

The Future of Public Safety in Lawrence Township:

Analysis and Recommendations for Fire and EMS Operations

August 2026

Prepared for
Lawrence Township

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Summary

This project focuses on modernizing public safety infrastructure to ensure sustainable, high-quality emergency services. The township commissioned this comprehensive feasibility study to address five core operational mandates.

- Suggest the best model for the Township to consider regarding the possible consolidation of and/or construction of new Fire and EMS services station
- Recommend the location or locations of any such Fire and EMS services station
- Prepare an inventory of equipment for both Fire and EMS services and what necessary replacement or repair of equipment is necessary
- Prepare recommendations for future personnel development for both Fire and EMS
- Prepare an evaluation of response times based on existing staffing and equipment and recommendations for improvement

CGR began its work in late 2025. We conducted two site visits, had numerous interviews with key, reviewed prior reports, analyzed numerous documents, and conducted a thorough analysis of calls for services data.

Community Context

The Township of Lawrence has a population of 33,077, with 28% growth since 1990. The population is spread over nearly 22 square miles leading to a population density of 1,523 people per square mile. The share of residents who are 65+ in 2020 has increased by 54% since 2000 rising from 3,894 to 6,004. There are nearly a dozen different housing development projects that are in some stage of discussion or the approval process. This development could increase the population by nearly 20%.

Fire Service Key Findings

- The Township is too large to be appropriately served from a single fire station.
- Fire stations used by the department need updating to meet modern standards, current demands of fire service, and future needs.
- Based on current demand for service, the Township should maintain fire stations located at or near the location of the Lawrenceville Station and the Lawrence Road Station. The Slackwood Station should be considered for alternative uses or closure soon.
- Some of the current calls for service along the Route 1 corridor and other areas toward the east have relatively long response times from the current station locations. If development occurs as planned in the north, there will be another gap.
- There are two levels of fire service in the Township. When career staff are on duty, there is a nearly immediate response of apparatus with trained staff to a full range of emergencies. When the career staff are off duty, volunteers are not always at the station, leading to longer response times and they do not respond to the same share of emergency medical calls. The recent shift to 24-hour coverage, five days a week reduced this

dichotomy; however, significant events require volunteers to respond to support the career staff, and mutual aid is requested as needed to ensure adequate resources.

- There has been limited interaction between career staff and volunteers until recent training initiatives. These efforts at joint training need to continue to ensure volunteer engagement and enough well-trained staff during times of crisis.
- Entry level training is high quality, but continuous training is mixed.
- The protective equipment for personnel is up to date and appropriately maintained.
- There are about 4 calls per day on average for the fire service. EMS responses and various false alarms account for 76% of calls.
- The Township owns and operates more apparatus than are needed for its current and future staffing models.
- Having a single career Emergency Manager double as Fire Chief overtaxes leadership. Despite assistance from career lieutenants and volunteer officers, the span of control is too broad, leading to missed operational priorities.

Emergency Medical Services Key Findings

- LTEMs has been operating with a full career staff since 2010. The staff provides basic life support level response and transport with a mix of full-time and part-time emergency medical technicians.
- The staffing model always has one crew on duty working 12-hour shifts with shift change at 6:00 am and 6:00 pm. There is a second crew during the day from 7:00 am to 7:00 pm on half of the days.
- The EMS station has not had a significant renovation in decades. Only one bay is large enough to fit the two ambulances mounted on F350 chassis. Therefore, one of the frontline ambulances is always kept at the Slackwood fire station.
- LTEMs has about 12 calls per day on average with an upward trend in calls over the last 15 years.
- Calls for service generally peak at about 8:00 am and remain at that level until around 7:00 pm before declining overnight.
- The calls for service are heavily weighted toward the southern third of the Township, with a hotspot toward the east near the malls.

Recommendations

Lawrence Township is facing a decade of continued evolution in the way fire and EMS services are provided to the community. The following recommendations are premised on the following assumptions:

- Most proposed developments will be completed, increasing the population by 15% to 20% with much of the growth happening in the eastern quadrant and on the ETS campus.

- The number of volunteers trained and able to respond to fire department calls will continue the trend of a slow decline, but they will continue to support the career staff in a meaningful manner.
- The demand for fire department responses will grow steadily especially if response to serious EMS events becomes a regular occurrence and automatic fire alarm systems increase.
- The demand for EMS calls will continue to grow as the number of residents over the age of 60 also grows.
- The costs for fire and EMS equipment will continue to grow at a rate faster than inflation.
- Lawrence remains the primary provider of fire and EMS responses to the Township rather than participating in a regional solution or contracting for services.

Station Capabilities and Capacity

Lawrence Township should consider completing the following actions regarding the capabilities and capacity of the fire and EMS stations soon.

1. **The Township should move quickly toward building a new fire station** that can accommodate 24-hour career staffing and a significant volunteer presence including supporting overnight shifts. Renovations of current stations should be made to move toward this goal in an interim. There has already been movement in this area with renovations at the Lawrenceville Station for the career staff.

Rationale: The health and safety of crews require appropriate sleeping facilities for the career staff and the volunteer crews.

2. **The Township should move quickly toward either an extensive renovation of the EMS station or the construction of a new one** to accommodate their growing needs.

Rationale: The EMS station is functional but has not had significant renovation in over a decade including a very worn day room and apparatus bays that don't fit all the current vehicles.

3. **Ensure that all current and future fire and EMS stations meet modern design standards**

Rationale: Modern fire and EMS facilities are safer and more efficient than their predecessors. The United States Fire Administration's Safety and Health Considerations for the Design of Fire and Emergency Medical Services Stations published in 2018 can provide more detailed information.

4. **LTEMS and LTFD should retain separate workspaces.** Based on current operations, LTEMS and LTFD would gain little efficiency in a fully joint facility because the operations have distinct cultures and operational tempos.

Rationale: LTEMS and LTFD could mutually benefit from a closer working relationship, however the operational cadence of the two departments is quite different and not complementary.

5. **Advanced Life Support is a separate agency in Lawrence and should be welcomed to any EMS or Fire facility to encourage their posting a unit in the community**

Rationale: Inviting the ALS service into Lawrence may reduce the response times for the paramedic service in the town.

6. **A public safety headquarters should be considered.** It should include separate operational envelopes for EMS and the fire department plus the public safety director, fire marshal, and emergency management.

Rationale: There are potential operational benefits to being in a building that allows for more interaction between all disciplines.

Station Locations

With 21.7 square miles of land, it is not practical to provide a timely and appropriate response to fire emergencies from a single central location. As the Township looks toward the next five to ten years, it should focus on fire stations at three locations geographically spread out through the Township and a single EMS station in densest demand.

1. **The future fire stations that would provide the best coverage of current and anticipated demand for service are located at the Lawrenceville Station, the Lawrence Road Station and a third to be determined location in the eastern or northern portion of town.**

Rationales: The Lawrenceville Station has the largest functional apparatus bay, it provides a strong response to the central and northern parts of the Township, and it requires the least amount of additional renovation to make it appropriate for future operations. The Lawrence Road Station is a suitable location for a fire station with an ability to respond to many of the areas of the town. The existing station would need extensive renovation, and it would likely be more cost-effective and time-efficient to raze the station and rebuild.

2. **A new fire station should be constructed towards the eastern quarter of the town to provide an appropriate response to future development and to fill an existing gap for calls around Route 1.**

Rationale: The new third station should be in an area bound by Princeton Pike, Province Line Road, Route 206, and Fackler Road (indicated by the red quadrangle on the map).

3. The EMS Station is well located for the current demand for service. **However, considering future demand, locating the EMS station further north, such as the municipal campus would be beneficial.**

Rationale: The current EMS station is located centrally for the current demand for service and is relatively close to several “hot spots” for calls. However, the future demand for service with developments will likely shift the center of demand north.

Equipment and Vehicles

The EMS and fire services in Lawrence are generally well equipped and capable of meeting the needs of the emergencies in their community. However, there are areas for improvement that are outlined below.

1. **The fire apparatus fleet should be downsized.**

Rationale: Reduce from four aerial apparatus to two aerial apparatus and reduce from six engine/rescues to four engine/rescues. This reduction will retain necessary ladder and pump capacity while reducing the number of older apparatus that require additional maintenance and take up valuable space.

2. **LTFD has an appropriate array of equipment for the types of risks that can be anticipated in the community.** There should be focus on right sizing the inventory and avoiding duplication.

Rationale: Maintaining excess equipment, such as multiple water rescue boats, increases the expense of maintaining the equipment and decreases the likelihood that staff will retain their competency for operating in an emergency situation.

3. **The Township needs to continue its capital replacement plan and should plan to increase funding to meet the growing costs of fire apparatus and ambulances.**

Rationale: The Township maintains a six-year capital purchasing plan that is regularly updated. The plan should be updated to include the rapid rise in costs for fire apparatus and ambulances.

Personnel

LTFD and LTEMs operate under substantially different models and are evaluated in separate sections below. However, both sets of recommendations include expanding the size of the workforce to meet growing demands. Lawrence is limited in the ability to add positions because of the 2% tax levy cap. If Lawrence chose to add fire or EMS positions, it could run up against the cap or end up in the situation where it would have to seek a referendum to override the tax levy cap.

Fire Department Staffing

LTFD currently maintains a single company of four career firefighters on duty 24 hours a day, five days a week. Volunteer firefighters supplement career staff at all times and serve as the

primary responders on weekends. The recommendations below are presented in steps that could be taken based on regular assessment of performance.

Continue full integration of volunteers and career staff into a cohesive combination fire department.

Rationale: Successful combination departments depend on a unified command structure with clear roles, responsibilities, universal operational methods, and strong leadership. As the career staff expands, maintaining an inviting environment for volunteers is vital.

- **Continuously monitor performance for both routine calls and major incidents. If performance is not adequate, add career staff to cover all shifts.**

Rationale: Staffing adjustments should be guided by performance data. If volunteers cannot provide timely responses to routine weekend calls, LTFD should transition career coverage to a 24/7 schedule. Adding four firefighters would bring the total career force to 17, enabling a 24-on/72-off shift rotation.

- **Increase group staffing to six firefighters if operational analysis reveals an overreliance on mutual aid.**

Rationale: If a lack of volunteer availability leads to excessive mutual aid reliance, LTFD should increase shift groups to six firefighters, requiring 24 to 28 full-time staff. A total of 28 firefighters would support four six-person groups plus a floating position.

- **Add a third career apparatus company to staff the proposed eastern station.**

Rationale: Adding a third apparatus would increase on-duty staffing to nine firefighters. Maintaining 40 full-time firefighters would support four nine-person groups—with one floater per group to cover leave—providing the staffing needed to run three stations exclusively with career personnel.

- **Establish frontline and group leadership structures.**

Rationale: The preceding models address firefighter headcount but do not account for leadership roles. Standard fire service operations utilize small teams of three to six personnel led by a formal or acting officer. Standard practices call for a frontline leader on each apparatus and a senior officer to oversee each shift once three or more units are on duty.

EMS Staffing

Recommendation: LTEMs should add a second daytime crew across all shifts. Currently, half of the daytime shifts rely on a single crew. Achieving this requires adding two full-time positions and expanding the part-time budget to cover leave and time off.

Rationale: Although Mercer County 911 data on missed calls was unavailable, anecdotal evidence indicates that shifts with only one active ambulance regularly divert approximately two calls per day to mutual aid

Response Times

The response time analysis for the fire service was conducted under an old operational model of the fire department and is no longer relevant. It highlighted that there was a substantial variation between when the career staff was on duty and when the Township relied on volunteer coverage. LTFD should reevaluate their response times after six months and a year of operating under the new model.

LTEMS provides a timely response to their portfolio of emergency calls. The median response time from time the information was entered at the 911 center to the time the ambulance arrived on scene had a median time of 8 minutes and 90% of calls had response time of under 14 minutes. There are no substantial changes to suggest.

Next Steps

Nearly all the recommendations in this report involve increased costs for the community, ranging from building a major public safety facility to potentially tripling the size of the fire department. Moving forward will require thoughtful discussion by the Township Council, informed by public input. Conversations on spending will need to be mindful of the 2% tax levy cap.

While immediate challenges must be addressed to ensure the long-term effectiveness of local fire and EMS services, Lawrence Township operates from a solid foundation and currently handles community emergencies effectively. To maintain this standard, **the Township should consider the following actions as soon as possible:**

- **Expand EMS Staffing:** Add personnel to ensure two daytime EMS crews are consistently on duty.
- **Upgrade Fire Facilities:** Construct a new fire station or public safety facility at the current Lawrence Road fire station site.
- **Address EMS Facility Needs:** Secure appropriate space for Lawrence Township EMS, either co-located within a new public safety facility or in a dedicated building closer to the Township's geographic center. An alternative would be an extensive renovation of the existing facility.
- **Prioritize Integration of the Firefighters:** Direct departmental and Township leadership to focus on fully integrating career and volunteer firefighters.
- **Evaluate Fire Department Staffing:** Monitor weekend volunteer response performance and consider expanding full-time career coverage if service targets are not met.
- **Continue to Right size the Fire Apparatus Fleet:** The Township should continue to retire and sell for surplus the older vehicles in the fire department.

Acknowledgements

Many thanks to the officials and public safety professionals in Lawrence Township who helped in the development of this report including:

- Christopher Bobbitt, Mayor
- Kevin Nerwinski, Municipal Manager
- Christopher Longo, Director of Public Safety
- Jack Oakley, Emergency Management Coordinator
- Christina Vincent, Chief of Lawrence Township EMS
- Edward Tencza, Fire Official, Office of the Fire Marshal
- And the many volunteers and career staff that met with the CGR Team

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Project Background

This project—led by the Township Council and the Public Safety Coordinating Committee—focuses on modernizing public safety infrastructure to ensure sustainable, high-quality emergency services. The township commissioned this comprehensive feasibility study to address five core operational mandates:

- Suggest the best model for the Township to consider regarding the possible consolidation of and/or construction of new Fire and EMS services station within the Township.
- Recommend the location or locations of any such Fire and EMS services station within the Township and the reasons for the recommended location.
- Prepare an inventory of equipment for both Fire and EMS services and what necessary replacement or repair of equipment is necessary to provide superior Fire and EMS services for the Lawrence Township community.
- Prepare recommendations for future personnel development for both Fire and EMS services for a three-year period, a five-year period and a seven-year period.
- Prepare an evaluation of response times based on existing staffing and equipment and recommendations for improvement to response times for both Fire & EMS based on staffing & equipment recommendations.

CGR began its work in late 2025 with several virtual meetings to develop a background understanding of the existing situation. A site visit was conducted in February 2026. The following months included an interim presentation of initial findings and multiple follow-up interviews as public safety operations, primarily the fire service evolved based on initial findings and community needs. As part of the project, CGR reviewed numerous documents including calls for service records, equipment inventories, budget documents, union contracts, and other relevant data sources. We also reviewed the 2020 Rodgers Group Report and the 2023 Cotter Strategies Report on the state of fire and EMS in Lawrence.

Report Format

The report begins with setting context on a local, regional, and national scale. The next section focuses on the key findings from the report which are drawn from the detailed service profiles. The recommendations are provided early in the document. The supporting information that informed the key findings and recommendations are provided in the profiles of the fire service and emergency medical service that follow.

Regional and National Fire Context

- The cost of operating any fire department has grown at a rate at least 3 to 4 times the rate of inflation, driven by new standards for key material (turnout gear, nozzles, SCBAs- Self Contained Breathing Apparatus), higher insurance premiums, and higher utility costs. Additionally, new fire apparatus costs have grown so much that they are subject of congressional and media inquiries. An apparatus ordered today will take 2 to 4 years for delivery.
- The number of people volunteering to serve their community in all organizations has been in decline for the last two decades and has begun to cross a critical threshold for EMS and fire agencies.
- Volunteering in the fire service has taken on the feel of a second career with high training standards, growing demand for service, increased regulations, and heightened community expectations for response.
- Across New Jersey, and the Northeast and Mid-Atlantic, there has been increasing attention to the need for recruiting new firefighters and retaining the current ones. Innovative programs like property tax exemptions, paid on-call/per shift, and training stipends have been introduced.
- Fire departments in nearby communities have added paid staff to assist the operations as volunteers have dwindled. Princeton, Ewing, and Hamilton all operate hybrid fire departments with a mix of career and volunteer staff. Trenton is a fully career fire department.
- Modern building codes and the prevalence of detection systems have reduced the number of fires that require a response.

Community Context

The Township of Lawrence is in Mercer County, NJ. According to the 2020 Decennial Census it has a population of 33,077, a decrease of about 1.2% from its 2010 census population of 33,472, but 28% growth since 1990. The population is spread over nearly 22 square miles leading to a population density of 1,523 people per square mile. However, there is greater density in the southern portions of the Township. The share of residents who are 65+ in 2020 has increased by 54% since 2000 rising from 3,894 to 6,004. With a growing elderly population, the number of emergency medical calls received is likely to increase.

There are nearly a dozen different housing development projects that are in some stage of discussion or the approval process. There is wide variety of housing options being proposed from affordable housing to senior living, as well as developments with combinations of types. There are approximately 2,500 units that are in some stages of development. Potentially, all 2,500 units could be completed in the next 5 to 7 years. This could increase the population of the Township by nearly 20% if the median household size continues.

Key Findings

The Key Findings highlight the factors that were considered in making the Recommendations that follow in the report. Additional details on the operations of the fire department and emergency medical services follow.

Fire Service

- The Township is too large to be appropriately served from a single fire station.
- Fire stations used by the department need updating to meet modern standards, current demands of fire service, and future needs.
- Based on current demand for service, the Township should maintain fire stations located at or near the location of the Lawrenceville Station and the Lawrence Road Station. The Slackwood Station should be considered for alternative uses or closure soon.
- Some of the current calls for service along the Route 1 corridor and other areas toward the east have relatively long response times from the current station locations. If development occurs as planned in the north, there will be another gap.
- There are two levels of fire service in the Township. When career staff are on duty, there is a nearly immediate response of apparatus with trained staff to a full range of emergencies. When the career staff are off duty, volunteers are not always at the station, leading to longer response times and they do not respond to the same share of emergency medical calls. The recent shift to 24-hour coverage, five days a week reduced this dichotomy; however, significant events require volunteers to respond to support the career staff, and mutual aid is requested as needed to ensure adequate resources.
- There has been limited interaction between career staff and volunteers until recent training initiatives. These efforts at joint training need to continue to ensure volunteer engagement and enough well-trained staff during times of crisis.

- Entry level training is high quality, but continuous training is mixed. Career staff undergo regular training on shift, but volunteer training is less consistent and alignment with career staff is a work in progress.
- The protective equipment for personnel is up to date and appropriately maintained.
- There are about 4 calls per day on average for the fire service. EMS responses and various false alarms account for 76% of calls.
- The Township owns and operates more apparatus than are needed for its current and future staffing models.
- Having a single career Emergency Manager double as Fire Chief overtaxes leadership. Despite assistance from career lieutenants and volunteer officers, the span of control is too broad, leading to missed operational priorities.

Emergency Medical Services

- LTEMs has been operating with a full career staff since 2010. The staff provides basic life support level response and transport with a mix of full-time and part-time emergency medical technicians.
- LTEMs has 10 full-time and 30 per diem EMTs. The full-time EMTs work a 12-hour shift on a rotation basis that averages out to 42 hours per week in a pay period.
- The staffing model always has one crew on duty working 12-hour shifts with shift change at 6:00 am and 6:00 pm. There is a second crew that is on duty for half the days from 7:00 am to 7:00 pm.
- The EMS station has not had a significant renovation in decades. Only one bay is large enough to fit the two ambulances mounted on F350 chassis. Therefore, one of the frontline ambulances is always kept at the Slackwood fire station.
- LTEMs has about 12 calls per day on average with an upward trend in calls over the last 15 years, except for a drop related to COVID in 2020 and 2021.
- Calls for service generally peak at about 8:00 am and remain at that level until around 7:00 pm before declining overnight.
- LTEMs operates four box type ambulances. The three front line units are all less than four years old. There is also a chief's car available for certain responses.
- The calls for service are heavily weighted toward the southern third of the Township, with a hotspot toward the east near the malls.

Recommendations

Lawrence Township is facing a decade of continued evolution in the way fire and EMS services are provided to the community. The following recommendations are premised on the following assumptions:

- Many proposed developments will be completed, increasing the population by 15% to 20% with much of the growth happening in the eastern quadrant and on the ETS campus.
- The number of volunteers trained and able to respond to fire department calls will continue the trend of a slow decline, but they will continue to support the career staff in a meaningful manner.
- The demand for fire department responses will grow steadily especially if response to serious EMS events becomes a regular occurrence and automatic fire alarm systems increase.
- The demand for EMS calls will continue to grow as the number of residents over the age of 60 also grows.
- The costs for fire and EMS equipment will continue to grow at a rate faster than inflation.
- Lawrence remains the primary provider of fire and EMS responses to the Township rather than participating in a regional solution or contracting for services.

Station Capabilities and Capacity

Lawrence Township should consider completing the following actions regarding the capabilities and capacity of the fire and EMS stations soon.

7. **The Township should move quickly toward building a new fire station** that can accommodate 24-hour career staffing and a significant volunteer presence including supporting overnight shifts. Renovations of current stations should be made to move toward this goal in an interim. There has already been movement in this area with renovations at the Lawrenceville Station for the career staff.

Rationale: The health and safety of crews requires appropriate sleeping facilities for the career staff and the volunteer crews.

8. **The Township should move quickly toward either an extensive renovation of the EMS station or the construction of a new one** to accommodate their growing needs.

Rationale: The EMS station is functional but has not had a significant renovation in over a decade including a very worn day room and apparatus bays that don't fit all the current vehicles.

9. Ensure that all current and future fire and EMS stations meet modern design standards including:

- a. Workspaces that are separate from vehicles and turnout gear to reduce risk of exposure to carcinogens. Consider a red (hot), yellow (transition) and green(clean) zoned design,
- b. Adequate sleeping spaces for current and anticipated needs of staff such as a minimum of four spaces at each current fire station and four at the EMS station with additional spaces for volunteers,
- c. Unisex sleeping quarters or individual, private sleeping area
- d. An appropriate classroom space for 30 to 40 individuals,
- e. Incorporate training props into station features and provide space and materials for indoor training of skills,
- f. Adequate storage of supplies and equipment,
- g. An area for physical fitness and basic equipment,
- h. Separate locker room and restroom facilities for both sexes;
- i. Recognition of the historic contributions of the volunteers and;
- j. A detailed needs assessment with current staff and volunteers.

Rationale: Modern fire and EMS facilities are safer and more efficient than their predecessors. The United States Fire Administration's Safety and Health Considerations for the Design of Fire and Emergency Medical Services Stations published in 2018 can provide more detailed information.

10. LTEMs and LTFD should retain separate workspaces. Based on current operations, LTEMs and LTFD would gain little efficiency in a fully joint facility because the operations have distinct cultures and operational tempos. However, a well-designed, co-located station could have a reduced cost over two new separate facilities. For example, a co-located station could share a generator, IT facilities, large training classroom, HVAC, and a community room. The EMS and fire personnel should have separate day room, sleeping quarters, small training, apparatus bay, administrative offices, and material storage.

Rationale: LTEMs and LTFD could mutually benefit from a closer working relationship, however the operational cadence of the two departments is quite different and not complementary. Additionally, LTEMs does not have any volunteers. Any new facility would need to ensure that the two organizations can continue to operate separately from each other. A well-designed facility could allow for some cost savings and opportunities to collaborate. With the number of moving parts with the fire service in

Lawrence, there does not appear to be efficiencies to be gained by integrating the EMS operation into the fire department at this time, but it may be worth revisiting at a future date as discussed in the staffing section below.

11. **Advanced Life Support is a separate agency in Lawrence and should be welcomed to any EMS or Fire facility to encourage their posting a unit in the community.** It is helpful to establish clear guidelines around their access to facilities and for front line leaders of all involved organizations to have regular communication.

Rationale: Inviting the ALS service into Lawrence may reduce the response times for the paramedic service in the town. However, in any shared space it is important to have clear expectations and delineations of space.

12. **A public safety headquarters should be considered.** It should include separate operational envelopes for EMS and the fire department plus the public safety director, fire marshal, and emergency management.

Rationale: As noted above, EMS and fire operations follow distinct operational tempos that do not benefit from a shared workspace as currently designed. However, there are potential operational benefits to being in a building that allows for more interaction with the other disciplines such as more efficient space utilization for low use areas (i.e. training classrooms or the emergency operations center) and more informal interaction between the disciplines.

Station Locations

With 21.7 square miles of land, it is not practical to provide a timely and appropriate response to fire emergencies from a single central location. Over time, the fire service established three locations and EMS a single location. As the Township looks toward the next five to ten years, it should focus on fire stations at three locations geographically spread out through the Township and a single EMS station in densest demand. Also, other public safety services such as the fire marshal and emergency management could be considered for inclusion at the new facility.

1. **The future fire stations that would provide the best coverage of current and anticipated demand for service are located at the Lawrenceville Station, the Lawrence Road Station and a third to be determined location in the eastern or northern portion of town.**

Rationales: The Lawrenceville Station has the largest functional apparatus bay, it provides a strong response to the central and northern parts of the Township, and it requires the least amount of additional renovation to make it appropriate for future operations.

The Lawrence Road Station is a suitable location for a fire station with an ability to respond to many of the areas of the town. The existing station would need extensive renovation, and it would likely be more cost-effective and time-efficient to raze the station and rebuild.

The Slackwood Station does not provide a strong response to the central areas of the Township and much of its response coverage area¹ is in Trenton. Historically, when community-based volunteers responded to the station, it was a good location, but with career staff as the primary responders it is located too far south for the calls in Lawrence.

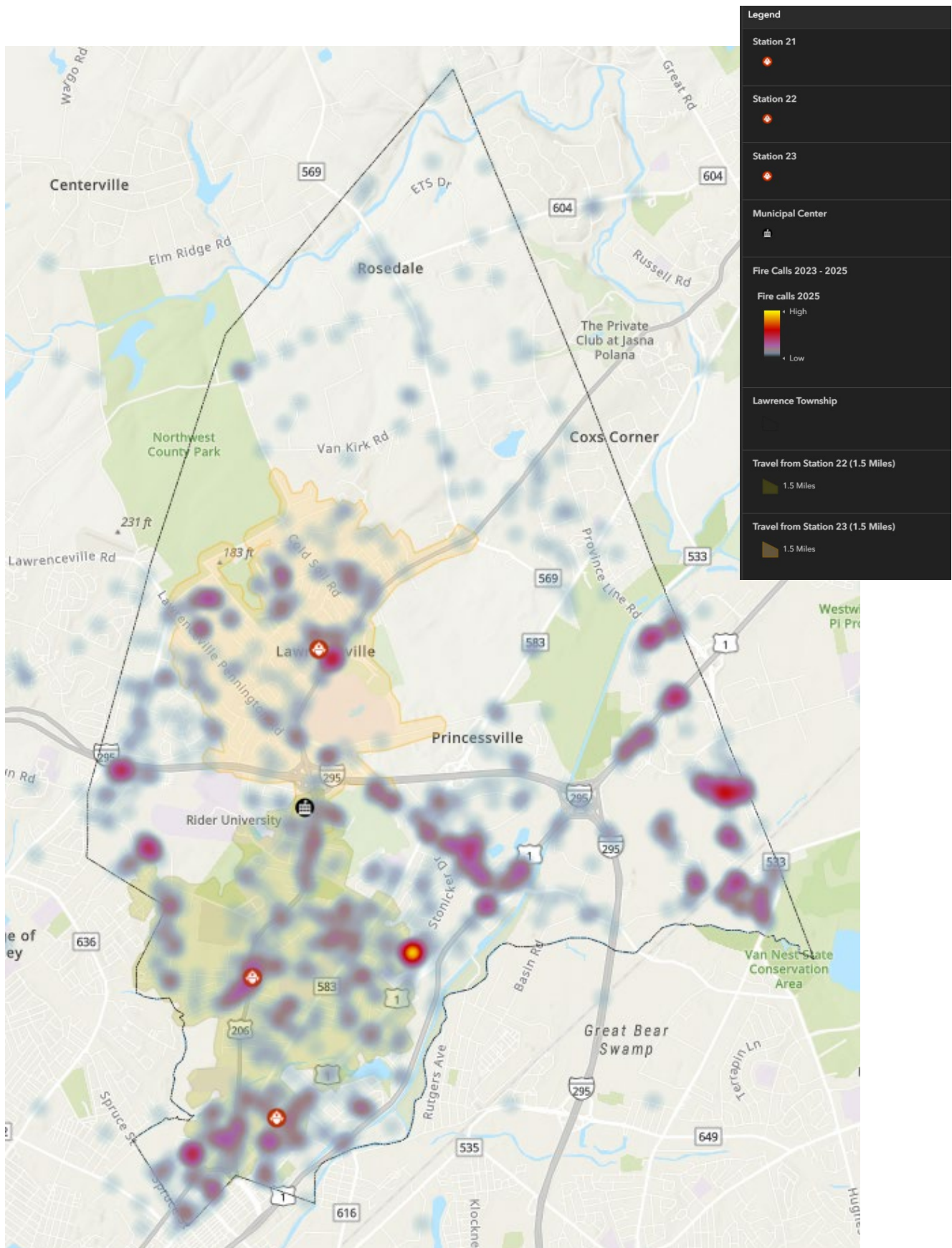
The Municipal Center location is relatively north and therefore too close to Lawrenceville to provide appropriate coverage as part of a three-station model. While being co-located with township services has some benefits and the possible footprint is larger than the Lawrence Road Fire Station parcel, the site has a number of potential problems that make it less desirable than Lawrence Road. These problems include regular traffic backups on the road in front of the station, extensive site work is likely necessary to build a station, and the response area heavily overlaps with Lawrenceville Station while leaving a gap at the southern end of the district.

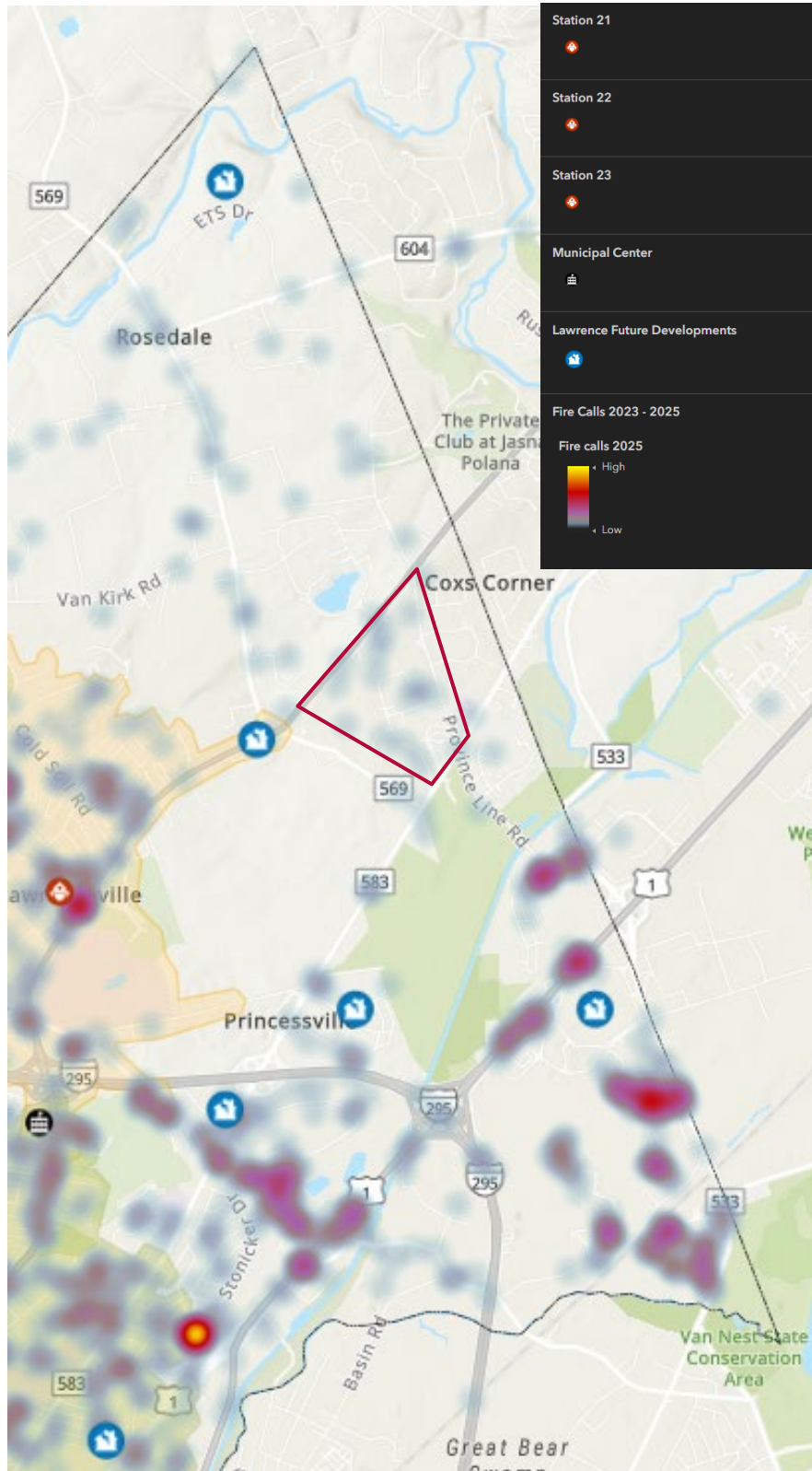
The following map shows the fire call density for the last three years, the locations of the three existing stations, the location of the Municipal Center and the 1.5-mile² drive area for the two preferred stations. The 1.5-mile response areas have no overlap and provide solid coverage of the existing demand for service. However, there is a gap in coverage toward the east and the demand for service is likely to grow in that area. Additional mapping views are available at the interactive map at:

<https://bit.ly/LawrenceTownshipFireEMS>

¹ In this context, the response area is considered to be 1.5-mile drive distance is used to identify an ideal response area for the first due engine company. This is often used by the Insurance Services Organization Public Protection Classification Process to identify appropriate coverage. 2.5 miles is often used as the distance for an aerial device to travel.

² See prior footnote.





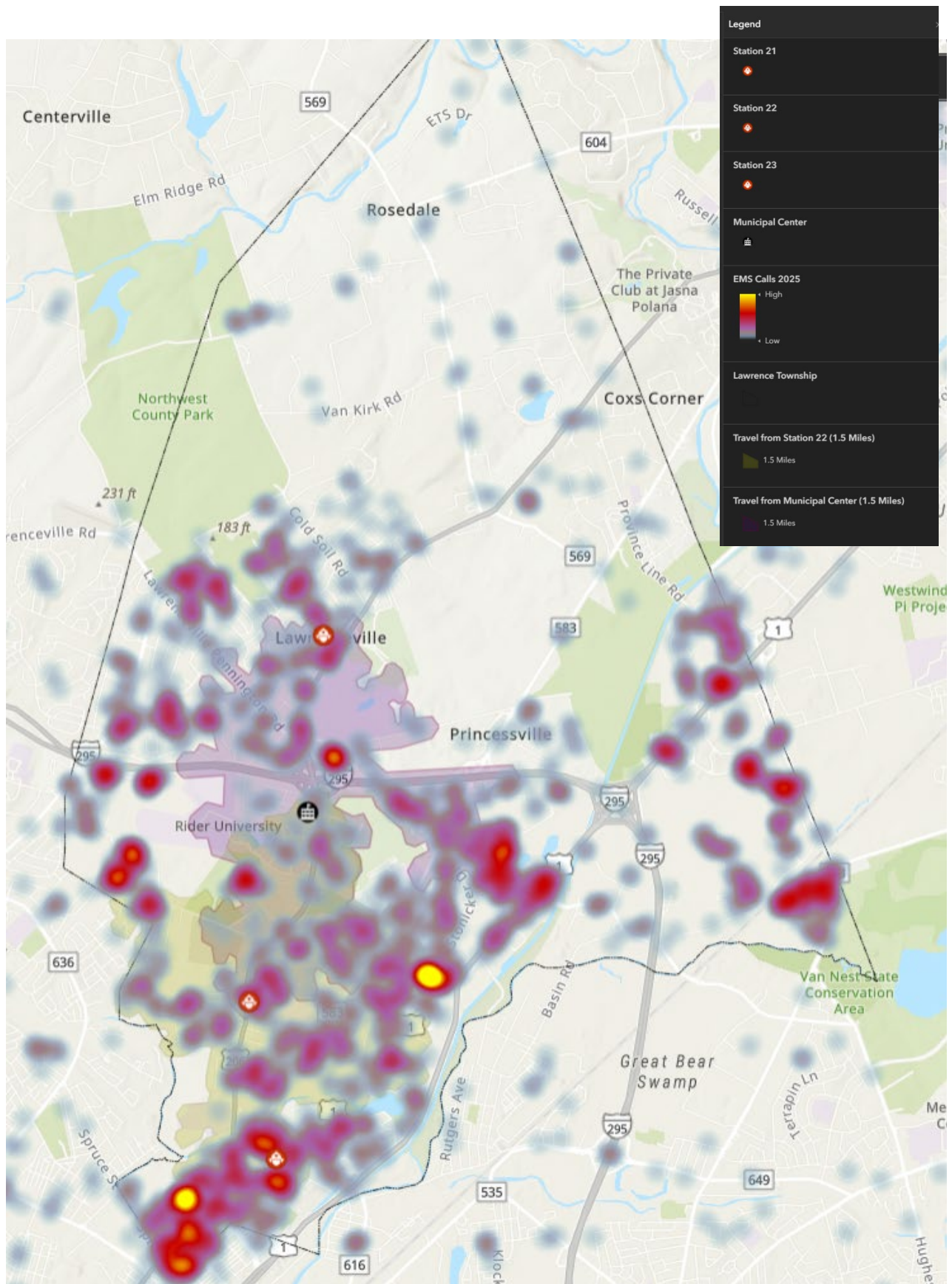
2. A new fire station should be constructed towards the eastern quarter of the town to provide an appropriate response to future development and to fill an existing gap for calls around Route 1. This station should be considered for a single fire company with an engine and a support apparatus. Rationale: The new third station should be in an area bound by Princeton Pike, Province Line Road, Route 206, and Fackler Road (indicated by the red quadrangle on the map). The goal of this station is to provide a response to the malls including their future development as well as to provide a response to future development at the ETS location. The accompanying map shows the area outside of the 1.5 mile drive zone, future proposed development projects in the area, and a heat map of fire calls.

3. The EMS Station is well located for the current demand for service. **However, considering future demand, locating the EMS station further north, such as the municipal campus would be beneficial.** The EMS station should not be located at the Slackwood Station on a long-term basis.

Rationale: The current EMS station is located centrally for the current demand for service and is relatively close to several “hot spots” for calls. However, the future demand for service with developments will likely shift the center of demand north. The current location would have a 15-minute drive to the ETS campus with a regular flow of traffic. Moving northward to the municipal campus would reduce that travel time by about four minutes and still allow for prompt coverage to the southern section.

The following map shows the heat map for 2025 EMS calls, the locations of the current stations, the location of the municipal campus, and 1.5-mile drives from the municipal campus and Lawrence Road.

Caveat: If EMS was integrated into a modern public safety building with the fire department at the Lawrence Road location, the tradeoffs associated with costs and operational overlaps should be considered before a final location is determined.



Equipment and Vehicles

The EMS and fire services in Lawrence are generally well equipped and capable of meeting the needs of the emergencies in their community. However, there are areas for improvement that are outlined below.

4. The fire apparatus fleet should be downsized.

Rationale: Reduce from four aerial apparatus to two aerial apparatus and reduce from six engine/rescues to four engine/rescues. This reduction will retain necessary ladder and pump capacity while reducing the number of older apparatus that require additional maintenance and take up valuable space. Also, strongly consider reducing the support and utility fleet to those that truly bring value to the community. An engine and several of the utility vehicles should be designated as primarily for volunteers.

5. LTFD has an appropriate array of equipment for the types of risks that can be anticipated in the community, including fires, vehicle accidents, complex incidents on the expressway, and flooding of the low-lying areas. There has been a concerted effort to update and maintain the equipment. This should continue. There should be focus on right sizing the inventory and avoiding duplication.

Rationale: When the fire service operated as three separate departments, each acquired the equipment they felt was necessary to accomplish the tasks in their community. In the several years since fire services unified into a single operation, much of that equipment has been retained. Maintaining excess equipment, such as multiple water rescue boats, increases the expense of maintaining the equipment and decreases the likelihood that staff will retain their competency and operating in emergency situations.

6. The Township needs to continue its capital replacement plan and should plan to increase funding to meet the growing costs of fire apparatus and ambulances.

Rationale: The Township maintains a six-year capital purchasing plan that is regularly updated. The plan should be updated to include the rapid rise in costs for fire apparatus and ambulances. They should also consider the need to regularly replace fire engines at a maximum of 20 years, aerials at a maximum of 25 years and ambulances at around 120,000 miles.

Personnel

LTFD and LTEMs operate under substantially different models and are evaluated in separate sections below. However, both sets of recommendations include expanding the size of the workforce to meet growing demands. Lawrence is limited in the ability to add positions because of the 2% tax levy cap. In recent years, there have been challenges in staying under that cap for existing positions and programs. If Lawrence chose to add fire or EMS positions

as noted below it could run up against the cap or end up in the situation where it would have to seek a referendum to override the tax levy cap.

Fire Department Staffing

The National Fire Protection Association (NFPA) target for a suburban fire department is to deploy 15 trained firefighters to the scene of a house fire or similarly complex incident in under 10 minutes, 80% of the time. However, most alarms can be handled effectively by a single fire company comprising a few firefighters on one apparatus. LTFD currently maintains a single company of four career firefighters on duty 24 hours a day, five days a week. Volunteer firefighters supplement career staff at all times and serve as the primary responders on weekends. To meet the 15-firefighter target for major incidents, LTFD relies on volunteer response and mutual aid from neighboring departments. The recommendations below are presented in steps that could be taken based on regular assessment of performance.

- **Continue full integration of volunteers and career staff into a cohesive combination fire department.**

Rationale: Successful combination departments depend on a unified command structure with clear roles, responsibilities, universal operational methods, and strong leadership. Recent initiatives—such as joint training sessions and increased interaction between career and volunteer staff—are positive steps forward. LTFD should prioritize this integration while a strong, active volunteer core remains. These experienced volunteers offer decades of departmental leadership and should be supported as a collaborative force multiplier for career personnel. Additional steps to consider include joint work details, social events, and encouraging volunteers to sign up for ride-along shifts with career crews. As the career staff expands, maintaining an inviting environment for volunteers is vital.

- **Continuously monitor performance for both routine calls and major incidents. If performance is not adequate, add career staff to cover all shifts.**

Rationale: Staffing adjustments should be guided by performance data. If volunteers cannot provide timely responses to routine weekend calls, LTFD should transition career coverage to a 24/7 schedule. Adding four firefighters would bring the total career force to 17, enabling a 24-on/72-off shift rotation. While 16 personnel could theoretically support this rotation, accounting for leave, illness, and training requires a minimum of 17 to avoid excessive overtime.

With four firefighters per shift, LTFD should evaluate splitting crews during peak hours to improve township-wide coverage. A two-firefighter crew can handle many EMS calls, begin fire alarm investigations, and perform initial size-ups on serious incidents before additional units arrive. While three-firefighter crews are a reasonable alternative, this setup prevents personnel from initiating interior structural firefighting under "2 in/2 out" safety rules until backup arrives.

- **Increase group staffing to six firefighters if operational analysis reveals an overreliance on mutual aid.**

Rationale: If a lack of volunteer availability leads to excessive mutual aid reliance, LTFD should increase shift groups to six firefighters, requiring 24 to 28 full-time staff. A total of 28 firefighters would support four six-person groups plus a floating position. These six firefighters could operate as two three-person engine or ladder companies out of separate stations (e.g., Lawrenceville and Lawrence Road). While four-person apparatus crews remain current practice, many smaller career departments operate effectively with three-person crews, particularly in lower-volume jurisdictions like Lawrence. Six on-duty firefighters would cover nearly half of the NFPA-recommended assembly for major incidents.

- **Add a third career apparatus company to staff the proposed eastern station.**

Rationale: Adding a third apparatus would increase on-duty staffing to nine firefighters. Maintaining 40 full-time firefighters would support four nine-person groups—with one floater per group to cover leave—providing the staffing needed to run three stations exclusively with career personnel.

- **Establish frontline and group leadership structures.**

Rationale: The preceding models address firefighter headcount but do not account for leadership roles. Standard fire service operations utilize small teams of three to six personnel led by a formal or acting officer. Standard practices call for a frontline leader on each apparatus and a senior officer to oversee each shift once three or more units are on duty.

EMS Staffing

Recommendation: LTEMs should add a second daytime crew across all shifts. Currently, half of the daytime shifts rely on a single crew. Achieving this requires adding two full-time positions and expanding the part-time budget to cover leave and time off.

Rationale: Although Mercer County 911 data on missed calls was unavailable, anecdotal evidence indicates that shifts with only one active ambulance regularly divert approximately two calls per day to mutual aid.

Response Times

The response time analysis for the fire service was conducted under an old operational model of the fire department and is no longer relevant. It highlighted that there was a substantial variation between when the career staff was on duty and when the Township relied on volunteer coverage. This finding helped lead to the shifting of the fire department to a 24-hour, five day a week model supported by volunteer shifts on the weekend. LTFD should reevaluate their response times after six months and a year of operating under the new model. They should also evaluate critical incidents (house fires and serious motor vehicle

incidents) to judge if they are getting a sufficient response of 15 firefighters (including mutual aid units) on scene in 10 minutes, 80% of the time.

LTEMs provides a timely response to their portfolio of emergency calls. The median response time from time the information was entered at the 911 center to the time the ambulance arrived on scene had a median time of 8 minutes and 90% of calls had response time of under 14 minutes. There are no substantial changes to suggest. LTEMs should evaluate anytime they have a response greater than 15 minutes to identify the root causes such as multiple calls at a time, it was at far north end of the district, or it was mutual aid.

Next Steps

Nearly all of the recommendations in this report involve increased costs for the community, ranging from building a major public safety facility to potentially tripling the size of the fire department. Moving forward will require thoughtful discussion by the Township Council, informed by public input. Conversations on spending will need to be mindful of the 2% tax levy cap. While immediate challenges must be addressed to ensure the long-term effectiveness of local fire and EMS services, Lawrence Township operates from a strong foundation and currently handles community emergencies effectively. To maintain this standard, the Township should consider the following actions as soon as possible:

- **Expand EMS Staffing:** Add personnel to ensure two daytime EMS crews are consistently on duty.
- **Upgrade Fire Facilities:** Construct a new fire station or public safety facility at the current Lawrence Road fire station site.
- **Address EMS Facility Needs:** Secure appropriate space for Lawrence Township EMS, either co-located within a new public safety facility or in a dedicated building closer to the Township's geographic center. An alternative would be an extensive renovation of the existing facility.
- **Prioritize Integration of the Firefighters:** Direct departmental and Township leadership to focus on fully integrating career and volunteer firefighters.
- **Evaluate Fire Department Staffing:** Monitor weekend volunteer response performance and consider expanding full-time career fire coverage if service targets are not met.
- **Continue to Right size the Fire Apparatus Fleet:** The Township should continue to retire and sell for surplus the older vehicles in the fire department.

Fire Service Profile

Historically, the fire service in Lawrence operated as three separate volunteer fire departments: Lawrence Road, Lawrenceville, and Slackwood. Each fire company responded to calls in their area of town separately and cooperated via mutual aid. The Township has employed a small number of paid drivers since the 1980s. These individuals were assigned to stations to ensure that apparatus were able to respond. They worked from 8:00 am to 4:00 pm on weekdays with holidays off.

In 2022, there was a "fire department consolidation" bringing career staff and volunteers under one fire department. At that time, the three individual fire companies were no longer recognized as independently operational. All fire service in Lawrence Township became part of the Lawrence Township Fire Department. The model of the career fire department staffing has been evolving and is discussed below. The Township hired a Municipal Emergency Management Coordinator and assigned him the responsibility of overseeing the daily operations of the fire department. He currently holds the ceremonial title of Fire Chief. The Lawrence Road Fire Station and Lawrenceville Fire Stations remain property of their historic fire departments.

Personnel

The fire service in Lawrence Township has undergone a transition in recent years from a predominantly volunteer firefighting force working as three separate companies to a unified firefighting service with a career staff and volunteers working as a single fire department. This transition is still evolving and the information here is based on the information gathered at the time interviews were conducted in Spring 2026 with minimal updates. The department is led by the Municipal Emergency Management Coordinator who is assigned the operational responsibilities for the fire department and serves as the de facto chief.

The table below gives an overview of the staffing with further details.

	Volunteers:	Career:
Total number	49	13
Interior Qualified Firefighters	47	13
Certified First Responders		6
Certified EMTs (or higher)	2	2
Apparatus Drivers (Engine and/or Ladder/Quint)	21	9
Lieutenants	1	3
Captains	2	

	Volunteers:	Career:
Battalion/Deputy/Assistant Chiefs	6	
Chief/Municipal Emergency Management Coordinator		1

Career Staff

There are 13 individuals that work full-time. Ten are considered firefighters and three are lieutenants. Their tenure varies from just a few months to 13 years. They primarily work in three rotating groups of four and work one 24-hour shift followed by two days off. The career firefighting force is on duty from 6 am on Monday morning until 6 am on Saturday morning. The career staff work out of both the Slackwood and Lawrenceville Fire Stations.

In addition to responding to calls, the career staff is responsible for checking all equipment and apparatus, cleaning their sections of the station, and participating in on duty training. All career staff are sent through a training academy to learn the minimum standards required by the state. Most of the career firefighters were volunteers with one of the Lawrence Township fire companies before getting hired.

During interviews, the career staff identified that they feel they are lacking training opportunities, particularly for swift water rescue, low angle rope rescue, and front-line leadership. There is a desire to move toward 24-hour coverage (which occurred after the interviews), but they felt that the stations would need to have some renovations to be more suitable for 24-hour staffing. Upgrades to the stations to make them more appropriate for 24-hour staffing are underway. The career staff are in the process of negotiating a new labor contract.

Volunteer Staff

There are 49 volunteer firefighters on the active rolls for the combined Lawrence Volunteer Fire Department. Until 2023, they operated as three separate fire companies (Lawrence Road, Lawrenceville, and Slackwood) but responded jointly to most of their alarms. Combining the departments was done to improve the operational capacity of the dwindling volunteer firefighting force. All volunteers now operate out of the Lawrence Road fire station. The volunteers supplement the career staff on all significant alarms. They are primarily responsible for coverage from 6:00 am on Saturday morning until 6:00 am on Monday morning.

The volunteers are led by three deputy chiefs and three battalion chiefs that are appointed by the chief. There are also two captains and a lieutenant in the volunteer ranks. The volunteers report that they will typically get enough volunteers to staff an engine for a response during the time that they are responsible for coverage on evenings, weekends, and overnights.

There have been opportunities for payment to be on duty at various times under the Volunteer Incentive Program adopted by the Township Council. They receive \$100 for a 12-hour weekend shift as a duty crew. On-duty staff must be at the station during the times assigned to them, but the Lawrence Road station does not have appropriate sleeping arrangements. They are also paid \$7 for each call that they physically respond to and \$2 for each response to the station but not the scene.

The volunteer staff identified in interviews that they feel like they are secondary to the career staff. Problems that they identified are that they are unable to choose their leadership; the Township takes a long time to approve applications for new volunteers; key equipment such as turnout gear and radio pagers is not readily available; and there is poor communication from the Fire Chief and Township leadership. There are also relatively few training opportunities for the volunteers, and they do not train or routinely work with the career staff.

Since the interviews in February 2026, there has been a new application process to improve the throughput of applications. The volunteers and career staff train together monthly. This has included live burn training, swift water, fire ground operations, & administrative functions. In several cases, the career staff has led training for these events.

Stations

There are three fire stations located in Lawrence.

Slackwood

The first, Slackwood, is located at **21 Slack Ave., Lawrenceville, NJ.**

Station Building Details

- **Bay Configuration:** It features **five apparatus bays**, four of which are in the front of the station and one is in the rear.
- **Additional Space:** Beyond the truck bays, the building contains two offices (the radio room on the first floor and the Chief's office on the second floor), and a meeting area on the second floor that contains four beds.
- **Other features:** The station has:
 - Cascade system for the SCBAs
 - Gear wash
 - Exhaust capture
 - Central station fire alarm
 - Security system with video cameras

- Auto-start diesel generator.
- This station is owned and maintained by the Township.

Lawrence Road

The Lawrence Road Fire Station is at **1252 Lawrenceville Road, Lawrenceville, NJ.**

Station Building Details

- **Bay Configuration:** It features **four apparatus bays**, three of which are in the front of the station and one is in the rear.
- **Additional Space:** Beyond the truck bays, the building has one office space (the radio room on the first floor) and a common area on the second floor that contains four beds.
- **Other features:** The station has:
 - Cascade system for the SCBAs
 - Gear wash
 - Exhaust capture
 - Central station fire alarm
 - Security system with video cameras
 - Auto-start diesel generator.
- This station is owned and maintained by the Lawrence Road Fire Company.

Lawrenceville

The third station for the Lawrenceville Fire Company is located at **64 Phillips Ave., Lawrenceville, NJ.**

Station Building Details

- **Bay Configuration:** It features **five apparatus bays**, four of which are in the front of the station and one is located on the side.
- **Additional Space:** Beyond the truck bays, the building has five office spaces and a bunk room that has five beds in it.
- **Other features:** The station has:
 - Cascade system for the SCBAs

- Gear wash
- Exhaust capture
- Central station fire alarm
- Security system with video cameras
- Auto-start diesel generator.
- This station is owned and maintained by the Lawrenceville Fire Company. There is a memorandum of understanding (MOU) that was executed in 2026 between the Town and Fire Company. The MOU establishes an agreement for use and occupancy of parts of the building for career staff / equipment.

Apparatus Profile

The Township has a rather large fleet of apparatus with four aerials, five frontline engines, one reserve engine, two rescue vehicles, four utility vehicles, eight support vehicles and four boats. Two vehicles – an aerial with 105-foot tower ladder and a rescue engine³ – are used exclusively by the career staff. The remaining vehicles are used by both the career staff and volunteers as needed. Several of the older vehicles have long term maintenance issues that limit their ability to be in service.

The table below indicates the type of vehicle, primary station location, age, and key features. The key for primary stations is: SW is Slackwood, LV is Lawrenceville and LR is Lawrence Road. Stations that are primarily operated by the career staff are noted under the “Station” column.

Type	Station	Year	Description	Age
Aerial	SW (Career)	2015	Tower 20 - 2015 Seagrave Marauder II (2000/500/105' Apollo II rear-mount platform) (Ex-Tower 21)	11
Aerial	LV	2004	Telesquirt 203 - 2004 American LaFrance (2000 GPM/500 tank /65' Tele-Squirt)	22
Aerial	LR	2003	Telesquirt 202 - 2003 KME Excel (2000 GPM/500 tank/75' FireStix)	23

³ A rescue engine is an apparatus primarily equipped as an engine with tools to handle some of the common rescue situations such as vehicle extrication.

Type	Station	Year	Description	Age
Aerial	LV	1994	Tower 203 - 1994 Simon-Duplex / LTI (2000 GPM/250 tank/102' rear-mount platform)	32
Engine	LR	2020	Rescue 202 - 2020 E-One Typhoon (2000 GPM/530 tank)	6
Engine	LV (Career)	2020	Rescue 20 - 2020 E-One Typhoon (2000 GPM/ 530 tank) (Ex-Rescue 21)	6
Engine	LV	2009	Rescue 203 - 2009 Sutphen (2000 GPM/750 tank)	17
Engine	SW	2005	Engine 201 - 2005 American LaFrance (2000 GPM/500 tank)	21
Engine	LR	1998	Engine 202 - 1998 KME (2000 GPM/500 tank)	28
Engine-Res	SW	1998	(Reserve) - 1998 Simon-Duplex / 3D pumper (2000/750/30F) (Ex-Engine 21)	28
Rescue	LR	2016	Special Services 22 - 2016 Ford F450	10
Rescue	LV	2002	Special Services 23 - 2002 Freightliner / Hackney walk-in rescue	24
Support	LV	2017	Car 203 - 2017 Ford Police Interceptor Utility AWD	9
Support	SW	2015	Car 201 - 2015 Ford Explorer AWD	11
Support	LV	2010	Car 203-2 -2010 Ford Explorer	16
Support	SW	2010	Car 201-1 - 2010 Ford Expedition	16
Support	LR	2005	Fire Prevention Trailer	21
Support	LR	2004	Car 202 - 2004 Ford Excursion	22
Support	LV	2021	Car 203 -1 2021 Ford F-150	5
Support	TH	2020	Chief 20 2020 Ford F150	6
Utility	SW	2006	Utility 21 - 2006 Dodge Ram 2500 4x4	20
Utility	LV	2005	Utility 23 - 2005 Ford F-350 4x4 / Reading walk-around	21

Type	Station	Year	Description	Age
Utility	LV	2003	Tac 23 (High Water Rescue) - 2003 Stewart & Stevenson M1078 4x4	23
Utility	LV	1968	Brush 203 - 1968 Dodge Power Wagon 4x4 (100 GPM/350 tank)	58

As a general guide, aerial apparatus should be considered for replacement after 25 years in service and engines after 20 years in service. Other vehicles should be considered for replacement as they increase in needs for maintenance. There is one ladder truck (Tower 203) and three engines (Engine 201, Engine 202, and the Reserve) that are all past their ideal service life. An additional engine (203) and two aerials (Telesquirt 202 & 203) that are approaching the end of their service lives.

Equipment Profile

The Lawrence Township Fire Department owns and maintains about 75 sets of primary personnel protective equipment (turnout gear) for the career and volunteer staff. The equipment is inspected regularly, and minor issues are repaired using a local vendor. All the career staff and most of the chief officers have a second set of gear. A full new set of turnout gear **costs about \$4,000**.

In 2019, the Township spent about \$280,000 to fully replace the self-contained breathing apparatus for the department. These units are required to be available for every riding position on fire fighting apparatus. The department maintains more than 40 SCBAs, with one needed for each riding position on a frontline apparatus. The SCBAs need regular inspection and service to ensure that they are always available.

The department is well equipped for water rescue with four small boats and a high-water vehicle to respond to the flooding that has struck several parts of the community in the last decade.

Training Overview

The career staff and volunteer staff both indicated that they have a solid foundation of training provided by Mercer County and State courses for entry level training. The department also has a program that ensures that the crews maintain their minimum annual training. The department has access to a robust computer-based video training program. However, the volunteers and career staff almost never train together. There is also limited availability for the volunteers to participate in live fire training.

Since interviews, the volunteers and career staff train monthly together. The township is developing a training plan for outside training. The town has purchased a forcible entry trainer

that is housed and used at Station 201 (Slackwood). There is a firefighter self-rescue / search training prop housed at Station 203 (Lawrenceville). Both props are used regularly by both career and volunteer staff.

ISO PPC

The Insurance Services Office (ISO) last performed a Public Protection Classification (PPC) assessment of Lawrence Township in 2019. A PPC reviews fire capabilities and produces a set of scores and an overall score that is used by many insurers to assess the adequacy of local fire protection, which in turn affects insurance rates.

On a 1-10 scale, where 1 is the best grade, Lawrence received a PPC Class 4/4X rating. This rating is in the middle of the rating scale. Fire department operations account for about half of the rating score for the PPC. Several categories that Lawrence had low scores on might receive a higher score in a reassessment. The Company Personnel score is evaluated based on the actual number of firefighters that responded to a house fire. Lawrence received credit for an average of 2.67 on duty firefighters and 16.8 on call personnel responding to those calls. The on-duty numbers would be higher today, which would improve the scores. The department attained only 2.9 out of 9 points for training. With more paid staff, an expanded training regimen and improved record keeping system, the department would likely improve its score in this area on a reassessment.

The ISO PPC analysis indicates that the Township needs a minimum of three engines to meet the fire flow needs of the community. The analysis gives a score of 5.51 out of 10 for the location of fire stations in relation to the developed area of the Township.

The department might be able to improve its score through creating pre-plans for any commercial or other large structures in the community and expanding the hydrant testing program. An improved PPC score may reduce the fire insurance premiums for some structures in the community, particularly with small and medium sized commercial structures. Most residential and large commercial buildings use different factors for rating.

Fire Suppression Rating Schedule Category	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	2.40	3
422. Credit for Telecommunicators	2.80	4
432. Credit for Dispatch Circuits	1.88	3
440. Credit for Emergency Communications	7.08	10
Fire Department		
513. Credit for Engine Companies	5.45	6
523. Credit for Reserve Pumpers	0.47	0.5
532. Credit for Pump Capacity	3	3

Fire Suppression Rating Schedule Category	Earned Credit	Credit Available
549. Credit for Ladder Service	3.82	4
553. Credit for Reserve Ladder and Service Trucks	0.43	0.5
561. Credit for Deployment Analysis	5.51	10
571. Credit for Company Personnel	4.21	15
581. Credit for Training	2.9	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	27.72	50
Water Supply		
616. Credit for Supply system	24.55	30
621. Credit for Hydrants	2.99	3
631. Credit for Inspection and Flow Testing	2.82	7
640. Credit for Water Supply	30.36	40
Divergence	-4.09	—
1050. Community Risk Reduction	4.56	5.5
Total Credit	65.63	105.5

Fire Marshal's Office

The Fire Marshal's Office does not have a direct role in responding to fire events as part of an emergency response, but they do respond to all fires to participate in investigations of the cause and origin and will respond to automatic alarms at commercial properties. The Fire Marshal is designated as the municipal safety officer. The primary role of the office is to inspect commercial properties, multi-family residential properties and properties that are resold. The office conducts inspections of 1,800 dorm units in 20 buildings, and 1,450 commercial inspections annually.

The office has five full-time staff, the Fire Marshal, a housing inspector, an administrative assistant and two building fire inspectors. All but the administrative assistant are certified firefighters and carry bunker gear with them, but they do not typically assist with fire suppression activities. The office has four vehicles (a 2023 F-250 pickup, a 2018 F-150 pickup, a 2018 Ford Taurus and a 2016 Ford Explorer) that are used by the Marshal and the field staff. The vehicles all carry thermal imaging cameras and gas meters.

Fire Calls for Service Analysis

The following tables use information for 2023, 2024 and 2025 to look at the amount and nature of calls responded to by the fire service. During this time, the Lawrence Fire Department had a consistent operational model of career firefighters responding during weekdays 8:00 am to 16:00 pm, excluding holidays. The volunteer firefighters responded at other times of the day. This operational model changed in April 2026 to four career firefighters working 24/5 from 6:00 am Monday morning until 6:00 am Saturday morning, with volunteers responding on Saturday and Sunday. Volunteers respond to assist the career staff at all times.

Calls by Month

The fire service averaged 3.8 calls per day or about 115 calls per month. There was some noticeable variability between the months. February, April, and May were the slowest months, while October and June were the busiest. 2023 was about 10 percent slower than 2024 and 2025.

Calls by Month	2023	2024	2025	2025 Daily Calls	
January	76	100	138	314	4.5
February	93	93	97	283	3.5
March	97	103	123	323	4.0
April	87	111	81	279	2.7
May	122	129	107	358	3.5
June	126	143	131	400	4.4
July	117	128	115	360	3.7
August	102	119	140	361	4.5

Calls by Month	2023	2024	2025		2025 Daily Calls
September	121	125	120	366	4.0
October	133	147	147	427	4.7
November	102	136	115	353	3.8
December	102	106	126	334	4.1
	1,278	1,440	1,440	4,158	

Calls by Days of Week

The calls for service increased during weekdays (Monday to Friday) because the career firefighters respond to certain EMS calls, while the volunteers do not. These calls predominantly occur during weekday business hours. There was little variation among those weekdays.

Calls by Day of Week	2023	2024	2025	Total	%
Sunday	140	151	155	446	11%
Monday	196	211	242	649	16%
Tuesday	172	244	217	633	15%
Wednesday	186	241	224	651	16%
Thursday	218	224	221	663	16%
Friday	207	219	238	664	16%
Saturday	159	150	143	452	11%
All Weekdays	1,278	1,440	1,440	4,158	

The volume of calls was not equally spread across days. On 44 days in the three years, the fire department did not respond to any calls and at the other extreme, there were 9 days with more than 10 calls.

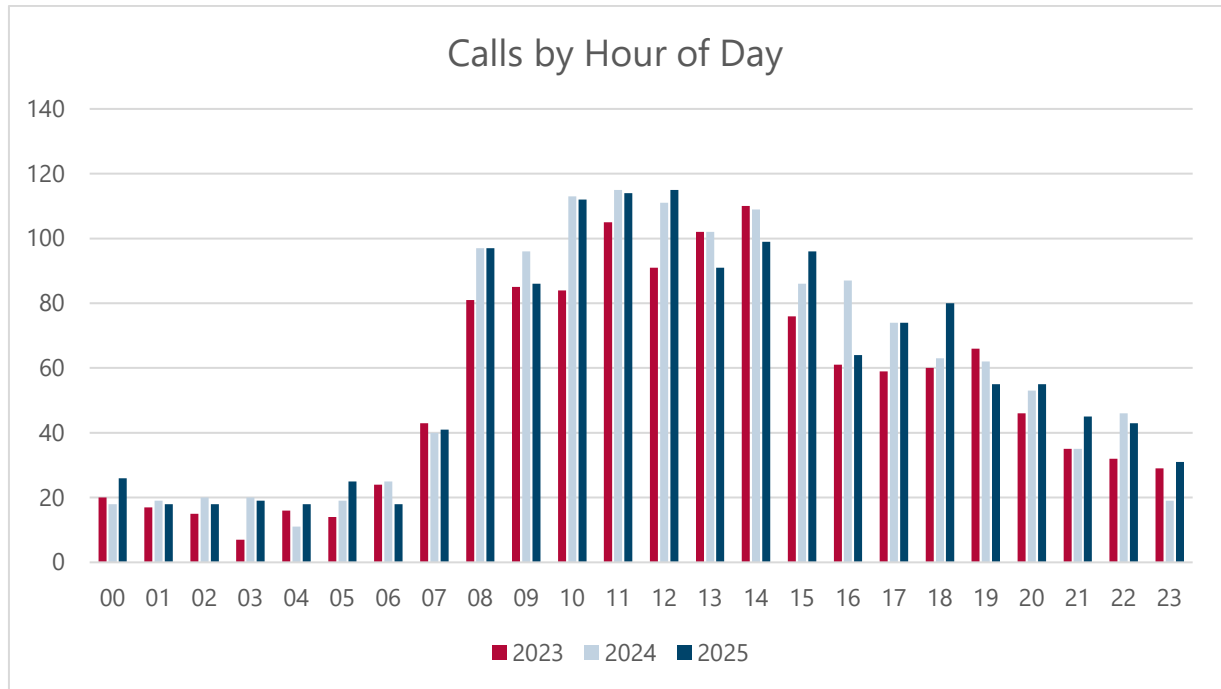
Volume by Day	No Calls	1 to 3	4 to 6	7 to 10	More than 10
Sunday	8	104	37	8	0
Monday	4	69	57	26	1
Tuesday	4	67	62	22	2
Wednesday	5	64	65	19	4
Thursday	2	61	69	23	1
Friday	5	57	66	27	1
Saturday	16	94	36	10	0
All Weekdays	44	516	392	135	9

Calls by Time of Day and Day of Week

Considering both days of the week and time of day, a little less than half of all calls occurred when the career staff were on duty in 2023 (41%), 2024 (48%) and 2025 (48%). The times when career staff were on duty are highlighted below.

Hour of Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total for Hour
00	9	5	11	9	7	10	13	64
01	7	4	3	9	14	11	6	54
02	9	7	6	10	12	4	5	53
03	6	4	7	5	9	9	6	46
04	6	10	8	7	9	4	1	45
05	6	7	8	9	7	11	10	58
06	14	10	7	8	5	13	10	67
07	23	19	8	15	26	16	17	124
08	33	48	49	44	56	18	27	275
09	42	41	48	42	39	33	22	267
10	50	44	48	58	51	33	25	309
11	39	54	55	58	56	39	33	334
12	40	54	55	58	52	37	21	317
13	49	43	54	46	47	28	28	295
14	36	66	46	53	49	42	26	318
15	39	34	46	35	43	34	27	258
16	23	37	27	29	39	28	29	212
17	38	38	19	21	33	20	38	207
18	24	30	33	30	39	23	24	203
19	31	28	28	26	21	23	26	183
20	24	25	20	23	18	24	20	154
21	20	12	19	17	16	12	19	115
22	14	23	19	10	16	20	19	121
23	11	14	13	9	11	8	13	79
Total for Day	593	657	637	631	675	500	465	4158

The graph below shows the distribution of calls by time of day without considering the day of week. It highlights that most of the calls for service occurred between 8:00 am and 7:00 pm, although the rest of the evening had steady call volume as well.



Types of Calls

Fire departments use a standard system to categorize the types of calls that they respond to in the community. There are nearly 100 distinct categories of calls. However, most calls fall into just a few categories.

The table below shows the Top 20 Incident Types in the Township which accounted for 76% of all events. Building fires and other fires are relatively rare events. The top category was assisting the ambulance either at a direct request or when the Lawrence ambulance was not available. Alarm system malfunctions and gas leak were the next two highest types of incidents.

Top 20 Incident Types (2023–2025)				
Incident Type	2023	2024	2025	Total
311 - Medical assist, assist EMS crew	192	163	214	569
735 - Alarm system sounded due to malfunction	132	118	108	358
412 - Gas leak (natural gas or LPG)	61	101	100	262
251 - Excessive heat, scorch burns with no ignition	86	78	65	229
745 - Alarm system activation, no fire - unintentional	50	65	77	192
611 - Dispatched & cancelled en route	46	80	85	211
743 - Smoke detector activation, no fire - unintentional	73	52	58	183
321 - EMS call, excluding vehicle accident with injury	21	46	61	128
322 - Motor vehicle accident with injuries	50	33	32	115

Top 20 Incident Types (2023–2025)				
Incident Type	2023	2024	2025	Total
736 - CO detector activation due to malfunction	27	40	35	102
740 - Unintentional transmission of alarm, other	40	31	42	113
571 - Cover assignment, standby, move up	34	33	22	89
600 - Good intent call, other	25	32	34	91
424 - Carbon monoxide incident	33	30	24	87
622 - No incident found on arrival at dispatch address	30	15	29	74
445 - Arcing, shorted electrical equipment	16	36	23	75
111 - Building fire	20	31	25	76
733 - Smoke detector activation due to malfunction	22	24	31	77
651 - Smoke scare, odor of smoke	22	23	22	67
522 - Water or steam leak	18	26	19	63
Total of Top 20	998	1057	1106	3161
All Others	280	383	334	997
Total Events	1,278	1,440	1,440	4,158

Response Times

Response times for fire departments are a key performance indicator, especially in the rare instances when there is a fire. The NFPA establishes a goal for a suburban combination fire department to have 15 firefighters on scene in 10 minutes or less 80 percent of the time. The tables below show three different analyses. First is the whole department, then the career staff and volunteer staff coverage times are broken out. All data is focused on 2025. The data is focused on when the first unit arrives. There is a clear difference between daytime hours and overnight hours where the response times are almost twice as long on the overnights and 50% longer during the evening.

Whole Department Response Times for 2025					
Calls by Hour	Calls	25th Percentile	50th Percentile	80th Percentile	90th Percentile
Overnight 00:00-03:59	73	9.31 mins	13.62 mins	18.07 mins	21.02 mins
Early Morning 04:00-07:59	99	7.43 mins	12.38 mins	18.52 mins	21.53 mins
Morning 08:00-11:59	387	3.77 mins	5.52 mins	8.23 mins	10.23 mins
Afternoon 12:00-15:59	381	3.63 mins	5.4 mins	8.34 mins	10.99 mins
Evening 16:00-19:59	266	4.81 mins	7.61 mins	12.26 mins	14.65 mins
Night 20:00-23:59	167	5.98 mins	8.93 mins	13.71 mins	16.5 mins

Looking at events on weekends and on weekdays between 4:00 pm and 8:00 am, the volunteer staff responded to 729 incidents. Looking at the 80th percentile, all times of day were more than 12 minutes. The median response times were around 8 minutes between

08:00 and midnight, while overnight median response times were around 13 minutes. 53% of calls occurred during volunteer coverage hours.

Volunteer Time Period Response Times for 2025					
Calls by Hour	Calls	25th Percentile	50th Percentile	80th Percentile	90th Percentile
Overnight 00:00-03:59	73	9.31 mins	13.62 mins	18.07 mins	21.02 mins
Early Morning 04:00-07:59	99	7.43 mins	12.38 mins	18.52 mins	21.53 mins
Morning 08:00-11:59	62	5.23 mins	8.17 mins	12.55 mins	16.72 mins
Afternoon 12:00-15:59	62	5.18 mins	8 mins	13.23 mins	15.68 mins
Evening 16:00-19:59	266	4.81 mins	7.61 mins	12.26 mins	14.65 mins
Night 20:00-23:59	167	5.98 mins	8.93 mins	13.71 mins	16.5 mins

The career staff responded to calls on weekdays between 8:00 and 4:00 am, the career staff responded to 644 incidents or 47%. Looking at the 80th percentile, the responses were less than 8 minutes. The median response times were around 5 minutes.

Career Time Period Response Times for 2025					
Calls by Hour	Calls	25th Percentile	50th Percentile	80th Percentile	90th Percentile
Overnight 00:00-03:59					
Early Morning 04:00-07:59					
Morning 08:00-11:59	325	7.43 mins	5.23 mins	7.62 mins	9.01 mins
Afternoon 12:00-15:59	319	5.23 mins	5.09 mins	7.6 mins	9.33 mins
Evening 16:00-19:59					
Night 20:00-23:59					

Exchange of Aid

A key component to any fire service is the exchange of aid with neighboring departments. This comes in two forms – Mutual Aid where the request is made at the time of event because there is a need that cannot be met by the home community and Automatic Aid where a preplanned assignment of resources such as a high-risk address that would need many resources. The intent of exchanging aid is that it should be roughly equal between parties over time.

About 90% of calls are handled by Lawrence alone. The career staff gave more mutual aid than they received in each of the three study years. The volunteer staff received more mutual aid than they gave. Looking at the department as a whole, the exchange of aid is almost exactly even with mutual aid received 197 times in three years and given on 216 occasions.

Aid Category	Career Staff						Volunteer Staff					
	2023 (#/%)		2024 (#/%)		2025 (#/%)		2023 (#/%)		2024 (#/%)		2025	
Mutual Aid Received	25	4%	17	2%	15	2%	46	7%	38	5%	56	7%
Mutual Aid Given	32	5%	53	8%	21	3%	37	5%	44	6%	29	4%
Auto Aid Received	3	0%	1	0%	2	0%	2	0%	2	0%	2	0%
Auto Aid Given	9	1%	1	0%	5	1%	1	0%	0	0%	2	0%
No Aid Exchanged	533	89%	615	90%	642	94%	590	87%	669	89%	666	88%
	602		687		685		676		753		755	

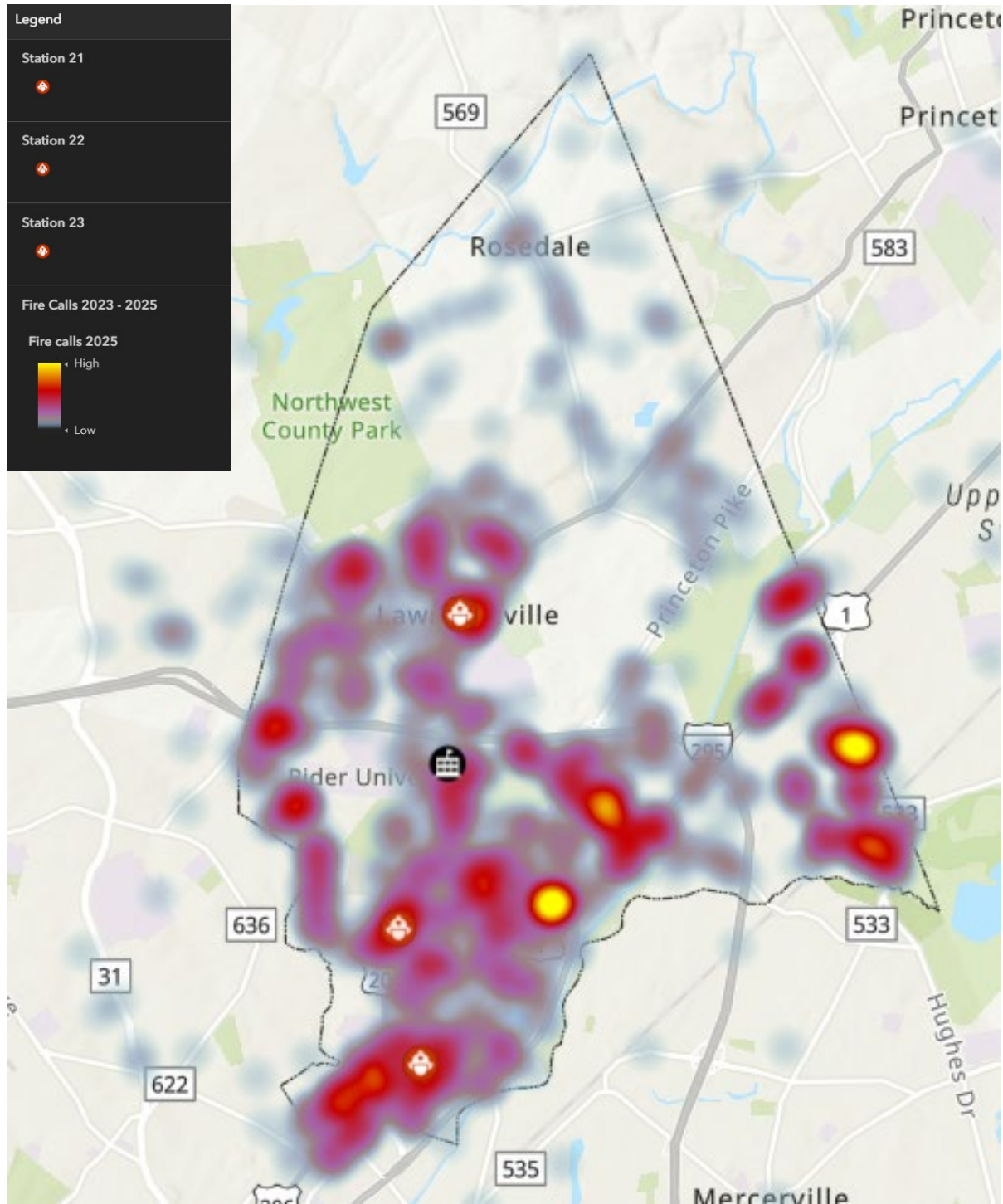
Map of Responses

The following maps are a screenshot from an interactive map that allows a viewer to look at different layers such as distances from the stations or municipal center or the density of calls. The three fire stations, the municipal center and the calls for 2025 are indicated on the first map. The fire calls were relatively evenly distributed across the southern two-thirds of the Township. Except for the calls along the eastern border near Route 1, the calls were relatively close to the existing three fire stations.

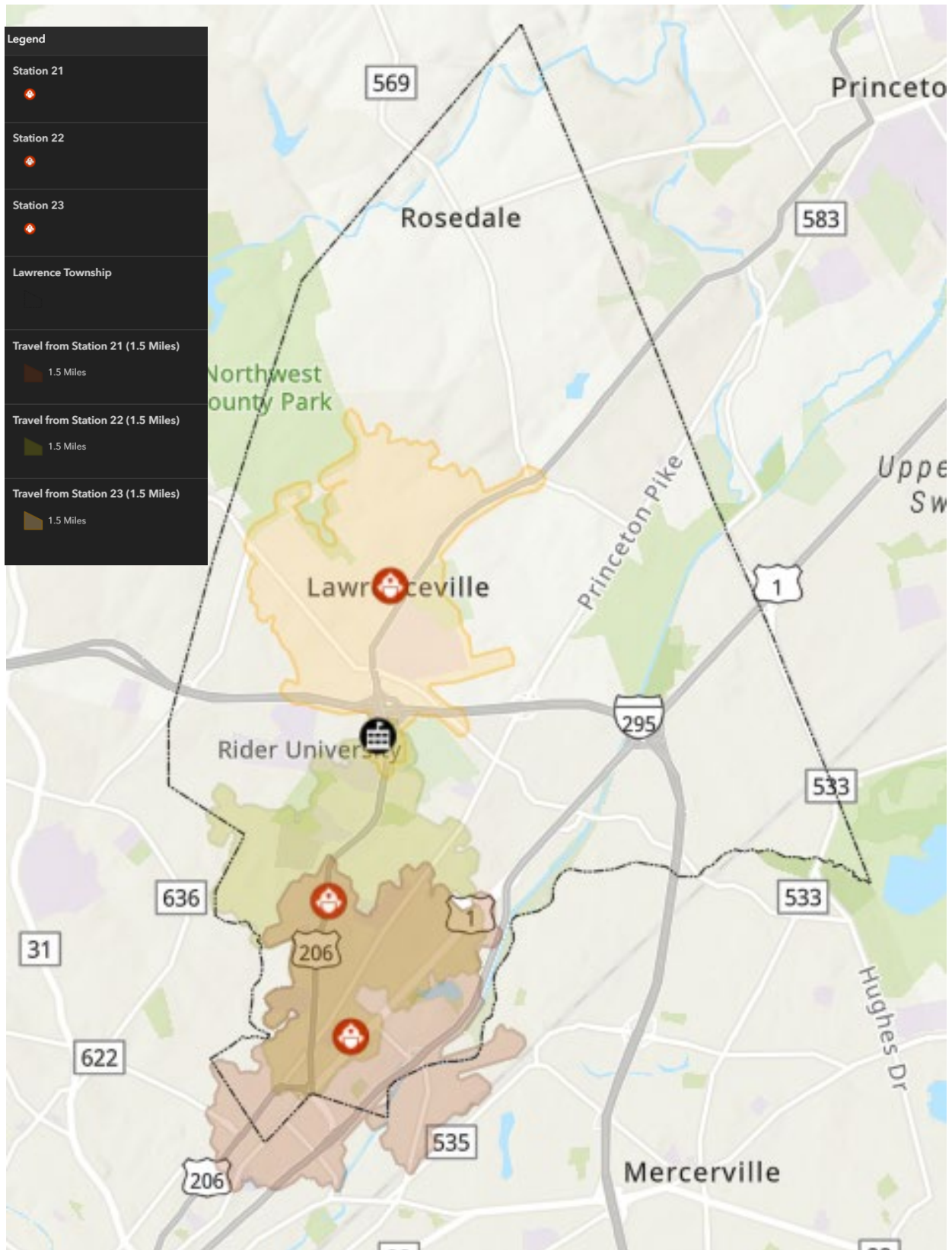
The second map shows the 1.5-mile drive distance from each of the stations. 1.5-mile drive is the suggested standard from the ISO for a fire engine on an alarm. In theory, the best possible coverage would have all buildings within a 1.5-mile drive of a station, but this is not practical in a suburban setting. It is advisable to consider this coverage area when thinking about future station alignment. The maps show that the Slackwood Station and Lawrence Road Station have substantial overlap and that the Slackwood Station's 1.5-mile coverage area goes into Trenton.

The full map is available at: <https://bit.ly/LawrenceTownshipFireEMS>

Location of Fire Stations and Fire Calls for 2025



Location of Fire Stations and Drive Distances



General Operations

At the time of the site visit in mid-February 2026, the career staff typically responded to all calls with the three staffed vehicles. The normal operations included responding with lights and sirens to all calls, regardless of the nature or time of day. The career department operated out of both the Lawrenceville and Slackwood stations routinely. This model changed with the advent of full-time staffing with all responses now coming from Lawrenceville Station

Volunteer crews are not allowed to respond with their apparatus until they have a crew of four firefighters including a qualified driver at the station. All volunteer responses come from the Lawrence Road station.

EMS Service Profile

Lawrence Township EMS (LTEMs) was historically a volunteer ambulance service. The volunteer service operated from 1946 to 2010. However, it has been a fully paid ambulance service since 2010. At the same time, the Township began billing patients for ambulance service. LTEMs has an ambulance crew that is staffed 24/7 and has one ambulance that is staffed from 7 am to 7 pm on half of the days of the week. The ambulance operates out of a station at 165 Pilla Avenue. LTEMs operates three ambulances. LTEMs provides basic life support (EMT level) services.

Personnel

LTEMs has 10 full-time and 30 per diem EMTs. The full-time EMTs work a 12-hour shift on a rotation basis that averages out to 42 hours per week in a pay period. There is reportedly very little churn among the workforce, especially among the full-time staff. Most of the staff, including all the part-time staff, have other jobs in public safety.

The typical staffing is one crew that works a 12-hour shift from 6:00 am to 6:00 pm with another crew coming in at 6:00 pm to work to 6:00 am. They work on a Pitman rotation which averages to 42-hour work weeks with every other weekend off. One group has a second crew that works from 07:00 am to 7:00 pm on a similar rotation. The result is that on half of the days, there are two crews on duty and on other days there is only one crew.

The department is supervised by a full-time EMS Chief who has held the position for 12 years. She is a paramedic, but under state law, can only provide basic life support care at LTEMs. In her role, she provides front line supervision, manages the scheduling and is responsible for ensuring that billing occurs. She is responsible for ordering medical supplies and overseeing all the training for the department.

Station

The EMS station was purpose-built to house the volunteer department and has been used with minimal modifications by the career staff. The 6,800 square foot building was built in 1962. It has four back in bays for the ambulances. The two ambulances on F350 chassis can only fit in the largest back in bay. The other three bays are too short for two of the current ambulances. The station has only one functional floor, but there is an attic for additional storage. There is a natural gas generator attached to the building, and it has a modern key fob entry system. The station has not had a significant upgrade in over a decade and is showing wear from its continuous use.

The station has a commercial grade kitchen. It has no designated space for large training. Equipment storage is spread throughout the building including in the attic with minimal environmental control and there are no designated spaces for sleeping.

Ambulance Fleet

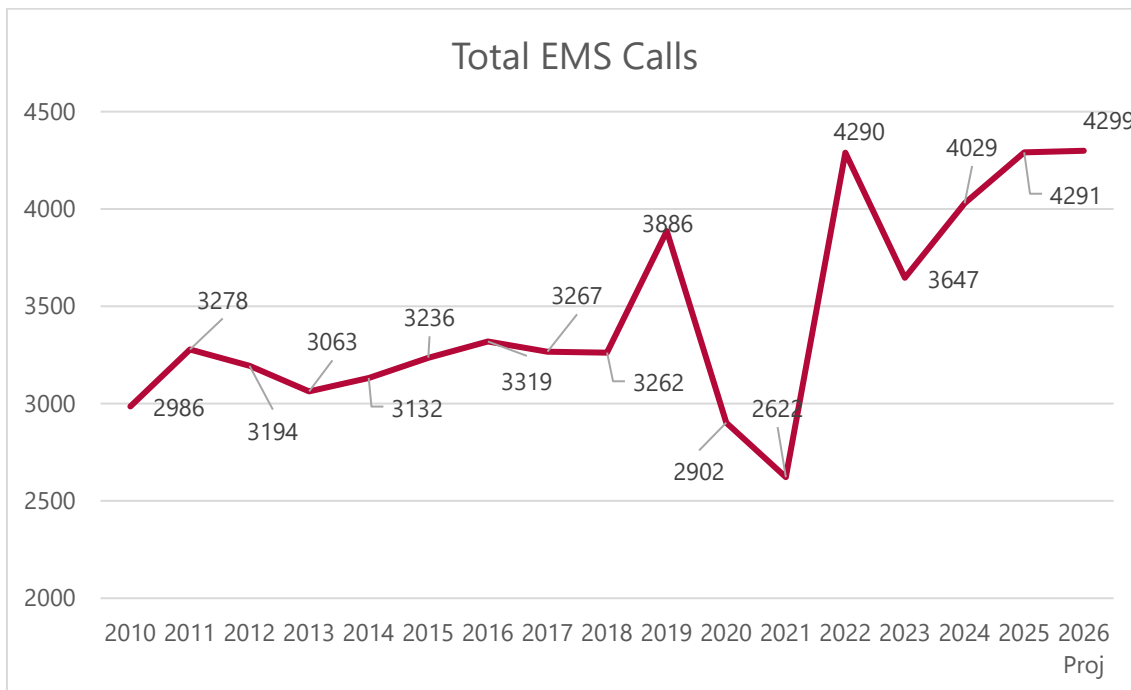
LTEMS owns four ambulances, but one of them is designated as a reserve vehicle. They also have a Kubota utility vehicle, and the chief has a vehicle. The three frontline vehicles have all been purchased in the last four years and have less than 100,000 miles on them. All the front-line vehicles are considered “box type” ambulances (designated Type I or Type III) allowing for a more spacious area in the back to treat the patients.

The table below shows mileage as of June 2026. Only 129-2 or 129-4 can be kept at the station as they only fit in the largest bay. The other one is kept at the Slackwood fire station.

Unit #	Manufacturer	Year	Type	Mileage	Chassis
129-1	Road Rescue	2015	II	123,739	Chevy Van (Reserve)
129-2	Horton	2025	III	14,184	E350
129-3	Road Rescue	2022	I	90,894	F350 (4WD)
129-4	Road Rescue	2024	I	8,667	F350 (4WD)
129-10	Kubota	2020		23	Specialty off road unit
Chief's Car	Ford Explorer	2017		15,651	First responder/ admin Unit

Calls for Service

LTEMS has responded to nearly 12 calls per day on average in three of the last five years. They are on track to respond to 4,300 calls in 2026, based on the calls through the middle of June. The long-term trend below includes a drop in 2020 and 2021 that was common among EMS agencies during the COVID pandemic.



The rest of the data analysis summarized in the following subsections is focused on information taken from EMS Charts Electronic PCRs for 2023 to 2025.

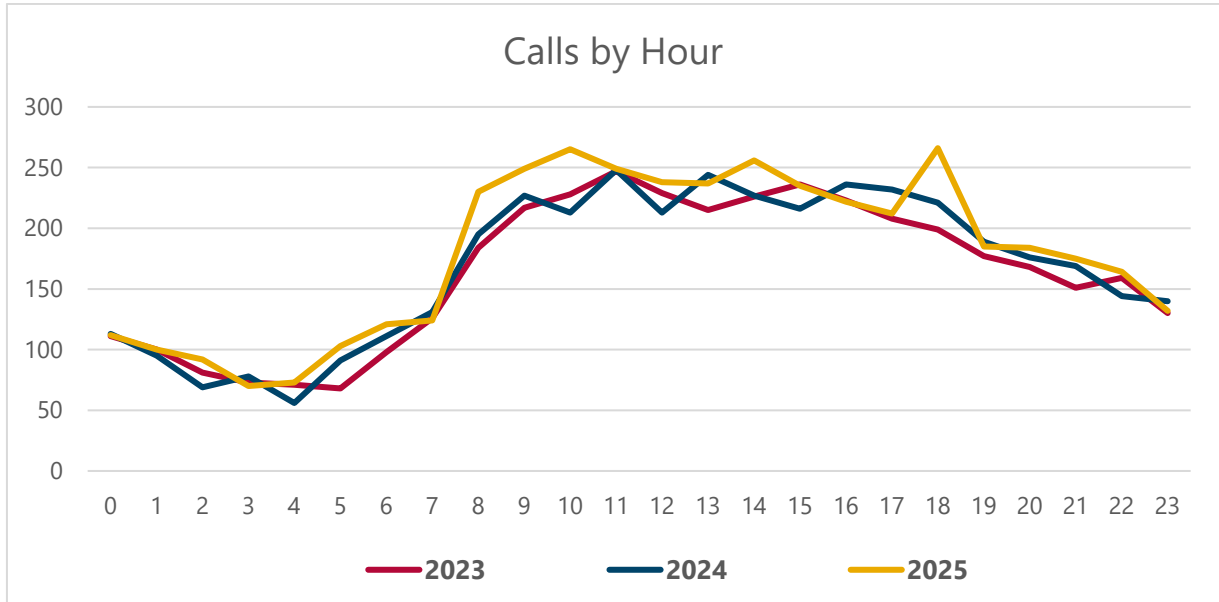
Calls by Month

The busiest months in the last three years were July, January, and December, but no month was an outlier. The average call volume per day by month varied from 9.2 to 13.3. 2025 was the busiest of the three years, continuing the growth seen in the long-term trend.

Calls by Month	2023	2024	2025	
January	307	388	391	1,086
February	276	311	327	914
March	285	310	366	961
April	275	326	340	941
May	340	316	335	991
June	306	334	336	976
July	374	342	413	1,129
August	353	330	359	1,042
September	333	314	344	991
October	375	360	361	1,096
November	317	350	339	1,006
December	384	353	383	1,120
<i>Total</i>	<i>3,925</i>	<i>4,034</i>	<i>4,294</i>	<i>12,253</i>

Calls by Time of Day

The pace of calls followed a common curve for EMS service demand with a plateau starting around 0800 am that continued until about 1900 until it tapered more significantly into the overnight hours. LTEMs adds a second ambulance on about half of the days from 0700 to 1900 to accommodate this plateau.



Calls by Location

LTEMS participates in a mutual aid system to ensure that there is coverage for an EMS request even if the “home” agency is out of service. 85% of LTEMS’s calls were in the Township. The largest destination for mutual aid was Trenton, where about 1 in 20 of LTEMS’ calls were located. Data was not recorded for 4% of calls.

Scene Grid	2023	2024	2025	Total	%
Ewing - 1102	119	68	86	273	2%
Hamilton - 1103	83	66	87	236	2%
Hopewell - 1106	17	16	24	57	0%
Langhorne (St. Mary’s)	3	4	2	9	0%
Lawrence - 1107	3360	3510	3543	10,413	85%
Plainsboro - 1218	1	4	6	11	0%
Princeton Boro - 1109 (PMC)	3	10	9	22	0%
Princeton Township - 1110	17	20	14	51	0%
Trenton - 1111	196	190	229	615	5%
West Windsor - 1113	28	28	29	85	1%
BLANK	98	118	265	481	4%
	3,925	4,034	4,294	12,253	

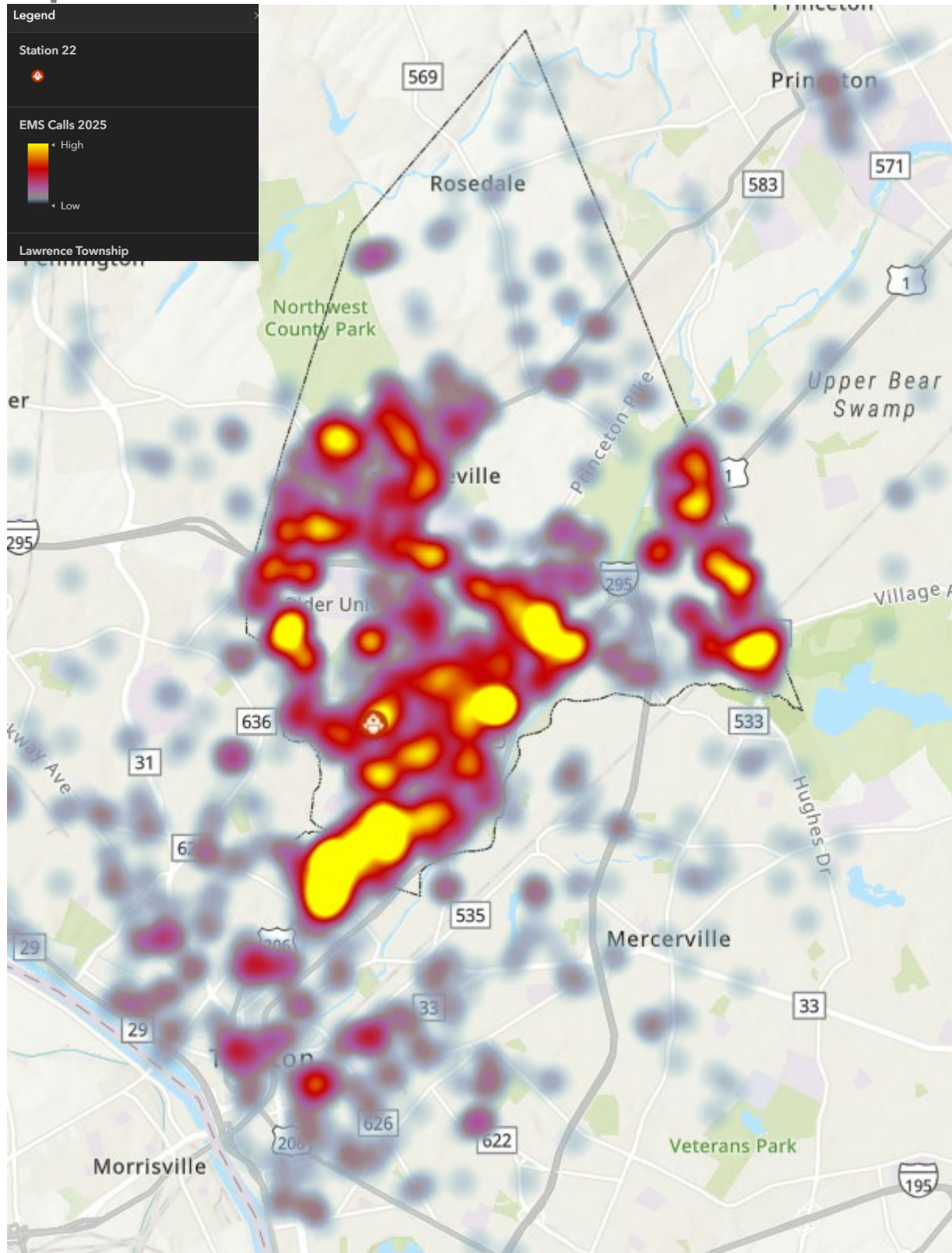
Map of Calls for Service

The following map is a screenshot from an interactive map that allows a viewer to look at different layers such as distances from the stations or municipal center or the density of calls.

The EMS station is located at an adjacent parcel to the Lawrence Road Fire Station, and it shares the same icon on the map. Most of the EMS calls in the Township were in the southern portion of township with a hot spot toward the east near the malls. The map also includes all the calls that the ambulance responded to including those out of the district.

The full map is available at: <https://bit.ly/LawrenceTownshipFireEMS>

Map of EMS Calls for LTEMs in 2025



Calls by Type

There are dozens of different natures of patient complaint based on the information gathered by the dispatch center. The top 25 most frequent natures accounted for 94% of the calls for LTEMs. The relatively generic “sick person” accounted for nearly 1 in 5 calls and fall victim for 1 in 8 calls.

Dispatched As	2023	2024	2025	Total	Share
Sick Person	792	767	780	2339	19%
Fall Victim	425	492	568	1485	12%
Respiratory Emergency	352	384	407	1143	9%
Motor Vehicle Accident	294	296	315	905	7%
Unconscious / Fainting	274	282	298	854	7%
Cardiac	238	282	224	744	6%
Patient Assist	131	119	164	414	3%
Psychiatric Problems	132	110	119	361	3%
Bleeding	100	122	127	349	3%
Seizures	95	120	121	336	3%
Abdominal Pain	118	104	113	335	3%
Overdose	103	91	108	302	2%
Medical Emergency	59	70	121	250	2%
Medical Alarm	88	89	60	237	2%
Stroke/CVA	77	77	80	234	2%
Cardiac Arrest	73	62	55	190	2%
Traffic Accident	38	39	99	176	1%
Unknown Problems	54	64	52	170	1%
Diabetic Problem	57	57	53	167	1%
Assault	42	31	34	107	1%
Allergies	27	39	40	106	1%
Motor Vehicle Accident Rescue Assignment	40	38	27	105	1%
Back Pain	34	21	41	96	1%
Fire Incident (Fire Based Agencies Only)	64	15	8	87	1%
Chest Pain	19	39	28	86	1%

Call Disposition

63% of LTEMs calls resulted in transport to the hospital with the remaining calls being a treatment and cancellation on scene or cancellation enroute to the call. The table below shows the array of potential dispositions for a call. The most common relates to transportation - either alone or with a paramedic from the hospital system. LTEMs handled 49% of calls by EMT level transport (BLS) and only 13% had paramedic (ALS) level transport. Paramedics are typically provided by

Disposition	2023	2024	2025	Total	Share
Assist EMS	6	2	7	15	0%
Assist, Public	1		1	2	0%
Cancelled - Caller	61	61	47	169	1%
Cancelled - Enroute	304	286	283	873	7%
Cancelled - No Crew	2	1	1	4	0%
Cancelled - On Scene, No patient contact	261	286	322	869	7%
Cancelled - Police	30	30	32	92	1%
Cancelled - Prior to Response	96	92	99	287	2%
Cancelled by ALS	5	5	3	13	0%
Dead at Scene - Resuscitation Attempted - No Transport	1	1		2	0%
Dead at Scene - Resuscitation NOT Attempted - No Transport	2	4	3	9	0%
Fire Rehab Assignment	1			1	0%
No Patient Contact (Canceled on Scene)			4	4	0%
Other	128	73	78	279	2%
Patient Dead at Scene-Resuscitation Attempted (Without Transport)			1	1	0%
Patient Refusal by Action	13	8	12	33	0%
Patient Refused Care	494	524	561	1,579	13%
Patient Treated, Released (per protocol)			1	1	0%
Pronouncement	27	36	26	89	1%
Public Relations			2	2	0%
Recalled - Fire Department	1	2	8	11	0%
Recalled other Unit Handled	9	6	9	24	0%
Stand - By	20	23	25	68	1%
Standby-No Services or Support Provided			1	1	0%
Transported By BLS	1,026	1,011	1,013	3,050	25%
Transported By BLS, ALS Cancelled Prox.	66	68	70	204	2%
Transported By BLS, ALS Cancelled Service Not Needed	797	904	1,045	2,746	22%
Transported By BLS, ALS Released	17	11	11	39	0%
Transported By BLS, ALS Treat	514	547	576	1,637	13%
Transported By BLS, ALS Unavailable.	5	6	4	15	0%
Treated, Transferred to Specialty Unit	2	1	2	5	0%
Treated, Transported by EMS	7	13	12	32	0%
Unfounded	29	33	35	97	1%
Total	3,925	4,034	4,294	12,253	

Transport Destinations

Slightly more than 6 in 10 ambulance dispatches resulted in transport to a hospital. The table below shows the transport destination for the calls handled by LTEMs. Capital Health Regional Medical Center was by far the most common destination for transport.

Receiving Hospital	2023	2024	2025	Total	Share
Capital Health - East Trenton SED	1	4	6	11	0%
Capital Health Medical Center - Hopewell	797	800	786	2,383	19%
Capital Health Regional Medical Center	1233	1332	1483	4,048	33%
Deborah Heart and Lung Center			1	1	0%
Penn Medicine Princeton Medical Center	305	321	352	978	8%
Robert Wood Johnson University Hospital Hamilton	92	98	92	282	2%
St Mary Medical Center - Langhorne	2	4	1	7	0%
St. Francis Medical Center	2	1		2	0%
Not Transport	1493	1474	1573	4,540	37%
	3,925	4,034	4,294	12,253	

Calls by Population

Looking at the total population of the Township in 2025, there were about 105 ambulance calls per 1,000 residents. However, the calls were not distributed evenly across the population. Younger residents (below 19) used the ambulance less than 30 times per 1,000 residents while those over 80 used the ambulance 650 times per 1,000 residents.

Age Groups	2025	Calls per 1000	Population
0-9	68	25	2,764
10-19	135	29	4,702
20-29	233	51	4,573
30-39	269	67	4,000
40-49	251	61	4,090
50-59	311	71	4,358
60-64	196	85	2,314
65-69	301	156	1,935
70-79	748	340	2,198
80+	896	650	1,379
Total	4,294	105	32,313

Call Response Time

For the response time intervals, only 2025 was evaluated. Three different intervals were analyzed.

“Chute Time” is the time from when the unit receives the call until it is responding. For a staffed unit, the chute time is typically the time needed to get to the ambulance and respond. For LTEMs, the median was two minutes during the overnight shift and one minute during daytime and evening hours. The chute time for 9 out of 10 calls was 3 minutes or less.

“Travel Time” is the time from when the ambulance starts traveling to the call to when it arrives on scene. The median travel time was consistent at all times of the day at 6 minutes, except for early morning. 9 out of 10 calls had a travel time of less than 11 minutes.

“Response Time” is the combination of the two times described above. LTEMs had a median response time of between 7 and 9 minutes at all times with a 90th percentile between 13 and 14 minutes.

Calls by Hour of Day	Chute Time		Travel Time		Response Time	
	Median	90th Percentile	Median	90th Percentile	Median	90th Percentile
Overnight 00:00-03:59	2 mins	3 mins	6 mins	11 mins	8 mins	13 mins
Early Morning 04:00-07:59	2 mins	3 mins	7 mins	11 mins	9 mins	14 mins
Morning 08:00-11:59	1 mins	3 mins	6 mins	11 mins	8 mins	13 mins
Afternoon 12:00-15:59	1 min	3 mins	6 mins	11 mins	7 mins	13 mins
Evening 16:00-19:59	1 min	3 mins	6 mins	11 mins	8 mins	13 mins
Night 20:00-23:59	1 min	3 mins	6 mins	11 mins	8 mins	13 mins

Mutual Aid

LTEMs does not have a reliable method of tracking when it does not have an ambulance available for a request for service. It was reported that it occurs more frequently during daytime hours than overnights. This is particularly the case on the weekday rotation when there is only one ambulance crew available.

LTEMs responds to a neighboring community on about 15 % of calls. Trenton is the primary recipient of mutual aid with 5% of calls being taken in that city. No scene grid was entered on 4% of calls.

Scene Grid	2023	2024	2025	Total	Share
Ewing	119	68	86	273	2%
Hamilton	83	66	87	236	2%
Hopewell	17	16	24	57	0%
Langhorne (St. Mary's)	3	4	2	9	0%
Lawrence	3360	3510	3543	10,413	85%

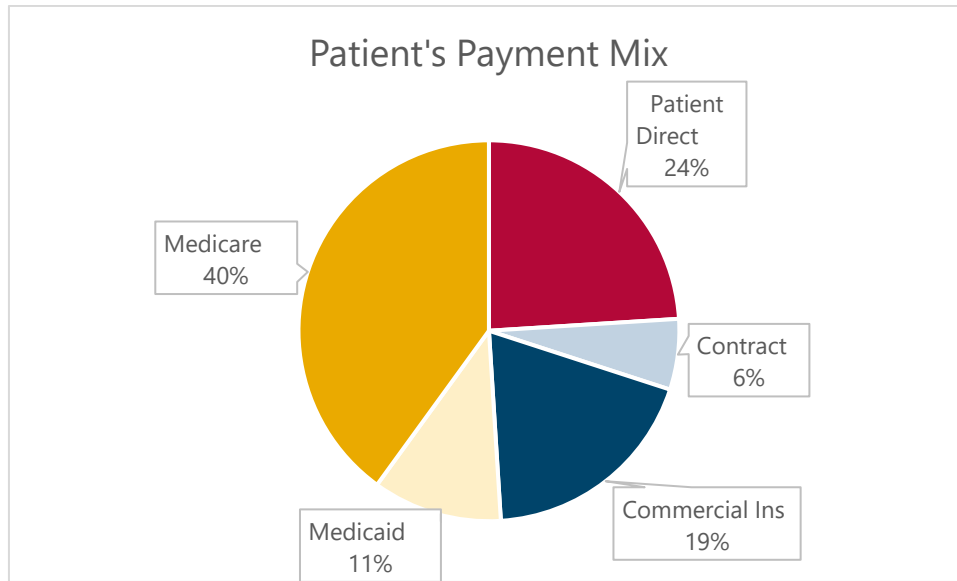
Scene Grid	2023	2024	2025	Total	Share
Plainsboro	1	4	6	11	0%
Princeton Boro (PMC)	3	10	9	22	0%
Princeton Township -	17	20	14	51	0%
Trenton -	196	190	229	615	5%
West Windsor	28	28	29	85	1%
BLANK	98	118	265	481	4%
	3,925	4,034	4,294	12,253	

Patient Billing

LTEMS bills its patients for service. They use Ambulance Reimbursement Systems (ARS) to handle their billing. The payment schedule includes Basic Life Support transport and mileage as well as different rescue categories. The rescue categories are typically applied to motor vehicle accidents that require additional tools and skills provided by the fire department. The payment schedule is summarized on the table below.

Category	Amount
Rescue Stabilization	\$ 950.00
BLS Emergency	\$ 785.00
BLS Mileage	\$ 15.00
Cervical Collar	\$ 25.00
Oxygen	\$ 70.00
Rescue Power Extrication	\$ 1,950.00
Rescue Technical Rescue	\$ 2,800.00

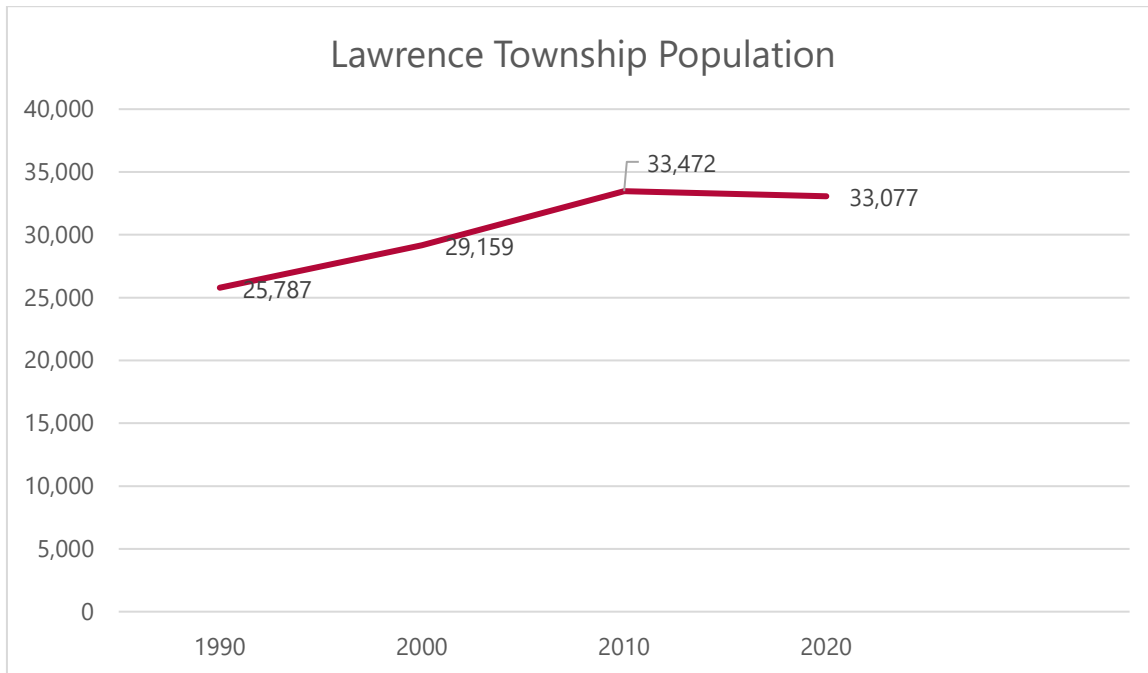
However, despite the payment schedule established by the Township, most insurance companies do not pay the charged rate. For example, Medicare in Mercer County NJ will only pay about \$460 for a BLS Emergency Call (versus the stated \$785.00 in the payment schedule above) and only \$9.40 per loaded mile. For 2025, the average revenue per patient was \$386.02. The table below shows the distribution of the patient's insurance by payor.



Appendix: Demographics

Demographics

The Township of Lawrence is in Mercer County, NJ. According to the 2020 Decennial Census it has a population of 33,077, a decrease of about 1.2% from its 2010 census population of 33,472, but 28% growth since 1990. The population is spread over nearly 22 square miles leading to a population density of 1,523 people per square mile.



Source: U.S. Decennial Census

Incorporated in 1798, the Township of Lawrence has maintained a predominantly White population while the proportions of other racial and ethnic groups remained relatively small. The share of residents who are 65+ in 2020 has increased by 54% since 2000 rising from 3,894 to 6,004. With a growing elderly population, the number of emergency medical calls received is likely to increase.

2020 Census	Lawrence Township, Mercer County, New Jersey	Share of Town Population
Total population (2020)	33,077	
Hispanic or Latino	3,687	11.1%
Not Hispanic or Latino:	29,390	88.9%
Population of one race:	30,627	92.6%
White alone	18,891	57.1%
Black or African American alone	3,897	11.8%

2020 Census	Lawrence Township, Mercer County, New Jersey	Share of Town Population
American Indian and Alaska Native alone	80	0.2%
Asian alone	5,892	17.8%
Some Other Race alone	1,858	5.6%
% White		63.7%
65 years old and over	6,004	18.2%
Housing Units	13,268	
Occupied	12,550	94.6%
Vacant	718	5.4%