



Township of **Hainesport** New Jersey

Fire Department and Emergency Squad Study

Fire Department
May 2023



Prepared by:
The Public Safety Institute Group
PUBLIC SAFETY INSTITUTE



"The best way to predict the future is to invent it"
TOWNSHIP OF HAINESPORT
Fire Department and Emergency Squad Study
Fire Department
May 2023



HAINESPORT TOWNSHIP MUNICIPAL COMPLEX, ONE HAINESPORT CENTRE, 1404 MARNE HIGHWAY
HAINESPORT, BURLINGTON COUNTY, NJ 08036

THIS REPORT is the product of a study conducted by the Public Safety Institute (PSI) Group on behalf of Hainesport Township, NJ, to evaluate the current level of Fire Department and Emergency Squad operations for the purpose of issuing findings and recommendations to the local governing body designed to support the fire protection and emergency medical service needs of the community.

NOTE: The Emergency Squad portion of this Report shall be submitted for review under separate cover.

***DEDICATED TO THE MEMBERS OF THE HAINESPORT VOLUNTEER FIRE COMPANY
AND THE HAINESPORT VOLUNTEER EMERGENCY SQUAD
WITH SPECIAL APPRECIATION TO THEIR FAMILIES
IN SUPPORT OF THEIR VALUED SERVICE TO THE COMMUNITY OF HAINESPORT***

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Township of Hainesport Fire Department Study

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INTRODUCTION

On April 11, 2022, an exploratory meeting took place at the Hainesport Township Municipal Complex, One Hainesport Centre, Hainesport, NJ, to discuss matters relative to the Hainesport Volunteer Fire Company, a.k.a. the Hainesport Fire Department. The meeting was hosted by Paula Kosko, Hainesport Township Administrator, and was also attended by Don Huber of the Public Safety Institute (PSI) Group, a fire-police-emergency medical service consulting firm based in Warren Township, Somerset County, New Jersey. Huber, a retired career fire chief and director, former Chief of Staff of the NJ Division of Fire Safety, and Fiscal Monitor for the NJ Division of Local Government Services, is the founder and chief operating officer of the PSI Group.

Conveying great admiration and support of the local fire protection services, Administrator Kosko expressed a compelling interest in the performance of a comprehensive study of fire department operations for the purpose of identifying what functions are working well, what areas are in need of improvement, and in what manner can the mission of the fire protection forces be best served by the combined commitment of the Fire Company and the Local Governing Body.

A short time after on April 27, 2022, the PSI Group submitted a formal proposal to the Township to conduct such a study and to produce findings and recommendations at the conclusion of its research for consideration by the Local Governing Body.

A subsequent request came from the Township to extend the proposal for services to include a study of the Hainesport Township Volunteer Emergency (ambulance) Squad in a similar capacity to that of the proposed fire study. The Emergency Squad proposal was submitted by PSI on April 29, 2022.

The Fire Company and Emergency Squad proposals were reviewed and the contracts for services were both authorized by the Local Governing Body on May 10, 2022.

A hand-picked team of PSI staffers was assembled to work on the project along with Chief Huber. Among the key staffers chosen for this study included:

Craig Augustoni, Chief, Pemberton Fire Department and former Regional Planning Supervisor, NJDFS
Vincent Granese, Deputy Chief, Atlantic City Fire Department, retired, and Chief Technical Advisor, PSI
Alan South, Battalion Chief, Millstone Fire Department, and Partner with Central Jersey Compliance Co.
Andrew Hagenberg, Captain, Millstone Fire Department, and Partner with Central Jersey Compliance Co.

An official “Kick-off” meeting was held on June 14, 2022, at the Hainesport Township Municipal Complex to introduce Administrator Kosko to the PSI study team and to strategize with regard to key elements of the project.

Work on all aspects of the Fire Company and Emergency Squad studies continued throughout the calendar year and culminated in May of 2023, slightly behind schedule largely due to developing circumstances that required additional time to observe and evaluate.

For ease of review, it was decided that the Fire and EMS Reports would be submitted concurrently but under separate covers.

ACKNOWLEDGEMENTS

Beyond certain sound principles of leadership, universal best practices, and well-established standard operating procedures, there is typically no solitary way to conceive, establish, staff, organize, operate, manage, and fund a fire protection agency. Holding to this universal truth, the recommendations made in this report were fashioned to serve as a meaningful *guide* for the Township in considering *multiple planning alternatives* for the provision of suitable and sustainable fire protection services to the community in the Township of Hainesport now and in the future.

To that end, a mosaic of talented individuals shared their time, interest, knowledge, and ideas with the PSI study team throughout the process of this commission. Their collective contributions and influences to this body of work have been intrinsically woven into many of the conclusions reached herein and in so doing, they have provided a highly valued service to the Township of Hainesport and its residents.

For their collective contributions to the advancement of public safety in their respective leadership roles throughout the RV region, the PSI team gratefully acknowledges the following individuals:

Paula Kosko, Township Administrator, Township of Hainesport
George Myers, Fire Official, Township of Hainesport
Shawn Bozarth, Chief, Hainesport Volunteer Fire Company
Richard Parks, Sr. President, Hainesport Volunteer Fire Company
Bill Wiley, Past Chief, Hainesport Volunteer Fire Company
Colleen Hargrove, Past Treasurer, Hainesport Volunteer Fire Company
Paul Bush, Chief, Hainesport Volunteer Emergency Squad
Rich Litton, President, Hainesport Volunteer Emergency Squad
Shelby Maccar, Past Chief, Hainesport Volunteer Emergency Squad
Daniel Paolini, Chairman, Board of Fire Commissioners, Eastampton Fire District
Kurt Brock, Administrator, Eastampton Fire District
Jason Elischer, Chief, Eastampton Volunteer Fire Company
Bobbie Quinn, Township Administrator, Township of Lumberton
Frank Romano, Chief, Lumberton Volunteer Fire Department
Charles Pearson, President, Lumberton Volunteer Fire Department
Richard McIlree, Chairman, Board of Fire Commissioners, Mount Holly Fire District No. 1
Ryan Donnelly, Director, Mount Holly Fire District No. 1
Thomas Mason, Jr. Chief, Mount Holly Volunteer Fire Company
David Ridenour, Chairman, Board of Commissioners, Mount Laurel Fire District No. 1
Jennifer Dawson, Business Manager, Mount Laurel Fire District No. 1
Christopher Burnett, Chief, Mount Laurel Fire Department
Wendy Gibson, Administrator, Township of Westhampton
Craig Farnsworth, Chief, Westhampton Fire Department
William Kramer, Administrator and Chief, Cinnaminson Fire Department
and President, Burlington County Fire Chiefs Association

And all officers, firefighters and support members
serving in the Hainesport Volunteer Fire Company No. 1
and the Hainesport Volunteer Emergency Squad
without whose participation and input, this initiative would have been absent
invaluable insights and stakeholder viewpoints vital to the substance of this study

WITH SPECIAL RECOGNITION TO THE LOCAL GOVERNING BODY

In seeing fit to authorize this study & for their many noble acts of service
on behalf of the residents of Hainesport

Mayor Bruce MacLachlan

Deputy Mayor Gerard Clauss

Committeewoman Leila Gilmore

Committeeman Bruce Levinson

Committeeman Ken Montgomery



-Presiding Township Committee at the commencement of the Study-
(Pictured from left to right) Committeeman Bruce Levinson, Committeewoman Leila Gilmore, Mayor Bruce MacLachlan, Deputy Mayor Gerard Clauss, Committeeman Ken Montgomery

EXECUTIVE SUMMARY

THIS REPORT is the final product of a one-year process that began with the practical awareness and prudent sensibility of the local governing body in Hainesport in seeking to acquire the services of a qualified team of experts to conduct a thorough study of the local fire protection and emergency medical services being delivered to the community.

The search for such a team resulted in the selection of the Public Safety Institute (PSI) Group, a New Jersey-based consulting firm specializing in fire and emergency medical services, to conduct a study of all relevant operations and aspects of the Township's fire and emergency medical services for the purpose of providing findings and recommendations to the Township Committee.

The data-driven study was conducted by a team that included seasoned chief fire officers (active and retired), experienced fire/ems company officers, emergency medical service managers, compliance and regulatory specialists, and emergency vehicle technicians, all hand-picked specifically for this project by the PSI team leader.

Subsequent to preliminary communications and an initial start-up meeting with Township Administrator Paula Kosko, work on the study began with site visits to the Hainesport Volunteer Fire Company Fire Station, setting the stage for multiple meetings with local fire and ems leadership, interviews, review of operations, calls for service, staffing, infrastructure, apparatus and motorized fleet, collection of data, and analysis of findings. It was decided the Fire and EMS Reports would be submitted under separate covers.

While the core mission of any undertaking of this nature is accurate and useful fact-finding, the ultimate objective of the study was to identify components of the local emergency services that were in need of improvement, and to make recommendations to assist the Township in developing a plan of action in which to best facilitate those improvements.

And to that end, so we begin...

Supporting a population of 6,035+/- residents, the Township of Hainesport offers a wonderfully-blended cross section of farmlands, open spaces, parks, commercial properties, local businesses, industry, transportation routes, and of course, a vast array of good housing stock, all in a very desirable 6.79 square mile region of Burlington County, New Jersey.

The Hainesport Volunteer Fire Company currently maintains an estimated force of 35 members who, under the direction of the Fire Chief, are responsible for the fire station and its contents, as well as to maintain and operate a total of seven units including a command vehicle, pumping engine, tender-engine (pumping engine with a 2,500 gallon water supply), rescue truck, brush truck, utility truck, and fire-police unit. The main purpose of this body of resources is to provide fire protection services to an estimated 6,035 residents occupying 2,474 households in a 6.79 square mile area of diverse landscapes and uses containing a population density of 932.8 residents per square mile of land. A secondary but no less significant purpose of the firefighting forces is readiness for the provision of mutual aid to neighboring communities in times of need.

The findings and recommendations made in this Executive Summary, enumerated in the order in which they are presented in the full report wherein they appear in **red font** for easy identification by the reader, can also be identified in the Table which follows by the FINDING-RECOMMENDATION NUMBER in Column 1 and by the SECTION REFERENCE NUMBER in column 3.

**HAINESPORT FIRE DEPARTMENT/VOLUNTEER FIRE COMPANY
EXECUTIVE SUMMARY
FINDINGS & RECOMMENDATIONS**

FINDING-RECOMMENDATION NUMBER	SUMMARY OF FINDINGS & RECOMMENDATIONS	SECTION REFERENCE NUMBER
ES-1	Regarding Ordinance 2021-15, the phrase “The <i>annual</i> registration fee” should be changed to read “The <i>initial</i> registration fee”. In addition, the annual registration renewal fee schedule established in Part B (starting at \$1,000 in the first renewal year and topping off at \$5,000 by the third renewal year and thereafter) should be reinstated in the Municipal Code.	1.6
ES-2	Code enforcement for the proper care and maintenance of vacant and abandoned properties should be consistently and strictly applied throughout the Township to minimize the infectious afflictions brought about by such conditions remaining in a viable part of the community and to help the residential and business districts reach and sustain their highest potential.	1.6
ES-3	Measures should be taken for the inclusion of a new chapter in the Municipal Code entitled “FIRE DEPARTMENT” subsequent to the adoption of an enabling Ordinance establishing a Fire Department pursuant to N.J.S.A. 40A:14-68 (a) which reads: <i>In any municipality not having a paid or part-paid fire department and force, the governing body, by ordinance, may contract with a volunteer fire company or companies in such municipality, for purposes of extinguishing fires, upon such terms and conditions as shall be deemed proper. The members of any such company shall be under the supervision and control of said municipality and in performing fire duty shall be deemed to be exercising a governmental function; however, the appointment or election of the chief of the volunteer fire company shall remain the prerogative of the membership of the fire company as set forth in the company’s certificate of incorporation or bylaws.</i>	1.6
ES-4	Pursuant to <u>N.J.S.A. 40A:14-68(a)</u> and in the common public interests of the preservation of life and protection of property against fire and other perils, the Hainesport Fire Department is hereby created and established in the	1.6

<p>ES-4 (continued)</p>	<p>Township of Hainesport to consist of such incorporated volunteer fire companies that now exist or may hereafter exist within or of the Township, provided that all such existing and/or future fire companies shall by virtue of an annually-renewable Contract for Services between the Parties, accept all terms and conditions prescribed in said Contract as well as all provisions as stipulated by Municipal Ordinance and pursuant to this Chapter, which acceptance shall be in writing under corporate seal or otherwise witnessed and notarized in the State of New Jersey, signed by the Fire Company President/s and attested by its/their respective Secretary, and which acceptance shall be binding in perpetuity and filed in the Office of the Township Clerk; and by virtue of this section now and henceforward, the serving volunteer fire company or companies, while maintaining their rightful capacity to preserve their respective company identities, shall collectively be known as the Township of Hainesport Fire Department a.k.a. Hainesport Township Department of Fire and Rescue.</p>	<p>1.6</p>
<p>ES-5</p>	<p>In terms of critical factors such as total assessed valuation, municipal tax rate, median per capita and household incomes, employment rate, poverty rate, cost of services, etc., Hainesport fairs very well in comparison to other municipalities in Burlington County and across the State of New Jersey. Hainesport is a safe and clean community that remains on a course of sound financial stewardship and operative provision of municipal services, handling its assets judiciously through good planning, effective management, and resourceful leadership.</p>	<p>1.6</p>
<p>ES-6</p>	<p>A significant concern at present is the status and manner in which fire protection services are provided to the Township. Far from broken, Fire Company service delivery has experienced a number of challenges, internally as well as externally, and finds itself in need of an honest evaluation to see what can be improved and how to go about making those improvements.</p>	<p>1.6</p>
<p>ES-7</p>	<p>On the positive side, it is noteworthy to report that presently the Township's cost to fund its fire protection services as being provided by the Hainesport Volunteer Fire Company, is on the low end of the funding scale for such services. Expressed in other terms, for every \$9,491.14 of real property in Hainesport, the Township spends one dollar on fire protection, this based on the Township's annual appropriation of \$90,000 for Fire Department O/E, not inclusive of any additional Township funding, i.e., LOSAP, capital, emergency appropriations, etc. or any Fire Company revenue received through donations, fund drives, rentals, or games of chance.</p>	<p>1.6</p>

ES-8	Given the Township's fiscal realities and the Fire Company's operational challenges, the Local Governing Body should remain open-minded to recommendations to follow in this report that may include the implementation of programs, purchases, and/or other initiatives that will require additional funding to facilitate and sustain the adequate and proper composition, operation, and management of its fire protection services.	1.6
ES-9	Another significant revelation in TABLE 1 is the manner in which the membership spans the working age groups from 18-65 & ABOVE. One-fifth (7 out of 35, or 20%) of the members are found to be in the preliminary service age group of 18-24; nearly half (17 out of 35, or 49%) of the members are found to be in the prime service age group of 25-44; nearly one-fifth (6 out of 35, or 17%) of the members are found to be in the seasoned service age group of 45-64. In combination, members ranging from 18-64 years of age make up 30 out of 35, or 86% of the total membership. While there are no ideal age group ratios for membership composition, the ratios reflected in TABLE 1 are most advantageous in terms of the favorable mix of 7 younger members (18-24) to 17 primary-age members (25-44) to the 6 seasoned members (45-64). This combination, though not very typical in many volunteer fire companies, provides an opportunity for a structurally beneficial organizational blending of youth and experience.	2.2
ES-10	Based on the available data, of the 35 volunteer members of the Fire Company, 1 is a cadet in training, 11 strictly perform fire police duties, 13 are active firefighters (2 of whom are company officers and 2 of whom are chief officers), and the remaining 10 members are largely inactive or only able to perform limited duties. In the balance, that leaves only 9 non-officer members to serve as combined driver/operators of apparatus and as full-suppression line firefighters (2 of the 9 whom are over 65 years of age). While the existing force of active members should be properly commended and supported for their dedicated service, enhanced strategies and efforts should be implemented to better engage the less-active members and to train more firefighters to be certified driver/operators of apparatus.	2.2
ES-11	Although it is not the purpose or intent of this report to certify the complete technical accuracy or unilateral regulatory compliance of the Hainesport Fire Company Book of Standard Operating Guidelines, a review of the SOGs showed them to be current, comprehensive, and job relevant. Augmenting the Hainesport SOGs is a similarly well-written composition of SOGs issued by the Burlington County Chiefs	2.3

ES-11 (continued)	Association in cooperation with the Burlington County Department of Public Safety.	2.3
ES-12	The Hainesport Fire Company Book of Standard Operating Guidelines (SOGs) should be reviewed, updated, and revised on a regular basis and as otherwise needed by the assigned Officer-in-Charge of Training in consultation with the Fire Chief to assure operational relevance, technical accuracy, and functional continuity with County, State, and Nationally recognized standards for regulatory compliance. Easy access to all SOGs should be provided to all members. Whenever possible, company training classes and drills should incorporate familiarization and practical application of SOGs, particularly but not limited to those most associated with personnel safety and protection.	2.3
ES-13	<p>In general terms, Fire Company annual operational expenditures over the last three years were found to be running in the upper \$120K range (TABLE 5); at the same time, revenues reached into the low-to-mid \$140K range (TABLE 3), leaving a modest but fiscally prudent cushion as shown below:</p> <p>2020: \$146,330.00 revenue vs \$128,494.00 disbursements = \$17,836.00 operational surplus</p> <p>2021: \$138,051.47 revenue vs \$126,553.00 disbursements = 11,498.47 operational surplus</p> <p>HVFC Treasurer's Report placed the revenue numbers in 2020 slightly lower by \$1,880.01 at \$144,449.99 and the 2021 revenue numbers slightly higher by \$5,399.16 at \$143,450.63.</p> <p>By virtue of those figures and keeping with the same disbursement data, the 2020 operational surplus would have been \$15,955.99 and the 2021 operational surplus would have been \$16,897.63.</p> <p>Although disbursement data was not presented for 2022, the revenue side trended upward in that year, totaling a reported \$145,610.80 (excluding grants or capital appropriations).</p> <p>2020 Fire Company Revenue = \$144,449.99 2021 Fire Company Revenue = \$143,450.63 2022 Fire Company Revenue = \$145,610.80</p>	2.4
ES-14	WARNING: Oxygen fill station is not compliant for filling oxygen cylinders. This unit should be placed out of service. A new, compliant oxygen fill station is needed if the Fire Company is going to fill oxygen cylinders. A more cost-efficient alternative would be to make an arrangement for refilling oxygen bottles with a local or nearby ambulance squad or other emergency medical service provider.	2.5
ES-15	WARNING: Loft storage area has cabinets that need upgrading to be compliant for the storage of chemicals,	2.5

ES-15 (continued)	paints, oils, and cleaning products. Special attention should be given to highly reactive chemicals and non-compatible substances.	2.5
ES-16	During the fire station assessment, the PSI study team requested and was given access to the Kenneth E. Street Community Center at 100 Broad Street net door. The facility contains 1,451 square feet of usable space featuring 2 large meeting rooms, a kitchen, and restrooms. A potential may exist to convert this building for use as Fire Company office space and meeting/training/lounge area.	2.5
ES-17	The Hainesport Fire Station was found to be in relatively good condition. Overall, most areas were clean, orderly, and functional. Beyond a non-complaint oxygen cylinder fill station and a few storage issues, the study team did not observe any serious regulatory violations or unaddressed safety hazards. Much of the in-house utilities and equipment utilized to service firefighter personal protective equipment (PPE), refill firefighter self-contained breathing apparatus (SCBA) air cylinders, or otherwise render minor repairs and conduct routine house maintenance, were found to be relatively new, well-maintained, and in good serviceable condition. There were, however, some deficiencies noted that should be addressed as part of an extended plan to secure provisions needed in the present, or at least in the short term (1 to 3 years), as well as to begin making measured but meaningful progress in shaping the future of the fire service in Hainesport (and perhaps beyond) for the purpose of being ready for it when it arrives. In doing so, it would seem axiomatic to prioritize needs based foremost on personnel health and safety, immediately followed by those actions, items, and processes most critical to accomplish the organizational mission.	2.5
ES-18	<p>In that regard, among the top needs observed by the study team included:</p> <ol style="list-style-type: none"> 1. Addition of a firefighter bunkroom & dining area 2. Adequate space designated for Chief's Office, Training Office, and Company Officers 3. Emergency eye wash station 4. Hazmat Decontamination shower 5. Wall-mounted Automated External Defibrillator (AED) 6. Apparatus floor diesel exhaust system 7. Upgrades to the fire station building security and fire alarm systems 8. Enhanced compartmentation of areas designated for PPE storage, SCBA cylinder refill station, repair shop, equipment and supply storage, and storage of cleaning materials 	2.5

ES-19	<p>To put it in simple terms and given the changing dynamics of the fire service over the last century, the Township has once again outgrown its firehouse. Historically, it is interesting to note that Hainesport's first firehouse, constructed in 1922, was built about 35 years or so after the height of the industrial revolution of the late 19th Century; the 1957 renovation of the firehouse occurred 33 years after the original firehouse was built; the 1991 major renovation/expansion of the firehouse occurred 34 years after the '57 renovation...the '91 renovation/expansion is now 32 years behind us. See the tri-decade pattern?</p>	2.5
ES-20	<p>In the final analysis of the Fire Station and the Community Center from the perspective of <i>"What is the best hope for the Hainesport Fire Department to survive, grow, and succeed in its mission to protect lives and preserve property in Hainesport now and in the future?"</i> The PSI study team proposes the following infrastructure planning model for consideration as a working guideline for the next step in the evolution of the Hainesport Fire Department.</p> <p>A 14' X 40' (560 sq. ft.) floor area along the north wall (adjacent to the apparatus floor) of the existing Social Hall in the Firehouse should be partitioned in such a manner as to provide a 12' X 14' (168 sq. ft.) area for a Chief's Office and two separate 14' X 14' (196 sq. ft. X 2 = 392 sq. ft.) bunk room rest and rehab (sleeping) quarters for no less than 8 firefighters (4 bunks in each of two 14' X 14' sections). The sleeping quarters would be accessible under proper supervision to firefighters serving on approved duty rosters, during states of emergency, or as otherwise deemed necessary and approved by the Fire Chief or designee. The remaining area of the Social Hall (2,475 sq. ft.) should continue to serve its present function/s and should be made reasonably available to any citizen groups that from time to time might previously have used the Community Center for meetings and other civic or social gatherings.</p> <p>The existing meeting and training room/firefighter lounge (570 sq. ft.) in the rear of the Firehouse and adjacent to the kitchen, should be converted to a large, inviting, dining area/break room/alternate meeting and training room, and as otherwise appropriately purposed by the Fire Company.</p> <p>The two small Fire Company and Emergency Squad office rooms (120 sq. ft. each) attached to the south side of the apparatus floor should be re-purposed so that the front side Fire Company room would be utilized as a radio and</p>	2.5

<p>ES-20 (continued)</p>	<p>communications room and the aft side Ambulance Squad room would be utilized as a floor watch/potential sleeping quarters for one firefighter (desk, chair, desktop computer with accessories, and one bunk).</p> <p>The large front room of the Community Center (506 sq. ft.) should be re-purposed to serve as offices for the Deputy Chief/Training Officer, Captain/Lieutenant, and the Fire Company Executive Board and staff.</p> <p>The large rear room of the Community Center (638 sq. ft.) should be re-purposed as a main meeting and training room/firefighter lounge.</p>	<p>2.5</p>
<p>ES-21</p>	<p>In order to best determine the current serviceability of available mobile units as well as to identify any compliance or safety concerns, the PSI Group acquired the services of a Certified Emergency Vehicle Technician (EVT) and other qualified personnel from the Central Jersey Compliance Company (CJCC) of Freehold, NJ, to perform a thorough mechanical/operational inspection of the Hainesport fire apparatus fleet pursuant to NFPA 1911: Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus. Applicable to any public or private organization that uses fire apparatus, NFPA 1911 helps ensure in-service fire apparatus are serviced and maintained to keep them in safe operating condition and ready for response at all times. The results obtained from the assessment of the Hainesport fleet were also a necessary component in the development of a needs-based fire apparatus replacement schedule provided in this report.</p>	<p>2.6</p>
<p>E-22</p>	<p>The Fire Company should begin the move toward the eventual elimination of RESCUE 3919 (1997 Freightliner/EVI) from its inventory. This 26-year-old unit in fair condition has no on-board fire pump, a serious limitation in an organization that is often challenged to get just one adequately staffed apparatus to respond to calls for assistance, which can and do at times include the need for a rescue unit <i>and</i> a pumping engine. In addition, and much to the same point, if firefighters respond to a call on the Freightliner Rescue Truck during which conditions rapidly evolve in such a manner as to require a pumper, or, a second call for assistance comes in requiring a pumping engine, that crew might well need to return to quarters to staff a unit with suppression capabilities, resulting in a significantly delayed response and operation. The same argument can be made in the event firefighters are on a suppression call with the pumper and conditions rapidly evolve in such a manner as to require a rescue truck, or a second call for assistance comes in requiring a rescue unit.</p>	<p>2.6</p>

ES-23	As an interim strategy, the Fire Company may wish to make necessary accommodations on ENGINE 3912 (2004 Pierce Dash Pumper which already has an on-board Holmatro combination cutter/spreader tool, ram, and power unit) to carry primary rescue tools and equipment currently on the Freightliner for the purpose of providing a front-line unit with rescue <i>and</i> fire suppression capabilities.	2.6
ES-24	In the longer range (but not too much longer), a fire apparatus replacement schedule should be developed by the Fire Company in consultation with the Township with the objective of permanently removing the current ENGINE 3912 and RESCUE 3919 from service; both to be replaced with one 6-person crew cab Rescue Pumper.	2.6
ES-25	On the support/staff vehicle side of the equation, the current UTILITY 3916 and FIRE POLICE 3918 should also be considered for replacement in the near future (next year or shortly thereafter), preferably with a 4-door pick-up truck and full-size SUV, respectively; to do otherwise will likely result in high repair bills and/or the potential for the development of unsafe or otherwise deficient conditions with the existing units.	2.6
ES-26	The end game should result in a front line inventory reduction from 7 to 6 units consisting of a chief/command vehicle, tender-engine, rescue-engine, brush truck, utility truck and fire-police vehicle; of those units, the current CHIEF 3900, TENDER ENGINE 3911, and BRUSH 3917, if properly serviced and maintained, should not require replacements for the foreseeable future (5 – 10 years).	2.6
ES-27	As with any meaningful initiative focused on the long-term fire protection needs of the community, risk and preparedness level assessments must be conducted on a continuing basis. Doing so will allow for sound and practical organizational planning as well as empowering the decision makers to adjust action plans from time to time as warranted by changing dynamics that may the impact relevance and timing of plans.	2.6
ES-28	The simple truth is that, although the study team found a high degree of talent, ability, perseverance, and dedication to duty in the Hainesport Fire Company (starting from the Chief and moving squarely through the Table of Organization), the <i>number</i> of active members presently trained and certified to drive and operate the front-line apparatus and to otherwise respond to calls, is in need of improvement.	2.6
ES-29	The Fire Company reports that of 35 actual members, there are more accurately nine (9) members actively performing firefighting duty on a regular basis. The definition used to	2.6

ES-29 (continued)	characterize a member “ <i>actively performing firefighting duty</i> ” is a member “properly qualified to perform interior structural firefighting operations and having a record over the last year of responding to at least 50% of all calls for service”. These nine members (26% of total membership) are a mix of active firefighters/apparatus driver-operators.	2.6									
ES-30	<p>Subsequent to successfully addressing the driver training/certification shortfall and overall availability of active firefighters to respond to calls for service, the fire apparatus replacement schedule below is provided as a guide in the development of a working capital plan:</p> <table border="1"> <tr> <th>REPLACEMENT YEAR</th><th>APPARATUS TO BE REPLACED</th><th>APPARATUS TO BE ACQUIRED</th></tr> <tr> <td>2024-2025</td><td>1997 FREIGHTLINER/EVI RESCUE TRUCK & 2004 PIERCE DASH PUMPER ENGINE</td><td>NEW 6-PERSON CREW CAB RESCUE PUMPER ENGINE</td></tr> <tr> <td>2032-2033</td><td>2014 PIERCE ARROW XT TENDER ENGINE</td><td>NEW 6-PERSON CREW CAB TENDER ENGINE</td></tr> </table>	REPLACEMENT YEAR	APPARATUS TO BE REPLACED	APPARATUS TO BE ACQUIRED	2024-2025	1997 FREIGHTLINER/EVI RESCUE TRUCK & 2004 PIERCE DASH PUMPER ENGINE	NEW 6-PERSON CREW CAB RESCUE PUMPER ENGINE	2032-2033	2014 PIERCE ARROW XT TENDER ENGINE	NEW 6-PERSON CREW CAB TENDER ENGINE	2.6
REPLACEMENT YEAR	APPARATUS TO BE REPLACED	APPARATUS TO BE ACQUIRED									
2024-2025	1997 FREIGHTLINER/EVI RESCUE TRUCK & 2004 PIERCE DASH PUMPER ENGINE	NEW 6-PERSON CREW CAB RESCUE PUMPER ENGINE									
2032-2033	2014 PIERCE ARROW XT TENDER ENGINE	NEW 6-PERSON CREW CAB TENDER ENGINE									
ES-31	Responding to nearly 200 annual calls for service of various types, it is incumbent upon the Hainesport Fire Company, with appropriate support from the Township governing body, to maintain the proper staffing level, standards of training, readiness of apparatus and equipment, and ability to effectively answer all such calls with sufficient numbers of qualified persons under a state-certified command structure	2.7									
ES-32	It is with this certainty in mind, the study team fervently believes that the Township’s first (and perhaps, most impactful) action subsequent to adopting an ordinance establishing the Hainesport Fire Department pursuant to N.J.S.A. 40A:14-68 (a), would be to hire a part-time Fire Administrator as the person responsible to carry out the plan in cooperation with the Fire Chief and further, to be accountable to the Township Administrator to make timely reports, recommendations, and plans in the event the contract for services with the Fire Company does not achieve the desired long term results necessary for the efficient and effective delivery of fire protection in the Township.	2.7									
ES-33	Finally, and regardless of the specific plan of action ultimately adopted by the local governing body fashioned to address the immediate fire protection needs in Hainesport, the study team offers its strongest recommendation to Hainesport and all RV region municipalities, fire districts, and emergency service leadership to vigorously pursue the meaningful exploration of best practices inclusive but not limited to regional enhanced mutual aid, automatic mutual aid, share service agreements, contracts for services, and regional service agreements.	2.8									

ES-33 (continued)	Another mutually beneficial service model already being discussed that deserves further conceptual development and consideration at least as a pilot program, is the creation of a regional day-time fire emergency response team consisting primarily of members serving in the multiple Fire Marshal Offices in the RV region.	2.8
ES-34	Some authorities may contend the process of managing volunteer personnel begins with recruitment; more accurately, the process begins with the mission statement, leadership values, and the culture of the organization.	3.1
ES-35	With few exceptions if any, organizations that fail to recognize the need for a substantive recruitment and retention program are destined to be plagued with staffing deficiencies either due to insufficiently low recruiting numbers or inadequately short retention levels...or some combination of both.	3.1
ES-36	A critical component for the success and sustainment of effective operations and service delivery in any public safety organization, large or small, is its commitment and capacity to recruit and retain motivated and qualified personnel.	3.1
ES-37	<p>It is known that at the time this study was conducted and along with a Fire Company Executive Board, Board of Trustees, and a Ladies Auxiliary, the Hainesport Volunteer Fire Company reported a membership roster of 35 volunteers. That number equates to approximately 1 firefighter per 172 residents; or to express it in another way, approximately 5.8 firefighters for every 1,000 residents. The organizational structure is shown below:</p> <p style="text-align: center;"> 1 Fire Chief 1 Deputy Fire Chief 1 Fire Captain 1 Fire Lieutenant 19 Firefighters 11 Fire Police 1 Cadet Firefighter in Training 35 Total Uniform Members </p>	3.2
ES-38	Until greater success can be achieved toward the objective of increasing the number of volunteer firefighters trained, equipped, and more readily available to respond to calls for service, the Township remains at risk of lacking consistent fire protection coverage to adequately respond to and effectively manage even first alarm calls for service, small fires, and other local-level emergency incidents without the need for mutual aid assistance from other nearby communities. The sporadic scarcity of necessary local emergency response personnel to be available on a reliably steady basis will of course also have an adverse impact on occasions when those forces are needed for larger incidents,	3.2

ES-38 (continued)	either in the Township or in providing mutual aid on a reciprocal basis to its fire mutual aid partners in the RV region and possibly beyond.	3.2
ES-39	On a positive note and despite what appears to be a poor response-to-calls rate from a large swath of members, at a time when the average national age of a volunteer firefighter is 57 years old and large shortfalls typically exist in the lower to mid-range age groups, the volunteer age-group ratios in Hainesport are indicative of a very desirable combination of members from the cumulative age groups.	3.2
ES-40	Still another critical factor not only in the overall supervision of personnel, but also for the purpose of an intrinsically sound recruitment and retention working model, is the timeless management principle known as Span of Control. In terms of fire service span of control (the number of personnel a supervisor can be expected to effectively manage; at the fire company level, generally estimated to be 1 supervisor for every 5 to 7 subordinates), the general span of control in Hainesport should be quite manageable, particularly in the most likely response scenario of running a maximum six-person crew per fire apparatus with a company officer on board each unit.	3.2
ES-41	Recruitment and Retention: The Ten-Point Plan The most effective volunteer recruitment and retention programs begin well before any direct contact is made with potential applicants.	3.3
ES-42	1. Leadership must set the tone. The organizational leadership, beginning but not ending with the fire chief, must lead by example, consistently advocating for meaningful recruitment and retention goals built upon on an organizational culture defined by mutual respect, competence, integrity, and teamwork.	3.3
ES-43	2. Establish a welcoming environment. The physical state of affairs in the fire station will resonate with an undeniable message to potential membership applicants. <i>Visiting children and other guests should be properly accompanied/escorted by more than one fire company member at all times.</i>	3.3
ES-44	3. Develop year-round community relations. It is imperative to educate the public regarding the services provided by the volunteer fire company.	3.3
ES-45	4. Assemble a formal Recruitment and Retention Committee (RRC). The prime purpose of this committee should be to set goals and develop plans for annual recruitment of eligible candidates based on the identified staffing needs of the organization. Whether led directly by the fire chief or other qualified member, the RRC should possess good people skills	3.3

ES-45 (continued)	and have the full support of the fire company leadership, general membership, and the authority having jurisdiction.	3.3
ES-46	5. Prepare a brief informational package about becoming a member of the Fire Company. It is a wise practice to have prepared material with relevant, illustrated information on becoming a volunteer member for distribution at pre-scheduled events, to post on the Fire Company and/or Township website, and to have handy for unsolicited requests by citizens expressing an interest.	3.3
ES-47	6. Work with other local, regional, state, and federal agencies to coordinate efforts and seek resources. The most effective recruitment and retention programs are typically those that include open lines of communication and a favorable rapport with other local and regional emergency response agencies as well as with the state and federal governments. Consideration should also be given to joint or area-wide recruitment programs in which two or more fire companies join forces to participate in a coordinated recruitment drive.	3.3
ES-48	7. Remain attentive to the personal interests of members and help them manage time. The proper balance between volunteer service and the other legitimate life interests of members will support favorable fire company moral, higher rates of membership retention, and greater participation from members in responding to calls for service, training, and other fire company activities.	3.3
ES-49	8. Deal with internal conflicts and disputes or strife; be fair, consistent, and reasonable. Disciplinary policies and procedures should be well-defined, and a formal grievance process should be memorialized in the Company By-Laws.	3.3
ES-50	9. Develop and support recruitment and retention standards; give proper consideration to diversity. Striving for a specific recruitment number as well as seeking to support diversity are both noble and worthy objectives but should not be sought at the expense of forfeiting fair, consistent, and job-relevant membership qualification criteria based on nationally recognized standards designed to recruit and retain the best qualified candidates.	3.3
ES-51	10. Identify the existing membership motivational factors and explore supportive incentives. Different individuals seek membership in a volunteer fire company for many different (and sometimes similar) reasons. Among the major motivational factors include: 1. ALTRUISM: A genuine desire to serve others and give back to one's community 2. SOCIALIZATION: Sense of belonging to a group of people sharing similar interests	3.3

<p>ES-51 (continued)</p>	<p>3. TRADITION: Carrying on a family tradition of volunteerism and service in a fire company</p> <p>4. EXHILARATION: The excitement of fighting fires and responding to other high-risk incidents</p> <p>5. CAREER-ORIENTED: Seeking experience and opportunity to become a career firefighter</p> <p>Beyond the documented research, anecdotal feedback, and educated guesswork, a simple but effective way to learn more about what motivates the members of the fire company is to ask them.</p>	<p>3.3</p>
<p>ES-52</p>	<p>Based on its findings and in a manner not intended to minimize or disparage any of the alternatives at the Township's disposal, the study team is inclined to favor the application of no less than four (4) Nominal Fee structures designed to demonstrate the Township's genuine appreciation for volunteer fire company service along with the appointment of a part-time Fire Administrator reporting directly to the Township Administrator and for the purpose of providing necessary oversight, direction, and objective assessment of the Nominal Fee Program as well as the Fire Company's achievement of strategic goals and continuity of its contractual obligations to the Township.</p>	<p>3.5</p>
<p>ES-53</p>	<p>POSITION/PROGRAM GENERAL DUTY REQUIREMENTS</p> <p>ANNUAL STIPEND</p> <p>Fire Chief --- Command, Staffing, Operations \$5,000</p> <p>Deputy Fire Chief --- Personnel, Apparatus \$4,000</p> <p>Fire Captain --- Safety and Training \$3,000</p> <p>Fire Lieutenant --- Fire Station & Equipment \$3,000</p> <p>Fire Police* --- Support Activities \$15,000</p> <p>Roster Staffing** --- 4FF M-F 7 PM – 5 AM \$31,200</p> <p>DPW/Twp. Employees***</p> <p>Response to daytime fire calls --- \$10,000</p> <p>Part-time Fire Administrator ---CFS, Policy, Planning, Finances --- \$25,000</p> <p>In addition to the Nominal Fee Stipends proposed above for the existing Fire Company membership positions, the study team recommends consideration for the introduction of a new title for "Fire Administrator, Hainesport Department of Fire and Rescue". In addition to serving to implement and monitor progress of all recommendations made in this report and adopted by the Township, the purpose of this part-time position would be to provide a highly qualified and well suited individual to report directly to the Township Administrator and to serve as the reporting official to the Hainesport Volunteer Fire Company Fire Chief pursuant to the Contract for Services between the Township and Fire Company; in regard to all chapters and references in the</p>	<p>3.5</p>

ES-53 (continued)	Municipal Code on the establishment, composition, authority, and governance of the Fire Department and serving Fire Company; and on all matters respective to policies, planning, and finances of the Fire Department and serving Fire Company.	3.5
ES-54	The total maximum annual cost to fund the full list of recommended Nominal Fee Stipends as proposed in conjunction with the addition of the part-time Fire Administrator position would amount to \$96,200. The costs associated with the recommended Nominal Fee Program and appointment of a part-time Fire Administrator would be in addition to the existing annual \$90,000 Township appropriation made on behalf of the Fire Company or any other supplemental funding provided for Fire Company expenses including but not limited to LOSAP, repairs, maintenance, acquisition of various equipment/supplies, emergency appropriations, or capital improvements.	3.5
ES-55	Throughout the process of conducting this study, Fire Official George Myers was extremely helpful to the PSI team on many levels, helping to make initial introductions for the team with Fire Company and Ambulance Squad leadership, providing valuable insights into the history and operations of both organizations, and even sharing some of his own street-smart perceptions regarding the complex challenges of the region's volunteer emergency services and the potential opportunities to best overcome them.	4.2
ES-56	A recommendation made in this report (Section 3.5) proposed consideration for the appointment of a part-time Fire (and perhaps emergency medical service) Administrator. The purpose of this part-time position would be to provide a highly qualified and well suited individual to report directly to the Township Administrator and to serve as the reporting official to the Hainesport Volunteer Fire Company Fire Chief pursuant to the Contract for Services between the Township and Fire Company; in regard to all chapters and references in the Municipal Code on the establishment, composition, authority, and governance of the Fire Department and serving Fire Company; and on all matters respective to policies, planning, and finances of the Fire Department and serving Fire Company.	4.2
	SEE "CLOSING COMMENTS" AT END OF THE REPORT FOR A TEN-STEP CHRONOLOGICAL PLANNING MODEL OF HAINESPORT FIRE DEPARTMENT GOALS AND OBJECTIVES	

TOWNSHIP OF HAINESPORT

1.1. A Brief History of Hainesport

ORIGINALLY INHABITED BY THE LENNI-LANAPE INDIANS well before the historic era of European colonization of America in the early 1600's and as far back as 8,000 BC, the Township of Hainesport is by State standards, a relatively young municipality that was incorporated less than a century ago on March 24, 1924 by an act of the New Jersey Legislature.



The Lenape or Delaware tribe, also called the Lenni-Lenape, are of the Algonquin family, and first lived New Jersey, Pennsylvania, and New York, surviving by farming, fishing, and hunting. Known as great peacemakers, the Lenape could also be fierce warriors when the need arose.

A full study of the Lenape Nation is an incredible tale unto itself, but to end the story there would be to do a great injustice to the rich and interesting history of the region and its occupants.

Acquired from portions of Lumberton Township, Hainesport derived its name circa 1850 from Enoch Barclay Haines (one cannot find much fault in his preference to answer to Barclay over Enoch), an influential sixth generation land owner in the region whose great, great, great Grandparents, Richard and Margaret Haines, first arrived here from England in 1682, a mere 18 years from the time the Dutch surrendered their vast territories in the New World to England, at which time the Duke of York gifted New Jersey (formerly New Netherlands under the Dutch) to British Lord John Berkeley and Sir George Carteret. So to this day, vacationers from everywhere plan their summers at the Jersey shore and not the Netherlands shore...and for that I think we all owe the Duke of York a debt of “jolly good” gratitude.

In any event, more about Barclay Haines in a bit.

As for those intrepid souls making the trip to this largely unexplored continent in the 17th and 18th Centuries, agriculture and lumbering, along with fishing and trapping, were among the major sources of occupational enterprises and self-sustainment, thus making this region, rich with tall standing timbers for much needed lumber (Hello?! Lumberton! Get it?), fertile soil for planting crops, and traversable waterways for transportation of goods and persons alike, a very desirable place in which to settle.

The Haines family were Quakers (gotta' love their oatmeal and stylist black hats) who along with many of their contemporaries, came to the Colonies to seek freedom from religious persecution and to pursue enticing business opportunities in the New World. And while leaving the relative safety and security of their home in Mother England for sights unseen would not be without its inherent risks, making the treacherous two-month journey (sadly, no EZ-Pass yet) across the Atlantic Ocean with a 1,700-acre land grant in-hand must have made the trip quite a bit more appealing (or at least bearable).

Perhaps making the transatlantic trip even more interesting (and for Margaret, all the more difficult) was the mid-ocean birth of their son, Joseph Haines (probably had to pay for another travel fare unless they had the high-seas birthing insurance). In any event and despite the questionable timing of his original arrival, it was Joseph who is credited for later purchasing additional land "beyond Lumberton" which included the Village of Long Bridge (later to become Hainesport) which took its name from a long, wooden toll bridge crossing over the south branch of the Ancocas (Rancocas) Creek (leave it to New Jersey to have toll bridges even when it was still under the rule of the British Crown).

But even that was soon to change.

During the height of the American Revolutionary War and despite avoiding any major battles that were playing out in other nearby parts of New Jersey, the area in and around the Village of Long Bridge found itself in a strategically advantageous and logistically active location as the inhabitants were quick to observe that the long bridge in Long Bridge had become a route of preference for American forces as well as the British and Hessians (one wonders if any of them paid the toll) headed toward Mount Holly. Then in 1778, in a deliberate effort to disrupt the movement of British and Hessian forces advancing toward Mount Holly in their exodus from Philadelphia (guess they were not big fans of the cheesesteak), a small band of local American patriots dismantled their beloved Long Bridge. In the ensuing conflict caused by this action, five patriots reportedly lost their lives; three by gun fire, two by being trapped inside their home only to have it burned down by the British forces. Before the conflict ended, two other



**ARTIST'S DEPICTION OF THE AMERICAN PATRIOTS RESISTING
BRITISH AND HESSIAN ADVANCEMENT OVER THE LONG BRIDGE**

Patriots were taken prisoner. To this day, the names of the fallen remain unknown. Although their identities have been withheld from the pages of history, for their ultimate sacrifice, this "One Nation under God" shall forever be in their debt.

As for the Long Bridge, all good things must at some time come to an end. Yet for better or worse, the concept of toll bridges and roadways lives on and flourishes in the great State of New Jersey (thank you, Long Bridge...we shall long think of you as we journey up and down the course of the Garden State Parkway and NJ Turnpike).

Prior to and during the Civil War, Hainesport's strong, Quaker-driven, anti-slavery advocacy played out in Burlington County's very active regional connection with the Underground Railroad. Years later, an Underground Railroad Museum of Burlington County was privately operated in the City of Burlington by Louise Calloway. It was aptly located directly behind a former station of the Underground Railroad for several years until closing its doors in 2013. The Museum exhibits were later moved by the County Parks System for display by an independent organization operating from a building in Historic Smithville Park.



Historic Smithville Park: Underground Railroad Museum Site at 803 Smithville Rd. Eastampton

Among the exhibits is a brochure that reads, in part: *"As a central part of the greater Delaware Valley region, Burlington County is honored to hold the title of 'the Cradle of Emancipation', as it was here that slaves were first given their freedom in large numbers. This can be attributed to the sizeable presence and influence of Quakers, America's first organized group to speak out against the evils of black bondage, making this region a leading light in the emancipation movement. It is most fitting, therefore, that Burlington County, in sponsoring venues that celebrate its rich and enduring history, officially include this exhibit from the Museum of the Underground Railroad."*

For those interested in taking a tour of the Burlington County Underground Railroad Museum in Historic Smithville Park, perhaps another worthy trip would be to visit the Mount Moriah AME Church Cemetery in Hainesport (approx. 5.1 miles or 9 minutes from the Museum), which contains the graves of 22 Afro-American Civil War veterans.

In other developments of the early to mid-19th Century, the industrial revolution began to reshape much of the civilized world. In the area of Long Bridge, one major development in which this progression of economic and societal growth would manifest itself was steam engine navigation on the Rancocas River. In 1848, local land baron Barclay Haines seized the opportunity to construct a waterfront port, complete with passenger docks and cargo wharf on the south branch of the Rancocas River not far from his home.



A POPULAR HAINESPORT LANDMARK: THE HOME OF BARCLAY HAINES

From this location, accessible and affordable water transportation was made widely available throughout the region. Churning side-wheeler steamboats and other sorts of watercraft and barges moved cargo, like timber and coal, and passengers to the Delaware River and places of interest along the waterway, not the least of which included Philadelphia. The Barclay “Haines’ Port”, as Long Bridge became known in 1848 (abridged to “Hainesport” in 1850 perhaps due to a shortage of possessive apostrophes) was transformed into the hub of river transportation for the local residents as well as for stagecoaches and freight wagons moving their precious cargo from land to water and back to land.

Still other industrial development in the area included Columbian Iron Works, an iron foundry started in 1852, a steam-powered sawmill established in 1854, and a train station built by the Pennsylvania Railroad in 1867. The iron foundry later became the John D. Johnson Co. Foundry, which served to provide business opportunities, employment and general economic prosperity to many residents of Hainesport until it closed its doors, along with the sawmill, in 1930 with the onslaught of the Great Depression. The arrival of the railroad rapidly reduced the steamboat industry to little more than a curious novelty, thus resulting in the eventual extinction of the Port of Barclay Haines (but fortunately not Hainesport, lest instead of reading this report, we all might be out right now looking for other jobs).

The railroad continued to serve as a major means of commerce and transportation throughout the better part of the 1800’s, gradually to lose much of its steam (figuratively and literally) to the construction of major fuel pipelines across the country in the late 19th Century followed by the arrival of over-the-road motorized trucking and aviation in the 20th Century.

Barclay Haines passed away in 1881, leaving behind a widow, an unmarried son, and a married daughter, Mary Haines Parry. Mary and her family lived in Northampton (present day Mount Holly) until sometime after her father died, upon which she and her family moved back in with her mother and brother at the Barclay Haines Estate.

Mary and her husband, Dr. William Parry, had five children; two that sadly died in infancy, one who died at the very early age of 19. The surviving children, Lydia and William H., both went on to have successful business careers; William as an attorney practicing in Newark, NJ, and Lydia as a farmer, boarding home mistress, and realtor in the Hainesport area.

It was Lydia who began to sell off parcels of the vast acreage of the Haines Estate throughout the course of the late 1920s through 1950. The timing was fortuitous; Hainesport was growing, (the local population increased by 109% from 858 in 1940 to 1,793 in 1950; then by another 82.4% from 1950 to 1960) land was needed for new housing, businesses, a bigger school, and a firehouse to accommodate the Hainesport Volunteer Fire Company founded in 1922. It is estimated Lydia sold off 150 properties before her death on June 24, 1960.

While the Haines dynasty may have faded away with the passing of William and Lydia, the last two grandchildren of Barclay Haines, the divesting of the Haines Estate properties by Lydia provided a meaningful catalyst in the development of present-day Hainesport.

Today, the Township of Hainesport offers a wonderfully-blended cross section of farmlands, open spaces, parks, commercial properties, local businesses, industry, and of course, a vast array of good housing stock, all in a very desirable region of Burlington County, which as it turns out, has the largest county land mass (827 square miles) in New Jersey and is the epicenter of the most densely populated, talked about (some good, some not-so-good...always leaving room for improvement) and diverse State in the Union.

It is also worth noting that while much of the brief yet colorful history of Hainesport shared in this report focused on the significant influence of the Haines family over the course of nearly three centuries (1682-1960), the hard-fought success of the Township as a thriving, vibrant, and most desirable place to live, work and play, is truly a product of the collective efforts and contributions of all of its residents and stakeholders throughout antiquity and into the present.

May its future be blessed with hope, opportunity, prosperity, and benevolence for all; but please, enough with the toll bridges.



AERIAL VIEW OF HAINESPORT HIGHLIGHTED BY ROUTE 38 AND ROUTE 541

1.2. Hainesport Today

OCCUPYING 6.723 SQUARE MILES of a pie-shaped (more like a fresh slice of hot pizza being held in one hand kind-of-shape) area nestled toward the northwest section of Burlington County, New Jersey, the Township of Hainesport's geography consists of 6.49 square miles (6.47 sq. mi. of land and 0.32 sq. mi. of water). Hainesport ranks 18th out of 40 in terms of largest municipal land area in the County.



LEFT INSET: MAP OF NEW JERSEY SHOWING BURLINGTON COUNTY IN RED
CENTER: MAP OF BURLINGTON COUNTY SHOWING HAINESPORT OUTLINED IN RED

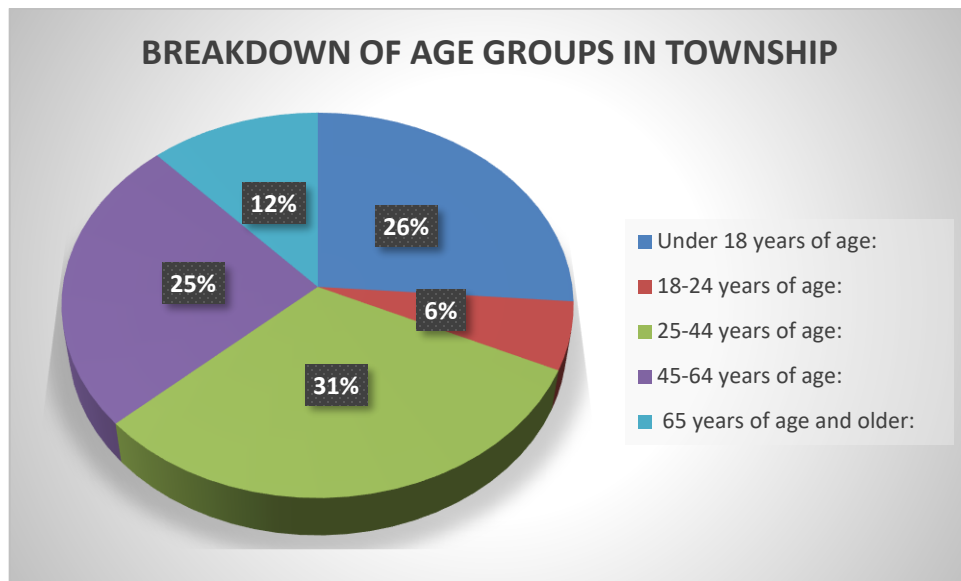
Hainesport supports a stable population base of 6,035 according to the 2020 Census, a slight decrease of 75 residents (-1.23%) from the 2010 Census number of 6,110, which actually reported an increase of 1,984 residents (+48.1%) from the 4,126-population count conducted in the 2000 Census, which had in turn increased by 877 residents (+27.0%) from the 3,249 population count taken in the 1990 Census.

A Census estimate released on about July 1, 2021, estimated the population in Hainesport to be 6,014, ranking it 27th out of 40 in terms of highest municipal population in the County.

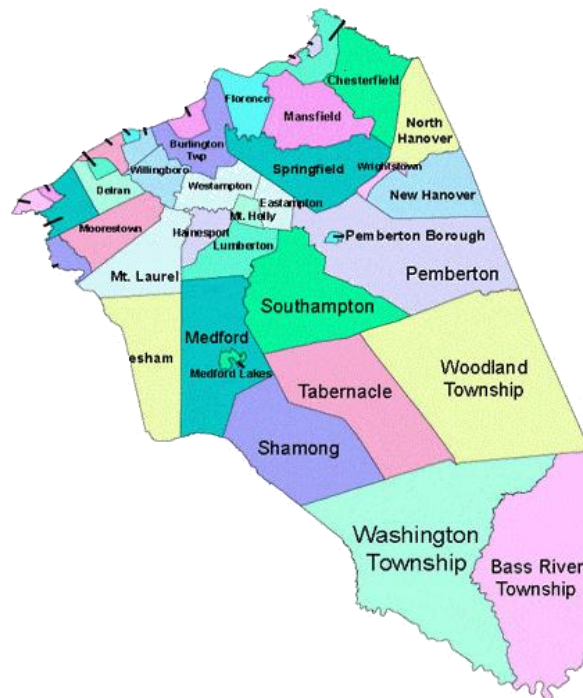
There are an estimated 2,474 households in Hainesport with an average of 2.43 people per household. With a population density of 932.8 people per square mile of land, Hainesport ranked 25th out of 40 in terms of highest municipal population density in the County.

Other local population data relevant to the objectives of this report, particularly but not necessarily limited to the development of volunteer fire and emergency medical recruitment and retention programs, includes the breakdown of age groups in the Township, reported as:

Under 18 years of age:	26.2%	1,576
18-24 years of age:	5.7%	343
25-44 years of age:	31.4%	1,888
45-64 years of age:	24.9%	1,497
<u>65 years of age and older:</u>	<u>11.8%</u>	<u>710</u>
TOTAL	100.0%	6,014



Located approximately 22.5 miles (43 minutes in moderate traffic) east of Philadelphia, the Township of Hainesport shares borders with four municipalities: Westampton to the north; Mount Holly to the northeast; Lumberton to the southeast; and Mount Laurel to the west; all are in Burlington County.



MAP OF BURLINGTON COUNTY BROKEN INTO MUNICIPAL JURISDICTIONS: HAINESPORT IS IN THE NORTHWEST REGION SURROUNDED BY WESTAMPTON, MT HOLLY, LUMBERTON, AND MT LAUREL

Locations within Hainesport that contain unincorporated subdivisions, unique localities, and places with familiar names located wholly or partially within its boundaries include Clermont, Creekview, Franklin

Estates, The Glen at Mason's Creek, Hainesport Chase, Lakeside at Creekview, Mason's Woods, Oakdale, Rancocas Heights, Sage Run and Union Mills.

GOVERNANCE: Hainesport is governed under the Township Committee form of local government, consisting of five Township Committee members who are elected at-large directly by the public to serve staggered three-year terms in Office. The mayor and deputy mayor are selected from among the members of the Township Committee *by* the Committee members at the annual January reorganization meeting to serve one-year terms in those positions.

At the time this study began, holding elected office on the Hainesport Township Committee were Mayor Bruce MacLachlan (R, term as Committee Member and as Mayor until December 31, 2022); Deputy Mayor Gerard A. Clauss (R, term as Committee Member until December 31, 2024, term as Deputy Mayor until December 31, 2022); Leila Gilmore (R, term as Committee Member until December 31, 2022); Bruce Levinson (R, term as Committee Member until December 31, 2023); and Ken Montgomery (R, term as Committee member until December 31, 2023). In the November 8, 2022, Elections, Leila Gilmore was re-elected for another term, garnering 1,366 votes, while Bruce MacLachlan lost his bid for re-election to Anna M. Evans (D) by 38 votes (1354 to 1316). At the January reorganization meeting, Gerard A. Clauss was appointed as Mayor and Ken Montgomery was appointed as the Deputy Mayor.

EDUCATION: Elementary Public-School education is provided by the Hainesport Township School District, which maintains its Board of Education Administrative Offices and a Pre-K through 8 school building at 211 Broad Street in Hainesport with a present enrollment of about 700 students.



HAINESPORT PRE-K THROUGH 8th GRADE PUBLIC SCHOOL AT 211 BROAD STREET

Public school students in Hainesport attend grades 9 through 12 at the Rancocas Valley Regional High School (RVRHS) in Mount Holly. Mount Holly also serves as the county seat for Burlington. Other municipalities served by the RVRHS include Eastampton, Lumberton, Mount Holly and Westampton.



RANCOCAS VALLEY REGIONAL HIGH SCHOOL (RVRHS) IN MOUNT HOLLY

In addition to the regional high school and other available charter and private schools, students from Hainesport and from all parts of Burlington County have the option to attend the Burlington County Institute of Technology, a county-based public school that provides technical and vocational training and education for high-school level and post-secondary level students. The Institute maintains campuses in Medford and Westampton.

EMERGENCY SERVICES in Hainesport are typically provided by the following primary agencies:

LAW ENFORCEMENT: New Jersey State Police - Bordentown Station
389 State Highway 130
Bordentown, NJ 08505

FIRE PROTECTION: Hainesport Volunteer Fire Company
106 Broad Street
Hainesport, NJ 08036

EMERGENCY MEDICAL: Hainesport Volunteer Emergency Squad
106 Broad Street
Hainesport, NJ 08036

FIRE OFFICIAL: Hainesport Municipal Complex
One Hainesport Center
Hainesport, NJ 08036

NEAREST HOSPITAL: Virtua Memorial Hospital
175 Madison Avenue
Mount Holly, NJ 08060
-approx. 2 miles (5 minutes) from Hainesport-

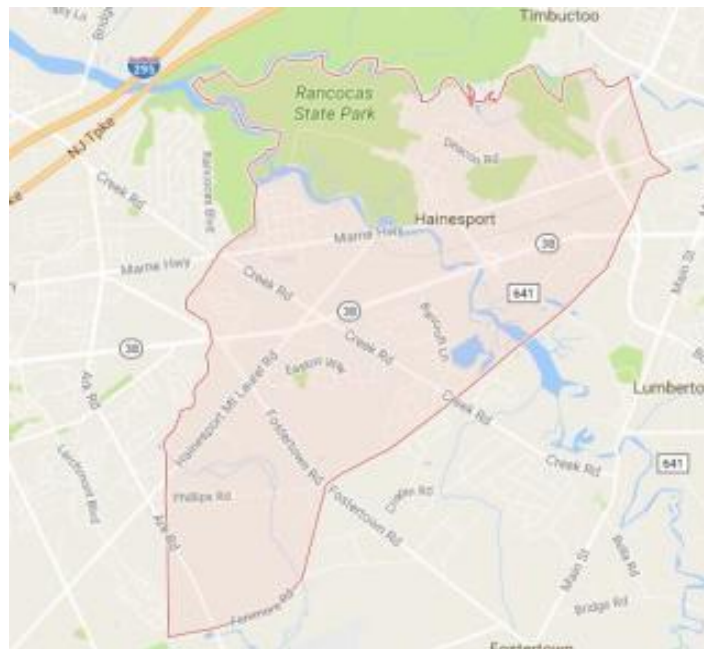
OTHER LOCAL AND REGIONAL SERVICES:

CABLE/TV/INTERNET: Comcast/Verizon/DirectTV
LIBRARY: Burlington County Library, Pioneer Road, Westampton
LOCAL NEWSPAPER: Burlington County Times/Courier Post
PUBLIC UTILITIES: Gas and Electric -- PSE&G/ Water and Wastewater -- NJ American Water
U.S. POST OFFICE: 107 Broad Street, Hainesport 08036

ROADWAYS: As reported in Wikipedia, as of May 2010, Hainesport was covered by 43.05 miles (69.28 km) of roadways. In total, 30.72 of those miles (49.44 km) were maintained by the municipality, 9.50 miles (15.29 km) by Burlington County and 2.83 miles (4.55 km) by the NJ Department of Transportation (it has been said that one could easily distinguish the State roadways simply by adding up the number of potholes per mile).

Major roadways found in the Hainesport include State Highway Route 38, which travels through the center of the Township from east to west. The two major county roads that pass through the Township are County Road 537 (CR 537) a.k.a. Marne Highway, near the middle of town and County Road 541 (CR 541) a.k.a. Mt. Holly By-Pass in the east part of town. County Route 537 (CR 537) is a major 66.22 mile east-west transportation corridor accommodating regional travel between Camden, Burlington, Monmouth, and Ocean Counties. County Road 541 (CR 541) is a 23.84-mile roadway extending from its northern end at Junction US 130/CR 543 in Burlington Township to its southern end at Route 206 in Shamong Township. A somewhat lesser County Road is CR 641, a.k.a. Lumberton Road, extending from its northern end at North Broad Street in Hainesport and traveling southeast across Marne Highway and State Highway 38 into Lumberton where it merges into Chestnut Street.

Just northwest and outside of Hainesport but easily accessible via its bordering townships of Mount Laurel and Westampton are Interstate 295 and the New Jersey Turnpike.



**MAP OF HAINESPORT SHOWING MAJOR ROADWAYS
AND RANCOCAS STATE PARK (TOP, IN GREEN)**

RANCOCAS STATE PARK: One of the truly precious resources in Burlington County is Rancocas State Park. Covering 1,252 acres of protected woodlands, numerous nature trails and scenic waterways located in parts of Hainesport and Westampton, the picturesque landscape was designated as a State Park in 1965 and is managed and operated by the NJ Division of Parks and Forestry. An enduring reminder of the habitat of the Lenape, it would be difficult to imagine Hainesport without it.



One of many trails at the State Park



A gentle bend of the Rancocas River

Along the eastern tip of Rancocas State Park and separated by Rancocas Creek, is Long Bridge Park, a 115 acres Burlington County Park. A haven for biking, hiking, fishing, and picnicking, it is situated between Deacon Road and the Mount Holly By-Pass with entrances from both roadways. A smaller park ground surrounds the Hainesport Municipal Complex on Marne Highway which features a playground and walking trails that lead to the Hainesport Public School playground.

RAILWAY SERVICE AND INDUSTRY: There are no passenger rail stations in Hainesport but there are no less than five passenger rail stations within 10 miles of the township limits. They are:

Lumberton.....3 miles	Mt Holly.....4 miles	Willingboro.....6 miles
Burlington.....8 miles	Mt Laurel.....8 miles	

Rail service for the transportation of cargo, primarily for, but not necessarily limited to, the removal of construction debris and other solid waste, is alive and well in the Township. Located in the north central section of the Township and nestled within the triangle that is formed by the intersections of Marne Highway, Creek Road, and Mt Laurel Road, is a complex known as the Hainesport Industrial Park.



HAINESPORT INDUSTRIAL PARK FEATURING A HOST OF BUSINESSES OF VARIOUS TYPES AND SIZES

The industrial park accommodates a multitude of small, mid-size and large commercial and industrial operations, at least three of which deal in the business of collecting, transporting, and disposing of construction and demolition debris, municipal solid waste, sewage sludge, and contaminated soil by way of rail service and over-the-road trucking. Both venues are readily available from the site.

Technical Rail Services, Transportation Services and Hainesport Industrial Railroad, all operate from the within the industrial park; the first two at 4002 Sylon Blvd and the third is located at 5900 Delaware Avenue, which are 2 main intersecting roadways within the industrial complex. While the various enterprises in the industrial park offer a broad range of products and services to their consumers, this facility is also a meaningful source of employment opportunities for residents of Hainesport and the surrounding area.



AERIAL VIEW OF THE HAINESPORT INDUSTRIAL PARK SHOWING THE INTERSECTION OF SYLON BLVD & DELAWARE AVE



TRUCK AND RAIL YARD AT THE PARK



THE RAIL LINE ADJACENT TO THE PARK

This rail yard line connects Hainesport with Camden and Philadelphia

AIRPORTS: There are no airports in Hainesport, but for those in need of air travel or an aerial experience of one kind or another, there are no less than 4 small regional airports, 1 domestic flight airport and 1 international airport mostly all within 30 miles from the Hainesport Township limits; they are as follows:
REGIONAL:

- South Jersey Regional Airport, Lumberton
- Flying W Airport, Medford (let's hope the "W" does not stand for Wacky, Wild, or Wasted)
- Red Lion Airport, Southampton
- Pemberton Airport 3NJ1, Pemberton

DOMESTIC:

- Trenton-Mercer Airport, West Trenton (approx. 28 miles from Hainesport)

INTERNATIONAL:

- Philadelphia International Airport, Philadelphia (approx. 31 miles from Hainesport)

1.3. Housing and Land Development

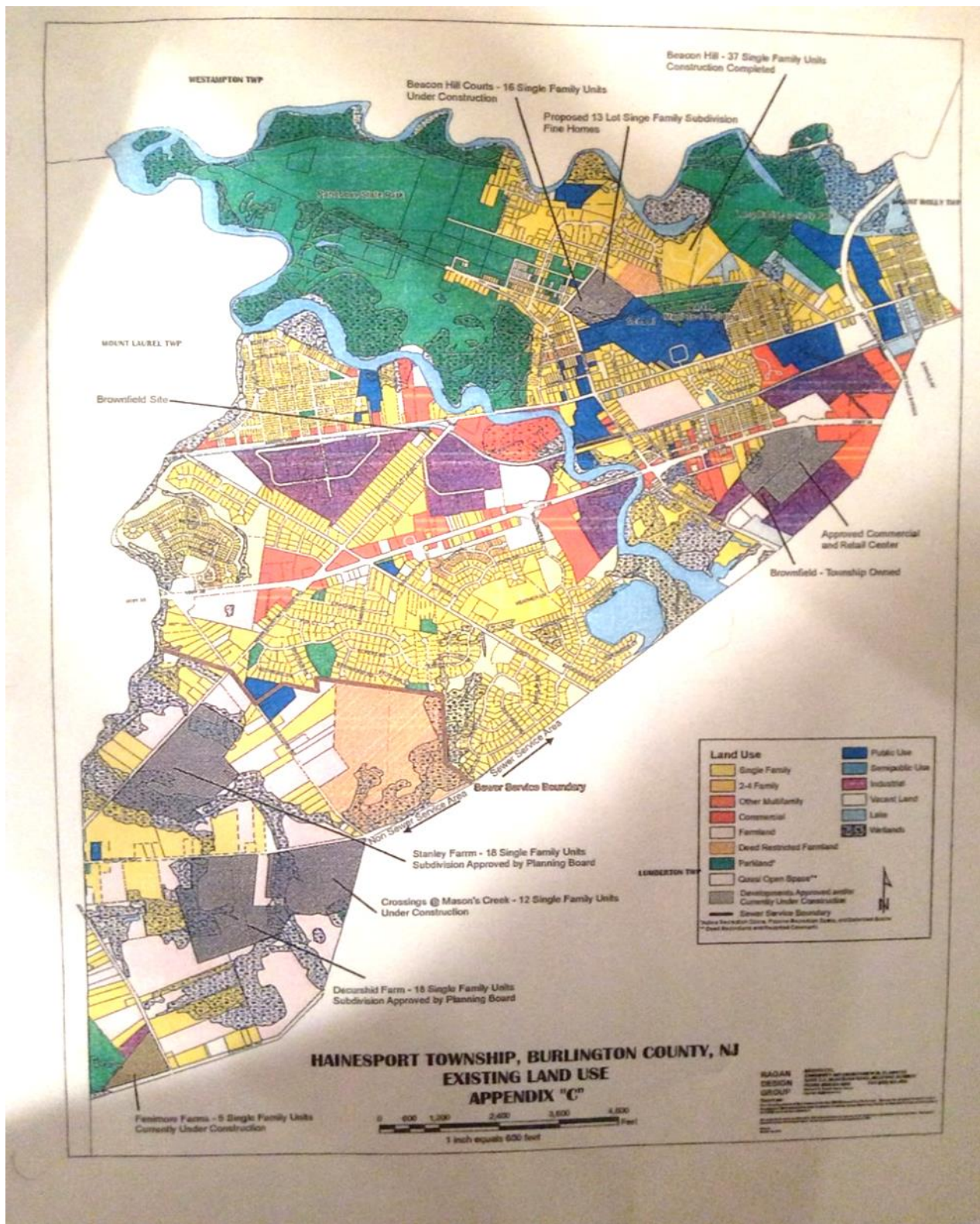
As previously noted in this report, Hainesport supports an estimated population of 6,014 residents occupying 2,474 households containing an average of 2.43 persons per household. With a population density of 931.1 per square mile, Hainesport ranked 25th out of 40 in terms of highest municipal population density in the County.

As reported in the *"Hainesport Township Housing Plan Element and Fair Share Plan"* prepared by the Hainesport Township Planning Board in consultation with the Ragan Design Group and adopted on December 3, 2008, "When projecting new housing starts, several factors must be taken into consideration, some of which are beyond the control of the Township. These include the economy, the vitality of the housing market, and the availability of developers to secure financing and most importantly in Hainesport, the amount of available land for housing."

Still other variables include the sometimes-conflicting interests brought on by Fair Share Housing obligations, farmland/open space preservation, and the absence of public water utility and sewer service as found in the southern section of Hainesport.

Regarding its Fair Share Housing growth share obligation, at that time the Township had established that pursuant to its Housing Plan Element, there was a need for 140 units. To achieve that stated objective, a strategy was developed that incorporated a number of methods designed to satisfy their Fair Share Housing obligations. The adopted methods and anticipated number of units to be achieved in each housing category utilized were as follows:

<u>METHOD</u>	<u>NUMBER OF UNITS</u>
Senior Age-restricted Unit (50% low & 50% moderate)	35
Market-to-Affordable Program	10
Supportive & Special Needs Housing (4 two-bedroom duplexes)	8
Family Rentals (Davenport Village II = 16 units)	16
Family Rentals (Rancocas State Park = 38 Units plus bonus credits)	72
TOTAL UNITS	141



HAINESPORT TOWNSHIP LAND USE MAP FROM THE 2008 HOUSING PLAN ELEMENT & FAIR SHARE PLAN

A transitory assessment of subdivision applications submitted in the decade preceding the 2008 report revealed that Hainesport encountered a significant housing boom in the early 2000's, a trend that was to experience a noticeable decline after 2003 largely due to a drop in the housing market and a shortage of land parcels immediately available for development.

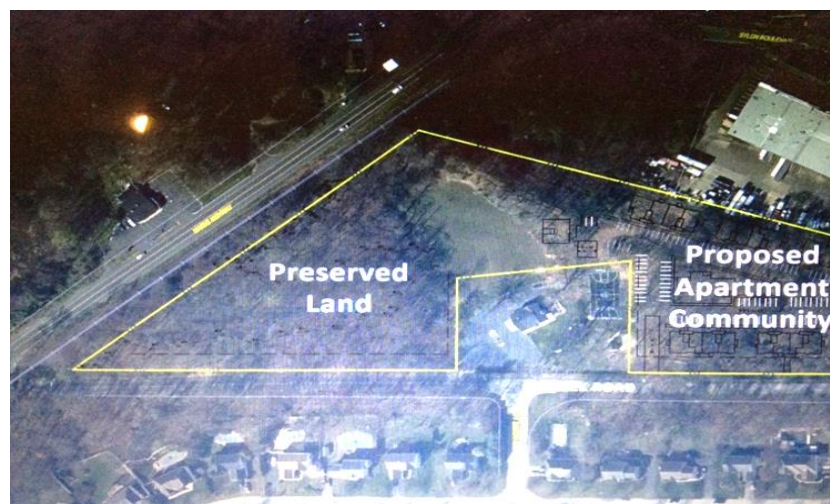
Nonetheless, at the time the report was released, there were a number of housing subdivision projects (including those providing Affordable Housing Units) approved by (or at least proposed to) the Planning Board. At this point in time, some of those subdivisions are awaiting further action, some are under construction, and some have been completed. Collectively they include the 270 units listed below:

- Beacon Hill Courts – 18 Single Family Units (report indicates under construction)
- Fine Homes – 13 Single Family Units (report indicates subdivision proposed)
- Beacon Hill – 37 Single Family Units (report indicates construction completed)
- Davenport – 56 AHU Family Rentals (completed in 2001; proposal to construct an add'l 16 units)
- Stanley Farms – 18 Single Family Units (reports indicates subdivision approved)
- Crossings @ Mason's Creek – 12 Single Family Units (report indicates under construction)
- Decurshid Farm – 18 Single Family Units (report indicates subdivision approved)
- Fenimore Farms – 5 Single Family Units (report indicates under construction)
- The Glen at Mason Creek – 39 Senior Low and Moderate Housing Units
- Rancocas State Park – 38 Family Rental Units (72 Unit Credits)

Other points of interest highlighted in the report relative to planning and development include:

- A non-residential redevelopment area along portions of the State Highway Route 38 to include plans for a Commercial and Retail Center on the eastside of town on the eastbound corridor of Route 38
- One Brownfield site (Township-owned) located adjacent to and directly south of the approved Commercial and Retail Center proposed along Route 38
- One Brownfield site at 2835 Creek Road dubbed the "Cornerstone at Hainesport"

Cornerstone at Hainesport: On December 14, 2021, the Hainesport Township Committee by unanimous vote, adopted Municipal Ordinance 2021-13, a proposal designed to amend Chapter 104 of the Municipal Code entitled "Land Use" to re-zone the vacant Creek Road property otherwise known as



AERIAL VIEW OF BLOCK 104, LOT 1.06, PROPOSED AFFORDABLE HOUSING DEVELOPMENT ON CREEK ROAD

Block 104, Lot 1.06 in order to facilitate the development of 72 +/- affordable housing units on that site. Previously zoned as R-1 Residential, the adoption of 2021-13 successfully re-zoned the site to an AH-1 Affordable Housing Zoning District. The “Cornerstone at Hainesport” as proposed by the Walters Group,



CORNERSTONE AT HAINESPORT

WALTERS GROUP REVISED PLAN FOR 72 HOUSING UNITS AT 2835 CREEK ROAD AKA BLOCK 104, LOT 1.06

a premier developer, builder, and management firm of multi-family communities in New Jersey, will provide 72 single-family rental units at the site, but under the terms of the Affordable Housing guidelines, this project would make the Township eligible to claim 128 Credits (one Credit = one Unit) towards its ultimate Fair Share Housing obligation.

Certainly, there are multiple methods by which to analyze the overall impact these development projects will have in terms of land use and population growth, some more complicated than others. One simple but scientifically practical approach would be to add up the total number ($270 + 72 = 342$) of all potential housing units, i.e., single-family, family rentals, age-restricted, special needs, etc. identified in the Hainesport HPE/FSP and multiply that number by 2.43, the Census estimate for the average number of members per household in Hainesport: $342 \times 2.43 = 831.06$ additional residents.

Beyond the effect of people from outside of Hainesport moving into *existing* housing stock (or current residents increasing the size of their families or households through marriage, childbirth, adoption, or other circumstances) the potential escalation in the local population by an estimated 831.06 residents by way of new housing would alone result in a unilateral increase in demand for municipal services.

1.4. Valuations and Finances

A three-year overview of the Township's assessed values, tax structures, and related fiscal metrics ultimately impacting fire department operations and funding is provided below:

HAINESPORT TABLE 1: THREE-YEAR REVIEW AND COMPARISON OF FISCAL METRICS

FISCAL METRICS	2020	2021	2022	3 YR NET CHANGE	PERCENT CHANGE
TOTAL TAXABLE VALUATION	769,083,173	772,350,517	773,310,441	+4,227,268	Up 0.55%
TOTAL AMOUNT RAISED BY TAXES	19,389,080.58	19,832,670.14	20,274,513.79	+885,433.21	Up 4.57%
MUNICIPAL PURPOSE TAX	2,499,399.83	2,555,921.10	2,607,528.41	+108,128.58	Up 4.33%
MUNICIPAL TAX RATE	0.324	0.331	0.338	+0.014	Up 4.32%
RESIDENTIAL PROPERTIES	2,203	2,202	2,203	0	0
AVERAGE HOME VALUATION	278,496	278,857	279,137	+641	Up 0.23%
AVERAGE HOME MUNICIPAL TAX	905.11	923.94	943.48	+38.37	Up 4.24%
FIRE DEPT O/E	90,000	90,000	90,000	0	0
FIRE DEPT % OF MUNICIPAL PURPOSE TAX	3.60%	3.52%	3.45%	-0.15%	-0.15%
POPULATION	6,035+/-	6,035+/-	6,035+/-	0	0
COST OF FD PER CAPITA	14.91+/-	14.91+/-	14.91+/-	0	0
HOUSEHOLDS	2,474+/-	2,474+/-	2,474+/-	0	0
COST OF FD PER HOUSEHOLD	36.38+/-	36.38+/-	36.38+/-	0	0
TOTAL SERVICE CALLS	289	336	371	+82	Up 28.37%
COST OF FD PER SERVICE CALL	311.42	267.86	242.59	-68.83	Down 22.10%

***FIRE DEPT O/E:** \$90,000 does not include any additional Township funding including but not limited to LOSAP, repairs, maintenance, emergency appropriations, grants, or capital funding; nor does it reflect any other Fire Company revenues received from donations, fund drives, rentals, games of chance, etc.

The financial table assembled above is indicative of a fiscally responsible local governing body managing municipal resources in a challenging but potentially promising environment of stabilized growth in property values, land development and cost of services.

Nonetheless, further analysis in this Report will be provided to explore the short- and long-term financial strategy for the Hainesport Fire Department in terms of its O/E line account, capital planning, other municipal funding, and non-municipal sources of revenue.

ASSESSED (TAXABLE) AND EXEMPT (NON-TAXABLE) PROPERTIES: Primarily a residential community, Hainesport also maintains a number of other diverse types of properties across its 6.723 square miles. The following table provides a breakdown of the assessed and exempt properties from 2020-2022.

HAINESPORT TOWNSHIP TABLE 2: ASSESSED (TAXABLE) & EXEMPT (NON-TAXABLE) PROPERTIES 2020-2022

YEAR	VACANT	RESID	FARM	COM	INDUST	APT	RR	BUSINESS PERSONAL PROPERTY	EXEMPT PROPERTIES	TOTALS
2020	180	2,203	58	113	28	2	0	1	3 PUBLIC SCHOOLS 0 OTHER SCHOOLS 122 PUBLIC PROPERTIES 16 WORSHIP 6 CEMETERY 30 OTHER TOTAL 177	2,588 ASSESSED PLUS 177 EXEMPT EQUALS 2,765 TOTAL PROP
2021	199	2,202	59	114	28	2	0	0	3 PUBLIC SCHOOLS 0 OTHER SCHOOLS 123 PUBLIC PROPERTIES 16 WORSHIP 6 CEMETERY 32 OTHER TOTAL 180	2,604 ASSESSED PLUS 180 EXEMPT EQUALS 2,784 TOTAL PROP
2022	200	2,203	55	114	28	2	0	1	3 PUBLIC SCHOOLS 0 OTHER SCHOOLS 123 PUBLIC PROPERTIES 16 WORSHIP 6 CEMETERY 35 OTHER TOTAL 183	2,603 ASSESSED PLUS 183 EXEMPT EQUALS 2,786 TOTAL PROP

Overall the figures above indicate little change in most of the land-use categories shown over the period from 2020 through 2022, with some exception noted in vacant properties (up by 20 from 180 to 200; an increase of 11.11%) and exempt "OTHER" properties (up by 6 from 177 to 183; an increase of 3.39%) that most likely include sites that qualified and were awarded Payments in Lieu of Taxes (PILOT) contracts with the Township such as the following:

DEVELOPMENT	TYPE	ASSESSED VALUE	WOULD BE 2021 TAXES	PILOT BILLING
Davenport	Affordable Housing	2,789,400	69,874.47	65,265.00
Oaks Integrated	Other	293,400	7,349.67	2,000.00
Black Creek Group	Commercial/Industrial	31,116,475	194,866.92	103,721.50

In taking a closer look at assessed and exempt properties, the final table in this section of the Report identifies the 2022 total valuations in each land use category for both the taxable and non-taxable properties.

HAINESPORT TOWNSHIP TABLE 3: 2022 ASSESSED & EXEMPT PROPERTY VALUES

ASSESSED PROPERTY TYPE	NUMBER OF PARCELS	ASSESSED PROPERTY VALUATION	PERCENTAGE OF TOTAL
VACANT	200	14,856,800	1.92%
RESIDENTIAL	2,203	614,927,900	79.52%
FARM	55	10,942,705	1.42%
COMMERCIAL	114	86,102,800	11.13%
INDUSTRIAL	28	44,823,400	5.80%
APARTMENTS	2	606,000	0.08%
RAILROAD	0	0	0
BUSINESS PROPERTY	1	1,050,836	0.14%
TOTAL	2,603	773,310,441	100%
EXEMPT PROPERTY TYPE	NUMBER OF PARCELS	EXEMPT PROPERTY VALUATION	PERCENTAGE OF TOTAL
PUBLIC SCHOOLS	3	7,919,000	9.79%
OTHER SCHOOLS	0	0	0
PUBLIC PROPERTY	123	16,682,000	20.62%
HOUSES OF WORSHIP AND CHARITIES	16	12,822,700	15.85%
CEMETERIES AND GRAVE YARDS	6	1,587,600	1.96%
OTHER EXEMPT	35	41,880,100	51.77%
TOTAL	183	80,892,300	100%

ANALYSIS:

The total value of the assessed and exempt properties in 2022 amounted to \$854,202,741. Of that amount, assessed properties represent \$773,310,441 (90.53%) and exempt properties represent \$80,892,300 (9.47%). Naturally and for purposes of fire protection services, there truly is no distinction between taxable properties and properties exempt from taxation, as they all may require and are entitled to equal access to available emergency services under the law. **Expressed in other terms, for every \$9,491.14 of real property in Hainesport, the Township spends one-dollar on fire protection,** this based on the Township's annual appropriation of \$90,000 for Fire Department O/E, not inclusive of any additional Township funding, i.e., LOSAP, capital, emergency appropriations, etc. or any Fire Company revenue received through donations, fund drives, rentals, or games of chance.

MUNICIPAL ORDINANCES: At the time this study was conducted, a review of recently approved Municipal Ordinances revealed a total of two measures at least partially-intended to provide capital funding to the Fire Department. In chronological order, those adopted measures were:

Municipal Ordinance No. 2021-5, appropriating the sum of \$950,000 in funding from the Capital Improvement Fund for various projects throughout the Township of Hainesport, including the amount of \$12,500 for FIRE EQUIPMENT. The Ordinance received final approval on June 15, 2021.

Municipal Ordinance No. No. 2022-7, appropriating the sum of \$292,500 in funding from the General Capital Fund Balance for various projects throughout the Township of Hainesport, including the amount of \$15,000 for FIRE EQUIPMENT. The Ordinance received final approval on August 9, 2022.

Still other Capital requests posted on Township budget documents but mostly unfunded over the course of calendar years 2020-2022 included:

<u>2020</u>	<u>2021</u>	<u>2022</u>
FIRE COMMAND VEHICLE \$48,000	FIRE COMPANY	NEW FIRE TRUCK
FIRE COMPANY EQUIPMENT \$20,000	EQUIPMENT & GEAR	\$850,000
FIRE TRUCK REFURBISHMENT \$500,000	\$27,500*	
	FIRE TRUCK REFURBISHMENT	
	\$500,000	

*\$27,500 in 2021 for “Fire Company Equipment and Gear” was funded in two parts by MC 2021-5 (\$12,500) approved June 15, 2021 and MC 2022-7 (\$15,000) approved August 9, 2022.

1.5. Municipal Code

The Hainesport Municipal Code contains two main sections; PART I: ADMINISTRATIVE LEGISLATION and PART II: GENERAL LEGISLATION. The Administrative section starts with Chapter 1 “General Provisions” and concludes with Chapter 43 “Reserved”. The General section starts with Chapter 44 “Affordable Housing” and concludes with Chapter 180 “Vehicular Traffic”. There are no less than nine (9) Reserved Chapters in the Code. The Code closes out with a Disposition List that provides a chronological catalog of legislation adopted by the Township of Hainesport since the 1993 publication of the Code.

Chapter 85 “Fire Prevention” and Chapter 152 “Smoke Alarms” were the only parts of the Code found at length to specifically address matters of fire prevention and safety. Chapter 85 essentially covers the duties and responsibilities of the Fire Official, who serves as the Local Enforcement Authority for the State Uniform Fire Code. Chapter 152 essentially covers the requirements for working smoking alarms, carbon monoxide alarms and portable fire extinguishers in one and two-family residential dwellings.

To a much lesser degree but of equal legislative relevance, other chapters of the Code that reference certain functions of the Fire Marshal and/or Fire Sub-code Official include:

Chapter 44 “Affordable Housing”	Chapter 67 “Business Licenses”
Chapter 62 “Buildings, Numbering of”	Chapter 71 “Construction Codes, Uniform
Chapter 65 “Buildings, Unfit”	Chapter 132 “Property Maintenance”

Despite a brief reference to “*volunteer fire companies*” in Chapter 91 “Games of Chance”, and a reference to “*exempt member of a volunteer fire department*” in Chapter 127 “Peddling and Soliciting”, the Municipal Code was not found to contain any chapters on the establishment, composition, authority, and governance of the local fire department.

1.6. Township Findings and Recommendations

The lands and waterways in and around what is now the Township of Hainesport are the home of a rich and diverse regional history of civilizations that spans the course of 10,000 years.

Accessibly located in the desirable northwest quadrant of Burlington County, NJ, Hainesport today supports a population of 6,014 in an area slightly under 7 square miles. As much as 60% of the total population is thought to be between 18-64 years old, with a median age of 50.9 (but who's *counting*, right?).

With a population density of 931.1 per square miles, the Township presently accommodates an estimated 2,474 households with an average of 2.43 persons per household. It is further estimated that of the total available residential units in the Township, 92% are owner-occupied; 94% are single/one-family dwellings; and 96% are occupied (not vacant).

Much of the workforce residing in Hainesport commute to their places of employment, with only about 12% working from home (the rest of them have real jobs...just kidding...all the jobs are real and so are the workers).

Using Burlington County and State of New Jersey statistics as a baseline, the Table of Comparisons that follows has been assembled to place certain Hainesport quality of life demographics into context:

HAINESPORT TOWNSHIP TABLE 4: AGE AND EARNING COMPARISONS WITH COUNTY AND STATE

DEMOGRAPHIC	TOWNSHIP OF HAINESPORT	BURLINGTON COUNTY	STATE OF NEW JERSEY
Median Age	50.9 years old	41.5 years old	40 years old
Median per Capita Earning	\$62,095	\$47,065	\$46,691
Median Household Earning	\$114,519	\$95,955	\$89,703
Below Poverty	4.2%	6.2%	9.8%

Source: censusreporter.org

While it has generally been the experience of the PSI researchers that the margin of error in much of the data acquired from even the most reliable of sources can range anywhere from 1 to 10 percent, looking from a panoramic observation point at the collective quantifiers gathered for the purpose of assessing the state of affairs in the Township of Hainesport, it can be reported without hesitation, that the view in Hainesport is good.

To begin with and as illustrated in Table 4 above, median individual earnings in Hainesport are statistically about 24% higher in comparison to county and state earning averages; similarly, median household earnings in Hainesport run about 20% higher compared to the county and state figures.

While there can be no acceptable "Below Poverty" threshold other than absolute zero, Hainesport's 4.2% poverty index is two-thirds the rate of Burlington County (6.2%) and two-fifths that of the State (9.8%).

Total valuation of Hainesport's 2,603 assessed properties (\$773,310,441) combined with total valuation of its 183 exempt properties (\$80,892,300) amounts to \$854,202,741. Wow! If the Lenape Indians only knew then what we know now...but perhaps in their own way, they *did*!

The municipal tax levy (\$2,607,528) and the municipal tax rate (0.338 dollars per \$100 assessed value) are the lowest municipal levy and tax rate among all 5 surrounding municipalities.

Governance on the local level is focused, engaged, and transparent. Transition of power on the Township Committee seems to be handled in a very seamless, professional manner. Elected officials remain accessible to the general public through a number of available venues.

Management of day-to-day operations by the Township Administrator was found to be efficient, effective and in a constant state of monitoring progress of organizational objectives as well as planning and preparing to meet the current and future needs of the Township on multiple levels while working to maintain regulatory compliance in all matters of local government business.

Land use and property development initiatives continue to add a growing number of push pins on Planning Board maps. In addition to at least one large commercial and retail area proposed along a certain portion of State Highway 38, there are a dozen or so housing plans (including Fair Share Plan Affordable Housing, senior low and moderate units, single family housing units, and family rental units) in various stages of planning and/or development totaling plus or minus (probably plus) 342 housing units.

Of the 2,603 assessed properties, the largest category (2,203 sites) is by far, Residential Properties. The second largest category (200 sites) is Vacant Properties. The presence of abandoned and/or vacant properties can be the scourge of any community, large or small.

In an effort to mitigate the blight imposed by such properties, Township Ordinance 2017-8, "An Ordinance of the Township of Hainesport Directing the Establishment and Maintenance of an Abandoned Property List Pursuant to N.J.S.A. 55:19-78 et seq. and Establishing Procedures for Addressing Abandoned and Vacant Properties within the Township of Hainesport" was adopted on September 12, 2017, and codified as Chapter 130 "Property, Abandoned and Vacant" in the Municipal Code.

Section 11 of Ordinance 2017-8 entitled "Fee Schedule" established initial and annual registration fees as shown below:

- A. The initial registration fee for an abandoned ("and/or vacant" implied) property shall be \$500 and shall be prorated for registration statements received less than 10 months prior to the due date.
- B. Vacant ("and/or abandoned" implied) property registration for annual fee schedule:
 - 1. Initial Registration (first 12 months or portion thereof the 1st year and ending Dec. 31).....\$500
 - 2. First Renewal (12 month period after Dec. 31 of Initial Registration period).....\$1,000
 - 3. Second Renewal (12 month period after Dec. 31 of First Renewal period).....\$2,500
 - 4. Third and all subsequent annual renewals (occurring from Jan. 1 to Dec. 31)..... \$5,000

An amendment to Chapter 130 occurred with the adoption of Township Ordinance 2021-15 on December 28, 2021, in which the registration fee schedule found in the original ordinance was amended to read, "The annual registration fee for an abandoned property shall be \$250 and shall be prorated for registration statements received less than 10 months prior to the due date". By virtue of **this**

amendment, the initial registration fee was reduced from \$500 to \$250 and further, it would appear the amendment also eliminated Section B of the original ordinance that had established subsequent annual renewal fees starting at \$1,000 in the first renewal year and topping off at \$5,000 by the third renewal year and thereafter.

VACANT/ABANDONED PROPERTY REGISTRATION FEES: Unless it was a typographical error of omission (of Part B in Ordinance 2017-5) to Section 130-11 “Fee Schedule”, MC Chapter 130 “Property, Abandoned and Vacant”, the Code now limits the initial *and annual renewal fees* for vacant and abandoned properties to \$250 per year. In the hopeful and likely event that the absence by omission of Part B in Section 130-11 was unintentional, it should be reinstated.

Regarding Ordinance 2021-15, the phrase “The *annual* registration fee” should be changed to read “The *initial* registration fee”. In addition, the annual registration renewal fee schedule established in Part B (starting at \$1,000 in the first renewal year and topping off at \$5,000 by the third renewal year and thereafter) should be reinstated in the Municipal Code. (ES-1)

While it may be considered a reasonable gesture of empathy and good will by the Township to reduce the *initial* vacant and abandoned property registration fee from \$500 to \$250 (a practical concession to property owners, holding companies, trust funds, estates or other responsible parties who for one reason or another, experience the need to register a vacant or abandoned property in the first year a subject property falls into the qualifying definition of vacant or abandoned), the subsequent annual renewal fees (maxing out at \$5,000/year) should remain in force as a fair but meaningful deterrent to discourage further proliferation and/or long-term stagnation of vacant properties in the Township.

VACANT/ABANDONED PROPERTY CODE ENFORCEMENT: Poorly managed and maintained vacant and abandoned properties over time result in a number of undesirable outcomes including but not necessarily limited to higher risk of structural deterioration, overgrown vegetation, illegal dumping, infestation, loss of value/ratability, vandalism, vagrancy, and even a greater potential for fires.

Code enforcement for the proper care and maintenance of vacant and abandoned properties should be consistently and strictly applied throughout the Township to minimize the infectious afflictions brought about by such conditions remaining in a viable part of the community and to help the residential and business districts reach and sustain their highest potential. (ES-2)

ADOPTION OF AN ENABLING ORDINANCE AND CODIFYING THE ESTABLISHMENT, AUTHORITY, AND GOVERNANCE OF THE TOWNSHIP OF HAINESPORT DEPARTMENT OF FIRE: The study team’s research did not reveal either a Township Ordinance or a Chapter in the Municipal Code establishing a fire department, defining its composition, or otherwise outlining its manner of governance and rules of order.

Measures should be taken for the inclusion of a new chapter in the Municipal Code entitled “FIRE DEPARTMENT” subsequent to the adoption of an enabling Ordinance establishing a Fire Department pursuant to N.J.S.A. 40A:14-68 (a) which reads:

In any municipality not having a paid or part-paid fire department and force, the governing body, by ordinance, may contract with a volunteer fire company or companies in such municipality, for purposes of extinguishing fires, upon such terms and conditions as shall be deemed proper. The members of any such company shall be under the supervision and control of said municipality and in performing fire duty shall be deemed to be exercising a governmental function; however, the

appointment or election of the chief of the volunteer fire company shall remain the prerogative of the membership of the fire company as set forth in the company's certificate of incorporation or bylaws. (ES-3)

Following are model examples of ordinance and code language that may be considered for this purpose.

Sample Ordinance:

TOWNSHIP OF HAINESPORT

ORDINANCE NO. 2023-XX

ORDINANCE OF THE TOWNSHIP OF HAINESPORT, COUNTY OF BURLINGTON AND STATE OF NEW JERSEY, AUTHORIZING AND APPROVING THE CREATION AND ACCEPTANCE OF THE TOWNSHIP OF HAINESPORT VOLUNTEER FIRE DEPARTMENT PURSUANT TO N.J.S.A. 40A:14-68(a) CONTRACTS WITH VOLUNTEER FIRE COMPANIES.

WHEREAS, the Township of Hainesport ("Township") is a municipal entity organized and existing under the laws of the State of New Jersey and located in Burlington County; and

WHEREAS, N.J.S.A. 40A:14-68(a) provides that in any municipality not having a paid or part-paid fire department and force, the governing body, by ordinance, may contract with a volunteer fire company or companies in such municipality, for purposes of extinguishing fires, upon such terms and conditions as shall be deemed proper. The members of any such company shall be under the supervision and control of said municipality and in performing fire duty shall be deemed to be exercising a governmental function; however, the appointment or election of the chief of the volunteer fire company shall remain the prerogative of the membership of the fire company as set forth in the company's certificate of incorporation or bylaws; and

WHEREAS, in the common public interests of the preservation of life and protection of property against fire and other perils, the Township of Hainesport Volunteer Fire Department is hereby created and established in the Township of Hainesport, NJ; and

WHEREAS, the Fire Department shall consist of the incorporated volunteer fire company that now exists and is known as the Hainesport Volunteer Fire Company and/or other fire companies that may hereafter exist within or of the Township, provided that all such existing and/or future fire companies shall accept the conditions and provisions of this Ordinance and its succeeding Chapter in the Municipal Code; and

WHEREAS, such mutual acceptance shall be in writing under corporate seal or otherwise witnessed and notarized in the State of New Jersey, signed by the Fire Company President/s and attested by its/their respective Secretary, and which acceptance shall be binding in perpetuity and filed in the Office of the Township Clerk; and

WHEREAS, by virtue of this section now and henceforward, the serving volunteer fire company or companies, while maintaining their rightful capacity to preserve their respective company identities, shall collectively be known as the Township of Hainesport Fire Department a.k.a. Hainesport Township Department of Fire and Rescue.

NOW, THEREFORE, BE IT ORDAINED by the Township Committee of the Township of Hainesport, County of Burlington, State of New Jersey, that the Township will enter into a Contract for Services

agreement with the Hainesport Volunteer Fire Company; and that the Mayor and Township Administrator are authorized to execute the Contract for Services agreement/s and any such renewal and/or revised agreements between the Fire Company/Companies and the Township, along with any other documents necessary to satisfy the intent of this Ordinance.

REPEALER, SEVERABILITY, AND EFFECTIVE DATE:

A. Repealer: Any and all Ordinances inconsistent with the terms of this Ordinance are hereby repealed to the extent of any such inconsistencies.

B. Severability: In the event that any clause, section, paragraph or sentence of this Ordinance is deemed to be invalid or unenforceable for any reason, then the Township Committee hereby declares its intent that the balance of the Ordinance not affected by said invalidity shall remain in full force and effect to the extent it allows the Township to meet the goals of the Ordinance.

C. Effective Date: This Ordinance shall take effect upon proper passage in accordance with the law.

The Township of Hainesport currently receives primary fire protection from one local volunteer fire company - the Hainesport Volunteer Fire Company - principally funded by the Township and operating under the authority of the local governing body. The Municipal Code sites that speak to fire prevention and protection include Chapter 85 "Fire Prevention" and Chapter 152 "Smoke Alarms". Chapter 85 sets forth standards for the enforcement of the State Uniform Fire Code by the Township Fire Official as the recognized Local Enforcement Authority (LEA); Chapter 152 sets forth standards for the requirement of smoke alarms, carbon monoxide alarms, and portable fire extinguishers in one and two-family homes. While the importance of the provisions found in both Chapter 85 and 152 are self-evident, neither possess any details concerning the creation, composition, authority, and governance of the fire department. It is the recommendation of the study team that the Township give serious consideration to the inclusion of such a Chapter in its Municipal Code. While there are many variations of such provisions, a sample of a good working model (subject to revision as the local governing body and its solicitor may see fit) is provided below:

Sample Code Chapter:

TOWNSHIP OF HAINESPORT

SAMPLE MODEL FOR CHAPTER XX "FIRE DEPARTMENT"

(Adopted by the Township Committee of the Township of Hainesport on _____ by Ord. 2023-XX)
Amendments noted where applicable.

CHAPTER XX. FIRE DEPARTMENT

(Note: Any one of nine existing Reserved Chapters in the Code could be used for this purpose)

XX-1. CREATION AND ACCEPTANCE

XX-2. COMPOSITION AND ADMITTANCE

XX-3. CONTROL, ORGANIZATION AND ELECTIONS

XX-4. DUTIES OF OFFICERS

XX-5. SUSPENSION AND REMOVAL

XX-6. MINIMUM AGE OF MEMBERS AND JUNIOR FIREFIGHTER PROGRAM

XX-7. ATTENDANCE OF MEETINGS, TRAINING AND CALLS FOR SERVICE

XX-8. RECORD KEEPING AND FINANCIAL REPORTS

XX-9. APPLICABLE STATE LAWS AND SEPERATION CLAUSE

XX-1. CREATION AND ACCEPTANCE

Pursuant to N.J.S.A. 40A:14-68(a) and in the common public interests of the preservation of life and protection of property against fire and other perils, the Hainesport Fire Department is hereby created and established in the Township of Hainesport to consist of such incorporated volunteer fire

companies that now exist or may hereafter exist within or of the Township, provided that all such existing and/or future fire companies shall by virtue of an annually-renewable Contract for Services between the Parties, accept all terms and conditions prescribed in said Contract as well as all provisions as stipulated by Municipal Ordinance and pursuant to this Chapter, which acceptance shall be in writing under corporate seal or otherwise witnessed and notarized in the State of New Jersey, signed by the Fire Company President/s and attested by its/their respective Secretary, and which acceptance shall be binding in perpetuity and filed in the Office of the Township Clerk; and by virtue of this section now and henceforward, the serving volunteer fire company or companies, while maintaining their rightful capacity to preserve their respective company identities, shall collectively be known as the Township of Hainesport Fire Department a.k.a. Hainesport Township Department of Fire and Rescue. (ES-4)

XX-2. COMPOSITION AND ADMITTANCE

A. The Fire Department shall consist of one volunteer fire company, the Hainesport Volunteer Fire Company, which is located at and operates from 106 Broad Street in Hainesport.

B. Any new volunteer fire company or companies that may hereafter be organized or otherwise become available for active service may be admitted to the Fire Department subject to the consent and authorization of the Township Committee in lieu of or in addition to the presently serving volunteer fire company in existence.

C. Nothing contained in this Section, Chapter or elsewhere in the Municipal Code is intended to, nor shall be interpreted to prohibit or otherwise limit the Township's authority to consider other options now or anytime in the future, by which to provide fire protection and related services in or around Hainesport. Such options could include but not be limited to the formation of a paid or part-paid fire department, creation of a regional service agency, and other forms of contractually shared or consolidated services with nearby municipalities or fire districts in possession of available resources.

XX-3. CONTROL, ORGANIZATION, AND ELECTIONS

A. The Fire Department shall be under the general direction and control of the Township Administrator, who shall serve as the Appointing Authority, and in consultation with the Township Committee Fire Department Liaison/s, shall have the authority to issue written administrative policy and regulations for the Fire Department.

B. The Township may at its discretion appoint a full or part-time Fire Administrator or Director who under the direction of the Township Administrator, shall have the responsibility and authority to develop and monitor for progress, a long term strategic vision for the Fire Department that shall to every extent possible, provide for coordinated, consistent and effective response protocols; unilateral standardization of equipment, procedures, practices and guidelines; a zero-based budget developed through a methodology of management by objectives; and a fire department organizational structure operating in full regulatory compliance under a single command in a setting that shall require the serving fire companies to recognize and function under the established fire department hierarchy while still having the capacity to maintain their individual fire company identities.

C. In an environment of multiple fire companies, the Township may choose to appoint an overall Chief and Assistant Chief. In this regard, the Fire Chiefs from the serving fire companies will fill these positions on a cyclical basis of not less than one-year terms of office at the discretion of the Township Committee.

D. Each serving volunteer fire company shall have one fire chief elected by members in good standing or otherwise in accordance with the Company By-Laws and chosen from a list of candidates possessing pre-established qualifications as reviewed by the Township Administrator and approved by the Township Committee. Each serving volunteer fire company may have as many assistant fire

chiefs, i.e., Assistant Chiefs, Deputy Chiefs, Battalion Chiefs; and company officers, i.e., Fire Captains, Fire Lieutenants, as deemed necessary by the fire company subject to the review and approval of the Township Committee.

E. The results of all fire company elections shall first be certified by the fire company secretary and in turn shall be certified by the Township Clerk and reported to the Township Committee at the first meeting in January or as otherwise practical for confirmation. Prior to officially assuming the duties of their new office, all newly elected officers shall possess all necessary qualifications for the same and shall subscribe to an Oath of Office before the Mayor and/or Township Clerk. The Oath of Office will be memorialized in writing and copies filed in the Office of the Township Clerk.

F. Unanticipated vacancies in officer positions may be filled in accordance with Company Bylaws pending regular elections of officers and subject to the review of the Township Administrator and approval by the Township Committee.

XX-4. DUTIES OF OFFICERS

A. It shall be the duty of the fire chief to report to the appropriate authority having jurisdiction and to assume full command of all fire company forces during emergencies and all day-to-day non - emergency functions and operations. The fire chief shall also be ultimately responsible for the care, maintenance and use of all resources provided to the fire company by the Township. The fire chief may delegate authority for the execution of functions and facilitation of operations to members under his/her command and shall hold such members suitably accountable for same but cannot and shall not delegate responsibility at the fire chief level to subordinates.

B. It shall be the duty of all chief officers under the fire chief to report directly to the fire chief or other appropriate chief officer pursuant to the established chain of command. Chief officers will be accountable to execute all assigned duties to the best of their ability and further, to be reasonably responsible for the behavior, conduct, and work performance of all members assigned under their span of control and supervision. The chief officers may delegate authority for the execution of functions and facilitation of operations to members under their command and shall hold such members suitably accountable for same but cannot and shall not delegate responsibility at the chief officer level to subordinates.

C. It shall be the duty of all fire company officers to report directly to a higher-ranking company officer or chief officer pursuant to the established chain of command. Company officers will be accountable to execute all assigned duties to the best of their ability and further, to be reasonably responsible for the behavior, conduct and work performance of all members assigned under their span of control and supervision. The company officers may delegate authority for the execution of functions and facilitation of operations to members under their command and shall hold such members suitably accountable for same but cannot and shall not delegate responsibility at the company officer level to subordinates.

XX-5. SUSPENSION AND REMOVAL

A. The serving fire companies in the Township shall have the authority to take appropriate disciplinary measures and other suitable administrative actions upon members for the purpose of maintaining compliance with organizational dictates and to preserve order and efficiency of the department.

B. The Township Administrator shall have the right to suspend, remove from office or otherwise take administrative action upon any volunteer member subsequent to written charges being drawn and submitted against such member/s. Any complaints or charges must be in writing and shall be filed in the Office of the Township Clerk who will present the same in its entirety to the Township Administrator. Any disciplinary actions to be recommended or taken will be brought before the

Township Committee to be addressed in Executive Session and/or other appropriate forum under the law.

C. If needed, a hearing date shall be scheduled by the Township Committee to hear the complaint/charges within 15 days of said complaint/charges and notice thereof; Alleged offenders shall be provided with a copy of the complaint notice/charges to be served by the Township Clerk, a local law enforcement officer or other authorized party at least five days prior to the scheduled hearing.

D. The Township Committee may decide by majority vote to conduct the hearing internally or to direct the Township Administrator to secure an independent and impartial hearing officer to do so and to have such hearing officer render a decision regarding the guilt or innocence of the defendant/s as well as to determine the administrative, disciplinary, or remedial actions, if any, to be imposed.

E. Sworn witnesses may be heard at the hearing for or against the alleged offender/s. The charged party or parties may exercise their right to be represented by legal counsel.

F. Pending and throughout the hearing but not before the complaint/charges are filed with the Township Clerk, the Township Administrator or his/her designee may temporarily suspend a member with pending charges; provided however, that should the accused party/parties be found not guilty at the outcome of the hearing, he/she/they shall be reinstated without prejudice and back to the date the temporary suspension commenced.

XX-6. MINIMUM AGE OF MEMBERS AND JUNIOR FIREFIGHTERS PROGRAM

A. No person shall be appointed and approved for full membership in any volunteer fire company serving in the Township of Hainesport who has not reached the age of 18 years as of the date of appointment.

B. The serving fire companies shall have the option to establish and maintain a Junior Firefighter Program.

C. In order for a minor to become a member of the Junior Firefighters Program, he or she must meet the following requirements:

(1) Be at least 14 years old but not more than 18 years old.

(2) Provide a certificate of examination by a physician licensed to practice in the State of New Jersey indicating that the proposed member is physically fit and suffering from no illness or disability that would prevent him/her from being a junior firefighter.

(3) Be a resident of the Township of Hainesport or other allowable municipality, if applicable.

(4) Be approved by the Township Committee upon recommendation of the Fire Chief and Township Administrator or his/her designee.

D. Class I Junior Firefighters' Auxiliary: Individuals aged 16 and 17 shall be permitted to participate as a member of the Junior Firefighters' Auxiliary, conditioned upon compliance with the following rules:

(1) The serving fire company shall provide adequate supervision and training to Class I members.

(2) While the Class I members of the Junior Firefighters' Auxiliary shall be permitted to be present at a fire or other emergency scene, they shall be limited in their duties to providing controlled support for the others fighting the fire and in providing services of a non-hazardous nature.

(3) At the scene of a fire or other emergency, the Class I junior firefighters shall be properly supervised by a qualified member of the fire company.

(4) No Class I junior firefighter may oil, wipe or clean machinery in motion or perform any tasks of a dangerous nature.

(5) Prior to commencement of any Class I junior firefighter's activities, a written authorization, on a form to be prepared by the Clerk's Office, shall clearly indicate that the parent and/or guardian consents to his or her child's participation in the prescribed activities.

(6) The Township shall provide insurance coverage to the Junior Firefighters' Auxiliary in the same method and manner as it provides insurance coverage to adult volunteer members.

E. Class II Junior Firefighters' Auxiliary: Individuals aged 14 and 15 shall be permitted to participate as a member of the Junior Fire fighters' Auxiliary, conditioned upon compliance with the following rules:

(1) They shall be permitted to attend meetings.

(2) They shall be permitted to receive instruction.

(3) They shall be permitted to participate in training that does not involve fire, smoke, toxic or noxious gas, or hazardous materials or substances.

(4) No Class II junior firefighter may oil, wipe or clean machinery in motion or perform any tasks of a dangerous nature.

(5) While they are performing their observational activities, Class II junior firefighters shall remain under the supervision of a qualified member of the fire company.

(6) Prior to commencement of any Class II junior firefighter's activities, a written authorization, on a form to be prepared by the Clerk's Office, shall clearly indicate that the parent and/or guardian consents to his or her child's participation in the prescribed activities.

F. The respective fire companies are hereby authorized to add such additional requirements, subject to review and approval by the Township Administrator or his/her designee, as each deems necessary for the protection, training, retention, and general well-being of its Junior Firefighter Auxiliaries.

XX-7. ATTENDANCE OF MEETINGS, TRAINING, AND CALLS FOR SERVICE

A. The serving fire companies shall establish reasonable standards to compel members to attend meetings, training sessions, live drills, calls for service and other events.

B. Rules may be promulgated subjecting members to administrative actions for unexcused failure to make a minimum number of meetings, training sessions, live drills, calls for service and other events.

C. The fire chiefs of the serving fire companies shall be responsible to provide an adequate number of training sessions and live drills each year to maintain the proficiency of members.

XX-8. RECORD KEEPING AND FINANCIAL REPORTS

A. The Recording Secretaries or other assigned members of each fire company shall keep complete and accurate company records for all relevant matters of official business including but not limited to types and number of calls for service, response by members to fires and other incidents, training sessions and live drills, meetings and other events, the minutes of all company meetings, and the results of all company elections and referendums.

B. Within 45 days of December 31 of each year, the fire chief of each company shall submit to the Township Administrator or his/her designee, a complete financial report of the fire company for that calendar year including but not limited to information detailing all municipal and non-municipal revenues received and expenditures made by the fire company during the course of the budget year.

XX-9. APPLICABLE STATE LAWS AND SEPARATION CLAUSE

A. The fire department, the serving fire companies and all volunteer members therein shall be subject to all relevant laws of the State of New Jersey pertaining to fire departments in towns or townships and may receive any benefits resulting therefrom.

B. In the event any portion of this Chapter is determined to be unlawful by an appropriate legal authority having jurisdiction, that provision shall either be removed or made legally compliant. In any such case, the remaining legally compliant portions of the Chapter will remain in force and unaffected by a finding of this nature.

NOTE: All recommendations for the adoption of a new Ordinance as well as additions, deletions, or revisions of the Municipal Code should be subject to municipal attorney review and modifications as deemed fit by the Township Committee.

Funding the Fire Department

As illustrated in Chapter 1.4 “Valuations and Finances” and elsewhere in this report, **in terms of critical factors such as total assessed valuation, municipal tax rate, median per capita and household incomes, employment rate, poverty rate, cost of services, etc., Hainesport fairs very well in comparison to other municipalities in Burlington County and across the State of New Jersey. (ES-5)**

Despite potentially crippling economic and societal conditions largely set in place over the last couple years by federal government policies and programs (or lack thereof) that have resulted in debilitating outcomes including rising inflation, volatile housing and bond markets, soaring energy costs, supply-chain shortages, staggering crime rates, even more staggering national debt, divisive political strategies, and serious threats to our national security, **Hainesport is a safe and clean community that remains on a course of sound financial stewardship and operative provision of municipal services, handling its assets judiciously through good planning, effective management and resourceful leadership. (ES-5)**

Even in the face of unavoidable adversities and the uncertainty of our times, the atmosphere in Hainesport is one of optimism and opportunity. This state of mind is not the result of the local government and municipal planners blissfully ignoring the real issues in their midst, but rather it is a function of boldly identifying and confronting those issues with a genuine interest and determination to develop solutions, make necessary corrections to fix what is broken and to every extent possible, to make practical improvements to that which is working but could work better.

A significant concern at present is the status and manner in which fire protection services are provided to the Township. Far from broken, Fire Company service delivery has experienced a number of challenges, internally as well as externally, and finds itself in need of an honest evaluation to see what can be improved and how to go about making those improvements. (ES-6)

The balance of this report will carefully explore this matter and offer findings and recommendations designed to assist the Township in crafting its vision for and commitment to the future of its fire service in the short and long term.

In that regard, it is inevitable that some recommendations to be made will have some financial impact or shall bear other costs to successfully implement.

On the positive side, it is noteworthy to report that presently the Township’s cost to fund its fire protection services as being provided by the Hainesport Volunteer Fire Company, is on the low end of the funding scale for such services. Expressed in other terms, for every \$9,491.14 of real property in Hainesport, the Township spends one dollar on fire protection, this based on the Township’s annual appropriation of \$90,000 for Fire Department O/E, not inclusive of any additional Township funding, i.e., LOSAP, capital, emergency appropriations, etc. or any Fire Company revenue received through donations, fund drives, rentals, or games of chance. (ES-7)

Of course, this is not to suggest the solution to this, or any other matter of study, is simply a function of mending through spending. Rather, the remedy – or at least part of it – will be to correctly determine where, when and how to appropriately fund the fire department in a manner designed to meet required minimum standards of operation and all other reasonable expectations of the local governing body and residents of Hainesport based on the core question, “WHAT KIND OF FIRE SERVICE IS DESIRED, WHAT LEVEL OF FIRE PROTECTION IS NEEDED, AND HOW MUCH WILL IT COST?” (Ok, actually that’s *three* questions rolled up into one general concept, but you get the point).

There is no singularly successful method to establish, staff, operate, govern, and fund a fire department. In the case of a fully volunteer fire company or companies providing fire protection services, N.J.S.40A:14-34 limits the amount a local unit can appropriate for such services. The maximum annual municipal appropriation for a single volunteer fire company is currently \$90,000; that is the amount that has traditionally been provided by the Township to the Hainesport Volunteer Fire Company. Other funding outside the established limit of \$90,000 could include “additional sums as it may deem necessary for the purchase of fire equipment, supplies and materials” for use by the Fire Company, “the title to which shall remain with the municipality...”. Assembly Bill A3844 (Biondi-McKeon) introduced and referred to the Assembly Housing and Local Government Committee on January 4, 2007, sought to increase the \$90,000 maximum appropriation to \$120,000, and added a biennially cost-of-living adjustment pursuant to section 4 of P.L. 1983, c.49 (C.40A:4-45.1a). The measure was not certified by the Office of Legislative Services for a Fiscal Note and never made it out of Committee; however, it remains a hot topic among its advocates and could resurface under new legislative sponsorship in the near future.

Given the Township’s fiscal realities and the Fire Company’s operational challenges, the Local Governing Body should remain open-minded to recommendations to follow in this report that may include the implementation of programs, purchases, and/or other initiatives that will require additional funding to facilitate and sustain the adequate and proper composition, operation, and management of its fire protection services. (ES-8)

HAINESPORT VOLUNTEER FIRE COMPANY

2.1 Hainesport Volunteer Fire Company History

The Township of Hainesport receives primary fire protection services from the Hainesport Volunteer Fire Company, which operates from a single fire station designated as Fire Station 391 and located at 106 Broad Street in Hainesport. The Fire Company was formed in 1922 and purchased a plot of land where



**MAIN FRONT ENTRANCE OF THE HAINESPORT VOLUNTEER FIRE CO. NO. 1 & EMERGENCY SQUAD
STATION 391 (FIRE COMPANY) & STATION 399 (AMBULANCE SQUAD)**

the fire station now sits from Lydia M. Parry, the granddaughter of regional land baron and venture capitalist Barclay Haines, from whom the town took its name in 1848, becoming known as “Barclay

Haines' Port", later shortened to "Hainesport" in 1850. Having just celebrated its 100th year anniversary in 2022 for its century-long service to the residents of Hainesport, the Fire Company presently maintains 35+- volunteer members under the command of Fire Chief Shaun Bozarth. The Fire Company has an arrangement with the Hainesport Volunteer Emergency Squad in which it provides space in the fire station for the Emergency Squad to house equipment and run its operation.



**HAINESPORT VOLUNTEER FIRE COMPANY FIREHOUSE AT 106 BROAD STREET IN HAINESPORT
(L-R) Two Emergency Squad Box Ambulance Units, Fire Command Vehicle,
Tender-Engine, Engine, and Rescue Truck (not shown – Brush Truck & Utility Truck in rear of Station)**

2.2 Membership and Organizational Structure

The Hainesport Volunteer Fire Company reports that it currently maintains a roster of 35 members. Following is the 2022 list of Chief Officers, Company Officers, Engineers/Apparatus Operators, Fire Police, Administrative Officers, Trustees and Ladies Auxiliary:

CHIEF OFFICERS

Chief – Shaun Bozarth Deputy Chief – Chris Lippincott

COMPANY OFFICERS

Captain – Richard Parks Jr. Lieutenant – Patrick Tricocci

ENGINEERS/APPARATUS OPERATORS

Engineer – Don Platt Engineer – Michael Houlihan

FIRE POLICE

Fire Police Captain – Ted Hargrove Jr. Fire Police Lieutenant – Nick Platt

ADMINISTRATIVE OFFICERS

**Richard Parks Sr., President Thomas Steib, Vice President
Lindsey Hustus, Financial Secretary Shelby Maccar, Recording Secretary Robert Steib, Treasurer**

TRUSTEES

Tom Steib Shelby Maccar Anna Parks Lindsey Hustus Michael Houlihan

LADIES AUXILIARY

**Shelby Maccar, President Melissa Steib, Vice President
Christina Maccar, Treasurer Sue Schmied, Secretary**

To better identify the overall **membership age groups** as well as the capacity of the Fire Company to deliver fire protection services in terms of **certifications maintained** and **calls for service answered**, the following Fire Company **TABLE 1** has been provided below:

TABLE 1: HAINESPORT FIRE CO. MEMBERSHIP ROSTER BY AGE GROUPS, CERTS & CALLS ANSWERED

MEMBER AGE GROUPS	TOTAL MEMBERS PER GROUP	FF 1 CERT	FF 2 CERT	DRIVER CERT	ICS CERT Specify Levels	FIRE POLICE	CALLS ANSWERED IN 2021 Excluding Fire Police
CADETS AND/OR JUNIORS	1	0	0	0	0	0	0
18-24	7	4	1	3	ICS100-5 ICS200-5 ICS300-1 ICS400-1	2	562
25-44	17	11	5	9	ICS100-15 ICS200-14 ICS300-11 ICS400-10	5	681
45-64	6	4	1	4	ICS100-6 ICS200-6 ICS300-2 ICS400-0	2	118
65 & ABOVE	4	3	0	2	ICS100-3 ICS200-3 ICS300-3 ICS400-1	2	356
TOTALS	35	22	7	18	ICS100-29 ICS200-28 ICS300-17 ICS400-12	11	1,717

TABLE 1 above provides an overall aerial view of the Fire Company's total membership, acquired job-related certifications, and total calls answered not by number of incidents (336 in 2021), but rather based on the total number of individual responses to all calls for service (1,717) in that same period.

Another significant revelation in **TABLE 1** is the manner in which the membership spans the working age groups from 18-65 & ABOVE. One-fifth (7 out of 35, or 20%) of the members are found to be in the preliminary service age group of 18-24; nearly half (17 out of 35, or 49%) of the members are found to be in the prime service age group of 25-44; nearly one-fifth (6 out of 35, or 17%) of the members are found to be in the seasoned service age group of 45-64. In combination, members ranging from 18-64 years of age make up 30 out of 35, or 86% of the total membership. While there are no ideal age group ratios for membership composition, the ratios reflected in **TABLE 1** are most advantageous in terms of the favorable mix of 7 younger members (18-24) to 17 primary-age members (25-44) to the 6 seasoned members (45-64). This combination, though not very typical in many volunteer fire companies, provides an opportunity for a structurally beneficial organizational blending of youth and experience. (ES-9)

A further, more detailed analysis of the overall capabilities by members of the Fire Company as well as actual participation in responding to calls for service is communicated in **TABLE 2** below:

TABLE 2: HAINESPORT FIRE CO. MEMBERS CAPABLE & ACTIVELY PERFORMING STRUCTURAL FIREFIGHTING DUTY

ASSIGNED RANK	18-24	25-44	45-64	65+	TOTAL
FIREFIGHTERS	2	4	1	2	9
DRIVERS	0	4	1	2	7
LIEUTENANTS	0	1	0	0	1
CAPTAINS	0	1	0	0	1
DEPUTY CHIEF	0	1	0	0	1
CHIEF	0	1	0	0	1
TOTAL	2	12	2	4	20
FIRE POLICE NON-FF DUTY	2	5	2	2	11

Source: Hainesport Fire Company

An analysis of **TABLE 2** above reveals that the active membership roster is presently non-simultaneously capable of filling a maximum of 20 fire suppression line positions to include 9 firefighters, 7 drivers, 2 company officers and 2 chief officers. To be clear and because there is some degree of overlap between firefighter and driver positions as shown in TABLE 2, the Fire Company attests that there are more accurately **nine (9) members actively performing firefighting duty** on a regular basis. The definition used to characterize a member “*actively performing firefighting duty*” is a member “properly qualified to perform interior structural firefighting operations and having a record over the last year of responding to at least 50% of all calls for service”.

Based on the figures provided in **TABLE 2** and taking into account the overlap factor, a more detailed characterization of the Fire Company’s composition could be expressed as follows:

2 members (6% of total membership) are active chief officers (1 Fire Chief and 1 Deputy Chief)

2 members (6% of total membership) are active company officers (1 Captain and 1 Lieutenant)

9 members (26% of total membership) are a mix of active firefighters/apparatus driver-operators

11 members (31% of total membership) are fire police (non-structural firefighting duties)

11 members (31% of total membership) are either inactive or maintain a limited level of participation*

35 members (100% of total membership) *at least one of whom is a cadet firefighter in training

In further assessing the critical factor of “active membership”, and while the experienced participation of senior members (in this case, 65 years of age and older) is both highly commendable and of significant value, the data indicates that out of 4 such senior members, 2 typically function as line firefighters and/or driver-operators; and 2 serve in the Fire Police component of the Fire Company.

Based on the available data, of the 35 volunteer members of the Fire Company, 1 is a cadet in training, 11 strictly perform fire police duties, 13 are active firefighters (2 of whom are company officers and 2 of whom are chief officers), and the remaining 10 members are largely inactive or only able to perform limited duties. In the balance, that leaves only 9 non-officer members to serve as combined driver/operators of apparatus and as full-suppression line firefighters (2 of the 9 whom are over 65 years of age). While the existing force of active members should be properly commended and supported for their dedicated service, enhanced strategies and efforts should be implemented to better engage the less-active members and to train more firefighters to be certified driver/operators of apparatus. (ES-10)

2.3 Policies and Procedures

Policies and procedures form the framework of any fire service organization and in doing so, play a very significant role in the agency's success or lack thereof in the accomplishment of its mission.

While *policies* are the ground rules that effectively shape the strategic vision and organizational culture of the membership, *procedures* are designed to provide step-by-step "How to" tactical instructions for the proper execution of necessary tasks and functions.

Policies and procedures are equally instrumental in forming guides to thinking and instruction for actions designed to assist members with the performance of their duties, keeping them reliably safe from avoidable harm, and otherwise providing for the sound and effective management of resources.

In the fire service, the importance of teamwork cannot be overstated. In fire departments large and small, if even just one firefighter acts in a manner inconsistent or otherwise outside the parameters of established policies and procedures, the resulting consequences could be irreparably tragic.

While formulas and formats for policies and procedures come in various shapes and sizes as largely determined by the type and nature of the subject agency, the basic steps in the development of any policy or procedure to be issued and cataloged in book form and/or electronic data base are:

1. Always should be reduced to writing; each commencing with a brief explanation of its purpose
2. Constructed in a clear, concise, and comprehensive manner; made part of a permanent record
3. Provided with a Policy or Procedure ID No., name & signature of issuing authority and date of issue
4. Made sufficiently accessible to all members with familiarization, training, and review as necessary
5. Periodic review by management for relevance, revisions, or other needed administrative actions

Together with proper training and accountability at all levels of operation, policies and procedures are the key ingredients to operational excellence and every firefighter's best chance of returning home safely after each tour of duty or call for service.

Ultimately, the worth of any organizational policy or procedure is a function of how well the subject matter is articulated and delivered to the membership body. A prescribed task-oriented technique or instruction intended to be ***rigorously observed*** may be categorized as a STANDARD OPERATING

PROCEDURE (SOP); a prescribed task-oriented technique or instruction intended to be utilized as a ***guideline for action*** may be categorized as a STANDARD OPERATING GUIDELINE (SOG).

In any and all events, particularly in hazardous, rapidly evolving, extreme risk conditions, SOPs and SOGs should never be utilized as a substitute for human intelligence, creative problem solving, and competent leadership under fire; but rather as a tool to serve as a means to make sound decisions and to maintain the capacity for clear and quick-thinking under pressure.



Illustration: POWER DMS by Neogov

The Hainesport Volunteer Fire Company was found to have a robust Book of Standard Operating Guidelines consisting of eight (8) chapters containing a total of sixty-seven (67) specific guidelines as shown below:

1. GENERAL POLICIES

- 1.01 Table of Contents
- 1.02 Introduction
- 1.03 Mission Statement
- 1.04 Dissemination of Policies
- 1.05 Discrimination, Harassment
- 1.06 Station Safety
- 1.07 Grooming Standards
- 1.08 Standard of Conduct
- 1.09 Firearms & Weapons
- 1.10 Funeral Notifications
- 1.11 Public Information Officer
- 1.12 Line of Duty Death and Serious Injury
- 1.13 Drug/Alcohol Free Workplace
- 1.14 Uniforms
- 1.15 Social Media
- 1.16 New Member/Probationary Firefighter/Junior

2. PERSONAL SAFETY

- 2.01 Personal Protective Equipment Requirements
- 2.02 PEOSHA Bloodborne Pathogens
- 2.03 Incident Rehab
- 2.04 Respiratory Protection Program
- 2.05 Vehicle, Personal Injury & Exposure Reporting
- 2.06 Supervising Less Experienced Personnel
- 2.07 Exposure
- 2.08 Stress Management
- 2.09 Power Equipment
- 2.10 Covid – 19

3. MAINTENANCE

- 3.01 Pump and Hose Testing
- 3.02 Apparatus and Equipment Inspections
- 3.03 SCBA Maintenance and Inspection
- 3.04 Securing Tools and Equipment

4. COMMAND PROCEDURES

- 4.01 ICS
- 4.02 General Strategic Guidelines
- 4.03 Staging
- 4.04 Initial Report
- 4.05 Establishing Command
- 4.06 Fire Ground Priorities

5. VEHICLE OPERATIONS

- 5.01 Emergency Driver Safety
- 5.02 Non-Emergency Driving
- 5.03 Returning to Service
- 5.04 Personnel on Emergency Vehicles
- 5.05 Operating on the Roadway
- 5.06 Driver Qualifications
- 5.07 Responding in POV
- 5.08 Apparatus Placement
- 5.09 Responding to the Station
- 5.10 Fire Police Response

6. TRAINING

- 6.01 Minimum Requirements for Firefighters
- 6.02 Minimum Requirements for Line Officers
- 6.03 Minimum Requirements for Junior Firefighters
- 6.04 Minimum Requirements for Fire Police

7. TACTICAL GUIDELINES

- 7.01 2 in – 2 out
- 7.02 Thermal Imaging

- 7.03 R.I.T.
- 7.04 Search and Rescue
- 7.05 Ground Ladders
- 7.06 Emergency Evacuations
- 7.08 Mayday Use
- 7.09 Forcible Entry and Gaining Access
- 7.10 Ventilation
- 7.11 Fire Protection Systems
- 7.12 Attack and Supply Lines
- 7.13 Accountability
- 7.14 Ladder Company Operations
- 7.15 Vehicle Extrication

8. EMERGENCY OPERATIONS

- 8.01 Minimum Response for Working Structure Fires
- 8.02 Technical Rescue
- 8.03 Heliport Assignment
- 8.04 HAZMAT/WMD Response
- 8.05 Vehicle Fires
- 8.06 Dumpster Fires
- 8.07 Brush Fires
- 8.08 Carbon Monoxide Alarms
- 8.09 Bowstring Truss / Arched Roof
- 8.10 Hybrid Vehicles
- 8.11 Chimney Fires
- 8.12 Railroad Incidents
- 8.13 Utility Incidents
- 8.14 Water Rescue
- 8.15 Assist Police
- 8.16 RV Task Force

Although it is not the purpose or intent of this report to certify the complete technical accuracy or unilateral regulatory compliance of the Hainesport Fire Company Book of Standard Operating Guidelines, a review of the SOGs showed them to be current, comprehensive, and job-relevant.

Augmenting the Hainesport SOGs is a similarly well-written composition of SOGs issued by the Burlington County Chiefs Association in cooperation with the Burlington County Department of Public Safety. (ES-11)

Following is a short list of the County Guidelines with links to the Burlington County Fire Chiefs Association that delineate the subject matter in greater detail:

Incident Command System - <https://www.bcfirechiefs.org/index.php/k2-blog/item/24-burlington-county-incident-command-system>

Burlington County HSAS Guideline - <https://www.bcfirechiefs.org/index.php/k2-blog/item/22-burlington-county-hsas-guideline>

Central Communications Continuity of Operations - <https://www.bcfirechiefs.org/index.php/k2-blog/item/63-central-communications-continuity-of-operations>

Fire Scene Decontamination/Cancer Reduction - <https://www.bcfirechiefs.org/index.php/k2-blog/item/66-fire-scene-decontamination-cancer-reduction>

Foam Task Force - <https://www.bcfirechiefs.org/index.php/k2-blog/item/5-foam-task-force-guideline>

Haz Mat/WMD Response - <https://www.bcfirechiefs.org/index.php/k2-blog/item/6-burlington-county-haz-mat-wmd-response-guideline>

Helispot Guideline - <https://www.bcfirechiefs.org/index.php/k2-blog/item/21-helispot-guideline>

High Rise Guideline - <https://www.bcfirechiefs.org/index.php/k2-blog/item/23-high-rise-guideline>

Mayday Guideline - <https://www.bcfirechiefs.org/index.php/k2-blog/item/26-mayday-guideline>

Personal Accountability System - <https://www.bcfirechiefs.org/index.php/k2-blog/item/28-personal-accountability-system>

Pipeline - Large Diameter Hose - <https://www.bcfirechiefs.org/index.php/k2-blog/item/29-pipeline-large-diameter-hose>

Pipeline Guideline - <https://www.bcfirechiefs.org/index.php/k2-blog/item/18-pipeline-guideline>

Radio Manual - <https://www.bcfirechiefs.org/index.php/k2-blog/item/30-radio-manual>

Rapid Intervention Crew - <https://www.bcfirechiefs.org/index.php/k2-blog/item/19-rapid-intervention-crew>

Regional Rapid Intervention Crew - <https://www.bcfirechiefs.org/index.php/k2-blog/item/25-regional-rapid-intervention-crew>

Regional Task Forces - <https://www.bcfirechiefs.org/index.php/k2-blog/item/34-regional-task-forces>

Rehabilitation Guideline - <https://www.bcfirechiefs.org/index.php/k2-blog/item/32-rehabilitation-guideline>

Rescue Task Force - <https://www.bcfirechiefs.org/index.php/k2-blog/item/67-rescue-task-force>

Resource Typing - <https://www.bcfirechiefs.org/index.php/k2-blog/item/33-resource-typing>

Roadway Operations - <https://www.bcfirechiefs.org/index.php/k2-blog/item/35-roadway-operations>

Strike Team / Taskforce Leader Guideline - <https://www.bcfirechiefs.org/index.php/k2-blog/item/36-strike-team-taskforce-leader-guideline>

Technical Rescue Guideline - <https://www.bcfirechiefs.org/index.php/k2-blog/item/37-technical-rescue-guideline>

UAS (Drone) Operations Guideline - <https://www.bcfirechiefs.org/index.php/k2-blog/item/68-uas-drone-operations-guideline>

Water Rescue Guideline - <https://www.bcfirechiefs.org/index.php/k2-blog/item/38-water-rescue-guideline>

Water Tender Task Force Guideline - <https://www.bcfirechiefs.org/index.php/k2-blog/item/39-water-tender-task-force-guideline>

Wildland Urban Interface Guidelines - <https://www.bcfirechiefs.org/index.php/k2-blog/item/40-wildland-urban-interface-guidelines>

Working Fire Guideline - <https://www.bcfirechiefs.org/index.php/k2-blog/item/41-working-fire-guideline>

The Hainesport Fire Company Book of Standard Operating Guidelines (SOGs) should be reviewed, updated, and revised on a regular basis and as otherwise needed by the assigned Officer-in-Charge of Training in consultation with the Fire Chief to assure operational relevance, technical accuracy, and functional continuity with County, State, and Nationally recognized standards for regulatory compliance. Easy access to all SOGs should be provided to all members. Whenever possible, company training classes and drills should incorporate familiarization and practical application of SOGs, particularly but not limited to those most associated with personnel safety and protection. (E-12)

2.4 Budgeting and Finances

The Hainesport Volunteer Fire Company receives funding through several sources including support by the Township, rent paid by the Hainesport Volunteer Emergency Squad to assist with costs associated with maintaining the Fire Station, various Fire Company fund raisers occurring throughout the year (i.e. Annual Fund Drive, Flower Sale, Christmas Tree Sale) and other miscellaneous donations. In addition to the foregoing, in 2022 the Fire Company received \$4617.72 from Camden County for fire response activities and a \$10,000 Township-sponsored OEM safety grant for the purchase of electric rescue tools. In the years 2020, 2021, and 2022, the Fire Company received annual stipends of \$250 from the Joint Insurance Fund (JIF) for the purchase of firefighter gloves. In 2020, the Township made a capital purchase amounting to \$47,420 for the acquisition of a Fire Company Command Vehicle. Recent capital purchases by the Township for the acquisition of Fire Company "Equipment and Gear" (i.e., self-contained-breathing-apparatus, a.k.a. SCBA; and firefighter personal protective equipment, a.k.a. PPE, such as helmets, bunker coats, and boots) were also made in 2021 (\$12,500) and 2022 (\$15,000).

Following is a Table that provides an overview of Fire Company revenues over a three-year period.

TABLE 3: HAINESPORT FIRE CO. REVENUES 2020-2022

REVENUE SOURCE	YEAR 2020	YEAR 2021	YEAR 2022
Township	90,000.00	90,000.00	90,000.00
Emergency Squad*	10,448.00	11,384.47	12,334.41
Fund Drive	29,610.52	30,225.00	19,240.00
Flower Sale	----	----	7,620.00
Christmas Tree Sale	7,782.00	8,619.00	10,308.00
Apparel Sale	3,593.25	----	----
Misc. Donations	3,016.22	3,222.16	6,108.39
Safety Grant -rescue tools-	----	----	10,000.00
JIF Grant -firefighter gloves-	250.00	250.00	250.00
Capital Funds from Township	47,420.00 Command Vehicle	12,500.00 Gear & Equipment	15,000.00 Gear & Equipment
TOTAL	193,056.46	157,150.57	174,311.22

Source: Office of the Treasurer, Hainesport Volunteer Fire Company

*Figures shown on Emergency Squad line reflect amount collected in prior year and applied to the calendar year in which it appears on the Table

Based on the Table above and absent any funding from grants or capital purchases, it can be reported:

2020 Fire Company Revenue = \$144,449.99

2021 Fire Company Revenue = \$143,450.63

2022 Fire Company Revenue = \$145,610.80

A further compilation of revenues vs expenditures in 2020 and 2021 as expressed in the Statements of Receipts and Disbursements by Lane Tax & Financial Services, LLC of Burlington, NJ, reported that in 2020, Fire Company Revenue totaled \$146,330 (including **\$90,000** received from the Township) and Disbursements totaled \$128,494 (surplus of \$17,836); and in 2021, Fire Company Revenue totaled \$65,580 (including a reported **\$30,000*** received from the Township) and Disbursements totaled \$126,553 (deficit of \$60,973). However, the 2021 Total Revenue should be adjusted to \$138,051.47 to account for the additional \$60,000 provided by the Township and \$11,384.47 received from the Volunteer Emergency Squad in that year, resulting in a final estimated operating surplus in 2021 (keeping Refunds, Membership Dues and Miscellaneous Income flat) of \$11,498.47 based on the figures provided ($138,051.47 - 126,553.00 = 11,498.47$).

In retrospect, the revenue amounts recorded in the Fire Company Treasurer's report and the Statement of Receipts and Disbursements by Lane Tax & Financial Services, while slightly different, were found to be for the most part, functionally consistent. However, where variations were found in reviewing financial reports, the irregularities noted seem to have been largely the result of incomplete information assembled for, or otherwise unavailable to, Lane Tax & Financial Services at the time the reports prepared by that Firm were produced. A breakdown of **Revenue and Disbursements** as reported by Lane Tax & Financial Services in 2020 & 2021 is provided in Tables 4 and 5 that follow.

TABLE 4: HAINESPORT FIRE CO. REVENUE 2020-2021

SOURCE	2020 REVENUE	2021 REVENUE
Township	90,000.00	30,000.00*
Interest	108.00	101.00
Donations - Public-	32,627.00	3,777.00
Fundraising Events	12,020.00	31,702.00
Squad Reimbursements	10,488.00	NOT PROVIDED**
Refunds	420.00	NOT PROVIDED
Membership Dues	62.00	NOT PROVIDED
Miscellaneous Income	605.00	NOT PROVIDED
TOTAL	146,268.00	65,580.00***

Source: Lane Tax & Financial Services, LLC, Statements of Receipts and Disbursements

*2021 Township appropriation of \$30,000.00 should read \$90,000.00

** According to the HVFC, the Squad Reimbursement applied in 2021 was \$11,384.47

*** 2021 Total of \$65,580.00 more accurately should read 125,580.00

PLUS any unreported revenues from the accounts marked NOT PROVIDED (see Analysis)

Analysis of Table 4 - REVENUE: Based on additional data from the Hainesport Volunteer Fire Company Treasurer's report (see TABLE 3), in 2021 the Fire Company received \$90,000.00 from the Township and \$11,384.47 from the Hainesport Volunteer Emergency Squad. Making the reasonable assumption that Refunds, Membership Dues and Miscellaneous Income reported by Lane Tax & Financial Services remained effectively stable from the previous year (totaling \$1,087), the 2021 Total Revenue for the purpose of the Lane Report could be estimated at \$138,051.47.

TABLE 5: HAINESPORT FIRE CO. DISBURSEMENTS 2021-2022

ACCOUNTS PAYABLE	2020 DISBURSEMENTS	2021 DISBURSEMENTS
Administration	3,940.00	10,010.00
Occupancy	25,105.00	22,237.00
Duty Crews	12,289.00	2,860.00
Fire Equip/Repairs	31,513.00	21,680.00
Training	730.00	791.00
Insurance	2,619.00	2,639.00
Mortgage Interest	12,582.00	11,114.00
Mortgage Principal	22,915.00	22,155.00
Fundraising Costs	8,417.00	10,043.00
Subscriptions	522.00	230.00
Community Events	197.00	-----
Company Events	1,676.00	-----
Tools	3,340.00	-----
Office Supplies	1,361.00	-----
Professional Fees	1,288.00	-----
Convention	-----	3,384.00
Uniforms & Gear	-----	17,286.00
Dues	-----	1,045.00
Investigations	-----	324.00
Physicals	-----	256.00
Zoom	-----	160.00
Miscellaneous	-----	339.00
TOTAL	128,494.00	126,553.00

Source: Lane Tax & Financial Services, LLC, Statements of Receipts and Disbursements

Analysis of Table 5 - DISBURSEMENTS: It would be difficult to miss the dissimilarities in all but 5 or 6 of the fire company disbursement lines/accounts payable for calendar years 2020 and 2021. While it is possible some of missing entries and large gaps between certain line accounts were the result of actual fluctuations in disbursements, it is fair to speculate Lane Tax and Financial Services had less than complete information at the time these reports were generated. Nonetheless, the final TOTAL DISBURSEMENT amounts were relatively consistent, hovering slightly under 130K.

Overall Analysis: In general terms, Fire Company annual operational expenditures over the last three years were found to be running in the upper \$120K range (TABLE 5); at the same time, revenues reached into the low-to-mid \$140K range (TABLE 3), leaving a modest but fiscally prudent cushion as illustrated below:

2020: \$146,330.00 revenue vs \$128,494.00 disbursements = \$17,836.00 operational surplus

2021: \$138,051.47 revenue vs \$126,553.00 disbursements = 11,498.47 operational surplus

HVFC Treasurer's Report placed the revenue numbers in 2020 slightly lower by \$1,880.01 at \$144,449.99 and the 2021 revenue numbers slightly higher by \$5,399.16 at \$143,450.63.

By virtue of those figures and keeping with the same disbursement data, the 2020 operational surplus would have been \$15,955.99 and the 2021 operational surplus would have been \$16,897.63.

Although disbursement data was not presented for 2022, the revenue side trended upward in that year, totaling a reported \$145,610.80 (excluding grants or capital appropriations). (ES-13)

2020 Fire Company Revenue = \$144,449.99

2021 Fire Company Revenue = \$143,450.63

2022 Fire Company Revenue = \$145,610.80

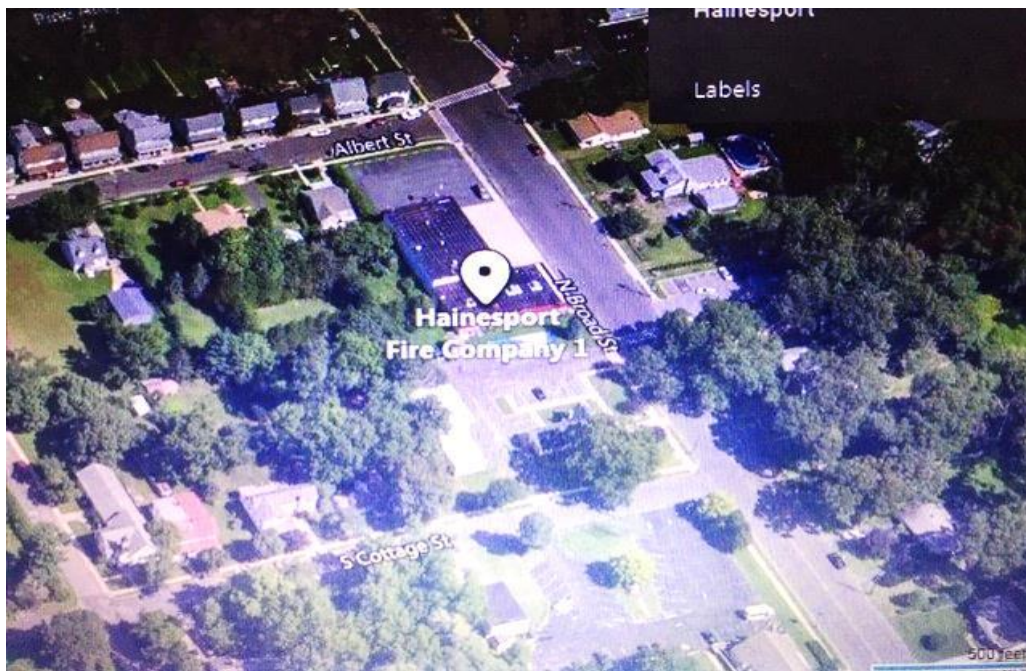
2.5 Fire Station

The Hainesport Volunteer Fire Company operates out of one fire station located at 106 Broad Street in Hainesport. The building, which also accommodates space for two ambulance units maintained and operated by the Hainesport Volunteer Emergency Squad, is held in public trust by the Fire Company.



Hainesport Fire Station at 106 Broad Street is shared with the Ambulance Squad by the Fire Company

Situated slightly northeast but in a practical sense, centrally located within the Township, the fire station is in close proximity to the U.S. Postal Service building at 107 Broad Street, the Hainesport Pre-K through 8 Public School District Offices and school building at 211 Broad Street, and the Hainesport Municipal



The fire station is centrally located in a residential and mixed-use area of town near other key facilities

Complex at 1401 Marne Highway. A modest, well-maintained but somewhat under-utilized Community Center building is located at 100 Broad Street, immediately adjacent and to the south of the fire station.



Hainesport Kenneth E. Street Community Center next door to the Hainesport Fire Station

The original fire station, constructed in 1922, mostly likely amounted to a modest wood-frame or heavy lumber construction, barn-like facility. In 1957, the fire house underwent renovation to a brick-and-mortar style structure featuring a combination apparatus floor/social hall on essentially the same footprint on which the social hall and rear kitchen area exist today. In 1991, the fire station underwent a major expansion with the construction of a steel and masonry addition that provided a seven-bay apparatus floor, a small loft area, a training/day room, and 2 small admin-office rooms. The original footprint of the fire station occupies approximately 4,206 square feet and is now a one-story Social Hall

consisting of a large open reception/dance floor area with a ten-stool bar area across the rear of the room. The grand room is set on a terrazzo floor and occupies approximately 3,035 square feet; it is complimented with a Men's Room (100 sq. ft.), Ladies' Room (126 sq. ft.), and storage closet (81 sq. ft.). The hall has a supply of tables and chairs in line with the maximum occupancy load.



FIRE STATION SOCIAL HALL – VIEW TO FRONT EXIT



FIRE STATION SOCIAL HALL – VIEW TO REAR BAR

The social hall and related areas are well maintained and have the capacity to accommodate up to 200 people for various activities, events, and functions, but no evidence was found to suggest it is being rented out for private parties or other fundraising enterprises. It appears it is presently being used primarily for internal Fire Company and Ambulance Squad meetings and activities. Directly to the rear of the social hall and also standing in the footprint of the original structure, are the fire station kitchen (504 sq. ft.) and a side storage room (360 sq. ft.). The kitchen is well-equipped with a stainless-steel commercial range protected by an approved Type 1 range exhaust hood with a kitchen fire suppression system. Other amenities include a large, three-door stainless steel refrigeration unit, countertop double



KITCHEN SINKS, RANGE, FRIDGE & FOOD PREP TABLE



KITCHEN DISHWASHING SINKS & SMALL APPLIANCE AREA

stainless steel sink, a large stainless double dishwashing/utility sink, and a centralized tabletop for food preparation. A basement (816 usable sq. ft.) under the kitchen area serves as a general storage facility.

Attached to the Side D-rear quadrant of the 1922 fire station footprint, is the block construction, corrugated metal roof fire station addition later constructed in 1991. The expanded 5,126 square feet fire station features a 75 sq. ft. main entrance lobby (which is the main conduit between the original fire



FRONT VIEW OF THE FIRE STATION AREA ADDED IN 1957 THAT PROVIDED AN ADDITIONAL 5,126 SQ. FT. OF USABLE SPACE

station foot print and the expanded station), 3 front-facing double-apparatus bays (3,966 sq. ft.), a single-unit apparatus bay in the rear of Side D (567 sq. ft.), a small mezzanine storage area (225 sq. ft.) in the rear of the apparatus floor, a modest training/meeting room (570 sq. ft.), a small Fire Company Office and a small Emergency Squad Office (about 120 sq. ft. each), and a unisex restroom (50 sq. ft.).



BRUSH TRUCK IN REAR SIDE D BAY OF FIRE STATION



FIRE STATION MEZZANINE USED TO HOUSE EMS SUPPLIES



HAINESPORT FIRE COMPANY OFFICERS' ROOM



HAINESPORT EMERGENCY SQUAD OFFICERS' ROOM

Due to the overall limited usable space and general shortage of compartmentalized workstations and storage areas, much of the day-to-day functions and storage of equipment and supplies have been relegated to the rear of the apparatus floor. The Fire Company's work bench, tool cabinet, cleaning supplies, Cascade and SCBA air bottle filling stations, hose racks, and turnout gear racks as well as the Emergency Squad's oxygen refill and storage cage can all be found in the vicinity or along the back interior wall of the apparatus floor. A small, metal frame mezzanine mainly used for Emergency Squad supply cabinets and miscellaneous equipment storage is also located to the rear of the apparatus floor. The following three pages provide images of the aft section of the apparatus floor, mezzanine or "loft", area, and basement utilities.



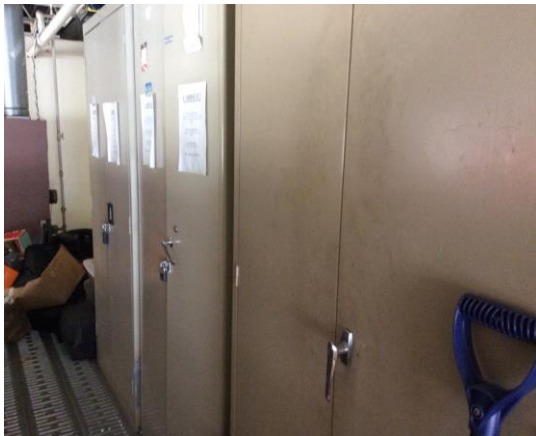
MEZZANINE IN REAR OF APPARATUS FLOOR USED FOR EMERGENCY SQUAD SUPPLIES AND MISCELLANEOUS STORAGE



ACCESS TO MEZZANINE AREA; SPACE HEATER ON LANDING



MEZZANINE STORAGE UNIT & MED SUPPLY CABINET



MEZZANINE SQUAD MEDICAL SUPPLY CABINETS



FIREFIGHTING FOAM & SPARE BOOTS ON MEZZANINE



EMERGENCY SQUAD OXYGEN FILL & STORAGE CAGE



HOSE RACK TUCKED BETWEEN WORK & AIR REFILL AREAS



**INGERSOLL-RAND 5 HP STATION AIR COMPRESSOR
AND MISCELLANEOUS CLEANING SUPPLIES
REAR OF APPARATUS FLOOR**



**RED - EAGLE AIR COMPRESSOR MFG. DATE 03-11-2002
401.7 HR. 01-11-2023
BLUE – EAGLE AIR CYLINDER FILL STATION MFG. DATE 06-28-2013**



**FF PERSONAL PROTECTIVE EQUIPMENT (PPE) RACK
COMPLIANT PPE - GOOD CONDITION**



**UNI-MAC FIREFIGHTER PPE DRYING CABINET
PURCHASED 2019**



**BASEMENT UNI-MAC FIREFIGHTER PPE WASHER
WITH SOAP DISPENSER – PURCHASED 2019**



**FIRELITE ALARM INC. FIRE ALARM CONTROL PANEL
MODEL MS 5024**



**BASEMENT CROWN 245,000 BTU NATURAL GAS-FIRED BOILER
LAST DATED INSPECTION 07-30-20 -- PURCHASED 2014**



**BRADFORD WHITE 40,000 BTU NATURAL GAS-FIRED
BASEMENT WATER HEATER – PURCHASED 2014**



**NON-COMPLIANT OXYGEN BOTTLE FILL STATION
-CORRECTIVE ACTION NEEDED-***

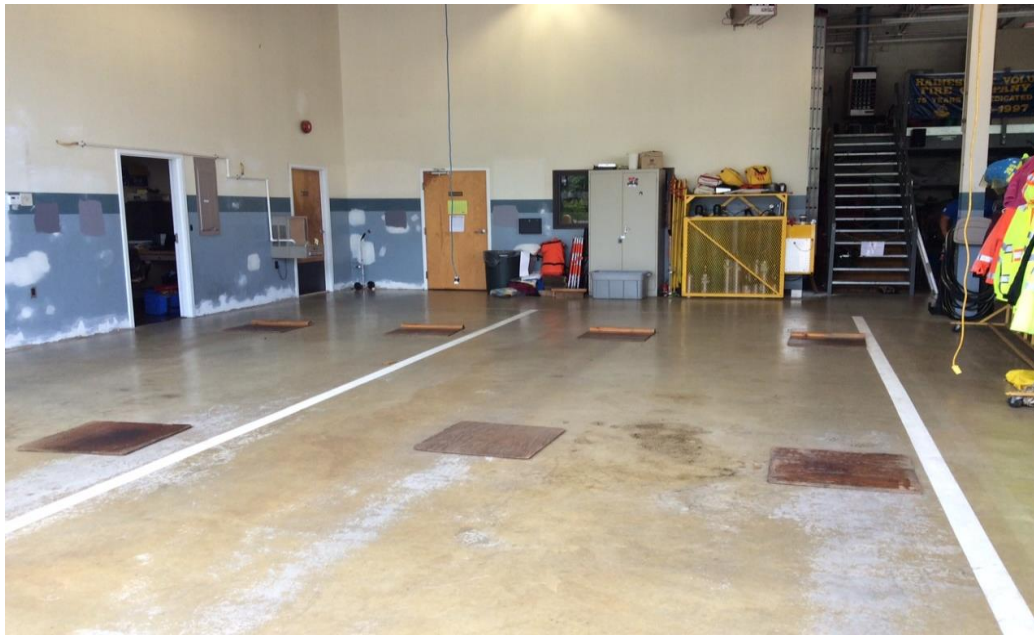


**NON-COMPLIANT STORAGE CABINET IN LOFT
-CORRECTIVE ACTION NEEDED-****

***WARNING:** Oxygen fill station is not compliant for filling oxygen cylinders. This unit should be placed out of service. A new, compliant oxygen fill station is needed if the Fire Company is going to fill oxygen cylinders. A more cost-efficient alternative would be to make an arrangement for refilling oxygen bottles with a local or nearby ambulance squad or other emergency medical service provider. (ES-14)

****WARNING:** Loft storage area has cabinets that need upgrading to be compliant for the storage of chemicals, paints, oils, and cleaning products. Special attention should be given to highly reactive chemicals and non-compatible substances. (ES-15)

Connected by a solid wooden door found at the rear of the apparatus floor (see empty apparatus floor photo) and by another doorway to the kitchen, the meeting/training/dayroom (570 sq. ft.) is able to



EMPTY APPARATUS BAYS USED FOR AMBULANCE UNITS: DOOR TO REAR LEADS TO DAYROOM

comfortably accommodate up to 25 members (about 10 short of total Fire Company membership). Although limited in size and function, this multi-purpose room is the only area in the fire station (with



FIRE COMPANY & EMERGENCY SQUAD DAYROOM/MEETING/TRAINING ROOM: 25-PERSON CAPACITY

the possible exception of the social hall) in which members can find suitable refuge away from the business of the apparatus floor to conduct fire company training lessons, discuss fire company affairs, relax, rehab, sit down to eat albeit without sufficient tables, or otherwise interact on a professional and/or social level with other company personnel.

During the fire station assessment, the PSI study team requested and was given access to the Kenneth E. Street Community Center at 100 Broad Street, immediately southwest of the fire station. The facility contains 1,451 square feet of usable space featuring 2 large meeting rooms, a kitchen, and restrooms. A potential may exist to convert this building for use as Fire Company office space and meeting/training/lounge area. (ES-16)



COMMUNITY CENTER: 1,451 USABLE SQUARE FEET



FULL-SERVICE KITCHEN: 205 SQUARE FEET



FRONT MEETING ROOM: 506 SQ. FT...VIEW TO FRONT



FRONT MEETING ROOM...VIEW TO REAR EXIT



REAR MEETING ROOM: 638 SQ. FT...VIEW TO FRONT



REAR MEETING ROOM...VIEW TO REAR EXIT

Fire Station Planning for the Future: An Urge to Merge

The Hainesport Fire Station was found to be in relatively good condition. Overall, most areas were clean, orderly, and functional. Beyond a non-complaint oxygen cylinder fill station and a few storage issues, the study team did not observe any serious regulatory violations or unaddressed safety hazards. Much of the in-house utilities and equipment utilized to service firefighter personal protective equipment (PPE), refill firefighter self-contained breathing apparatus (SCBA) air cylinders, or otherwise render minor repairs and conduct routine house maintenance, were found to be relatively new, well-maintained, and in good serviceable condition.

There were, however, some deficiencies noted that should be addressed as part of an extended plan to secure provisions needed in the present, or at least in the short term (1 to 3 years), as well as to begin making measured but meaningful progress in shaping the future of the fire service in Hainesport (and perhaps beyond) for the purpose of being ready for it when it arrives.

In doing so, it would seem axiomatic to prioritize needs based foremost on personnel health and safety immediately followed by those actions, items, and processes most critical to accomplish the organizational mission. (ES-17)

In that regard, among the top needs observed by the study team included:

1. Addition of a firefighter bunkroom & dining area
2. Adequate space designated for Chief's Office, Training Office, and Company Officers
3. Emergency eye wash station
4. Hazmat Decontamination shower
5. Wall-mounted Automated External Defibrillator (AED)
6. Apparatus floor diesel exhaust system
7. Upgrades to the fire station building security and fire alarm systems
8. Enhanced compartmentation of areas designated for PPE storage, SCBA cylinder refill station, repair shop, equipment and supply storage, and storage of cleaning materials (ES-18)

A significant obstacle toward the achievement of a number of the desired station house improvements is the matter of size and usable space. Despite an overall building capacity of about 8,161 square feet, the Social Hall (resting on footprint of the original fire house) covers approximately 3,035 square feet and the existing fire apparatus floor consumes approximately 4,091 square feet. By that calculation, only about 1,314 square feet remain for the purpose of habitability --- breaking down to 570 square feet for a dayroom/meeting/training room; 504 square feet for the kitchen; and 240 square feet for one Fire Company Office and one Ambulance Squad Office (120 square feet each).

To put it in simple terms and given the changing dynamics of the fire service over the last century, the Township has once again outgrown its firehouse. Historically, it is interesting to note that Hainesport's first firehouse, constructed in 1922, was built about 35 years or so after the height of the industrial revolution of the late 19th Century; the 1957 renovation of the firehouse occurred 33 years after the original firehouse was built; the 1991 major renovation/expansion of the firehouse occurred 34 years after the '57 renovation...the '91 renovation/expansion is now 32 years behind us. See the tri-decade pattern? (ES-19)

In any event, lacking the capacity to easily increase the size of the fire station presents a nearly insurmountable limiting factor not only in terms of having the needed capacity to facilitate enhanced compartmentation of station house operations and activities, but it will also inherently preempt any meaningful efforts designed to provide an infrastructure equipped to improve operational readiness as well as a much-needed, more conducive environment for the recruitment and retention of active volunteer firefighters in the short and long term.

While the solution may not include the expansion-by-construction of the existing structure, it may well in part, be found just a parking lot away at the Hainesport Kenneth E. Street Community Center, a stone's throw from the firehouse. The Community Center offers 1,451 square feet of usable space, including a 506 square foot open front room, a 638 square foot open rear room, a 205 square foot kitchen, and of course, bathroom facilities. Making this such an attractive location, aside from having the space and facilities ideally suited for fire department use as an ancillary structure, is the fact it is about as near to the firehouse as it could be without adjoining, and *it already exists*.

In the final analysis of the Fire Station and the Community Center from the perspective of “What is the best hope for the Hainesport Fire Department to survive, grow, and succeed in its mission to protect lives and preserve property in Hainesport now and in the future?” the PSI study team proposes the following infrastructure planning model for consideration as a working guideline for the next step in the evolution of the Hainesport Fire Department a.k.a. Hainesport Department of Fire and Rescue. A 14' X 40' (560 sq. ft.) floor area along the north wall (adjacent to the apparatus floor) of the existing Social Hall in the Firehouse should be partitioned in such a manner as to provide a 12' X 14' (168 sq. ft.) area for a Chief's Office and two separate 14' X 14' (196 sq. ft. X 2 = 392 sq. ft.) bunk room rest and rehab (sleeping) quarters for no less than 8 firefighters (4 bunks in each of two 14' X 14' sections). The sleeping quarters would be accessible under proper supervision to firefighters serving on approved duty rosters, during states of emergency, or as otherwise deemed necessary and approved by the Fire Chief or designee.

The remaining area of the Social Hall (2,475 sq. ft.) should continue to serve its present function/s and should be made reasonably available to any citizen groups that from time to time might previously have used the Community Center for meetings and other civic or social gatherings.

The existing meeting and training room/firefighter lounge (570 sq. ft.) in the rear of the Firehouse and adjacent to the kitchen, should be converted to a large, inviting, dining area/break room/alternate meeting and training room, and as otherwise appropriately purposed by the Fire Company.

The two small Fire Company and Emergency Squad office rooms (120 sq. ft. each) attached to the south side of the apparatus floor should be re-purposed so that the front side Fire Company room would be utilized as a radio/communications room and the aft side Ambulance Squad room would be utilized as a floor watch/potential sleeping quarters for one firefighter (desk, chair, desktop computer with accessories, and one bunk).

The large front room of the Community Center (506 sq. ft.) should be re-purposed to serve as offices for the Deputy Chief/Training Officer, Captain/Lieutenant, and the Fire Company Executive Board and staff.

The large rear room of the Community Center (638 sq. ft.) should be re-purposed as a main meeting and training room/firefighter lounge. (ES-20)

2.6 Fire Apparatus

The Hainesport Volunteer Fire Company operates three (3) primary pieces of fire apparatus along with a modest force of command and support vehicles, each possessing specific design functions and varying capabilities to carry out assigned tasks. To better understand the Hainesport Fire Company motorized fleet, a brief description of the major types of fire apparatus and support vehicles used, and the main purpose of such units is provided below:

COMMAND VEHICLE: *The main purpose of the command unit is to provide transportation for the fire chief and/or incident commander to the scene of emergencies, calls for assistance, or to other locations as needed. Command vehicles may also be used to establish a physical command post (stationary point of incident management) at an emergency or other event. The Hainesport Fire Command Unit is currently a 2018 Chevrolet 2500 HD and it answers to the call sign CHIEF 3900.*



HAINESPORT COMMAND VEHICLE: CHIEF 3900

PUMPER ENGINE: *The basic unit of the fire service, the pumper engine's primary purpose is the control and extinguishment of fire by delivery of adequate water flows, typically measured in gallons per minute or simply, GPM. The pumper engine can also be utilized to assist with motor vehicle accidents as well as search and rescue operations and a variety of non-fire related incidents and calls for service. The Hainesport pumper engine is currently a 2004 Pierce Dash with a 1,200-gallon water tank and a 2,000 GPM pump. It answers to the call sign ENGINE 3912.*



2004 PIERCE DASH: HAINESPORT ENGINE 3912

TENDER ENGINE: *This unit functions in a similar capacity as the pumper engine but carries an additional on-board supply of water to facilitate fire suppression activities in locations that lack fire hydrants or other readily available water sources (i.e., cisterns, water tankers, natural bodies of water such as drafting ponds, streams, or lakes). The Hainesport tender engine is currently a 2014 Pierce Arrow XT with a 2,500-gallon water tank and a 2,000 GPM pump. It answers to the call sign TENDER ENGINE 3911.*



2014 PIERCE ARROW XT: HAINESPORT TENDER ENGINE 3911

RESCUE TRUCK: *The main purpose of the rescue truck is to provide equipment to perform various rescue operations, i.e., interior search and rescue, rapid intervention, confined space, motor vehicle extrications and other incidents involving people in harm's way. The Hainesport rescue truck is currently a 1997 Freightliner chassis with an EVI bod. It answers to the call sign RESCUE 3919.*



1997 FREIGHTLINER / EVI: HAINESPORT RESCUE 3919

BRUSH TRUCK: *The purpose of a brush truck is to gain access and to control or extinguish fires occurring in wildland areas. These areas often involve difficult to reach trees, brush and other wild vegetation on fire or otherwise dangerously exposed to incendiary activity. The Hainesport brush truck is currently a 1991 Ford F-350 and answers to the call sign BRUSH 3917.*



1991 FORD F-350: HAINESPORT BRUSH 3917

UTILITY VEHICLE: *This general-purpose vehicle is used for a range of support services that could include but not be limited to necessary transport of personnel and equipment, cover vehicle when Command or Fire Police vehicle is out for maintenance or repairs, and general day-to-day support of fire company operations of both emergent and non-emergent natures. The Hainesport utility vehicle is currently a 2008 Ford Expedition and it answers to the call sign UTILITY 3916.*



2008 FORD EXPEDITION: HAINESPORT UTILITY 3916

FIRE POLICE UNIT: *The Fire Police Unit is staffed by members of the Fire Company who support firefighting operations at emergency incidents by performing such duties that may include*

securing firefighting equipment and maintaining crowd and traffic control at emergency scenes and public events as well as other miscellaneous tasks as requested. The Hainesport fire police unit is currently a 1993 Chevrolet Suburban and it answers to the call sign FIRE POLICE 3918.



1993 CHEVROLET SUBURBAN: HAINESPORT FIRE POLICE 3918

MECHANICAL INSPECTION OF APPARATUS AND SUPPORT VEHICLES

NFPA 1911: STANDARD FOR INSPECTION, MAINTENANCE, TESTING, AND RETIREMENT OF IN-SERVICE AUTOMOTIVE FIRE APPARATUS

In order to best determine the current serviceability of available mobile units as well as to identify any compliance or safety concerns, the PSI Group acquired the services of a Certified Emergency Vehicle Technician (EVT) and other qualified personnel from the Central Jersey Compliance Company (CJCC) of Freehold, NJ, to perform a thorough mechanical/operational inspection of the Hainesport fire apparatus fleet pursuant to NFPA 1911: Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus. Applicable to any public or private organization that uses fire apparatus, NFPA 1911 helps ensure in-service fire apparatus are serviced and maintained to keep them in safe operating condition and ready for response at all times. The results obtained from the assessment of the Hainesport fleet were also a necessary component in the development of a needs-based fire apparatus replacement schedule/capital plan included in this report. (ES-21)

Several relevant chapters of NFPA 1911 were employed as part of the fire apparatus inspection check list. Among the chapters applied by the service technician included the following:

CHAPTER 6: OUT OF SERVICE CRITERIA

CHAPTER 7: DAILY/WEEKLY VISUAL AND OPERATIONAL CHECKS

CHAPTER 8: INSPECTION AND MAINTENANCE OF THE CHASSIS, BODY, DRIVING AND CREW CABS

CHAPTER 9: INSPECTION AND MAINTENANCE OF LOW-VOLTAGE ELECTRICAL SYSTEMS

CHAPTER 10: INSPECTION AND MAINTENANCE OF WATER PUMPING SYSTEMS AND WATER TANKS

A brief outline of the operative NFPA 1911 Chapters used for the purposes of this report follows:

CHAPTER 6 – Pass/Fail inspection of major apparatus components to include seat belts, tires, fire pump system, driving and crew area, and engine systems. A significant defect or failure of *any one item* listed in any of the named categories is grounds for taking the fire apparatus or support vehicle out of service pending proper repair.

CHAPTER 7 – Four (4) Yes/No questions pertaining to daily/weekly visual and operational checks:

- Does the department/fire company conduct a visual and operational check of the apparatus within 24 hours of a run or at least on a weekly basis?
- Does the department/fire company document daily/weekly visual and operational checks via a check sheet which is maintained via paper copy or digital file?
- Has the AHJ developed and implemented a procedure for reporting defects found during the visual and operational checks?
- Has the AHJ developed and implemented a procedure to remove an apparatus from service if an out-of-service criteria defect is found during the visual inspection and operational checks?

CHAPTER 8 – Fourteen (14) separate component inspection points covering the chassis, driving/crew compartment, and body. The individual components assessed include:

FRAME & SUSPENSION	ENGINE EXHAUST	CHASSIS AIR POWERED ACCESSORIES
AXLES, TIRES, & WHEELS	TRANSMISSION	CREW & PASSENGER COMPARTMENTS
ENGINE	DRIVELINE	BODY & COMPARTMENTATION
ENGINE COOLING SYSTEM	STEERING SYSTEM	POWERED EQUIPMENT RACKS
ENGINE AIR INTAKE SYSTEM	BRAKING SYSTEM	

CHAPTER 9 – Eleven (11) separate component inspection points covering on-board low-voltage electrical systems. The individual components assessed include:

STARTING SYTEM	IGNITION SYSTEM	WORK LIGHTING
WIRING	AUTOMATIC ELECTRICAL LOAD MGMT. SYSTEM	ELECTRICAL ACCESSORIES
BATTERIES	MISCELLANEOUS ELECTRICAL COMPONENTS	WARNING DEVICES
CHARGING SYSTEMS	EMERGENCY VEHICLE LIGHTING	

CHAPTER 10 – Four separate component inspection points covering water pump systems and water tanks. The individual components assessed include:

FIRE PUMP	AUXILIARY PUMP	TRANSFER PUMP	WATER TANK
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INSPECTION OF ENGINE 3912 PURSUANT TO NFPA 1911 STANDARDS

As a result of the fleet inspection, a number of items were identified that either required service or were otherwise worth noting for the purpose of this exercise. The Table below condenses the overall findings of the assessment. Immediately following the Table are more specific discoveries taken from the mechanic's NFPA 1911 Inspection Checklists. General comments for each unit are provided at the conclusion of each inspection checklist as a means to summarize the current status of the entire fleet.

UNIT	CHAPTER 6 Out-of-Service Criteria	CHAPTER 7 Daily Weekly Inspections	CHAPTER 8 Chassis, Cab & Body	CHAPTER 9 Low-Voltage Electrical Systems	CHAPTER 10 Water Pump and Tanks	TOTAL NOTES
Chief's Car	PASS	YES	PASS	PASS	N/A	0
Tender- Engine	PASS -see notes	YES	9 notes	2 notes	1 note	12
Pumper- Engine	FAIL -see notes	YES	12 notes	3 notes	6 notes	21
Rescue Truck	PASS -see notes	YES	12 notes	1 note	N/A	13
Brush Truck	PASS -see notes	YES	6 notes	2 notes	PASS	8
Utility Truck	PASS -see notes	YES	5 notes	2 notes	N/A	7
Fire Police	PASS -see notes	YES	6 notes	1 note	N/A	7

CHIEF 3900 FINDINGS:

Chapter 6:

-All four tires: Michelin LTX/AT

Chapter 7:

- Daily/Weekly apparatus visual and operational checks and out-of-service procedures – SATISFACTORY

Chapter 8:

-No deficiencies noted

Chapter 9:

-No deficiencies noted

Chapter 10:

-N/A

General Comments: Chief 3900/Command Unit is in **very good** condition. It is fairly new and was found to have no significant issues.

TENDER ENGINE 3911 FINDINGS:

Chapter 6:

-Front tires tread depth good at 21/32; tires dated 2020

-Rear tires tread depth good at 16/32 & 21/32; tires dated 2020

-Rear cab doors on both sides stick when opening

-Coolant line on lower right side of radiator is rubbing on fitting (Reference 3911-B)

Chapter 7:

-Daily/Weekly apparatus visual and operational checks and out-of-service procedures - SATISFACTORY

Chapter 8:

-Right upper ball joint is ripped/torn (Reference 3911-A)

-Oil leak (Class 2), left front of Engine (Reference 3911-C)

-Under cab heat insulation above engine is coming apart

-Front brakes have 65% of pads remaining

-Rear brakes have 90-95% of pads remaining

-Struts on right side over tire compartment need to be replaced

-Compartment light is out, passenger side, front

Chapter 9:

-Batteries dated 2021

-Driver side front blue LED light (above headlight) is not working

Chapter 10:

-Pump test records for last 3 years were reviewed -SATISFACTORY

General Comments: Tender Engine 3911 was refurbished; it is in **very good** condition and needs minimal repairs.

PUMPER ENGINE 3912 FINDINGS:

Chapter 6:

-Ripped seat in rear of cab, facing officer side jump seat

-Driver and Officer seat belts are worn

-Front tires tread depth good at 24/32; tires dated 2022

-Rear tires tread depth good at 24/32; tires dated 2022

-Cab lift unit is leaking oil; Class 1 leak (Reference 3912-B)

-Coolant leak (Class 2) right side of Engine (Reference 3912-C)

Chapter 7:

-Daily/Weekly apparatus visual and operational checks and out-of-service procedures – SATISFACTORY

Chapter 8:

-Excessive (intermittent) Turbo noise, especially upon start up and when gear is engaged

-Left side steering box has a leak (Class 2) – possibly in line

-Right side steering box has a leak (Class 1)

-Front brakes have 60% of pads remaining

-Rear brakes have 65% of pads remaining

-Ground light behind right front tire not working and lens is melted

-Ground light under right side of pump panel is out

-Ground light under left side panel is out

Chapter 9:

-Batteries dated 2019

-Disconnected wire (possible in-line fuse) on right side of transmission (Reference 3912-A)

-Driver side front blue LED (above headlight) is not working

Chapter 10:

-Pump test records for past 3 years reviewed – Satisfactory

-Passenger rear discharge gauge leaks oil (Reference 3912-E)

-Driver side No. 1 discharge gauge leaks oil (Reference 3912-D)

-Passenger side pump panel lights are flickering

-Pump panel lights (2) are dim and flickering

-Primer reservoir full of priming oil

General Comments: Pumper Engine 3912 is in **fair** condition and is in need of service work. Immediate attention should be given to the worn/tattered seat belts.

RESCUE 3919 FINDINGS:

Chapter 6:

-Front tires tread depth good at 20/32; tires dated 2013

-Rear tires tread depth good at 20/32; tires dated 2014

-Door ajar or Compartment Open lights/alarm are not working

-Clutch fan wiring support is damaged and needs to be replaced ASAP

- On-board generator throttle control has a Class 2 leak (Reference 3919-B)
- Front of on-board generator has a Class 3 leak

Chapter 7:

-Daily/Weekly apparatus visual and operational checks and out-of-service procedures – SATISFACTORY

Chapter 8:

- Rear of engine has oil build up (possible blow by); needs to be cleaned
- Engine oil pan drain plug has a Class 3 leak (Reference 3919-D)
- Left side exhaust tailpipe has holes (Reference 3919-C)
- Rear of transmission has Class 1 leak
- Transmission cooler has excessive build-up of rust (Reference 3919-A)
- Under body lights are not working
- Insulation located under the cab dashboard is loose/hanging
- Protective cap on charging port on the low-pressure side of air conditioning system is stripped

Chapter 9:

- Rear compartment light is not working

Chapter 10:

-N/A

General Comments: *Rescue 3919 is in **fair** condition and is in need of service work.*

BRUSH 3917 FINDINGS:

Chapter 6:

- Front tires tread depth fair: Left at 12/32; Right at 12/32; tires dated 2014
- Rear tires tread depth fair: Left at 12/32; Right at 12/32; tires dated 2014

Chapter 7:

-Daily/Weekly apparatus visual and operational checks and out-of-service procedures – SATISFACTORY

Chapter 8:

- Engine rear main seal has a Class 3 leak (Reference 3917-A)
- Rear differential cover has a Class 3 leak
- Front brakes have 85% of pads remaining
- Rear brakes (no access for inspection)
- Body floor support has excessive rust (Reference 3917-B)

Chapter 9:

- Battery dated 6/2022
- Equipped with a Ramey Winch rated at 12,000 lbs.; Model #600 130502; Serial #552942

Chapter 10:

- Fire pump, auxiliary pump, and water tank – ok; transfer pump – N/A

General Comments: *Brush 3917 is in **good** condition in light of the volume of brush and wildland fires to which it has responded. It is in need of service work. Given its age and current workload, there is a high potential of a major mechanical failure in the short term.*

UTILITY 3916 FINDINGS:

Chapter 6:

- Front tires: Left 2020; Right 2020
- Rear tires: Left 2021; Right 2020

Chapter 7:

-Daily/Weekly apparatus visual and operational checks and out-of-service procedures – SATISFACTORY

Chapter 8:

- Body rust on rocker panel both driver and passenger side

- Body damage rear right side
- Muffler is rotted out
- Front brakes have 50% of pads remaining
- Rear brakes have 65% of pads remaining

Chapter 9:

- Battery dated 5/2022
- Moisture in light bar

Chapter 10: N/A

General Comments: Utility 3917 is in **poor** condition. With over 100,000 miles, it has significant body rot and a hole in the muffler.

FIRE POLICE 3918 FINDINGS:

Chapter 6:

- All four tires: 2021

Chapter 7:

- Daily/Weekly apparatus visual and operational checks and out-of-service procedures – SATISFACTORY

Chapter 8:

- Valve cover gasket has a Class 1 leak
- Rear main seal has a Class 1 leak
- Rear differential has a Class 2 leak
- Power steering pump and/or box has a Class 2 leak
- Front brakes have 60% of pads remaining
- Rear brakes have 40% of pads remaining

Chapter 9:

- Battery dated 4/2022

Chapter 10: N/A

General Comments: Fire Police 3918 is in **fair** condition and is in need of service work.

Based on the NFPA 1911 apparatus and support vehicle inspections, the Table below provides an inventory of the Hainesport Fire Company motorized fleet along with the mileage, engine hours, pump hours, and the overall condition of the existing front-line units in service

TITLE	UNIT ID	TYPE UNIT	MAKE/MODEL	YEAR	MILEAGE	ENG. HRS PUMP HRS	CONDITION
Township	3900	Command	Chev. 2500 HD	2018	20,398	1,032 N/A	VERY GOOD
Township	3911	Tender/Engine	Pierce Arrow XT	2014	11,803	1,630 Not Avail	VERY GOOD
Township	3912	Pumper/Engine	Pierce Dash	2004	23,025	2,184 351	FAIR
Emer. Sq. & Fire Co.	3919	Rescue Truck	Freightliner/EVI	1997	12,893	1,943 N/A	FAIR
Fire Co.	3917	Brush Truck	Ford F-350	1991	7,848	N/A	GOOD
Fire Co.	3916	Utility Truck	Ford Expedition	2007	99,544	N/A	POOR
Fire Co.	3918	Fire Police	Chev. Suburban	1993	61,765	N/A	FAIR

ANALYZING THE DATA

In addition to the information revealed by the NFPA 1911 fire apparatus checklist inspections conducted by the EVT mechanic, a review of required annual testing of ground ladders, hose, pumps, self-contained-breathing-apparatus (SCBA), and rescue tools over the past three years revealed that test records are up to date. Specific to the general condition, functional value, and anticipated service-life of the motorized fleet, the study team has made the determinations that follow.

The Command Car, **CHIEF 3900**, is only 5 years old, has low mileage and was found to be in **VERY GOOD** condition. It is well suited and equipped to serve as consigned. Notwithstanding any unanticipated events, i.e., accidents, damages, or major mechanical failures, and if properly maintained and serviced, it should remain viable as a front-line unit for the long term (5 – 10 years).

The Tender Engine, **ENGINE 3911**, is only 9 years old, has low mileage, was refurbished, and was found to be in **VERY GOOD** condition. It is well suited and adequately equipped to serve as consigned. Given the lack of available water supplies in multiple regions of the Township, this type of apparatus should be considered an obligatory component of the fleet. Notwithstanding any unanticipated events and if properly maintained and serviced, it should remain viable as a front-line unit for the long term (7 – 10 years or more).

The Pumper Engine, **ENGINE 3912**, is 19 years old, has a fair amount of miles for a fire apparatus, and was found to be in **FAIR** condition. It is equipped and effective as a pumper but currently falls short to adequately serve as a Rescue Engine.

The Rescue Truck, **RESCUE 3919**, is 28 years old, has a fair amount of miles, and was found to be in **FAIR** condition. It is equipped and effective as a rescue unit but with no pump, falls short to adequately serve as a Rescue Engine.

The Brush Truck, **BRUSH 3917**, is 32 years old, has low mileage and was found to be in relatively **GOOD** condition. It is well suited and equipped to serve as consigned. In light of the significant potential for brush and wildland fires in multiple regions of the Township, this type of apparatus should be considered an indispensable component of the fleet. Given the age of this unit, it would be difficult to project any long-term serviceability. Beyond any major mechanical failure, if properly serviced and maintained, its useful service life could be extended by several years.

The Utility Truck, **UTILITY 3916**, is 16 years old, has relatively high mileage, and was found to be in poor condition. Utility vehicles are intended to serve in multiple support capacities for emergency incidents as well as for non-emergency day-to-day operations and activities. This type of unit should be considered a vital component of the fleet; however, keeping this particular SUV in service for any extended period of time will likely result in cost-prohibitive maintenance and repair expenditures that easily exceed the value of the vehicle.

The Fire Police Vehicle, **FIRE POLICE 3918**, is 30 years old, has a fair amount of miles, and was found to be in **FAIR** condition. The Fire Police provide valuable non-firefighting support functions for emergency incidents as well as for non-emergency programs and activities. This type of unit should be considered a basic component of the fleet; however, much like the Utility Truck, keeping this particular SUV in service for any extended period of time will likely result in cost-prohibitive maintenance and repair expenditures that easily exceed the value of the vehicle.

The three Tables that follow provide a detailed list of the equipment presently being carried on board each of the three main fire units – Freightliner/EVI Rescue Truck 3919; Pierce Dash Pumper Engine 3912; and Pierce Arrow XT 3911. All tools and equipment examined were generally found to be clean, maintained and in good to excellent condition.

1997 FREIGHTLINER / EVI: HAINESPORT RESCUE 3919

RESCUE 3919						
ITEM	QUANTITY	MAKE	MODEL	TYPE	CONDITION	MANF/DATE
SCBA	5	SCOTT		PP 45-MIN	EXCELLENT	
SCBA SPARE CYL.	5	LUXFER	SCOTT	45-MINUTE	EXCELLENT	
EXTRICATION TOOL	1	GENESIS	17-SL3	BATTERY	NEW	6/1/2022
EXTRICATION TOOL	1	HOLMATRO	3020	CUTTER	VERY GOOD	2/1/2001
EXTRICATION TOOL	1	HOLMATRO	3242	SPREADER	VERY GOOD	3/1/2001
EXTRICATION TOOL	1	HOLMATRO	3350	RAM	VERY GOOD	12/1/2000
CUTTING TORCH	1			OXY/ACLYN	EXCELLENT	
CHAIN SAW	1	STIHL	MS-291	16"	EXCELLENT	
SAW-ALL	1	MILWAUKEE	2621-22	BATTERY	EXCELLENT	
AIR COMPRESSOR	1	SPEEDAIR				
AIR BAGS	1	PARATECH	HIGH PRESS	47/52 TON	EXCELLENT	
AIR BAGS	1	PARATECH	HIGH PRESS	25/27 TON	EXCELLENT	
AIR BAGS	1	PARATECH	HIGH PRESS	17/19 TON	EXCELLENT	
AIR BAGS	1	PARATECH	HIGH PRESS	12/13 TON	EXCELLENT	
RESCUE STRUTS	2	PARATECH	TVS-100	STABILIZERS	EXCELLENT	
BOTTLE JACKS	2	WALKER	BOTTLE	12 TON	EXCELLENT	
JACKS	4	HY-LIFT	RATCHET	7000 LBS	EXCELLENT	
COME ALONG	2	TUFF-TUG		4000 LBS	EXCELLENT	
COME ALONG	1	TUFF-TUG		6000 LBS	EXCELLENT	
TOOL BOX	1	CRAFTMAN	MISC.	HAND TOOLS	EXCELLENT	
IMPACT GUN	1	MILWAUKEE	2659-22	1/2" BATTERY	EXCELLENT	

2004 PIERCE DASH: HAINESPORT PUMPER ENGINE 3912

ENGINE 3912					
ITEM	QUANTITY	MAKE	MODEL	TYPE	CONDITION
SCBA	5	SCOTT		PP 45-MIN	EXCELLENT
SCBA SPARE CYL.	5	LUXFER	SCOTT	45-MINUTE	EXCELLENT
SAW DEMO	1	PARTNER	K950	DEMOLITION	EXCELLENT
SAW VENTILATION	1	ECHO	QV-8000	ROOF-VENT	EXCELLENT
CHAIN SAW	1	STIHL	MS291		EXCELLENT
POSTIVE PRESS FAN	1	RAM-FAN	EX50XI	ELECTRIC	EXCELLENT
FORCIBLE ENTRY	1	K-TOOL		STANDARD	EXCELLENT
SAW ALL	1	MILWAUKEE	2621-22	BATTERY	EXCELLENT
FOAM	3-5GAL	NATIONAL	AR-AFFF	3%/6%	GOOD
FOAM NOZZLE	1	AKRON	3095	INDUCTOR	GOOD
FOAM NOZZLE	1	AKRON	777	QUICK ATTACK	GOOD
EXTRICATION TOOL	1	HOLMATRO	1/1/2001	CUT/SPREAD	GOOD
EXTRICATION TOOL	1	HOLMATRO	12/1/2000	RAM	GOOD
EXT. POWER UNIT	1	HOLMATRO	2/1/2001	PPU-15	GOOD

2014 PIERCE ARROW XT: HAINESPORT TENDER ENGINE 3911

TANKER/PUMPER 3911					
ITEM	QUANTITY	MAKE	MODEL	TYPE	CONDITION
SCBA	5	SCOTT		PP 45-MIN	EXCELLENT
SCBA SPARE CYL.	5	LUXFER	SCOTT	45-MINUTE	EXCELLENT
SAW	1	PARTNER	K950	DEMOLITION	EXCELLENT
SAW VENTILATION	1	ECHO	QV-8000	ROOF-VENT	EXCELLENT
POSITIVE PRESS FAN	1	SUPER VAC	P-164-SE	1/3 HP	GOOD
POSITIVE PRESS FAN	1	TEMPEST	GAS	21"	GOOD
FOAM NOZZLE	1	AKRON	1723	QUICK ATTACK	GOOD
FOAM NOZZLE	1	AKRON	N/A	INDUCTOR	GOOD
FOAM	8-5 GALLON	NATIONAL	AR-AFFF	3%/6%	1- 04/2004

CONNECTING THE DOTS

With the challenging task of assessing the purpose, practicality, and serviceability of the current rolling stock, comes the profound opportunity to examine and redefine the needs and obligations of the Township and the Fire Company in the delivery of fire protection services to the community.

In that regard, the study team offers the following recommendations:

1. The Fire Company should begin the move toward the eventual elimination of RESCUE 3919 (1997 Freightliner/EVI) from its inventory. This 26-year-old unit in fair condition has no on-board fire pump, a serious limitation in an organization that is often challenged to get just one adequately staffed apparatus to respond to calls for assistance, which can and do at times include the need for a rescue unit *and* a pumping engine. In addition, and much to the same point, if firefighters respond to a call on the Freightliner Rescue Truck during which conditions rapidly evolve in such a manner as to require a pumper, or, a second call for assistance comes in requiring a pumping engine, that crew might well need to return to quarters to staff a unit with suppression capabilities, resulting in a significantly delayed response and operation. The same argument can be made in the event firefighters are on a suppression call with the pumper and conditions rapidly evolve in such a manner as to require a rescue truck, or a second call for assistance comes in requiring a rescue unit. (ES-22)

2. As an interim strategy, the Fire Company may wish to make necessary accommodations on ENGINE 3912 (2004 Pierce Dash Pumper which already has an on-board Holmatro combination cutter/spreader tool, ram, and power unit) to carry primary rescue tools and equipment currently on the Freightliner for the purpose of providing a front-line unit with rescue *and* fire suppression capabilities. (ES-23)

3. In the longer range (but not too much longer), a fire apparatus replacement schedule should be developed by the Fire Company in consultation with the Township with the objective of permanently removing the current ENGINE 3912 and RESCUE 3919 from service; both to be replaced with one 6-person crew cab Rescue Pumper. (ES-24)

4. On the support/staff vehicle side of the equation, the current UTILITY 3916 and FIRE POLICE 3918 should also be considered for replacement in the near future (next year or shortly thereafter), preferably with a 4-door pick-up truck and full-size SUV, respectively; to do otherwise will likely result in high repair bills and/or the potential for the development of unsafe or otherwise deficient conditions with the existing units. (ES-25)

5. The end game should result in a front line inventory reduction from 7 to 6 units consisting of a chief/command vehicle, tender-engine, rescue-engine, brush truck, utility truck and fire-police vehicle; of those units, the current CHIEF 3900, TENDER ENGINE 3911, and BRUSH 3917, if properly serviced and maintained, should not require replacements for the foreseeable future (5 – 10 years or more). (ES-26)

As with any meaningful initiative focused on the long-term fire protection needs of the community, risk and preparedness level assessments must be conducted on a continuing basis. Doing so will allow for sound and practical organizational planning as well as empowering the decision makers to adjust action plans from time to time as warranted by changing dynamics that may the impact relevance and timing of plans. (ES-27)

PUTTING THE HORSE BEFORE THE CART

“Putting the cart before the horse” is a well-known phrase meant to convey the notion of **doing things in the wrong order** or with the wrong emphasis. It is based on the analogy of a cart that is normally pulled by a horse, not the other way around.

If a medieval version of this expression might be “set the oxen before the yoke”, then perhaps a modernized characterization - at least in the fire service - might sound something like “purchase the fire apparatus before you have staff to operate it”.

Sensibly, the better approach in the previous scenarios, appearing in chronological order, is in each case: Set the yoke *upon* the oxen;

Put the horse *before* the cart; and

Purchase the fire apparatus *after* you have the staff to operate it.

To be clear, nothing contained herein is intended to compare firefighters to horses or oxen. For one thing, horses and oxen are beasts of burden, having no choice in the work assigned to them. Volunteer firefighters on the other hand, are noble and courageous individuals who freely step forward to serve their community in a manner that is second to none.

The simple truth is that, although the study team found a high degree of talent, ability, perseverance, and dedication to duty in the Hainesport Fire Company (starting from the Chief and moving squarely through the Table of Organization), the *number* of active members presently trained and certified to drive and operate the front-line apparatus and to otherwise respond to calls, is in need of improvement. (ES-28)

The Fire Company reports that of 35 actual members, there are more accurately nine (9) members actively performing firefighting duty on a regular basis. The definition used to characterize a member “actively performing firefighting duty” is a member “properly qualified to perform interior structural firefighting operations and having a record over the last year of responding to at least 50% of all calls for service”. These nine members (26% of total membership) are a mix of active firefighters/apparatus driver-operators. (ES-29)

Subsequent to successfully addressing the driver training/certification shortfall and overall availability of active firefighters to respond to calls for service, the fire apparatus replacement schedule provided below is the study team’s recommended course of action in terms of fire apparatus capital planning. (ES-30)

REPLACEMENT YEAR	APPARATUS TO BE REPLACED	APPARATUS TO BE ACQUIRED
2024-2025	1997 FREIGHTLINER/EVI RESCUE TRUCK & 2004 PIERCE DASH PUMPER ENGINE	NEW 6-PERSON CREW CAB RESCUE ENGINE
2032-2033	2014 PIERCE ARROW XT TENDER ENGINE	NEW 6-PERSON CREW CAB TENDER ENGINE

This schedule is intended to serve as a guide in the development of a working capital plan

2.7 Calls for Service

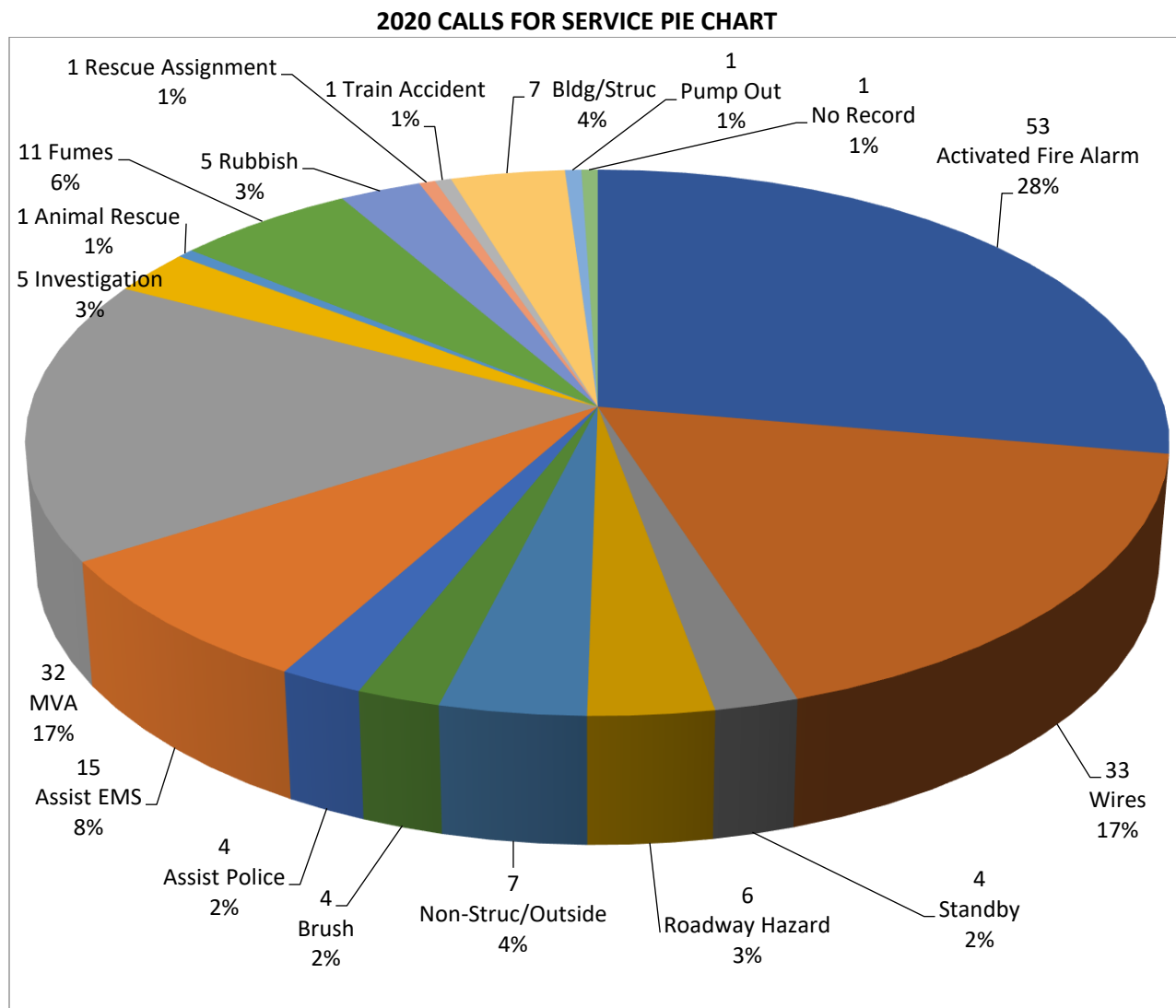
The Hainesport Fire Company is a full-service fire protection agency in that it is set up to respond to a wide variety of calls for assistance. A brief overview of the types and numbers of calls for service received in 2020 and 2021 follows in the Table below:

HAINESPORT CALLS FOR SERVICE		
Incident Type	2020	2021
Activated Fire Alarm	53	71
Wires	33	4
Standby	4	1
Roadway Hazard	6	8
Non-Struct/Outside	7	3
Brush	4	2
Assist Police	4	1
Assist EMS	15	10
MVA	32	58
Investigation	5	2
Animal Rescue	1	1
Fumes	11	11
Rubbish	5	5
Rescue Assignment	1	0
Train Accident	1	0
Building/Structure	7	8
Pump Out	1	0
No Record	1	1
Landing Zone	0	1
Utilities	0	1
Special Assignment	0	3
Fire Standby	0	1
TOTAL CALLS FOR SERVICE	191	192

Source: Burlington County Public Safety Central Communications

On average over the two-year period, 124 activated fire alarms (alarm sounding, no fire), 90 motor vehicle accidents, 37 electric power lines, and 25 assist EMS calls represented the majority of calls (276 out of a total of 383 calls, or 72%) received. There were also 15 calls for structural fires: 7 in 2020 and 8 in 2021. The remaining 107 incidents included various calls for service, i.e., outdoor brush and rubbish fires, water conditions, animal rescues, odors, fumes, utilities, non-roadway transportation (train and landing zones) events and assorted investigations. Although not a substantially high volume of calls, each one must be properly managed with relevant planning, appropriate training, and adequate levels of response at all times of the day and night.

Based on the data from Burlington County Public Safety Central Communications, the pie charts that follow provide a monolithic view of the incident types, volume, and percentage for each type of event.

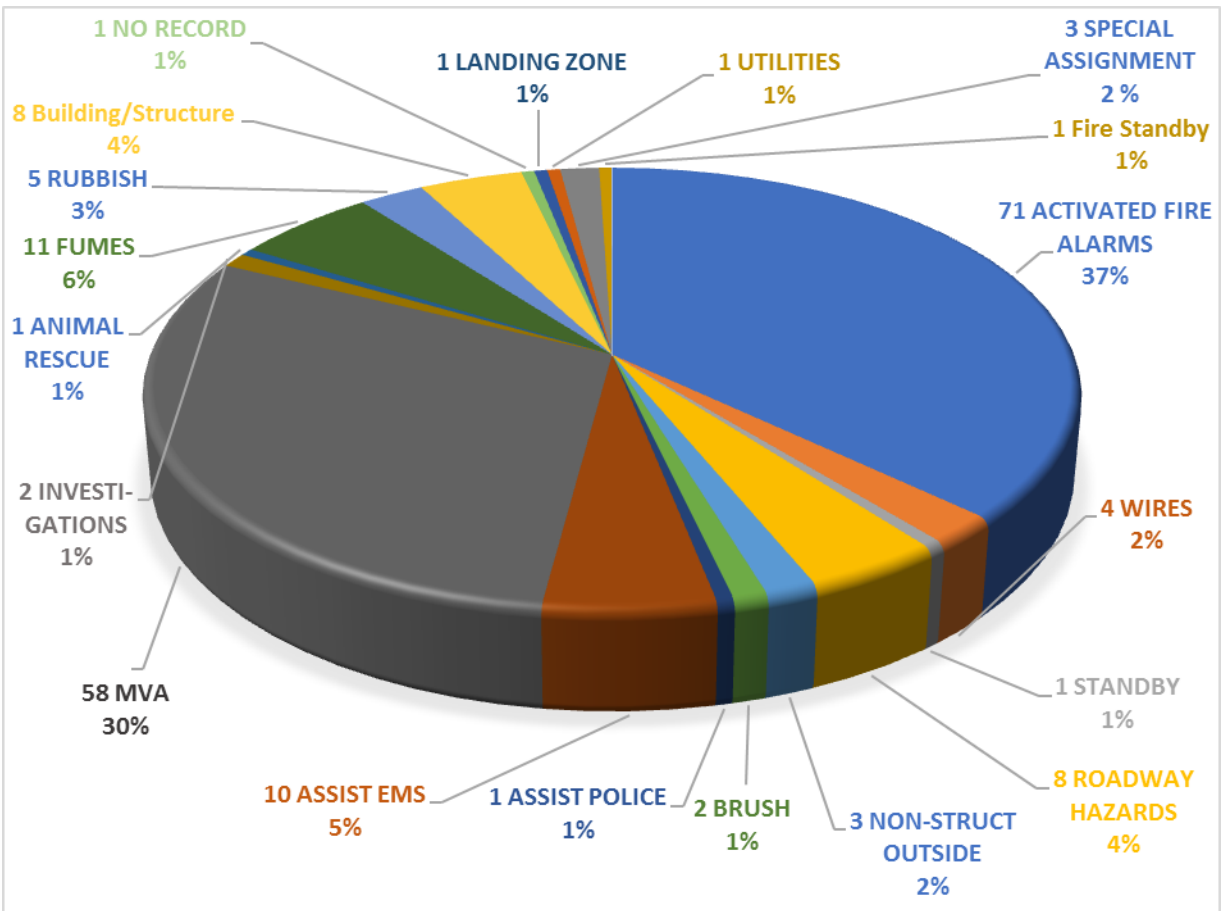


HAINESPORT FIRE COMPANY 2020 CALLS FOR SERVICE
General categories of incidents, volume, and percentage for each category

From a total of 191 calls for service on record for 2020, the top 3 response categories captured 118, or 62% of the aggregate volume. A closer look at the figures for those 3 areas revealed the following:

TYPE OF CALL	NUMBER OF CALLS 2020	OVERALL PERCENTAGE
Activated Fire Alarm	53	28%
Wires Down	33	17%
Motor Vehicle Accident	32	17%
TOTAL	118 of 191	62%

2021 CALLS FOR SERVICE PIE CHART



HAINESPORT FIRE COMPANY 2021 CALLS FOR SERVICE
General categories of incidents, volume, and percentage for each category

From a total of 192 calls for service on record for 2021, the top 3 response categories captured 140, or 73% of the aggregate volume. A closer look at the figures for those 3 areas revealed the following:

TYPE OF CALL	NUMBER OF CALLS 2021	OVERALL PERCENTAGE
Activated Fire Alarm	71	37%
Motor Vehicle Accident	58	30%
Fumes/Odors	11	6%
TOTAL	140 of 192	73%

In 2020, there were 7 reported structure fires; in 2021, there were 8 reported structure fires. No reports of serious injuries or fire fatalities were found for either reporting year.

The number of calls received for the listed response categories remained fairly consistent between 2020 and 2021, with the greatest differential seen in the 3 categories that follow:

Activated Fire Alarms:	53 in 2020; 71 in 2021
Motor Vehicle Accidents:	32 in 2020; 58 in 2021
Wires (down or arcing):	33 in 2020; 4 in 2021

In combining 2020 and 2021, from a total of 383 calls for service, the top 4 response categories captured 276, or 72% of the aggregate volume. A closer look at the figures for those 4 areas revealed the following:

TYPE OF CALL	NUMBER OF CALLS 2020-21	OVERALL PERCENTAGE
Activated Fire Alarm	53 + 71 = 124	32%
Motor Vehicle Accident	32 + 58 = 90	23%
Wires Down	33 + 4 = 37	10%
Assist EMS	15 + 10 = 25	7%
TOTAL	276 of 383	72%

Based on the available data for 2020-2021, it can be seen that approximately one-third of the Fire Company's calls for service involve activated fire alarms with no fire. These are typically malfunctioning alarms or activations due to minor events including but not limited to electrical conditions, sprinkler system water flows, unattended cooking, steam from bathroom showers, an insect entering an alarm device, or other such events that require little or no further action from the responding units. Also included in the activated fire alarm category along with residential and commercial fire alarm activations, are responses to carbon monoxide alarm activations, which are on the rise across the State and beyond.

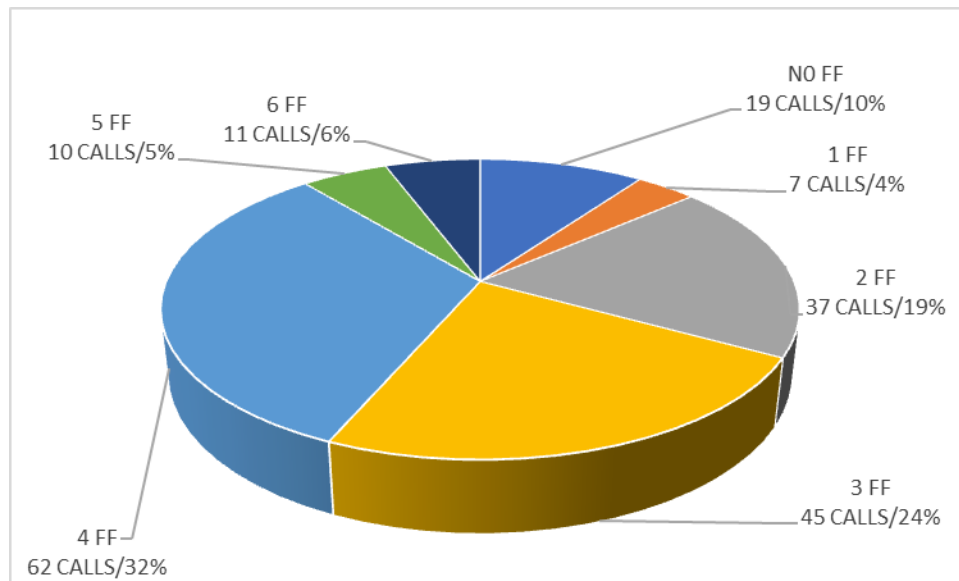
In any event, it is strongly recommended that a separate response category be created for "Carbon Monoxide Alarm Activation" on the county and local level. Doing so will provide the capacity to better distinguish between fire alarm activations and carbon monoxide alarm activations (2 distinct types of calls for service). Having more accurate statistics in this regard is essential in understanding the community's need for services and will assist the serving fire protection agency to better equip and prepare themselves for response to calls for service as well as to develop relevant home fire and carbon monoxide safety educational programs and materials for the public.

In the same two-year period, nearly one-fourth of the Fire Company's calls for service involved response to motor vehicle accidents with an additional 10% of the calls involving power lines and 7% to assist EMS. These figures lend support to earlier recommendations made in this report for the Fire Company to move toward a major changeover in front line apparatus consignment from the existing tender engine, pumper engine, and stand-alone rescue truck (no fire pump) to a tender engine and a rescue-pumper. It should be noted that there was a significant difference in the number of calls received for "wires down" in 2020 (33) and 2021 (4). Wires/poles down, transformer fires, and related utility incidents are largely related to prevailing weather conditions and certainly in other cases, due to the "car vs pole" events. In short, predictability of the number of "wires down" events in any given year is fundamentally about as predictable as the weather. The remaining 107 of calls for service (28% of the total) received in 2020-2021 were a combination of numerous types of events such as brush fires, outside rubbish fires, fumes/odors, roadway hazards, utilities, landing zone, train incidents, animal rescues, investigations, and assistance to police.

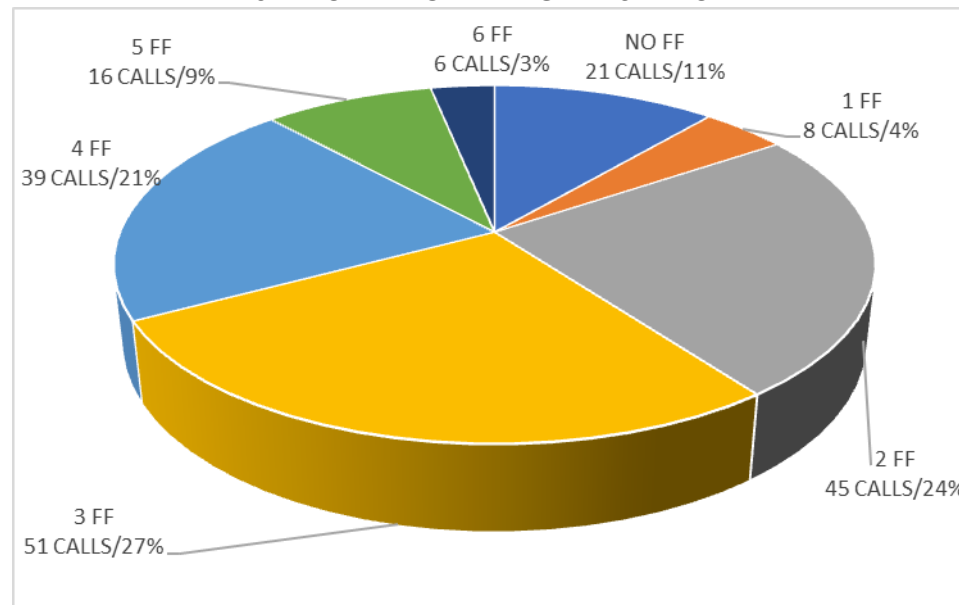
Forecasting the future types and volumes of calls for service can be a complicated but worthwhile task that not only involves reviewing past response patterns but also assessing a number of evolving variables such as property development, climate change, fluctuations in the economy, societal transformations, and technological advances (i.e., widespread use of lithium-ion batteries).

Following are two pie charts that provide a history of membership response activity illustrating the number of members that responded to calls for service in calendar years 2020 and 2021.

2020 NUMBER OF FIREFIGHTERS PER CALL



2021 NUMBER OF FIREFIGHTERS PER CALL



2020-2021 SUMMARY OF FIREFIGHTERS PER CALLS FOR SERVICE (CFS)

YEAR	CFS - NO FF	CFS – 1 FF	CFS – 2 FF	CFS – 3 FF	CFS – 4 FF	CFS – 5 FF	CFS – 6 FF	TOTAL
2020	19	7	37	45	62	10	11	191
2021	21	8	45	51	39	16	6	186*
TOTAL	40	15	82	96	101	26	17	377

*186 does not include 6 additional calls in 2021 cancelled prior to movement of apparatus or enroute...no staff data available

From the available CAD data documenting the number of firefighters per call, it can be said that over the 2-year period of 2020-2021, 144 out of 377 calls for service (38%) in Hainesport were answered by a crew of 4 firefighters or more (5 or 6). Conversely, in that same period, 193 out of 377 calls for service (51%) were answered by a crew of 3 firefighters or less (2 or 1). Finally, in that same period, at least 40 out of 377 calls for service (11%) received a negative response (zero firefighters) from the Hainesport Fire Company.

While these numbers indicate that improvements in response protocols are in order, an effective strategy to do so should begin with acknowledging with sincere appreciation the members who are currently doing their part as volunteer firefighters in dedicated service to the community.

It is equally important to recognize that, as a volunteer organization with little or no assigned staffing structure, the number of actual Fire Company members who are available to respond to calls for service at any given time fluctuates based on a number of variables, i.e. time of day, day of week, holidays, vacations, weather conditions, career obligations, family commitments and other personal interests, some or all of which can sometimes create gaps in the delivery of essential services.

Nonetheless, responding to nearly 200 annual calls for service of various types, it is incumbent upon the Hainesport Fire Company, with appropriate support from the Township governing body, to maintain the proper staffing level, standards of training, readiness of apparatus and equipment, and ability to effectively answer all such calls with sufficient numbers of qualified persons under a state-certified incident command structure. (ES-31)

Contained in the body of this report are recommendations designed to assist the Township and the Fire Company in developing a mutually beneficial, results-driven strategic plan forged to better serve the fire protection needs of the community. Once established, the strategic plan must become the blue print for success. A significant piece of such a plan must be focused on improving calls-for-service response activity. In that regard, the Fire Company must have a place at the table as the recognized provider or potential provider of vital fire protection services, and the Township must be acknowledged as the authority having jurisdiction, both bound in their respective roles by the provisions set forth in **N.J.S.A. 40A:14-68 (a)** which states in part, ***“In any municipality not having a paid or part-paid fire department and force, the governing body, by ordinance, may contract with a volunteer fire company or companies in such municipality, for purposes of extinguishing fires, upon such terms and conditions as shall be deemed proper”.***

While there are multiple narratives by which favorable outcomes can be achieved, no amount of prudent policy guidelines, effective program enhancements, or meaningful personal incentives can ever be a substitute for competent and trustworthy leadership setting the course, defining expectations, directing the plan, participating with problem solving and conflict resolution, and monitoring progress.

It is with this certainty in mind, the study team fervently believes that the Township’s first (and perhaps, most impactful) action subsequent to adopting an ordinance establishing the Hainesport Fire Department pursuant to N.J.S.A. 40A:14-68 (a), would be to hire a part-time Fire Administrator as the person responsible to carry out the plan in cooperation with the Fire Chief and further, to be accountable to the Township Administrator to make timely reports, recommendations, and plans in the event the contract for services with the Fire Company does not achieve the desired long term results necessary for the efficient and effective delivery of fire protection in the Township. (ES-32)

2.8 Mutual Aid

One thing that has worked particularly well in the fire service over the years is the concept of mutual aid.

In its simplest form and as the term implies, “mutual aid” is an understanding between two or more parties to provide needed assistance at emergency scenes or with other developing circumstances requiring resources beyond the capacity of one agency by itself, and with the understanding that the provider agency or agencies would be the recipients of such aid when similar needs arise in their respective communities.

Long before laws were established formalizing and regulating the manner in which fire mutual aid systems would operate, most communities already instituted some form of providing such assistance as needed, usually with not much more than a simple verbal agreement and a handshake.

As decades passed and given the evolving complexities of fire protection services, environmental and technological impact on risk management, changing societal trends, and a heightened awareness of mutual aid cost factors and liabilities, the need for standardized best practices and regulatory oversight became ever apparent.

Largely in response to that need, on June 29, 2001, the State of New Jersey enacted **N. J. S. A. Title 52, Chapter 75 “FIRE SERVICE RESOURCE EMERGENCY DEPLOYMENT ACT” 52:14E.** (a.k.a. Deployment Act). In doing so, the Legislature found and declared that, in the interest of public safety, it was appropriate to establish a mechanism for the coordination of fire service resources throughout the State to facilitate a quick and efficient response to any emergency incident or situation that requires the immediate deployment of those resources in order to protect life and property from the danger or destruction of fire, explosion or other disaster. The regulations promulgated thereunder, including but not limited to N.J.A.C. 5:75A-2.2, require municipalities and fire districts in the State of New Jersey to prepare and adopt a Fire Mutual Aid Plan that sets forth policies and procedures to coordinate the effective utilization of fire service resources in situations when the implementation of the Fire Mutual Aid Plan is determined to be necessary or appropriate.

Fire Mutual Aid Plans begin at the local level and should be based upon germane planning criteria, appropriate objectives, regulatory requirements, assigned responsibilities, and concepts of operation essential for the implementation of all necessary and applicable protective or remedial measures to be taken in response to emergency incidents. Such agreements must be authorized and adopted by the participating municipalities or fire districts and recommended for execution by the County Fire Coordinators and County Fire Chiefs Association in consultation with the local fire chiefs of the participating units.

To better understand the nature and function of mutual aid on local, county, and state levels, it is a worthy exercise to provide the definitions for the key terms that follow:

Local fire mutual aid plan means a plan, prepared and adopted by a *municipality or fire district* in accordance with section 4 of the Deployment Act, which sets forth the measures that are to be implemented in those instances when the fire service resources of the municipality or fire district cannot adequately respond to an emergency incident or a local fire emergency disaster and, as a consequence, it is necessary for the municipality or fire district to request **local** assistance and fire service resources from contiguous municipalities.

County fire mutual aid plan means a plan, prepared and adopted by the *county* in accordance with subsection c. of section 5 of the Deployment Act, which sets forth the measures that are to be implemented in those instances where the fire service resources of an individual municipality within the county are unable to respond adequately to an emergency incident or a local fire emergency disaster and, therefore, it is necessary for the *county* to coordinate the delivery of fire service resources and assistance to that municipality from other municipalities in the county.

Division means the Division of Fire Safety in the Department of Community Affairs.

State fire coordinator means the Director of the Division of Fire Safety in the Department of Community Affairs, or his/her designee.

Deputy State fire coordinator means an individual appointed by the State fire coordinator from the employees of the Division of Fire Safety to assist the State fire coordinator with the duties and responsibilities of his/her position and to serve as the State fire coordinator in his/her absence.

County fire coordinator means the individual appointed by the State fire coordinator pursuant to subsection a. of section 5 of the Deployment Act.

Deputy county fire coordinator means an individual appointed by the county fire coordinator pursuant to subsection a. of section 5 of the Deployment Act to assist the county fire coordinator with the duties and responsibilities of his/her position and to serve as the county fire coordinator in his/her absence.

Incident commander means the individual in overall command or control of the fire service personnel, and associated emergency equipment and emergency vehicles, at the site of an emergency incident.

Emergency incident means any situation to which a unit of the fire service responds to deliver emergency services including, but not limited to, rescue, fire suppression, special operations and other forms of hazard control and mitigation.

Local fire emergency disaster means an emergency incident which, in the judgment of the incident commander, is of such severe degree and nature that it presents a significant threat to the health, safety and welfare of a municipality and its residents and, therefore may warrant the implementation of the municipality's municipal emergency operations plan.

Unit of the fire service means a department or force, be it paid, part-paid or volunteer, established and maintained by the State or any of its instrumentalities, any local governmental unit or any of its instrumentalities, any State or local authority, fire district or non-profit corporation, association or organization for the purposes of fire suppression, rescue, and related activities.

Fire service resources means fire fighters and other personnel utilized by a unit of the fire service to provide rescue, fire suppression and related activities whether those fire fighters and personnel are volunteer or career; trucks, rescue vehicles and other vehicles used for firefighting and emergency purposes; and firefighting and rescue equipment used for fire or emergency purposes, including communications and protective equipment. Fire service resources shall not include emergency medical service providers and personnel, except that any unit or personnel that provide both fire and emergency medical services shall be subject to the Deployment Act while performing fire suppression and related activities.

Order of deployment means an order issued by the State fire coordinator pursuant to the Deployment Act to a unit of the fire service requiring the immediate response, recall, or standby of that unit's fire service personnel, emergency equipment or emergency vehicles or any part thereof.

Forest fire service means the agency within the Department of Environmental Protection that is responsible for the protection of life, property, and natural resources from wildfire.

State fire warden means the chief of the forest fire service in the Department of Environmental Protection or his/her designee.

Mutual Aid Statutory and Regulatory Guidelines

In accordance to the tenets of **FIRE SERVICE RESOURCE EMERGENCY DEPLOYMENT ACT**, each local fire mutual aid plan was to be adopted no later than one year after the effective date of the act. Following adoption, each municipality or fire district is required to file a copy of its local fire mutual aid plan with the county fire coordinator. In any instance where a local fire mutual aid plan provides for the provision of assistance and fire service resources by or to a political subdivision of another state, the municipality or fire district also shall file a copy of that plan with the State fire coordinator. Each local fire mutual aid plan is to be reviewed and updated every two years.

It is the duty of the State fire coordinator to appoint a county fire coordinator in each county and the county fire coordinator is responsible to appoint at least one deputy county fire coordinator in each county. More than one deputy county fire coordinator may be appointed in each county.

The State fire coordinator determines the duties and responsibilities as deemed necessary for the positions of county fire coordinator and deputy county fire coordinator. The duties and responsibilities include, but are not limited to: fire service resources management and coordination; preparation of the county Emergency Operations Plan Fire Annex in conjunction with the county emergency management coordinator and in accordance with the standards established by the State Office of Emergency Management; county fire mutual aid planning and continuing training and education requirements.

The county emergency management coordinator in each county, in consultation with the fire chiefs of the units of the fire service within each county, submits the name of at least one candidate to the State fire coordinator for consideration as the county fire coordinator. Each candidate must possess a minimum of seven years of documented fire service experience to be eligible for appointment as the county fire coordinator. The State fire coordinator shall appoint the county fire coordinator from the list of eligible candidates submitted by the county emergency management coordinator. Each county fire coordinator shall serve for a two-year term until his or her successor is appointed. Vacancies shall be filled in the same manner as the original appointment.

The county fire coordinator in each county, in consultation with the fire chiefs of the units of the fire service within each county, appoints the deputy county fire coordinator or coordinators. Each candidate shall possess a minimum of four years of documented fire service experience to be eligible for appointment as a deputy county fire coordinator. Each deputy county fire coordinator shall serve for a two-year term to be served concurrently with the term of the county fire coordinator appointed in that county. Vacancies shall be filled for the unexpired term in the same manner as the original appointment.

The county fire coordinator is responsible for the implementation of the county's fire mutual aid plan and to coordinate the utilization of fire service resources with the county in response to emergency incidents which require implementation of the county's fire mutual aid plan, as well as to perform such other duties as may be necessary and appropriate to effectuate the purposes of the Deployment Act.

Each county fire mutual aid plan shall be reviewed and updated every two years. Each unit of the fire service in the county shall participate in the county fire mutual aid plan and shall submit every two years to its county fire coordinator the following information:

- A complete inventory of personnel and equipment
- A local fire mutual aid plan prepared and updated pursuant to section 4 of the Deployment Act
- A listing of fire companies and departments involved in the local fire mutual aid plan

In the event of an emergency incident, the incident commander shall determine whether additional fire service resources are required and if so, shall first call upon the members of his/her local fire mutual aid plan. Should the incident commander determine, after calling for assistance from members of his/her local fire mutual aid plan, that further fire service resources are required to respond to the emergency incident, he/she shall request that the county fire coordinator place the county fire mutual aid plan into effect. Upon making such a request, the incident commander also shall notify the municipal emergency management coordinator appointed pursuant to section 8 of P.L. 1953. c. 438 (C. App.A:9-40) of the emergency incident so that the municipal emergency management coordinator may alert and utilize his staff should additional emergency resources be required.

Upon the activation of a county fire mutual aid plan, the county fire coordinator shall notify the regional fire coordinator assigned to that county and the State fire coordinator with regard to the emergency incident and shall further provide periodic updates to both until termination of the emergency incident. The State fire coordinator shall ensure that the county and State Offices of Emergency Management are notified and provide them with periodic updates until termination of the emergency incident.

In the event that the municipal emergency management coordinator determines to mobilize local resources in response to an emergency incident, he/she shall so notify the county emergency management coordinator appointed pursuant to section 2 of P.L. 1953. c. 438 (C. App.A:12) in order that the county emergency management coordinator shall be prepared to respond in the event that local resources are insufficient to effectively deal with the emergency incident.

In the event of an emergency incident, the incident commander also may declare a local fire emergency disaster. In making any such determination, the incident commander shall utilize the best information then available.

Whenever a local fire emergency disaster is declared pursuant to the Deployment Act, the municipal emergency management coordinator shall activate the municipal emergency operations plan adopted pursuant to section 19 of P.L. 1989. c. 222 (C. App. A:9-43.2). The municipal emergency management coordinator shall coordinate the interactions of all those providing emergency response, emergency resources, or both for the emergency incident.

The municipal emergency management coordinator shall provide periodic updates to the county emergency management coordinator with regard to the emergency incident. The county emergency management coordinator shall provide additional resources as may be necessary and available. The county emergency management coordinator also shall notify the State Office of Emergency Management in the Division of State Police in the Department of Law and Public Safety of the emergency incident. Requests for assistance from the State Office of Emergency Management shall be made by the county office of emergency management.

The county fire coordinator shall maintain a liaison with the supervisory representative of the forest fire service in deploying fire service resources and coordinating protection activities during wildland fire emergency incidents pursuant to R.S.13:9-l et seq. The county fire coordinator shall request additional resources, beyond those from within his county, through the regional or State fire coordinator. The regional or State fire coordinator shall utilize the Office of Emergency Management system to request these resources.

The State fire coordinator shall have all powers necessary or convenient to effectuate the purposes of this act including, without limitation, to:

- Enforce and administer the provisions of this act
- Seek mandatory injunctive relief in State courts
- Issue subpoenas for the production of persons, things, and documents that are necessary to achieve compliance with the provisions of this act
- Prosecute or cause to be prosecuted violators of the provisions of this act in administrative hearings and in civil proceedings in State and local courts
- Assess penalties and to compromise and settle a claim for a penalty for a violation of the provisions of this act in an amount as may appear appropriate and equitable
- Hold and exercise all the rights and remedies available to a judgment creditor

Whenever a county fire coordinator determines that fire service resources are needed from other counties due to an emergency incident or a local fire emergency disaster, the county fire coordinator shall notify the regional fire coordinator with responsibility for that county. Upon receipt of a request for out of county fire service resources from the county fire coordinator, the regional fire coordinator shall notify the State fire coordinator as well as the county fire coordinators from the counties adjacent to the county from which the emergency incident or local fire emergency disaster originates.

Whenever the State fire coordinator makes the determination that fire service resources should be deployed to assist in fire suppression and related activities in another state during a fire emergency in that state; or makes the determination, in consultation with the regional fire coordinator and county fire coordinator for the county from which an emergency incident or a local fire emergency disaster originates, that the emergency incident or local fire emergency disaster requires the deployment of additional fire service resources, the State fire coordinator shall be empowered and authorized to issue immediately an **Order of Deployment** and require any unit of the fire service to respond, be recalled, standby or deploy any or all of its fire service resources to any location and for any period of the emergency incident or local fire emergency disaster. During any such emergency incident or local fire emergency disaster, the assigned fire service resources shall be under the operational command of the incident commander at the site. In issuing an **Order of Deployment**, the State fire coordinator also shall be empowered and authorized to direct that any unit of fire service not respond to an emergency incident or a local fire emergency disaster but remain on standby.

If the State fire coordinator determines that the residents of a municipality or any portion thereof may not have sufficient fire service resources as a result of an **Order of Deployment**, the State fire coordinator may issue an **Order of Deployment** to an adjacent or nearby unit of the fire service to provide necessary fire protection services, including the provision of fire service resources in the affected municipality or portion thereof. An **Order of Deployment** shall be terminated by the State fire coordinator when he/she determines that the deployed unit of the fire service is once again able to provide adequate fire protection to the residents within its area of responsibility without the provision of fire services resources from other units of the fire service.

An order of deployment shall remain in effect during the period of the emergency incident or local fire emergency disaster or until otherwise rescinded by the State fire coordinator, superseded by order of the Governor pursuant to P.L. 1942, c. 251 (C.App.A:9—33 et seq.), or superseded by the determination that mutual aid should be provided in accordance with the “Emergency Management Assistance

Compact." P.L.2001, c. 249 (C.38A:20-4 et seq.), or the Interstate Civil Defense and Disaster Compact, N.J.S.38A: 20-3.

Upon the issuance of an order of the Governor pursuant to FL. 1942, c. 251 (C. App.A:9-33 et seq.), the State fire coordinator shall coordinate all fire resources in accordance with the State Emergency Operations Plan. If deemed necessary, and if the emergency incident or local fire emergency disaster continues to exist, the State fire coordinator may reinstate any previously issued **Order of Deployment** or any portion of any such **Order of Deployment**. The State fire coordinator may modify the terms of an **Order of Deployment** issued to a unit of the fire service in order to respond immediately to a current or developing emergency incident or local fire emergency disaster or to provide adequate fire protection to a municipality or any portion thereof impacted by the **Order of Deployment**, including, but not limited to, reducing or increasing the number of deployed fire service personnel, emergency equipment, or emergency vehicles.

The State fire coordinator shall maintain a liaison with the supervisory representative of the forest fire service in deploying fire service resources and coordinating protection activities during wildland fire emergency incidents pursuant to R.S.13:9-l et seq.

The State fire coordinator may require any unit of the fire service periodically to provide information on the status, condition, and readiness of any of the unit's fire service resources or any other information deemed necessary by the State fire coordinator. The State fire coordinator may prescribe the form and the manner in which such information is to be provided.

The Director of the Division of Fire Safety may adopt rules and regulations pursuant to the "Administrative Procedure Act," P.L.1968, C. 410 (C52: 143-] et seq.) to effectuate the purposes of the Deployment Act, except that, notwithstanding any provision of P.L.1968, c. 410 (C52: 14B-l et seq.) to the contrary, the Commissioner of Community Affairs may adopt, immediately upon filing with the Office of Administrative Law, such regulations as the State fire coordinator deems necessary to implement the provisions of this act, and which shall be effective for a period not to exceed six months and may thereafter be amended, adopted or readopted by the State fire coordinator in accordance with the requirements of P.L.1968, c. 410 (C52: 14B—1 et seq.).

Any State or local law enforcement agency or officer may enforce an **Order of Deployment** issued by the State fire coordinator. If the State fire coordinator shall determine that such enforcement is essential in order to facilitate the immediate response to an emergency incident or local fire emergency disaster, he/she shall so notify any State or local law enforcement agency or officer and that agency or officer shall forthwith enforce that **Order of Deployment**.

Any person who knowingly and willfully violates, causes to violate, hinders, or otherwise interferes with an order of the State fire coordinator issued pursuant to the Deployment Act shall be liable to a penalty of not more than \$10,000 for each violation. Any person aggrieved by an order imposing such a penalty shall be entitled to an administrative hearing. The application for the hearing shall be filed with the Division by the 15th day after receipt by the person of the penalty notice. The application for an administrative hearing shall not stay or otherwise delay the implementation of an **Order of Deployment** issued by the State fire coordinator pursuant to this act. If the administrative penalty order has not been satisfied by the 30th day after its issuance and an application for an administrative hearing has not been made, the penalty may be recovered in the name of the Commissioner of Community Affairs pursuant to the "Penalty Enforcement Law of 1999." P.L. 1999. c.274 (C.2A:58-10 et seq.)

Further assistance with the implementation of mutual aid pursuant to the **FIRE SERVICE RESOURCE EMERGENCY DEPLOYMENT ACT** can be received from the State Division of Fire Safety, Office of Fire Department Preparedness, which is responsible for coordinating the use of fire service mutual aid and the movement of fire service resources, particularly during a declared State of Emergency. The unit assists each County Fire Coordinator with the development of local and county Fire Mutual Aid Plans. A Regional Fire Coordinator is assigned to each of New Jersey's four regional response areas. The Office of Fire Department Preparedness is located in the Department of Community Affairs Building, 101 South Broad Street, PO Box 809, Trenton, NJ 08625-0809. The office phone number is 609-913-4329.

Rancocas Valley (RV) Resources, Demographics, Finances, and Valuations

Effective local, county, and state mutual aid planning must include comprehensive and on-going assessments of the resources, known risks, demand and cost for services in the participating jurisdictions. The tables that follow provide an overview of the resources, demographics, finances, and valuations relevant to the planning, preparation, and delivery of fire protection services in Hainesport and the surrounding Rancocas Valley (RV) Region.

RV TABLE 1: FIRE STATIONS, APPARATUS, AND STAFFING LEVELS

MUNICIPALITY	STATIONS	APPARATUS	AMBULANCE	CAREER	PER DIEM	VOLUNTEER
HAINESPORT	1	3	0	0	0	35
EASTAMPTON	1	2	0	0	0	16
LUMBERTON	1	2	0	0	0	65
MT HOLLY	1	3	0	0	0	30
MT LAUREL	3	6	0	45	0	25
WESTAMPTON	1	3	4	21	22	6
Totals*	8	19	4	66	22	177

*subject to change; some numbers are estimates

RV TABLE 2: FIRE APPARATUS AND ROLLING STOCK

MUNICIPALITY	COMMAND	ENG	TENDERS	AERIALS	QUINTS	RESCUE	BRUSH	UTILITY	FIRE MARSHAL	FIRE POLICE	AMBU-LANCE	TOTAL
HAINESPORT	1	1	1	0	0	1	1	1	1	1	0	8
EASTAMPTON	1	1	0	0	0	1	0	1	1	1	0	6
LUMBERTON	1	1	1	0	0	0	1	1	1	1	0	7
MT HOLLY	1	2	0	1	0	0	1	1	1	1	0	8
MT LAUREL	5	2	1	1	4	1	1	0	1	0	0	16
WESTAMPTON	1	2	0	0	1	0	0	1	1	0	4	10
Totals	10	9	3	2	5	3	4	5	6	4	4	55

NOTES:

1. Eastampton and Mount Laurel Fire Departments also have small watercraft for rescue operations
2. Ambulance service in Hainesport, Lumberton, Mount Holly, and Mount Laurel is provided by non-fire based public and/or private emergency medical services
3. Westampton Fire Department maintains its own fire-based emergency medical services and provides same for Eastampton

RV TABLE 3: DEMOGRAPHICS AND TAXATION

MUNICIPALITY	POPULATION	SQUARE MILES-LAND	SQUARE MILES-WATER	MUNICIPAL TAX LEVY	MUNICIPAL TAX RATE	FIRE DISTRICT TAX LEVY	FIRE DISTRICT TAX RATE	AMOUNT RAISED BY TAXATION FOR FIRE DEPT	COST OF FIRE PROTECTION REFLECTED AS A PERCENTAGE OF THE MUNICIPAL LEVY
HAINESPORT	6,110	6.47	0.32	2,607,528	0.338	N/A	N/A	90,000	3.5%
EASTAMPTON	6,069	5.73	0.09	4,461,568	0.905	337,192	0.068	337,192	7.0%
LUMBERTON	12,559	12.88	0.13	5,520,279	0.400	N/A	N/A	80,000	1.4%
MT HOLLY	9,536	2.82	0.05	5,640,612	0.865	1,227,330	0.186	1,227,330	17.9%
MT LAUREL	41,864	21.72	0.27	20,503,722	0.352	12,570,350	0.210	12,570,350	38.0%
WESTAMPTON	8,813	10.97	0.13	8,138,992	0.689	N/A	N/A	1,305,539	16.0%
Totals	84,951	60.59	0.99	46,872,701	AVERAGE 0.592	14,134,872	AVERAGE 0.155	15,600,441	AVERAGE 19.2%

Primary sources: 2010 Census, Wikipedia, Municipal and Fire District websites

NOTES:

1. "Amounts Raised by Taxation" in Hainesport, Lumberton, and Westampton for fire department operations were derived from the *municipal* tax levies of those respective jurisdictions and may not include all municipal funding provided for fire protection services
2. "Amounts Raised by Taxation" in Eastampton, Mount Holly, and Mount Laurel for fire department operations were derived from the *fire district* tax levies of those respective jurisdictions and may not include all district funding provided for fire protection services
3. "Percentage of Municipal Levy Appropriated for Fire Department" is intended to illustrate a baseline comparison of the municipal tax levy to the actual amount raised in taxes (either by the municipality or the fire district) for fire department operations

**RV TABLE 4: REGIONAL OCCUPANCIES
-ASSESSED AND EXEMPT PROPERTIES-**

MUNICIPALITY	VACANT	RESIDENT	FARM	COMMER	INDUST	APT	RAILROAD	BUSINESS	SCHOOLS EXEMPT	OTHER EXEMPT	TOTAL
HAINESPORT	200	2,203	55	114	28	2	0	1	3	180	2,786
EASTAMPTON	394	1,819	34	41	7	7	0	0	5	162	2,469
LUMBERTON	105	3,717	157	139	15	0	8	0	4	207	4,352
MT HOLLY	216	2,945	2	225	11	39	0	1	9	629	4,077
MT LAUREL	667	16,496	50	428	47	13	0	0	19	628	18,348
WESTAMPTON	102	3,155	60	120	24	0	0	1	5	163	3,630
Totals	1,684	30,335	358	1,067	132	61	8	3	45	1,969	35,662

Primary sources: 2022 Municipal User-Friendly Budgets (UFB); Mount Holly data taken from 2020 UFB

**RV TABLE 5: REGIONAL VALUATIONS
-TAX ASSESSED & TAX-EXEMPT PROPERTIES-**

MUNICIPALITY	ASSESSED PROPERTIES	ASSESSED VALUATION	EXEMPT PROPERTIES	EXEMPT VALUATION	TOTAL VALUATION	PERCENTAGE OF TOTAL VALUATION QUALIFIED AS EXEMPT
HAINESPORT	2,603	773,310,410	183	80,892,300	854,202,710	9.5%
EASTAMPTON	2,302	494,259,900	167	88,184,000	582,443,900	15.1%
LUMBERTON	4,141	1,378,230,423	211	109,000,900	1,487,231,323	7.3%
MT HOLLY	3,439	652,136,150	638	310,697,500	962,833,650	32.2%
MT LAUREL	17,701	5,829,884,650	647	439,719,750	6,269,604,400	7.0%
WESTAMPTON	3,462	1,191,018,384	168	256,682,472	1,447,700,856	17.7%
Totals	33,648	10,318,839,917	2014	1,285,176,922	11,604,016,839	14.8% average

Primary source: 2022 User-Friendly budgets (UFB); Number of properties and exempt property valuations for Mount Holly taken from 2020 UFB

Findings and Comparisons

There are an estimated 102 fire departments in Burlington County, serving a population of 449,192 people in an area of 799 square miles. Those figures equate to 1 fire department per 4,403 people and 1 fire department per 7 square miles.

A closer look at the accumulated populations, square miles, fire protection resources, taxation, and valuations in Hainesport and in the Rancocas Valley region of the County (which includes Hainesport, Eastampton, Lumberton, Mount Holly, Mount Laurel, and Westampton) provided in the preceding tables revealed the facts that follow.

Population: The population in Hainesport is 6,110, or 7.2% of the total population of 84,951 in the RV region.

Square Miles: Hainesport covers an area of 6.79 square miles, or 11% of the 61.58 total square miles in the RV region.

Fire Stations: In Hainesport, there is 1 fire station per 6,110 people in a service area covering 6.79 square miles. In the RV region, there are 8 fire stations serving 84,951 people in an area of 61.58 square miles, equating to 1 fire station per 10,619 people and 1 fire station per 7.7 square miles.

Fire Apparatus: In Hainesport, there are 2 major pieces of fire apparatus (1 pumper and 1 tender). In the RV region, there are 19 major pieces of fire apparatus (9 pumpers, 3 tenders, 2 aerial trucks, and 5 quints). In addition, there is a stout collection of fire support units in the RV region including 10 command vehicles, 3 rescue trucks, 4 brush trucks, 5 utility units, 6 fire marshal units, and 4 ambulance units.

Valuations: The total valuation of assessed and exempt properties in Hainesport is \$854,202,710 (second lowest in the RV region), or 7.4% of the \$11,604,016,839 total valuation of assessed and exempt properties in the RV region.

Municipal Tax Rate: In Hainesport, the 2022 municipal tax rate was 0.338 (lowest in the RV region); the average municipal rate in the RV region was 0.592.

Amount Raised by Taxation for Fire Protection: In Hainesport, \$90,000.00 was raised by taxation for fire protection (2nd lowest in the RV region). In the RV region, a total of \$15,600,441.00 was raised by taxation for fire protection. *These are baseline figures that may not include other municipal or fire district appropriations for certain operating expenses, capital improvements, and emergency repairs.* To put those baseline figures into perspective, Hainesport's share of fire protection services in the RV region equates to 0.0058%, or slightly more than ½ of 1% of the total \$15,600,441.00.

Cost of Fire Protection reflected as a Percentage of the Municipal Levy: In Hainesport, the amount appropriated for fire protection was \$90,000.00, or 3.5% of the \$2,607,528.00 municipal levy (2nd lowest in the RV region). In the RV region, the total amount appropriated for fire protection was \$15,600,441.00, or 19.2% of the \$46,872,701.00 total municipal levies.

Analysis

These are of course, simple quantitative measures that by themselves do not account for the varying demand for services in each respective RV municipality nor do they make the distinction between **volunteer, career, or combination fire departments**. All things considered and depending on the specific needs of a given community, any one of the three types of fire departments referenced can provide adequate services if properly managed and funded. In terms of advantages versus disadvantages, in essence, volunteer departments are generally less costly to operate and typically have fewer moving parts; whereas the characteristically more costly combination and career departments are structured to be more effective in providing a consistent level of personnel availability and better response times to calls for service.

In the case of Hainesport and taking into consideration *present* applicable factors such as population, coverage area, infrastructure, a manageable volume of calls for service, and a robust access to mutual aid, it remains quite conceivable that a properly funded, well-organized, managed, and *active* volunteer fire company should be capable of delivering a suitable level of first-alarm fire protection services to the Township residents as well being able to provide a reasonably reciprocal degree of mutual aid as needed in the RV region.

It is equally conceivable even with proper funding, that in the absence of successful recruitment and retention of members, necessary and on-going training at all levels, sufficient and “gapless” response to calls for service, and a spirited core of trusted leadership capable of inspiring active participation from the membership body, that other methods of providing essential services, as outlined in the closing comments of this report, will eventually need to be considered.

Just as it is the nature of water to seek its own level, the hopeful news for the Fire Company is that it also possesses that same inherent ability to rise or fall to its own self-defining nature that by its collective composition, it will choose to seek.

In that regard, it certainly remains the greatest hope of the study team that the Fire Company will prevail on the road ahead, and we genuinely encourage and support their efforts to do so.

At the same time, we must all acknowledge the ultimate responsibility of the Township to make necessary provisions for safe, efficient, effective, and sustainable fire protection services for all residents and visitors, as well as for the firefighters themselves.

To that end, may the findings and recommendations made in this report serve their purpose in aiding the Fire Company and the Township to forge a partnership designed to better understand each other's respective roles in the delivery of fire protection services, and in doing so, lay the essential groundwork that will empower the decision-makers to reach sound conclusions and wise choices that shall ultimately serve the higher interests of fire and life safety for all parties concerned.

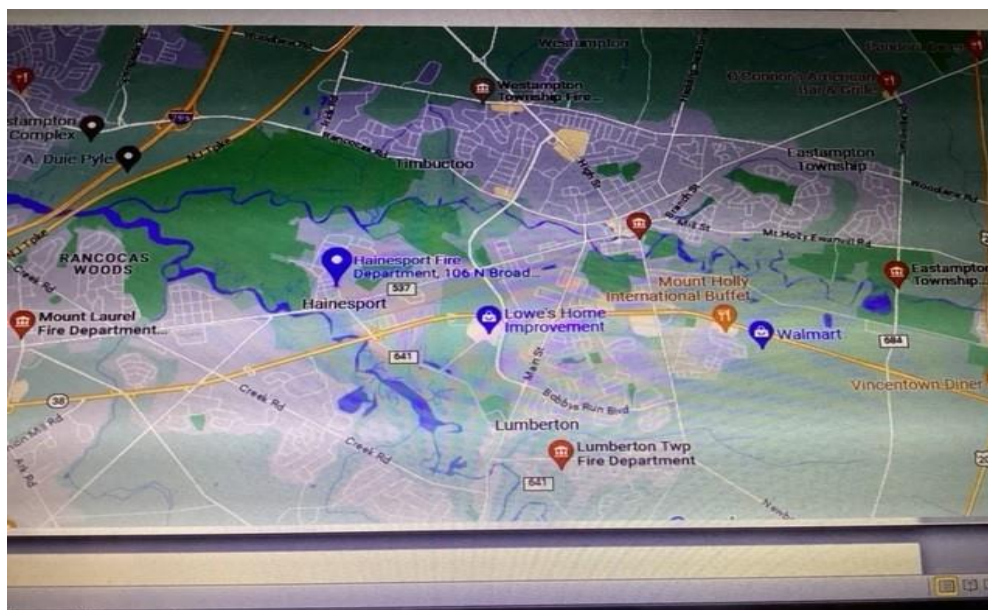
Finally, and regardless of the specific plan of action ultimately adopted by the local governing body fashioned to address the immediate fire protection needs in Hainesport, the study team offers its strongest recommendation to Hainesport and all RV region municipalities, fire districts, and emergency service leadership to vigorously pursue the meaningful exploration of best practices inclusive but not limited to regional enhanced mutual aid, automatic mutual aid, share service agreements, contracts for services, and regional service agreements.

Another mutually beneficial service model already being discussed that deserves further conceptual development and consideration at least as a pilot program, is the creation of a regional day-time fire emergency response team consisting primarily of members serving in the multiple Fire Marshal Offices in the RV region. (ES-33)

Moving in this direction will likely not be an easy path. Expect road blocks, resistance, and even a few dead ends.

Be persistent and get back on the road.

As with any monumental task, someone (perhaps someone reading this report) needs to champion the cause, and only then will the cause champion the need.



**AERIAL VIEW OF RANCOCAS VALLEY REGION FIRE STATIONS
L-R: MOUNT LAUREL, HAINESPORT, WESTAMPTON, LUMBERTON, MOUNT HOLLY, & EASTAMPTON**

RECRUITMENT AND RETENTION

3.1 The Art of Recruitment and Retention

The challenges of managing a modern-day fire protection agency range from a seemingly endless and expanding list of mundane tasks to the literal life-and-death decisions at emergency incidents that leave little or no time for doubt or hesitation. On both sides of the scale and considered by many to be the most difficult challenge is the matter of managing personnel. For the volunteer fire service this would include recruitment, retention, training and otherwise understanding and wisely handling its most valuable resource: the volunteers themselves. **Some authorities may contend the process of managing volunteer personnel begins with recruitment; more accurately, the process begins with the mission statement, leadership values, and the culture of the organization. (ES-34)**

With these facts in mind and with the added knowledge that according to the United States Fire Administrative, the national average for retention of younger (18-24) volunteer firefighters is only three years, a well-defined strategy for volunteer recruitment and retention in most departments is strongly recommended.

With few exceptions if any, organizations that fail to recognize the need for a substantive recruitment and retention program are destined to be plagued with staffing deficiencies either due to insufficiently low recruiting numbers or inadequately short retention levels...or some combination of both. (ES-35)

Volunteer firefighter recruitment programs vary in size and nature, but the hard truth is that most fire companies lack comprehensive, on-going, and leadership-driven recruitment programs. Even in well-staffed volunteer organizations, the failure to maintain an active recruitment program is a recipe for eventual failure.

A critical component for the success and sustainment of effective operations and service delivery in any public safety organization, large or small, is its commitment and capacity to recruit and retain motivated and qualified personnel. (ES-36)

Understanding the attractors and detractors inherent in the organization seeking to recruit and retain members is of paramount importance. For instance, career fire departments possess valuable attractors in such things as salaries, health benefits, and pensions. Conversely, volunteer fire companies have greater appeal to individuals who may already have a satisfying career but are seeking personal fulfillment through volunteer community service, being part of a special brother and sisterhood of local heroes, and/or simply following a time-honored family tradition. Other attractors and detractors can be found in career and volunteer organizations alike, i.e., brand/reputation of the organization, degree of esprit de corps, character and quality of the leadership, training standards, time requirements, etc., but for purposes of this study, the focus shall remain on the volunteer service and in particular, the Hainesport Volunteer Fire Company.

3.2 Recruitment and Retention – Doing the Math

To properly assess the prevailing recruitment and retention needs of the Hainesport Fire Company, it is imperative to have a good working knowledge of its present organizational structure. In review of **Section 2.2. Membership and Organization Structure** of this report, **it is known that at the time this study was conducted and along with a Fire Company Executive Board, Board of Trustees, and a Ladies Auxiliary, the Hainesport Volunteer Fire Company reported a membership roster of 35 volunteers.**

That number equates to approximately 1 firefighter per 172 residents; or to express it in another way, approximately 5.8 firefighters for every 1,000 residents. The organizational structure is shown below:

1 Fire Chief
1 Deputy Fire Chief
1 Fire Captain
1 Fire Lieutenant
19 Firefighters
11 Fire Police
1 Cadet Firefighter in Training
35 Total Uniform Members (ES-37)

In a township less than 7 square miles in total area, served by a well-structured volunteer fire company with one centrally located fire station answering in the neighborhood of 200 calls for service annually, 35 members should typically be sufficient to provide first alarm coverage (and in some cases, even certain second alarm calls with mutual aid stand-by or support as needed). To put things into perspective, even if Hainesport had a career fire department staffed with 35 members working 24-72 duty shifts, full staffing on each work shift would at best, only amount to 8.75 members including the command staff and company officers. Of course, that level of career staffing is neither practical nor necessary in Hainesport, but **until greater success can be achieved toward the objective of increasing the number of volunteer firefighters trained, equipped, and more readily available to respond to calls for service, the Township remains at risk of lacking consistent fire protection coverage to adequately respond to and effectively manage even first alarm calls for service, small fires, and other local-level emergency incidents without the need for mutual aid assistance from other nearby communities. The sporadic scarcity of necessary local emergency response personnel to be available on a reliably steady basis will of course also have an adverse impact on occasions when those forces are needed for larger incidents, either in the Township or in providing mutual aid on a reciprocal basis to its fire mutual aid partners in the RV region and possibly beyond. (ES-38)**

In addition to looking at the organizational structure, a second critical factor in determining the recruitment and retention needs of the Fire Company can be found by breaking down the composition of the membership by designated age groups. In Hainesport, the age group stats are as shown below:

AGE GROUP	NUMBER OF MEMBERS	PERFORM FIRE DUTY
Under 18	1	0
18-24	7	2
25-44	17	9
45-64	6	2
65 & Above	4	0
TOTALS	35	13

NOT INCLUDING 7 DRIVERS, 2 COMPANY OFFICERS, 2 CHIEF OFFICERS & 11 FIRE POLICE

Analysis of Age Group Table: Moving through the Table above from top to bottom, it can be reported that presently there is one junior/cadet volunteer firefighter in training. The appearance of this junior firefighter in the Table is a favorable indication that the Fire Company does have an active recruitment program in place that includes mentoring and training young people interested in serving as volunteer firefighters.

In the Age Group 18-24, there are 7 members, reflecting 20% of the total membership. Only 2 of the 7 members in this group perform fire duty, possibly due to additional training requirements that need to be met by remaining members or just because they are otherwise unavailable to respond to calls for service on a regular basis. Two members in this group provide support in the Fire Police Unit.

In the Age Group 25-44, there are 17 members, reflecting 49% of the total membership. This is by far the group that contains the largest majority of the membership, including the Chief, Deputy Chief, Captain and Lieutenant. Twelve members in this group perform fire duty; the remaining five members provide support in the Fire Police Unit.

In the Age Group 45-64, there are 6 members, reflecting 17% of the total membership. Four of the members in this group are typically assigned as apparatus driver/operators; the remaining two members provide support in the Fire Police Unit.

In the Age Group 65 & Above, there are 4 members, reflecting 12% of the total membership. Two of the members in this group are typically assigned as apparatus driver/operators; the remaining two members provide support in the Fire Police Unit.

On a positive note and despite what appears to be a poor response-to-calls rate from a large swath of members, at a time when the average national age of a volunteer firefighter is 57 years old and large shortfalls typically exist in the lower to mid-range age groups, the volunteer age-group ratios in Hainesport are indicative of a very desirable combination of members from the cumulative age groups. (ES-39)

The overall ratio in terms of members in the Age Groups 18-24 and 25-44 compared to members of the Age Groups 45-64 and 65 & Above can be expressed as 12:5 (the real numbers are 24 members in the lower to mid-range age groups to 10 members of the upper level age groups). This ratio is not only an indicator of favorable recruitment and retention outcomes in the Fire Company, but it also demonstrates a healthy proportion of senior members (more experienced and potentially possessing supervisory skills) to the less experienced, younger firefighters (valuable core emergency responders in the present and best situated to be the future of the Fire Company, yet potentially in need of some level of training and supervision).

Still another critical factor not only in the overall supervision of personnel, but also for the purpose of an intrinsically sound recruitment and retention working model, is the timeless management principle known as Span of Control. In terms of fire service span of control (the number of personnel a supervisor can be expected to effectively manage; at the fire company level, generally estimated to be 1 supervisor for every 5 to 7 subordinates), the general span of control in Hainesport should be quite manageable, particularly in the most likely response scenario of running a maximum six-person crew per fire apparatus with a company officer on board each unit. (ES-40)

3.3 Scientific Method to Recruitment and Retention: The Ten-Point Plan

The most effective volunteer recruitment and retention programs begin well before any direct contact is made with potential applicants. (ES-41) The process must of course be geared toward the needs and limitations of each respective jurisdiction, but the following ten steps contain organizational principles necessary to maximize the chances for success in identifying, attracting, signing, and maintaining a viable volunteer work force even in an environment wherein the current work force is gradually “aging-out” and younger recruits have become more difficult to attract, secure and sustain.

1. Leadership must set the tone. The organizational leadership, beginning but not ending with the fire chief, must lead by example, consistently advocating for meaningful recruitment and retention goals built upon an organizational culture defined by mutual respect, competence, integrity, and teamwork. (ES-42) These characteristics should be reflected in the organizational mission statement and of no less importance, in the actions of each member of the Fire Company. Any diversions from this standard must not be condoned.

2. Establish a welcoming environment. The physical state of affairs in the fire station will resonate a undeniable message to potential membership applicants, public officials, guests, visitors and even folks just passing by. The station house should be well-lit, clean, orderly, free of any potentially offensive materials, and absent from any unsanitary or unsafe conditions. Fire apparatus and equipment should be kept in a well-maintained state of readiness and members dressed appropriately. Beyond physical appearances, the members should conduct themselves in a pleasant, professional, and welcoming manner void of any inappropriate behavior and always mindful of everyone in quarters as well as the ever-present possibility for unannounced visitations. **Visiting children and other guests should be properly accompanied/escorted by more than one fire company member at all times. (ES-43)**

3. Develop year-round community relations. Despite the valuable service performed by the volunteer firefighters in responding to fires and other calls for service year-round, most citizens may have little if any real interaction with the fire company and may not even be aware of its volunteer status. **It is imperative to educate the public regarding the services provided by the volunteer fire company. (ES-44)** This can best be accomplished in a number of ways including but not limited to:

- Educate citizens on fire and general safety before, during & after emergencies
- Offer Community Emergency Response Team (CERT) training programs
- Sponsor local youth mentoring programs and recreational activities
- Develop relevant safety and quality-of-life programs designed for target groups
- Attend functions of local civic groups, senior centers, schools, houses of worship etc.
- Conduct periodic fire station open-house programs and events for the general public
- Collaborate with local schools to provide appropriate grade-level presentations
- Utilize social, public and private media outlets to inform, notice and alert the public
- Provide seasonal safety tips, i.e., spring clean-up; summer barbecues; smoke and carbon monoxide alarm installs and testing; winter holiday use of candles, etc.
- Submission of a detailed fire company annual report to the authority having jurisdiction for its review and release to the public; maintain a presence at Town Council meetings

4. Assemble a formal Recruitment and Retention Committee (RRC). Regardless of how well the fire company is staffed, trained, and prepared to respond to fires and other calls for service, active recruitment and retention measures must be a high priority in the short- and long-term planning of the organization. At the core of this function must be a well-selected and highly motivated Recruitment and Retention Committee (RRC). The prime purpose of this committee should be to set goals and develop plans for annual recruitment of eligible candidates based on the identified staffing needs of the organization. **Whether led directly by the fire chief or other qualified member, the RRC should possess good people skills and have the full support of the fire company leadership, general membership, and the authority having jurisdiction. (ES-45)** In addition to any annual or semi-annual recruitment drives, the committee should utilize the year-round public relations programs enumerated in Step 3 above as a means to inform the public about the opportunities and benefits in becoming a member of the volunteer fire company.

5. Prepare a brief informational package about becoming a member of the Fire Company. It is a wise practice to have prepared material with relevant, illustrated information on becoming a volunteer member for distribution at pre-scheduled events, to post on the Fire Company and/or Township Website, and to have handy for unsolicited requests by citizens expressing an interest (ES-46) in membership for themselves or someone they know. Such a package might begin with an eye-catching cover page leading on to include a letter of introduction by the fire chief, the organizational mission statement, a brief history of the fire company, the types of services performed, a description of the duties and responsibilities of members, the benefits of being a member, the impact volunteer service has upon the community, a list of frequently asked questions (FAQs) accompanied by appropriate responses, the requirements and process to make application, current fire company contact information and how to get started. The importance of keeping websites and contact info up to date cannot be overstated.

6. Work with other local, regional, state, and federal agencies to coordinate efforts and seek resources. The most effective recruitment and retention programs are typically those that include open lines of communication and a favorable rapport with other local and regional emergency response agencies as well as with the state and federal governments. While the development of a recruitment and retention program should be based on the specific needs and designs of the jurisdiction being served, there is much that can be learned from other near-by and/or similar fire companies that can be extremely helpful in maximizing efforts and avoiding serious mistakes. **Consideration should also be given to joint or area-wide recruitment programs in which two or more fire companies join forces to participate in a coordinated recruitment drive (ES-47)** i.e., advertising, marketing, presentations, grant applications, etc.). Additional information and guidance may be available from the NJ State Division of Fire Safety www.nj.gov/dca/divisions/dfs and the Division of Local Government Services www.nj.gov/dca/divisions/dlgs as well as the United States Fire Administration (under FEMA) www.usfa.fema.gov including important grant updates regarding FIRE (equipment and training) and SAFER (career staffing and volunteer recruitment/retention) grant program opportunities.

7. Remain attentive to the personal interests of members and help them manage time. Beyond the realm of the fire service, volunteers have lives filled with other interests, responsibilities, and aspirations. Leadership should make the time to demonstrate a keen awareness and genuine empathy for each member's personal interests and to every extent possible inspire the general membership to do the same for each other. It is also imperative for the fire company to remain malleable in the process of helping the members satisfy their organizational duties and obligations. **The proper balance between volunteer service and the other legitimate life interests of members will support favorable fire company moral, higher rates of membership retention, and greater participation from members in responding to calls for service, training, and other fire company activities. (ES-48)**

8. Deal with internal conflicts and disputes or strife; be fair, consistent, and reasonable. No matter how well an organization is staffed, managed, and funded, internal conflicts and disputes are bound to occur. Reluctance or ineffectiveness in taking such matters to task and providing a judicious forum to resolve conflicts and restore harmony will have catastrophic effects on the command, control, and operations of the unit in relevant parts and/or in the whole. To assist in resolving conflicts and disputes, company leadership must remain vigilant (without being too obvious or intrusive) of the general interaction among the membership. When appropriate, pre-established methods of conflict resolution and reconciliation should be implemented (from just talking things out to possible disciplinary measures) to mitigate internal friction, settle disputes or maintain order. **Disciplinary policies and**

procedures should be well-defined, and a formal grievance process should be memorialized in the Fire Company By-Laws. (ES-49)

In the process of resolving internal conflicts and disputes, perhaps the single-most critical factor is the need to base all management decisions on a legally-sound, fair, consistent, and reasonable standard of action. Serious personnel matters should be referred to legal counsel via proper channels for review.

9. Develop and support recruitment and retention standards; give proper consideration to diversity.

Measuring the success of a recruitment and retention program must naturally begin with defining the goals and objectives of the program. Goals might include such things as assembling a highly motivated and capable recruitment committee, securing funding for a recruitment and retention campaign, planning/organizing an open-house or other events, and connecting with certain local establishments (i.e., schools, youth organizations, houses of worship, business, civic and social groups, etc.) to get the word out about the local volunteer fire company and opportunities to become a member. Objectives might typically include succeeding in the recruitment of some specific number of new applicants as well as seeking to improve membership diversity by encouraging women and members of other minority groups to consider joining up. In a study published in 2020 by the NFPA, it was reported that of the 1,041,200 million firefighters in the United States, only about 89,600 or 9%, are females (17,200 career; 72,400 volunteers). In the same study, the total number of firefighters in the United States was reported to have decreased by 4% from the previous year and was the lowest overall number of firefighters since 1991. Of the total, 364,300, or 35%, were in the career sector (numbers up by 2% from previous year); 676,900, or 65%, were in the volunteer sector (numbers down by 6% from previous year and part of a downward trend in membership numbers over the last couple decades).

With these statistics in mind – particularly the continuing decrease in the ranks of volunteer firefighters, **reaching a specific recruitment number as well as seeking to support diversity are both noble and worthy objectives, but should not be sought at the expense of forfeiting fair, consistent, and job-relevant membership qualification criteria based on nationally recognized standards designed to recruit and retain the best qualified individuals for the positions (ES-50)** being filled. Regardless of career, combination, or volunteer service, that is the standard of acceptance that most citizens would expect, and to which they are justly entitled.

10. Identify the existing membership motivational factors and explore supportive incentives.

Different individuals seek membership in a volunteer fire company for many different (and sometimes similar) reasons. Among the major motivational factors include the following:

- 1. ALTRUISM: A genuine desire to serve others and give back to one's community**
- 2. SOCIALIZATION: Sense of belonging to a group of people sharing similar interests**
- 3. TRADITION: Carrying on a family tradition of volunteerism and service in a fire company**
- 4. EXHILARATION: The excitement of fighting fires and responding to other high-risk incidents**
- 5. CAREER-ORIENTED: Seeking experience and opportunity to become a career firefighter**

Awareness and understanding of these and other motivational factors that entice (or repel) potential as well as current members, will allow the fire company to strive for and develop a recruitment and retention program far more likely to successfully attract and retain members. **Beyond the documented research, anecdotal feedback, and educated guesswork, a simple but effective way to learn more about what motivates the members of the fire company is to ask them. (ES-51)**

3.4 Volunteer Incentive Programs (VIPs)

Volunteer Incentive Programs (VIPs) also play an important role in attracting and retaining members. While VIPs should not be expected to single-handedly lead to the complete realization of a fire company's staffing goals, properly structured and managed incentive programs can significantly enhance applicant interest, organizational morale and retention, professional development, and membership participation in response to calls for service, reporting for stand-by shifts and other fire company activities such as training, general meetings and special events. More about VIPs is provided in the following section of the report.

Section 3(e)(4) of the Fair Labor Standards Act (FLSA) describes a "volunteer" as one who volunteers for a public agency without employment compensation but may be remunerated for certain expenses or may otherwise receive a nominal fee or reasonable benefits. Recognizably, such arrangements for recompense form the basis of volunteer incentive programs (VIPs) designed to support volunteer recruitment and retention across the nation. Individuals who are actually employed by a public agency may still serve as volunteers in that same agency (and be eligible to receive non-employment compensation in the form of direct payment of expenses, nominal fee, or other reasonable benefits) however, the FLSA prohibits such employees from providing the same type of services in their capacities as volunteers as in the performance of their paid jobs with that agency.

Simply stated, career (paid) firefighters cannot simultaneously serve as volunteer firefighters in the public agency in which they are employed as career firefighters and conversely, volunteer firefighters cannot simultaneously serve as career (paid) firefighters in the public agency in which they serve as volunteer firefighters.

Three prominent examples of popular VIPs in New Jersey include the Length of Service Awards Program, or "LOSAP"; a provision of a "Nominal Fee" for specified duties or services; and "Direct Payment of Volunteer Expenses". A closer look at these programs is provided below.

LOSAP: Established by P.L. 1997, c. 388 as amended by P.L. 2001, c. 272, the Emergency Services Volunteer Length of Services Awards Program (LOSAP) Act is a volunteer incentive program designed to provide tax deferred income benefits to active members of volunteer fire companies and ambulance squads. The tenets of LOSAP are prescribed under N.J.S.A. 40A:14-183 through 194.1 and among other things, provide for a well-defined point system to be outlined by the sponsoring agencies (municipalities, fire districts or county governments) in which vested members earn points for such things as responding to calls, participating in training, attending general meetings, and holding certain offices. Eligible members must accumulate some specified number of points to have the annual LOSAP contribution placed into their individual deferred annuity accounts. Annual LOSAP contributions can range from \$100 to \$1,150 plus an additional sum (if provided by the enabling municipal ordinance or fire district resolution establishing or otherwise amending the annual LOSAP contribution) derived from an annual calculation prescribed by the NJ Division of Local Government Services and based on the Consumer Price Index (CPI).

NOMINAL FEE: Provision of a nominal fee or "stipend" may be permissible for such things as volunteers holding certain fire company leadership and/or supervisory positions, covering stand-by shifts (a.k.a. duty shifts or roster staffing), making individual calls for service (activation bonus), or making an established percentage of calls over a specified period of time. Federal and State Labor guidelines are not particularly well-defined in regard to what precise amount constitutes a "nominal fee" for purposes of IRS rules. In a 2006 advisory letter issued to the International Association of Fire

Chiefs (IAFC), the United States Department of Labor (DOL) cited in part, “No guidelines on specific amounts applicable to all (or even most) possible situations can be provided”. The DOL has however, provided some guidance as to what is NOT to be considered a nominal fee in its stated opinion that the fee must not be “analogous to a payment for services or recompense” or in other words, not consistent to what it would cost to pay an employee to perform similar work.

A safe rule of measure that has come to be recognized as the “bright line test” sets the bar for the nominal fee standard as an amount “not to exceed 20% of what the public agency would otherwise pay”. Another compatible rule of thumb is to consider nominal fees in the context of any other benefits provided or expenses covered and setting such fees “well below” the minimum wage. While these are widely recognized standards in the determination of a nominal fee, setting the level of nominal fees in any jurisdiction should be based on careful inventory of the economic realities and judicious review by qualified tax advisors and appropriate legal counsel.

DIRECT PAYMENT OF VOLUNTEER EXPENSES: This is a method of reimbursing volunteers for out-of-pocket job-related expenditures such as training course registration fees, tuition costs, educational expenses, protective gear and equipment acquisition and maintenance, uniforms and station wear acquisition and maintenance, travel and meals. A Direct Payment of Expenses program should contain several key components to include:

- A fixed annual (not-to exceed) appropriation or line account for volunteer expenses
- A well-defined, job-related and reasonable list of covered expenses
- A procedure for submitting requests to the fire company appropriate authority for pre-approval to secure a covered expense item or items
- A requirement for written and endorsed receipts on proper invoices or other forms of acceptable documentation to validate expenditures
- A fair and consistent system of expense approvals/denials requiring an annual accountability report to the authority having jurisdiction

OTHER FORMS OF VOLUNTEER INCENTIVE PROGRAMS (VIPS)

Still other forms of volunteer incentives could include such measures as township sponsored annual award banquets, free or subsidized housing, eligibility for local tax relief, discounted or no-cost licensing and permits, and free passes to a variety of local activities, functions, and programs. Municipalities and fire companies could also collaborate with local businesses in sponsoring special offers to volunteer members for discounted commercial products and services within the jurisdiction and wider service area of the fire company or companies.

While there is no one-size-fits-all approach to volunteer incentives, it is wise to research what other municipalities, fire districts and fire companies are doing, examine the options and determine what is working well, where, and why. Much can be learned from the success and failures of incentive programs initiated in other agencies large and small, near and far.

All things considered, whenever specific volunteer incentive programs are being contemplated for adoption, questions to ask prior to implementation should include:

1. What type/s of programs will provide the greatest benefit to the payees & payers?
2. What amount of funding needs to be appropriated to sustain the incentive offered?
3. Does the cost vs. benefits analysis of the planned incentive favor adoption?
4. How will the program be managed and who will be accountable to oversee it?
5. What method/s of measuring results (effectiveness) of the program will be utilized?

In an era in which volunteer numbers continue to decline while populations and infrastructure in many of the affected areas are on the rise, it is incumbent upon municipal, fire district, and fire company leadership to be aware of the trends, seek to identify the causes, and develop solutions that may include but not be limited to offering relevant and sustainable volunteer incentive programs. When doing so, VIPs should be chosen with great care, for once they are instituted it can be difficult and even damaging to eliminate or reduce program benefits at some subsequent point in time.

3.5 Recruitment and Retention Findings and Recommendations

RECRUITMENT AND RETENTION

Despite the favorable number of volunteer members (24) in the younger age groups (18-24 and 25-44), it would be prudent to maintain an on-going recruitment and retention program, or the Fire Company will ultimately face the danger of losing a critical segment of its work force, or worse, altogether aging out of existence. In consideration of this matter, appropriate measures should be taken to anticipate membership needs and to develop a township wide recruitment and retention program assisted by the guidance and support offered by the resources referenced below:

- United States Fire Administration FEMA Report: “Retention and Recruitment for the Volunteer Emergency Services -Challenges and Solutions” www.usfa.fema.gov
- National Volunteer Fire Council (NVFC) “Make Me a Firefighter” National Volunteer Firefighter Recruitment and Retention Campaign www.nvfc.org

Model Incentive Program

A number of different volunteer incentive programs have been outlined earlier in this chapter of the Report. Each option presents its own brand of advantages and disadvantages, and it is incumbent upon the Township in consultation with the Fire Company leadership to determine which incentive program/s offers the best chance to achieve its recruitment and retention objectives.

Based on its findings and in a manner not intended to minimize or disparage any of the alternatives at the Township’s disposal, the study team is inclined to favor the application of no less than four (4) Nominal Fee structures designed to demonstrate the Township’s genuine appreciation for volunteer fire company service along with the appointment of a part-time Fire Administrator reporting directly to the Township Administrator and for the purpose of providing necessary oversight, direction, and objective assessment of the Nominal Fee Program as well as the Fire Company’s achievement of strategic goals and continuity of its contractual obligations to the Township. (ES-52)

The Nominal Fee model provided below - subject to modification by the AHJ – is intended to offer a prototypical example of a comprehensive Nominal Fee Program with a supplemental Fire Administrator component that in combination would be budgeted not to exceed \$100,000/year.

The program would consist of five main subsections:

1. Chief Officer and Company Officer Stipend
2. Fire Police Stipend
3. DPW Worker Stipend
4. Duty Roster Stipend
5. Appointment of a part-time Fire Administrator

With the intention of producing favorable results in terms of supporting a modest but robust management structure while simultaneously attracting and maintaining an adequate level of active membership, each of the five subsections would inherently provide personal incentives consistent with the standards of the “bright line test” and commensurate with the specific roles, responsibilities and assigned duties of the recipients.

A brief description of the proposed model is provided in the Table shown below:

POSITION/PROGRAM	GENERAL DUTY REQUIREMENTS	ANNUAL STIPEND
Fire Chief	Command, Staffing, Operations	\$5,000
Deputy Fire Chief	Personnel, Apparatus	\$4,000
Fire Captain	Safety and Training	\$3,000
Fire Lieutenant	Fire Station & Equipment	\$3,000
Fire Police*	Support Activities	\$15,000
Roster Staffing**	4FF M-F 7 PM – 5 AM	\$31,200
DPW/Twp. Employees***	Response to daytime fire calls	\$10,000
Part-time Fire Administrator	CFS, Policy, Planning, Finances	\$25,000
	TOTAL	\$96,200

(ES-53)

***Fire Police** would be eligible to receive an annual stipend not to exceed \$1,000 per officer. Maximum number of Fire Police members should not exceed 15 for a **maximum** annual appropriation of **\$15,000**

****Roster staffing** (a.k.a. duty rosters) for 4 firefighters (crew chief, driver, 2 firefighters) would be scheduled for Monday through Friday from 7 PM to 5 AM; 52 weeks/year. Eligible members would receive \$30 per shift. Except for emergencies or other extenuating circumstances, the maximum annual duty roster stipend should not exceed \$3,120 per member (average of two duty shifts per week). The **maximum** annual appropriation for the roster staffing schedule would be **\$31,200** (4 FFs at \$30 per shift = \$120/shift X 260 shifts = \$31,200).

*****DPW/Twp. Employees** also serving as Hainesport Fire Company volunteer firefighters would be eligible for an annual stipend not to exceed \$2,500 for responding to fires and other calls for service while on duty with the Township in a non-firefighting title or position. The **maximum** annual appropriation for this stipend would be **\$10,000** (would cover 4 such employees at \$2,500 each).

All Nominal Fee Stipends displayed above would be paid out to eligible members as a lump sum shortly prior to the close of each fiscal year, typically sometime in November. Eligibility would be determined by records maintained by the Fire Company Personnel Officer or other designated member assigned and accountable for the same, subject to review by the Fire Chief and final approval of the Administrator. Eligibility requirements should be made to require certain pre-determined standards of performance such as (for example), making an annual 50% minimum of calls for service; attending a minimum of 60% of training classes or evolutions, business meetings, and special events; maintaining all required certifications and remaining an active membership in good standing.

Part-time Fire Administrator

In addition to the Nominal Fee Stipends proposed above for the existing Fire Company membership positions, the study team recommends consideration for the introduction of a new title for “Fire Administrator, Hainesport Department of Fire and Rescue”. In addition to serving to implement and monitor progress of all recommendations made in this report and adopted by the Township, the purpose of this part-time position would be to provide a highly qualified and well suited individual to report directly to the Township Administrator and to serve as the reporting official to the Hainesport Volunteer Fire Company Fire Chief pursuant to the Contract for Services between the Township and Fire Company; in regard to all chapters and references in the Municipal Code on the establishment,

composition, authority, and governance of the Fire Department and serving Fire Company; and on all matters respective to policies, planning, and finances of the Fire Department and serving Fire Company. (ES-53)

In making this recommendation, it is imperative to emphasize that it is not the intent of the study team to diminish or minimize the authority of the Fire Chief in the execution of his duties and responsibilities, but on the contrary, to assist him in the achievement of all noble goals and objectives of the Fire Company in service to the community and in the interests of the safety and well-being of the Fire Company members. The recommended annual compensation for the part-time Fire Administrator position was set at \$25,000. It is felt this figure represents a fair and reasonable offer subject to future review and evaluation based on multiple variables including number of hours worked and scope of duties performed.

The total maximum annual cost to fund the full list of recommended Nominal Fee Stipends as proposed in conjunction with the addition of the part-time Fire Administrator position would amount to \$96,200.

The costs associated with the recommended Nominal Fee Program and appointment of a part-time Fire Administrator would be in addition to the existing annual \$90,000 Township appropriation made on behalf of the Fire Company or any other supplemental funding provided for Fire Company expenses including but not limited to LOSAP, repairs, maintenance, acquisition of various equipment/supplies, emergency appropriations, or capital improvements. (ES-54)

FIRE OFFICIAL

4.1 Local Enforcement Agency (LEA) – Office of the Fire Official

Established by the Township of Hainesport by municipal ordinance pursuant to N.J.A.C. 5:71 Subchapter 2 “ENFORCING AGENCIES”, the Local Enforcement Agency (LEA) in Hainesport is responsible for the application and enforcement of the State Uniform Fire Code created by the provisions of the Uniform Fire Safety Act, P.L. 1983, c383.

The LEA is under the direction of the Township appointed Local Fire Official (a.k.a. Fire Marshal), who must be certified in such a capacity by the State in accordance with N.J.A.C. 5:71-4.

The Fire Official for the Township manages and enforces and provisions of the New Jersey State Uniform Fire Code along with the day-to-day operations of the Local Enforcing Authority.

The appointed Fire Official in Hainesport is George Myers, a long-time member of the Hainesport Volunteer Fire Company and the Hainesport Volunteer Emergency Squad.

Fire Official Myers directs the daily operations of the LEA and enforces the provisions of the State Uniform Fire Code.

Working a 23-hours per week schedule, the Fire Official’s specific duties include such matters as:

- fire inspections of all life and non-life hazard business properties
- inspection of residential one-and two-family dwellings for compliance with smoke and carbon monoxide alarm requirements for home sales and change in tenancy
- investigating or causes to be investigated, every reported fire or explosion
- respond to inquiries, complaints, and requests for assistance
- attend necessary training and recertification classes
- respond to fire and emergency medical emergencies while on duty
- reports to the Township Administrator and performs other duties as needed

A brief overview of the some of the key activities of the Fire Official’s Office in 2021 are shown below:

- 81 life-hazard use occupancies inspected... \$23,530.04 rebate received from the Division of Fire Safety (65% of LHU revenues collected)
- 189 non-life-hazard use occupancies...33 inspected...\$425 collected
- 8 fire safety permits issued...\$432 collected
- 94 residential smoke detectors completed ...\$3,925 collected

The Fire Official’s Office, a.k.a. Hainesport Township Fire Bureau, is located within the Municipal Complex at One Hainesport Centre, 1401 Marne Highway in Hainesport.

4.2 LEA Findings and Recommendations

Throughout the process of conducting this study, Fire Official George Myers was extremely helpful to the PSI team on many levels, helping to make initial introductions for the team with Fire Company and Ambulance Squad leadership, providing valuable insights into the history and operations of both organizations, and even sharing some of his own street-smart perceptions regarding the complex challenges of the region’s volunteer emergency services and the potential opportunities to best overcome them. (ES-55)

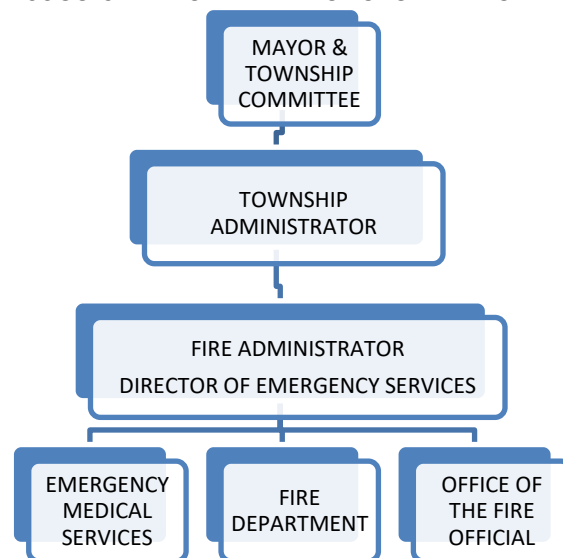
In addition to his accomplished work and dedicated service in Hainesport, George has established very favorable working relationships with the fire and emergency medical services in the RV region, so much so that he was invited (and graciously accepted) on multiple occasions to join the PSI team at meetings with regional fire chiefs and other stakeholders.

A recommendation made in this report (Section 3.5) proposed consideration for the appointment of a part-time Fire (and perhaps emergency medical service) Administrator. The purpose of this part-time position would be to provide a highly qualified and well suited individual to report directly to the Township Administrator and to serve as the reporting official to the Hainesport Volunteer Fire Company Fire Chief pursuant to the Contract for Services between the Township and Fire Company; in regard to all chapters and references in the Municipal Code on the establishment, composition, authority, and governance of the Fire Department and serving Fire Company; and on all matters respective to policies, planning, and finances of the Fire Department and serving Fire Company. (ES-56)

Should the Township Committee see fit to move forward with the appointment of a part-time Fire Administrator, the PSI team recommends prime consideration be given to consider George Myers for the task, whom we believe by virtue of his current position with the Township and his proven history of performance, possesses the ability, skill sets, temperament, and vision to best serve in the capacity of Fire Administrator/Director of Emergency Services for the Township.

NOTE: The primary intent of calling for the appointment of a part-time Fire Administrator is to provide a critical level of oversight, management, and accountability in the application of the numerous strategic plans and recommendations made in this report and tailored for the revitalization of the Fire Company. An additional value of having a part-time Fire Administrator would be found in the event, despite sound planning and goodwill efforts, the Fire Company proves at some point to be unable to deliver a minimum level of adequate services consistent with the needs of the community and the guiding Contract of Services. In that unfortunate scenario, considering alternate strategies will be required including but not limited to contracting with other fire service organizations or hiring of some number of paid firefighter staff. Under such circumstances, a local Fire Administrator would be an absolute necessity in the formation of options and the oversight of implementation.

SUGGESTED MODEL TABLE OF ORGANIZATION



CLOSING COMMENTS

THIS REPORT CONTAINS the findings and recommendations of a study conducted by the PSI Group on behalf of the Township of Hainesport to review the existing structure and operations of the Hainesport Volunteer Fire Company and Hainesport Volunteer Ambulance Squad.

The two serving volunteer organizations were found to be staffed by a diverse and talented group of volunteer members who, driven by their own brand of impassioned courage and commitment and that of those who have preceded them, have freely stepped forward in good will to protect and preserve the lives and property of the community-at-large.

During the course of this study, the chiefs, company officers, and the general membership from the serving organizations were extremely gracious, cooperative and helpful to the study team. Their collective hospitality is held in high regard as are their noble endeavors to provide fire protection and emergency medical care to their community.

While the Fire Company and Emergency Squad both enjoy their own unique history and traditions as well as their individual sense of organizational pride and distinction that the passing of time should not diminish, the hard truth is that the current state of affairs strongly indicates there is a pressing need for improvement in the level of service delivery in Hainesport for both fire protection and emergency medical services. As these are separate and distinct services provided by separate volunteer organizations, the study team's findings and recommendations have been segregated into two separate reports, one for fire protection (the report you are currently reading) and the other for emergency medical services (submitted concurrently under a separate cover).

To that end, the purpose of this study has been to provide the Township with findings and recommendations that will assist the local governing body and its service providers to set and navigate a course of prudent strategies and best practices calculated to lay the groundwork for a safe and sound present and future.

In response to the compound challenges confronting the Fire Company and Emergency Squad, the study team has assembled a formidable collection of strategies and tactics for improving the status quo. Understandably, as with any endeavor to make improvements through change, some amount of discomfort and risk are involved. Conversely, nothing can be expected to advance or improve if all things remain exactly the same for fear of the unknown, reluctance to institute transformational arrangements, yielding to political resistance, or the desire to simply dig in and hope for the best (hope is a wonderful coping skill, but hope is not a strategy, nor is it a substitute for good planning).

At the same time, the study team understands and appreciates that the local governing body's review of the recommendations made herein and its final determination of a comprehensive action plan, will be a process that shall require a great deal of scrutiny and contemplation.

With that task in mind, the study team offers the following ten-step plan *as a guide* to assist the Township with a chronological planning model in addressing several key short and long-term goals and objectives of the Hainesport Fire Department in service to the needs of the community.

Items 1 - 4: Within the First 90 days

1. ADOPT AN ENABLING ORDINANCE ESTABLISHING THE HAINESPORT FIRE DEPARTMENT PURSUANT TO N.J.S.A. 40A:14-68(a) AND CODIFY THE ESTABLISHMENT, COMPOSITION, AUTHORITY, AND GOVERNANCE OF THE TOWNSHIP OF HAINESPORT FIRE DEPARTMENT. (Sec. 1.6)
2. APPOINT A PART-TIME FIRE ADMINISTRATOR. DEFINE DUTIES; SET COMPENSATION. (Sec. 3.5)
3. FIRST TASK OF FIRE ADMINISTRATOR – MEET WITH THE HAINESPORT VOLUNTEER FIRE COMPANY LEADERSHIP TO OPEN DIALOGUE, DISCUSS CONCERNS, CONVEY TOWNSHIP EXPECTATIONS, SET GOALS AND SEEK A GENUINE SPIRIT OF MUTUAL COOPERATION AND SUPPORT. (Sec. 4.2)
4. IMPLEMENT VOLUNTEER INCENTIVES TO INCLUDE SOME OR ALL OF THE FOLLOWING: (Sec. 3.5)

POSITION/PROGRAM	GENERAL DUTY REQUIREMENTS	ANNUAL STIPEND
Fire Chief	Command, Staffing, Operations	\$5,000
Deputy Fire Chief	Personnel, Apparatus	\$4,000
Fire Captain	Safety and Training	\$3,000
Fire Lieutenant	Fire Station & Equipment	\$3,000
Fire Police	Support Activities	\$15,000
Roster Staffing	4FF M-F 7 PM – 5 AM	\$31,200
DPW/Twp. Employees	Response to daytime fire calls	\$10,000
Part-time Fire Administrator	CFS, Policy, Planning, Finances	\$25,000
	TOTAL	\$96,200

Items 5 – 7: Within the First 180 days

5. STRONGLY ENCOURAGE FIRE COMPANY LEADERSHIP TO INSPIRE AND BUILD A RECRUITMENT AND RETENTION TEAM UTILIZING THE TEN-POINT PLAN PRINCIPLES DEVELOPED TO MAXIMIZE THE CHANCES FOR SUCCESS IN IDENTIFYING, ATTRACTING, SIGNING, QUALIFYING AND MAINTAINING ACTIVE MEMBERS IN GOOD STANDING. (Sec. 3.3)
6. BEGIN THE PLANNING STAGES FOR CERTAIN NEEDED/DESIREABLE FIRE STATION INFRASTRUCTURE IMPROVEMENTS SUCH AS: (Sec. 2.5)
 1. Addition of a firefighter bunkroom & dining area
 2. Adequate space designated for Chief's Office, Training Office, and Company Officers
 3. Emergency eye wash station
 4. Hazmat Decontamination shower
 5. Wall-mounted Automated External Defibrillator (AED)
 6. Apparatus floor diesel exhaust system
 7. Upgrades to the fire station building security and fire alarm systems
 8. Enhanced compartmentation of areas designated for PPE storage, SCBA cylinder refill station, repair shop, equipment and supply storage, and storage of cleaning materials
7. FIRE ADMINISTRATOR TO PROVIDE A 6-MONTH PROGRESS REPORT WITH FINDINGS AND RECOMMENDATIONS TO TOWNSHIP ADMINISTRATOR. THE REPORT SHOULD INCLUDE MEMBERSHIP PARTICIPATION IN GENERAL MEETINGS, TRAINING, CERTIFICATIONS, AND RESPONSE TO CALLS FOR

SERVICE, AS WELL AS ANY OTHER MATTER/S RELEVANT TO THE SUFFICIENT OR INSUFFICIENT DELIVERY OF SERVICES. (Sec. 3.5 & 4.2)

Items 8 – 10: Within the First Year

8. SUBSEQUENT TO FAVORABLE YEAR-END RESULTS IN TERMS OF FIRE COMPANY OPERATIONS AND STANDARDS OF PERFORMANCE AS DETERMINED BY THE FIRE ADMINISTRATOR, RECOMMENDATIONS TO THE TOWNSHIP ADMINISTRATOR SHOULD BE MADE TO PROCEED WITH A CAPITAL PLAN TO ACQUIRE NEW FIRE APPARATUS PURSUANT TO THE REPLACEMENT SCHEDULE BELOW: (Sec. 2.6)

REPLACEMENT YEAR	APPARATUS TO BE REPLACED	APPARATUS TO BE ACQUIRED
2024-2025	1997 FREIGHTLINER/EVI RESCUE TRUCK & 2004 PIERCE DASH PUMPER ENGINE	NEW 6-PERSON CREW CAB RESCUE ENGINE
2032-2033	2014 PIERCE ARROW XT TENDER ENGINE	NEW 6-PERSON CREW CAB TENDER ENGINE

9. IN THE ALTERNATIVE AND IN THE EVENT THE TIME-SENSITIVE OBJECTIVES TO IMPROVE LEVELS OF SERVICE DELIVERY ARE NOT ADEQUATELY MET, THE FIRE ADMINISTRATOR WILL BE RESPONSIBLE TO DEVELOP OPTIONAL SOLUTIONS FOR CONSIDERATION BY THE GOVERNING BODY. SUCH OPTIONS SHALL INCLUDE BUT NOT NECESSARILY BE LIMITED TO THE FOLLOWING: (Sec. 4.2)

- CONDITIONAL TIME EXTENDED TO THE FIRE COMPANY TO IMPROVE PERFORMANCE, IF WARRANTED
- ACQUIRING THE SERVICES OF SOME NUMBER OF FULL-TIME OR PER DIAM FIREFIGHTERS EMPLOYED AND ASSIGNED BY THE TOWNSHIP TO WORK IN COMBINATION WITH THE VOLUNTEER FIRE COMPANY
- SEEKING A CONTRACT FOR AUTOMATIC-AID SERVICES WITH OTHER REGIONALLY-AVAILABLE FIRE PROTECTION AGENCIES
- FORMATION OF A REGIONAL FIRE SERVICE PROGRAM INCORPORATING JOINT-RESOURCES FROM AREA MUNICIPALITIES, FIRE DISTRICTS, AND/OR FIRE COMPANIES

10. FIRE ADMINISTRATOR TO PROVIDE AN END-OF-YEAR PROGRESS REPORT WITH FINDINGS AND RECOMMENDATIONS TO TOWNSHIP ADMINISTRATOR. THE REPORT SHOULD INCLUDE A COMPLETE MEMBERSHIP ROSTER AND FULL REVIEW OF FIRE COMPANY ACTIVITIES, OPERATIONS, REVENUES AND EXPENDITURES, MEMBERSHIP PARTICIPATION IN GENERAL MEETINGS, TRAINING, CERTIFICATIONS, AND RESPONSE TO CALLS FOR SERVICE, AS WELL AS ANY OTHER MATTER/S RELEVANT TO THE SUFFICIENT OR INSUFFICIENT DELIVERY OF SERVICES. (Sec. 3.5 & 4.2)

Ultimately, the local leadership must inspire the necessary cooperation and collaboration needed to motivate all parties to go beyond their comfort zones to better serve the mission.

Finally, to the good residents in the Township of Hainesport, the PSI team asks for your patience and trust in the Township Committee and Administrator, who had the innovative insight and took the bold yet prudent initiative to seek professional guidance in the exploration of this matter, as they now take needed time to review and deliberate on the contents of this study.

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- Hainesport Township Housing Plan – Elements of Fair Share Plan, Dec. 3, 2008
- “Hainesport - Biography of a Small Town” by Richard Pedlow, 1969
- Blog on Hainesport by Beverly, Dec. 13, 2013
- Burlington County Public Safety Central Communications
- Burlington County Fire Chiefs Association www.bcfirechiefs.org
- NJ Department of Community Affairs, Division of Fire Safety
- NJ Department of Community Affairs, Division of Local Government Services
- National Fire Incident Reporting System
- NFPA 1911 Standard for the Inspection, Maintenance, Testing and Retirement of In-Service Emergency Vehicles
- NFPA 1962 Standard for the Care, Use, Inspection, Service Testing, and Replacement of Fire Hose, Couplings, Nozzles, and Fire Hose Appliances
- NFPA 1930 Standard for Manufacturer's Design of Fire Department Ground Ladders
- United States Fire Administration FEMA Report: “Retention and Recruitment for the Volunteer Emergency Services -Challenges and Solutions” May 2007 www.usfa.fema.gov
- National Volunteer Fire Council (NVFC) “Make Me a Firefighter” National Volunteer Firefighter Recruitment and Retention Campaign www.nvfc.org
- International Association of Fire Chiefs (IAFC) “Fair Labor Standard Act (FLSA) Guide to Managing Volunteer Firefighters” www.iafc.org
- Fire Engineering Magazine www.fireengineering.com
- FireRescue 1 News www.firerescue1.com
- Firefighter Magazine www.firefighter.com
- Firehouse Magazine www.firehouse.com
- Fire Chief Magazine www.firechief.com
- Official websites of Eastampton, Lumberton, Mount Holly, Mount Laurel & Westampton, NJ
- Central Jersey Compliance Center, Freehold, NJ

HAINESPORT TOWNSHIP COMMITTEE
May 2023



-Presiding Township Committee at the conclusion of the Study-
(Pictured from left to right) Committeeman Bruce Levinson, Committeewoman Leila Gilmore, Mayor Gerard Clauss, Deputy Mayor Ken Montgomery, Committeewoman Anna Evans

It is hoped this report will be helpful in some meaningful way to the Township governing body and its stakeholders in determining the wisest planning strategies, managing the inherent risks, and forging courses of action that shall best serve the public safety interests of the community at-large now and in the future.

Thank you – Don Huber, President, Public Safety Institute Group



"THE BEST WAY TO PREDICT THE FUTURE IS TO INVENT IT"

