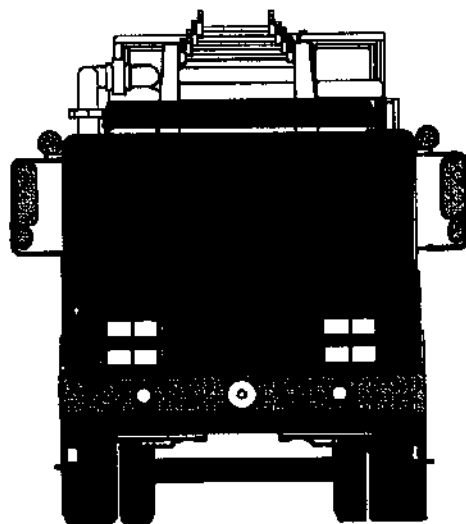


**Nanuet Fire District
Fire Department and
Fire Station Study
2007**



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Executive Summary

I would like to begin by thanking Chairman Randy Hunter and the members of the Nanuet Board of Fire Commissioners for allowing me the privilege of working for the citizens of Nanuet. I would also like to thank the officers and members of the Nanuet Fire Engine Company #One for their assistance. It is important to note the many kindnesses offered by you all. It was evident during my time in your community that all parties to the fire protection equation have the best interests of the Nanuet community at heart. Each of my requests for information, assistance, or opinion was met quickly and cheerfully.

Perhaps the single major problem which has plagued the American Fire Service since its origins in Colonial America is the fact that it has been viewed as a reactionary response to problems involving fire. Far too often it was perceived as a social club that happened to be doing a good deed for their community. It would be our guess that this outlook arises from the reality that fire is quite unpredictable as to when and where it might strike, and that in the majority of American communities, groups of volunteers give of their own time and talents to provide that service.

Throughout its history, the fire service of our country has reacted to forces beyond its control. Initially, citizen groups came together on an informal, as-needed basis to help one another combat sudden, uncontrolled fires. These duties then came into the

province of the insurance industry and were later assumed by public fire protection agencies, either career or volunteer. Many of these efforts pre-date the Revolutionary War.

In the fire world, the demand was almost always for suppression. As the technological revolution of an increasingly industrialized society grew in speed, fire departments were forced into a reactionary posture, always fighting to catch up to the technology of last year's inventions. Over the past few decades, forward-looking fire service thinkers have sought to prove that fire protection is a system, that it is something which can be studied, developed, and improved through the use of master planning concepts. This is the proactive type of thinking which anticipates problems and meets them head on.

The fire protection service delivery problem has worsened in light of the demand by citizens for local government to do more with less. Well over 25 years ago, the National Fire Prevention and Control Administration stressed in their report "America Burning" that "every local jurisdiction (should) prepare a Master Plan designed to meet the community's present and future needs in fire protection." The purpose of this plan is to identify the actual needs of the community, review planning data for future growth, and establish a plan for meeting those needs on an incremental basis over time. The parts of the plan are listed as follows:

1. Survey of the community to determine current risk levels.

2. Survey of the personnel and resources of the fire department to determine a level of current suppression capability.
3. A comparison of fire risk to the available suppression capability in order to determine a level of unprotected risk.
4. A study of growth and planning data to determine future needs.
5. The development of recommendations which are designed to meet the identified needs of a community in a systematic basis, over time.

These are the steps which we have used to study fire department operations in Nanuet over the past several months. In the pages which follow, we will outline what we have found and discuss the reasons for our findings. ~~Here are a number of the major recommendations that will be explored in detail in the pages which follow:~~

1. Your current main station location is well-suited to delivering effective fire protection to your community. There is an effective personnel response force available within a close proximity to insure a timely response to emergencies.
2. Given the cost of property, and the relative lack of sufficiently-sized property in a location central to your community, the existing location should be strongly

considered as the place upon which to create a new fire station that will serve your department for the next 40 to 50 years. Be aware that there will still be extensive costs for preparing your existing site.

3. It is important that the commissioners, the fire company, your architect, and your attorney work together to develop plans for a modern, cost-effective fire station.
4. Your apparatus fleet should continue to provide four pumper units and an aerial device.
5. You need to continue working with your water utility to provide improvements to your water system.
6. There are a number of items which you can address to improve your Insurances Service Office (ISO) grading level. Many are cost-effective and should be pursued. A full list is contained within the final section which has my complete list of final recommendations.

These are the major recommendations. A more complete list can be found in section ten. I offer this report based upon my 40 years of experience and education within the fire service, and a review of the appropriate professional literature within the fire protection field. It is my hope that all of the recommendations receive a full and honest evaluation by the parties concerned.

Section Five – Fire Station Criteria

The primary concern for your fire district at this time appears to be the need for a new, modern fire station. Our interviews with department members as well as with fire commissioners, makes this point quite clearly. You will find that this will be an extremely expensive undertaking. You will want to plan long and hard to create a building which will be suitable for your needs for at least the next 50 years.

"For the average citizen, the first image that comes to mind when the fire service is mentioned may well be the doors to a fire station opening and one or more vehicles emerging to speed off dramatically to the scene of a fire" (Bryan and Picard, 1979, p. 500). I would suggest to you that this popular belief is not without merit. When fire stations are properly located and built, the public will often see their service delivery dollars in action. Where stations are built and how well they are designed can have long term consequences for the community.

"Nearly every response begins at the station, making it the critical first step in any incident" (Buckman, 2006, p. 237). Bryan and Picard (1979) suggest that a station be built with an anticipated operational life of at least 50 years. In this way, citizens can begin to understand that the money spent on a structure today will have its actual cost amortized over a number of decades. Given the increasing costs of new construction, this is

really important point which must be explained to a public which is somewhat reluctant to spend the necessary funds for a new building.

Rare indeed is the fire department which has everything it wishes in the way of emergency response facilities. "Outdated, misallocated, and poorly conceived structures are a well-known topic of discussion in firematic circles – but although needs may be blatantly apparent, action plans are not. Most often, the result is paralysis, or worse yet, an obsolete 'new' building" (Buckman, 2006, p. 237). My job as your consultant is to help you avoid this problem.

The design, funding, and building of a new fire station within one's community can be a daunting task. At the very least it is a tremendous undertaking. I share this with your fire district. This is not an alien concept for me, as my fire district in New Jersey is currently in the midst of a project like this right now in my hometown. As chairman of our Board of Fire Commissioners, I have been at the center of this for the past three years. It is a difficult task. However my associates and I on the Board of Fire Commissioner believe the project to be worth the expense and effort. Like you, we owe it to our citizens to provide them with the best fire protection possible.

It is for this reason, that I am able to share your hopes, dreams, and concerns as regards the need for creating a fire

station that will meet both your immediate and long-term needs. I feel that it is important to understand the reasoning behind the need for a new fire station. Given the difficulty in acquiring land and the tremendous costs involved, it is critical to be sure that what you build is really what you need. I would suppose that is one of the primary reasons for your board retaining the services of my firm.

I would like to stress that in my opinion, the most valuable resources in any fire department are the people who staff its agencies and equipment. Yet no matter how well staffed the fire department or how competent the people, members cannot do their jobs without the necessary physical resources. Let me now state that a fire department uses three types of physical resources in the delivery of their critical protective services: facilities (the real estate, including land, building, and other improvements), apparatus, and equipment and supplies. These resources make it possible for a fire department to work toward its goals.

Facilities

A fire department's facilities include buildings or areas for personnel, apparatus, equipment, and supplies; administrative offices; communication's functions; training facilities; and maintenance. In smaller organizations, these functions often are contained in one building; larger organizations, however, might

use several facilities in different locations. It is critical to note that when location and design of ... facilities are poor, fire station related injuries increase, as do costs for maintenance, energy consumption, and operations" (Bryan and Picard, 1979, p. 500). A poor structure can have a strong negative impact upon the critical element of organizational morale.

The Fire Station

The fire station is the single, most vital unifying element in a fire department. As the center of a community's fire-fighting operations, the station is a symbol of the protection of lives and property. A fire station's upkeep involves routine activities and management decisions by either the chief or another officer or bureau whose specific duties include handling matters related to the station, such as major maintenance and renovation. In volunteer departments, a committee representing the membership might manage the building and might even be able to recommend building a new station.

If the site and capabilities of an existing fire station have no inherent problems, management has the responsibility to properly maintain the building so that it will remain functional in the future. If the present building is not adequate to meet fire fighter and/or community needs, and if funds have not been budgeted to build a new station in the near future, then the department must

“make do” with the facilities and initiate steps to alleviate some of the problems that make it important to rebuild or relocate.

For example, the department in a growing community may need another pumper for effective suppression of fires and may be able to purchase it. The existing station, however, might not have enough space to house the new pumper. If the existing station is near a municipal maintenance facility that houses large trucks, the department might be able to park the new pumper at that location until a new station can be built or the existing station be enlarged. Storing the pumper at a municipal facility would be a simple, though temporary, solution.

If the protection capabilities of the present fire station have become insufficient because of the community's growth, the construction of a new fire station may be considered a necessity. Major emphasis is placed on obtaining approval to build a new fire station. A fire department relies on recommendations based on the type of hazards it serves to determine whether another fire station is needed and to support a request to authorities. Once a department obtains approval to build a new station, there are a great many related decisions which follow, primarily concerning the location and design specifications of the station.

Considerations for New Stations

The number and location of fire stations must be reevaluated periodically, but at least annually, as a community's structures and population change. The number of stations a department should have depends, like everything else, on a balance between the costs of the stations and their maintenance, on the one hand, and the need for more stations, on the other. If a station is located near the high-response section of a community (such as a heavily populated area of multiple-occupancy or wood-frame structures) that location will probably be appropriate. Station relocation is necessary over time if the types of hazards and the locations of most fires move to a significant distance from the station. This is an important consideration for selecting a new site for a fire station.

If a department finds that relocation or construction of a new fire station is necessary, the three issues to consider are location, station design, and funding.

A. Location: The location of a station in a community directly affects the total response time needed to combat fires effectively. For example, although a fire station is centrally located in a community, the majority of the responses might be at substantial distances from the station. Therefore, an evaluation of the time from receipt of an alarm to the arrival at a fire plays an important part in determining the need for relocating a fire station. The total time is the sum of the time it takes to complete each of the following five fire-fighting processes:

1. Detection: The time it takes to detect a fire. Automatic fire detection systems, such as smoke and heat detectors, give early warnings of fire and save considerable response time. Some detectors are connected directly to a fire station through a central station signaling system, whereas others sound only in the building in which there is a danger. In the latter case, detection time depends on human response and then on the number of people who are in the vicinity of the fire, how rapidly they respond, and the time of day.

2. Alarm: The time that elapses between detection of the fire and transmission of the alarm to the fire station. It depends on the availability of alarm boxes, directly connected alarms, telephones, the extent of automation, reliability, and the speed of transmission.

3. Dispatch: The time required to alert responding companies. If information is recorded automatically and if dispatchers have the most modern communication equipment, the time needed for dispatch is minimal.

4. Turnout: The speed with which personnel—paid, off-duty, and volunteers—can report for duty. Turnout depends on the location of the personnel at the time of the alarm, whether at the station, at work, or in their homes.

5. Response time: The travel time for the apparatus and on-duty personnel from the station to the fire. It depends on the distance from the station to the emergency and on the topographic, traffic, and weather conditions. When traffic is particularly heavy, the police department might be needed to aid in traveling to the fire and in beginning evacuation.

Fire department officers should also be aware of the "minor" changes in a community, changes that occur so gradually that most people are barely aware of them. For example, vacant lots are filled in, industrial interests are relocated, a small farm is sold to a real estate developer, and zoning ordinances are changed to attract more business and people. Such changes directly affect fire spread and fire-fighting abilities. They should be taken into consideration by fire department officers when they look at recommending possible relocation.

Another consideration that many volunteer fire departments fail to appreciate involves their own members. In many cases, members of a fire department find that they are unable to afford housing within the community wherein they volunteer. This requires them to locate a community where their needs for housing can be met. Sadly this has a negative impact upon response that shows itself only slowly and over time. It takes these folks longer to respond to the fire station from their new residence. In choosing a site for a station, this factor may play a part in where to build the station.

Let us now look at a number of the factors that go into the planning for and construction of a new station:

B. Station Design: Design considerations involve the apparatus, equipment and personnel that will make the station appropriate for the purposes it will serve in the near and distant future. Relevant issues are the space and height of apparatus areas considering the needs of specialized equipment that might be purchased in the future, training area, living quarters, communications center, office space, repair shop, parking areas, and potential expansion for laundry, infection control, and storage.

Whether the department's staff is currently paid or volunteer, station design should consider the needs of paid staff because a volunteer department may at some point be forced to add career fire fighters to their staff in the future. Although questions about future changes should be resolved in discussion with municipal officials, fire department members and other interested parties, the ultimate responsibility for location, design, and staffing lies with the fire department officials and their advisors. In your case this is the Board of Fire Commissioners.

A critical element in volunteer operational scenarios involves the provision of areas where members can come to spend time together. Bonding among members is a critical element involved

in the creation and maintenance of teamwork among the members of the organization. Room should be set aside for recreational activities.

Other important areas of consideration when planning station specifications are the heating and ventilating needs of the station and the setup of the watch-desk area. The design of the station should incorporate a heating system that is able to recover rapidly after apparatus responds, especially during the winter when the doors to the station are not closed immediately. In addition, adequate ventilation should be provided in the apparatus room before the doors are opened to avoid a buildup of carbon monoxide during the usual engine warm-up, drilling, or servicing.

The proper setup of the watch-desk area is a major concern because that is where alarms are received. The watch desk should be a desk-console arrangement with wall space for maps, schedules, and instructions and with ample room for the necessary radio equipment, alarm control devices, floor controls, and traffic signal controls. The watch-desk area should be as soundproof as possible and should allow for clear visibility of the entire apparatus room. A desirable location for the watch desk is near the front entrance of the station, where visitors enter and seek information (Hickey 1985).

Before final decisions can be made, department personnel must thoroughly research and understand traffic flow, terrain features, area characteristics, weather peculiarities, and other special considerations, in addition to the space needs, so they can communicate them to the architects.

C. Funding In the never-changing environment of tight restrictions on spending, a department might consider proposing a public relations campaign and launching it, with approval from the appropriate authorities, before going public with a formal proposal for major changes such as extensive renovations or a new station. The purpose is to communicate the reasons why more facilities and possibly additional staff are needed before submitting the request for the necessary budget.

The community relations effort should address all the factors that influence the reaction of the community to the request: (1) the professionalism exhibited by the fire department, (2) the ISO rating of the present fire station (see the end of this chapter for a discussion of ISO ratings), (3) the proposed location of a new station, (4) the procedure for presenting proposals, and (5) the amount of money involved.

It is critical to make your case to the public. They are the ones who will be footing the bill for whatever your department seeks to do. Far too many fire departments fail to reach out to the public for their support. These departments frequently pay a

penalty of some sort for their failure to trust the public. The key is to reach out to the community for support. The fire department must come out from behind the walls of their station to share their needs with the community.

Buckman (2006) suggests that there are a number of emerging trends which need to be considered when beginning to design and build a new fire station. The potential impact of each must be weighed in order to reach a proper conclusion regarding the construction of a new station in Nanuet, New York. They are:

1. An increased role in overall disaster response should be considered.
2. Training space and facilities should be considered for integration into the new station.
3. Automatic sprinkler protection must be considered as a means for protecting the community's investment in a new fire station.
4. The built-in environment for those people who will be stationed in the new facility.
5. Security issues must be considered in light of the increased threats to public sector infrastructure elements.
6. Drive through bays should be considered for the improved safety that they bring to a fire department's operations. However there is a significant increase in the cost of the facility for this accommodation.

7. The need for an increased administrative control area for the location of computers, meeting space, and records storage facilities for older paper records.
8. The difficulty in identifying and acquiring a plot of land suitable for the construction of a station.

Our review of the needs within your community was supplemented by the excellent work of Tom Shand who created your 1993 fire protection study. The work which he expended in assessing your department response times to various areas of your community was on target. Given the growth in population indicated by a review of your federal census data, I had to wonder if any changes would be needed to improve upon his response time projections. My literature review indicated that there really have been no new improvements to the formulas utilized in his report. There have been no essential changes to the manner in which travel times are determined. It is my opinion that while there may be some minor increases in response times due to traffic and traffic control devices, the recommendations in his report are still valid for use in the decision-making process for the new station project.

Further a review of your data regarding the place of residence for your members within the community indicates that each of your two stations has a population of responders within a reasonable proximity to each facility location. Most of the community falls within 1.5 miles of the nearest fire station. This

fulfills the imperative of the Insurance Services Office (ISO) Fire Suppression Rating Scale.

During my discussions with various members of the commissioners and the department, it became obvious to me that Nanuet, New York is much like my own Howell Township in New Jersey. Available, open land is at a premium, and that property which is available involves the expenditure of considerable financial resources. This is a common quandary facing suburban communities throughout the county. Given the fact that the Nanuet Fire Engine Company #1 owns the land whereupon sits the existing station, it is my professional opinion that the creation of a new emergency response facility on that site is an acceptable approach. I would suggest that an agreement be created which allows for the commissioners to assume ownership of the land to allow for the creation of a structure which might be characterized by the following criteria provided in the Fire Chief's Desk Reference (2006):

- New building construction
- Addition/Renovations
- Selective demolition
- Adaptive reuse
- A combination of the above-listed options

It will be difficult to secure support for a public project expenditure of the magnitude required for a new station in your

community. I would strongly recommend that the most cost-effective option be explored by the department's building committee and the Board of Fire Commissioners, in concert with your architect. This should allow you to create a building that will meet your needs for the next 50 years and gain the approval of the taxpayers who will fund the project.

Section Six – Station-Related Questions Which Must Be Asked and Answered

In order to proceed in an orderly manner, there are a number of fire station-related questions which must be asked and answered. In order to assist you in this process, it was necessary to pose a number of questions to members of both the Nanuet Fire District and the Nanuet Department what sorts of spaces the proposed new station should include. Many clients fail to understand the needs of the agency and consequently spend more money than they should. Others will build a structure too small for their needs. In each case the failure to address the needed areas to be included in the construction of a new building can have potentially damaging impacts, not to mention an adverse impact upon the cost of the structure itself.

It is critical to take the long-term perspective when it comes to the creation of a new emergency response facility. Given the cost of the undertaking you need to be sure that you will have something that is useable for at least 50 years. You must also consider future needs. "There has been no more common mistake in designing fire stations than the frequent practice of building without thought to future expansion" (Bond, 1967, p. 122). "Decisions you make today will significantly impact operations, response, and public safety for the next 30 to 50 years. The real danger is in doing nothing" (Buckman, 2006, p. 237). In my own community in New Jersey, our main station, built in 1965, has

been successfully expanded on two separate occasions, as demands changed and the need for space increased. Fortunately, the building was designed with such expansion in mind. Do not forget or ignore this should you choose to move forward and build a new station.

Perhaps the first and most important question for you to answer is quite simply, do you need a new fire station? "Outdated, misallocated, and poorly conceived structures are a well-known topic of discussion in firematic circles – but although needs may be blatantly apparent, action plans are not" (Buckman, 2006, p. 237). In many instances people want something just because their neighbors have it. This is particularly common in the area of apparatus acquisition. I can help you answer this question, but I do not feel that it is right and proper for me to impose a solution. As I stated above, critical decision which the fire district needs to make soon is whether to renovate the existing building or build a new station. However, it would suggest that you need to answer this question based upon the reality of the situation in Nanuet. Perhaps the one comment that I heard from a number of board members involved the issue of flooding in the station area. The negative impacts upon your operation can be great. Given the consequences of the flood issue, I would recommend building a new station.

Once you have decided to build a building, the question of location comes into play. In Nanuet you face a challenge that

almost all mature communities eventually encounter. There is a lack of land upon which to build a new fire station. In the current instance, it may be that the land upon which to build your new station is nearby. At least that is the impression I got during my meetings with you. As I reviewed the map of your community, with the locations of your members marked on it, I found that the two existing stations each appear to have a distinct member response population in reasonably close proximity to them. Should you proceed with your plan to build near your existing location, you will not negatively impact the response patterns of your members.

Let us move on to the issue of what should be part of your new station. There are some basic components which should be a part of every new fire station. Here is a working list:

- A. A lot upon which to build the station
- B. An area to store the apparatus that is sufficiently large for the current fleet and any planned additions
- C. The recommended door size is 14' X 14' with a minimum of 18' clear height to the bottom of the structure (Buckman, 2006, p. 261).
- D. There should be sufficient space for the necessary clothing racks located in close proximity to the apparatus. This space should be large enough to eliminate any safety concerns. Your personnel must have sufficient room to

don their turnout gear without having to worry about being struck by the apparatus.

- E. A command and control center
- F. A sufficiently large meeting room/classroom
- G. Social space for the necessary teambuilding which occurs in a volunteer fire department setting
- H. Sufficient space to conduct effective training (both classroom and hands-on)
- I. Sufficient storage space for all sorts of spare equipment
- J. It may be prudent to set aside space for the future possibility of dormitory facilities, in the event that career personnel are brought into your local equation.
- K. Sufficient parking for the fire department members
- L. Provision should be made during the construction process to make the new facility as maintenance-free as possible. Your architect and engineer should be able to provide guidance in this critical area.
- M. The decision should be made as to whether drive-through apparatus bays are to be used. "There is little doubt that drive-through bays are more costly than back-in configurations ... However safety, convenience, and operational concerns make them an important consideration" (Buckman, 2006, p. 240).
- N. Automatic fire sprinkler protection for the building. This is an extremely expensive undertaking. It makes sense to provide this protection.

This list is not all-encompassing. Rather it has been provided as a jumping-off point for the thought processes of the fire district. This will not be an easy process. Anything that you choose to add will come with an added cost. Perhaps the site assessment will pronounce the land you are considering appropriate for your needs. If not, thought should be given as to another location. You can put that one on hold pending the results of the assessment.

Section Eight – Nanuet Station Recommendations

An important part of this consulting assignment involves the creation of a series of recommendations to guide the fire district and its architect in the development of a fire station adequate for its current and future operations. An emergency response facility is an expensive undertaking and any agency pondering the creation of a new facility would be wise to develop a facility that provides the greatest potential for long-term service at a reasonable cost. During my discussions with the fire district and its architect, one important fact became abundantly clear to me. The availability of land and its high cost in Nanuet, New York are critical issues. Ross and Pacheco (2003) have noted that the land availability situation, as found in Nanuet, is not uncommon. "Parcels available in built-up areas are often inadequate for a modern facility or are located in areas that are not convenient for response" (p. 240). Such is the case in Nanuet.

Ross and Pacheco (2003) have stated that, "...emergency response facility (ERF) design is evolving. Vanishing with the brass pole are the notions of the "fire hall" the garage with an office, and the static structure dedicated to a single purpose ... This complex entity known as the station affects functional readiness and yet is often simultaneously overlooked, undervalued, overstretched, and underutilized"(p. 237). It is therefore important to design and build a facility that will provide a platform for success well into the future of Nanuet. You must

remember that everything about the fire department begins and ends at the fire station. It is for this reason that a station should serve as the functional center for emergency operations in its community. It must meet the needs of the agency for at least fifty years.

While it is suggested by Ross and Pacheco (2003) that new stations should have drive through bays, it would appear that the logistics of the proposed building location preclude the use of this architectural design component. During my discussions with the Nanuet Board of Fire Commissioners and their project architect, it was proposed that the front of the existing station be demolished and replaced with a new structure. This use of selective demolition is one of the common options used for the creation of new and improved emergency response facilities. My review of the current station site suggests that drive-through bays cannot be built on the property as it exists. This would require the creation of sufficient bay space to accommodate the existing apparatus fleet.

I would recommend a garage bay area that has approximately 8,000 square feet. This would allow for the storage of the three firefighting pumper units, the aerial device, and the support vehicle. The door for the aerial device should be sufficiently high and wide to allow for safe vehicle clearance. The doors for the pumpers should be sufficiently high to allow for a

safe height clearance and sufficiently wide to provide for safe passage.

The following table offers some suggested sizes for other operational areas within the renovated station facility. These suggestions are created based upon the recommendation located within the available professional literature, as well as my own personal experience. All should be reviewed by the architect and building committee for agreement and applicability for Nanuet.

Function	Square Footage
Turnout gear room	150
General storage room	120
Tool and maintenance room	150
Turnout gear laundry room	120
SCBA Repair area	150
ADA Toilet rooms (M and F)	120 and 120
Dispatch/radio room	150
Commissioner's meeting room	500 (to include storage space)
Fire Company training room	2,500 (est.) Size accordingly
Office with two work stations	150
Mechanical room	As per architect
Appropriate wall allowances	As per architect
Appropriate circulation allowances	As per architect
Generator room	As per architect

During my discussions with the Board of Fire Commissioners, I was led to believe that the existing recreational room and the exercise area are all going to remain in place. The estimates above are for the new area that will be built in place of the existing garage, dispatch, maintenance, and gear storage areas. Certain accommodations will need to be made to tie in the renovated area to the existing lounge and exercise areas. I will leave the determination of such matters to the project architect.

It is also important to note that the new garage area will require a diesel exhaust removal system, such as currently exists. The removal of exhaust fumes is a critical health and safety issue for every fire agency. It is also important to provide appropriate backup emergency electrical generation capacity to power the building in case of a utility failure.

The issue of firefighter safety should play a part in the manner in which the new structure is designed and built. It is critical to provide sufficient space in the garage bay areas for personnel to don their gear and board the apparatus safely. It is also important to create a place for members of the department to clean and dry their turnout gear. This is something which is frequently overlooked by station planners.

Should there be any change in building use plans on the part of the Board of Fire Commissioners and the Nanuet Fire Engine Company #1 all changes would need to be approved by all parties as well as by the architect. My recommendations were based upon the situation as portrayed to me. I actually sense that the situation is fluid and may change based upon the need to keep costs down as much as possible.