



# **CHERRY HILL FIRE DEPARTMENT**

## **CHERRY HILL, NJ**

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Thomas E. Kolbe – Fire Chief  
Christopher M. Callan – Assistant Fire Chief - Operations  
Randall McCargar – Assistant Chief EMS & Technical Services  
Thomas L. Fiorentini – Principal Staff Assistant / Capital Assets Command

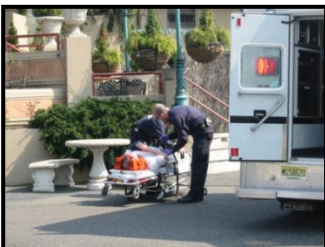
## Introduction



The Cherry Hill Fire Department serves as the first level of protection for fire and life safety emergencies in our community. We provide a wide range of services and continue to expand our capability in training and equipping our field forces. The citizens place a significant amount of trust in our ability to perform when called upon and need to have the highest confidence in our skill. Our adopted culture of readiness is the key to maintaining the consistent level of performance we must deliver.



In addition, every member of the organization is responsible for the efficient use of the public funds that support our Department. The fiscal picture today is vastly different from just 5 years ago. The reality of this change for the Cherry Hill Fire Department is an ongoing evolution of the services we provide, and the methods we use to provide the service. Accepting the reality that we will complete fewer tasks with fewer hands is difficult, but realistic. The real test going forward will be the organization's ability to adapt in a productive and healthy manner. The leadership within the CHFD is committed to serving our residents with the same level of dedication and resolve as we always have—you can count on us!



We have a proven record of accomplishment that is a direct result of the many talented men and women within our ranks. In support of their steadfast work, we want to report the Notable Initiatives and Primary Goals that are before us. This is a working list of items that are on the horizon. Due to changing demands and unforeseen circumstance, we may place one or more of these items on hold, or rearrange implementation plans based on internal factors. What is important is that our members, supporters, and government officials know in concept the direction their Fire Department is heading and the focus of our efforts.

## The Vision

*“Success in battle is not a function of how many show up, but who they are.”* General Robert H. Barrow



**Our vision** for the Cherry Hill Fire Department is an organization that is adaptive and capable of handling a full range of services with capacity and confidence. Our charge is vast and requires a continuous assessment of the risks and changing demand for service in our community and region. The performance of our workforce must reflect the Para-military structure required to lead, train, and deploy a fire and emergency medical force. Every officer must share in this responsibility and make it their principal duty to instill the discipline required to meet our mission. Simply stated; **Readiness, Commitment, Personal Accountability.**



**Officers will set an example** for their subordinates that include high moral character, knowledge, and competent application of the technical practices of their assignment, physical capability, and demonstrated obedience. It is incumbent on all Officers to share information with their subordinates, answer questions regarding our vision, and resolve relevant concerns. Fear of the unknown is best overcome by vigorous leadership that tells us what is happening, how it is happening, and why it is happening. Unit Leaders must continue to analyze their functional area of responsibility looking for methods to improve, or enhance the work they perform. The performance of any functional area will reflect squarely on everyone assigned to the functional area. Unit Leaders bear the responsibility for the performance of their units.



**Continuous training** and development is required for us to maintain the level of performance required of a public safety agency. We must ensure that our training program provides the essential knowledge necessary to meet our accepted mission. Training is the responsibility of every member; first to ensure their own ability in the technical applications of their assigned position. Second, and equally important, is the responsibility that befalls the company Officer and EMS Supervisors/Instructors who train and develop those members under their command. Unit Leaders carry the ultimate responsibility for the capability of the people under their command. The fundamental requirement of a valued training program is one that challenges and tests the students. Only by setting the bar that is slightly higher than the previous level can we confidently say that learning occurred.



Together, we can focus our **preventative methods** and increase our contact with the citizens we serve. We have a responsibility to educate our community using the information we learn from fire and medical emergencies locally, and from across the Globe. We must focus our time in order to pay the greatest dividend in reducing the effects of lost lives and property. We cannot cover all these constituents alone and have to use new approaches that include government leaders, educational associations, social media, and religious coalitions.

Yours in Fire and Life Safety,

## KEY FACTS AND OVERVIEW



- A total of 200 Fire/EMS Service personnel serve the citizens of Cherry Hill and are included in the Fire District #13 Operating Budget (\$25M).
  - 98 are with the Fire Service/First Responders
  - 53 are with EMS (Ambulance) Service
  - 30 are Volunteers (16 Rehab Unit/14 Fire Police)
  - 19 are Support personnel (15 Admin/4 Shop)
  - 1 is a part time civilian



- CHFD Fire & EMS Operations:
  - 6 fully staffed & strategically located Fire stations with 5 EMS Units
    - 4 Engines
    - 2 Ladders
    - 1 Technical Rescue
    - 2 Haz-Mat Units
    - Foam Tender
    - 3 Ambulances with 2 additional during peak hours
  - At a minimum 25 Fire Service personnel are on-duty 24/7
  - At a minimum 7 EMS personal are on-duty 24/7; 11 during peak hours
  - Fire Service personnel also respond to many urgent medical calls



- Fire Station/EMS\* Locations
  - Station 2 – 805 Route 70 West
  - Station 3\*/Central Command – 1100 Markkress Road
  - Station 22\* – 951 Kings Highway North (2 BLS during Peak Hours)
  - Station 4 – 1000 Springdale Road
  - Station 5\* – 2328 Route 38
  - Station 6\*/Motor Maintenance –1501Burnt Mill Road

*\*Indicates EMS Location at Fire Station*





- Deer Park Rehab Unit is made-up of volunteers responding to major incidents 24/7 providing citizens and emergency first responders with shelter from extreme conditions, as well as nourishment and hydration.

- Apparatus includes:
  - Primary and Secondary Operation Vehicles
  - Manpower Van
  - ATV



- Fire Police is made-up of volunteers specially trained to provide essential traffic control and services for accidents and other emergencies including blocked roadways and utility incidents.

- Apparatus carries related equipment to provide required emergency scene security and includes:
  - 4 Trucks
  - 3 Autos



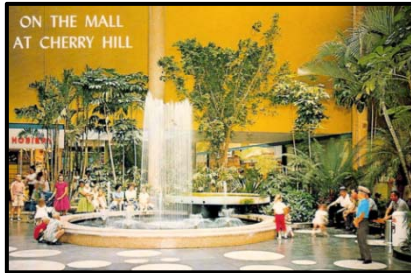
- CHFD Administration operates out of Central Command, 1100 Markkress Road and is also the location for the Cherry Hill Township Emergency Operation Center and Office of Emergency Management.

# CHERRY HILL TOWNSHIP DEMOGRAPHIC STATISTICS

- In serving our Community during 2014, the CHFD received:

**13,964 calls for assistance 9,224 calls were for EMS service  
4,740 calls were for Fire/Rescue**

- The former Cherry Hill Race track is one of the East Coast's largest in-fill re-development projects
- 8 miles southeast of Philadelphia – an “edge city”
- A culturally diverse population of 71,775. Population expands to 250,000 during peak business and recreational hours
- 48% of the population is over 45; with 18% over 65
- There are 28,500 housing units, 26,900 households and 19,300 families; with a very ethnically diverse population
- 13<sup>th</sup> largest municipality in the State (24.2 sq. miles) situated in the 5<sup>th</sup> largest metropolitan statistical area of the United States
- 2<sup>nd</sup> largest municipality in Camden County
- 11,800+ businesses call Cherry Hill home. Prominent employers include:



TD Bank Regional Offices	Wegmans
Pinnacle Foods	West-Ward Pharmaceutical
Cherry Hill Mall	Stone & Webster
Crowne Plaza Hotel	Home Depot
Subaru of America	

## CRITICAL INFRASTRUCTURE PROTECTED INCLUDES:

Large covered mall	NJ DOT Operations Center
Philadelphia Regional FBI Field Office	Camden County College Satellite Campus
DRPA PATCO and NJ Transit	Public and private schools
Nursing/Assisted living facilities	J F K Hospital (new multi-year \$50 million expansion)
Places of worship	Katz Jewish Community Center (National & International Speakers)
High pressure natural gas and petroleum pipe lines	Offices for NJ 1 <sup>st</sup> Congressional District
Offices for NJ 6 <sup>th</sup> Legislative District	



- There are 19 public schools, 12 private schools and 1 college campus with a student population of 12,000+
- There are 9 nursing/assisted living facilities, 15 high-rise buildings (several are senior citizen high-rise apartments) and a six (6) story hospital
- There are 37 places of worship representing a variety of religious organizations
- Bisected by the NJ Turnpike, Interstate 295 and NJ Routes 70, 38 and 41

*Cherry Hill Township has become in high demand for property developers, “The entire township is hot,” said Paul Stridick, Township Director of Community Development.*

## CHFD HISTORY

- Pre – 1994 – Six (6) separate fire districts, each with separate tax rates, duplication of effort, excessive amounts of apparatus, overabundance of administration, and un-equal fire protection, training and response capabilities.
- 1994 – 2000 – Due to the consolidation in 1994, several years were spent purchasing property, developing a career organization, and putting the resources in place to make the CHFD what it is today. This was a time of great change and organizational development that set the stage for the future.
- 2000 – 2009 – These increased personnel and budgetary (Capital & Operational) growth years occurred when CHFD purchased apparatus, remodeled or built facilities, hired personnel, and finalized the basic organization to create the Insurance Service Office Class 2 Fire/EMS department that is present today. In 2003, EMS was merged from the Township into the Fire Service with an associated cost of \$2.5M.
- 2009 – present – During these fiscally challenging times, the CHFD, in association with the Labor Groups representing the Fire/EMS personnel, continue to “hold the line” on spending through prudent decision making. The organizational structure is constantly being evaluated by the elected Board of Fire Commissioners and Senior Administrative Staff with the goal of meeting today’s changing All-Hazards challenges; ensuring the protection of the citizens and businesses of Cherry Hill. We continue to develop new traditions based on an ever-changing Emergency Services environment.



## BUDGET NOTES

- Over the past five (5) years, Cherry Hill Fire District #13 Operating Budget has remained basically flat at \$25M with approximately \$22M (88%) being funded through taxation; thereby resulting in no fire tax increase for the fourth (4<sup>th</sup>) consecutive year. This is the result of effective management planning, practices and cost control, i.e. sound fiscal policies. The remaining (\$3M) is funded through revenue generating internal Cherry Hill Fire District #13 programs.
- 80% (\$20M) of the Operating Budget expenses is related to salaries/wages and benefits.
- 95% of our uniform personnel responding to calls are assigned to shift work and 5% of our uniform personnel are assigned to Administrative functions. This 5% is also assigned response and command responsibilities on major incidents.
- Cherry Hill Fire District #13, in partnership with the Labor Groups representing the Fire/EMS personnel, continues to effectively promote safety as well as prudent cost control. The entire organization prides itself on providing timely professional service to meet the needs of our community.
- Capital assets (facilities and equipment) continue to be in excellent condition and the motorized equipment is replaced based on the managed Fleet Replacement Plan of 2011. During 2015, we will replace our outdated and unsafe Training Facility and we will expand our vehicle repair facility in an effort to reduce associated costs.

# CHFD BUDGET TRENDING 1993-2015

Year	Total Budget	Amt Raised/Tax	Tax Variance	(Township Ratables)*
1993	\$7,396,464			Multiple Fire Districts Total Budget
1994	\$6,872,005	\$6,409,349	0	Station 4 & 5 Staffed 24 x 7, Vol. Fire Company Lease's
1995	\$7,409,611	\$6,637,383	3.60%	LaSalle Capital Bond; 3 Engines, Rescue - Station 2 & 3 Staffed 24 x 7
1996	\$7,675,861	\$6,636,999	0%	Commerce Capital Bond; Motor Maintenance
1997	\$8,265,329	\$7,485,532	12.80%	Acquired Sta 3 from Vol. Fire Company
1998	\$9,443,502	\$8,612,002	15%	Station 6 Staffed 24 x 7
1999	\$9,598,088	\$8,637,814	0.30%	
2000	\$9,777,292	\$8,804,792	1.90%	ISO 2 Classification
2001	\$10,911,277	\$9,744,777	10.70%	Sun Trust Capital Bond; 2 Ladders
2002	\$12,714,386	\$11,376,866	16%	Prudential Bond (Kings Hwy ), LaSalle Bond Expires, Sta. 22 (24/7) - \$4.5 + billion*
2003	\$14,597,638	\$13,218,700	16%	Partial Year EMS, Repayment to PFRS , Sq 13, HM & Rescue Support- \$4.5 + billion*
2004	\$16,848,702	\$14,417,737	9%	Full Year EMS, Repayment to PFRS & PERS - \$4.5 + billion*
2005	\$18,184,930	\$15,831,251	10%	Repayment to PFRS & PERS, Capital Improvement Sta 24 - \$4.5 + billion*
2006	\$19,399,585	\$17,237,811	9%	Commerce Bond Expires, Repayment to PFRS & PERS - \$4.5 + billion*
2007	\$20,741,182	\$18,464,754	7%	Repayment to PFRS & PERS - \$4.6 + billion*
2008	\$23,369,456	\$20,544,323	11%	Partial Year Citigroup Bond Payment, 100% PFRS - \$4.6 + billion*
2009	\$24,670,951	\$20,532,909	0%	Full Year Citigroup Bond payment, 100% PERS - \$4.6 + billion*
2010	\$25,043,581	\$20,363,087	-1%	Pension Reform \$4.5 + billion*
2011	\$24,867,285	\$21,269,685	4%	Reduce Staff (3 FF's, 3 FO's, 3 FPS's, Sun Trust Expires (Ladder Trucks) - \$4.5 + billion*
2012	\$25,035,644	\$22,028,184	4%	Prudential Bond Expires (Kings Hwy Station) - \$4.4 + billion*
2013	\$25,572,103	\$22,028,185	0%	Restructure FF & FO Salary Guide, NJSHBP - \$7.6 + billion (reval)*
2014	\$27,965,183	\$21,752,186	0%	Capital Reserve to fund Squad Engine, Ladder replacement
2015	\$27,430,817	\$21,905,186	-1%	Capital Reserve to fund Training Building Props, MM Support Building

