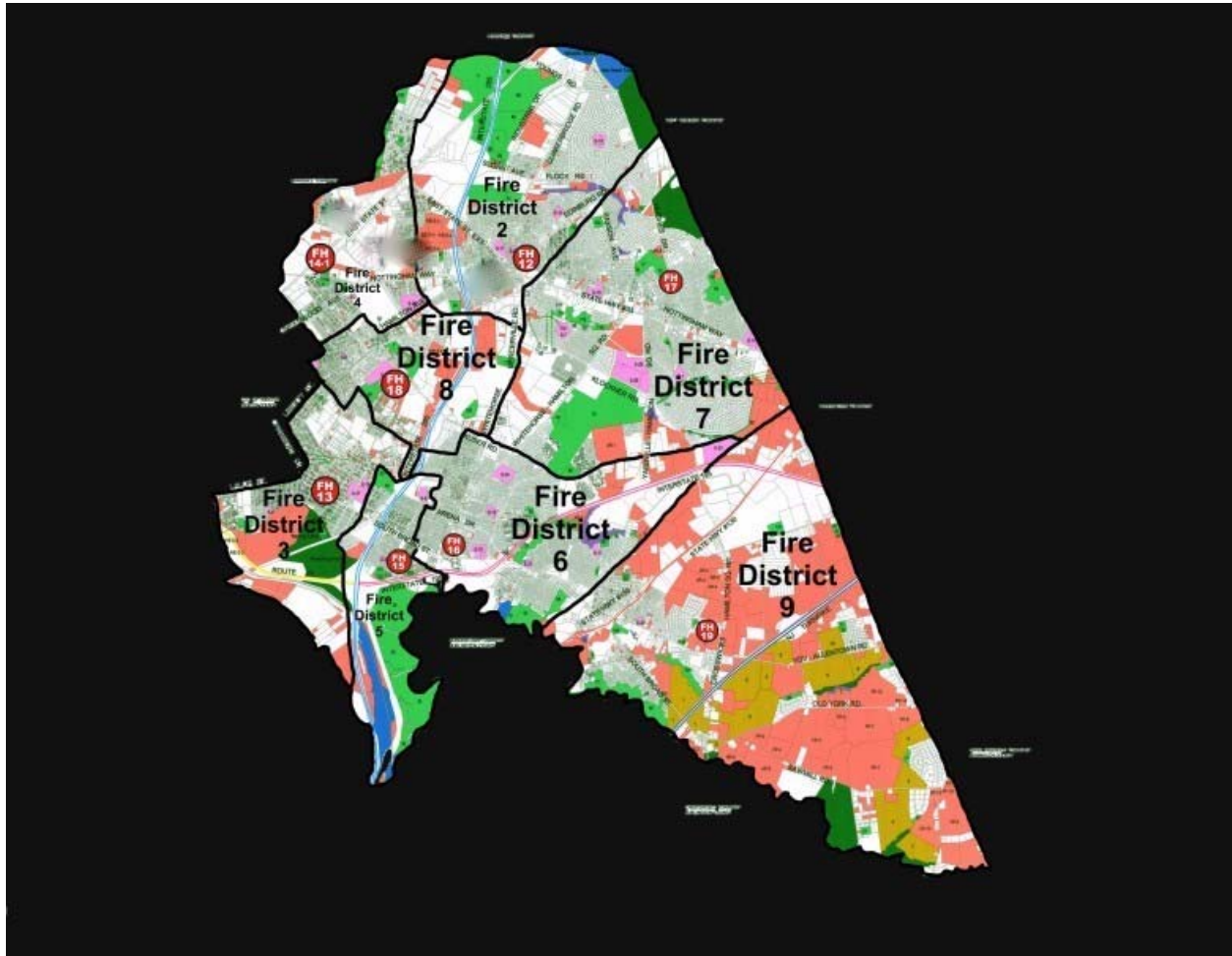


HAMILTON TOWNSHIP

Mercer County, New Jersey

Fire District Dissolution Study



Prepared by:
New Jersey State Department of Community Affairs
Division of Local Government Services

January 2017

HAMILTON TOWNSHIP, NEW JERSEY
FIRE DISTRICT DISSOLUTION STUDY

Table of Contents

I. EXECUTIVE SUMMARY	3
II. DEMOGRAPHIC AND BACKGROUND INFORMATION.....	5
III. FIRE STATIONS AND INFRASTRUCTURE	9
IV. FIRE APPARATUS AND MOTORIZED EQUIPMENT.....	15
V. SAFETY AND TRAINING	20
VI. OFFICE OF THE FIRE MARSHAL/LOCAL ENFORCEMENT AGENCY.....	23
VII. CAREER AND VOLUNTEER STAFFING/ORGANIZATIONAL STRUCTURE.....	26
VIII. BUDGET, FINANCIAL AND TAX ANALYSIS.....	36
IX. CONCLUSION.....	41
X. APPENDIX A.....	42

DISCLAIMER: While information contained in this report is believed to be accurate and truthful, many different sources were relied upon for certain data and statistics. No explicit guarantees can be made by the State or the report writer with regard to the same.

I. EXECUTIVE SUMMARY

IN OCTOBER OF 2015 Hamilton Township (the “Township”) Mayor Kelly Yaede requested assistance from the New Jersey State Department of Community Affairs (“DCA”) in the development of a research and planning document to be written for the purpose of considering the dissolution of eight of the nine existing Hamilton Township fire districts in favor of the creation of a newly formed district or other alternative. The request was granted and Division of Local Government Services (“DLGS”) staff with extensive experience in fire protection services and local government finance conducted this study to achieve the stated objective. As of the date of this report, the Municipal Clerk has certified signatures of registered voters in eight fire districts related to petitions for dissolution of fire districts pursuant to N.J.S.A. 40A:14-91 and petitions for creation of a new fire district pursuant to N.J.S.A. 40A:14-70.

The three central factors upon which this study focuses its attention are:

- Degree and quality of the delivery of fire protection and prevention services
- Cost effectiveness and efficiency of administrative, operational and support services
- Addressing the disparity of the divergent tax rates in the existing fire districts

Existing facilitation of services that were not addressed in this study include:

- Delivery of Emergency Medical Service (currently provided by Robert-Wood Johnson)
- Provision of Haz-Mat Response Team (currently provided by Hamilton Police Dept.)
- Oversight of Office of Emergency Management (currently under Director of DPW)

This report focuses on the dissolution of eight fire districts and creation of a new single fire district, which would provide a single fire tax throughout the Township. As further detailed in this report, this reorganization can provide numerous benefits to the Township including:

- Single command structure for fire services
- An estimated \$2.7 million in potential annual cost savings
- Improved accountability
- Standardization and uniformity of fire operations
- Improved deployment of forces

Challenges of this type of reorganization include the transition period necessary for personnel to adjust to compounded changes in administrative and command structures, operational standards and organizational culture. These challenges, however, are not insurmountable and can be mitigated with good planning and leadership. Further, even more important is the positive attitude and political will of the stakeholders, including the existing Township administration, Council Members, Fire Commissioners, rank and file career members, volunteer members and union representation. Based on the Division’s review, those stakeholders appear to be supportive of the concept.

It is important to note that these same benefits noted above can be achieved through dissolution of the eight districts and creation of two or three districts (rather than one) with a shared service or other contractual arrangement with one of the new districts. The added benefit of this type of reorganization would be the ability to establish multiple reduced tax rates in which all districts would realize some level of tax savings. This alternative, while slightly more complex, may be considered as an option as well.

The Division considered other alternative structures, however, they may not allow the benefits outlined above to be achieved or may present other challenges. These alternatives include:

- *Municipal Fire Department*
Although this would eliminate the need to create a new administrative structure, this alternative may pose a potential drain on municipal resources, less autonomy for fire administrators, and inability of residents to approve fire budgets and other expenses.
- *Status Quo or Only Dissolve Some Districts*
Although, the Township may choose to do nothing and maintain the status quo or dissolve only some of the eight districts, the benefits outlined above may not be achieved in this scenario.

Now that petitions have been certified in each of the eight districts considered for dissolution and for creation of a new district, there are a number of other critical actions that must take place in order to achieve the end result. Those actions include:

- Adequate public notice and public hearing(s) on the matter of fire district dissolutions and creation of an alternate design for fire protection services
- Adoption of a municipal resolution/ordinance for dissolutions and creation
- Successful application to the Local Finance Board (“LFB”) for dissolutions and creation
- A strategy to elect a Board of Fire Commissioners for the new district pursuant to 40A:14-72 which states in part that “...The initial election for a newly created fire district may take place on another date as a governing body may specify under N.J.S. 40A:14-70 but the annual election thereafter shall be held on the third Saturday in February....” And further that “...The legal voters thereat shall determine the amount of money to be raised for the ensuing year and determine such other matters as may be required.”

II. DEMOGRAPHIC AND BACKGROUND INFORMATION

THE TOWNSHIP OF HAMILTON is located immediately east of Trenton, the New Jersey State Capital, and occupies approximately 40 square miles in the southern region of Mercer County, New Jersey.



HAMILTON TOWNSHIP HIGHLIGHTED IN MERCER COUNTY
INSET: LOCATION OF MERCER COUNTY HIGHLIGHTED IN STATE OF NEW JERSEY

Source: Wikipedia

The population in Hamilton according to the 2010 Census was reported as 88,464. Land development in the Township is diverse but over the last decade has largely favored residential construction for aging baby boomers in the form of adult/retirement communities and assisted living facilities. Hamilton Township seems to be experiencing steady population growth in conjunction with a prudent blend of land-use preservation and development in a manner that has made it an attractive place to live, work and play. Hamilton is bordered by Lawrence Township to the north; West Windsor, Robbinsville, and Upper Freehold Townships (north-to south) to the east; Chesterfield and Bordentown Townships (east-to west) to the south; and Trenton on the east.

General Township Budget Information: Averaged assessed value went from \$133,800 in 2014 to \$133,900 in 2015 to \$220,000 in 2016. Total assessed valuation (TAV) in 2015 was \$5,165,540,985. A township wide revaluation resulted in a much higher TAV in 2016 amounting to \$8,473,551,847. **Apart from fire district taxation, the amount to be raised by taxation in 2016** to support municipal tax levy (\$67,261,184) and local taxes (School District Tax: \$107,000,000; County Tax: \$53,500,000; Special District Tax: \$23,500,000) **is \$251,261,184.** Tax rates according to the Hamilton Township 2015 Second Half Tax Bill were as follows:

COUNTY	0.975
LIBRARY	0.056
OPEN SPACE	0.042
SCHOOL	2.052
LOCAL	1.224
TOTAL	4.349

*Local tax rate in 2016 decreased to 0.750 largely due to revaluation

**Does not include fire district taxes

2015 Sewer Tax (separate from above) was \$156.00 in March and \$156.00 in October for a total of \$312.00 for the averaged assessed home valued at \$220,000.

NINE SEPARATE FIRE DISTRICTS serve the fire protection and prevention needs of Hamilton Township. Each of the nine fire districts is an autonomous local unit of government or “authority” with its own budget and taxing authority pursuant to N.J.S.A. 40A:14-70 et seq. Administrative authority of each district is under a publicly-elected five-person Board of Fire Commissioners. Under the present system (nine separate “decentralized” fire districts), there are 45 Fire Commissioner Seats township wide. Each of the nine Fire Commissioner Boards is responsible in their respective fire jurisdictions for preparing budgets (subject to local adoption and state approval), contracting services and/or employing and managing personnel, collective bargaining with union employees, maintenance and repair of its facilities, apparatus and equipment, capital improvements and related functions including but not limited to statutory and regulatory compliance in all policies, procedures and practices. The fire districts typically contract with volunteer fire companies for services but notably all eight districts that were studied in this report also employ some number of uniform firefighters of various ranks (and operating under approximately twenty separate collective bargaining agreements) tasked to handle general day-to-day operations and respond as needed to fire emergencies and other calls for service.

Standing mutual aid agreements and emergency response protocols exist among the township fire districts along with contiguous/neighborhood fire service organizations including but not limited to the Trenton Fire Department. Cooperation among these agencies particularly at scenes of emergencies and during other times of need appears to be stout and reliable, but in some ways the multiple district system may restrict optimum utilization of available resources.

Another inherent criticism that has befallen the multiple district system in place is the lack of an equalized fire district tax rate throughout the township. While the township wide municipal purpose tax rate for 2016 is 0.750 (down from 1.224 in 2015), the eight subject fire district tax rates in that same period range from 0.240 (up from 0.150 in 2015) on the low end to 0.550 (down from 0.880 in 2015) on the high end. Certainly the matter of “tax fairness” remains a subject of considerable importance to the Township residents in the formulation of optional fire protection service alternatives in Hamilton.

The nine fire districts in the Township are detailed below:

<u>DISTRICT #</u>	<u>YEAR ESTABLISHED</u>	<u>DISTRICT/COMPANY</u>	<u>FIRE STATION</u>
1	1911	Union/Crosswicks	Chesterfield
2	1912	Mercerville	Station 12
3	1912	Rusling	Station 13
4	1912	Hamilton	Station 14
5	1914	DeCou	Station 15
6	1915	Whitehorse	Station 16
7	1915	Nottingham	Station 17
8	1915	Colonial	Station 18
9	1921	Groveville	Station 19

Fire District No. 1 occupies a sparsely populated, minor land area in the south section of the Township and is bordered by Fire District No. 9 and extending into neighboring Chesterfield Township in Burlington County. Given Fire District No. 1’s unique bi-county jurisdictional authority and related considerations, it was not included as a fire district subject to dissolution at the time of this study. Nothing contained in this report is intended to limit or restrict future legal consideration of Fire District No. 1’s access to become part of any new entity formed subsequent to this study.

MAP OF HAMILTON TOWNSHIP SHOWING NINE FIRE DISTRICTS



Source: Hamilton Township Fire Districts (HTFD)

FIRE DISTRICT CONSOLIDATION has been a subject of discussion in Hamilton Township for well over two decades. In September of 1997, the Township commissioned the TriData Corporation of Arlington, Virginia to conduct a study of Fire and Emergency Medical Services in Hamilton. The Final Report, issued in May of 1998, provided a number of valuable insights and essentially concluded that while “the components of this system” (nine fire districts et al) “operate together fairly well...there were some areas of concern”. The Report went on to state, “There are more efficient and effective ways to operate...including a consolidated single system...”

Certainly the TriData Report, though considerably outdated, remains a relevant document in terms of its historical significance as well as to serve as a reminder that the concept of fire district consolidation is not at all new to the residents of Hamilton Township.

In late 2013, the Hamilton Township Fire Officers Union FMBA Local 284 President (Fire Captain) Nick Buroczi provided a presentation on the merits of fire district consolidation to the Township Council. The presentation was generally well-received and the stage was set to breathe new life into the push for consolidating fire districts.

In August of 2015 Fire District No. 9 was the first to adopt a resolution in support of consolidation. District No. 6 was next and other districts followed.

In October of 2015, the Fire Union began collecting signatures on petitions in eight of the nine fire districts, District 2 through 9 needed for the Township Council to conduct public hearings for the purpose of considering dissolution of existing fire districts and the creation of a new district. Petitions were submitted to the municipal clerk by Mid-March of 2016. Due to a reported mix up of the fire district legal boundaries in contrast to the legislative voting districts in Hamilton, it was determined by the municipal clerk that many of the signatures on

the petitions were unacceptable. The Fire Union went back out to the public to gain the needed bona fide signatures.

Concurrent with the collection of petitions, DLGS submitted extensive data requests to the Township to obtain detailed information regarding each of the eight fire districts. Review and analysis of this data was performed in conjunction with a simultaneous review of the general history of the township as well as the short and long term chronology of events that led to the consignment of this study. The data consisted of a series of relevant questions for each fire district to answer for the purpose of having access to information germane to this report, i.e. number of career/volunteer personnel, organizational structures, fire prevention services, number and location of fire stations, number and types of fire apparatus and other equipment, salary and wages, other expenses, calls for services, labor contracts, etc.

Field work began with multiple interviews of the career Fire Chiefs from Districts 2, 3, 6, 7 and 9 along with the Fire Marshal from District 7 and the Fire Prevention Specialist from District 9. With their cooperation and assistance, several key Work Groups were identified (subjects that required further study) and apportioned as follows

<u>CHIEF/EXECUTIVE OFFICER</u>	<u>DISTRICT</u>	<u>WORK GROUPS</u>
CHIEF CHRISTOPHER TOZZI	DISTRICT 2: MERCERVILLE	VOLUNTEER DIVISION
CHIEF THOMAS GRIBBIN	DISTRICT 3: RUSLING	BUDGETS/IT/COMMUNICATIONS
CAPTAIN STEVE KRAEMER	DISTRICT 3: RUSLING	APPARATUS & EQUIPMENT
CHIEF JOHN RETALIS	DISTRICT 7: NOTTINGHAM	APPARATUS & EQUIPMENT
CHIEF RICHARD KRAEMER	DISTRICT 6: WHITEHORSE	TRAINING & SAFETY
CHIEF MARK ANTOZZESKI	DISTRICT 9: GROVEVILLE	FIRE HOUSES/INFRASTRUCTURE
FIRE MARSHAL SCOTT McCORMICK	DISTRICT 7: NOTTINGHAM	FIRE OFFICIAL/LOCAL
FIRE MARSHAL MIKE DANBURY	DISTRICT 9: GROVEVILLE	ENFORCEMENT AGENCY (LEA)

The participating Fire Chiefs/Officials were encouraged to assist and collaborate with one another with regard to the Work Groups identified above. Arrangements were made to share this Work Group List with the Hamilton Volunteer Fire Chiefs for the purpose of inviting them to participate, provide input and otherwise assist the Work Group Leaders with this undertaking.

Further interviews were conducted with several other parties of interest including but not limited to:

- Volunteer Fire Chief Greg Kirkham, Fire District No. 5, DeCou
- Fire Captain Nick Buroczi, President, Hamilton Fire Officers FMBA Local 284
- Firefighter Mike Kiernan, President, Hamilton Firefighters FMBA Local 84
- Gene Argenti, Fire Commissioner, Fire District No. 2, Mercerville
- John Newbon, Sr., Fire Commissioner, Fire District No. 4, Hamilton

Other field work proceeded with site visits to all existing fire stations and familiarization with the general terrain, population, roadways, occupancy uses and activities throughout the township.

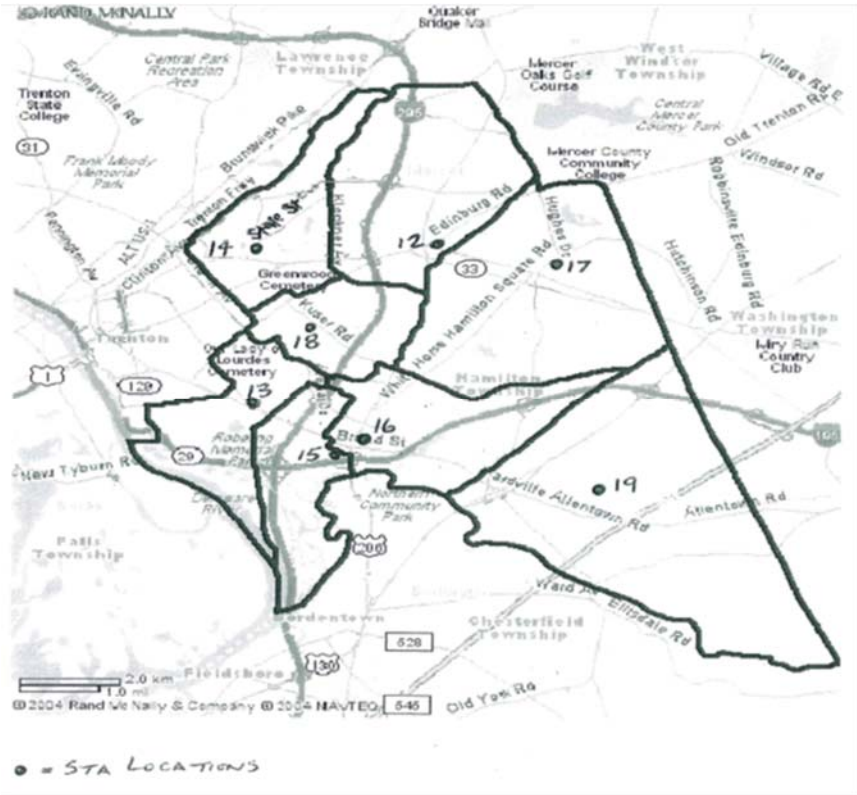
III. FIRE STATIONS AND INFRASTRUCTURE

With the noted exception of a small fire station held in public trust by Hamilton Fire District No. 1 (a.k.a. Chesterfield-Hamilton Fire District No. 1) located at 18 New Street in bordering Chesterfield Township (Burlington County) and served by the Union Fire Company No.1 of Crosswicks, a total of eight active fire stations located in Hamilton Township are currently in service to the residents of Hamilton. The fire stations are somewhat strategically located based largely on the original fire district boundaries and population centers as they existed in the early 1900's. Table 1-A below provides the station designations, locations and key construction/renovation dates of the fire stations:

Fire District	2	3	4	5	6	7	8	9
Location	2711 Nottingham Way	13 Rennie St.	1805 East State St.	61 Ruskin Ave.	19 Locust Ave.	200 Mercer St.	801 Kuser Rd.	4201 Cross-Hamilton Square Rd.
Year Built/Renovated	1921	1984	1993	1990	1985	1955	1970, 1972	1989
# Parking Spaces	60	15	30	46	50	200	288	65
Apparatus Capacity	4	5	4	6	6	4	7	6+
Personnel Overnight Capacity	5	5	4	4	5	6M, 4F	4	4
Held in Public Trust by	Fire District #2	Fire District #3	Fire District #4	Fire District #5 (1)/ DeCou Fire Co. (2)	White Horse Fire Co.	Nottingham Fire Co.	Colonial Fire Co.	Fire District #9
Outstanding Mortgage	None	None	None	Unreported	\$99,645 (3)	None	None	None
Other Debt	None	None	None	None	None	None	None	None
SCBA Compressor	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
Emergency Generator	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Turnout Gear Washer	Yes	Yes	Yes + Dryer	No	No	Yes	No	Yes
Hall Rental	Yes	No	No	Yes	Yes	Yes (4)	Yes (4)	No
Other	N/A	Radio tower rental to cell phone providers	N/A	N/A	N/A	N/A	N/A	N/A

- (1) Apparatus Bays/Offices
- (2) Rental Hall, Kitchen, Backroom, Offices
- (3) Interest rate 5.22%, debt maturity 12/7/22
- (4) Large hall rental

MAP OF HAMILTON TOWNSHIP SHOWING FIRE STATION LOCATIONS



Source: HTFD

Fire District No. 2, Mercerville Fire Company, Station 12, 2711 Nottingham Way



Fire District No. 3, Rusling Hose Fire Company, Station 13, 13 Rennie Street



Fire District No. 4, Hamilton Fire Company, Station 14, 1805 East State Street



Fire District No. 5, DeCou Hose Company, Station 15, 61 Ruskin Avenue



Fire District No. 6, White Horse Fire Company, Station 16, 19 Locust Avenue



Fire District No. 7, Nottingham Fire Company, Station 17, 200 Mercer Street



Fire District No. 8, Colonial Fire Company, Station 18, 801 Kuser Road



Fire District No. 9, Groveville Fire Company, Station 19, 4201 Cross-Hamilton Square Road



Photos by Don Huber

FIRE STATIONS AND INFRASTRUCTURE: GENERAL ANALYSIS

- Fire station construction dates range from 1921 to 1993 across all eight districts
- On-site parking availability ranges from 15 to 288 parking spots; total parking capacity across all eight districts is 754, more than adequate to accommodate personnel, guests and social events
- Fire station capacities to house apparatus range from 4 to 7 units; total apparatus housing capacity across all eight districts is 42+ units, more than adequate space to house apparatus
- Fire station capacities to accommodate firefighting personnel assigned to overnight duty shifts range from 4 to 10; total overnight staffing capacity across all eight districts is 41 individuals, adequate overnight duty shift space to accommodate as many as 9 or 10 properly staffed fire companies and modest command staff.
- Four of the fire district station houses (in Districts 2,3,4 & 9) are held in public trust by the fire districts
- Three of the fire district station houses (in Districts 6, 7 & 8) are held in public trust by the local fire companies
- One of the fire district station houses (District 5) is held in public trust jointly by the fire district (apparatus bays and administrative offices) and the fire company (rental hall, kitchen, back room, fire company offices)
- All of the fire district and volunteer station houses were found to be in overall adequate condition
- Seven of the fire district station houses (Districts 2,4,5,6,7,8 & 9) have self-contained breathing apparatus (SCBA) compressors (to refill breathing air bottles) on site
- Four of the fire district station houses (Districts 2,3,4 & 9) have turnout gear (firefighter protection wear) washing machines
- All fire district station houses have emergency power generators on site with varying capacities and degrees of reliability
- All fire district station houses except District 8 have in-house alerting systems on site with varying capacities and degrees of reliability
- Five of the fire district station houses (Districts 2,5,6,7, & 8) accommodate social events which produce rental revenue for the volunteer fire companies associated with those locations

FIRE STATIONS AND INFRASTRUCTURE: FINDINGS AND RECOMMENDATIONS

1. A needs assessment of all station houses should be conducted for optimum utilization.
2. Station houses should be carefully evaluated for staffing accommodations as well as operational and maintenance costs at each location.

3. The fire chief should provide a plan identifying response time objectives and laying out the most effective assignment of personnel and staging of apparatus to calls for service and in the achievement of such objectives.
4. House commanders from the company officer roster should be assigned over each fire station to provide for the proper care, maintenance, repair, accountability and safety in all facilities.
5. A fire station capital plan should be developed by the authority having jurisdiction to address the capital improvements needed over time to maintain and upgrade the facilities and infrastructure in a sound and manageable fashion.

IV. FIRE APPARATUS AND MOTORIZED EQUIPMENT

The eight active fire stations in Hamilton Township collectively operate twenty pieces of fire apparatus along with a variety of command and support vehicles, each possessing specific design functions and varying capabilities to carry out assigned tasks.

A brief look at the major types of motorized equipment and the main purpose of such units is provided below:

PUMPER ENGINE: The basic unit of the fire service. Main purpose is the control and extinguishment of fire by the delivery of adequate water flows, typically measured in gallons per minute or simply, GPM. These units can also be utilized to assist with motor vehicle extrications as well as search and rescue operations and a variety of non-fire related incidents and calls for service. Pumpers can sometimes be used as a combination pumper/rescue unit, a.k.a. rescue/pumper.

AERIAL LADDER/TOWER/ELEVATING PLATFORM/TRACTOR DRAWN AERIAL LADDER (TDA): Main purpose includes forcible entry operations, gaining access to roof tops and other elevated areas to conduct horizontal and/or vertical ventilation operations, search and rescue, and provision of elevated hose streams. These units can also be utilized to perform motor vehicle extrications as well as a variety of non-fire related incidents and calls for service.

QUINT/QUAD/SQUIRT: Combination units possessing some capacities of both pumpers (flowing water) and aerial ladders/devices (elevated operations). A “Quint”, as the name implies, possesses *five* basic characteristics; an aerial ladder, ground ladders, a fire pump, a water tank, and hose. A “Quad”, as the name implies, possesses the same essential characteristics found in the Quint apparatus absent the aerial device component. A “Squirt” is typically a toned-down version of a Quint (i.e. shorter aerial device, smaller pump) absent the ground ladders.

RESCUE TRUCK: Main purpose is to preserve life and minimize injuries at the scene of an emergency. Rescue trucks can be further categorized into three main groups; light, medium and heavy rescue. Each specific category requires an organized collection of specialized equipment and power tools. Specialized training of personnel assigned to rescue units may include fire search and rescue, confined space search and rescue, high/low angle rescue, technical rescue and marine/water/ice rescue.

REHABILITATION UNIT (REHAB): Main purpose is to provide an environmentally controlled safe-haven for firefighters (typically at large-scale, long-term, or otherwise extremely arduous emergency incidents) to provide necessary monitoring of vital signs, assessment and treatment of injuries as well as fluid replenishment and rest as deemed appropriate by on-scene emergency medical personnel.

TANKER TRUCK: Main purpose is to provide a large mobile water supply to pumper/engines particularly in but not limited to areas that lack a fixed water supply system such as fire hydrants, ponds, lakes or other accessible sources of water.

FOAM UNIT: Main purpose is to provide foam extinguishment capabilities for Class B (flammable liquid) fires or other fires requiring specialized suppression techniques.

STAFF VEHICLE: Main purpose is to provide means of transportation for staff personnel in the performance of official duties and assignments. Staff vehicles may be consigned to bureaus/offices/units/personnel such

as Assistant Chiefs, Training, Communications, Fire Marshal/Official, Fire Inspector, Fire Prevention/Code Enforcement, and Fire/Arson Investigations.

UTILITY VEHICLE: General purpose vehicle used for a range of support services including but not limited to transport of personnel and equipment, Cascade system (for refilling SCBA air bottles), emergency lighting, snow plowing/salting, traffic control at emergency incidents, motor pool, and general day-to-day support operations typically of an essential but non-emergent nature.

MARINE UNITS: Main purpose is to provide capability to perform water rescue operations. Marine units may include motorized fire boats of varying sizes, non-motorized boats, rafts, and jet skis. None of the marine units in Hamilton Township are of the variety that pumps water.

COMMAND: Main purpose is to provide transportation for the fire chief and shift commanders to the scene of emergencies or other locations. Command vehicles may also be used to establish a command post (stationary point of incident management) at an emergency or other event.

The Table on the next page provides an inventory of the motorized fleet for each District

<u>DISTRICT</u>	<u>STATION</u>	<u>TYPE UNIT</u>	<u>MAKE/MODEL</u>	<u>YEAR</u>
2	12	*Rescue Pumper	KME	2012
2	12	Rehab Unit	Ford F350	2007
2	12	Utility Vehicle	Ford F350	2016
2	12	Utility Vehicle	Ford Explorer	2003
2	12	Command	Ford SUV	2015
3	13	*Pumper Engine	Pierce Arrow XT	2016
3	13	*Pumper Engine	Spartan 3D	1996
3	13	*Tractor Drawn Aerial	Pierce Arrow TDA	2016
3	13	*Tractor Drawn Aerial	Seagrave TDA	2005
3	13	Light Rescue	Ford L8000 Walk-in	1991
3	13	Foam Unit	660 Gallon	2012
3	13	Utility Vehicle	Ford F350	1998
3	13	Marine Unit	Zodiak 50 HP	2008
3	13	Marine Unit	Avon 45 HP	1991
3	13	Command	Chevy Suburban	2007
4	14	*Pumper Engine	Pierce Arrow XT	2016
4	14	*Pumper Engine	Luverne	2001
4	14	*Elevating Platform	Pierce Arrow Mid Mt	2016
4	14	Aerial Ladder	Spartan 3D Nova	1996
4	14	Command	Chevy Tahoe	2007
5	15	*Pumper Engine	Sutphen	2007
5	15	*Squirt w/54' Boom	Seagrave	1990
5	15	Utility/Lighting/Cascade	Spartan 3D	1996
5	15	Utility Vehicle/Plow	Ford 350XLT	1993
5	15	Command	Chevy Tahoe	2011
6	16	*Pumper Engine	Sutphen	2005
6	16	*Pumper Engine	Spartan 3D	1995
6	16	Utility Vehicle	F350	2000
6	16	Utility Vehicle	F250	1995
6	16	Marine Unit	Defender	2011
6	16	Marine Unit	LoweLine	1970s
6	16	Marine Unit	Smoke Craft	1970s
6	16	Command	Ford F250	2011
6	16	Command	Ford F350	2011
7	17	*Pumper Engine	Emergency One	2007
7	17	*Aerial Tower	Emergency One	2005
7	17	Utility Vehicle	Chevy Tahoe	2002
7	17	Utility Vehicle	Ford F350XLT	2001
7	17	Staff/Fire Prevention	Chevy Tahoe	2003
7	17	Staff/Fire Prevention	Ford Explorer	2003

<u>DISTRICT</u>	<u>STATION</u>	<u>TYPE UNIT</u>	<u>MAKE/MODEL</u>	<u>YEAR</u>
7	17	Staff Vehicle	Crown Victoria	2003
7	17	Command	Ford Expedition	2007
8	18	*Pumper Engine	Sutphen	2004
8	18	*Pumper Engine	Pierce	1990
8	18	*Quint (Aerial-Pumper)	Sutphen	1982
8	18	*Utility/Lighting/Cascade	Freightliner	1997
8	18	Utility Vehicle	Chevy Van	1991
8	18	Utility Vehicle	Dodge Ram	1998
8	18	Marine Unit	16' Flat Bottom Boat	----
8	18	Command	Ford Expedition	2009
9	19	*Pumper Engine	Seagrave	2004
9	19	*Pumper Engine	Seagrave	2001
9	19	Utility Vehicle	Ford F250	2006
9	19	Staff/Fire Prevention	Dodge Durango	2013
9	19	Command	Chevy Tahoe	2011

*Fire apparatus

ANALYSIS OF MOTORIZED FLEET AND EQUIPMENT

The previous section shows a total inventory of 56 motorized vehicles across the eight districts. One of the units, a 2005 Emergency One aerial ladder (District 7) has been taken out of service, reportedly on a permanent basis due to serious mechanical deficiencies. Other units being removed from active service include a 2005 Seagrave Tractor Drawn Aerial (District 3), a 2001 Luverne Pumper Engine (District 4) and a 1996 Spartan 3D Nova Aerial Ladder (District 4) all of which are being replaced by new fire apparatus recently acquired by a joint lease-purchase by Districts 3 & 4.

The current overall inventory breakdown shows the following units available for service:

12 pumper engines	01 foam unit
01 rescue/pumper	01 rehabilitation unit
04 aerial ladders	14 utility vehicles of various types
01 quint (combo aerial-pumper)	05 staff vehicles (i.e. Fire Prevention)
01 squirt (smaller combo aerial-pumper)	06 marine units
01 light rescue	09 Command Units

Collectively there are more than a sufficient number of fire apparatus and support vehicles required to adequately serve the fire protection and prevention needs of the entire township. The overall motorized fleet appears to have been properly maintained and general operating status of the apparatus appears adequate. Currently three specialized units (two pumper engines and one aerial ladder) are equipped and deployed for motor vehicle accidents (MVAs). Generally, the closet two of the assigned units respond to the initial call for assistance.

FIRE APPARATUS AND MOTORIZED EQUIPMENT: FINDINGS AND RECOMMENDATIONS

1. A complete and thorough annual inventory of all motorized equipment should be performed to include a bona fide mechanical assessment with regard to overall safety and operating condition, maintenance/repair needs/ service history, and expected service life remaining on each unit. Findings

should be documented in an annual fire apparatus and motorized fleet report and provided to the authority having jurisdiction.

2. Based on the annual fire apparatus and motorized fleet report, an apparatus replacement schedule should be developed and adopted by the authority having jurisdiction based on the discernable needs of the fire department to replace old units and add to the motorized fleet as necessary for the safe and effective operation of fire apparatus and support vehicles.
3. Fire apparatus held in public trust by volunteer fire companies should be maintained and repaired by the authority having jurisdiction only subsequent to the endorsement of *written* annual agreements between the parties stipulating terms and conditions with respect to the same and in accordance with the budget adopted by the authority having jurisdiction.

V. SAFETY AND TRAINING

The rudiments of safety and training in the fire service are perpetually inseparable. That is to say, the very first training lesson given to all entry-level personnel should be the principal rules of safety, and upon that foundation, the importance of good safety practices must be consistently reinforced throughout all training exercises, drills and evolutions as well as in all other workplace environments, i.e. responding to and from emergencies and other calls for service, on the fire ground or other hazard scenes, performing fire inspection and prevention activities, and during the relatively mundane day-to-day activities in the core location where safety is sometimes most often neglected --- the fire station itself. It is equally important to understand and embrace the proposition that good safety practices are the responsibility of all members at every level of rank from the newest recruit firefighter to the fire chief as well as the authority having jurisdiction.

In general, the immutable relationship between safety and training seems to be well-recognized throughout all fire districts in Hamilton, but because much of the local training occurs at the individual district levels, some operational procedures, degrees of proficiency and certifications of firefighters and officers understandably vary from one district to another. As an example, currently there are four designated fire companies that respond as Rapid Intervention Companies (RIC) throughout the township. The primary purpose of a RIC is to provide specially trained and equipped firefighting personnel at the scene of an emergency for the rescue of firefighters if the need arises. Stations 12, 16, 18 and 19 provide the four fire companies assigned as RICs. As a matter of practice, Station 16 and 19 typically conduct RIC training together and to the extent possible have standardized RIC equipment and procedures. Station 12 and 18 also conduct practical RIC training but to a larger extent, on a local level and absent a formidably standardized approach.

Nonetheless, all fire districts maintain some type of local training program to include company drills, platoon drills and evening drills for volunteer members.



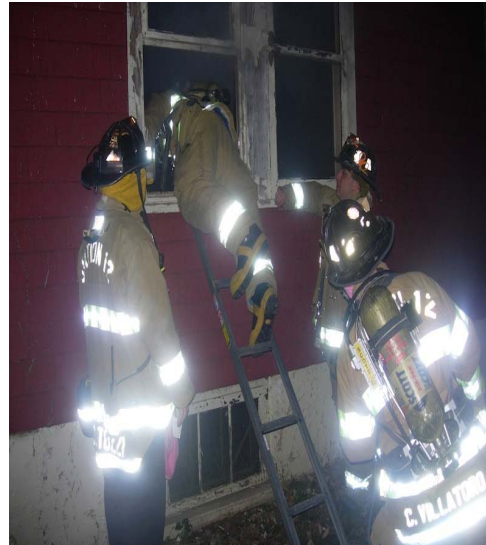
Aerial platform training - HTFD

Fire District 6 (Station 16) also oversees “Special Operations Command” (SOC) training in which members from Districts 2, 3, 6 and 9 have received specialized technical in such disciplines as vehicle extrication, man-and-machine rescue, high/low angle rescue, confined space search and rescue operations, swiftwater rescue, ice rescue, collapse rescue and trench operations. In addition, although hazardous material response is currently provided by the Hamilton Township Police Department, some members of SOC team also are certified hazardous material/weapons of mass destruction (HAZMAT/WMD) technicians.

Recognizing the need for a more assimilated approach and in an effort to promote enhanced training ground and fire ground safety, increase operational effectiveness through standardized practices and produce practical organizational efficiencies, the Hamilton Township Fire Chiefs Association (HTFCA) has assembled a Training Manual outlining the basic training recommendations for firefighters, company officers and chief officers. This training guideline properly identifies key areas of in-house and off-site training including but not limited to Firefighter I, Firefighter II, Driver/Apparatus Operator, First Responder, Emergency Medical Technician-B (Basic), and Hazardous Material Technician. The Chiefs Association has also developed an Officer Development Program



**Motor Vehicle Accident (MVA)
Extrication Training - HTFD**



**Entry, Search and Rescue
Operations Training - HTFD**

to better prepare and equip officers to be competent and respected managers, supervisors, planners and leaders. These training programs embody many of the essential lessons needed by firefighters not only to be proficient, but in some instances, to be meet the required training standards for certifications as mandated by the state and federal governments. Lacking the support of any central control or single authority having jurisdiction, the HTFCA Training Manual is considered a *recommended* standard for training and in that sense has limited ability to cause consistency in training and adherence to recognized training ground/fire ground standard operational procedures (SOPs) and standard operational guidelines (SOGs) across all eight districts.

LIMITATIONS

As a result of the foregoing, access to training, levels of training and firefighter proficiencies can vary from district to district. At times, practices in one district are inconsistent with the practices of another.

All districts presently train and certify members to provide “First Responder” services (assistance to local EMS), but not all districts train and certify members to the level of Emergency Medical Technician-B (basic EMT life support services).

All districts presently maintain cardio-pulmonary resuscitation (CPR) defibrillators but not all districts are qualified to administer NARCAN, epinephrine or aspirin.

Some districts have retained the services of a Medical Director to assist in emergency medical operational guidelines and monitoring; others have not.

Some districts utilize web-based training programs such as EMS 24/7 to meet EMT continuing education units (CEUs) as well as NJ Learn and JIF Insurance training programs to assist in compliance training; others do not.

Some districts train and certify line firefighters as fire inspectors and in other capacities; others do not.

While the districts generally maintain good order and cooperation, the presence of multiple command and training structures can potentially cause confusion or even dissention particularly but not limited to emergency incidents or other stressful events that allow little or no time for discussion or conflict resolution.

Still, all districts have established minimum training standards that ostensibly meet or exceed statutory and regulatory requirements. The missing link is integrating the safety and training practices under a distinct command/training structure and solitary authority having jurisdiction.

SAFETY AND TRAINING: FINDINGS AND RECOMMENDATIONS

1. A comprehensive review, update and consolidation of all safety and training orders, policies, practices, procedures and guidelines should be conducted by fire chief and command staff.
2. The results of the review, update and consolidation should be approved by the authority having jurisdiction and adopted as the uniform safety and training standards of the department for all career and volunteer members, subject to revision from time to time as deemed necessary by the fire chief or designee.
3. A Division of Training should be established as a component of the new department organizational structure.
4. To the extent possible a career uniform chief officer should be assigned as the Officer-in-Charge of the Training Division.
5. In addition, a qualified member of the Volunteer Officer Corp should be assigned as the Volunteer Assistant Chief of Training.
6. Under the authority of the fire chief or designee, the Training Division should be responsible to design, develop, provide, delegate and otherwise coordinate, oversee and evaluate all training for junior members, recruits, firefighters, fire officers, and chief officers inclusive of all career and volunteer members. This provision should not be construed as a limitation upon the department to partner with other recognized agencies such as but not limited to the NJ Division of Fire Safety, the Dempster Fire Training Academy and the Trenton Fire Department et al for a broad range of germane training needs and opportunities as it deems appropriate.

VI. OFFICE OF THE FIRE MARSHAL/LOCAL ENFORCEMENT AGENCY

Pursuant to P.L. 1983, c.383 Uniform Fire Safety Act, N.J.S.A. 52:27D-196 Uniform Fire Safety Act and N.J.A.C. 5:70 Uniform Fire Code, each local or county jurisdiction having authority must establish a Local Enforcement Agency (LEA) to perform fire inspection/prevention services or relinquish that authority to another LEA by mutual consent or in the alternative, to the State Division of Fire Safety (DFS).

All LEAs (except in locations where the DFS serves as the LEA) are governed by the authority having jurisdiction (i.e. municipality, fire district, county) but are also subject to the statutory authority of the DFS and must be overseen by a state-certified and approved Fire Official, a.k.a. Fire Marshal, typically appointed by the authority having jurisdiction by ordinance or resolution.

Uniform Fire Code inspections generally involve two types of occupancies; those classified as “life-hazard use occupancies” (LHUs) and those classified as “non-life hazard use occupancies” (Non-LHUs). LHU occupancies must only be inspected by state certified Fire Inspectors. Non-LHU occupancies are not bound by that requirement but only trained and knowledgeable personnel should be utilized to perform such inspections.

LEAs are required to register and inspect both the LHU and Non-LHU occupancies typically on an annual basis (Non-LHUs can sometimes be inspected on a cyclical multiple-year basis).

Annual registration fees are assessed to the LHU business owners through a web-based Registration and Inspection Management System (RIMS) maintained by the State Division of Fire Safety. All LHU registration revenues are paid directly to the State, which subject to satisfactory review of the LEAs performance, rebates 65% of the revenues collected back to the LEAs on a quarterly basis (except in locations where the DFS serves as the LEA, in which case the State keeps 100% of the revenues collected).

LEAs also keep all revenues generated from fines, penalties, permits fees and 100% of all Non-LHU inspections performed and billed. Billing by the LEA for Non-LHU inspections is discretionary.

A dedicated account should be maintained to deposit all funds generated by the LEA. The purpose of this account is to fund costs associated with the operation of the LEA and for firefighter training and education.

HAMILTON’S MULTIPLE FIRE OFFICIALS/LOCAL ENFORCEMENT AGENCIES

Fire inspection and prevention services are handled throughout the eight districts by three separate Local Enforcement Agencies collectively consisting of two uniform fire officials, one civilian fire official, one uniform fire prevention specialist, five part-time civilian inspectors, and very limited office staff.

As part of that contingent, Fire District 5 maintains its own civilian fire official along with a uniform career fire captain/fire inspector who performs “in-service” fire inspections while working on his normal duty shift hours as an engine company officer assigned at DeCou Fire Station No. 15.

Fire District 7 maintains a LEA staffed by one full-time uniform fire official and five part-time civilian fire inspectors. In addition to covering District 7, this LEA provides inspection and prevention services to Districts 2, 3, 4 and 8.

Fire District 9 also maintains a LEA staffed by one full-time uniform fire official (who also holds the title of fire chief in that district) and one full-time uniform fire prevention specialist on staff. In addition to covering District 9, this LEA provides inspection and prevention services to District 6.

The table below illustrates the number of LHU and Non-LHU inspections performed in 2015 in each of the three LEAs along with LEA’s portion of the LHU registration fees (65% for the LEA and 35% for the State) as well as revenues collected for permits and other fees (LEA keeps 100% of such revenues):

DISTRICT	# OF LHUs	LHU REVENUE	NON LHU	LHU REVENUE	PERMITS/FEES
5	30	\$ 7,500	67	0	\$ 252
7*	591	143,000	1,586	0	18,000
9**	160	46,000	520	0	4,000
Totals	781	196,500	2,173	0	22,252

*District 7 is also the LEA for Districts 2,3, 4 & 8

**District 9 is also the LEA for District 6 (HTFD)

The table below illustrates the current LEA staffing levels compared to a proposed model:

CURRENT LEA STAFFING STRUCTURE

DISTRICT	FIRE OFFICAL	FIRE PREVENTION SPECIALIST	FIRE INSPECTOR	OFFICE STAFF
5	1	0	1 Fire Captain	0
7	1	0	5 P/T Civilians	1 P/T Civilian
9	1	1	0	0
TOTALS	3	1	1 F/T + 5 P/T	1 P/T Civilian

PROPOSED LEA STAFFING STRUCTURE

SINGLE AHJ	FIRE OFFICIAL	FIRE PREVENTION SPECIALIST	FIRE INSPECTOR	OFFICE STAFF
1	1	1	1 F/T + 5 P/T	2 P/T Civilian

OFFICE OF THE FIRE MARSHAL/LOCAL ENFORCEMENT AGENCY: FINDINGS AND RECOMMENDATIONS

1. The three existing Local Enforcement Agencies (District 5, 7 & 9) should be joined into a single agency led by one uniform fire official appointed by the authority having jurisdiction and reporting to the chief of the department.
2. To every extent possible and where positions exist to do so, current personnel from the existing LEAs should be maintained within the LEA staffing structure proposed in this report.
3. The authority having jurisdiction in consultation with the fire chief and fire official should assess the available fire stations to identify the most favorable location for a centralized and publicly accessible Office of the Fire Official capable of accommodating the operation of same. Another option might be to operate from the Township Municipal Building.
4. Under the authority of the fire chief and in coordination with work shift commanders, the fire official should be responsible to schedule, support and document appropriate and on-going fire prevention

activities of the on-duty fire companies, i.e. fire safety education in schools, participation in civic events, senior citizen programs and other suitable community activities.

5. Consideration should be given to certifying "in-service" firefighting personnel as fire inspectors and assigning them to perform LHU and Non-LHU inspections while on duty.
6. Consideration should be given to assessing a modest Non-LHU annual inspection fee of no more than \$50 ($\$50 \times 2,173$ Non-LHU occupancies = \$108,650 annually).

VII. CAREER AND VOLUNTEER STAFFING/ORGANIZATIONAL STRUCTURE

Perhaps the greatest challenge in transitioning the eight fire districts into a single fire department is the conception, design and formation of a new organizational structure. Such a structure must be capable of providing adequate fire protection coverage in a township with a growing population and expanding economy while doing so in a manner that is cost-efficient and fiscally sustainable.

Presently the exclusive collective bargaining agent across all eight Hamilton fire districts is the New Jersey Firemen’s Mutual Benevolent Association (FMBA). Firefighters are represented by FMBA Local No. 84 and Fire Officers are represented by FMBA Local No. 284. In effect, this structure translates to eight separate collective bargaining agreements (CBAs) for firefighters and eight separate CBAs for fire officers. There are also three or four professional service contracts in place for serving fire chiefs.

By virtue of a dissolution of some number of fire districts in favor of the creation of a new district or formation of a new entity under another authority having jurisdiction, the labor/service contracts in place as well as the labor force representation by the FMBA will be rendered null and void at the time of dissolution. In their place, initial terms and conditions of employment must be established by the authority having jurisdiction to precede the anticipated selection by the new work force of labor representation and the eventual adoption of new collective bargaining agreements. To obtain further guidance on the process for the selection of an exclusive collective bargaining agent/union representation by a new workforce, it is recommended that interested parties consult with the New Jersey Public Employment Relations Commission (PERC).

CALLS FOR SERVICE

Calls for service are tracked by the Mercer County Fire Communications Center located in Lawrenceville. The number and types of incidents are electronically filed with the State Division of Fire Safety (DFS) through the National Fire Incident Reporting System (NFIRS). The statistics collected from the Hamilton fire districts and statewide by the DFS become part on a nationwide data base of fire department response activities.

In 2015, the Hamilton Township fire districts collectively responded to 5,940 calls for service. It is important to note that some of these incidents required a single company response while others required multiple company assistance, meaning that the total number of *company* responses far exceeded the number of *incident* responses.

A brief township wide summary of the number and types of incidents in calendar 2015 are shown below:

1. FIRE i.e. structures, building contents, cooking, vehicles, equipment, outdoor fires.....	345
2. OVERPRESSURE RUPTURE, EXPLOSION, HEAT NO FIRE i.e. tank rupture, fireworks, scorching...	23
3. RESCUE & EMS INCIDENT i.e. EMS call, MVA, assist EMS crews, lock-in/out, ice rescue.....	3,116
4. HAZARDOUS CONDITION (NO FIRE) i.e. flammable gas/liquid, chemical release, collapse.....	344
5. SERVICE CALL i.e. person in distress, animal rescue, water condition, assist police/other.....	392
6. GOOD INTENT CALL i.e. cancelled in route, steam condition, controlled burn, smoke.....	894
7. FALSE ALARM & FALSE CALL i.e. alarm malfunction, malicious false, bomb scare, other.....	812
8. SEVERE WEATHER & NATURAL DISASTER i.e. severe weather, natural disaster.....	1
9. SPECIAL INCIDENT TYPE i.e. special incident or event, citizen complaint.....	13
TOTAL	5,940

Source: NJ State Division of Fire Safety

The data above in association with training requirements, fire prevention activities, apparatus care, fire station duties and other day-to day functions of personnel, provides a valuable insight for the purpose of quantifying the number of properly staffed apparatus needed to respond to and safely/effectively mitigate fires and other hazardous conditions. This information along with other critical factors was applied in this report to formulate the proposed options for the reorganization of staff.

It is noteworthy to mention that within New Jersey’s 566 municipalities---comprised of 52 cities, 15 towns, 245 townships, 250 boroughs and 4 villages---there are 185 fire districts, 18 county fire academies, numerous municipal career fire departments small and large as well as a large volume of volunteer fire companies supported in various ways by the municipalities in which they serve. Together these organizations attest to the fact that there is no one-size-fits-all fire protection model but rather each local authority must assess and decide which model best suits the needs and means of its community. With that said, there are nonetheless several considerable advantages to a fire protection model that utilizes a combination staffing structure (career and volunteer firefighters working together in the same organization). Among those advantages include:

- Immediate availability of some number of assigned career firefighters to respond to emergencies and other calls for service
- Ability to activate a force of volunteer firefighters to augment the career firefighter crews and perhaps further support the fire department mission by being scheduled to cover preordained duty rosters (roster staffing)
- Provision of a career path for volunteer firefighters seeking a career in the fire service (which is one of many incentives that can be offered to recruit and retain volunteer firefighters)
- With successful recruitment and retention of volunteer personnel, the authority having jurisdiction will have greater capacity to budget funds for necessary equipment, repairs and capital expenditures
- The volunteer fire service can be a formidable source of community spirit, devotion and organization; volunteer firefighters may also be a valuable resource in helping to better unite and prepare the public for disaster planning and readiness

Examples of just a few fire service organizations from around the State that serve as good working models for the types of municipalities in which they serve include but are not limited to:

Asbury Park, Bridgeton, Cherry Hill, Cinnaminson, Florence, Jackson, Maplewood, Mount Laurel, Summit and Toms River.

CURRENT STAFFING LEVELS

The table below provides a brief overview of the existing career and volunteer staffing levels across the eight fire districts:

DISTRICT	COMPANY	FIRE STATION	CAREER*	VOLUNTEERS
2	Mercerville	Station 12	17	16
3	Rusling	Station 13	17	4
4	Hamilton	Station 14	16	1
5	DeCou	Station 15	8	4
6	Whitehorse	Station 16	10	10
7	Nottingham	Station 17	18	10
8	Colonial	Station 18	6	30
9	Groveville	Station 19	15	3
TOTALS			107	78

***CAREER:** Does not include 1 Uniform Fire Official, 1 Uniform Fire Prevention Specialist, 2 FF/Mechanics

****VOLUNTEERS:** Reported as the *active* number of volunteer members across the eight districts

The table below provides a further breakdown of existing uniform career personnel by district and rank:

DISTRICT	CHIEF	CAPTAIN	LIEUTENANT	FIREFIGHTER
2	1	4	0	12
3	1	1	3	12
4	0	4	0	12
5	0	2	0	7
6	1	3	0	6
7	1	4	0	13
8	0	1	0	5
9	1	4	0	10
TOTALS	5	23	3	76

Total number of career and volunteer members amount to 189 including the Uniform Fire Official, the Uniform Fire Prevention Specialist and the two Firefighter/Mechanics.

REORGANIZATION OF THE UNIFORM CAREER MEMBERS

Starting from the point of the available pool of uniform career members, the possibilities for a new single organizational structure are nearly boundless, though some would arguably be better than others. The organizational model for reorganization of the eight existing fire districts provided in this report represents just one viable prospect from among all others. The options shown on the page that follows are based on several critical, or limiting factors, including those that follow:

1. Total existing number of uniform career members
2. Need for a single organizational structure operating under a sufficient, unified command
3. Providing for the proper span of control (supervision) and accountability at all levels
4. Identifying needs for service based on the population served, dimensions and topography of the land and water areas covered, and the magnitude, type and nature of calls for service
5. Of note, the budget analysis included in Section VIII of this report assumes that the newly formed District would hire current employees of the various dissolved Districts at their current pay rate. This should be carefully reviewed as this compensation structure may not be sustainable given budgetary constraints. An analysis of the collective bargaining agreements of the various districts shows that during the most recent contract terms, the compensation structure of the FMBA contracts have been accelerated bringing all District's contracts to a similar relative compensation level. In some cases, the effect that this has caused includes salary increases of more than 50% over a 3-4 year contract period. Careful time and attention should be paid to negotiating a new successor agreement to ensure that the cost savings projected are not negated by steps and 5+% increases which are not sustainable in a 2% Levy Cap environment. While this analysis assumes that all compensation remains at the current levels, it is strongly recommended that full contract cost outs should be prepared before any successor agreement proposed to ensure that projected savings of the dissolutions continue in the future.

As illustrated above, the current combined uniform career staff across the eight districts provides for:

- 5 Chiefs**
- 0 Deputy Chiefs**
- 0 Battalion Chiefs**
- 23 Captains (22 First Level Supervisors; 1 Second Level Supervisor)**
- 3 Lieutenants (First Level Supervisors)**
- 76 Firefighters**
- 107 Total plus one Fire Official UFD, One Fire Prevention Specialist UFD, and two Firefighter/Mechanics**

The proposed organizational structure shown below provides adequate command staff and some number of company officers and firefighters to staff fire apparatus. These structures as shown are based only on the total current *career* staff and as such would be subject to NJ Civil Service Commission rules and regulations, hiring practices of the authority having jurisdiction and any pending retirements of personnel.

The *volunteer* factor which will inherently have a major influence on the universal staffing dynamics of the proposed organization will be addressed further on in this section of the report.

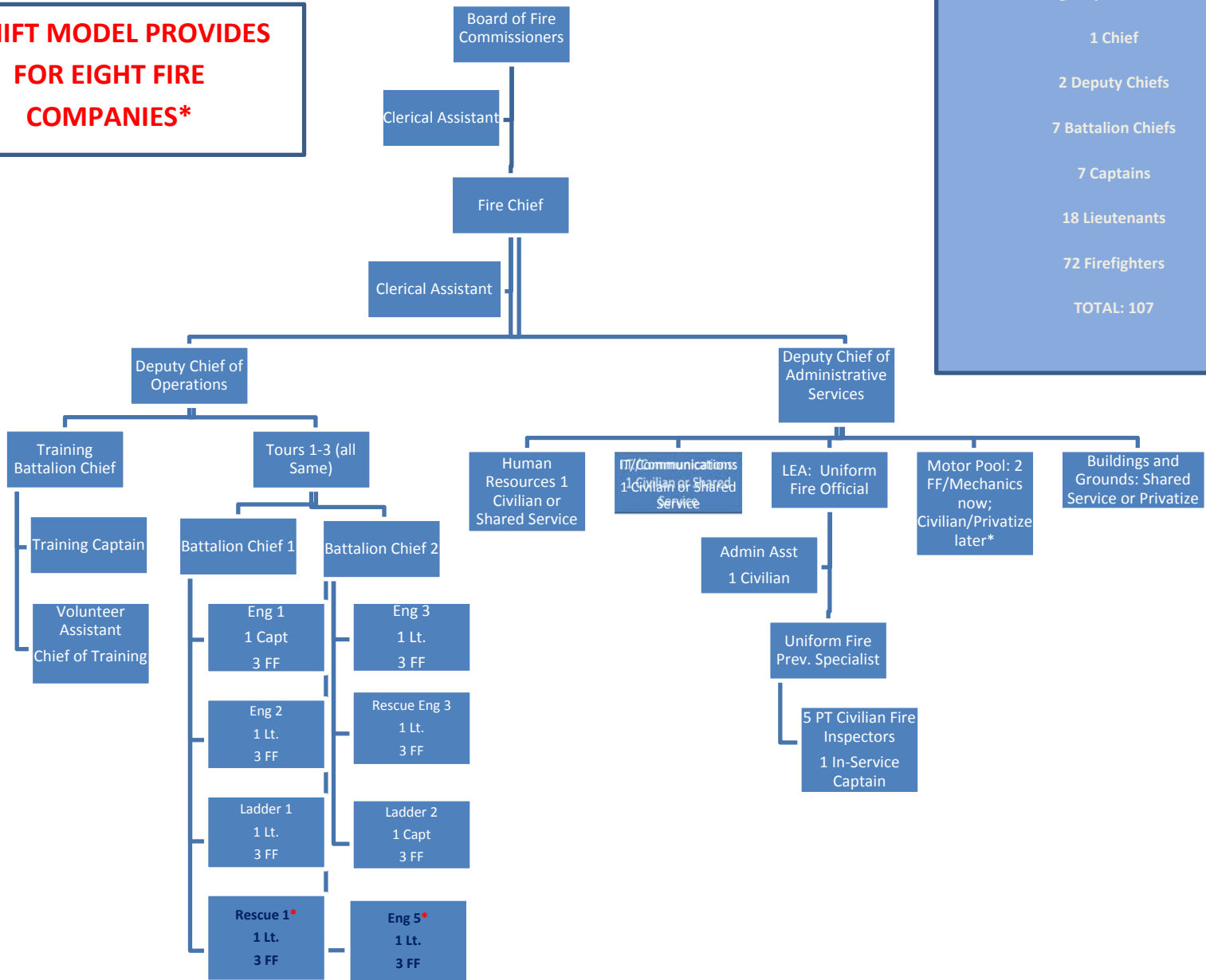
THREE-SHIFT MODEL WITH AN EIGHT-COMPANY ORGANIZATIONAL STRUCTURE:

1 Chief	Senior Chief from among the existing five chiefs
2 Deputy Chiefs	Next two senior Chiefs from among existing five chiefs
7 Battalion Chiefs	Remaining two from Chief's rank; five from Captain's rank
7 Captains	Seven from the existing roster of Captains
18 Lieutenants	Eleven from the existing Captain's rank; three from the Lieutenant's rank; four from the Firefighter's rank
72 Firefighters	Seventy-two from the Firefighter's rank

Note: This model assigns fire suppression forces to a 56-hour work week, typically requiring **three duty shifts** with personnel working one 24-hour work shift for every 48 hours off (a.k.a. the "24-48 schedule"). **The 24-48 schedule provides a baseline for eight properly staffed fire units** (i.e. 4 pumper engines, 1 rescue pumper, 1 heavy rescue, 2 aerial trucks) absent covers.

THE TABLE OF ORGANIZATION FOR THIS MODEL FOLLOWS ON THE NEXT PAGE

3 SHIFT MODEL PROVIDES FOR EIGHT FIRE COMPANIES*



Current Staffing 107

Staffing Required for 3 Shifts

- 1 Chief
- 2 Deputy Chiefs
- 7 Battalion Chiefs
- 7 Captains
- 18 Lieutenants
- 72 Firefighters

TOTAL: 107

THE REORGANIZATION OF VOLUNTEER FIREFIGHTERS

Just as it is a prudent strategy in the pursuit of the dissolution initiative to reorganize the current uniform career staff across all eight fire districts into a sole entity under a single command structure, it is no less obligatory to assess and reorganize the current volunteer forces for the purpose of maximizing the potential service impact that the volunteers can be expected to deliver as an essential component of the new organization.

CURRENT MAKE UP OF THE VOLUNTEER STRUCTURES IN HAMILTON TOWNSHIP

DISTRICT	COMPANY	VOLUNTEER FIREFIGHTER*	VOLUNTEER FIRE POLICE
2	Mercerville	16	5
3	Rusling	4	0
4	Hamilton	1	3
5	DeCou	4	3
6	Whitehorse	10	5
7	Nottingham	10	1
8	Colonial	30	2
9	Groveville	3	2
TOTALS		78	21

Source: HTFD

*VOLUNTEER FIREFIGHTERS: Number reported as *active* membership; conflicting reports from the HTFD Station Chiefs indicate the active volunteer firefighter membership across the eight districts could be as high as 94 members. This understandable discrepancy may be in part caused by varying definitions of the term “active member” as well as the ever-changing number of active members. For purposes of this report, the lesser number of active volunteer firefighters (78) was utilized.

**VOLUNTEER FIRE POLICE: Volunteer members who direct /control traffic and perform other non-firefighting support functions at emergency incidents and other events. Fire Police are recruited at the volunteer fire company level. The Fire Police in Hamilton have recently prompted a consolidation of their own brand. The system is operating effectively and should be capable of adapting to a new single-source provider of fire protection services with considerable ease. The fire police function is a noteworthy and commendable service, but for the purposes of this report and in particular with regard to fire suppression staffing considerations, the fire police numbers shown above (21) were not taken into account.

THE CURRENT VOLUNTEER SERVICE MODEL

Not discounting the philanthropic virtues of the volunteer service, the manner in which the energies of the available volunteer members are presently utilized seems somewhat fragmented and minimalized. *Fragmented* largely because they are spread out disproportionately and absent a standard method of deployment over multiple districts and multiple fire companies throughout the township; *minimalized* by virtue of how infrequently they are assigned to ride on fire apparatus with career firefighters, not

being regularly assigned on a duty roster to place additional fire apparatus in service (roster staffing), and not being legitimized to assume company officer or command positions.

There can be no doubt of the diminished role of the volunteer fire companies in Hamilton over the years, which at one time was served by multiple volunteer fire companies, later by multiple fire districts predominantly served by volunteer firefighters supplemented by a modest number of career firefighters, to the present time in which the districts have principally become career departments supported by a lesser number of volunteer firefighters.

Contributing factors to the diminished ranks of volunteer firefighters in Hamilton and elsewhere are said to include:

- Increased training requirements and time required to acquire and maintain eligible volunteer status
- An economy that has required or otherwise influenced household income earners to seek secondary employment (or overtime) in place of joining the local fire company
- Urban sprawl and loss of local job prospects that has resulted in potential volunteer firefighter candidates seeking employment opportunities further away from home
- Loss of younger volunteer firefighters to college and military service and other ventures
- Loss of senior volunteer firefighters to illness, chronic injury, relocation due to retirement or death

THE KEY TO REVITALIZING THE VOLUNTEER SERVICE: LEADERSHIP

Revitalizing the volunteer fire service in places where it has not thrived will likely be no easy task. A good first step might be to take a close look at the places where it *is* thriving and to learn from the experiences of those folks as well as from others who have come to possess a keen understanding of the forces that oppose volunteerism and a creative sense of what makes it work despite the opposition.

THE NEW VOLUNTEER STAFFING MODEL

Following the steps outlined on the previous page with regard to revitalizing the volunteer service, the new local unit must begin from a position of authority tempered by a visibly compelling desire to uphold the respectable time-honored customs and traditions of the volunteer fire service while remaining focused on the mission of the fire department.

Initial placement as a volunteer member of the new organization should be achieved by gaining membership through a bona fide local volunteer fire company subject to criteria set forth by the authority having jurisdiction. Volunteer firefighters currently “in the system” should maintain their eligibility status as members in good standing in the fire company with which they are identified. Training standards and goals must be established and implemented to prepare new and current volunteer members to be capable of serving as firefighters in the new organization with a pathway for company officer and chief officer level certifications as well as potentially laying the ground work for those eligible volunteer members aspiring to transition into the career service.

On that basis and starting with the 78 active volunteer firefighters presently serving across the eight districts, the assignment of volunteer members must be adapted to align with the staffing needs of the new organization. Emphasis must be on the ability for volunteers to augment the career staff by being

available to respond to fires and other calls for service at all times either from a remote but nearby location or from a state of readiness at an assigned fire station (roster staffing) as required by the department.

For example, the staffing model previously outlined in this section does not provide for career firefighter “cover positions”. Cover positions are those positions staffed on a tour of duty in anticipation of regularly occurring vacations, sick leave, injury leave and other manners of absenteeism that result in fire apparatus being understaffed or the assumption of unwarranted overtime costs and liabilities.

In cases wherein cover positions are not filled with career members, resulting in the assigned fire apparatus having less than the **recommended complement of one company officer and three firefighters per fire apparatus**¹, to every extent possible volunteer firefighters on the **volunteer staffing roster**² should be assigned in six or twelve hour intervals to fill those positions to the four-person/unit level.

Additionally, in cases wherein the total number of available fire apparatus staffed by career firefighters is below the minimum number of units required as determined by the authority having jurisdiction, to every extent possible volunteer firefighters on the volunteer staffing roster should be assigned in six or twelve hour intervals to fully staff the number of fire companies needed to meet the established minimum number of apparatus to be in service at any given time. See sample model on next page.

A sample of how the volunteer force may be organized and assigned to a roster staff is shown below:

MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY	
6 AM-12 PM		6 AM-12 PM		6 AM-12 PM		6 AM-12 PM		6 AM-12 PM	
Capt.	Lt.	Lt.	Lt.	Capt.	Lt.	Lt.	Lt.	Capt.	Lt.
FF	FF	FF	FF	FF	FF	FF	FF	FF	FF
FF	FF	FF	FF	FF	FF	FF	FF	FF	FF
FF	FF	FF	FF	FF	FF	FF	FF	FF	FF
12 PM- 6 PM		12 PM- 6 PM		12 PM -6 PM		12 PM-6 PM		12 PM-6 PM	
Lt.	Lt.	Capt.	Lt.	Lt.	Lt.	Capt.	Lt.	Lt.	Lt.
FF	FF	FF	FF	FF	FF	FF	FF	FF	FF
FF	FF	FF	FF	FF	FF	FF	FF	FF	FF
FF	FF	FF	FF	FF	FF	FF	FF	FF	FF

NOTE: This particular roster staffing model is comprised of two 6-hour duty shifts per day and is designed to provide additional fire companies during weekday hours from 6 AM to 6 PM. Volunteer availability --- absent roster staffing --- is typically better after these hours and on weekends, however, nothing restricts the authority having jurisdiction from modifying such a model to accommodate all time periods as deemed necessary to satisfy demand for services. For example, in the event daytime roster staffing of volunteers is found to be impractical or problematic, an alternative approach may be to schedule some number of career personnel (i.e. 2 company

¹ **recommended complement of one company officer and three firefighters per fire apparatus** is taken from National Fire Protection Association (NFPA) Standard 1710, which establishes a recommended minimum standard of four on-duty members per apparatus to staff engine and truck companies.

² **volunteer staffing roster** a.k.a. roster staffing, a method of staffing apparatus by scheduling volunteer firefighters to pre-determined duty schedules, commonly at 6 to 12 hour intervals, for which they would typically be eligible to receive certain non-salaried benefits including but not limited to LOSAP points, points earned for periodic equipment or expense stipends, and point-credits on Civil Service entry-level firefighter examinations in the jurisdiction having authority.

officers and 6 firefighters per work shift to staff two fire companies) to a twelve-hour daytime (6 AM – 6 PM) Monday through Friday duty schedule and conversely, schedule the volunteers on a duty roster from 6 PM – 6 AM Monday through Friday and around-the-clock on weekends (when they are more available).

The sample model above contains eighty 6-hour duty shifts per week. With the current reported number of volunteers across all eight districts (78), this schedule would essentially require each volunteer to cover one six-hour shift per week (short two firefighters), reinforcing the need for additional volunteers. This model also includes a rank structure consisting of 5 captains, 15 lieutenants and 60 firefighters.

In the contract staffing model proposed, this roster staff would potentially provide two additional fire companies during the assigned hours of operation, increasing available units from **8 to 10 units**.

As previously mentioned, roster staffing of volunteer personnel can also be utilized to fill vacant riding assignments resulting from career firefighters absent due to vacations, sick leave, injuries, etc.

Other less desirable options to address shortages in staffing levels include bringing in off-duty career members on overtime, use of per-diem firefighters (usually from a near-by jurisdiction but cannot be a career or volunteer member of the department) at a rate of about \$150/day, or simply riding with less personnel, typically resulting in understaffed units or the need to place units out of service for lack of manpower.

Ultimately, in whatever manner the department seeks to engage and assign the volunteer firefighters, it is vital that recruitment, retention and active participation should be encouraged through the creation of a genuine atmosphere of acceptance, inclusion and accountability of the volunteers as members on equal footing with career members in a TRUE COMBINATION FIRE DEPARTMENT.

CAREER & VOLUNTEER STAFFING/ORGANIZATIONAL STRUCTURE: FINDINGS & RECOMMENDATIONS

1. Define and memorialize the mission statement of the organization.
2. Establish and authorize an official table of organization and a recognized chain-of-command.
3. Develop and adopt a comprehensive written employee manual of rules and regulations.
4. Assemble and adopt practical standard operating procedures (SOPs) and standard operating guidelines (SOGs) to assist personnel in safely and effectively carrying out the tasks and functions of their respective duties with quality outputs and uniformity of performance.
5. Institute supervisory practices to evaluate work performance of subordinates and to measure results of all programs, projects and operations.
6. Guided by the staffing model proposed in this report and in accordance to its adopted budget, the authority having jurisdiction should in consultation with the fire chief, construct a functional table of organization possessing a single command structure and sufficient number of fire companies staffed by a combination of career firefighters (initially from the existing 8 fire districts) joined by the necessary number of volunteer firefighters needed to fill out fundamental apparatus riding assignments.

7. It is estimated that a table of organization staffed with the 107 currently available career personnel and operating under a 56-hour work week (24 on-48 off schedule) would facilitate eight properly staffed fire apparatus around the clock (i.e. 4 pumper engines, 1 rescue pumper, 1 rescue truck and 2 aerial ladder trucks).
8. To every extent possible and subject to the provisions of NJSA 40A: 14-81.2 Qualifications for appointment to paid positions, any applicable Civil Service rules and regulations, and pre-employment screening as established and required by the authority having jurisdiction, current uniform career personnel from the existing fire districts should be offered positions to fill commensurate or otherwise available positions identified in the new table of organization.
9. The authority having jurisdiction, the fire chief and the uniform leadership should jointly:
 - o clearly define the organization's vision statement to build, nourish and sustain volunteer membership
 - o develop a strategy to maintain, assign and otherwise effectively utilize the current volunteer membership township wide for the needs of the department while establishing benchmarks for recruitment, training and retention of additional volunteer firefighters
 - o forge the necessary policies, procedures and programs for recruitment, training, assignment and retention of volunteer personnel which should include some provision for volunteers to be assigned on fire apparatus with career firefighters, assignment of qualified volunteers to company officer positions, and roster staffing of volunteer members to sufficiently accommodate the number of available riding apparatus needed at any given time
 - o plan to provide the necessary budgetary line accounts as practicable to support sound volunteer programs and incentives such as recruitment drives, training programs, LOSAP, roster staffing and stipends for protective gear
 - o provide a pathway for volunteers interested in seeking a position as a career firefighter
 - o perhaps most importantly, consistently provide the insistent and unabashed leadership instrumental in gaining acceptance by the entire membership (career and volunteer alike) and the general public to embrace and support the premise that properly trained volunteer firefighters in good standing are entitled to the same respect, recognition and treatment as those members serving in the career sector...in this and all things, LEAD BY EXAMPLE

VIII. BUDGET, FINANCIAL AND TAX ANALYSIS

The combined 2016 budgets of the eight fire districts totaled \$24,321,458. The total amount raised in taxes across all eight districts in the same budget year was \$22,658,444, with an additional \$1,663,014 received in total other revenues.

Based on cost savings that may be achieved through dissolution of eight fire districts and creation of a new district, it is estimated that the total budget may be reduced to \$21,596,620 a cost savings of \$2,724,838, or 11.2%. This could reduce the total tax levy to \$20,792,663, a reduction of 8.23%. While this projection provides a meaningful decline in the cost to provide township-wide fire protection services, nothing contained in this table or elsewhere in this report is intended to limit the authority having jurisdiction from identifying other potential cost reductions or enhanced sources of revenue for the furtherance of organizational solvency. Appendix A provides an illustration of the individual district's appropriations, revenues, capital debt and other relevant values for budget year 2016 and also details potential for cost savings.

Significant appropriations that may be reduced through the creation of one district include the following:

- *Fire Commission Salaries & Wages – reduction of \$407,345*
Reducing the number of fire districts from 8 to 1 will reduce the number of Fire Commissioners from 40 to 5, thereby reducing Fire Commission salaries and wages accordingly.
- *Overtime – reduction of \$980,560*
Based on a single command structure and utilization of volunteer resources across all eight districts, it is estimated that overtime may be reduced significantly.
- *Fringe Benefits – reduction of \$653,440*
Based on standard fringe rates for uniform personnel, it is anticipated that fringe costs may be reduced considerably.
- *Operation & Maintenance – reduction of \$716,760*
Economies of scale may be achieved through the creation of a single district and decrease operation and maintenance costs considerably.

The table below details the breakdown of residential and non-residential ratables by fire district:

Residential Ratables, Values, and Parcels					
District	Total Ratables	Residential Ratables	Average Value	Parcels	Non-residential % of ratables
1	\$10,952,200	\$10,643,900	\$266,098	40	2.8%
2	\$1,458,101,600	\$953,703,300	\$242,426	3,934	34.6%
3	\$659,573,280	\$457,792,400	\$135,803	3,371	30.6%
4	\$567,639,400	\$340,505,500	\$151,403	2,249	40.0%
5	\$257,070,700	\$200,067,900	\$163,588	1,223	22.2%
6	\$1,415,049,300	\$1,176,772,800	\$218,204	5,393	16.8%
7	\$2,459,555,680	\$2,074,803,480	\$243,607	8,517	15.6%
8	\$494,717,100	\$335,889,500	\$167,192	2,009	32.1%
9	\$1,123,178,350	\$677,391,000	\$288,251	2,350	39.7%
Combined	\$8,434,885,410	\$6,216,925,880	\$214,037	29,046	26.3%

Source: 2016 Hamilton Township Assessments by Fire District

The table below details the overall increase in historical tax rates throughout the eight districts proposed for dissolution. On average, tax rates have increased from 2012 through 2016.

District	Local 2015 Net Value Taxable	2016 Tax Levy	2016 w/o REVAL	Tax Rate			
				2015	2015	2013	2012
2	882,535,054	\$3,582,012	0.41	0.400	0.400	0.368	0.360
3	412,743,388	\$3,673,738	0.89	0.860	0.860	0.883	0.850
4	352,295,370	\$2,619,882	0.74	0.690	0.660	0.642	0.610
5	162,054,888	\$1,512,330	0.93	0.880	0.840	0.780	0.780
6	567,308,451	\$2,526,273	0.45	0.290	0.280	0.260	0.230
7	1,501,117,908	\$3,590,519	0.24	0.240	0.230	0.228	0.220
8	315,035,007	\$1,644,555	0.52	0.610	0.500	0.455	0.440
9	665,581,401	\$3,509,135	0.53	0.520	0.520	0.509	0.490
Average			0.589	0.561	0.536	0.516	0.498
Combined	4,858,671,467	\$22,658,444	0.47				

As detailed in the table below, creation of one fire district may decrease the combined tax rate for all eight existing districts from \$0.27 to \$0.25. Current tax rates, based on the 2016 revaluation, range from a low of \$0.15 to a high of \$0.58. The current property taxes on the average residential home in each district ranges from \$356 to \$950. Through a dissolution of the existing districts and creation of a new district, this is reduced to a range of \$340 to 721, with the cost savings projected below.

Merged Tax Rate Calculation							
	A	B	C	D	E	F	G
District	Local 2016 Net Value Taxable	2016 Tax Levy	Individual Tax Rate (B/A*100)	Share of Combined Net Value Taxable*	Share of Combined County Net Value (D/TotalD)	Share of Equalized Tax Levy	Consolidated Tax Rate (E/A*100)
2	1,461,560,474	\$3,582,012	0.25	\$1,461,560,474	17.27%	\$3,913,319	0.27
3	663,032,154	\$3,673,738	0.56	\$663,032,154	7.83%	\$1,775,265	0.27
4	571,098,274	\$2,619,882	0.46	\$571,098,274	6.75%	\$1,529,112	0.27
5	260,529,574	\$1,512,330	0.58	\$260,529,574	3.08%	\$697,566	0.27
6	1,418,508,174	\$2,526,273	0.18	\$1,418,508,174	16.76%	\$3,798,047	0.27
7	2,463,014,554	\$3,590,519	0.15	\$2,463,014,554	29.10%	\$6,594,707	0.27
8	498,175,974	\$1,644,555	0.33	\$498,175,974	5.89%	\$1,333,863	0.27
9	1,126,637,224	\$3,509,135	0.31	\$1,126,637,224	13.31%	\$3,016,564	0.27
Combined	8,462,556,402	\$22,658,444	0.27	\$8,462,556,402	100.00%	\$5,688,584	0.27
Combined (with savings)	8,462,556,402	\$20,387,524	0.25	\$8,462,556,402	100.00%	\$5,688,584	0.25

Source: Mercer County 2016 Abstract of Ratables

Average Residential Property Tax Calculation							
	H	I	J	K	L	M	
District	Local 2016 Residential Taxable	Residential Parcels	Average Local Residential Value (G/H)	Current Average Residential Taxes (I*D/100)	Average Residential Merged Taxes (I*F/100)	Changes in Taxes	% Change in Levy
2	\$953,703,300	3,934	\$242,426	\$596	\$606	10	1.7%
3	\$457,792,400	3,371	\$135,803	\$754	\$340	(414)	-54.9%
4	\$340,505,500	2,249	\$151,403	\$695	\$379	(316)	-45.5%
5	\$200,067,900	1,223	\$163,588	\$950	\$409	(541)	-56.9%
6	\$1,176,772,800	5,393	\$218,204	\$391	\$546	155	39.6%
7	\$2,074,803,480	8,517	\$243,607	\$356	\$609	253	71.1%
8	\$335,889,500	2,009	\$167,192	\$553	\$418	(135)	-24.4%
9	\$677,391,000	2,350	\$288,251	\$899	\$721	(178)	-19.8%
Combined	\$6,216,925,880	29,046	\$214,037	\$574	\$535	(39)	-6.8%

Source: Mercer County 2016 Abstract of Ratables and 2016 Hamilton Township Assessments by Fire District

OUTSTANDING ACCUMULATED PAY-OUTS

Uniform career personnel have contractual guarantees to be compensated for unused/accrued vacation and sick time. The following table illustrates the reported accumulated pay-outs currently owed to all uniform career personnel across the eight existing fire districts.

DISTRICT	OUTSTANDING PAYOUTS
2	\$298,171.00
3	162,276.39
4	
5	209,888.90
6	254,673.72
7	254,191.60
8	30,668.00
9	622,900.22
TOTALS	\$1,832,769.83

The dissolution financial plan should include a strategy to settle these pay-outs. Possible remedies include but are not necessarily limited to the following:

- Offer reduced settlements with capped pay-outs at time of dissolution (similar to the 50% maximum payout at retirement which range from \$15,000-\$20,000 per employee)
- For personnel being hired by new entity, shift time-owed accounts to new entity
- Use of reserve funds to settle the pay-out accounts at time of dissolution
- Some combination of the above

OUTSTANDING DEBT

Some of the eight districts carry debt balances as detailed below:

DISTRICT	OUTSTANDING DEBT
2	\$396,348
3	660,073
4	532,124
5	0
6	0
7	0
8	0
9	0
TOTALS	\$1,588,545

The dissolution financial plan should include resolution of these debts or transfer to the new district.

RESERVE BALANCES

Projected reserve balances through 12/31/16 are as follows:

DISTRICT	RESTRICTED RESERVE	UNRESTRICTED RESERVE
2	\$80,441.00	\$761,264.00
3	578,789.00	248,841.00
4	729,205.00	22,199.00
5	0	103,665.00
6	76,639.00	422,212.00
7	81,859.00	404,848.00
8	261,700.00	471,371.00
9	122,307.00	668,201.00
TOTALS	\$1,930,940.00	\$3,102,601.00

The dissolution financial plan should include transfer of these balances to the new district.

BUDGET AND FINANCES: FINDINGS AND RECOMMENDATIONS

1. In consultation with the fire chief and by incorporation of the principles of zero-based budgeting and managing by objectives, seek to identify other potential cost reductions beyond the ones appearing in this report along with enhanced sources of revenue for the furtherance of organizational solvency
2. Include a strategy in the dissolution financial plan to settle pay-outs owed to personnel (for accrued vacation and sick time) upon separation from service in the existing fire districts.
3. Include a strategy in the dissolution plan to transfer assets, debt, and reserves to the newly created fire district.

4. The projected savings noted in this report are based on modifications to the existing structure for year 2016 with no changes to the existing compensation levels. As noted in Section VII of this report, a complete cost out of the current contracts has not been performed and an analysis of the potential impact of the contractual increases previously agreed to has not been performed to determine what impact they will have on the 2017 budgets. The newly formed district should perform this analysis prior to hiring employees to ensure that the compensation structure is sustainable in a 2% tax levy increase environment.
5. The significant contract differences noted amongst the various collective bargaining units can be summarized to include longevity, accumulated sick payout maximums at retirement, vacation and other accrued compensation time.

IX. CONCLUSION

THIS REPORT OPENED with an introduction that was quick to identify the three central factors upon which this study would focus its attention:

1. Degree and quality of the delivery of **fire protection and prevention services**
2. **Cost effectiveness and efficiency** of administrative, operational and support services
3. Addressing **the disparity of the divergent tax rates in the existing fire districts**

Throughout the body of this report the emphasis has remained on these factors. In that regard, this report has achieved the following:

The current levels of **fire protection and prevention services** across all eight fire districts have been assessed and recommendations have been prescribed to establish a single command structure, assemble an effective table of organization and enhance deployment of resources.

Measures for **cost effectiveness and efficiency** representing an overall savings of \$2,724,838 (11.2% budget reduction) in Year One have been itemized and proposed, resulting in fire tax reductions in at least five of the eight districts under the proposed single-agency provider model.

Based on a judicious appraisal of fundamental needs for essential services to be delivered by a single-agency provider, a unilateral fire tax rate of \$0.25 (reducing the annual fire tax on the average assessed property in each district from a range of \$356 to \$950 to a range of \$340 to \$721) has been proposed to address **the disparity of the divergent tax rates in the existing districts**.

For decades the residents of Hamilton Township have received fire protection and prevention services from multiple fire districts staffed and nurtured by a cadre of noble and dedicated public servants, career and volunteer alike.

Their hard work and commitment to duty has laid a solid foundation upon which to build a new, centralized fire department to serve across all geographic and jurisdictional boundaries of the township that, if staffed, managed and led properly, will maintain its endearing connection to the history and time-honored traditions of the fire service in Hamilton Township while at the same time, shall earn the coveted recognition as a forward-thinking, progressive fire department with the courage and stamina to consistently hold the best interests of the public as its highest priority.

X. APPENDIX A

See next page for overview of Fire District Revenues and Appropriations
in comparison with the
Proposed Consolidation Model

Appendix A

HAMILTON TOWNSHIP FIRE DISTRICT COMBINED 2016 REVENUES

	<u>Fire Dist #2</u>	<u>Fire Dist #3</u>	<u>Fire Dist #4</u>	<u>Fire Dist #5</u>	<u>Fire Dist #6</u>	<u>Fire Dist #7</u>	<u>Fire Dist #8</u>	<u>Fire Dist #9</u>	<u>Total</u>	<u>Proposed Consolidated</u>	<u>Difference</u>
Interest	\$ 6,000	\$ 1,500	\$ 1,000	\$ 350	\$ 1,400	\$ 5,000	\$ 400	\$ 4,000	\$ 19,650	\$ 19,650	\$ -
Employee Contributions		80,334	75006						155,340	155,340	-
Shared Service		142,813							142,813	142,813	-
LEA Reg.				4,000		147,000		52,700	203,700	203,700	-
Permit Fines						5,000			5,000	5,000	-
Rental Income	6000	40,000							46,000	46,000	-
Misc.		2,011		1,795			15,000		18,806	18,806	-
AFG Grant		59,502		10,000					69,502	69,502	-
FEMA SAFER					29,554				29,554	29,554	-
Restricted Fund Balance				19,000					19,000		(19,000)
Unrestricted Fund Balance	477,752	11,483	22,440		193,604	65,000	69,778		840,057		(840,057)
Supplemental Fire Service Grant	14,199	14,198	14,200	14,199	14,199	14,199	14,199	14,199	113,592	113,592	-
Tax Levy	3,582,012	3,673,738	2,619,882	1,512,330	2,526,273	3,590,519	1,644,555	3,509,135	22,658,444	20,792,663	(1,865,781)
Total	\$ 4,085,963	\$ 4,025,579	\$ 2,732,528	\$ 1,561,674	\$ 2,765,030	\$ 3,826,718	\$ 1,743,932	\$ 3,580,034	\$ 24,321,458	\$ 21,596,620	\$ (2,724,838)

HAMILTON TOWNSHIP FIRE DISTRICT COMBINED 2016 APPROPRIATIONS

	<u>Fire Dist #2</u>	<u>Fire Dist #3</u>	<u>Fire Dist #4</u>	<u>Fire Dist #5</u>	<u>Fire Dist #6</u>	<u>Fire Dist #7</u>	<u>Fire Dist #8</u>	<u>Fire Dist #9</u>	<u>Total</u>	<u>Proposed Consolidated</u>	
Fire Commission S&W	52,000	38,720	43,500	32,500	48,400	128,370	62,355	36,500	\$ 442,345	35,000	\$ (407,345)
Other Admin S&W		15,000							15,000	70,000	55,000
Other Admin Costs	100,500	32,170	32,000	51,500	74,300	35,000	55,100	97,300	477,870	347,296	(130,574)
Uniform S&W	1,573,627	1,887,229	1,277,370	552,288	971,444	1,905,020	488,228	1,547,140	10,202,346	10,202,346	-
Overtime	571,716	342,941	197,955	190,129	394,233		203,161	502,665	2,402,800	1,422,240	(980,560)
Fringe Benefits	990,562	1,153,267	794,284	494,385	756,347	1,179,496	523,229	883,272	6,774,842	6,121,402	(653,440)
Operation & Maintenance	706,500	475,960	328,294	192,250	502,306	553,832	309,500	513,157	3,581,799	2,865,039	(716,760)
LOSAP	25,000						40,359		65,359	89,700	24,341
Rentals				15,000	18,000	25,000	62,000		120,000	100,500	(19,500)
Other Volunteer Costs									-	104,000	104,000
Debt Service	66,058	80,292	59,125	33,622					239,097	239,097	-
Total	\$ 4,085,963	\$ 4,025,579	\$ 2,732,528	\$ 1,561,674	\$ 2,765,030	\$ 3,826,718	\$ 1,743,932	\$ 3,580,034	\$ 24,321,458	\$ 21,596,620	\$ (2,724,838)