
**Feasibility Study for Possible Shared Services
For Emergency Services**

For FMERPA

(Fort Monmouth Economic Revitalization Planning Authority)

Task 2A

OEM

(Office of Emergency Management)

Shared Services

Final Report

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TASK 2A – OEM SHARED SERVICES
FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA

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CHAPTER 1

INTRODUCTION

On May 1, 2008 Jersey Professional Management (JPM) entered into a contract with the Fort Monmouth Economic Revitalization Planning Authority (FMERPA) to conduct a shared services feasibility study relative to emergency services in the Boroughs of Eatontown, Tinton Falls, and Oceanport in connection with the anticipated closure of the Fort Monmouth Army base. The study encompasses a broad view of emergency services (police, fire, EMS, and OEM) and the courts and the impact of the closing of Fort Monmouth may have on these services.

This report is prepared by the study team working on one part of the study, Task # 2 Police Services and Office of Emergency Services, working in collaboration with other Jersey Professional staff members. Any reference to the “three departments” in this report shall pertain to the Offices of Emergency Management (OEM) in Eatontown, Oceanport and Tinton Falls. The recommendations made in this report by the study team are offered after careful consideration of many factors that directly and indirectly affect the three communities.

The focus of the study was to review the operations of the local Emergency Management Program in the three communities to determine if any or all of their emergency management resources may be shared to improve service and reduce costs.

METHODOLOGY

The JPM Study Team conducted this study using a team of three professionals with extensive experience in municipal government services. The study team collaborated and worked closely with a number of other JPM staff members during the following phases of this study:

- Interviews and meetings
- Gathering pertinent data
- Analysis of collected data
- Observations and fact finding
- Report preparation

CHAPTER 2

TASK 2A – OFFICE OF EMERGENCY MANAGEMENT (OEM) SUMMARY

Emergency Management is the discipline of dealing with and avoiding risks. It involves preparing for a disaster before it happens, responding to disasters (e.g. emergency evacuations, mass decontamination, quarantine, etc.), as well as supporting, and rebuilding communities after the disaster has occurred.

Emergency management is a continuous process by which many individuals, groups and communities manage hazards to avoid the impact of the disaster resulting from the hazards. Effective emergency management relies on thorough integration of emergency plans at all levels of government and non-government involvement. Cooperation and sharing services are crucial to effective emergency management as activities at each level can affect the other levels.

The responsibility for local governmental emergency management rests with the Municipal Office of Emergency Management (OEM). The three host communities have appropriately established an OEM program within their respective communities.

Keeping in mind that the emergency management system is built upon integration, cooperation and sharing resources, the study team found that all three Municipal Offices of Emergency Management have been doing exactly that. They are effectively sharing services and resources.

The OEM in each community has modest resources. The Coordinator has the overall responsibility for administrative and operational matters. The ever growing volume of administrative tasks occupy a Coordinator's time and effort, thereby reducing opportunity to devote additional effort to more important managerial and operational responsibilities.

For improved efficiency and effectiveness, the study team recommends that the host communities create and share a part-time position of OEM administrator.

CHAPTER 3

ORGANIZATIONAL AND STATUTORY FRAMEWORK FOR EMERGENCY MANAGEMENT

Every level of government, Federal, State, County, and Municipal, has a duty and obligation to manage the risks of technical or environmental hazards and effectively deal with the disasters they cause so our society may be safe. The Office of Emergency Management was developed to address those issues, whether they are caused by nature, or the environment (e.g. earthquakes, hurricanes, flooding, etc.), or by technical means (e.g. explosions, accidents, biohazards, or terrorist attacks, etc.).

Emergency management services in the United States are the responsibility of a closely integrated system comprised of the following organizations on all levels of government.

- The Federal Emergency Management Agency (FEMA)
- The New Jersey Office of Emergency Management
- Monmouth County Office of Emergency Management
- Municipal Offices of Emergency Management

The legal authority for the Office of Emergency Management in New Jersey is set by law. The position, duties and responsibilities of a Municipal Emergency Management (OEM) Coordinator is based on New Jersey State Statutes Annotated (NJSA) Appendix A: 9-33 et seq. Directives carrying the force of the law are issued by the State Office of Emergency Management. These laws and directives provide the legal framework for emergency management within the state, counties and municipalities in the State.

N.J.S.A. Appendix A: 9-33 et seq. and State Emergency Management Directives describes a wide range of responsibilities, duties, and authorities, including the following:

- In every municipality of the State, the Mayor shall appoint a Municipal Emergency Management Coordinator, from among the residents of the municipality
- The Coordinator shall serve a term of three years

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- The Coordinator must successfully complete approved training courses within one year of appointment
- Every Coordinator is responsible for the planning, activating, coordinating, and the conduct of Emergency management operations within the municipality
- Every Coordinator must prepare an Emergency Operations Plan with appropriate annexes necessary to implement the plan
- The Coordinator shall be a member and shall chair the local Emergency Management Council

Directive 102 sets forth the qualifications of the Municipal Coordinator:

- Have a minimum of two years experience in planning, development, and administration of emergency response activities such as those provided by police, fire, rescue, medical or Emergency Management units either in the public or private sector, or the military
- Must be a resident of the municipality
- Must have a good reputation and sound moral character

Directive 61 indicates:

- Whenever, in the opinion of the Coordinator, a disaster has occurred or is imminent in the municipality, the Coordinator shall proclaim a state of local disaster within the municipality
- The Coordinator shall implement and carry out OEM operations to protect the health, safety, and resources of the residents of the municipality in accordance with regulations promulgated by the State Director of Emergency Management
- The County Emergency Management Coordinator must be immediately advised of the proclamation of a local disaster emergency by the Coordinator

CHAPTER 4

AN OVERVIEW OF THE OFFICES OF EMERGENCY MANAGEMENT (OEM)

Eatontown, Oceanport, and Tinton Falls Boroughs are located in the eastern part of Monmouth County, New Jersey. The three suburban communities have their own character and are different in geographical size and population. All three municipalities have a common border with the Fort Monmouth Army base. See Addendum A for background details.

Each municipality has an appointed Municipal Emergency Management Coordinator. The Coordinators are duly appointed by appropriate authority and are in compliance with State law and Directives from higher authority.

EATONTOWN OFFICE OF EMERGENCY MANAGEMENT (OEM)

Personnel

The Coordinator was appointed to the part-time position of Municipal Emergency Management Coordinator by the Mayor and Council in 2005. The Coordinator is currently a full-time fire fighter at the Naval Weapons Station Earle, in Monmouth County. The Coordinator has a background in fire fighting and Emergency Medical Service (EMS). Formerly, the Coordinator was the Deputy OEM Coordinator for 4 years prior to becoming the Coordinator. The annual stipend paid by the Borough of Eatontown is \$750.00. The Coordinator reports directly to the borough administrator.

The Deputy Coordinator is a veteran fireman and past fire chief for Eatontown Borough. The Deputy receives no stipend for his service. Currently, the Deputy Coordinator is a part-time Fire Marshal in Eatontown Borough and has an office in the municipal building. The Mayor and Council appointed the Deputy Coordinator in 2005.

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The Coordinator and the Deputy have completed the appropriate training courses and are certified. They have the use of a municipal vehicle when working on OEM business.

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Facilities

Eatontown OEM shares an office with the Eatontown Fire Chief and the Captain of the Eatontown Ambulance squad. This small office is approximately 150 SF and is crowded with radios, separate workstations, and office equipment. This office is the Emergency Operations Center (EOC) during a disaster. It appears too small for its current use, and definitely too small for an EOC.

There is a small room, approximately 80 SF, in the basement of the municipal building that is used by OEM for storage and storing radio equipment.

Equipment

- 2004 Chevrolet Suburban OEM marked 87,000 miles
- 2005 Ford Crown Victoria OEM marked 103,000 miles
- Light tower with trailer and generator – good condition
- 20 foot Haz-Mat trailer
- 10 foot utility trailer with emergency lights, flares, etc.

Budget

2005 - \$5,000.00
2006 - \$5,500.00
2007 - \$6,000.00

The 2007 budget covers maintenance of vehicles, radios, and other equipment. The Coordinator attempts to keep approximately \$3,000 in reserve in the event of a severe emergency or major disaster.

Emergency Operations Plan

The Emergency Operations Plan was revised in 2007 and approved by the County and State Office of Emergency Management. The plan is in hard copy and on CD disk. All annexes have been properly submitted and appropriate representatives have signed off to the plan.

Areas of concern:

- Fort Monmouth
- Monmouth Mall
- 4 grammar schools - K to 8th grade
- 2 Special Ed pre-K to 6th grade schools

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- One private pre-K to 12th grade school
- Osteotech – a biotechnical institute
- U. S. Post Office Annex (major postal facility)

Dealing with Hazards

There is a close working relationship in Eatontown among the police, EMS, fire and OEM. Mutual aid is available and OEM trains in conjunction with other towns and agencies in preparation for emergencies.

Among the OEM preparations, they have developed plans to evacuate residents, distribute medicine and emergency supplies, and have trained for school emergencies, such as hostage situations and shootings.

Eatontown has a modest equipment inventory and budget, however, the Office of Emergency Management appears to operate effectively.

Calls for Service

| | |
|------|----|
| 2005 | 25 |
| 2006 | 38 |
| 2007 | 35 |

The majority of the calls are related to severe weather storms, particularly the winter storms.

OCEANPORT OFFICE OF EMERGENCY MANAGEMENT (OEM)

Personnel

The Oceanport Police Captain currently serves in the part-time position of the Municipal Emergency Management Coordinator for the Borough of Oceanport. The Coordinator was appointed by Mayor and Council in 2005. The Coordinator has a background as a fireman, a first aid squad member, and police officer. The Coordinator reports to directly to a Councilman and provides information to the Mayor. Appropriate training has been completed and the Coordinator is properly certified.

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The Coordinator receives a stipend of \$3,000.00 annually and has the use of a 2004 Dodge Durango.

There are two unpaid volunteer Deputy Coordinators. One is an employee of the state Department of Environmental Protection and is a hazardous material expert; the second Deputy is employed as a fire fighter at Fort Monmouth. Both are appointed by Mayor and Council and receive no compensation for their service as OEM Deputy Coordinators.

Facilities

There is no building or room dedicated to the Office of Emergency Management in Oceanport. The computer used for EOM files and plans is located in the Coordinator's office in the police department.

Equipment

- 2004 Dodge Durango marked OEM, 35,000 miles
- 2 disaster First Aid kits - good
- 1 mobile radio – good
- 12 Kenwood portable radios – fair (12 years old)
- 1 16' Carolina skiff rescue boat 600 lb limit, motor does not work - poor
- 2 2½ ton GMC Army surplus trucks – fair to good condition
- 1 1984 Chevrolet pick up truck, Army surplus –fair
- 1 server for Code Red System –good
- 3 Gen Sets (generators and light towers on trailers) – fair
- 1 Gen Set used for parts
- An assortment of equipment such as neoprene waders, flashlights, emergency tools, rain suits, hard hats, gloves; maps, blueprints and building descriptions.

Saltwater streams occasionally cause flooding in the Borough of Oceanport. In order to travel roads with high water, OEM purchased the Army surplus vehicles at about \$50.00 each to traverse the salt water flooded areas to drop off a boat or perform a rescue. Due to the low budget, OEM has used equipment that is repaired or maintained by public donations. Storage of equipment is in the back parking lot of the Oceanport municipal building and in the home of the Coordinator.

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Budget

| | |
|------|---------|
| 2007 | \$8,400 |
| 2008 | \$8,400 |

The annual budget of \$8,400.00 does not include the \$3,000.00 stipend paid to the Coordinator. According to the Coordinator, the budget meets the minimal needs for basic equipment and maintenance of the vehicles and other mechanical equipment. The cost for one project, “Code Red System” is \$3,750.00 annually.

Emergency Operations Plan

The Oceanport OEM has a completely updated Emergency Operations Plan approved by the New Jersey Office of Emergency Management. The plan is kept on a computer disk and hard copy. All annexes have been properly submitted and appropriate representatives have signed off to the plan.

Oceanport OEM lists flooding, hazardous material spills, ice storms, and severe thunderstorms as their greatest cause for concern.

Primary areas of concern:

- 2 elementary schools
- Monmouth Race Park
- Senior complex (6 story high rise for seniors)
- 1 day care center
- 22 residents on oxygen or other serious support system
- Fort Monmouth
- Rail line

Dealing with Hazards

The major problem confronting Oceanport OEM is flooding. The Shrewsbury River and its branch, the Oceanport Creek, are salt water (one mile from the ocean) and overflow in heavy rains, hurricanes, or a Northeaster storm. According to the Oceanport Coordinator, four percent of the flood insurance policies in the State are written for property in Oceanport (8900 policies).

Because Oceanport is a peninsula, much of the eastern portion of the town floods from time to time, including the area around the municipal building. According to the Coordinator, much of the Oceanport section of Fort Monmouth is also in a flood plain and suffers from flooding as well. The flooding is minor and recedes

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rather quickly. However during Northeasters, the tides and the rain cause flooding that often requires evacuating residents and rescuing stranded people. Once the tide reaches five feet, the flood stage begins.

The Monmouth County Office of Emergency Management is attempting to establish early flood warning systems for ten towns on the Shrewsbury River, including Oceanport. The office is currently looking into a grant to fund this project.

Currently, Oceanport OEM personnel monitor two water level gauges on the Shrewsbury River to detect impending floodwaters. Oceanport OEM also has a public alert system with loudspeakers placed in six locations throughout the town. Using this public alert system, the Code Red system, and public radio (1610 AM), the OEM can warn residents of an impending flood or other major hazard.

Among the responsibilities of the Oceanport OEM, are the following:

- Monitoring the flood gauges
- Activating the Code Red system – an emergency telephone notification system
- Activating the Public Announcement system
- Activating a public radio announcement when needed
- Utilizing the large trucks to traverse through low water in safety
- Maintaining diagrams and blueprints, maps of locations affected by disaster.
- Continue training and updating plans

The Coordinator is seeking grants to purchase a new boat, new river gauges, and a dedicated radio frequency for the OEM. He attends meetings with various OEM officials and continues to update his skills and training.

Calls for Service

2005 - 4

2006 - 9

2007 - 6

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Shared Services

The telephone alert system called Code Red is shared with the Oceanport Board of Education. The calling system contacts residents on their home phone, or another number listed by the resident, to alert them about impending disasters.

The Oceanport OEM also has a shared services agreement with West Long Branch to share an emergency supply distribution point at the Monmouth Park Race Track.

TINTON FALLS OFFICE OF EMERGENCY MANAGEMENT (OEM)

Personnel

The current Coordinator was appointed to the part-time position of Municipal Emergency Management Coordinator in February 2008 by the Mayor of Tinton Falls. The Coordinator has been employed full-time by the Borough of Tinton Falls for 21 years and is currently the Fire Marshal, Fire Sub Code Official, and Building Inspector. His office is in the municipal building.

The Coordinator has eight years previous experience as a Municipal Emergency Management Coordinator. The Police Chief served as Coordinator for a number of years prior to the current Coordinators re-appointment earlier this year. The Coordinator has required training and is certified for this position. In addition to the current position as the Fire Marshal, the Coordinator has experience as a fire fighter and with Emergency Medical Services (EMS).

The Coordinator receives an annual stipend of \$4,000.00 and has the use of a 2008 Ford SUV assigned to the Fire Marshall's office.

The Mayor also appointed a Deputy Coordinator, who also works full time for the Borough of Tinton Falls in the Fire Marshall/ Fire Sub Code/Building Inspector's office. The Deputy receives a \$3,000.00 annual stipend. The Deputy has been appropriately trained and is certified.

One clerical staff person works part-time and is paid on a per diem basis. The total salary allotment for the three persons is \$12,000.00. The clerk is also a trainer and community contact person for OEM.

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Facilities

The following space for Emergency Management operations is in the basement level of the new Tinton Falls Municipal Building, which is approximately one year old:

- 11' by 20' (220 SF) OEM office, fully equipped with multiple work stations
- 22' by 50' (1100 SF) Emergency Operations Center (EOC) appropriately furnished with chairs, folding tables, and has computer hookup capabilities
- A second, but smaller EOC also in the basement
- A fully equipped kitchen in the basement

Furnishings and equipment is in new condition.

Equipment

- Ford Crown Victoria with OEM Markings
- OEM Computer
- Radio base station
- Mobile radios
- 2 Races Radios
- Fire radio
- Police radio
- Phones
- Fax
- Copier
- Various office equipment

All the equipment was considered new or good condition.

Budget

The following 2007 annual budget of \$8300 does not include the stipends paid to personnel:

| | |
|-------------------------|----------------|
| • Office supplies | \$75 |
| • OEM forms | \$75 |
| • Equipment maintenance | \$500 |
| • Radio Repairs | \$500 |
| • Dues, Assn fees | \$150 |
| • Training/conference | \$1,000 |
| • Other | <u>\$4,000</u> |
| Total | \$8,300 |

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The current budget was prepared by the former Coordinator. Funds in the “Other” category are held for unexpected emergencies or catastrophes.

Emergency Operations Plan

Tinton Falls has an Emergency Operations Plan, which was revised in 2006 and approved by the New Jersey Office of Emergency Management. The plan is kept on a computer disk and hard copy. All annexes have been properly submitted and appropriate representatives have signed off to the plan. The plan is currently being updated by Emergency Management personnel.

Areas of concern

- Seniors in the community especially the Seabrook Village, a self-contained group of mid rise buildings
- Schools, to include 1 middle school, 1 regional high school and 1 private K-12 school
- Fort Monmouth
- Naval Weapons Station Earle ammo depot
- New Mall to open soon - Jersey Shore Premium Outlets

Dealing with Hazards

Disaster evacuation plans have been developed to evacuate seniors and school children using local bus companies available for this purpose.

Mutual aid for major fires and hazardous material spills is planned.

Resources from surrounding communities, as well as the Rapid Intervention Team from the Naval Weapons Station Earle, are available for mutual aid.

Tinton Falls OEM was selected by the Department of Homeland Security as a regional site for the mass distribution of vaccines and other medicines in the event of a regional disaster. Seven neighboring communities are included in this regional area. The local distribution sites include Seabrook Village, commercial centers, and industrial locations.

Tinton Falls has instituted the Code Red Emergency Notification System - an ultra high-speed telephone communication service for emergency notifications. This system allows residents to receive a telephone call in case of an emergency situation that requires immediate action.

Calls for Service

2 – Last three years (one ice storm and one power outage)

CHAPTER 5

SHARING SERVICES

The emergency management system in the United States is a multi-tiered governmental organization designed to prepare for, respond to, and recover from the effects of an emergency or wide spread disaster. Emergency management is not the responsibility of one government agency alone. The Office of Emergency Management works with many government, non-profit and private sector agencies to make up the emergency response "team." The Emergency Management System makes it possible to coordinate resources, manpower, equipment and financial assistance from county, state and federal agencies in the event of a local catastrophe.

The essence of the Emergency Management System is building a coalition with sufficient resources to effectively deal with the hazards of a disaster or widespread emergency. It is a system built upon coordination, mutual aid, and sharing resources.

FEDERAL EMERGENCY MANAGEMENT AGENCY

On March 1, 2003, the (FEMA) became part of the U.S. Department of Homeland Security (DHS). The primary mission of the Federal Emergency Management Agency is to reduce the loss of life and property and protect the Nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters, by leading and supporting the Nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation.

NEW JERSEY OFFICE OF EMERGENCY MANAGEMENT

The New Jersey Office of Emergency Management is a section within the Homeland Security Branch of the New Jersey State Police. The Emergency Management Section organizes, directs, staffs, coordinates and reports the activities of the Communications Bureau, Emergency Preparedness Bureau, and Recovery Bureau. The Section is also responsible for planning, directing and coordinating emergency operations within the State which are beyond local control.

The NJOEM office has compiled a Resource Directory Data Base of statewide resources that are available to share during a disaster response. This directory is available to local and county governments, as well as private and non-profit

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organizations. Approximately two years ago, the NJOEM began compiling a comprehensive inventory of resources in the State that range from water bottles to dump trucks to Haz-mat teams, 90,000 items are registered thus far. This statewide shared services program is currently operational and available to the three host communities.

MONMOUTH COUNTY OFFICE OF EMERGENCY MANAGEMENT

The Monmouth County Office of Emergency Management is staffed by five full time personnel, an acting coordinator, two deputy coordinators, a domestic preparedness planner, and an administrative assistant. The Monmouth County Office of Emergency Management is responsible for the development and maintenance of the County's all hazard Emergency Operations Plan. The plan is made up of 15 functional annexes that outline how the county will function during emergency or disaster conditions. The office also acts as the conduit to the New Jersey Office of Emergency Management for the 53 municipal emergency management programs.

Through a multi-disciplinary working group which is comprised of various different response organizations, the office manages all of the Homeland Security funding that is received by the county. Emergency service equipment has been purchased by various Monmouth County communities through this federal funding program. The equipment includes items such as EMS mass casualty response trailer, fire de-con trailer and haz-mat equipment and is available to other municipals when needed in an emergency.

The County OEM works closely with the Municipal OEM organizations to assist them in meeting their mandates and responsibilities.

LOCAL OFFICES OF EMERGENCY MANAGEMENT

The local Office of Emergency Management is the authority responsible for the planning, activating, coordinating, and the conduct of Emergency management operations at the local level.

The Municipal Emergency Management Coordinator is the person responsible for the overall planning, activating, coordinating, and response to disasters and emergency management operations within the municipality. In that effort, the Coordinator must prepare an Emergency Operations Plan and identify various resources necessary to implement the plan.

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The purpose of an Emergency Operations Plan is to protect life and property in emergencies by coordinating response activities of municipal and volunteer entities to ensure their optimum use. It provides for actions to be taken to mitigate, prepare for, respond to, and recover from the effects of an emergency. The plan should be an all hazards approach to emergency management covering natural disasters, technological disasters, and national security crises.

The Emergency Operations Plan is configured to include emergency services annexes as described below. Emergency service providers, such as fire, police and EMS, each plan and prepare operational strategies for delivering their particular service. For example, it is clear that the Fire Department responds to fires, but if the Fire Department is the lead in water rescue, the Fire Department should have the appropriate resources, training, and strategy for accomplishing that service.

The annexes include the following:

- Alert, Warning and Communications
- Damage Assessment
- Emergency Medical
- Emergency Operations Center
- Emergency Public Information
- Evacuation
- Hazardous Materials
- Law Enforcement
- Public Health
- Public Works
- Radiological Protection
- Resource Management
- Shelter, Reception and Care
- Social Services
- Terrorism

The Coordinator shall be a member and shall chair the Local Emergency Planning Committee (LEPC). The LEPC is a 15-member emergency planning committee which should include representation from the following stakeholder groups and organizations:

- Elected and local officials
- Emergency management (the municipal emergency management coordinator serves as the LEPC chairperson)
- Law enforcement
- Fire service

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- EMS
- Health
- Local environmental and transportation agencies
- Hospitals
- Local media representatives
- Community groups
- Representatives of facilities subject to the emergency planning and Community Right-to-Know requirements (if one is located in the municipality)
- Local Business leaders

Although significant resources may be available from higher levels, Federal, State and County, local planning efforts must center on planning, preparation, first response and recovery of a the effects of a disaster within their community. It must be stressed that the local OEM coordinates the first response of emergency services during a crisis. The assistance of Federal, State and County Emergency Services may be available if the crisis overcomes local resources. However, it should also be noted that many emergencies, particularly natural disasters such as hurricanes, tornadoes, or earthquakes, overwhelm many local areas simultaneously and assistance may be delayed due to widespread demand.

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CONSIDERATIONS

The study team reviewed the operation, staffing levels, funding and available resources of the Municipal Offices of Emergency Management in the three host communities to determine the potential for:

- Sharing available personnel
- Sharing or consolidating equipment, facilities, and apparatus
- Sharing and/or consolidating communications systems
- Sharing or consolidating training

During this review and analysis, the study team considered the following:

- The position, appointment, qualifications and duties the Municipal Emergency Management Coordinator is set by law
 - N.J. State law requires the Mayor of each municipality to appoint a Municipal Emergency Management Coordinator
 - The Municipal Coordinator must form and chair a Local Emergency Planning Committee (LEPC)
- The Emergency Management System is a multi-tiered coalition of Federal, State, County and Municipal government with sufficient resources to effectively deal with the hazards of a disaster or widespread emergency
- The Emergency management System is a system built upon coordination, mutual aid, and sharing resources
- The current facilities of each OEM is now being shared with other municipal services
- During an emergency, critical pieces of equipment are available to be shared by neighboring municipalities on an informal basis
- Emergency equipment and personnel are available through the N.J. Office of Emergency Management Resource Directory
- Training is consolidated through the efforts of the State and County OEM offices
- Budget for each Municipal OEM is minimal
 - Combined budgets are \$36,450
- Equipment inventory is minimal
- The number of OEM emergencies is minimal
- Two of the three Municipal Coordinators are full time employees of the local municipal government
- Radio Systems – The local OEM organizations currently use existing municipal radio frequencies. In addition, a Monmouth County OEM shared radio system is used throughout the county

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CONCLUSION

The JPM study team was impressed by the professionalism the OEM staff and the level of preparedness in all three communities. They are complying with the law and directives from higher authority and appear to meet the responsibilities of the office.

The entire emergency management system is designed to enhance cooperative efforts and sharing services during a crisis. The three host EOM operations are currently cooperating, coordinately, and sharing services effectively with the State, County and neighboring municipalities. The study team found no meaningful opportunity to reduce costs or share services beyond the current practice.

CHAPTER 6

RECOMMENDATIONS

The Municipal OEM Coordinator has significant administrative tasks in addition to operational responsibilities. Because the local OEM organizations consist of a small number of personnel, the ever-growing administration and compliance tasks necessary to operate the program are often performed by the Coordinator personally. The “paperwork” can sometimes consume an excessive amount of time and energy making it difficult for the Coordinator to focus on more important matters. Although the three Coordinators are paid a modest stipend for their services, it falls short of meaningful compensation for the time and effort necessary to manage a municipal OEM operation.

The study team recommends the following:

1. SHARE A PART-TIME EMERGENCY MANAGEMENT ADMINISTRATOR

An experienced emergency management professional may be hired on a part-time basis to support the municipal coordinators by performing the bulk of the OEM administrative tasks. It should be made clear, that this recommendation is not intended to replace or diminish the role of the Municipal Coordinator, but should exist in a support role.

The tasks performed by the OEM administrator may include:

- Secure technical and financial assistance available through Federal and State programs and grants
- Prepare and update the Emergency Operations Plans
- Prepare and administer the budgets
- Organize and manage the local CERT
- Manage registrations and administration of alert warnings systems such as Code Red
- Plan and organize training exercises to test response capabilities
- Assist with development of mutual aid and cooperative assistance agreements
- Facilitate the development and updating of the Local Emergency Management Committee

TASK 2A – OEM SHARED SERVICES

FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA

- Develop and manage a public education program
- Keep the mission and activities of Emergency Management in the public view
- Coordinate high risk facilities and critical areas to develop emergency plans

It is noted that Tinton Falls OEM employs a part-time worker to assist with an assortment of clerical and/or administrative duties. Any overlap or duplication of task assignment must be resolved by the Coordinator, who must determine if the Administrator will, or will not, replace this part-time clerical position.

The study team has called this position “OEM Administrator”; however, there is no objection to using another title, such as Deputy Coordinator.

Benefits

- Relieves the Coordinator of time consuming administrative tasks so more time and effort may be devoted to operational matters
- Expand opportunities for closer coordination and cooperation in sharing services with neighboring communities
- Provide assistance in developing partnerships with the private sector

CHAPTER 7

FINANCIAL IMPACT

The addition of a part-time professional to perform OEM administrative tasks may improve the overall preparedness of the OEM operations in all three communities. However, there is an associated cost. The annual cost for this service is projected to be \$30,000. It is recommended that the cost sharing formula be as follows:

| | |
|---------------------|----------|
| 40 % Eatontown - | \$12,000 |
| 20 % Oceanport - | 8,000 |
| 40 % Tinton Falls - | 12,000 |

Task 2A – OEM Shared Services
Final Report
Respectfully submitted,

JERSEY PROFESSIONAL MANAGEMENT

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Task 2A Team Leader
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