



# Joint Fire District

## Pleasant Hill – Newton Township

8 West High Street P.O. Box 139 Pleasant Hill, OH 45359



In July of 2024, the Joint Fire District Board took delivery of an Organizational Assessment completed by S3D Consultants to review the Pleasant Hill-Newton Township Joint Fire District's operations and provide recommendations for improvements for the Organization. This document is intended to share an update as to the execution of recommendations by the consultants and is intended to accompany the final draft of the report that was received and is accurate up to October 26, 2025. The leadership team for our organization is in process of implementing several of the recommendations to improve our operations, ultimately providing the best possible service we can to the citizens we serve. On page 33 of the report, you will find several recommendations given by the consultants. Below, you will find explanations for the recommendations that have either been executed or are actively in process of being implemented in our organization. While not all recommendations are mentioned below, that does not mean that we do not plan to implement them in the future. Budgets, staffing, and operations of our department may cause us to alter the recommendations or determine whether they are applicable to our organization.

### **Recommendation #1. Organizational Identity**

This recommendation outlines the need for the cease of a divide within our organization and unity in the mission of our organization. There has been an inherent divide within our organization. The leadership team met several times and has made it a goal to internally promote unity within the organization. While we see value in employees and leaders focusing on their respective responsibilities within the organization (Fire or EMS), the leadership team has made it a point that mutual respect, appreciation for, execution, and understanding for all facets of the services we provide to the community is vital to exonerate divide within the organization. Discussions of name change have been had; however we decided by implementing a re-branding in the form of an updated Mission and Vision Statement, and establishing unified Core Values for all members of the organization and holding members accountable to those statements and values is a vital first step in addressing this concern. You will also find more evidence in the accomplishment of this recommendation in following recommendations. Accompanying this document is our updated Mission, Vision, and Core Values.



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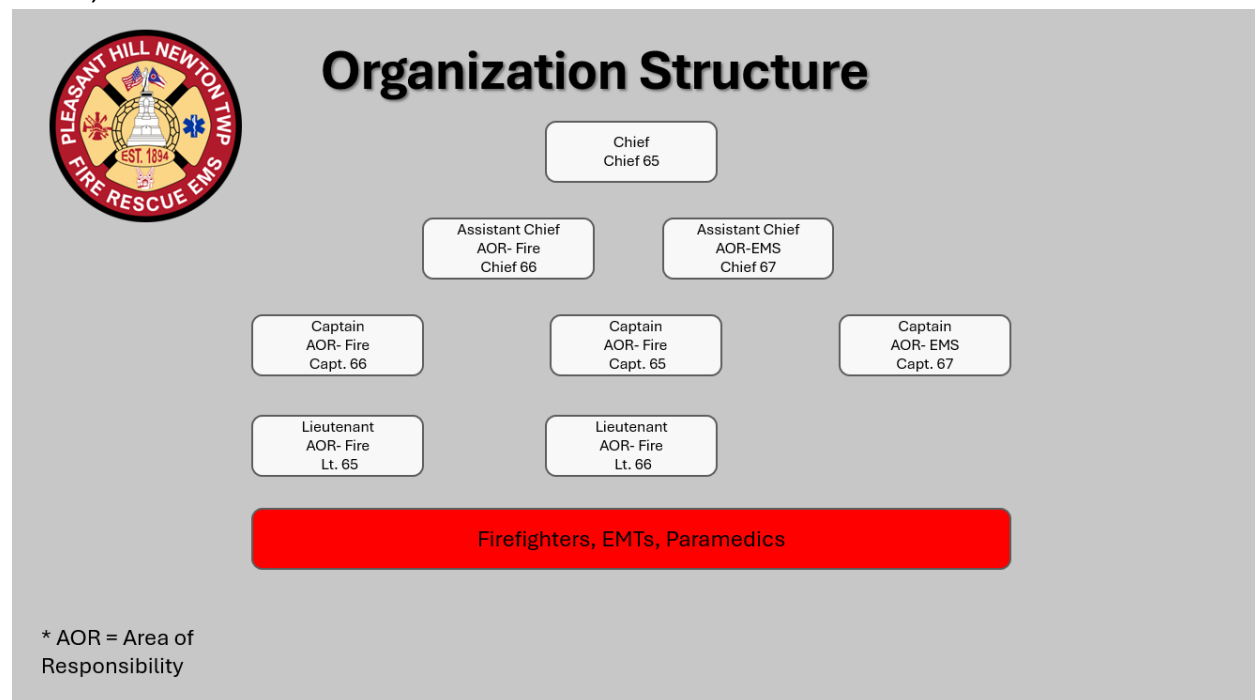
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### Recommendation #2. Organization Re-Structure

An Organization Re-Structure has been in process with approval by the JFD Board of an updated Organizational Chart effective as of the September 2025 Board meeting. Following the retirement of the past Chief in August of 2025, the new Chief was tasked with this. Below, you will see the approved, revised organizational chart. With this, there are no longer fire officers and EMS officers separated. A leader of the Department is a leader of the Department regardless of what Area of Responsibility that Officer holds. In previous positions, a member could be a leader of the “Fire Department” but when that same leader responds to an EMS incident, the title/responsibility was not relevant. This is an example of the inherent divide and confusion that would occur within our organization. The Department is about to begin a promotional process in November of 2025 to promote members to positions of leadership with an expectation of unity and sound leadership qualities as a condition of promotion. We are hoping to have the positions of the Organization Chart filled with quality candidates by 2026. You will see that while each position has an area of responsibility, there is no differentiation as in the past of EMS only officer or Fire only Officer. All members of leadership will work as a unified team for the betterment of the organization and will lead in alignment of our Mission, Vision, and Core Values.





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### **Recommendation #3. Department Policy and Operational Guidelines**

As stated in the recommendation, the Department has utilized the Lexipol Software for Policies and Guidelines for several years. It is the Leadership Team's goal to better implement policies and use them to hold members accountable in the future. A policy update committee is planned to be implemented once the open Officer positions are filled by the end of the year.

### **Recommendation #4. Area of Responsibility Program**

As you can see in the updated Organization Chart above, the Area of Responsibility Program is being implemented. The Leadership Team met the week of October 20<sup>th</sup>, 2025 and made assignment recommendations and distributed the many responsibilities amongst the leadership team as they align with the overall area of responsibility. While an Officer may have a primary responsibility that only applies to EMS for example (EMS Supply), the role will be carried out in alignment to the unified goal of the organization. It has been directed that Officers invite the participation of all members of the organization to accomplish the many tasks that are needed to ensure positive operation of the organization

### **Recommendation #5. Organizational Communications**

Communications within the Department have improved drastically in previous years. Each member of the Department is issued a Department email and is used regularly in conjunction with monthly meetings to share information amongst the membership. Communication is a failing point in almost every organization, and the leadership of the organization continues to emphasize good communication. The department also utilizes the Team Reach App to share calendar events and other information sharing. There are additional projects in process to improve communications.



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### **Recommendation #6. Department Meetings**

Members of the Department Meet several times a month whether it be for Training, Maintenance, or Business Meetings. A shortcoming of the Department is gathering paid EMS staff for meetings. As part of our enhanced communications, we hope to offer regular meetings and offer electronic attendance methods or recordings. The Leadership Team is also going to strive to meet monthly, at least initially to ensure unified momentum in leadership.

### **Recommendation #7. Meeting with Mutual Aid Chief's**

Meetings with our mutual aid partners have been occurring since August 2025 and have been proving positive results. The Chief's are also participating in Miami County Fire and Emergency Service's Chief's Association meetings and are involved in many County subcommittees and projects.

### **Recommendation #8. Strategic Planning**

Many components of Strategic Planning have been implemented. The Leadership has put together a Capital Improvement Plan for the next 15 years, and a plan for annual operational budgeting is in place. The Chief Staff is working on the 2026 operations plan. The outcome of the Fall 2025 Levy will heavily influence our Strategic Planning for the following years.

### **Recommendation # 9. Annual State of the Department**

It is the Chief's goal to hold an annual workshop with the JFD board to accomplish goals and share the Strategic Plan and Budgeting for the following year.



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### **Recommendation #10. Facilities Upgrade**

While we recognize the need for an upgraded facility, it is important to stabilize the operations of the Organization before doing so. In lieu of a complete upgrade, the Department was grateful to receive a volunteer-based remodel of our living quarters to add sleeping quarters, a kitchen, and improved living facilities within our current facility to improve our operation. The Department still is in need of an updated facility in the future, however attention divided operations, and stability currently takes precedence over a new facility.

### **Recommendation #11. Apparatus Replacement Plan**

The Department has included this as part of our 15-year Capital Improvement Plan. Cost saving options such as refurbishment vs. replacement, and re-purposing of equipment is part of that plan.

### **Recommendation #12. Driver's Training**

The Assistant Chief's (AOR Fire) main responsibility is training. Annual Driver's Training and new Hire Driver's training will be implemented. As part of initial certification, driver's training is required, but additional training pertaining to our specific equipment is required.

### **Recommendation # 13. Job Descriptions**

The Chief and the JFD Board is working together to establish Job Descriptions. The S3D Consultants provided templates that are being used to establish these.

### **Recommendation #15. NFPA 1720**

The Organization strives to achieve NFPA recommendations and does so in many facets from replacement of equipment, equipment testing, etc. It is the goal of the organization to meet NFPA standards wherever possible.

### **Recommendation # 17 & 18. Community Risk Reduction & Pre Fire Planning**

This is an area the Department hopes to improve in. While the Department does engage in many areas of this such as Fire Prevention education to school children, Fire Station and Fire Truck Visits, providing CPR training to citizens and pre-fire planning via training at various target hazard buildings, this is an area we see we can improve in and is part of our current strategic planning.



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### **Recommendation #20. Fire & EMS Levy**

The JFD Board is currently attempting to achieve this recommendation via the 2025 Fall Levy for Fire & EMS.

### **Recommendation #22. NIMS Compliance**

All members of the Department are required to achieve NIMS Certificates as part of their initial Fire and EMS training. Many members of the Department hold advanced NIMS certifications. The Department also uses the Incident Command System for incidents in accordance with NIMS.

### **Recommendation #23. Daily Part Time Staff Duties.**

Currently our Part Time Staff do have daily duties ranging from daily apparatus equipment checks, cleaning of the living quarters, and various other assigned duties. Through our updated and enforced policies, we will be able to hold more accountability in this area.

### **Recommendation #16. Recruitment and Retention Program**

It is our goal to establish and execute a positive recruitment and retention program. We are attempting to achieve this in part currently through a recruitment campaign. Unfortunately, we're finding hourly salaries hampering us from achieving this goal currently.

I hope you find that the Department takes the recommendations found in this report seriously, and that we are exhausting efforts to make these goals a reality for our organization. We have already seen strides in operations with the implementations we are working on and look forward to being able to provide the top-level service our community deserves through them.

David Stockler

Chief

Pleasant Hill-Newton Twp. Joint Fire District



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The Officers of the Pleasant Hill-Newton Township Joint Fire District are excited to present the revised and updated Mission Statement, Vision Statement, and the Core Values of our organization, along with definitions of our Core Values for clarification and guidance.

### **Mission Statement**

*"Dedicated to serving the community through commitment and professionalism"*

### **Vision Statement**

*"Striving to be an organization that promotes community involvement and is attentive to the community's trust and needs by providing excellent services"*

### **Core Values**

*"Accountability"* - Accountable to not only ourselves, but to others in our organization, and the community we serve.

*"Commitment"* - To meet the standards of the organization with honesty and envisioned personal conduct.

*"Compassion"* - Recognizing and caring for another's needs above your own.

*"Integrity"* - Doing what is right, even when no one is watching

*"Teamwork"* - Encouraging the success of others by respecting your peers and leadership with a professional mindset of openness and equality.