

THE COUNCIL OF THE CITY OF HOBOKEN

MEETING OF JUNE 22, 2010

AGENDA

Please note: The Hoboken City Council may consider additional Resolutions, Ordinances or any other matter brought before the Hoboken City Council until June 22, 2010 and throughout the meeting; however, pursuant to the State Supervision Act, all Ordinances & Resolutions may be subject to review and approval by the New Jersey Department of Community Affairs.

CONSENT AGENDA

Consent Agenda defined: All items listed with an asterisk (*) are considered to be routine business by the City Council and will be enacted by one motion. There will be no separate discussion on these items unless a council member or citizen so request, in which event the item will be removed from the general order of business and considered in its normal sequence on the agenda.

RESOLUTIONS

- 1.* Resolution receiving Corrective Action Plan for the SFY 2009 Audit.
(submitted by Finance Dept.)
- 2.* Administration report on responses to requests for proposals for relocating DPW garage and potential awarding of contracts.
(submitted by Administration)
- 3.* Resolution to lease alternative site for the DPW Garage.
(submitted by Administration) will be available at meeting
- 4.* Resolution awarding professional services contract to Weston Solutions, Inc. (Neil Jiorle) for environmental remediation of DPW Garage site as per NJ DEP requirements. **(submitted by Administration)**
- 5.* Resolution awarding Matrix Consulting contract for Fire Audit.
(submitted by Administration)
- 6.* Resolution authorizing Budget Transfers.
(submitted by Administration)

- 7.* Resolution awarding professional contract as Labor Negotiations Counsel to Scarinci Hollenbeck (Matthew Giaccobe). **(submitted by Administration)**
- 8.* Resolution awarding professional services contract as City auditor for FY 2010-2011 to Ferraioli, Wielkocz, Cerullo & Cuva, P.A. **(submitted by Administration)**
- 9.* Resolution awarding a contract to EmNET LLC to provide proprietary provisions and professional services to initiate and maintain a real time flood monitoring system. **(sponsored by Councilman Lenz)**
- 10.* Resolution accepting the change order to Pier C Park and Using Pier A & C Trust Fund to purchase a shade structure necessary for the safety of the children using the playground equipment. **(submitted by Environmental Services)**
- 11.* Interim use and License agreement for Maxwell Place Block E **(Waterfront Park). (submitted by Administration)**
will be available at meeting
- 12.* Interim use and License agreement for Maxwell Place Block A **(South Lawn).**
(submitted by Administration) will be available at meeting

PUBLIC COMMENTS

CLOSED SESSION

Introduced by: _____

Seconded by: _____

**CITY OF HOBOKEN
RESOLUTION NO. _____**

Resolution Receiving Corrective Action Plan for the SFY 2009 Audit

WHEREAS, the City of Hoboken has received its Audit for SFY 2009 from the independent auditor Ferraioli, Wielkotz, Cerullo, & Cuva, and

WHEREAS, the State of New Jersey, Division of Local Government Services requires the Chief Financial Officer and other City Officials to prepare a Corrective Action Plan for all recommendations reflected in the Annual Audit, and

WHEREAS, the State of New Jersey, Division of Local Government Services requires such Corrective Action Plan to be accepted by the Council of the City of Hoboken and filed with the Director of Local Government Services, and

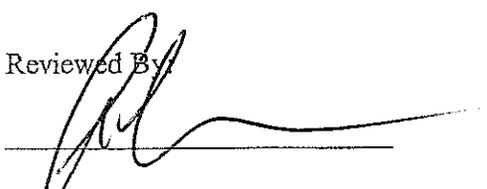
WHEREAS, the Corrective Action Plan is attached hereto, and incorporated by reference.

NOW, THEREFORE BE IT RESOLVED that the above recitals are incorporated by reference as it's fully stated herein.

BE IT FURTHER RESOLVED by the Council of the City of Hoboken, in the County of Hudson, State of New Jersey, hereby requests the Director of the Division of Local Government Services to accept the Corrective Action Plan for the City of Hoboken SFY 2009.

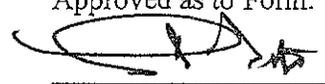
BE IT FURTHER RESOLVED, that the City Clerk forward two certified copies of this resolution with the Corrective Action Plan to the Director of Local Government Services for approval.

Reviewed By:



Arch Liston
Business Administrator

Approved as to Form:



Michael B. Kates
Corporation Counsel

Date of Meeting:

**City of Hoboken
Hudson County, New Jersey**

Corrective Action Plan for 2009
Audit Report Year: June 30, 2009

**Including Comments on Findings and
Recommendations**



City of Hoboken
Comments on Findings and Recommendations
June 30, 2009

Prior Year

2008-3 Recommendation

All transactions should be approved and encumbered in the accounting system prior to purchase

Explanation and Corrective Action

The City is upgrading its purchasing system, establishing improved internal controls on purchase approvals and providing additional monitoring on the encumbrance accounting system.

City of Hoboken Contract Person

Arch Liston, Business Administrator; Richard England, Purchasing Agent

2009 Findings and Recommendations

City Clerk

Finding

Fee ordinance for the Police Department does not agree to fees charged

Recommendation

That an updated fee ordinance be approved by City Council to support the current fees charged

Explanation and Corrective Action

All City fees are currently being compared to fee ordinances to ensure compliance. Fee ordinances will be amended, as necessary, to reflect current charges.

City of Hoboken Contact Person

James Farina, City Clerk (Primary); Arch Liston, Business Administrator; Nick Trasente, Finance Director

Finance

Finding # 1

Not all financial transactions are being recorded in the general ledger as required by Technical Accounting Directive #3 for the following funds:

- Net Payroll
- Payroll Agency
- Housing Rehab-Upper Park Trust
- CDBG Trust
- Other Trust

Recommendation

That general ledger entries be recorded in a timely manner in order to maintain accurate records for the following funds:

- Net Payroll
- Payroll Agency
- Housing Rehab-Upper Park Trust
- CDBG Trust
- Other Trust

Explanation and Corrective Action

General Ledger accounts have been established for the Net Payroll, Payroll agency, Housing Rehab-Upper Park Trust, CDBG Trust and Other Trust Accounts

City of Hoboken Contact Person

Nick Trasente, Finance Director

Finding # 2

The following bank accounts had a deficit reconciled balance at year end (N.J.S.A. 40A:5-5)

- Net payroll
- Payroll Agency

Recommendation

The following accounts should be examined and the deficit in the reconciled balance be corrected.

Explanation and Corrective Action

The Net Payroll and Payroll Agency accounts have been examined. It was determined that the Net Payroll account did not have a deficit balance after reconciliation. The deficit in the Payroll Agency was resolved by adoption of a resolution by Council. The payroll supervisor has been instructed to ensure that each account is reconciled on a monthly basis and any discrepancies are resolved immediately.

City of Hoboken Contact Person

Nick Trasente, Finance Director (Primary); Maria Corcoran, Payroll Supervisor (Secondary)

Finding #3

Technical Accounting Directive #2, codified as N.J.A.C. 5:30-5.6, requires the City to place a value of all fixed assets put into service. The City had hired an appraisal company to prepare a listing of the City's assets as well as appraise each asset's value. The report prepared was for the fiscal year ended June 30, 2004 and has not been maintained to report new assets.

Recommendation

That the appraisal company should be contacted to update the report yearly.

Explanation and Corrective Action

The City's financial operations, which were under the jurisdiction of an outside consulting firm until January, 2009, were not managed in an accurate and efficient manner. Many requirements of law were not undertaken. As a result, the City was placed under State supervision in September 2008 and in January 2009 an experienced Finance Director was hired. Given the monumental task of implementing internal controls, accounting, budgeting and reporting systems, and given the City's level of fiscal distress, the physical inventory of assets and implementation of a fixed asset accounting system did not occur in FY 2009. In planning its FY 2011 budget, consideration will be given to contracting for inventory and appraisal services.

City of Hoboken Contact Person

Nick Trasente, Finance Director; George DeStefano, Chief Financial Officer

Finding # 4

Petty cash disbursed to various departments does not agree to State approved petty cash application.

Recommendation

That an updated application be submitted to the State to approve various appointments of petty cash.

Explanation and Corrective Action

The City only maintains two petty cash funds, granted to the Fire Department and Environmental Services, both of which have been approved by the DLGS.

City of Hoboken Contract Person

Nick Trasente, Finance Director

Finding #5

Change fund amount disbursed to Tax Office does not agree to approved amount.

Recommendation

That the amount disbursed to the Tax Office is approved through resolution in the minutes.

Explanation and Corrective Action

Under the former Tax Collector, the change fund was not reconciled and the fund was depleted without explanation. Under the new administration, change funds have been re-established and monitored as required. The fund will be approved by resolution of the governing body.

City of Hoboken Contact Person

Sharon Curran, Tax Collector

Finding #6

Withdrawals are being made prior to maturity on CD

Recommendation

Withdrawals should occur once CD has completely matured in order to avoid early withdrawal fees/penalties.

Explanation and Corrective Action

There was a lack of monitoring of cash flow requirements causing an early withdrawal of an investment. The City's cash flow is constantly monitored and has improved significantly. The need for early withdrawal of investments is no longer an issue.

City of Hoboken Contact Person

Nick Trasente, Finance Director, George DeStefano, CFO

Finding #7

Deposits are not made within 48 hours of receipt as required by 40A:5-15 for the following accounts:

- Other Trust
- Community Development

Recommendation

That all receipts are deposited with 48 hours.

Explanation and Corrective Action

Revenues for the Community Development Account are generated at a site other than City Hall. As a result, funds were not brought to City Hall for deposit timely. An improved system has been developed to ensure that the funds are transported to City Hall on a daily basis. Revenues for the Other Trust generated from outside vendors for City festivals and events. The funds were deposited after an application for the event was processed. The system has been changed and checks will be deposited immediately upon receipt.

City of Hoboken Contact

Nick Trasente, Finance Director, Leo Pellegrini, Director of Community Development

Finding #8

Electronic wire transfers are not being processed through the Purchase order procedures. Instead, they are wired and a manual entry to record the payment is made through the General Ledger.

Recommendation

That controls are put into place for items that are paid through Bank wire. All expenditures should go through the Purchase Order process to ensure proper approval.

Explanation and Corrective Action

There were problems with full utilization of the purchase order system under the prior administration. The CFO and the purchasing agent have been advised that purchase orders must be utilized to record wire transfers. Action corrected.

City of Hoboken Contact Person

Nick Trasente, Finance Director, George DeStefano, CFO, Richard England, Purchasing Agent

Purchasing

Finding #1

Goods/services are being ordered prior to being encumbered as prescribed by Technical Directive #1.

Recommendation

That all goods/services be encumbered prior to being ordered.

Explanation and Corrective Action

Under the prior administration, there were several instances of under budgeting, shorting appropriations in departments and, in able to acquire the goods and services necessary for municipal operations, goods and services were ordered without encumbering funds. This practice has been eliminated as monitoring has improved and requisitions are denied if adequate funds are not available for encumbrance.

City of Hoboken Contract

Richard England, Purchasing Agent

Finding #2

Vendor documents were not always available to support expenditures as required by DLGS' Requirements of Audit.

Recommendation

That supporting documentation for all purchases be made available for audit review.

Explanation and Corrective Action

Requisitions and purchases orders are monitored and audited for completeness prior to processing for payment, which was not accomplished in the past.

City of Hoboken Contract Person

Richard England, Purchasing Agent

Finding #3

Not all authorizing signatures are present of all purchase order as required by DLGS.

Recommendation

That all authorizing signatures are present on all purchase orders.

Explanation and Corrective Action

In an effort to expedite orders, purchase orders were processed without all appropriate signatures. The purchasing agent has been advised that no orders may be placed until all required signatures are obtained. Also, purchase orders are now audited for completeness.

City of Hoboken Contact Person

Richard England, Purchasing Agent

Finding #4

Instances where the budget account was not being charged correctly as required by DLGS.

Recommendation

That all invoices be charged to the correct budget account to which the services are rendered

Explanation and Corrective Action

Because of continual budget under funding, it was the practice of the Administration and Purchasing Agent to charge expenditures to any appropriation with unexpended funds. This practice has been eliminated and all budget line items are monitored regularly.

City of Hoboken Contact Person

Richard England, Purchasing Agent, Nick Trasente, Finance Director

Finding # 5

Purchasing Agent is overriding the receiving and vendor certification as required per the City purchasing policy to expedite payment.

Recommendation

That all required signatures are received prior to releasing funds to vendors.

Explanation and Corrective Action

This was an on-going practice of the prior administration and has been halted. The purchase orders are now audited prior to payment.

City of Hoboken Contact Person

Richard England, Purchasing Agent

Payroll

Finding #1

There is no approved salary ordinance for the fiscal year as required by DLGS.

Recommendation

That the salary ordinance be created and approved by Mayor and Council

Explanation and Corrective Action

There is a duly adopted salary ordinance which reflects City positions and wages through 1/1/08, the date of the last union contracts. An amendment to the ordinance will be adopted upon ratification of union contracts.

City of Hoboken Contact Person

Arch Liston, Business Administrator

Finding #2

A report of accrued liability for sick and vacation time payable is not maintained as prescribed in the detailed walkthrough of the payroll cycle.

Recommendation

That a report of accrued liability for sick and vacation time payable be updated and maintained by the payroll department.

Explanation and Corrective Action

A report of accrued liability is recorded manually; however, the City is upgrading its ADP payroll program which has the capability of recording all accrued leave time liability.

City of Hoboken Contact Person

Nick Trasente, Finance Director, Arch Liston, Business Administrator

Finding #3

Lack of documentation to support some employee retirement/termination

Recommendation

That proper records are kept for retired/terminated employees documenting termination date and termination payouts.

Explanation and Corrective Action

The City has implemented improved controls to record attendance and leave time. This information is maintained centrally in the personnel and payroll offices.

City of Hoboken Contact Person

Arch Liston, Business Administrator

Finding #4

Instance where penalties/fees were assessed to the City of Hoboken for late enrollment of eligible employees to the pension system

Recommendation

That more care be taken to ensure all pension program enrollments are made in a timely manner to negate any additional penalties or fees.

Explanation and Corrective Action

There was a breakdown in communication between the departments, personnel and the payroll office. The process of enrolling new employees in the pension system was not specifically delegated to one City employee. New procedures have been established whereby all new employees are processed through the personnel office and pension enrollment is part of orientation.

City of Hoboken Contact Person

Arch Liston, Business Administrator

Departments

Finding #1

The following departments do not maintain supporting documentation for receipts as required by DLGS.

- Police Department
- Planning and Zoning

Recommendation

That the Police Department and Planning and Zoning maintain a receipt journal to support receipts.

Explanation and Corrective Action

Effective immediately, the office of Planning and Zoning Office will maintain a receipts journal for all revenue collected. The Police Department maintains a ledger of the checks and money orders which are delivered to the Finance Department and, in addition, the Finance Department signs and retains a copy of said ledgers. The ledgers were made available to the auditor in November 2009.

City of Hoboken Contact Person

Arch Liston, Business Administrator

Finding #2

The following departments do not make deposits within 48 hours of receipt as required by NJSA 40A:5-15.

- Board of health
- Fire Prevention
- Board of Construction
- Recreation

Recommendation

That the Board of Health, Fire Prevention, Board of Construction and Cultural Affairs make deposits within 48 hours of receipt.

Explanation and Corrective Action

The above named departments are in remote locations outside of City Hall and receipts were made to the Finance Department, located in City Hall, on an irregular basis. The City has taken steps to ensure that receipts are delivered for deposit within the statutory deadline.

City of Hoboken Contact person

Nick Trasente, Finance Director

Finding #3

The Municipal Court does not distribute monies collected to the proper agencies prior to the fifteenth of the following month.

Recommendation

That monies collected in the prior month be disbursed to the proper agencies prior to the fifteenth of the following month.

Explanation and Corrective Action

The Municipal Court does distribute monies collected to the proper agencies prior to the fifteenth of the following month; however, the computer system is not updated by the fifteenth of the month to reflect that payment has been made. Court employees have been advised to update computer records upon payment.

City of Hoboken Contact Person

RoseAnn Gohde, Court Administrator

Finding #4

The Municipal Court has one authorizing signature on disbursement checks.

Recommendation

That disbursement checks have at least two authorizing signatures.

Explanation and Corrective Action

It is the practice and procedure to have the Court Administrator and one of two deputies sign every check. Unfortunately, one check for the year was missed.

City of Hoboken Contact Person

RoseAnn Gohde

Finding #5

Instances where fees charged by the police Department are not consistent with approved fee ordinance.

Recommendation

That more care be taken to ensure the proper fees are collected.

Explanation and Corrective Action

All fees charged by the Police Department are being reviewed and compared with the current fee ordinance. Amendments to the ordinance will be undertaken to reflect actual amounts charged, if necessary.

City of Hoboken Contact Person

Arch Liston, Business Administrator

Finding #6

Some errors were identified with the allocation and labeling of individual Rent Control receipts.

Recommendation

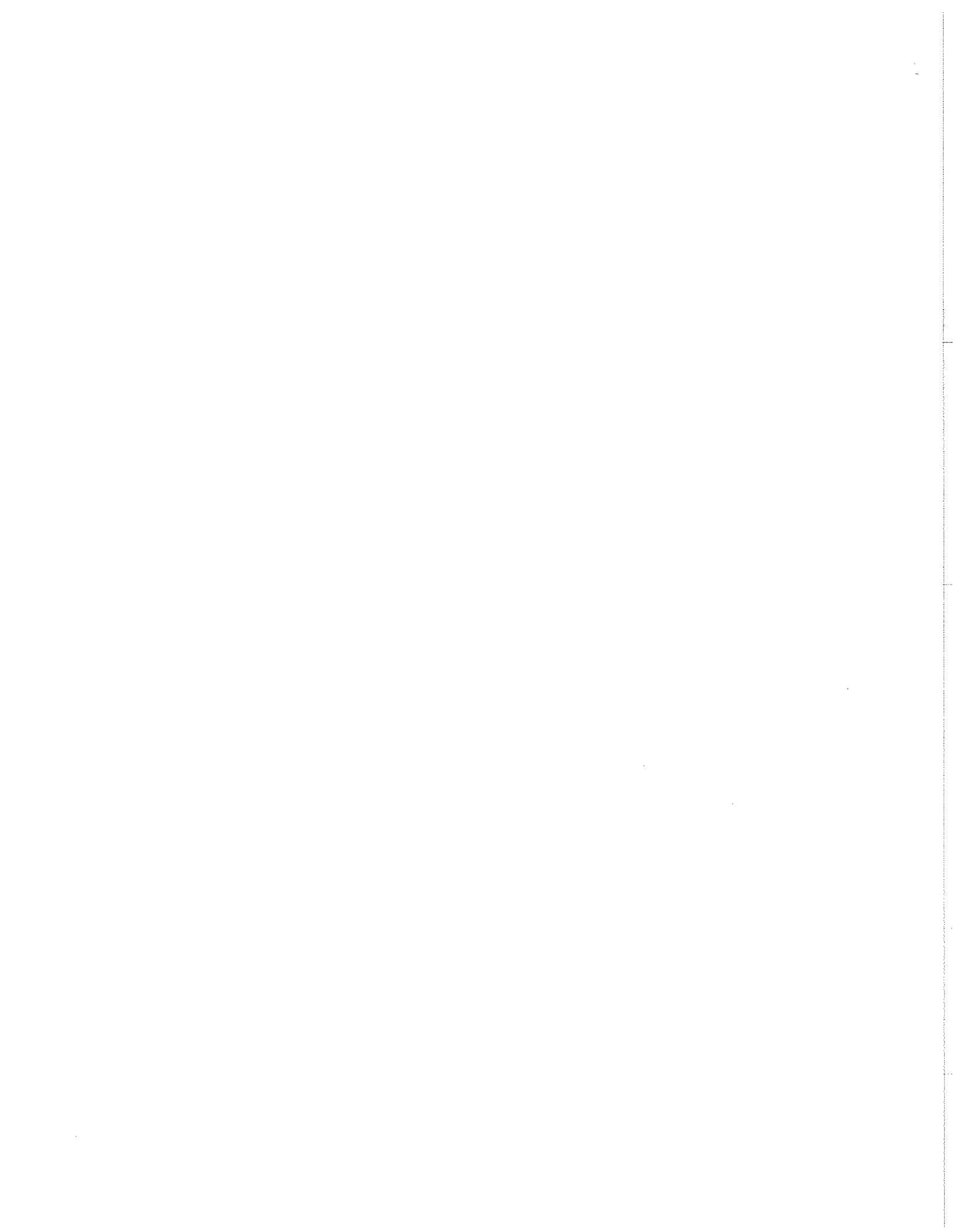
That rent control property allocates receipts to maintain accurate record keeping.

Explanation and Corrective Action

The Rent Control Office maintains an adequate receipting, reporting and control system for all revenue sources. If an error is detected in the allocation of a receipt, a correction is made during the month end reconciliation process.

City of Hoboken Contact person

Suzanne Hetman, Rent Control



Revised By: _____
Introduced by: Administration

Seconded by: _____

CITY OF HOBOKEN
RESOLUTION NO. _____

RESOLUTION AWARDED NEIL JIORLE, L.S.R.P. OF WESTON SOLUTIONS, INC. A CONTRACT FOR ENVIRONMENTAL REMEDIATION OF THE DPW GARAGE SITE

WHEREAS, the City of Hoboken requires the services of an expert environmental site remediation professional for matters involving the City of Hoboken's DPW Garage site; and

WHEREAS, the City of Hoboken has reviewed the qualifications of Neil Jiorle, L.S.R.P. of Weston Solutions, Inc., 205 Campus Drive, Edison, New Jersey 08837, and has determined that this Licensed Site Remediation Professional can provide these services for the City of Hoboken in an efficient manner; and

WHEREAS, this type of work constitutes a professional service as defined by N.J.S.A. 40A:11-2(b) and as such, is exempt from public bidding requirements pursuant to N.J.S.A. 40A:11-5; and

WHEREAS, the City Council hereby determines that the provisions and services fully described in Weston Solution, Inc.'s June 18, 2010 proposal to the City are essential and must be completed as soon as possible; and

WHEREAS, Neil Jiorle and Weston Solutions, Inc. will be required to abide by the "pay-to-play" requirements of the Hoboken Public Contracting Reform Ordinance, #DR-154 (codified as 20A-11 et seq. of the Code of the City of Hoboken); and

WHEREAS, funds are available for this purpose upon the Budget Transfer Resolution approved this date.

NOW, THEREFORE, BE IT RESOLVED, that the Council of the City of Hoboken does hereby authorize a contract between the City of Hoboken and Weston Solutions, Inc. to provide the services of Neil Jiorle as a licensed site remediation professional, as set forth above and more completely detailed in the June 18, 2010 proposal sent to the City from Weston Solutions, Inc.;

BE IT FURTHER RESOLVED, by the Council of the City of Hoboken in the County of Hudson that:

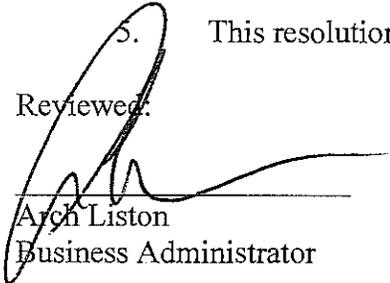
1. A contract for DPW site remediation for the City of Hoboken shall be prepared and executed with the following vendor:

Weston Solutions, Inc.
205 Campus Drive
Edison, New Jersey 08837

Such individual shall be paid in an amount not to exceed One Hundred Thousand Dollars (\$100,000.00).

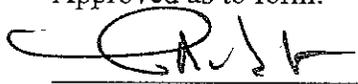
2. This agreement shall be effective immediately upon execution and shall terminate upon completion of the project.
3. The Mayor is hereby authorized to execute a contract with Weston Solutions, Inc. and all other necessary documents on behalf of the City of Hoboken and to take any other actions necessary to complete and realize the intent and purpose of this resolution.
4. The City Clerk shall publish notice of this resolution in one newspaper authorized by law to publish the City's legal advertisements as required by N.J.S.A. 40A:11-5(1)(a) and shall keep a copy of the resulting contract on file in accordance with N.J.S.A. 40A:11-1 et seq.
5. This resolution shall take effect immediately.

Reviewed:



Arch Liston
Business Administrator

Approved as to form:



Michael B. Kates, Esq.
Corporation Counsel

Date of Meeting: June 22, 2010



WESTON SOLUTIONS, INC.
205 CAMPUS DRIVE
EDISON, NEW JERSEY 08837
732-417-5800 • FAX: 732-417-5801

The Trusted Integrator for Sustainable Solutions

June 18, 2010
Revised June 21, 2010

Michael B. Kates, Esq.
Corporation Counsel
City of Hoboken
94 Washington Street
Hoboken, New Jersey 07030

**RE: Former Hydraulic Lifts Location (AOC-10) Remedial Action
Hoboken Department of Public Works Facility
256 Observer Highway
Hoboken, Hudson County, NJ**

Dear Mr. Kates:

Weston Solutions, Inc. (Weston) is pleased to submit this proposal to provide supplemental remedial activities at the location of three former hydraulic lifts, previously identified as Area of Concern 10 (AOC-10), in the City of Hoboken Department of Public Works (DPW) building. The need to conduct these activities was suggested by representatives from the New Jersey Department of Environmental Protection (NJDEP) during our June 17, 2010 conference call based upon their review of the Remedial Action Report (RAR)/Remedial Action Work Plan (RAWP) that was submitted in May 2010 by Woodard & Curran. This proposed scope of work and budget has been prepared to address the additional activities suggested by the NJDEP during the June 17, conference call and is an extension of the previous investigation and remediation activities at the site.

The proposed scope of work involves the following activities:

1. Pre-mobilization activities including preparation of a site-specific health and safety plan; arrangements for a public utility mark out and overall project coordination.
2. Site mobilization.
3. Removal of: (1) an approximately 10- by 7-foot area of the garage floor at the western edge of AOC-10; (2) an approximately 10- by 5-foot area of the garage floor at the southern edge of AOC-10; (3) an approximately 15- by 10-foot area of the garage floor at the eastern edge of AOC-10; and offsite disposal of the concrete debris.
4. Re-excavation of the main portion of AOC-10 in order to access and remove residual impacted soil at the base of the former excavation.
5. Excavation and offsite disposal of an estimated 160 tons of soil contaminated by hydraulic oil.
6. Collecting up to fourteen post-excavation soil samples and two quality assurance samples, and laboratory analysis of these samples.
7. Backfilling of the excavation with certified clean fill.



Recipient
Company

Date
Page 2

8. Advancing up to eight borings at the perimeter of AOC-10 using direct-push methods and collecting up to eight soil samples for laboratory analysis for the purpose of delineating the residual soil contamination at AOC-10.
9. Install one groundwater monitoring well within the perimeter of AOC-10 and collect two consecutive rounds of groundwater samples for laboratory analysis.
10. Demobilization.
11. Deed Notice and Remedial Action Permit.
12. Report.

The field program is expected to take up to three days for excavation and backfilling activities, one day for the monitoring well installation and two days for groundwater sampling.

1.0 Pre-Mobilization Activities

Weston will prepare a concise site-specific health and safety plan (HASP) for use during this work. The HASP will be based on previous work at the site and will be provided to comply with the New Jersey Technical Requirements for Site Remediation (TRSR), N.J.A.C. 7:26E-1.10. Weston will arrange with our subcontractor, Prime Environmental, Inc. (Prime) of Morris Plains, New Jersey, to complete a public utility mark out in accordance with New Jersey regulations.

2.0 Mobilization

Weston and Prime will mobilize personnel, equipment and materials to the site.

3.0 Concrete Removal

Under Weston's direction, Prime will saw cut three areas of the existing concrete floor at the perimeter of AOC-10 where elevated concentrations of total petroleum hydrocarbons (TPHs) were previously detected. This task assumes concrete thickness of less than 4" and no re-bar present. The concrete will be broken up using a hydraulic hammer and disposed offsite as non-hazardous industrial waste. It is estimated that this task will be completed during the first field day.

4.0 Re-excavation of the Main Portion of AOC-10

Prime will re-excavate the main portion of AOC-10 in order to access and remove residual impacted soil at the base of the former excavation. The approximate dimensions of this area are 35 feet by 7 feet. This task will be performed with other activities during the first and second field days.

5.0 Soil Excavation and Disposal

Weston will coordinate soil excavation by Prime. Soils that exhibit evidence of contamination will be excavated and placed into dump trailers for offsite disposal. The excavation area will include: (1) an approximately 10- by 7-foot area of the garage floor at the western edge of AOC-10; (2) an approximately 10- by 5-foot area of the garage floor at the southern edge of AOC-10; (3) an approximately 15- by 10-foot area of the garage floor at the eastern edge of AOC-10. For purposes of this proposal, Weston estimates that the excavation will be a maximum of eight (8) feet deep. This proposal does not include any structural support systems. During excavation, the contractor will maintain a minimum 1 to 1 slope from the edge to the floor of the excavation.



Recipient
Company

Date
Page 3

Work will be halted immediately if the excavation shows any evidence of undermining the floor. This approach will allow for excavation of up to approximately 110 cubic yards of soil or an estimated 160 tons. Our proposal includes transportation and offsite disposal of up to 160 tons of soil. For purposes of this proposal, it is assumed that the soil can be transported and disposed as non-hazardous solid waste based upon the soil characterization profiles previously used for this project location. It is estimated that this task will be largely completed during the second field day. The City of Hoboken will provide a representative to sign all waste manifest/bill of lading forms.

Prime will provide a vacuum truck to perform dewatering during the excavation activities described in Tasks 4.0 and 5.0. The containerized liquids will be transported for off-site disposal at a unit cost of \$0.95 per gallon. At this time and in conjunction with City representatives, we are evaluating to possibility of discharging dewatered liquids directly to the City's combined sewer system as cost-saving measure. If this alternative is approved the project budget will be reduced accordingly (approximately \$2,100.00).

6.0 Post-Excavation Sampling and Analysis

Weston will collect post-excavation soil samples to document the condition of soil remaining at the site. Our budget includes collection and analysis of up to fourteen post-excavation soil and two quality assurance samples as follows:

- Eleven sidewall samples
- Three bottom samples
- Two quality assurance/quality control field blank samples

The fourteen samples will be analyzed for extractable petroleum hydrocarbons (EPH) using an accelerated, 72-hour laboratory turnaround time. The samples will be analyzed using the "Analysis of Extractable Petroleum Hydrocarbon Compounds in Aqueous and Soil/Sediment/Sludge Matrices" (a.k.a., NJDEP EPH 10/08 Revision 2) in accordance with our June 17, 2010 conference call with representatives of the NJDEP.

This task will be performed during the second field day.

7.0 Excavation Backfilling and Demobilization

The excavation will be backfilled with certified clean fill material. Weston proposes to use ¾ inch quarry process stone for backfill. The backfill will be placed in loose lifts not to exceed 2 feet in thickness and tamped. The proposed scope of work does not include engineering or compaction testing of the backfill material. Our proposal includes pricing for up to 160 tons of certified clean fill material. Following completion of backfilling, Weston and Prime will demobilize equipment and materials from the site. It is estimated that this work will be completed during the third field day.

8.0 Delineation

Prime will advance up to eight borings at the perimeter of AOC-10, at locations selected by Weston based upon previous sampling data and field observations made during the above-listed tasks, using direct-push drilling methods. Weston will collect up to eight soil samples for



laboratory analysis for the purpose of delineating the residual soil contamination at AOC-10. The samples will be analyzed using the "Analysis of Extractable Petroleum Hydrocarbon Compounds in Aqueous and Soil/Sediment/Sludge Matrices" (a.k.a., NJDEP EPH 10/08 Revision 2) in accordance with our June 17, 2010 conference call with representatives of the NJDEP.

This task will be performed with other activities during the first and second field days.

9.0 Monitoring Well Installation and Sampling

Weston and Summit Drilling (Summit), our drilling subcontractor, will install one groundwater monitoring well within the perimeter of AOC-10 in accordance with the TRSR and our June 17, 2010 conference call with representatives of the NJDEP. Summit will obtain the necessary NJDEP permit and complete a public utility mark out in accordance with New Jersey regulations. Weston will collect one groundwater sample two weeks after completion of the monitoring well installation in accordance with the TRSR and a second groundwater sample within 28 days of collecting the first groundwater sample.

10.0 Demobilization

Weston, Prime and Summit will demobilize personnel, equipment and materials from the site at the completion of the various field activities.

11.0 Deed Notice and Remedial Action Permit

Weston will prepare a Deed Notice and Remedial Action Permit that will identify the existing site conditions as the appropriate engineering control. The City of Hoboken will need to provide certain documentation such as: a Metes and Bounds description of the subject property, engineering plans/drawings/specifications, and as-built drawings of the existing structures, pavement and infrastructure improvements as supporting documentation for the Deed Notice. Weston will work in conjunction with Mr. John Scagnelli of Scarinci Hollenbeck to file the completed Deed Notice with the Hudson County Clerk's office. The County Clerk Certified Deed Notice must be submitted to the NJDEP before a No Further Action (NFA) letter will be issued as was discussed during our June 17, 2010 conference call with representatives of the NJDEP.

12.0 Report

Weston will prepare a Supplemental Remedial Action Report (SRAR), in accordance with our June 17, 2010 conference call with representatives of the NJDEP, to include documentation of the work described herein. Our reporting budget includes the following:

- Evaluation of post-excavation data and tabulation of results with NJDEP direct-contact soil remediation standards
- Evaluation of groundwater sample data and tabulation of results with NJDEP Groundwater Quality Standards
- Preparation of electronic data deliverables
- Documentation of excavation and disposal activities;
- Clean fill certification



Recipient
Company

Date
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This proposal is for a stand-alone report and includes the preparation of a draft for City of Hoboken review and a final report based upon the City's comments for submission to the NJDEP.

Cost Estimate

Following is our range of estimated costs to implement the proposed scope of work:

Task 1 – Pre-Mobilization Activities.....	\$1,750.00
Task 2 – Mobilization.....	\$250.00
Task 3 – Concrete Removal.....	\$6,056.00
Task 4 – Re-excavation of AOC-10.....	\$6,981.00
Task 5 – Soil Excavation and Disposal (up to 160 tons).....	\$16,215.00
Task 6 – Post-Excavation Sampling and Analysis (up to 16 samples).....	\$3,380.00
Task 7 – Excavation Backfilling (up to 160 tons).....	\$7,881.00
Task 8 – Delineation Borings and Samples (up to 8 samples).....	\$4,137.00
Task 9 – Monitoring Well Installation and Two Groundwater Samples.....	\$5,680.00
Task 10 – Demobilization.....	\$250.00
Task 11 – Deed Notice and Remedial Action Permit.....	\$2,232.00
Task 12 – Report.....	\$3,350.00
Total Work Proposed	\$58,162.00

We suggest that the City of Hoboken allocate an estimated budget of \$58,162.00 for the services described in Tasks 1.0 through 12.0 to be invoiced monthly on a Time and Materials basis.

Pricing for this project is based on prevailing wage labor rates.

All services provided will be invoiced monthly and will be performed in accordance with the enclosed General Conditions of Service. Time and Materials services, including outside copying charges, will be invoiced based on the Schedule of Billable Hourly Rates/Expenses in effect at the time that the work is performed. Work will commence upon our receipt of a signed copy of this proposal and any required municipal resolution(s) and/or purchase orders.



Recipient
Company

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Page 6

We appreciate the opportunity to work with the City of Hoboken on this project. Please contact me, 732-417-5813 or Neil.Jiorle@WestonSolutions.com, should you have any questions or require additional information.

Sincerely,

WESTON SOLUTIONS, INC.

Neil P. Jiorle
Project Manager

Accepted by:

The City of Hoboken

Name

Title

As Authorized Agent for the City of Hoboken

Date: _____

Enclosure, General Terms and Conditions

NPJ:nj

c: Paul Bovitz, w/o encl.

Hoboken Department of Public Works Timeline (Assumes that the work is authorized on 6/22/10)

Week 1 (6/23 – 6/25)

- Utility mark out
- Saw cut concrete floor
- Excavate
- Collect post excavation soil samples
- Transport and dispose contaminated soil
- Backfill and compact excavation

Week 2 (6/28 – 7/2)

- Install groundwater monitoring well
- Receive and evaluate soil sampling data
- Begin preparing Supplemental Remedial Action Report (SRAR)

Week 3 (7/6 – 7/9)

- Prepare Deed Notice and Remediation Permit
- Continue preparing the SRAR and incorporating the soil sampling data

Week 4 (7/12 – 7/16)

- Collect the first groundwater sample from the monitoring well
- Gauge the groundwater elevations in all four on site monitoring wells
- Distribute draft Deed Notice and Remediation Permit to the City team for review and comment

Week 5 (7/19 – 7/23)

- Receive and evaluate preliminary results for the first groundwater sample
- Distribute draft SRAR, including preliminary groundwater results evaluation, to the City team for review and comment
- Finalize Deed Notice and Remediation Permit and, in conjunction with authorized City personnel, submit the Deed Notice to the Hudson County Registrar's office for filing
- Submit copy of the filed Deed Notice and Remediation Permit to the NJDEP

Week 6 (7/26 – 7/30)

- Collect second groundwater sample from monitoring well
- Revise and finalize draft SRAR upon receipt of comments from the City's team

- Submit SRAR to the NJDEP (with notation that the second set of groundwater sampling results are pending)

Week 7 (8/2 – 8/6)

- Receive and evaluate preliminary results for the second groundwater sample
- Submit summary letter of results for the second groundwater sample to the NJDEP

Introduced by: Administration
Seconded by: _____

**CITY OF HOBOKEN
RESOLUTION NO. : _____**

**RESOLUTION AUTHORIZING A PROFESSIONAL SERVICES CONTRACT WITH
MATRIX CONSULTING GROUP FOR THE SERVICES OF CONDUCTING A FIRE
DEPARTMENT AUDIT FOR THE CITY OF HOBOKEN**

WHEREAS, the City Council determined that it is necessary to perform the services of conducting a Fire Department audit; and

WHEREAS, Requests for Proposals were obtained from multiple firms, and members of the Fire Department including Chief Blohm and a union representative were included in the interviews of the final two firms, and recommended Matrix Consulting Group to the Administration; and

WHEREAS, the Administration has determined Matrix Consulting Group would provide the City and the Hoboken Fire Department with the most comprehensive audit; and

WHEREAS, Matrix Consulting Group has extensive experience performing fire department audits throughout the country and in the State of New Jersey; and

WHEREAS, the Administration has had discussions with other municipalities who have had positive results from the consolidation of police and fire dispatch operations; and,

WHEREAS, resident safety is a top priority, and enhancement of EMS services may be achieved through a partnership with the Fire Department; and,

WHEREAS, Matrix Consulting Group will be required to abide by the "pay-to-play" requirements of the Hoboken Public Contracting Reform Ordinance, #DR-154 (codified as §20A-11 et seq. of the Code of the City of Hoboken); and

WHEREAS, said service is a professional service as defined by N.J.S.A. 40A:11-2(b) and as such, is exempt from public bidding requirements pursuant to N.J.S.A. 40A:11-5; and,

WHEREAS, funds are available for this purpose upon adoption of the budget transfer of funds resolution;

NOW THEREFORE, BE IT RESOLVED that a professional services contract be authorized, for the services of Matrix Consulting Group of 300 Brickstone Place, Suite 201, Andover MA 01810 to perform a Fire Department Audit for the City of Hoboken pursuant to Matrix Consulting Group's proposal; and

BE IT FURTHER RESOLVED that this consulting firm shall be paid in an amount not to exceed Seventy Thousand dollars (\$70,000.00); and,

BE IT FURTHER RESOLVED that this contract be authorized for a term to begin immediately and to expire upon the completion of the audit pursuant to the proposal provided by Matrix Consulting Group.

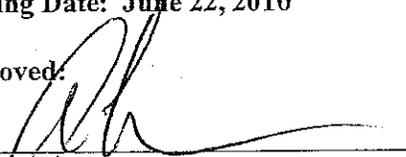
BE IT FURTHER RESOLVED the City Clerk shall publish this resolution as required by law and keep a copy of the resulting contract on file in accordance with N.J.S.A. 40A:11-1 et seq.

BE IT FURTHER RESOLVED that a certified copy of this resolution shall be provided to Mayor Dawn Zimmer for action in accordance therewith and to take any other actions necessary to complete and realize the intent and purpose of this resolution.

BE IT FURTHER RESOLVED that this resolution shall take effect immediately.

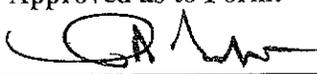
Meeting Date: June 22, 2010

Approved:



Arch Liston
Business Administrator

Approved as to Form:



Michael B. Kates, Esq.
Corporation Counsel

1. EXPERIENCE AND REFERENCES

The Matrix Consulting Group is a highly experienced management consulting firm focused on providing counsel to public sector clients. Our project team works only with public safety services around the United States.

1. INFORMATION ABOUT THE MATRIX CONSULTING GROUP

The Matrix Consulting Group is a management consulting firm dedicated to providing assistance to local government. Key elements of our approach to working with local governments include the following:

- We maximize field time with our clients, typically devoting over half of our project budgets to obtain client input through interviews and detailed data collection.
- We take pride in meeting schedules but exceeding expectations in every project.
- We have a strong personal commitment and track record providing assistance to our clients to implement appropriate solutions to organizational and operational issues.

As noted above, while our analytical capabilities encompass all local government services, our most significant experience area is in public safety services – including fire, emergency medical and emergency communications services. A summary of our company and its fire service analytical experience includes:

- While our company was formed in 2002, our project team has worked together in this and other firms for over 15 years. Each of our senior consultants has between 10 and 30 years of analytical and management experience.
- We provide management operations studies only for local government.
- While the Matrix Consulting Group provides a variety of analytical services to local government, our most significant area of expertise is public safety – we have personally served over 200 fire agencies in our careers.
- The Senior Vice President of our firm who leads our Fire/EMS analytical practice will serve as project manager; he will also serve as a field analyst on the project. Mr. Miller manages our office in Andover, Massachusetts and has personally led all of our fire consulting projects for the past decade.
- We are specialists, not generalists. Each member of our proposed project team has experience conducting scores to up to hundreds of fire service studies. One

member of our proposed team is a former fire chief and experienced analyst with agencies around the Northeast and mid-Atlantic states.

- As describe in the following section, we have extensive fire / rescue analytical experience in New Jersey, the Northeast and elsewhere around the country.
- We currently have 15 full time and 5 part time employees.
- While our firm maintains its headquarters in Palo Alto (CA) this project will be conducted from our Andover (MA) office. Our firm also has offices in the following metro areas: Washington (DC), Dallas (TX), St. Louis (MO), West Palm Beach (FL) and Spokane (WA).

Our firm was founded specifically to enable us to serve clients such as Malta and its two fire companies with highly experienced staff in a cost-effective manner.

2. EXPERIENCE AND REFERENCES

The Matrix Consulting Group has extensive experience in conducting fire / rescue station location, staffing, deployment, management, master planning and strategic planning studies. Many of these assignments focused on the impact of a singular large project on the delivery of emergency services in the community.

Alachua County, Florida	Fort Lauderdale, Florida	Peoria, Illinois
Albany, New York	Glenview, Illinois	Plano, Texas
Alexandria, Louisiana	Goodyear, Arizona	Plymouth, Massachusetts
Americus, Georgia	Hermosa Beach, California	Pompano Beach, Florida
Amesbury, Massachusetts	Highland, California	Portsmouth, New Hampshire
Athens, Texas	Hilton Head, South Carolina	Pueblo, Colorado
Augusta, Maine	Indio, California	Putnam County, Florida
Augusta, Georgia	Keene, New Hampshire	Red Bluff, California
Barnstable, Massachusetts	Kettering, Ohio	Redmond, California
Bayonne, New Jersey	Killington, Vermont	Reno, Nevada
Bellingham Washington	Lansing, Michigan	Ridgewood, New Jersey
Brattleboro, Vermont	Lima, Ohio	Sacramento, California
Bremerton, Washington	Mariposa County, California	San Rafael, California
Brisbane, California	Martin County, Florida	Santa Clara County, California
Broward County, Florida	Mason, Ohio	Sarasota County, Florida
Burlington, Massachusetts	McDuffie County, Georgia	Scottsdale, Arizona
Canandaigua, New York	Meriden, Connecticut	Seminole County, Florida
Capitola, California	Middletown, Ohio	Seminole, Florida
Central San Mateo, California	Milwaukee, Wisconsin	Snohomish County, WA
Charlotte County, Florida	Monterey County, California	Sonoma County, California
Clayton, Ohio	Napa, California	South Pasadena, California
Cleveland Suburbs, Ohio	Needham, Massachusetts	Southlake, Texas
Corte Madera, California	Norwalk, Connecticut	Spokane, Washington
Coventry, Connecticut	Oceanside, California	Sun Prairie, Wisconsin
Danville, Virginia	Omaha, Nebraska	Sunnyvale, California
Des Peres, Missouri	Orange County, California	Tiburon, California
Dinuba, California	Palm Coast, Florida	Tipp City, Ohio

CITY OF HOBOKEN, NEW JERSEY
Proposal to Conduct a Fire Department Audit

Dixon, California	Paradise, California	Visalia, California
Dublin-San Ramon, California	Parkland, Florida	Walton County, Florida
Dubuque, Iowa	Parma + 6 Cities, Ohio	Wayland, Massachusetts
Fairborn, Ohio	Pasadena, California	West Des Moines + 2, IA

The Matrix Consulting Group has provided references from several fire / rescue projects conducted in the past several years:

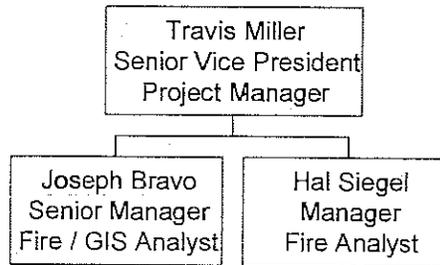
Client / Project	Summary	Contact Information
Bayonne, New Jersey Efficiency, Effectiveness and Management Study of the Fire Department	<p>The study of the Fire Department yielded recommendations for a management reorganization, updated policies and procedures, station re-locations and unit reassignments. The City has already moved to adopt the management reorganization and staff is moving forward on addressing the policy changes. A potential shift change, which would require negotiations, could save the City more than \$3 million annually. The project team also assesses the City's compliance with NFPA 1500 as well as other relevant standards as part of our management assessment.</p>	<p>Mark Smith Mayor 630 Avenue C Bayonne, NJ 07002 201-858-6010</p>
Milwaukee, Wisconsin Analysis of Suppression and Command Staffing for the Fire Department	<p>The primary focus of the study was on two major questions: 1) were there opportunities to reduce command staffing and 2) were there opportunities to address line staffing in suppression. The City is under increasing financial pressure from both internal issues and state mandated tax caps. We recommended a reduction of two Deputy Chief positions and reduction in line staffing from five to four firefighters on all pieces (except the technical rescue units). Projected savings are more than \$3.2 million annually. These recommendations allowed the City to maintain the current fire stations with no closures.</p>	<p>Jennifer Meyer Deputy Budget Director 200 East Wells, Room 307 Milwaukee, WI 53202 414-286-3182</p>

CITY OF HOBOKEN, NEW JERSEY
Proposal to Conduct a Fire Department Audit

Client / Project	Summary	Contact Information
<p>Fort Lauderdale, Florida Staffing Study of the Fire Rescue Department</p>	<p>The Matrix Consulting Group was retained to evaluate the current organization and staffing of the Fort Lauderdale Fire Rescue Department. The project team examined emergency response capabilities including station locations, resource deployment and emergency workloads. In addition, fire prevention and support services were evaluated to identify resource needs and the efficiency and utilization of personnel.</p>	<p>David Hebert Assistant City Manager City of Fort Lauderdale 528 N.W. 2nd Street Fort Lauderdale, FL 33311 954-828-5013</p>
<p>Norwalk, Connecticut Management and Fire Station Location Study</p>	<p>The Matrix Consulting Group was retained to conduct this assignment by the City's Fire Commission. The study focused both on the management and operations of the study and on the need to open a new fire station in the northern end of the City (previous studies had suggested the need to do so). The project team's analysis showed that more than 95% of calls for service were within the current network's 4-minute drive-time areas and that concurrent calls were not impacting service delivery in the north. However, future development will require a new station in the Merritt-7 area.</p>	<p>Dennis McCarthy Fire Chief 121 Connecticut Avenue Norwalk CT 06854 203-866-3313 x115</p>
<p>Meriden, Connecticut Study of the Fire Department</p>	<p>The City of Meriden retained the Matrix Consulting Group to evaluate current management and operations in the Fire Department. The firm also specifically examined the potential for reduction in staffing or the number of stations in the City. The project team made recommendations regarding the management, organization and staffing in the department but did not recommend the reduction of stations or units.</p>	<p>Caroline Beitman Human Resources Director 142 East Main Street Meriden, CT 06450 203-630-4037</p>

2. PROPOSED PROJECT TEAM

The Matrix Consulting Group has proposed a team of senior consultants with extensive experience evaluating fire service issues. Our three-person project team is comprised of some of the most experienced fire / rescue consultants in the United States. The chart, below, provides a graphical summary of our proposed team:



Summaries of the experience of our project team are provided, below. More detailed resumes are provided in an Appendix at the end of this proposal:

<p>Travis Miller Senior Vice President</p>	<ul style="list-style-type: none"> • Senior Vice President and Project Manager • Manager of the Matrix Consulting Group fire / EMS practice. • 15 years of experience as a fire / EMS consultant. • MS, Public Policy Analysis, University of Rochester. • Project manager and lead analyst on almost 200 projects. • Extensive experience conducting fire / EMS studies nationwide. • Project manager on every fire / EMS project in the firm's history. • Lead analyst on every fire study conducted in past 13 years. • Project Role: Mr. Miller will be the project manager and lead analyst, responsible for all aspects of the project.
<p>Joseph Bravo Senior Manager</p>	<ul style="list-style-type: none"> • Senior Manager • 5+ years of experience. • MS, University of California, Los Angeles • Manager of the firm's GIS services. • More than 40 fire / EMS studies. • Project Role: Mr. Bravo will be responsible for analyzing deployment issues / operational impacts.
<p>Harold Siegel Manager</p>	<ul style="list-style-type: none"> • Manager • 25+ years of experience as a fire / EMS consultant and manager. • Former experience as a Chief in Barnstable, Massachusetts. • Experience with a range of assignments evaluating fire / EMS issues. • Professional experience in a department which worked with a third-party transport provider and one which provided the EMS transport itself. • Project Role: Mr. Siegel will provide general project support to the entire project team and will also focus on operational and policy issues.

3. PROPOSED WORK PLAN

The Matrix Consulting Group has extensive prior experience conducting fire department audits similar to the one sought by the City of Hoboken. This experience is reflected in our description of the current situation and the work plan and schedule that are provided in this section.

1. BACKGROUND AND SCOPE OF WORK

The City of Hoboken is seeking proposals for a Fire Department Audit to ensure that departmental organization, budget, policies, staffing, equipment, facilities and capacities are managed as efficiently and effectively as possible in a challenging economic environment. Like many cities and towns across the country, Hoboken is facing serious financial challenges. As the Mayor's recent budget message indicates, almost \$6,000,000 of this year's appropriations, or 10% of the tax levy, "is a legacy of the past having absolutely nothing to do with running the City this year." Compounding the issue are the limitations on the State in its ability to provide aid to municipalities.

In order to place the proposed audit within this context, and to understand the impacts of these challenges on the Hoboken Fire Department, the Matrix Consulting Group conducted preliminary research into the both the City and the Department, and provides the results of this research in the following paragraphs.

(1) Population and Demographics

Located on the west bank of the Hudson River, across from the Manhattan neighborhoods of the West Village and Chelsea, the City of Hoboken has seen a growth of over 7,000 residents from 1990 to 2008, as the table below shows.

Population Trends in the City of Hoboken

1990	2000	2008	Pct. Change	Avg. Annual Growth
33,397	38,577	40,577	21.5%	1.09%

The Fire Department is tasked with providing fire protection within a land area of only about 1.3 square miles, however it is the fourth most densely populated are in the country, at about 31,213 people per square mile. These fire protection services are provided to a housing stock that is a blend of older and more recently-constructed structures, as the table below shows.

Year Built	Number	Percent of Units
2000 or later	4,556	21.6%
1990 to 1999	1,730	8.2%
1980 to 1989	1,223	5.8%
1960 to 1979	1,772	8.4%
1940 to 1959	2,468	11.7%
1939 or earlier	9,323	44.3%
Total	21,072	100.0%

(2) The Hoboken Fire Department

The Hoboken Fire Department is an ISO Class 1 department providing fire and emergency response from the following four locations:

Location	Apparatus
201 Jefferson Street	Reserve Engine 3 Reserve Ladder 4 Rescue 1 (Special Operations) Tour Commander Special and Support Units
1313 Washington Street	Engine 1 Ladder 1
801 Clinton Street	Engine 4 Rescue 1
43 Madison Street	Engine 5 Ladder 2

In addition to the above locations, the HFD also operates a Fire Museum at 213 Bloomfield Street. The Department emphasizes building inspection, fire safety, public educations and fire prevention in its operations.

(3) Budget

The Fire Department has seen an increase of about 2.6% in its budget from 2008 to the present, as the following table shows.

Item	SFY 2008	TY 2009 Appropriated	2010	Change
Salaries and Wages	\$13,125,000	\$13,240,000	\$13,469,113	\$344,411
Other Expenses	\$225,000	\$263,000	\$223,400	\$(1,600)
Uniform Fire Safety Act	\$74,584	\$74,584	\$86,145	\$11,561
Total	\$13,424,584	\$13,577,584	\$13,778,658	\$354,074

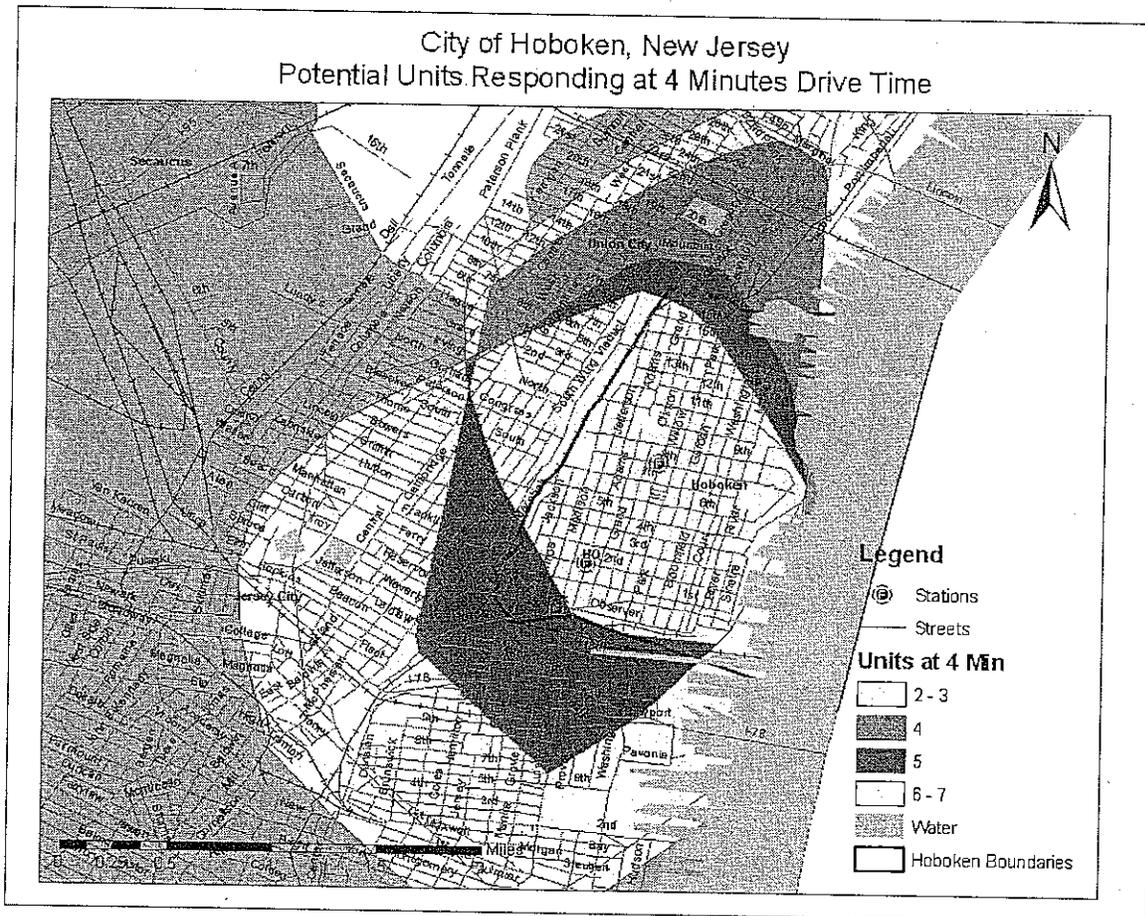
The increase in the budget over the three-year period is almost entirely attributable to salaries and wages. This line item accounts for over 97% of the \$354,074 increase in the HFD budget.

The City wants to ensure that spending in the Fire Department is as efficient and effective as possible, and that any cost saving initiatives can be identified and

implemented through this study. This is a timely and important effort given the increasing budgetary demands of the City, in an environment of decreasing revenues, which are expected to decline from 2009 levels of \$124,541,000 to 2010 levels of \$98,766,000.

(4) Response Capabilities

The Matrix Consulting Group developed an initial GIS map depicting the response capabilities of the Hoboken Fire Department. This map, shown below, indicates that the City is very well covered in an emergency. The map, below, shows the number of units that can reach areas of the City in four minutes of drive time or less:



The project team would utilize our in-house GIS capabilities in conjunction with our analytical capabilities to address issues about staffing, unit deployment, response policies and the like.

2. SUMMARY OF OUR OVERALL APPROACH TO CONDUCTING PROJECTS

Our basic approach to evaluating fire and rescue operations and support services focuses on the following components:

(1) Processes to Maximize Input and Interaction

The project team will use the following steps to increase opportunities for input into the study process:

- We will provide all HFD staff and other stakeholders with an opportunity to provide input into the study process through interviews and focus group sessions.
- We will meet with City policy makers and administrators to gather their views on fire and EMS service delivery issues and the manner in which changes in services could address short and long-term needs.

We also look forward to working with the Mayor and Council throughout the study and will provide them with periodic reports and briefings to keep them informed about our progress, observations and findings.

(2) Detailed Data Collection and Analysis

The Matrix Consulting Group focuses intently on the collection and analysis of descriptive data:

- Documenting the current operating and capital costs for services.
- Documenting the current demand for fire and rescue services.
- Documenting and analyzing current service levels.
- Documenting how resources are deployed and utilized.
- Documenting current efforts to encourage functional and regional cooperation.
- Documenting any current staff incentives, benefits and retirement programs.
- Gathering standard operating procedures.
- Evaluating and defining specific staffing requirements in each service function.
- Evaluating the current and long range facility needs of the Department.

(3) Approaches to Achieving a High Level of Quality

The Matrix Consulting Group also focuses on the management and quality control for our own project team members:

- Development of a detailed project schedule that will be shared with the members of the project Selectmen.
- Use of formal project management documents that detail, for each team member, their roles and responsibilities on the project.
- Periodic steering committee meetings or telephonic conference calls to review our progress on the assignment.
- Weekly project team meetings / conference calls that will be used to assess project issues and challenges.
- Interim deliverables that will be used to demonstrate our progress in achieving the study's goals.

These approaches have led to very high levels of implementation for the projects our firm conducts.

3. DETAILED DESCRIPTION OF OUR PROJECT APPROACH

This section of our proposal provides a detailed description of our project work plan. The tasks included in this work plan are intended to address the specific issues raised by the City in the Request for Proposals.

Task 1 Initial Interviews

In this task, the project team will meet with a range of elected officials and Fire Department members to review the major issues resulting in this project. Issues to be covered will include:

- Issues which led to the desire for this study, including the status of the current system, interest in using ISO as a measure for service delivery, concerns about risk management, etc.
- Service delivery objectives and issues.
- Financial issues facing the City.
- Other issues which may impact this assignment.

The project team will focus these initial interviews on elected officials and staff, including:

- Mayor
- Members of the Council

- Fire Chief
- Other command staff and line members.

Following these interviews, the project team will finalize our proposed schedule and work plan. These will be reviewed with the Mayor and the Fire Chief.

Task 2 Develop a Descriptive Profile of Current Services Provided by the Hoboken Fire Department

In order to further our understanding of service delivery and service objectives in Hoboken, the project team will develop a descriptive profile of current operations. The following are indicative of the types of information that will be collected by the project team:

- Mission statements, goals and objectives.
- Service level objectives.
- Policies, procedures and other formal documents guiding operations.
- Locations of all facilities and major pieces of apparatus.
- Deployment plans.
- Organizational structure of the Department.
- Staff by classification (i.e., number and rank of command staff members, total membership, active membership, auxiliary, etc.).
- Calls for service, response time performance and other measures of service delivery. These include:
 - Call type.
 - Date and time stamps for:
 - Time call received.
 - Time call was dispatched.
 - Time units went en-route.
 - Time units arrived on-scene.
 - Time units cleared.
 - Address of the call.

- Operating and capital budgets – including both expenditure and revenue categories. Document what level of support is provided directly by the City.
- Current training records.

Once site data collection efforts have been completed, a summary profile of the Department would be developed. The project team will review the descriptive profile with the City and the Fire Department to ensure that the factual basis for our study is accurate.

Task 3 Provide Choices for Fire and Emergency Service Delivery Targets.

The use of "benchmarking" and/or "best management practices" analysis is topical in the analysis of public sector agencies today. The content and characteristics of its use, however, can mean many things depending on the study team and the needs of the organization. Benchmarking has meant in many studies nothing more than general comparative analysis; in other studies it has represented a comparison to general standards of efficiency and effectiveness. The use of these techniques is to assist in the development of issues, not an end analysis through comparison.

In this study, we propose to utilize both of these approaches to shed light on realistic alternative service delivery goals and objectives. We would also develop a proposed list of service goals compared to national 'standards'. As a result, we propose to accomplish the following in completing Task 3 in this study:

- The project team would develop a detailed list of "best practices" for use in a "diagnostic assessment" of each service function in the HFD. These 'standards' represent the project team's collective experience working with fire agencies over the past 20+ years.
 - The project team would use the data collection activities conducted in the previous task to assess the degree to which services or service levels conformed to the benchmark.
 - Each service area diagnostic element would consist of the following:
 - A definition of the target selected for each functional service area.
 - A description of the current performance of the Fire Department.
 - Identification of areas in which current delivery meets the target.
 - Identification of areas which represent improvement opportunities.
 - A description of the next steps which the project team should take.
- As part of the professional standards assessment, the Matrix Consulting Group will review the current professional literature describing various performance standards and objectives in career fire / EMS departments. This will include, but not be limited to, the following:

- Commission on Accreditation of Ambulance Services (CAAS)
- Commission on Fire Accreditation International (CFAI)
- Insurance Services Office (ISO)
- National Fire Protection Association (NFPA)

The results of this task will provide the Fire Department with a detailed list of performance objectives for each operating and service area, together with a comparison with current performance. As a result, this task also provides the Fire Department with a guide to the future and the steps needed to achieve alternate performance levels.

Task 4 Assess the Fire Stations and Evaluate Apparatus and Equipment Needs and Replacement Plans

The Matrix Consulting Group has developed an advanced analytical methodology for the analysis of fire station locations (see the example map on page 8 of our proposal). This analytical approach will be based on the following activities:

- Utilization of state-of-the-art ArcGIS software. The ArcGIS software includes ArcMap 9.0, Network Analyst, Spatial Analyst and specialized sub-routines that support the analysis of facility locations.
- Utilization of a complete road network of the City including areas around the City that provide mutual aid. Matrix Consulting Group personnel will work with the City's staff to develop our sources of data.
- Use of the most detailed call for service information available from the City. These data will be abstracted from dispatch and records management systems. The Matrix Consulting Group will use multiple years of call and dispatch data in order to reduce the impact of seasonal or annual outliers.
- Generating every unique grouping of fire stations based on identified station location options. Our methodology enables the team to check multiple proposed locations and combination of locations to ensure that we provide an optimized deployment plan for the City. This can be done using properties currently owned by the City or using parcels that could potentially be acquired by the City for use as a fire station location.
- The model is used to calculate the fastest possible response time from each of alternative location to each unique call address. This analysis generates a database of expected travel times from each location to each unique address. Once that data is developed, the project team "weights" the run information by incorporating information about the frequency with which each address

generates a request for service. This is crucial for dealing with multiple response addresses (assisted living facilities, medical practices, group homes, etc.).

- After the travel time data is compiled various alternatives can then be tested to determine which may be the “optimal” solution for the City.

Utilization of the technologies and approaches described above will enable the Matrix Consulting Group to calculate a large range of response information about the current system and various alternatives. The response performance information will include the following:

- Predicted average response time.
- Fractile response times (i.e., proportion of area or calls covered at one or more x-minute travel time intervals).
- Initial unit on scene as well as the first response to major events.
- Assessment of the impact of various unit deployment decisions on the operational and financial implications of the system.

The methodologies described above, as well as other techniques, would be used to meet the study objectives, including addressing the following:

- How many stations does the City require and where should they be located to best meet identified service level objectives?
- How will deployment needs change within a 5-year, 10-year and 20-year planning horizon? What impact will trends in service delivery have on the number of stations that can be supported?
- If some change in the number of stations is recommended, what are the specific benefits that will accrue to the City from that change?
- Do current fire stations meet current needs? Will they continue to do so into the planning periods?
 - Can stations handle appropriately sized apparatus?
 - Can stations handle personnel assigned to them?
 - Are there major facility issues that should be addressed within current locations?
 - Do current locations continue to meet the needs of the City?

- Can these issues be addressed through renovation? Consolidation using existing facilities?
- Are there adequate training facilities?
- Will current apparatus allow the City to meet the current and future service demands? What changes should be made in the current fleet?
 - Are there issues with the size or capabilities of current vehicles?
 - Are there issues with the current maintenance approach for fire apparatus?
 - Are there technical or other changes that should be considered for future fire stations?
 - Do current vehicles support changes in firefighting tactics? Use of foam?
 - Do current apparatus support changes in service delivery? EMS? Rescue? Vehicle extrication? Technical responses? Hazardous materials?
- Does the current apparatus replacement plan meet current national and regional approaches? Does the City have appropriate front-line and reserve equipment? This will include the development of an apparatus replacement plan for the Fire Department. Is a 20-year plan the most appropriate for the City? What other options should be considered given the level of utilization of these expensive capital resources?
- What is the status of associated equipment in the Fire Department? Examples include:
 - SCBA's for staff.
 - Personal face pieces for SCBA's.
 - Ground ladders.
 - Extrication tools.
 - Other firefighting tools.
 - Saws.
 - Hoses, nozzles and other fixtures.

The project team will present alternatives for consideration and will review them with the project steering committee before they are included in the final report.

Task 5 Assess Deployment, Organizational Structure, Training and Other Management Systems

In this work task, the project team will evaluate the Hoboken Fire Department's current plan of organization and deployment. Evaluation will take into account the capability of the organization to respond to operating and administrative requirements. In conducting this organization and management analysis, a variety of issues will be addressed including:

- **Evaluate organizational structure and key management systems.** The project team will assess the organizational structure and key management systems in use in the Fire Department:
 - Are current spans of management control too broad or too limited?
 - Are the Department's missions, goals, and values known in the organization?
 - Are vertical or horizontal communications within the Department adequate?
 - Are lines of authority and responsibility clear to all?
 - Evaluate operations management, including incident command and large scale emergency preparedness. Has incident command been fully integrated into the Department's approach to responding to emergencies? Have other City departments been trained and integrated into this management approach?
 - Are the Department's policy and procedure manuals/documents complete? Do major gaps exist relating to operations? Are policies and procedures consistently applied in the Department?
 - Utilization of incident command, including adaptation of the national incident management system (NIMS).
 - Utilization of post-incident critiques to learn from incidents, to identify training needs, to assess performance, etc.
 - How are managers and supervisors trained and supported in the Department?

- Do the Mayor and Council receive the information that they need to provide an on-going assessment of the performance of the Fire Department?
- **Evaluate training and staff development systems and practices.** The project team will assess the positive features and improvement opportunities that may exist in recruitment, training and other related personnel management programs within the Fire Department.
 - Identify and evaluate training provided to enhance management and supervision in the Fire Department.
 - Assess the current efforts to provide training to staff to ensure that they are performing at targeted levels.
 - Document how training needs are assessed and in-service training provided at the field unit level.
 - Compare current recruitment, training and career development efforts with the best practices found in other progressive fire protection organizations.
 - Are training facilities consistent with departmental needs?
 - Has the Department identified and supported in-house trainers?
 - Is the training provided consistent with needs.
 - How much training is received by staff?
 - Do existing training programs focus on career development?
- **Evaluate the way in which personnel and units are deployed in response to emergencies.** This will include an assessment of the following:
 - Deployment to calls by call type.
 - Identification of high-risk call locations and structures.
 - Use of non-emergency responses to low-risk events.
 - Use of differential response approaches.
- **Assess the current and future need to be involved in various services,** including the following:
 - Fire prevention and public education.
 - General life safety risk prevention and education.
 - Hazardous materials response.

- Technical rescue response.
- Response to motor vehicle accidents.
- Response, at some level, to EMS calls (first response, critical calls, etc.).
- **Evaluate emergency communications.** This will include the following assessments:
 - Is the dispatch center supporting the Fire Department appropriately?
 - Is incident command utilized and well-documented?
 - Should additional investment be made to provide every responder with an on-scene radio (i.e., one-seat / one-radio).
 - Are there gaps in information delivery that could be addressed using in-unit computers with associated technology and software solutions?

The project team will provide its assessment of the organization and operations of the Fire Department, together with alternatives and will review them with the City and the Fire Department command staff before inclusion in the final report.

Task 6 Develop and Present the Final Report

Completion of all the Tasks listed above will result in the preparation of a final report summarizing issues and study recommendations. These reports (draft and final) and the associated implementation plan will consist of the following elements:

- A detailed set of recommendations addressing each area of the study; specific work steps required to implement each recommendation; timing for implementation; responsibility for implementation; and any costs or savings.
- A detailed capital improvement plan addressing any recommendations regarding changes / additions.
- Analysis of operational and fiscal impacts for all recommendations.

The final report that will be reviewed in draft with the City and the HFD. Once in final form, we will present the final report to the Mayor and Council, as appropriate, in a public meeting.

4. PROPOSED PROJECT TIMELINE

Our proposed schedule would have the project completed and ready for presentation after the 12th week from project inception.

Task / Staff	1	2	3	4	5	6	7	8	9	10	11	12
1. Initial Interviews	1											
2. Descriptive Profile												
3. Service Targets												
4. Stations / Apparatus												
5. Deployment, Organization							2					
6. Final Report											3	

Meetings:

- 1: Kick-Off
- 2: Discuss Issues
- 3: Review Draft Report
- Thereafter: Present Report

TRAVIS MILLER
Senior Vice President, Matrix Consulting Group

BACKGROUND

Travis Miller is a Senior Vice President with the Matrix Consulting Group. He has been providing management consulting and analytical services to government for 15 years. This experience includes: work as a budget and economic analyst for the State of New York (governor's budget office and the Metropolitan Transportation Authority); as an analyst in the Municipal Finance Department of Goldman, Sachs; and, most recently as a Senior Manager for a national consulting firm where Mr. Miller was a consultant to local government specializing in the analysis of public safety services prior to founding Matrix Consulting Group. Mr. Miller has been involved with the analysis of hundreds of local government service providers with a special focus on public safety issues.

EXPERIENCE RELEVANT TO THE PROJECT

- Developed comprehensive fire master plans for the following clients. Each project included evaluation of service levels for both fire protection and emergency medical services; recommendation of service level standards related to response times; company staffing; fire flow capabilities; and built-in protection. Also included development of multi-year facilities plans; capital equipment requirements; and detailed program recommendations involving prevention programming and hazardous materials control.
 - Anne Arundel County, Maryland
 - Clayton, Ohio
 - Coventry, Connecticut
 - Indio, California
 - Keene, New Hampshire
 - Middletown, Ohio
 - Needham, Massachusetts
 - North Kingstown, Rhode Island
 - Putnam County, Florida
 - Sacramento, California
 - Tipp City, Ohio
 - Walton County, Florida
 - Washington County, Florida
- Management audits, each of which have included evaluation of fire station locations; assessment of all departmental programs (e.g., Hazmat; public education; plan check and development review, etc.); service level analysis for fire suppression and emergency medical services; financial analysis of all fees and revenues; and training program evaluation. Also included staffing level evaluation and revenues; and training program evaluation of all functions and review of departmental management practices. For example:

- Amesbury, Massachusetts
 - Bayonne, New Jersey
 - Barnstable, Massachusetts
 - Bellingham, Washington
 - Canandaigua, New York
 - Chatham County, Georgia
 - Clayton, Ohio
 - Dennis, Massachusetts
 - Fairborn, Ohio
 - Farmington Hills, Michigan
 - Fort Lauderdale, Florida
 - Hall County, Georgia
 - Hermosa Beach, California
 - Hilton Head Island, South Carolina
 - Kettering, Ohio
 - Lima, Ohio
 - Martin County, Florida
 - Mason, Ohio
 - Meriden, Connecticut
 - Monrovia, California
 - Norwalk, Connecticut
 - Peoria, Illinois
 - Pinellas County (SunCoast), Florida
 - Plano, Texas
 - Plymouth, Massachusetts
 - Pompano Beach, Florida
 - Southlake, Texas
 - Sunnyvale, California
 - Tallahassee, Florida
 - Tipp City, Ohio
 - Venice, Florida
 - Wayland, Massachusetts
-
- Regional analyses of fire service systems to identify consolidation opportunities; potential to improve service cost-effectiveness by contracting for service in specific areas; and assessing the feasibility of multi-agency cooperation in such areas as training; communications and dispatch; and hazmat response and control. All projects included an analysis of fire station locations:
 - Albemarle County and Charlottesville, Virginia
 - Chesterfield, Virginia
 - Cleveland Suburbs (7 cities), Ohio
 - Fauquier, Virginia
 - Lee County, Florida
 - City of Thompson and McDuffie County, Georgia

- Pinellas County, Florida
 - Scottsdale, Arizona
 - Seminole County, Florida
 - West Metro Des Moines, Iowa (Clive, Urbandale, West Des Moines)
- Station location studies/plans for:
 - Augusta, Maine
 - Broward County, Florida
 - Dubuque, Iowa
 - Fort Lauderdale, Florida
 - Glenview, Illinois
 - Milwaukee, Wisconsin
 - Napa, California
 - Needham, Massachusetts
 - Palm Coast, Florida
 - Parkland, Florida
 - Pueblo, Colorado
 - Red Bluff, California
 - Seminole, Florida
 - Wilton, California

EDUCATION

Mr. Miller received his BA and MS from the University of Rochester (Public Policy).

JOSEPH J. BRAVO
Senior Manager, Matrix Consulting Group

BACKGROUND

Joe Bravo is a Senior Manager in the Matrix Consulting Group. He is our GIS analyst for fire studies projects. Since joining our firm, he has specialized in the analysis of fire and EMS functions with a focus on GIS solutions.

EXPERIENCE RELEVANT TO THE PROJECT

- Developed comprehensive fire master plans for the following clients. Each project included evaluation of service levels for both fire protection and emergency medical services; recommendation of service level standards related to response times; company staffing; fire flow capabilities; and built-in protection. Also included development of multi-year facilities plans; capital equipment requirements; and detailed program recommendations involving prevention programming and hazardous materials control.
 - Clayton, Ohio
 - Indio, California
 - Middletown, Ohio
 - North Kingstown, Rhode Island
 - Sacramento, California
 - Tipp City, Ohio

- Management audits, each of which have included evaluation of fire station locations; assessment of all departmental programs (e.g., Hazmat; public education; plan check and development review, etc.); service level analysis for fire suppression and emergency medical services; financial analysis of all fees and revenues; and training program evaluation. Also included staffing level evaluation and revenues; and training program evaluation of all functions and review of departmental management practices. For example:
 - Bayonne, New Jersey
 - Hermosa Beach, California
 - Kettering, Ohio
 - Mason, Ohio
 - Meriden, Connecticut
 - Norwalk, Connecticut
 - Plymouth, Massachusetts

- Station location studies/plans for:
 - Fort Lauderdale, Florida
 - Milwaukee, Wisconsin

- Needham, Massachusetts
 - Pueblo, Colorado
 - Red Bluff, California
 - Seminole, Florida
-
- Regional analyses of fire service systems to identify consolidation opportunities; potential to improve service cost-effectiveness by contracting for service in specific areas; and assessing the feasibility of multi-agency cooperation in such areas as training; communications and dispatch; and hazmat response and control. All projects included an analysis of fire station locations:
 - Cleveland Suburbs (7 cities), Ohio
 - Pinellas SunCoast, Florida
 - Seminole County, Florida
 - West Metro Des Moines, Iowa (Clive, Urbandale, West Des Moines)

EDUCATION

University of California, Los Angeles (UCLA): BA / Political Science; MS / Public Policy

HAROLD (HAL) SIEGEL
Manager, Matrix Consulting Group

BACKGROUND

Hal Siegel is a Manager in the Matrix Consulting Group. He is an analyst for fire studies projects. Since joining our firm, he has specialized in the analysis of fire and EMS management and operations.

EXPERIENCE RELEVANT TO THE PROJECT

Mr. Siegel has extensive experience both as a Fire Chief and as an analyst of emergency medical services systems and the fire service. Mr. Siegel has worked at all level of the fire service – starting as a firefighter and finishing his fire service career as Fire Chief. His career firefighting experience includes work for both the Albany (NY) Fire Department and the Barnstable (MA) Fire Department. Mr. Siegel also served as a paramedic, fire investigator and fire instructor. Mr. Siegel was also a certified code enforcement officer in both New York and Massachusetts.

- Management audits, each of which have included evaluation of fire station locations; assessment of all departmental programs (e.g., Hazmat; public education; plan check and development review, etc.); service level analysis for fire suppression and emergency medical services; financial analysis of all fees and revenues; and training program evaluation. Also included staffing level evaluation and revenues; and training program evaluation of all functions and review of departmental management practices. His recent experience includes a study for Coventry, Connecticut
- Developed comprehensive fire master plans for the following clients. Each project included evaluation of service levels for both fire protection and emergency medical services; recommendation of service level standards related to response times; company staffing; fire flow capabilities; and built-in protection. Also included development of multi-year facilities plans; capital equipment requirements; and detailed program recommendations involving prevention programming and hazardous materials control. His recent experience includes Canandaigua, New York
- Regional analyses of fire service systems to identify consolidation opportunities; potential to improve service cost-effectiveness by contracting for service in specific areas; and assessing the feasibility of multi-agency cooperation in such areas as training; communications and dispatch; and hazmat response and control. His recent experience includes the Baldwin Wallace Fire Regionalization project in suburban Cleveland.
- Station location studies/plans for Augusta, Maine

EDUCATION

Mr. Siegel has a BS from Empire State College in Fire Service Administration. He has attended the New York State Fire Academy, Massachusetts State Fire Academy and the National Fire Academy where he took part in a wide series of coursework focusing on incident command and chief officer fire service management and command.

**Proposal to Conduct a
Fire Department Audit**

CITY OF HOBOKEN, NEW JERSEY

matrix 
consulting group

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**LETTER OF TRANSMITTAL AND REQUIRED
FORMS**

matrix#

consulting group

April 1, 2010

Mr. Richard England, Purchasing Agent
 City of Hoboken
 94 Washington Street
 Hoboken, NJ 07030

Dear Mr. England:

The Matrix Consulting Group is pleased to provide our Proposal to provide a Fire Department Audit for the City of Hoboken. The Matrix Consulting Group is a firm comprised of highly experienced management consultants who specialize in the analysis of fire / rescue issues and who have performed hundreds of fire department master plan and management studies. Our relevant experience for this study is:

- Our firm and proposed project team are also highly experienced with public safety impact studies. In many of our studies we have evaluated the potential impact of major projects, including: box-store sales and distribution facilities, major new residential or commercial developments and other community-changing projects and their impacts on public safety services.
- A review of our proposal will show that the Matrix Consulting Group has extensive experience evaluating fire / rescue issues in New Jersey, the Northeast and throughout the United States. Our team's fire service experience includes over 200 prior projects. The table, below, is a list of fire studies conducted in just the past three years by our project manager and the proposed project team:

Amesbury, Massachusetts	Hanford, California	Peoria, Illinois
Athens, Texas	Hermosa Beach, California	Plano, Texas
Augusta, Maine	Indio, California	Plymouth, Massachusetts
Bayonne, New Jersey	Keene, New Hampshire	Portsmouth, New Hampshire
Bellingham Washington	Kettering, Ohio	Pueblo, Colorado
Canandaigua, New York	Hoboken, Vermont	Red Bluff, California
Central San Mateo, California	Mason, Ohio	Reno, Nevada
Chesapeake, Virginia	Meriden, Connecticut	Ridgewood, New Jersey
Clayton, Ohio	Middleborough, Massachusetts	Sacramento, California
Cleveland Suburbs, Ohio	Middletown, Ohio	Seminole County, Florida
Colusa, California	Milwaukee, Wisconsin	Seminole, Florida
Coventry, Connecticut	Napa, California	Southlake, Texas
Des Peres, Missouri	Needham, Massachusetts	Spokane, Washington
Dubuque, Iowa	North Kingstown, Rhode Island	Sunnyvale, California
Fort Lauderdale, Florida	Norwalk, Connecticut	Tipp City, Ohio
Glenview, Illinois	Omaha, Nebraska	West Des Moines, Iowa
Goodyear, Arizona	Palm Coast, Florida	Wilbraham, Massachusetts

As shown in the table, above, we have conducted recent fire service projects for Ridgewood and Bayonne.

Our approach to conducting studies such as this one focuses on thorough research, detailed analysis and interaction with our clients. Our approach to conducting this study will be characterized by the following:

- **A principal of the firm is directly involved in every facet of a study**, including interviews and data collection. As the Senior Vice President of our firm who leads our fire service practice, I will manage this project.
- **We staff our projects with specialists, not generalists.** Each project team member has extensive experience conducting fire studies. This includes recent experience in New Jersey with communities near Hoboken.
- **We believe in high levels of input to our assignments.** This will include interviews with senior personnel and others throughout the both fire companies.
- **We provide detailed analysis for each recommendation.** Our reports are based on thorough and detailed analysis of operational impacts and alternatives as well as detailed assessments of the financial implications of any options. We also provide thorough implementation assistance to our clients so that their choices and recommended courses of action are clear.

If you have any questions, please do not hesitate to contact me at the contact information on our letterhead or at tmiller@matrixcg.net. We sincerely hope to have the opportunity to work with you. We can meet the City's requirement of completion by July 1, 2010 – subject to initiation of the project by April 15 (this would allow 10 weeks for conduct of the project).



Matrix Consulting Group

Travis Miller
Senior Vice President



STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE

Taxpayer Name: MATRIX CONSULTING GROUP LTD

Trade Name:

Address: 2470 EL CAMINO REAL STE 210
PALO ALTO, CA 94306

Certificate Number: 1341479

Effective Date: July 18, 2007

Date of Issuance: September 22, 2009

For Office Use Only:

20090922190252730

PRODUCER
Suhr Risk Services
5300 Stevens Creek Blvd.
San Jose CA 95129
Phone: 408-510-5440 Fax: 408-510-5490

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED
Matrix Consulting Group LTD
721 Colorado Avenue, #101
Palo Alto CA 94303

INSURERS AFFORDING COVERAGE	NAIC #
INSURER A: Hartford Accident & Indemnity	
INSURER B: Hartford Accident & Indemnity	
INSURER C:	
INSURER D:	
INSURER E:	

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	ADDITIONAL INSURED	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS	
A		GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/>	57SBAAT1347	08/08/09	08/08/10	EACH OCCURRENCE	\$ 2,000,000
						DAMAGE TO RENTED PREMISES (EA occurrence)	\$ 300,000
						MED EXP (Any one person)	\$ 10,000
						PERSONAL & ADV INJURY	\$ 2,000,000
						GENERAL AGGREGATE	\$ 4,000,000
						PRODUCTS - COM/PROP ADG	\$ 4,000,000
A		AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	57SBAAT1347	08/08/09	08/08/10	COMBINED SINGLE LIMIT (EA accident)	\$ 2,000,000
						BODILY INJURY (Per person)	\$
						BODILY INJURY (Per accident)	\$
						PROPERTY DAMAGE (Per accident)	\$
		GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT	\$
						OTHER THAN AUTO ONLY: EA ACC	\$
						AGG	\$
A		EXCESS/UMBRELLA LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE DEDUCTIBLE RETENTION \$ 10,000	57SBAAT1347	02/26/10	08/08/10	EACH OCCURRENCE	\$ 1,000,000
						AGGREGATE	\$ 1,000,000
							\$
							\$
A		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below	57WECV05142	08/08/09	08/08/10	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER	
						E.L. EACH ACCIDENT	\$ 1,000,000
						E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
						E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
		OTHER					

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS

Those usual to the Insured's Operations. (County's Name) is named as Additional Insured per the Business Liability Coverage Form SS0008. Waiver of Subrogation applies per form WC000313. *10 days notice of cancellation for non-payment of premium.

CERTIFICATE HOLDER

CANCELLATION

SAMPLE

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30* DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE
John B. Suhr

ACORD CERTIFICATE OF LIABILITY INSURANCE

OP IDEY
MATRI-2

DATE (MM/DD/YYYY)

09/25/09

PRODUCER
Suhr Risk Services
5300 Stevens Creek Blvd.
San Jose CA 95129
Phone: 408-510-5440 Fax: 408-510-5490

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Matrix Consulting Group LTD
721 Colorado Avenue, #101
Palo Alto CA 94303

INSURERS AFFORDING COVERAGE

NAIC #

INSURER A: Landmark American Insurance
INSURER B:
INSURER C:
INSURER D:
INSURER E:

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

NSR LTR	ADD'L INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
		GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC				EACH OCCURRENCE	\$
						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$
						MED EXP (Any one person)	\$
						PERSONAL & ADV INJURY	\$
						GENERAL AGGREGATE	\$
						PRODUCTS - COMP/OP AGG	\$
		AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS				COMBINED SINGLE LIMIT (Ea accident)	\$
						BODILY INJURY (Per person)	\$
						BODILY INJURY (Per accident)	\$
						PROPERTY DAMAGE (Per accident)	\$
		GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT	\$
						OTHER THAN AUTO ONLY: EA ACC	\$
						AGG	\$
		EXCESS/UMBRELLA LIABILITY <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION \$				EACH OCCURRENCE	\$
						AGGREGATE	\$
							\$
							\$
		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below				WC STATUTORY LIMITS	OTHER
						E.L. EACH ACCIDENT	\$
						E.L. DISEASE - EA EMPLOYEE	\$
						E.L. DISEASE - POLICY LIMIT	\$
A		PROF LIAB	LHR812154	08/08/09	08/08/10	Each/Agg	\$1M/\$2M
						Ded.	\$2,500

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS

Verification of Professional Liability.

*10 day notice of cancellation for non-payment of premium.

CERTIFICATE HOLDER

CANCELLATION

SAMPLE

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30* DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE

John B. Suhr

1. EXPERIENCE AND REFERENCES

1. EXPERIENCE AND REFERENCES

The Matrix Consulting Group is a highly experienced management consulting firm focused on providing counsel to public sector clients. Our project team works only with public safety services around the United States.

1. INFORMATION ABOUT THE MATRIX CONSULTING GROUP

The Matrix Consulting Group is a management consulting firm dedicated to providing assistance to local government. Key elements of our approach to working with local governments include the following:

- We maximize field time with our clients, typically devoting over half of our project budgets to obtain client input through interviews and detailed data collection.
- We take pride in meeting schedules but exceeding expectations in every project.
- We have a strong personal commitment and track record providing assistance to our clients to implement appropriate solutions to organizational and operational issues.

As noted above, while our analytical capabilities encompass all local government services, our most significant experience area is in public safety services – including fire, emergency medical and emergency communications services. A summary of our company and its fire service analytical experience includes:

- While our company was formed in 2002, our project team has worked together in this and other firms for over 15 years. Each of our senior consultants has between 10 and 30 years of analytical and management experience.
- We provide management operations studies only for local government.
- While the Matrix Consulting Group provides a variety of analytical services to local government, our most significant area of expertise is public safety – we have personally served over 200 fire agencies in our careers.
- The Senior Vice President of our firm who leads our Fire/EMS analytical practice will serve as project manager; he will also serve as a field analyst on the project. Mr. Miller manages our office in Andover, Massachusetts and has personally led all of our fire consulting projects for the past decade.
- We are specialists, not generalists. Each member of our proposed project team has experience conducting scores to up to hundreds of fire service studies. One

member of our proposed team is a former fire chief and experienced analyst with agencies around the Northeast and mid-Atlantic states.

- As describe in the following section, we have extensive fire / rescue analytical experience in New Jersey, the Northeast and elsewhere around the country.
- We currently have 15 full time and 5 part time employees.
- While our firm maintains its headquarters in Palo Alto (CA) this project will be conducted from our Andover (MA) office. Our firm also has offices in the following metro areas: Washington (DC), Dallas (TX), St. Louis (MO), West Palm Beach (FL) and Spokane (WA).

Our firm was founded specifically to enable us to serve clients such as Malta and its two fire companies with highly experienced staff in a cost-effective manner.

2. EXPERIENCE AND REFERENCES

The Matrix Consulting Group has extensive experience in conducting fire / rescue station location, staffing, deployment, management, master planning and strategic planning studies. Many of these assignments focused on the impact of a singular large project on the delivery of emergency services in the community.

Alachua County, Florida	Fort Lauderdale, Florida	Peoria, Illinois
Albany, New York	Glenview, Illinois	Plano, Texas
Alexandria, Louisiana	Goodyear, Arizona	Plymouth, Massachusetts
Americus, Georgia	Hermosa Beach, California	Pompano Beach, Florida
Amesbury, Massachusetts	Highland, California	Portsmouth, New Hampshire
Athens, Texas	Hilton Head, South Carolina	Pueblo, Colorado
Augusta, Maine	Indio, California	Putnam County, Florida
Augusta, Georgia	Keene, New Hampshire	Red Bluff, California
Barnstable, Massachusetts	Kettering, Ohio	Redmond, California
Bayonne, New Jersey	Killington, Vermont	Reno, Nevada
Bellingham Washington	Lansing, Michigan	Ridgewood, New Jersey
Brattleboro, Vermont	Lima, Ohio	Sacramento, California
Bremerton, Washington	Mariposa County, California	San Rafael, California
Brisbane, California	Martin County, Florida	Santa Clara County, California
Broward County, Florida	Mason, Ohio	Sarasota County, Florida
Burlington, Massachusetts	McDuffie County, Georgia	Scottsdale, Arizona
Canandaigua, New York	Meriden, Connecticut	Seminole County, Florida
Capitola, California	Middletown, Ohio	Seminole, Florida
Central San Mateo, California	Milwaukee, Wisconsin	Snohomish County, WA
Charlotte County, Florida	Monterey County, California	Sonoma County, California
Clayton, Ohio	Napa, California	South Pasadena, California
Cleveland Suburbs, Ohio	Needham, Massachusetts	Southlake, Texas
Corte Madera, California	Norwalk, Connecticut	Spokane, Washington
Coventry, Connecticut	Oceanside, California	Sun Prairie, Wisconsin
Danville, Virginia	Omaha, Nebraska	Sunnyvale, California
Des Peres, Missouri	Orange County, California	Tiburon, California
Dinuba, California	Palm Coast, Florida	Tipp City, Ohio

CITY OF HOBOKEN, NEW JERSEY
Proposal to Conduct a Fire Department Audit

Dixon, California	Paradise, California	Visalia, California
Dublin-San Ramon, California	Parkland, Florida	Walton County, Florida
Dubuque, Iowa	Parma + 6 Cities, Ohio	Wayland, Massachusetts
Fairborn, Ohio	Pasadena, California	West Des Moines + 2, IA

The Matrix Consulting Group has provided references from several fire / rescue projects conducted in the past several years:

Client / Project	Summary	Contact Information
<p>Bayonne, New Jersey Efficiency, Effectiveness and Management Study of the Fire Department</p>	<p>The study of the Fire Department yielded recommendations for a management reorganization, updated policies and procedures, station re-locations and unit reassignments. The City has already moved to adopt the management reorganization and staff is moving forward on addressing the policy changes. A potential shift change, which would require negotiations, could save the City more than \$3 million annually. The project team also assesses the City's compliance with NFPA 1500 as well as other relevant standards as part of our management assessment.</p>	<p>Mark Smith Mayor 630 Avenue C Bayonne, NJ 07002 201-858-6010</p>
<p>Milwaukee, Wisconsin Analysis of Suppression and Command Staffing for the Fire Department</p>	<p>The primary focus of the study was on two major questions: 1) were there opportunities to reduce command staffing and 2) were there opportunities to address line staffing in suppression. The City is under increasing financial pressure from both internal issues and state mandated tax caps. We recommended a reduction of two Deputy Chief positions and reduction in line staffing from five to four firefighters on all pieces (except the technical rescue units). Projected savings are more than \$3.2 million annually. These recommendations allowed the City to maintain the current fire stations with no closures.</p>	<p>Jennifer Meyer Deputy Budget Director 200 East Wells, Room 307 Milwaukee, WI 53202 414-286-3182</p>

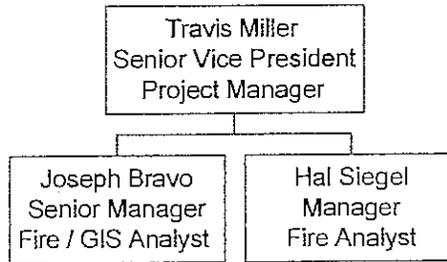
CITY OF HOBOKEN, NEW JERSEY
Proposal to Conduct a Fire Department Audit

Client / Project	Summary	Contact Information
<p>Fort Lauderdale, Florida Staffing Study of the Fire Rescue Department</p>	<p>The Matrix Consulting Group was retained to evaluate the current organization and staffing of the Fort Lauderdale Fire Rescue Department. The project team examined emergency response capabilities including station locations, resource deployment and emergency workloads. In addition, fire prevention and support services were evaluated to identify resource needs and the efficiency and utilization of personnel.</p>	<p>David Hebert Assistant City Manager City of Fort Lauderdale 528 N.W. 2nd Street Fort Lauderdale, FL 33311 954-828-5013</p>
<p>Norwalk, Connecticut Management and Fire Station Location Study</p>	<p>The Matrix Consulting Group was retained to conduct this assignment by the City's Fire Commission. The study focused both on the management and operations of the study and on the need to open a new fire station in the northern end of the City (previous studies had suggested the need to do so). The project team's analysis showed that more than 95% of calls for service were within the current network's 4-minute drive-time areas and that concurrent calls were not impacting service delivery in the north. However, future development will require a new station in the Merritt-7 area.</p>	<p>Dennis McCarthy Fire Chief 121 Connecticut Avenue Norwalk CT 06854 203-866-3313 x115</p>
<p>Meriden, Connecticut Study of the Fire Department</p>	<p>The City of Meriden retained the Matrix Consulting Group to evaluate current management and operations in the Fire Department. The firm also specifically examined the potential for reduction in staffing or the number of stations in the City. The project team made recommendations regarding the management, organization and staffing in the department but did not recommend the reduction of stations or units.</p>	<p>Caroline Beitman Human Resources Director 142 East Main Street Meriden, CT 06450 203-630-4037</p>

2. PROPOSED PROJECT TEAM

2. PROPOSED PROJECT TEAM

The Matrix Consulting Group has proposed a team of senior consultants with extensive experience evaluating fire service issues. Our three-person project team is comprised of some of the most experienced fire / rescue consultants in the United States. The chart, below, provides a graphical summary of our proposed team:



Summaries of the experience of our project team are provided, below. More detailed resumes are provided in an Appendix at the end of this proposal:

<p>Travis Miller Senior Vice President</p>	<ul style="list-style-type: none"> • Senior Vice President and Project Manager • Manager of the Matrix Consulting Group fire / EMS practice. • 15 years of experience as a fire / EMS consultant. • MS, Public Policy Analysis, University of Rochester • Project manager and lead analyst on almost 200 projects. • Extensive experience conducting fire / EMS studies nationwide. • Project manager on every fire / EMS project in the firm's history. • Lead analyst on every fire study conducted in past 13 years. • Project Role: Mr. Miller will be the project manager and lead analyst, responsible for all aspects of the project.
<p>Joseph Bravo Senior Manager</p>	<ul style="list-style-type: none"> • Senior Manager • 5+ years of experience. • MS, University of California, Los Angeles • Manager of the firm's GIS services. • More than 40 fire / EMS studies. • Project Role: Mr. Bravo will be responsible for analyzing deployment issues / operational impacts.
<p>Harold Siegel Manager</p>	<ul style="list-style-type: none"> • Manager • 25+ years of experience as a fire / EMS consultant and manager. • Former experience as a Chief in Barnstable, Massachusetts. • Experience with a range of assignments evaluating fire / EMS issues. • Professional experience in a department which worked with a third-party transport provider and one which provided the EMS transport itself. • Project Role: Mr. Siegel will provide general project support to the entire project team and will also focus on operational and policy issues.

3. PROPOSED WORK PLAN

3. PROPOSED WORK PLAN

The Matrix Consulting Group has extensive prior experience conducting fire department audits similar to the one sought by the City of Hoboken. This experience is reflected in our description of the current situation and the work plan and schedule that are provided in this section.

1. BACKGROUND AND SCOPE OF WORK

The City of Hoboken is seeking proposals for a Fire Department Audit to ensure that departmental organization, budget, policies, staffing, equipment, facilities and capacities are managed as efficiently and effectively as possible in a challenging economic environment. Like many cities and towns across the country, Hoboken is facing serious financial challenges. As the Mayor's recent budget message indicates, almost \$6,000,000 of this year's appropriations, or 10% of the tax levy, "is a legacy of the past having absolutely nothing to do with running the City this year." Compounding the issue are the limitations on the State in its ability to provide aid to municipalities.

In order to place the proposed audit within this context, and to understand the impacts of these challenges on the Hoboken Fire Department, the Matrix Consulting Group conducted preliminary research into the both the City and the Department, and provides the results of this research in the following paragraphs.

(1) Population and Demographics

Located on the west bank of the Hudson River, across from the Manhattan neighborhoods of the West Village and Chelsea, the City of Hoboken has seen a growth of over 7,000 residents from 1990 to 2008, as the table below shows.

Population Trends in the City of Hoboken

1990	2000	2008	Pct. Change	Avg. Annual Growth
33,397	38,577	40,577	21.5%	1.09%

The Fire Department is tasked with providing fire protection within a land area of only about 1.3 square miles, however it is the fourth most densely populated are in the country, at about 31,213 people per square mile. These fire protection services are provided to a housing stock that is a blend of older and more recently-constructed structures, as the table below shows.

Year Built	Number	Percent of Units
2000 or later	4,556	21.6%
1990 to 1999	1,730	8.2%
1980 to 1989	1,223	5.8%
1960 to 1979	1,772	8.4%
1940 to 1959	2,468	11.7%
1939 or earlier	9,323	44.3%
Total	21,072	100.0%

(2) The Hoboken Fire Department

The Hoboken Fire Department is an ISO Class 1 department providing fire and emergency response from the following four locations:

Location	Apparatus
201 Jefferson Street	Reserve Engine 3 Reserve Ladder 4 Rescue 1 (Special Operations) Tour Commander Special and Support Units
1313 Washington Street	Engine 1 Ladder 1
801 Clinton Street	Engine 4 Rescue 1
43 Madison Street	Engine 5 Ladder 2

In addition to the above locations, the HFD also operates a Fire Museum at 213 Bloomfield Street. The Department emphasizes building inspection, fire safety, public educations and fire prevention in its operations.

(3) Budget

The Fire Department has seen an increase of about 2.6% in its budget from 2008 to the present, as the following table shows.

Item	SFY 2008	TY 2009 Appropriated	2010	Change
Salaries and Wages	\$13,125,000	\$13,240,000	\$13,469,113	\$344,411
Other Expenses	\$225,000	\$263,000	\$223,400	\$(\$1,600)
Uniform Fire Safety Act	\$74,584	\$74,584	\$86,145	\$11,561
Total	\$13,424,584	\$13,577,584	\$13,778,658	\$354,074

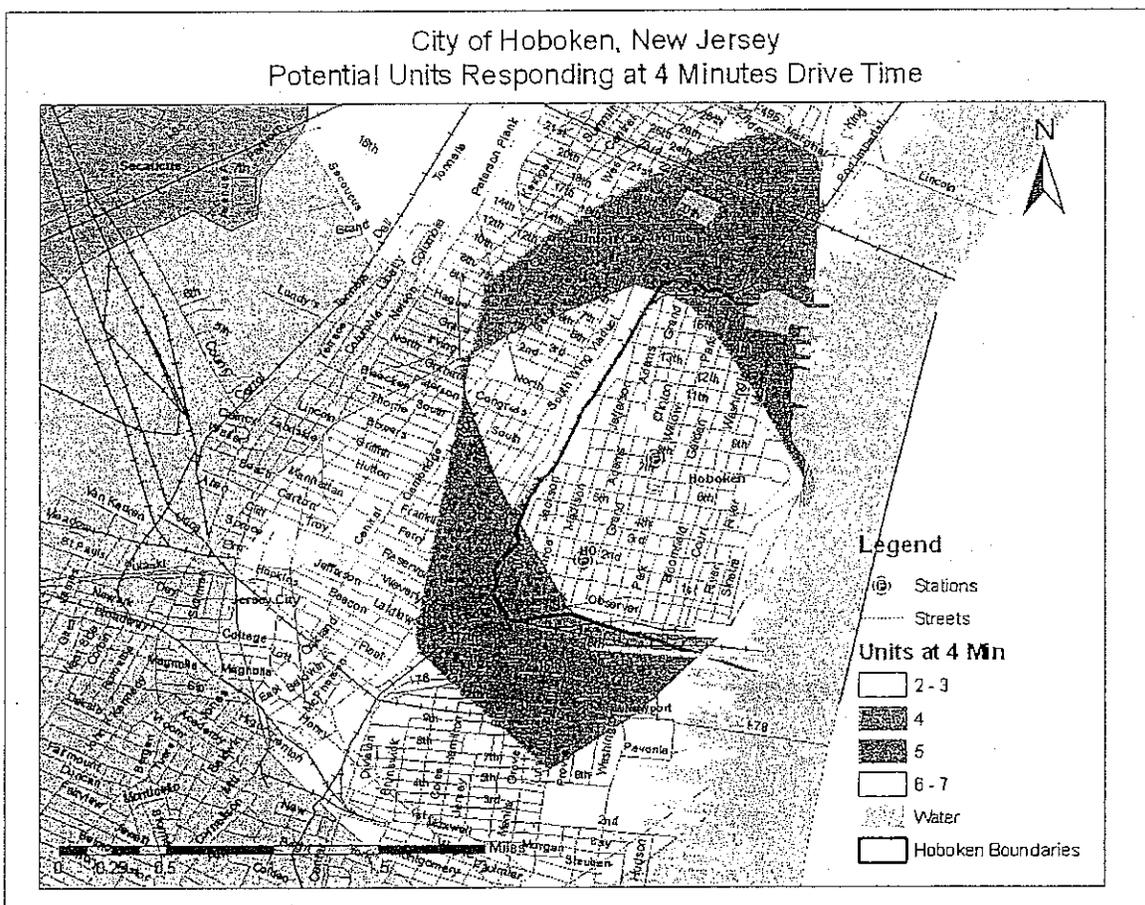
The increase in the budget over the three-year period is almost entirely attributable to salaries and wages. This line item accounts for over 97% of the \$354,074 increase in the HFD budget.

The City wants to ensure that spending in the Fire Department is as efficient and effective as possible, and that any cost saving initiatives can be identified and

implemented through this study. This is a timely and important effort given the increasing budgetary demands of the City, in an environment of decreasing revenues, which are expected to decline from 2009 levels of \$124,541,000 to 2010 levels of \$98,766,000.

(4) Response Capabilities

The Matrix Consulting Group developed an initial GIS map depicting the response capabilities of the Hoboken Fire Department. This map, shown below, indicates that the City is very well covered in an emergency. The map, below, shows the number of units that can reach areas of the City in four minutes of drive time or less:



The project team would utilize our in-house GIS capabilities in conjunction with our analytical capabilities to address issues about staffing, unit deployment, response policies and the like.

2. SUMMARY OF OUR OVERALL APPROACH TO CONDUCTING PROJECTS

Our basic approach to evaluating fire and rescue operations and support services focuses on the following components:

(1) Processes to Maximize Input and Interaction

The project team will use the following steps to increase opportunities for input into the study process:

- We will provide all HFD staff and other stakeholders with an opportunity to provide input into the study process through interviews and focus group sessions.
- We will meet with City policy makers and administrators to gather their views on fire and EMS service delivery issues and the manner in which changes in services could address short and long-term needs.

We also look forward to working with the Mayor and Council throughout the study and will provide them with periodic reports and briefings to keep them informed about our progress, observations and findings.

(2) Detailed Data Collection and Analysis

The Matrix Consulting Group focuses intently on the collection and analysis of descriptive data:

- Documenting the current operating and capital costs for services.
- Documenting the current demand for fire and rescue services.
- Documenting and analyzing current service levels.
- Documenting how resources are deployed and utilized.
- Documenting current efforts to encourage functional and regional cooperation.
- Documenting any current staff incentives, benefits and retirement programs.
- Gathering standard operating procedures.
- Evaluating and defining specific staffing requirements in each service function.
- Evaluating the current and long range facility needs of the Department.

(3) Approaches to Achieving a High Level of Quality

The Matrix Consulting Group also focuses on the management and quality control for our own project team members:

- Development of a detailed project schedule that will be shared with the members of the project Selectmen.
- Use of formal project management documents that detail, for each team member, their roles and responsibilities on the project.
- Periodic steering committee meetings or telephonic conference calls to review our progress on the assignment.
- Weekly project team meetings / conference calls that will be used to assess project issues and challenges.
- Interim deliverables that will be used to demonstrate our progress in achieving the study's goals.

These approaches have led to very high levels of implementation for the projects our firm conducts.

3. DETAILED DESCRIPTION OF OUR PROJECT APPROACH

This section of our proposal provides a detailed description of our project work plan. The tasks included in this work plan are intended to address the specific issues raised by the City in the Request for Proposals.

Task 1 Initial Interviews

In this task, the project team will meet with a range of elected officials and Fire Department members to review the major issues resulting in this project. Issues to be covered will include:

- Issues which led to the desire for this study, including the status of the current system, interest in using ISO as a measure for service delivery, concerns about risk management, etc.
- Service delivery objectives and issues.
- Financial issues facing the City.
- Other issues which may impact this assignment.

The project team will focus these initial interviews on elected officials and staff, including:

- Mayor
- Members of the Council

- Fire Chief
- Other command staff and line members.

Following these interviews, the project team will finalize our proposed schedule and work plan. These will be reviewed with the Mayor and the Fire Chief.

Task 2 Develop a Descriptive Profile of Current Services Provided by the Hoboken Fire Department

In order to further our understanding of service delivery and service objectives in Hoboken, the project team will develop a descriptive profile of current operations. The following are indicative of the types of information that will be collected by the project team:

- Mission statements, goals and objectives.
- Service level objectives.
- Policies, procedures and other formal documents guiding operations.
- Locations of all facilities and major pieces of apparatus.
- Deployment plans.
- Organizational structure of the Department.
- Staff by classification (i.e., number and rank of command staff members, total membership, active membership, auxiliary, etc.).
- Calls for service, response time performance and other measures of service delivery. These include:
 - Call type.
 - Date and time stamps for:
 - Time call received.
 - Time call was dispatched.
 - Time units went en-route.
 - Time units arrived on-scene.
 - Time units cleared.
 - Address of the call.

- Operating and capital budgets – including both expenditure and revenue categories. Document what level of support is provided directly by the City.
- Current training records.

Once site data collection efforts have been completed, a summary profile of the Department would be developed. The project team will review the descriptive profile with the City and the Fire Department to ensure that the factual basis for our study is accurate.

Task 3 Provide Choices for Fire and Emergency Service Delivery Targets.

The use of "benchmarking" and/or "best management practices" analysis is topical in the analysis of public sector agencies today. The content and characteristics of its use, however, can mean many things depending on the study team and the needs of the organization. Benchmarking has meant in many studies nothing more than general comparative analysis; in other studies it has represented a comparison to general standards of efficiency and effectiveness. The use of these techniques is to assist in the development of issues, not an end analysis through comparison.

In this study, we propose to utilize both of these approaches to shed light on realistic alternative service delivery goals and objectives. We would also develop a proposed list of service goals compared to national 'standards'. As a result, we propose to accomplish the following in completing Task 3 in this study:

- The project team would develop a detailed list of "best practices" for use in a "diagnostic assessment" of each service function in the HFD. These 'standards' represent the project team's collective experience working with fire agencies over the past 20+ years.
 - The project team would use the data collection activities conducted in the previous task to assess the degree to which services or service levels conformed to the benchmark.
 - Each service area diagnostic element would consist of the following:
 - A definition of the target selected for each functional service area.
 - A description of the current performance of the Fire Department.
 - Identification of areas in which current delivery meets the target.
 - Identification of areas which represent improvement opportunities.
 - A description of the next steps which the project team should take.
- As part of the professional standards assessment, the Matrix Consulting Group will review the current professional literature describing various performance standards and objectives in career fire / EMS departments. This will include, but not be limited to, the following:

- Commission on Accreditation of Ambulance Services (CAAS)
- Commission on Fire Accreditation International (CFAI)
- Insurance Services Office (ISO)
- National Fire Protection Association (NFPA)

The results of this task will provide the Fire Department with a detailed list of performance objectives for each operating and service area, together with a comparison with current performance. As a result, this task also provides the Fire Department with a guide to the future and the steps needed to achieve alternate performance levels.

Task 4 Assess the Fire Stations and Evaluate Apparatus and Equipment Needs and Replacement Plans

The Matrix Consulting Group has developed an advanced analytical methodology for the analysis of fire station locations (see the example map on page 8 of our proposal). This analytical approach will be based on the following activities:

- Utilization of state-of-the-art ArcGIS software. The ArcGIS software includes ArcMap 9.0, Network Analyst, Spatial Analyst and specialized sub-routines that support the analysis of facility locations.
- Utilization of a complete road network of the City including areas around the City that provide mutual aid. Matrix Consulting Group personnel will work with the City's staff to develop our sources of data.
- Use of the most detailed call for service information available from the City. These data will be abstracted from dispatch and records management systems. The Matrix Consulting Group will use multiple years of call and dispatch data in order to reduce the impact of seasonal or annual outliers.
- Generating every unique grouping of fire stations based on identified station location options. Our methodology enables the team to check multiple proposed locations and combination of locations to ensure that we provide an optimized deployment plan for the City. This can be done using properties currently owned by the City or using parcels that could potentially be acquired by the City for use as a fire station location.
- The model is used to calculate the fastest possible response time from each of alternative location to each unique call address. This analysis generates a database of expected travel times from each location to each unique address. Once that data is developed, the project team "weights" the run information by incorporating information about the frequency with which each address

generates a request for service. This is crucial for dealing with multiple response addresses (assisted living facilities, medical practices, group homes, etc.).

- After the travel time data is compiled various alternatives can then be tested to determine which may be the "optimal" solution for the City.

Utilization of the technologies and approaches described above will enable the Matrix Consulting Group to calculate a large range of response information about the current system and various alternatives. The response performance information will include the following:

- Predicted average response time.
- Fractile response times (i.e., proportion of area or calls covered at one or more x-minute travel time intervals).
- Initial unit on scene as well as the first response to major events.
- Assessment of the impact of various unit deployment decisions on the operational and financial implications of the system.

The methodologies described above, as well as other techniques, would be used to meet the study objectives, including addressing the following:

- How many stations does the City require and where should they be located to best meet identified service level objectives?
- How will deployment needs change within a 5-year, 10-year and 20-year planning horizon? What impact will trends in service delivery have on the number of stations that can be supported?
- If some change in the number of stations is recommended, what are the specific benefits that will accrue to the City from that change?
- Do current fire stations meet current needs? Will they continue to do so into the planning periods?
 - Can stations handle appropriately sized apparatus?
 - Can stations handle personnel assigned to them?
 - Are there major facility issues that should be addressed within current locations?
 - Do current locations continue to meet the needs of the City?

- Can these issues be addressed through renovation? Consolidation using existing facilities?
- Are there adequate training facilities?
- Will current apparatus allow the City to meet the current and future service demands? What changes should be made in the current fleet?
 - Are there issues with the size or capabilities of current vehicles?
 - Are there issues with the current maintenance approach for fire apparatus?
 - Are there technical or other changes that should be considered for future fire stations?
 - Do current vehicles support changes in firefighting tactics? Use of foam?
 - Do current apparatus support changes in service delivery? EMS? Rescue? Vehicle extrication? Technical responses? Hazardous materials?
- Does the current apparatus replacement plan meet current national and regional approaches? Does the City have appropriate front-line and reserve equipment? This will include the development of an apparatus replacement plan for the Fire Department. Is a 20-year plan the most appropriate for the City? What other options should be considered given the level of utilization of these expensive capital resources?
- What is the status of associated equipment in the Fire Department? Examples include:
 - SCBA's for staff.
 - Personal face pieces for SCBA's.
 - Ground ladders.
 - Extrication tools.
 - Other firefighting tools.
 - Saws.
 - Hoses, nozzles and other fixtures.

The project team will present alternatives for consideration and will review them with the project steering committee before they are included in the final report.

Task 5 Assess Deployment, Organizational Structure, Training and Other Management Systems

In this work task, the project team will evaluate the Hoboken Fire Department's current plan of organization and deployment. Evaluation will take into account the capability of the organization to respond to operating and administrative requirements. In conducting this organization and management analysis, a variety of issues will be addressed including:

- **Evaluate organizational structure and key management systems.** The project team will assess the organizational structure and key management systems in use in the Fire Department:
 - Are current spans of management control too broad or too limited?
 - Are the Department's missions, goals, and values known in the organization?
 - Are vertical or horizontal communications within the Department adequate?
 - Are lines of authority and responsibility clear to all?
 - Evaluate operations management, including incident command and large scale emergency preparedness. Has incident command been fully integrated into the Department's approach to responding to emergencies? Have other City departments been trained and integrated into this management approach?
 - Are the Department's policy and procedure manuals/documents complete? Do major gaps exist relating to operations? Are policies and procedures consistently applied in the Department?
 - Utilization of incident command, including adaptation of the national incident management system (NIMS).
 - Utilization of post-incident critiques to learn from incidents, to identify training needs, to assess performance, etc.
 - How are managers and supervisors trained and supported in the Department?

- Do the Mayor and Council receive the information that they need to provide an on-going assessment of the performance of the Fire Department?
- **Evaluate training and staff development systems and practices.** The project team will assess the positive features and improvement opportunities that may exist in recruitment, training and other related personnel management programs within the Fire Department.
 - Identify and evaluate training provided to enhance management and supervision in the Fire Department.
 - Assess the current efforts to provide training to staff to ensure that they are performing at targeted levels.
 - Document how training needs are assessed and in-service training provided at the field unit level.
 - Compare current recruitment, training and career development efforts with the best practices found in other progressive fire protection organizations.
 - Are training facilities consistent with departmental needs?
 - Has the Department identified and supported in-house trainers?
 - Is the training provided consistent with needs.
 - How much training is received by staff?
 - Do existing training programs focus on career development?
- **Evaluate the way in which personnel and units are deployed in response to emergencies.** This will include an assessment of the following:
 - Deployment to calls by call type.
 - Identification of high-risk call locations and structures.
 - Use of non-emergency responses to low-risk events.
 - Use of differential response approaches.
- **Assess the current and future need to be involved in various services,** including the following:
 - Fire prevention and public education.
 - General life safety risk prevention and education.
 - Hazardous materials response.

- Technical rescue response.
- Response to motor vehicle accidents.
- Response, at some level, to EMS calls (first response, critical calls, etc.).
- **Evaluate emergency communications.** This will include the following assessments:
 - Is the dispatch center supporting the Fire Department appropriately?
 - Is incident command utilized and well-documented?
 - Should additional investment be made to provide every responder with an on-scene radio (i.e., one-seat / one-radio).
 - Are there gaps in information delivery that could be addressed using in-unit computers with associated technology and software solutions?

The project team will provide its assessment of the organization and operations of the Fire Department, together with alternatives and will review them with the City and the Fire Department command staff before inclusion in the final report.

Task 6 Develop and Present the Final Report

Completion of all the Tasks listed above will result in the preparation of a final report summarizing issues and study recommendations. These reports (draft and final) and the associated implementation plan will consist of the following elements:

- A detailed set of recommendations addressing each area of the study; specific work steps required to implement each recommendation; timing for implementation; responsibility for implementation; and any costs or savings.
- A detailed capital improvement plan addressing any recommendations regarding changes / additions.
- Analysis of operational and fiscal impacts for all recommendations.

The final report that will be reviewed in draft with the City and the HFD. Once in final form, we will present the final report to the Mayor and Council, as appropriate, in a public meeting.

4. PROPOSED PROJECT TIMELINE

Our proposed schedule would have the project completed and ready for presentation after the 12th week from project inception.

Task / Staff	1	2	3	4	5	6	7	8	9	10	11	12
1. Initial Interviews	1											
2. Descriptive Profile												
3. Service Targets												
4. Stations / Apparatus												
5. Deployment, Organization							2					
6. Final Report											3	

Meetings:

- 1: Kick-Off
- 2: Discuss Issues
- 3: Review Draft Report
- Thereafter: Present Report

APPENDIX – DETAILED RESUMES

TRAVIS MILLER
Senior Vice President, Matrix Consulting Group

BACKGROUND

Travis Miller is a Senior Vice President with the Matrix Consulting Group. He has been providing management consulting and analytical services to government for 15 years. This experience includes: work as a budget and economic analyst for the State of New York (governor's budget office and the Metropolitan Transportation Authority); as an analyst in the Municipal Finance Department of Goldman, Sachs; and, most recently as a Senior Manager for a national consulting firm where Mr. Miller was a consultant to local government specializing in the analysis of public safety services prior to founding Matrix Consulting Group. Mr. Miller has been involved with the analysis of hundreds of local government service providers with a special focus on public safety issues.

EXPERIENCE RELEVANT TO THE PROJECT

- Developed comprehensive fire master plans for the following clients. Each project included evaluation of service levels for both fire protection and emergency medical services; recommendation of service level standards related to response times; company staffing; fire flow capabilities; and built-in protection. Also included development of multi-year facilities plans; capital equipment requirements; and detailed program recommendations involving prevention programming and hazardous materials control.
 - Anne Arundel County, Maryland
 - Clayton, Ohio
 - Coventry, Connecticut
 - Indio, California
 - Keene, New Hampshire
 - Middletown, Ohio
 - Needham, Massachusetts
 - North Kingstown, Rhode Island
 - Putnam County, Florida
 - Sacramento, California
 - Tipp City, Ohio
 - Walton County, Florida
 - Washington County, Florida

- Management audits, each of which have included evaluation of fire station locations; assessment of all departmental programs (e.g., Hazmat; public education; plan check and development review, etc.); service level analysis for fire suppression and emergency medical services; financial analysis of all fees and revenues; and training program evaluation. Also included staffing level evaluation and revenues; and training program evaluation of all functions and review of departmental management practices. For example:

- Amesbury, Massachusetts
 - Bayonne, New Jersey
 - Barnstable, Massachusetts
 - Bellingham, Washington
 - Canandaigua, New York
 - Chatham County, Georgia
 - Clayton, Ohio
 - Dennis, Massachusetts
 - Fairborn, Ohio
 - Farmington Hills, Michigan
 - Fort Lauderdale, Florida
 - Hall County, Georgia
 - Hermosa Beach, California
 - Hilton Head Island, South Carolina
 - Kettering, Ohio
 - Lima, Ohio
 - Martin County, Florida
 - Mason, Ohio
 - Meriden, Connecticut
 - Monrovia, California
 - Norwalk, Connecticut
 - Peoria, Illinois
 - Pinellas County (SunCoast), Florida
 - Plano, Texas
 - Plymouth, Massachusetts
 - Pompano Beach, Florida
 - Southlake, Texas
 - Sunnyvale, California
 - Tallahassee, Florida
 - Tipp City, Ohio
 - Venice, Florida
 - Wayland, Massachusetts
-
- Regional analyses of fire service systems to identify consolidation opportunities; potential to improve service cost-effectiveness by contracting for service in specific areas; and assessing the feasibility of multi-agency cooperation in such areas as training; communications and dispatch; and hazmat response and control. All projects included an analysis of fire station locations:
 - Albemarle County and Charlottesville, Virginia
 - Chesterfield, Virginia
 - Cleveland Suburbs (7 cities), Ohio
 - Fauquier, Virginia
 - Lee County, Florida
 - City of Thompson and McDuffie County, Georgia

- Pinellas County, Florida
 - Scottsdale, Arizona
 - Seminole County, Florida
 - West Metro Des Moines, Iowa (Clive, Urbandale, West Des Moines)
- Station location studies/plans for:
 - Augusta, Maine
 - Broward County, Florida
 - Dubuque, Iowa
 - Fort Lauderdale, Florida
 - Glenview, Illinois
 - Milwaukee, Wisconsin
 - Napa, California
 - Needham, Massachusetts
 - Palm Coast, Florida
 - Parkland, Florida
 - Pueblo, Colorado
 - Red Bluff, California
 - Seminole, Florida
 - Wilton, California

EDUCATION

Mr. Miller received his BA and MS from the University of Rochester (Public Policy).

JOSEPH J. BRAVO
Senior Manager, Matrix Consulting Group

BACKGROUND

Joe Bravo is a Senior Manager in the Matrix Consulting Group. He is our GIS analyst for fire studies projects. Since joining our firm, he has specialized in the analysis of fire and EMS functions with a focus on GIS solutions.

EXPERIENCE RELEVANT TO THE PROJECT

- Developed comprehensive fire master plans for the following clients. Each project included evaluation of service levels for both fire protection and emergency medical services; recommendation of service level standards related to response times; company staffing; fire flow capabilities; and built-in protection. Also included development of multi-year facilities plans; capital equipment requirements; and detailed program recommendations involving prevention programming and hazardous materials control.
 - Clayton, Ohio
 - Indio, California
 - Middletown, Ohio
 - North Kingstown, Rhode Island
 - Sacramento, California
 - Tipp City, Ohio

- Management audits, each of which have included evaluation of fire station locations; assessment of all departmental programs (e.g., Hazmat; public education; plan check and development review, etc.); service level analysis for fire suppression and emergency medical services; financial analysis of all fees and revenues; and training program evaluation. Also included staffing level evaluation and revenues; and training program evaluation of all functions and review of departmental management practices. For example:
 - Bayonne, New Jersey
 - Hermosa Beach, California
 - Kettering, Ohio
 - Mason, Ohio
 - Meriden, Connecticut
 - Norwalk, Connecticut
 - Plymouth, Massachusetts

- Station location studies/plans for:
 - Fort Lauderdale, Florida
 - Milwaukee, Wisconsin

- Needham, Massachusetts
 - Pueblo, Colorado
 - Red Bluff, California
 - Seminole, Florida
-
- Regional analyses of fire service systems to identify consolidation opportunities; potential to improve service cost-effectiveness by contracting for service in specific areas; and assessing the feasibility of multi-agency cooperation in such areas as training; communications and dispatch; and hazmat response and control. All projects included an analysis of fire station locations:
 - Cleveland Suburbs (7 cities), Ohio
 - Pinellas SunCoast, Florida
 - Seminole County, Florida
 - West Metro Des Moines, Iowa (Clive, Urbandale, West Des Moines)

EDUCATION

University of California, Los Angeles (UCLA): BA / Political Science; MS / Public Policy

HAROLD (HAL) SIEGEL
Manager, Matrix Consulting Group

BACKGROUND

Hal Siegel is a Manager in the Matrix Consulting Group. He is an analyst for fire studies projects. Since joining our firm, he has specialized in the analysis of fire and EMS management and operations.

EXPERIENCE RELEVANT TO THE PROJECT

Mr. Siegel has extensive experience both as a Fire Chief and as an analyst of emergency medical services systems and the fire service. Mr. Siegel has worked at all level of the fire service – starting as a firefighter and finishing his fire service career as Fire Chief. His career firefighting experience includes work for both the Albany (NY) Fire Department and the Barnstable (MA) Fire Department. Mr. Siegel also served as a paramedic, fire investigator and fire instructor. Mr. Siegel was also a certified code enforcement officer in both New York and Massachusetts.

- Management audits, each of which have included evaluation of fire station locations; assessment of all departmental programs (e.g., Hazmat; public education; plan check and development review, etc.); service level analysis for fire suppression and emergency medical services; financial analysis of all fees and revenues; and training program evaluation. Also included staffing level evaluation and revenues; and training program evaluation of all functions and review of departmental management practices. His recent experience includes a study for Coventry, Connecticut
- Developed comprehensive fire master plans for the following clients. Each project included evaluation of service levels for both fire protection and emergency medical services; recommendation of service level standards related to response times; company staffing; fire flow capabilities; and built-in protection. Also included development of multi-year facilities plans; capital equipment requirements; and detailed program recommendations involving prevention programming and hazardous materials control. His recent experience includes Canandaigua, New York
- Regional analyses of fire service systems to identify consolidation opportunities; potential to improve service cost-effectiveness by contracting for service in specific areas; and assessing the feasibility of multi-agency cooperation in such areas as training; communications and dispatch; and hazmat response and control. His recent experience includes the Baldwin Wallace Fire Regionalization project in suburban Cleveland.
- Station location studies/plans for Augusta, Maine

EDUCATION

Mr. Siegel has a BS from Empire State College in Fire Service Administration. He has attended the New York State Fire Academy, Massachusetts State Fire Academy and the National Fire Academy where he took part in a wide series of coursework focusing on incident command and chief officer fire service management and command.



CITY OF HOBOKEN
Department of Administration

DAWN ZIMMER
Mayor



Arch Liston
Business Administrator

MEMORANDUM

TO: City Council
FROM: Arch Liston, BA
DATE: June 21, 2010
SUBJECT: Budget Transfers June 22, 2010

A quick update of what has transpired in the last week:

Thursday Morning June 17, 2010: We had the conference call with DEP regarding the municipal garage when it was learned that we must re-excavate a location in the area of the old vehicle lifts. Some of the testing came in high in this area so we must cut through the concrete and dig the area out to capture the new testing materials.

Thursday Afternoon June 17, 2010: Conference call was held between City's environmental attorney, redevelopment attorney and Neil Joirle, the engineer for the City. It was determined to move forward posthaste to meet the deadlines of 13 August 2010. The engineer was advised to get prices to the City ASAP and mobilize contractors to start the project.

Friday Late Afternoon June 18, 2010: Received costs of the environmental testing to continue testing in municipal garage. Costs came in just under \$50,000.

After review of the Remediation Trust Account it was determined that just over \$27,000 was left, of the \$200,000 originally escrowed, this being funded by the redeveloper. To ensure our financial issues are resolved without delay, I am proposing the following solution to cover these costs.

We had budgeted \$175,000 in FY10 for the cost of Tax Maps, but did not budget for the Fire Audit, which costs are in the area of \$70,000.

Due to the delay of getting additional funds from the developer, I suggest the moving of \$75,000 to Engineering so we have the ability certify funds for the environmental testing. With the escrow monies of \$27,000 and \$75,000 it will give us a total of \$102,000 in case we must immediately go in the ground again prior to August 13, 2010 to meet this deadline. We also have outstanding legal invoices that need to be covered. The City is the process of requesting additional funds from the developer. If not recovered prior to closing we would attempt to recoup costs at the table.

We would additionally look to award the contract to Matrix Consulting Group for up to \$70,000 to begin the Fire Audit in early July. The tax map cost would be budgeted in TY2010 with award in mid July.

To clarify:

	FROM	TO
Tax Maps	\$ 145,000	
Engineering		\$75,000
Business Administrator (For Fire Audit)		\$70,000

We do have other transfers on the agenda which deal mostly with the shortfall in Solid Waste O&E, which requires an additional \$150,000 due to being under budgeted. The other is \$25,000 needed to cover the additional costs of outstanding salt bills. Other lines are minor shortfalls mostly in Environmental Services.

With all of the above facts, along with limited time frames, I am respectfully requesting that City Council approve the proposed budget transfers for the June 22, 2010 meeting.

CITY OF HOBOKEN
RESOLUTION NO. _____

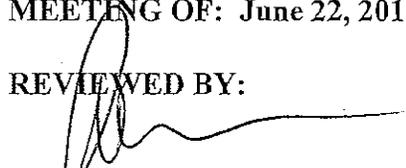
**THIS RESOLUTION AUTHORIZES THE TRANSFER OF
FUNDS WITHIN ACCOUNTS IN THE FISCAL YEAR 2010
CURRENT FUND APPROPRIATIONS.**

BE IT RESOLVED, that the following SFY 2010 budget Current Fund appropriation transfers are hereby authorized for the City of Hoboken:

CURRENT FUND	FROM	TO
Operations - Within "Caps"		
Mayor's Office S/W		\$1,500.00
Business Administrators		\$1,000.00
Parks S/W		\$1,000.00
Public Property S/W		\$3,000.00
Street & Roads S/W		\$10,000.00
Street & Roads O/E		\$25,000.00
Central Garage S/W		\$1,000.00
Solid Waste S/W		\$9,000.00
Solid Waste O/E		\$150,000.00
Housing Inspection S/W		\$12,000.00
Business Administrators OE		\$70,000.00
Engineering OE		\$75,000.00
Off of Emergency Mgnt S/W		\$1,500.00
Water & Sewer		\$4,00000
Tax Maps	\$145,000.00	
Licensing Bureau S/W	\$2,500.00	
Corporation Counsel S/W	\$8,000.00	
Cultural Affairs S/W	\$2,500.00	
Police Depart S&W	\$76,000.00	
Fire S/W	\$30,000.00	
Social Security	\$50,000.00	
Unemployment	\$50,000.00	
	\$364,000.00	\$364,000.00

MEETING OF: June 22, 2010

REVIEWED BY:



Arch Liston
Business Administrator

APPROVED AS TO FORM:



Michael B. Kates
Corporation Counsel

Reviewed By: _____
Introduced by: Administration
Seconded by: _____

**CITY OF HOBOKEN
RESOLUTION NO. : _____**

**RESOLUTION AUTHORIZING A PROFESSIONAL SERVICES CONTRACT WITH
SCARINCI HOLLENBECK FOR THE SERVICES OF MATTHEW GIACCOCHE, ESQ.
AS SPECIAL COUNSEL - LABOR NEGOTIATIONS FOR THE CITY OF HOBOKEN**

WHEREAS, the City of Hoboken faces pressing legal issues relating to the negotiations of labor contracts with City employees; and

WHEREAS, Matthew Giaccobe, Esq. of the law firm Scarinci Hollenbeck has extensive experience working with the City of Hoboken on its labor negotiations and is a recognized expert in the area of New Jersey labor negotiations; and

WHEREAS, Matthew Giaccobe, Esq. and the law firm of Scarinci Hollenbeck will be required to abide by the "pay-to-play" requirements of the Hoboken Public Contracting Reform Ordinance, #DR-154 (codified as §20A-11 et seq. of the Code of the City of Hoboken); and

WHEREAS, said service is a professional service as defined by N.J.S.A. 40A:11-2(b) and as such, is exempt from public bidding requirements pursuant to N.J.S.A. 40A:11-5; and,

WHEREAS, funds are available for this purpose upon adoption of the temporary budget;

NOW THEREFORE, BE IT RESOLVED that a professional services contract be authorized, for the services of Matthew Giaccobe, Esq. of Scarinci Hollenbeck as Labor Negotiation Counsel for the City of Hoboken; and

BE IT FURTHER RESOLVED that this firm shall be paid an hourly rate of One Hundred Fifty dollars (\$150.00) per hour based on actual time and expenses; and

BE IT FURTHER RESOLVED that this contract be authorized for a term to begin immediately and to expire on December 31, 2010 and,

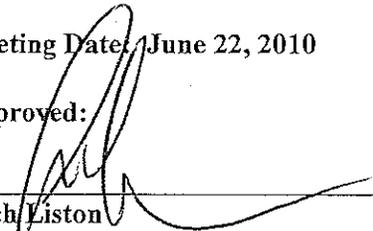
BE IT FURTHER RESOLVED the City Clerk shall publish this Resolution as required by law and keep a copy of the resulting contract on file in accordance with N.J.S.A. 40A:11-1 et seq.

BE IT FURTHER RESOLVED that a certified copy of this Resolution shall be provided to Mayor Dawn Zimmer for action in accordance therewith and to take any other actions necessary to complete and realize the intent and purpose of this resolution.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately.

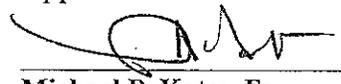
Meeting Date: June 22, 2010

Approved:



Arch Liston
Business Administrator

Approved as to Form:



Michael B. Kates, Esq.
Corporation Counsel

Revised By: _____

Introduced by: Administration

Seconded by: _____

**CITY OF HOBOKEN
RESOLUTION NO. : _____**

**RESOLUTION AUTHORIZING A PROFESSIONAL SERVICES CONTRACT WITH
FERRAIOLI, WIELKOTZ, CERULLO & CUVA, P.A. FOR THE SERVICES OF STEVEN
WIELKOTZ, P.A. TO SERVE AS CITY AUDITOR FOR THE CITY OF HOBOKEN**

WHEREAS, it is necessary for the City of Hoboken to appoint a municipal to auditor; and

WHEREAS, Steven Wielkocz Cuva P.A. of Ferraioli, Wielkocz, Cerullo & Cuva, P.A. has extensive experience working with the City of Hoboken and is a recognized municipal auditor in New Jersey; and

WHEREAS, Steven Wielkocz, Cerullo, Cuva and Ferraioli, Wielkocz, Cerullo & Cuva, P.A. will be required to abide by the "pay-to-play" requirements of the Hoboken Public Contracting Reform Ordinance, #DR-154 (codified as §20A-11 et seq. of the Code of the City of Hoboken); and,

WHEREAS, said service is a professional service as defined by N.J.S.A. 40A:11-2(b) and as such, is exempt from public bidding requirements pursuant to N.J.S.A. 40A:11-5; and,

WHEREAS, funds are available for this purpose upon adoption of the temporary budget

NOW THEREFORE, BE IT RESOLVED that a professional services contract be authorized, for the services of Steven Wielkocz of Ferraioli C.P.A, Wielkocz, Cerullo & Cuva, P.A. 401 Wanaque Avenue, Pompton Lakes, New Jersey 07442 as City Auditor for the City of Hoboken; and

BE IT FURTHER RESOLVED that monthly invoices shall be submitted and approved by the Administration subject to availability of funds for the remainder of the temporary budget; and

BE IT FURTHER RESOLVED that this contract shall be considered an extension of the current contract and is authorized for a term to begin immediately and to expire on December 31, 2010; and,

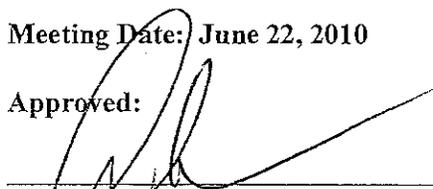
BE IT FURTHER RESOLVED the City Clerk shall publish this Resolution as required by law and keep a copy of the resulting contract on file in accordance with N.J.S.A. 40A:11-1 et seq.

BE IT FURTHER RESOLVED that a certified copy of this Resolution shall be provided to Mayor Dawn Zimmer for action in accordance therewith and to take any other actions necessary to complete and realize the intent and purpose of this resolution.

BE IT FURTHER RESOLVED that this resolution shall take effect immediately.

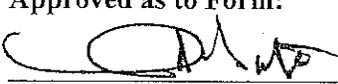
Meeting Date: June 22, 2010

Approved:



Arch Liston
Business Administrator

Approved as to Form:



Michael B. Kates, Esq.
Corporation Counsel

REVISED BY: _____
INTRODUCED BY: _____
SECONDED BY: _____

**CITY OF HOBOKEN
RESOLUTION NO. _____**

**RESOLUTION AWARDING A CONTRACT TO EMNET LLC TO PROVIDE
PROPRIETARY PROVISIONS AND PROFESSIONAL SERVICES TO
INITIATE AND MAINTAIN A REAL TIME FLOOD MONITORING SYSTEM**

WHEREAS, the City of Hoboken's current flooding situation continuously affects the general welfare, health and safety of the City's residents and guests during rain events; and,

WHEREAS, EmNet LLC has presented the City with a proposal, dated December 9, 2009, to provide real time monitoring of the flood zones, maintenance of hardware and software relating to the real time services, and engineering services related to same; and,

WHEREAS, the City Council finds EmNet's services and provisions necessary to assist the City in dealing with the current flooding situation within our municipality; and,

WHEREAS, it has been determined that the services to be provided by EmNet LLC are professional services and include proprietary software, and are therefore exempt from bidding under N.J.S.A. 40A:11-5(a)(i) and (dd); and,

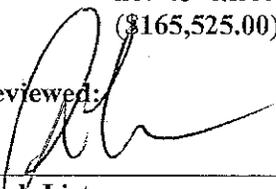
WHEREAS, the City Council hereby determines that the provisions and services fully described in EmNet LLC's December 9, 2009 proposal to the City are in the best interest of the health, safety and welfare of the residents and guests of the City; and

WHEREAS, funds are available for this purpose upon adoption of the temporary budget;

NOW, THEREFORE, BE IT RESOLVED, by City Council of the City of Hoboken, County of Hudson, State of New Jersey that:

1. The above recitals are incorporated herein as thought fully set forth at length.
2. The Council hereby authorizes the Mayor or her designee to execute any and all documents and take any and all actions necessary to complete and realize the intent and purpose of this Resolution.
3. The Mayor or her designee is hereby authorized to execute an agreement, contingent on all mandated requirements being met, for the above referenced professional services and proprietary software for a period of one (1) year, with an option to extend, and for an amount not to exceed One Hundred Sixty Five Thousand Five Hundred Twenty Five dollars (\$165,525.00).

Reviewed:



**Arch Liston
Business Administrator**

Approved to Form:



**Michael B. Kates, Esq.
Corporation Counsel**

Date: June 22, 2010

Revised By: _____

Introduced by: _____

Seconded by: _____

**CITY OF HOBOKEN
RESOLUTION NO. ___**

**RESOLUTION ACCEPTING THE CHANGE ORDER TO PIER C PARK AND
USING FUNDS TO PURCHASE A SHADE STRUCTURE NECESSARY FOR
THE SAFETY OF THE CHILDREN USING THE PLAYGROUND
EQUIPMENT.**

WHEREAS, Pier C Park was fully funded by the Port Authority of New York & New Jersey and New Jersey Green Acres; and

WHEREAS, the opening of Pier C Park has been delayed by a number of unforeseen events, the latest of which is the use of steel on playground equipment which, when exposed to the sun, becomes extremely hot and unsafe; and

WHEREAS, replacing the steel-clad playground equipment will be costly and esthetically damaging to the park design; and,

WHEREAS, the City of New York has installed the same equipment in Union Square Park and has experienced the same safety concerns, but has determined that the playground equipment is extremely popular and worth saving and decided to install a shade structure to ensure viability of the equipment and safety of children; and

WHEREAS, this Administration has explored other options and has determined that keeping this unique equipment is preferable to installing low-quality plastic equipment; and

WHEREAS, a Change Work order to Pier C Park was created to allow for the installation of a shade structure over the dome at a cost of \$68,037.13 pursuant to the Change Work Order dated June 16, 2010 (copy appended); and

WHEREAS, funds are available to cover this additional cost from the O&M Pier A & Pier C Trust Fund;

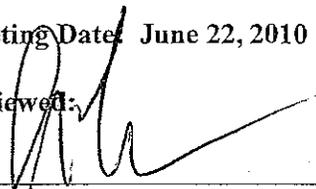
NOW, THEREFORE, BE IT RESOLVED, that the Council of the City of Hoboken does hereby agree to amend the original agreement to include the changes set forth in the Change Work Order dated June 16, 2010.

BE IT FURTHER RESOLVED, that the Council of the City of Hoboken does hereby approve the Change Work Order of June 16, 2010 to install the shade structure over the dome as well as the increase cost contained therein, which shall be covered by funds from the O&M Pier A & Pier C Trust Fund.

BE IT FURTHER RESOLVED, that this Change Work Order and its authorization are not intended as a waiver of any claims by the City for faulty design or professional negligence in the use of steel as playground equipment exposed to the sun.

Meeting Date: June 22, 2010

Reviewed:



Arch Liston
Business Administrator

Approved as to Form:



Michael B. Kates, Esq.
Corporation Counsel

Reviewed By: _____
Introduced By: _____
Seconded By: _____

**CITY OF HOBOKEN
RESOLUTION NO.: _____**

**RESOLUTION AUTHORIZING EXECUTIVE SESSION-LITIGATION AND
REAL PROPERTY NEGOTIATIONS**

WHEREAS, the council of the City of Hoboken is authorized to go into closed executive session for the reasons set forth in the Open Public Meetings Act, pursuant to N.J.S.A. 10:4-12; and,

WHEREAS, one of these reasons is to discuss pending or anticipated litigation in which the public entity is a party or is anticipated to be a party, and another reason is to receive advice from its attorney; and,

WHEREAS, one of these reasons is to discuss real estate and real property negotiations to which the City is a party; and,

WHEREAS, the Council has determined that it is necessary to go into closed executive session for the purpose of discussing ongoing litigation in which the City is a party-in-interest: namely, the matter of 100 Paterson Realty, LLC, and to receive legal advice from the City's attorney; and

WHEREAS, the Council has determined that it is also necessary to go into closed session to discuss real estate issues and real property negotiations relating to the Department of Public Works site;

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Hoboken that it enter into closed session to discuss the issues as herein set forth; and,

BE IT FURTHER RESOLVED that when the need for confidentiality no longer exists the decisions made therein will be made available to the public, which may transpire immediately following in closed session.

APPROVED AS TO FORM:



Michael B. Kates, Esq.
Corporation Counsel

INTRODUCED BY: _____
SECONDED BY: _____

**CITY OF HOBOKEN
RESOLUTION NO. _____**

**RESOLUTION AUTHORIZING EXECUTION OF THE REVOCABLE PUBLIC
OPEN SPACE AND USE LICENSE AND AGREEMENT BETWEEN THE
CITY OF HOBOKEN AND TOLL BROTHERS FOR BLOCK E, MORE
PARTICULARLY DESCRIBED AS BLOCK 261, LOT 1**

WHEREAS, the Final Major Subdivision of Toll Brother's Maxwell Place, resulted in a Developer's Agreement whereby Toll Brothers will convey Block E to the City of Hoboken, however, such event has not yet occurred; and

WHEREAS, Toll Brothers has allowed the public use of Block E despite the failure of the parties to effectuate the conveyance; and

WHEREAS, for the benefit of both parties, Toll Brothers and the City of Hoboken have negotiated a license and agreement relating to Block E to govern the use of the Lot until such time as the conveyance of the property from Toll Brothers to the City can be effectuated in accordance with the Developer's Agreement; and,

WHEREAS, the final draft of the Revocable Open Space and Use License and Agreement for Block E (annexed hereto) provides for a revocable license to the City for use of the park upon consideration to Toll Brothers in the amount of One Dollar (\$1.00); and

WHEREAS, the Agreement additionally provides for the City to carry, with Toll Brothers and its assignees and subsidiaries as secondary insured, the general liability insurance, worker's compensation insurance, excess liability insurance and motor vehicle insurance on the property during the term of the license; and

WHEREAS, the City further agrees to indemnify and hold harmless Toll Brothers during the term of the license; and

WHEREAS, Toll Brothers will continue to maintain the property so long as they retain title to the property.

NOW, THEREFORE, BE IT RESOLVED, by City Council of the City of Hoboken, County of Hudson, State of New Jersey that:

- 1. The above recitals are incorporated herein as thought fully set forth at length.**
- 2. The Council hereby authorizes and directs the Mayor, or her designee to execute the "REVOCABLE PUBLIC OPEN SPACE AND USE LICENSE AND AGREEMENT" as annexed hereto.**

Reviewed by:

Approved to Form:

Arch Liston, Business Administrator

Michael B. Kates, Corporation Counsel

Date: June 22, 2010