chief and include building or equipment maintenance and training.

**Engineer** – All companies have at least two (2) Engineers except for Pinebrook, which does not use the rank. The Engineer is responsible for the maintenance of one or more pieces of apparatus and the equipment on the vehicle.

## **Equipment**

### **Fire District No. 1**

**Engines:**

Station 36-3 - 1981 FMC  
Station 36-2 - 1985 Hahn  
Station 36-3 - 1999 E-1  
Station 36-2 - 1999 Pierce

**Ladders:**

Station 36-3 - 1992 International  
Station 36-2 - 2007 Quint

**Rescues:**

Station 36-2 - 1973 International  
Station 36-3 - 1985 Chevrolet

**Brush Trucks:**

Station 36-3 - 1973 KAI  
Station 36-2 - 1985 AMC

# **TASK 3 – FIRE SHARED SERVICES**

## **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

### **Chiefs' Vehicles:**

Station 36-2 - 1997 Ford Crown Victoria  
Station 36-3 - 1999 Chevy Yukon  
Station 36-3 - 1999 Chevy Yukon  
Station 36-2 - 2002 Chevy Tahoe  
Station 36-2 - 2002 Chevy Tahoe

## **Fire District No. 2**

### **Engines:**

Station 36-1 - 1991 E-One 1250 gpm.  
Station 36-1 – 2007 Pierce 1750 gpm.  
Station 36-4 - 1994 Seagrave 1500 gpm.

### **Trucks:**

Station 36-4 - 1988 Seagrave 1500 gpm/75' quint.

### **Rescues:**

Station 36-1 – 1996 E-One Rescue  
Station 36-4 - 1999 E-One Rescue

### **Brush Trucks:**

Station 36-1 - 1962 Reo 6x6 Brush Truck 150 gpm.  
Station 36-4 - 1973 AMC Brush Truck 350 gpm.

## **Staffing**

The four (4) Tinton Falls Fire Companies are staffed as follows:

Tinton Falls Fire Company #1 (36-1) located in District 2  
Active – 36  
Inactive – 10

Wayside Fire Company (36-2) located in District 1  
Active – 25  
Inactive – 11

Pinebrook Community Fire Company (36-3) located in District 1  
Active – 18  
Inactive – 11

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

Northside Engine Company No. 4 (36-4) located in District 2

Active – 15

Inactive – 6

Total Both Districts

Active – 94

Inactive – 38

Note: Active members are fully certified to perform interior firefighting. Inactive members may perform some administrative functions but are no longer certified for interior firefighting.

### **Fire Police**

Tinton Falls maintains a Fire-Police Unit in accordance with N.J.S.A. 15:8-4 as amended in 1998. Fire Police are appointed by the fire company for a term not to exceed five years after having completed a training course approved by the Division of Fire Safety. The Borough Clerk administers the oath of office. The Fire Police perform their duties under the direction of the officer in charge of the emergency scene. Their duties are:

1. To protect property and contents.
2. To establish and maintain fire lines.
3. To perform traffic duties as necessary until the arrival of a police officer.
4. In the absence of an investigating authority, fire police are charged to investigate the cause of “questionable” fires and hold all evidence to be turned over to a proper investigating authority.

Fire police have the power to arrest and detain someone for “unreasonably refusing to obey the orders” of a fire police officer.

The Fire-Police personnel are paid hourly after the first two (2) hours when supporting the Police Department.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

### **Training**

Tinton Falls Fire Companies conduct scheduled drills at least once a month and make sure that active personnel comply with state mandated training including:

- Blood borne Pathogens
- Right-to-Know
- Self Contained Breathing Apparatus Use & Fit Testing
- Portable Fire Extinguisher Use
- Hazardous Materials Training
- CPR
- Incident Management Training
- Live Fire Training
- Incident Command Training

The Fort Monmouth live fire training facility is available as is the Monmouth County Fire Academy and provide excellent resources for fire fighters to practice and maintain their skills

### **Dispatch**

Tinton Falls 911 service is provided by Monmouth County Fire Dispatch, which serves as the primary answering point for all fire department calls. Monmouth County Fire then alerts the Tinton Falls firefighters via pagers using the VHF high band radio frequency 154.430 MHZ, which is also known as Monmouth Fire 1. Tinton Fall’s tactical frequency is 154.160 MHZ and is shared with Monmouth County Fire Dispatch and designated as Monmouth Fire 8. Tinton Falls has radio communications with virtually all Monmouth County fire departments through the county dispatch center.

Monmouth County Fire Dispatch service is provided through the Monmouth County Sheriff’s Department and a fee is charged for the service. The fees paid by Tinton Falls are indicated in the table below and include all costs for police, fire and EMS as well as 911. Approximately \$20,000 of the total charge is for fire dispatch service.

**TASK 3 – FIRE SHARED SERVICES**  
**FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

**Shared Service Fee**

| <b>Tinton Falls Dispatch Service</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|--------------------------------------|-------------|-------------|-------------|
| <b>Fee</b>                           | 195,114.80  | 197,984.09  | 181,893.76  |

**Alarm Data**

The alarm data provided in the table below reflects the statistics reported to the New Jersey Division of Fire Safety by all Tinton Falls Fire Companies in both districts using the National Fire Incident Reporting System (NFIRS) for the years 2005-2007.

**All Calls**

| <b>Year</b>        | <b>2005</b> | <b>2006</b> | <b>2007</b> |
|--------------------|-------------|-------------|-------------|
| <b>Total Calls</b> | 789*        | 1107        | 1025*       |
| <b>Total Fires</b> | 89*         | 146         | 93*         |

\*An asterisk denotes the data is incomplete because a fire company did not report all of their calls.

An analysis was made of the number of incidents which occurred between 6 am and 6 pm since this is a critical time for volunteer fire companies, because many of their members are at work and unable to respond, possibly delaying a response or responding with insufficient staffing. Approximately 66% of all incidents and 63% of all fires occurred during this time period.

Next, using statistical data supplied by the Fort Monmouth Fire Department, the Fire Service Study Team identified how many times the Fort Monmouth Fire Department responded to Tinton Falls and identified the type of situation found. The table below shows the breakdown for 2004-2007.

**TASK 3 – FIRE SHARED SERVICES**  
**FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

**Fort Monmouth Fire Department Responses**

|             | <b>False Alarm</b> | <b>Fire</b> | <b>Standby</b> | <b>Haz Mat</b> | <b>Gas Related</b> | <b>Rescue</b> | <b>Electric</b> | <b>EMS</b> | <b>Weather Related</b> | <b>Total</b> |
|-------------|--------------------|-------------|----------------|----------------|--------------------|---------------|-----------------|------------|------------------------|--------------|
| <b>2007</b> | 0                  | 4           | 1              | 0              | 0                  | 3             | 0               | 1          | 0                      | 9            |
| <b>2006</b> | 1                  | 1           | 0              | 1              | 0                  | 0             | 0               | 0          | 0                      | 3            |
| <b>2005</b> | 0                  | 2           | 0              | 1              | 0                  | 0             | 0               | 3          | 0                      | 6            |
| <b>2004</b> | 2                  | 0           | 1              | 1              | 0                  | 0             | 0               | 0          | 0                      | 4            |

**Fire Prevention/Local Enforcing Agency**

Tinton Falls Fire Prevention Bureau is run from the Construction Code Department and is separate from the two districts. The Fire Prevention Bureau has responsibility for the whole Borough. The Borough, in accordance with state regulation, appoints the Fire Official and the Fire Prevention Bureau is the Local Enforcing Agency as required by the New Jersey Uniform Fire Code found in 52:27D-202 of the New Jersey Administrative Code.

There are 114 registered Life Hazard Uses and 442 non-life hazard uses.

In the 2007 Local Enforcing Agency report filed with the New Jersey Division of Fire Safety. Tinton Falls reported collecting \$ 29,741.35 in rebated fees from registered Life Hazard Uses (LHU's) and \$24,305 in fees for Non LHU's. There were also \$1,164 in permit fees and \$21,210 for smoke detector inspection fees. The total revenue was \$76,420.30. Expenses, which included salary and wages, and other expenses totaled \$150,267.38. Revenue therefore covered only 51% of the LEA's costs.

The JPM Study Team's work in other communities, along with the staff's extensive professional experience, indicates that many Local Enforcing Agencies do not cover all their costs with revenue they generate. This is often attributed to an unwillingness to raise fees by the local governing body to a level that will cover expenses because it is deemed politically unacceptable. Currently there are 154 registered LHU's in Eatontown.

With the closing and subsequent redevelopment of the Fort Monmouth land within Tinton Falls, there is the potential for an increase in total number of LHU's. The current projection as found on page 57 of the "Fort Monmouth Reuse and Redevelopment Plan" calls for the development of 670,000 square feet of Office/R&D space along with 36,500

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

square feet of retail space. The projected 706,500 square feet of new space will require annual inspection. In addition, there are 260 proposed dwelling units. This will result in the need to increase the number of part-time inspectors or possibly add at least one full time inspector.

The LEA staff is shared with the Construction Code Office; a large amount of new construction may reduce the available man-hours for inspectors to make inspections that are required of the LEA by the Uniform Fire Code.

The exact impact cannot be determined by JPM at this time because the amount and type of development identified in the plan is a projection only.

However, if the projection is accurate, it is anticipated the impact on the Local Enforcing Agency will be significant. Additional revenue collected from fees will offset some of the added labor cost. However, the Local Enforcing Agency will continue to run at a deficit without increasing Non-LHU fees. It is not possible at this time to project what the future revenue and costs will be. Those figures can only be determined when the specific size and use of the buildings is determined.

### **Budget**

The budget for fire service in Tinton Falls is different in several ways when compared to Eatontown and Oceanport.

While Tinton Falls has four (4) volunteer fire companies, two (2) in each fire district with elected officials. Fire district elections and a public vote on the district budget are held on the 3<sup>rd</sup> Saturday in February.

Voter turnout is often less than one hundred (100) people per district.

The Board of Fire Commissioners is elected specifically to manage and oversee the fire protection provided to the citizens of Tinton Falls. The political process of electing the fire commissioners and approving the fire district budget is separate and apart from the municipal budget process and usually does not have the same public scrutiny normally associated with the municipal budget. Since it is a separate charge on the municipal tax bill it appears as a relatively small expense in the residential homeowner's tax bill when compared to the cost for county, school and municipal taxes.

The JPM Study Team reviewed the fire districts' budgets, and a meeting was held with representatives from the boards of both fire districts. The Study Team concludes that both districts are being run in a fiscally responsible manner, which insures that the volunteer

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

firefighters have the proper funding to maintain their buildings and equipment, as well as receive the necessary training to perform their duties according to New Jersey regulations, and nationally accepted practices.

The budget for each district when compared to Eatontown or Oceanport, appears to be more than double what residents pay in those communities. However, detailed examination and analysis indicate that they are actually similar. Because the Fire Districts are legal government entities, they have associated administrative costs that are included in their budgets, which do not appear in the budgets of Eatontown or Oceanport.

All District Commissioners receive small stipends as compensation. There are costs associated with running the election, auditing the budget, insurance, utility costs and capital expenses that normally appear in a municipal budget in line items outside those of the fire department. When these costs are separated from the cost of running the day-to-day operation of each fire company, that actual expenses are similar in all three (3) communities.

Each fire district is paying the expenses of two fire companies and two facilities. Costs approximate what the municipalities of Eatontown and Oceanport pay. Once again, hydrant service and LOSAP are two of the biggest charges. Hydrant service charges were \$118,000 and \$120,000 respectively for District 1 and District 2. LOSAP costs were \$72,000 and \$71,000.

The cost for hydrant service will likely increase with the closing of Fort Monmouth. All hydrants currently in Fort Monmouth but within the boundary of Tinton Falls are being paid for by Fort Monmouth. The affected district will be assuming the cost for those hydrants once the Fort closes and redevelopment begins. The exact number of hydrants is unknown at this time.

The JPM Study Team does not anticipate that the increase will be significant but there will be some financial impact on the hydrant service charge. Any capital expenses associated with redevelopment such as the addition of hydrants, cleaning, extending or replacing mains will be funded by the water utility and not charged separately.

## **FIRE TASK OBSERVATIONS AND RECOMMENDATIONS**

### **OBSERVATIONS**

#### **CLOSING OF THE FORT MONMOUTH FIRE DEPARTMENT**

This Fire Study included hundreds of hours of study and many interviews with elected officials, fire chiefs, fire officers and firefighters of the communities in this study, as well as Monmouth County Fire Officials. After an analysis of the facilities, equipment and staffing that the communities directly affected by the closing of Fort Monmouth have available for their defense against fire and natural disaster, the conclusion of the JPM Study Team is that there will be no major short term or long term impact directly attributable to the closing of Fort Monmouth. However, there will be some adjustment to the existing mutual aid plans of each community. Departments that called upon the Fort Monmouth Fire Department for assistance will have to revise their plans and reassign the tasks which would have been assigned to the Fort Monmouth Fire Department. Some other Monmouth County agency, which can provide the same service and insure that the necessary resources are deployed in a timely manner, must be selected by each Fire Chief.

The Fort Monmouth Fire Department, during the tenure of the current Chief, has evolved into an important resource for not only Mid-Monmouth County but, in fact, all of Monmouth County. The Fort Monmouth Fire Chief's policy, as explained to the study team during the site visit and meeting with the Assistant Chief, has been *"if you call us, we will come, anytime and anywhere."*

Under the Chief's direction, the Fort Monmouth Fire Department has acquired modern "state of the art" facilities, equipment, and training which they make available to all of the residents of Monmouth County. The Assistant Chief pointed out that it is unusual in the Federal Fire Service to find a military installation with the amount of resources found at Fort Monmouth. It is also unusual that they are openly shared with the civilian communities surrounding the installation.

When these resources are no longer available, gaps will not be created in regional fire response. Resources are currently in place and available within the Mid-Monmouth county region to replace those provided by Fort Monmouth when the Fort closes.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

Two examples to illustrate this point are HAZMAT team response and automatic mutual aid to the Eatontown Industrial Park. Fort Monmouth currently provides HAZMAT response for many communities in the mid-Monmouth region. However, there are 6 other HAZMAT teams in Monmouth County with the same level 1 capabilities. The list includes, Navel Weapons Station Earle Fire Department, Howell Township District 3, Southard Fire Department, Middletown Township- Special Services-Hazmat Team, Monmouth County Health Department Hazmat Team, Neptune Township OEM Hazmat Team and Howell Township OEM Hazmat Team.

In addition, there is a large array of support units found throughout Monmouth County. These include twenty HAZMAT Support Teams, four of which are in the Mid-Monmouth Region and fifteen Decontamination Teams, five are located at area hospitals and ten are mobile. Four of the mobile units are in the mid-Monmouth area including one in Eatontown.

Fort Monmouth Fire Department participates in automatic and immediate mutual aid responses to many locations in the surrounding area. One in particular, the Eatontown Industrial Park, located in the southern end of Eatontown along Industrial way is comprised of medium and large sized warehouses and one and two story office buildings. Fort Monmouth Fire Department is part of the first alarm assignment to many of the facilities located there. When the Fort closes there are enough fire stations located within the area that can be assigned in place of the Fort Monmouth Fire Department.

Each fire department in Monmouth County submits to the Monmouth County Fire Coordinator an alarm assignment for mutual aid, which lists the order of response for mutual aid companies (*see attachments*). These alarm assignments are on file with Monmouth County Fire Dispatch. Interviews with the fire chiefs and the Monmouth County Fire Coordinator revealed that these lists are essentially subjective. Each Fire Chief annually reviews which departments he wants responding to his community when mutual aid is necessary. The fire chief is not required to, nor are the municipalities required to, request the closest fire company. For example, Asbury Park, a paid fire department, requests Fort Monmouth on all working fires. However Fort Monmouth's fire stations are approximately 7.5 miles from the Asbury Park Fire Headquarters. When an incident occurs, the incident commander can override the pre-assignment, and request different companies, or the same companies in a different order.

Chapter 75-A of the New Jersey Administrative Code, also known as the Fire Resource Deployment Act (see attachments) requires that each community identify its need for emergency resources for possible incidents that are likely to require mutual aid. The Monmouth County Fire Coordinator is responsible for the assignment and coordination of resources to any emergency within Monmouth County that requires the use of fire service resources.

# **TASK 3 – FIRE SHARED SERVICES**

## **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

### **Fire Stations**

Part of the process of closing down a military base is the redistribution of facilities and equipment as explained in the acquisition process found in Addendum D of this report.

The Fort Monmouth Fire Department has two fire stations. They are known as Building 282 which is Station One and Building 2560, which is Station Two. Station One is located on the main base and is within Oceanport, about one-quarter mile from their station at 21 Main Street. Station Two is located in the Charles Woods Section of the Fort and is within the boundary of Tinton Falls. More specifically it is less than a mile from the Pinebrook Fire Company located at 70 Hamilton Road in Tinton Falls Fire District #1.

Oceanport Fire Department and Tinton Falls Fire District 1 filed Notice of Interest Statements (NOI) for the Public Benefit Conveyance of the fire houses within their districts. Tinton Falls District One's request also included the fire department storage shed which currently houses the HAZMAT truck. The Borough of Tinton Falls filed a notice of interest (NOI) in support of Fire District 1 requesting consideration for the firehouse if Fire District 1 was unsuccessful.

The Pinebrook Fire House is in a deteriorated condition and needs to be replaced, or undergo a refurbishment and expansion. The current facility is essentially a garage and lacks any modern facilities required for a fire station, such as a training room and suitable office space for line officers or administrative officials. The apparatus bays should have a diesel exhaust system. The Pinebrook Fire Company owns the building but does not have the resources for the needed upgrades. Because the facility is privately owned, public funds from the Fire District cannot be used.

The other Fort Monmouth Fire Station, the Charles Woods Fire Station, is a brand new state of the art facility which opened in 2001. It features several drive-through bays equipped with diesel exhaust systems. The offices and meeting room are spacious and well designed.

As part of the evaluation of the needs of Tinton Falls, the JPM Study Team considered the impact a move by the Pinebrook Fire Company to the Charles Woods Station would have on coverage in the southern half of Tinton Falls, since much of the Charles Woods area will eventually be incorporated into the Borough, and may subsequently be developed.

Tinton Falls, as described in Addendum A, is a long narrow borough approximately one mile wide and almost 16 miles long. The Northside Fire Company in District 2 is the northern most company in the Borough and is located east of the Garden State Parkway,

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

close to Red Bank. According to the District Commissioners, the Northside Fire Company has never responded into the area that is in and around Charles Woods because it is simply too far away. Calling Northside to respond that far south strips the northern end of the community of fire protection. Neighboring departments are actually closer and can respond through the mid-Monmouth Mutual Aid Agreement.

The next closest company traveling in a southerly direction is Tinton Falls Fire Company 1, which is also in District 2 but is located only 1.3 miles from the Pinebrook Firehouse. The Tinton Falls Fire Company is also proximate to the Charles Woods Station. However, their building is in excellent condition. Also, the Charles Woods location would not be within District 2's boundaries.

When located on a map (*see attachment*), Pinebrook and Tinton Falls Fire Company 1 are close to the location of the Charles Woods Station. It would seem that cost savings could be realized through consolidation of the two companies. In reality, Jersey Professional Management believes this scenario is highly unlikely and does not recommend consolidation for the following reasons:

- Both companies, while proximate to each other, are in two different fire districts. We have received no indication from either district that there is any interest in a merger of the companies or a consolidation of the two districts. The Study Team believes a merger of the 2 districts would be desirable, but not necessary.
- Both companies are often dispatched together for calls in their respective territories. In other words, there already exists a certain level of automatic and immediate mutual aid, which benefits all the taxpayers of Tinton Falls.
- The Tinton Falls Fire Company building is in excellent shape and in a good location. It does not make sense to close this facility.
- Both fire companies have served the citizens of Tinton Falls for many years. In fact the Tinton Falls Fire Company just celebrated its 75<sup>th</sup> Anniversary. There is a tremendous amount of pride and loyalty in a volunteer fire company. Pride and loyalty are key to sustaining the volunteer force. For many families, membership in the fire company spans generations. It is an intangible community asset that should be preserved.
- If a consolidation were to occur, it would likely be a consolidation into one building while maintaining the two existing fire companies. It would be necessary to reduce the amount of equipment or build a large enough structure to house the resources of both companies. Again, given the long tradition of the volunteer companies and the service they provide at minimal cost, the JPM Study Team feels neither option is viable.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

### **Fire Department Storage Facility**

The Fort Monmouth Fire Department constructed a storage shed which is used to house their HAZMAT/WMD Tractor Trailer and reserve equipment, and it is also used as a simulated warehouse to train for HAZMAT incidents.

Tinton Falls Fire District 1 has also included this building in their request for public conveyance of surplus property. Some members of the Board of Fire Commissioners feel that this building may actually be of more practical use than the Charles Woods station.

### **Fire Department Training Facility**

The Fort Monmouth fire training ground is a comprehensive facility. The design and available equipment allow for the simulation of a large array of emergency conditions firefighters may encounter. Emergencies involving air, over-the-road, railroad and structural fires may all be simulated using live fire conditions. The structural building uses a propane simulator and permits firefighters to practice in live fire and heat conditions in a computer controlled environment. This building should be considered an important asset to the Monmouth County Fire Service after the Fort closes.

Monmouth County Fire Academy is located on Route 33 in Freehold. The Fire Academy is currently undergoing a major renovation and expansion to better serve the 75 fire departments and almost 5,000 Firefighter 1 certified firefighters that provide fire protection to 640,000 residents, and to protect a land and water area of over 665 square miles. In 2006, thousands of firefighters received training through the Monmouth County Fire Academy.

Clearly Monmouth County's fire service is quite large. The demand placed on the Fire Academy places a continual strain on its facilities, equipment and staff. Fort Monmouth Fire Department has always offered their facility for use by all county departments to help meet the demand for quality training on all aspects of firefighting.

When the Fort closes, the demand for training will remain, however a vital facility may not be available. The Monmouth County Department of Law and Public Safety has filed an NOI for public conveyance of the training academy to the county to be used as a second facility to keep up with the demand for service. The JPM Study

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

Team recommends the continued availability and use of this facility. It is vital to the fire fighters and residents of Monmouth County. The JPM Study Team recommends that this facility become part of the Monmouth County Fire Academy as a second site to provide additional training for Monmouth County firefighters.

### **Regional Heliport**

Fort Monmouth maintains a heliport located in the Charles Woods area of the Fort. Generally the only use for a heliport for emergency purposes is to land medi-vac helicopters such as North Star, South Star or one of the privately funded units as operated by Atlantic Health Care System. Air ambulances can be called when victims of an accident or fire are so critically injured they need immediate transport to a Level 1 Trauma Center, and ground transport is not a viable option due to the seriousness of the injuries or travel distance to an acute care facility. These trauma centers are located regionally throughout New Jersey. Examples are Jersey Shore Medical Center in Neptune, Robert Wood Johnson in New Brunswick, University Hospital in Newark, and Cooper University in Camden. In addition, a burn center is located at St. Barnabas Medical Center in Livingston. All communities have air evacuation plans and designated landing sites in place. This information is shared with the New Jersey State Police who operate the medical evacuation helicopters. In addition, the proximity of Jersey Shore University Medical Center in Neptune normally makes air transport unnecessary.

The JPM Study Team does not recommend maintaining the existing landing site. Emergency medical transport by air is usually unnecessary in this part of Monmouth County due to the proximity of the Jersey Shore University Medical Center.

## **MUNICIPAL FIRE SERVICE - HOST TOWNS**

### **OCEANPORT FIRE DEPARTMENT**

The Oceanport Fire Department is a typical volunteer fire department that is found throughout Monmouth County and the State of New Jersey. The department presently has a strong membership base and has sufficient firefighter turnout during the day, according to the Fire Chief. The department has a new rescue pumper scheduled for delivery in fall, 2008. The department operates from two stations. The Hook and Ladder Company on Main Street is in proximity to Fort Monmouth Fire Headquarters, Building 282. The Oceanport Fire Department has filed an NOI for public conveyance of this building, which would replace the smaller Main Street building. If conveyed to Oceanport, it would greatly increase their apparatus floor space, as well as provide an office and meeting room. Building 282 has been well maintained and recently received a new floor in the apparatus bays as well as renovation of the living space. This facility would serve the Oceanport Fire Department well.

However, obtaining this building would not be without some expense. The building is designed for paid firefighters, and as such, has features such as dorm space that is unnecessary for a volunteer fire company. Some renovation of this building would be needed. However, the Oceanport Chief advised the JPM Study Team that needed renovation should not be considered an obstacle to conveyance. The alteration of the building could be handled in phases as capital work projects or possibly by the members themselves. The Chief feels it is more important to take advantage of obtaining the larger facility to allow for future expansion of fire service facilities that may become necessary because of possible redevelopment.

Oceanport will lose the benefit of having a paid department “in its backyard.” However, as was repeatedly stated during the interviews and site visits, this is not expected to create any problems, or, they are easily addressable through the extensive and well coordinated Mid-Monmouth County Mutual Aid Agreement.

The JPM Study Team's review of the statistical data indicates that Fort Monmouth had responded into Oceanport 43 times between 2004 and 2007. Since 21 of those calls were false alarms, this is approximately 6 times per year. Eatontown or another neighboring fire company should be able fill existing automatic aid responses that Oceanport has with Fort Monmouth. The technical resources of the Fort Monmouth Fire Department are also readily available from a host of other Monmouth County Agencies as detailed in the attached Mutual Aid Documents.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

Oceanport is a small community and its total calls for service for any given year are relatively small. However, the potential for future development and growth in Oceanport may be significant. The addition of the proposed 102,500 square feet of commercial space and 700 dwelling units has the potential to change the community. It is also possible that the financially troubled Monmouth Park Racetrack would eventually close, and present another opportunity for a large redevelopment project. The fire department should anticipate these possibilities in their future planning. The JPM Study Team believes Oceanport has begun this process by asking for conveyance of Building 282, which will provide them with the space necessary to expand their department should it become necessary.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

### **EATONTOWN FIRE DEPARTMENT**

Like its neighbor in Oceanport, the Eatontown Fire Department is typical of the volunteer fire departments found throughout New Jersey. Eatontown is considerably larger than Oceanport but operates from one station. Coverage from the facility is adequate; the coverage areas are within the 1.5 mile range recommended by Insurance Service Organization (ISO) for engine company response, except for the most southern part of the community near the Industrial Center. However, Eatontown utilizes automatic aid for that area of town with either Fort Monmouth or West Long Branch. When the Fort closes, other companies will need to be assigned. The statistical data revealed that Eatontown uses Fort Monmouth the most, 138 responses between 2004 and 2007. However, 72 were false alarm calls, likely from alarm activations along Industrial Way where Eatontown uses Fort Monmouth for automatic aid (i.e., approximately 15 calls per year). The Chief reported that the Fort's closing would not be a serious problem and he is confident that adequate resources are available.

Daytime staffing is sufficient at this time and there are no immediate concerns with turnout.

The closing of Fort Monmouth has the potential to result in an additional 540 dwelling units and 640,000 square feet of commercial space. The Fire Chief believes the Eatontown Fire Department could handle the increase in the number of structures, and feels any impact to his department would be small.

The JPM Study Team agrees with the Eatontown Fire Chief's assessment. The proposed redevelopment, while substantial in scope, is unlikely to have a major impact. The Study Team's professional experience in the fire protection field leads to the conclusion that, because of modern building and fire prevention codes, the construction and maintenance of structures will include design features protecting against fire spread. They will require installation of fire detection and fire suppression systems which will greatly reduce the potential for a serious fire and provide an early warning, if one should occur.

The likely scenario is a potential increase in the number of nuisance alarms from accidental activation or malfunction of these required systems. In residential structures it may be from carbon monoxide detectors and non-emergency smoke detector activations.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

## **TINTON FALLS FIRE DISTRICTS AND FIRE COMPANIES**

The two fire districts and four fire companies comprising the fire protection for the Borough of Tinton Falls are responsibly managed by the two Boards of Fire Commissioners. The JPM Study Team's financial analysis indicates that taxpayers' dollars are being spent properly, yet the fire companies are receiving the necessary training and have modern, properly maintained equipment.

All fire companies are reported to have adequate staffing and maintain an appropriate turnout for daytime calls. All facilities were adequate except for the Pinebrook Fire Company building, which is owned by the Fire Company. This facility is in need of renovation or replacement and is discussed in the Fort Monmouth Fire Station section of this report.

Fire calls to the Garden State Parkway are frequent due to the 15 mile stretch within Tinton Falls.

Seabrook Village is a large four (4) building mid-rise with 1,048 residential units in a retirement community setting. Another building development is planned. This site has not been a major problem for the fire department.

With the closing of the Fort, Tinton Falls will also lose the assistance of a nearby paid fire company. A review of the statistical data showed that Fort Monmouth responded to Tinton Falls 22 times between 2004 and 2007, which is approximately 6 times per year. Once again, local officials did not voice any concern, and they are confident in their abilities, as well as the resources and response capabilities of their neighbors, within the Mid-Monmouth County Mutual Aid Agreement.

## **RECOMMENDATIONS FOR FIRE SERVICE TASK 3**

### **OPTION 1**

The JPM Study Team recommends continuing to maintain the status quo with respect to the provision of fire protection by all municipalities in the Mid-Monmouth County Region.

Our interviews included elected officials, fire chiefs, fire officers, firefighters, and county officials, plus a review of the levels of protection being provided by each municipality's fire departments. An analysis of the service provided to the region by the Fort Monmouth Fire Department leads to the conclusion that the closing of the Fort will eliminate the only paid fire department in the immediate area. This paid fire department is well equipped and well trained. Other than the availability of a paid staff, its services can and will be replaced through the extensive and well-coordinated resources that are already in place through the Mid-Monmouth County Mutual Aid Plan.

Special services such as hazardous materials and technical rescue response, are available through the Fort Monmouth Fire Department. They will still be available, after the Fort closes, through the extensive resources of the Monmouth County Mutual Aid System.

Fort Monmouth responds on immediate and automatic aid to some of its neighbors. Again, there are more than enough fire companies in the region so that another company can replace the Fort's response. The only major difference is that a paid company will generally be able to provide a shorter response time because they are already on-site, and can respond immediately. However, the JPM Study Team was unable to find any specific, documented examples of how having a paid staff available to respond, affected the outcome of the incident.

### **OPTION 2**

The JPM Study Team recommends all of the Fire Department and Fire Districts implement the practice of immediate and automatic mutual aid, on all alarms, in all communities, at all times.

"Immediate and Automatic Aid" means that neighboring municipalities that have the closest station to the incident are dispatched immediately upon receipt of an alarm. It appears through our study that staffing for emergency response is adequate at this time.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

This is a particular concern during the daytime when many volunteers are unable to respond because they are at work possibly in another municipality. The JPM Study Team found that many departments already have immediate and automatic aid agreements in place for selected locations in their communities.

Immediate Automatic Aid and Mutual Aid are two different responses and should not be confused. The JPM Study Team has previously described Immediate Automatic Aid in this report. Mutual Aid is the process of giving, or receiving, out of town assistance when an emergency causes a municipality to commit all of its resources to mitigating an incident. Fire Services in New Jersey are obligated to provide mutual aid assistance under state statute (N.J.S.A 52:14E-11 et seq.), commonly known as the “Fire Service Resource Emergency Deployment Act.”

An emergency may be localized such as one town asking for assistance from neighboring municipality for a large fire or it may be regional involving multiple counties, such as a major weather event or a large scale, long duration hazardous materials incident, or an interstate event such as Hurricane Katrina and September 11<sup>th</sup> (9/11).

Each community by law has a local mutual aid plan and each county has a county plan. Each county has a county fire coordinator whose responsibility is to respond when requested by the local incident commander and to assist with providing necessary resources and technical expertise. The county fire coordinator is charged with the responsibility of notifying state emergency management officials as well as requesting state and regional resources if necessary.

The current system of mutual aid in the mid-Monmouth Region is a mixture of traditional mutual aid and automatic mutual aid. If future circumstances, such as a lack of adequate day time turnout become a serious concern, then efforts should be made to reach a consensus for a standardized approach using immediate and automatic mutual aid on a full time basis.

Mutual aid is to be mutual by definition. Therefore, each participant must be prepared to do its share. In order to be effective though, there must be a planned method for rapidly calling for and deploying mutual aid resources. Such a plan should have as few levels in the communication chain as possible in order to allow for rapid notification, and the fast response of such resources.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

### **OPTION 3**

Closely tied to the recommendation above, the most effective means of communication when dealing with resources from multiple jurisdictions is to have a common dispatch center. Although the resources of Monmouth County Communications Center are presently stretched thin, it is recommended that at such time that these capabilities are expanded, all fire calls be received and dispatched by the Monmouth County 911 Dispatch Center. In the event that there have been no plans established in a reasonable time frame for such an expansion, then a new regional dispatching operation in the Fort Monmouth Region would be a logical alternative to the use of the County.

The three (3) Host Municipalities should pay special attention to the communications/dispatch issues and be prepared to create the new relationship with Monmouth County, or to establish a new, regional system.

### **Option 4 – Not recommended at this time.**

In the future, possibly consider hiring paid daytime firefighters to supplement the volunteer organizations when staffing is likely going to be the lowest.

In any municipal organization, labor costs are the biggest part of the budget. Obviously volunteer fire protection is relatively inexpensive when compared with a paid department. The expense of having to hire paid firefighters is therefore a costly one. For that reason, the JPM Study Team is recommending the use of paid personnel only as a last resort, and only if all other efforts fail to turn out an adequate response, in a timely manner.

NFPA 1720, the standard for substantially volunteer departments, recommends having four men on the scene of a working structure fire and being able safely to begin interior attack within two (2) minutes after assembling sufficient resources at the scene, 90% percent of the time. NFPA 1710, the standard for paid fire departments, calls for a response within one minute of the receipt of an alarm and arrival within four minutes. Interior attack should not begin unless there are two properly equipped firefighters stationed outside the structure ready to attempt a rescue of two properly equipped firefighters going inside to begin extinguishments. Both standards call for the arrival of a total of five people in order to begin fire suppression. The difference is there is no recommended arrival time for a volunteer company. This difference underscores a key aspect to fire protection anywhere, a rapid response.

## **TASK 3 – FIRE SHARED SERVICES**

### **FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

Any community that is receiving an adequate response utilizing either of the first two options should then consider paid staff. If this becomes necessary, the Study Team recommends cost sharing as a method to minimize the impact on any one community. Cost sharing in this case would involve forming a regional fire service that would spread the cost of salaries over a greater tax base to minimize the impact on any one municipality. Through the mutual aid plan, all municipalities will receive the benefit of paid firefighters. It would make greater sense and be fair if the expense was spread out among all those who would benefit. A detailed plan for implementation of this option could be created later if it ever becomes necessary.

#### **Cost of a Paid Firefighter**

To provide an example of the cost to pay the annual salary of one paid firefighter, the JPM Study Team has obtained current firefighter salary information from the Evesham Fire Department in Burlington County, New Jersey. As an example of a department that provides the level of service recommended in Option 4, Evesham pays daytime firefighters who work a forty hour week which is four ten hour days rotating through the week. Paid positions would likely become unionized and any collective bargaining agreement will likely include benefits such as health coverage, sick days, holiday pay, stipends for certifications such as EMT, and longevity. These benefits are standard throughout the fire service in New Jersey and should be included in any cost analysis. Officers, a Captain or Lieutenant for each company would be paid more.

The level of staffing would also need to be evaluated. A fully staffed company for an engine would be three (3) firefighters and an officer. A truck company should be four (4) firefighters and an officer. Having only paid drivers does not bring adequate staff to the fire scene in compliance with NFPA 1710 and is not recommended by Jersey Professional Management in keeping with our policy of “Safety First, Savings Second.” In 2008 a firefighter in Evesham Township earns a salary as indicated in the table below.

#### **Paid Firefighter Salary Cost 2008**

| <b>Year</b> | <b>Base</b> | <b>Total Salary*</b> |
|-------------|-------------|----------------------|
| <b>1</b>    | \$48,120.51 | \$50,283.60          |
| <b>4</b>    | \$58,229.37 | \$60,684.06          |
| <b>8</b>    | \$74,978.93 | \$77,916.78          |
| <b>24</b>   | \$81,842.97 | \$87,715.44          |

\* Total salary is base plus longevity, holiday pay and stipends for certifications.

**TASK 3 – FIRE SHARED SERVICES**  
**FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

---

In addition to the salary indicated above, an additional 40% is calculated for health benefits and pension.

## CONCLUSIONS

### TIMETABLE FOR IMPLEMENTATION

Since Jersey Professional Management is not recommending any significant Shared Services in addition to those that are already in place, the JPM Study Team recommends that all fire departments continue to monitor their turnout for alarms, particularly in the 6am to 6pm time period, when members are not as likely to be available. Any trends indicating a decline in turnout should prompt consideration of the options outlined above. The order in which the options are listed is a guideline which provides for the safety of the public first, but also takes into consideration the outstanding service of all of the volunteer companies and their continued presence in the community.

Task 3 – Fire Shared Services  
Final Report  
Respectfully Submitted

### JERSEY PROFESSIONAL MANAGEMENT

Leonard Dolan  
Senior Manager  
Task 3 Team Leader  
July 7, 2008



## FMERPA Feasibility Study for Shared Fire Services

The following is a list of documents that Jersey Professional Management will require from each fire department.

- Rules and Regulations
- Policies and Procedures
- List of Salaried Employees and Volunteers, including:
  - Name
  - Title
  - Assignment
  - Start Date
  - Current Salary if any
- Ordinance establishing fire department
- Organizational Chart
- Statistical Operations Reports for the last 3 years - (Total Calls for Service and Number of False Alarms)
- Current Work Schedules
- Current Labor Agreements
- Employee policy manual
- Fleet Inventory
- Equipment Inventory
- Training Records for the last 3 years
- Description of Community Programs for the last 3 years
- Chiefs Monthly and/or Annual Report for the last 3 years
- Structure of Governing Body
- Listing of all Boards or Commissions relating to the Fire Department function
- Listing or copies of Fire Department related Inter-Local Service Agreements, participating agencies, and expiration dates
- Fire Department Budget for last 3 years - Operating and Capital
- Copy of last two audit reports
- Copy of salary ordinance and resolution
- Insurance - JIF and/or MEL
- Two most recently adopted municipal budgets
- Administrative code

Task 3 – Fire Shared Services

**COUNTY OF MONMOUTH  
OFFICE OF THE FIRE MARSHAL  
MUTUAL AID RESPONSE PLAN - MULTIPLE ALARMS**

**FIRE STATION - DISTRICT:**  
**HDQTS. STATION ADDRESS:**  
**HDQTS. STATION TELEPHONE:**  
**SUBMITTED BY:**

**DATE:**

| Alarms       | 1 | 2 | 3 | 4 | 5 | 6 |
|--------------|---|---|---|---|---|---|
| Full Station |   |   |   |   |   |   |
| Engine       |   |   |   |   |   |   |
| Ladder       |   |   |   |   |   |   |
| Tanker       |   |   |   |   |   |   |
| Brush        |   |   |   |   |   |   |
| Cascade      |   |   |   |   |   |   |
| Foam         |   |   |   |   |   |   |
| Cover Up     |   |   |   |   |   |   |
| RIT/FAST     |   |   |   |   |   |   |
| HazMat       |   |   |   |   |   |   |
| Decon        |   |   |   |   |   |   |

Other information, special response plans, etc.:

---



---



---



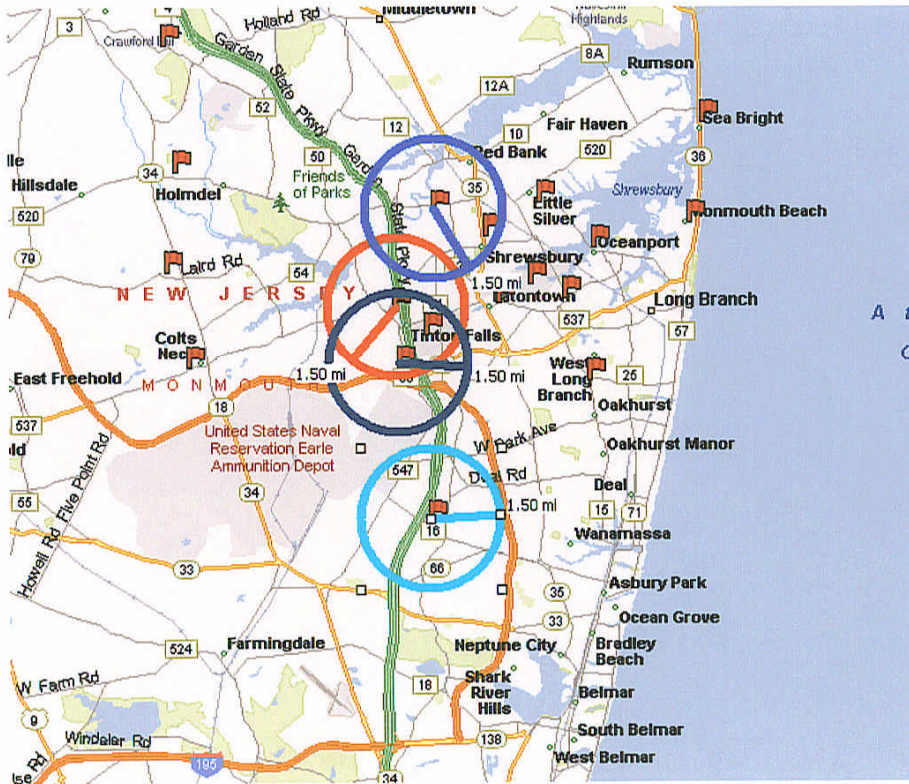
---

# TASK 3 – FIRE SHARED SERVICES

## FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA

### Attachment 3

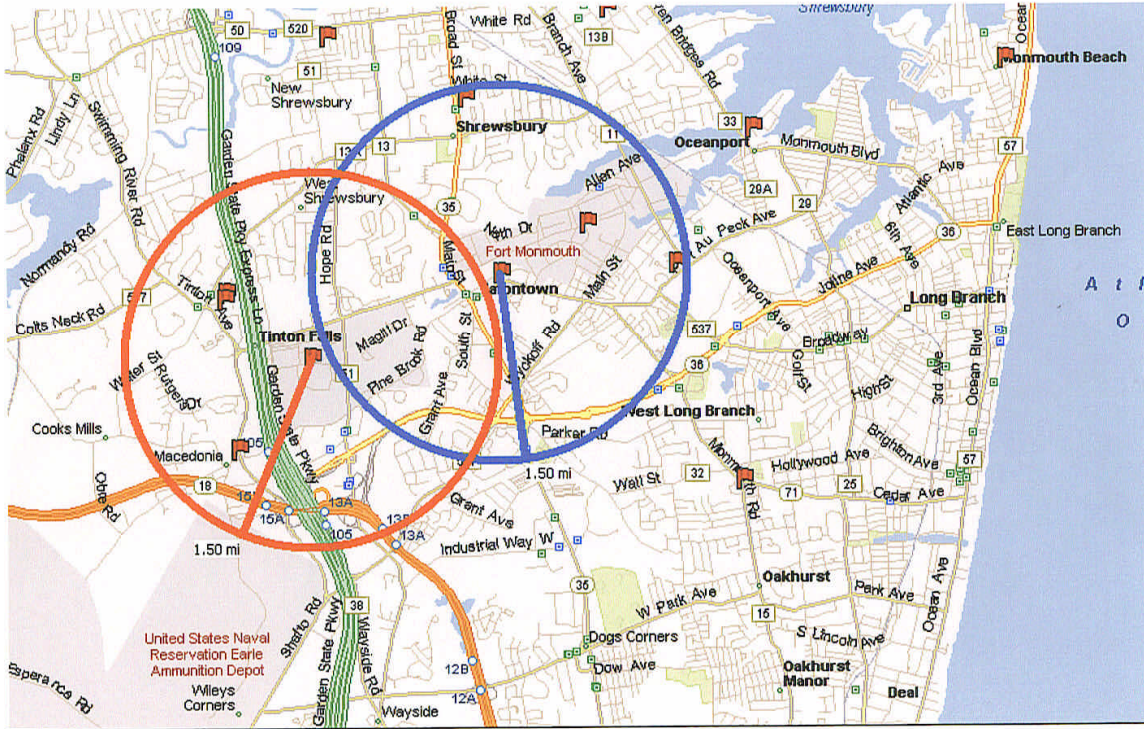
Tinton Falls Stations



**TASK 3 – FIRE SHARED SERVICES**  
**FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA**

Attachment 4

Ft. Monmouth Stations



|                                       | FMERPA Host Communities Fire Budgets |           |                 |                 |
|---------------------------------------|--------------------------------------|-----------|-----------------|-----------------|
|                                       | Eatontown                            | Oceanport | Tinton Falls    |                 |
|                                       |                                      |           | Fire District 1 | Fire District 2 |
|                                       | <b>SALARIES/WAGES</b>                |           |                 |                 |
| Salaries & Wages                      | \$4,500                              | \$3,000   |                 |                 |
| Total Paid Positions                  |                                      |           | \$13,000        | \$20,000        |
| Employee Benefit                      |                                      |           | \$10,000        | \$25,000        |
| Halloween/Summer's End Pay            |                                      |           |                 |                 |
| <b>SUBTOTAL Salaries &amp; Wages</b>  | \$4,500                              | \$3,000   | \$23,000        | \$45,000        |
| <b>OTHER EXPENSES</b>                 |                                      |           |                 |                 |
| Chiefs Expenses                       |                                      | \$900     |                 |                 |
| Consultants                           |                                      | \$100     |                 |                 |
| Meetings/Dues/Memberships             | \$7,000                              | \$200     | \$1,000         |                 |
| Physical/Training/Courses/Education   | \$1,500                              | \$1,500   | \$14,000        | \$20,000        |
| Equipment                             | \$23,500                             | \$12,000  |                 |                 |
| Turnout Gear                          |                                      | \$7,500   |                 |                 |
| Internet/Phone                        |                                      | \$300     |                 |                 |
| Vehicle Upgrades                      |                                      | \$1,000   |                 |                 |
| Tests                                 |                                      | \$4,000   |                 |                 |
| Service SBCA                          |                                      | \$2,500   |                 |                 |
| Repairs/Maintenance                   | \$33,500                             | \$9,000   | \$45,000        | \$80,000        |
| Fire Supplies/Materials               |                                      | \$1,000   | \$20,000        |                 |
| Uniforms/Badges                       | \$2,000                              | \$500     |                 |                 |
| Rent Oceanport Hook & Ladder          | \$0                                  | \$5,000   |                 |                 |
| Fireman's Relief                      |                                      | \$1,500   |                 |                 |
| Fire Police                           |                                      | \$900     |                 |                 |
| Radios                                |                                      | \$4,000   |                 |                 |
| Fire Chief's Vehicle Lease            |                                      | \$7,900   |                 |                 |
| Medical Evaluation                    | \$2,000                              | \$200     |                 | \$7,500         |
| Fire Prevention                       | \$4,000                              |           |                 |                 |
| Fire Watch                            | \$6,000                              |           |                 |                 |
| Elections                             |                                      |           | \$1,000         | \$1,500         |
| Professional Services                 |                                      |           | \$23,300        | \$22,000        |
| Office Expenses                       | \$1,000                              |           | \$4,500         | \$4,000         |
| Rental Charges                        |                                      |           | \$47,000        | \$72,000        |
| Miscellaneous                         | \$2,000                              |           | \$575           |                 |
| Advertising                           |                                      |           | \$1,500         |                 |
| Insurance Premiums                    |                                      |           | \$73,500        | \$1,500         |
| Utilities                             |                                      |           | \$23,000        | \$50,000        |
| SFSG Expenses                         |                                      |           | \$3,144         | \$3,145         |
| Hydrant Rental/Service                | \$117,600                            | \$52,000  | \$118,000       | \$120,000       |
| Promotion                             |                                      |           | \$1,500         | \$2,000         |
| Purchase Non-Bondable Assets          |                                      |           | \$45,000        | \$75,500        |
| LOSAP                                 | \$41,000                             | \$67,000  | \$72,100        | \$71,000        |
| Contingent                            |                                      |           | \$10,000        | \$10,000        |
| <b>SUBTOTAL Other Expenses</b>        | \$241,100                            | \$179,000 | \$504,119       | \$540,145       |
| <b>TOTAL OPERATING APPROPRIATIONS</b> | \$245,600                            | \$182,000 | \$527,119       | \$585,145       |

Note: Some categories have been combined for easier comparison. Some related expenses not included directly in the operating budget, have been included in the operating portion of the budget for more accurate comparison.