ORGANIZATIONAL ASSESSMENT

FOR PLEASANT HILL - NEWTON TOWNSHIP JOINT FIRE DISTRICT
MIAMI COUNTY, OHIO

BY S3D PUBLIC SAFETY CONSULTANTS, LLC

Consultants

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TABLE OF CONTENTS

APPENDICES

SECTION I – INTRODUCTION

This assessment was prepared in response to the Pleasant Hill – Newton Township Joint Fire District (JFD) Boards request that S3D Public Safety Consultants conduct an organizational analysis and review of the emergency and non-emergency services provided by the department.

The JFD Board should be commended for realizing significant changes have occurred within the JFD and the emergency services industry with the potential for more in the future. Members of the JFD Board and department are looking for an outside perspective on how the department operates. As one JFD Board member described in our kickoff meeting, "we don't know what we don't know" as it relates to emergency services and "we would like an outside perspective on the JFD."

The primary goal of this assessment is to analyze the JFD's current state and determine how it can continue to provide quality service to the residents and guests of the Village of Pleasant Hill and Newton Township in the most cost-effective and efficient manner.

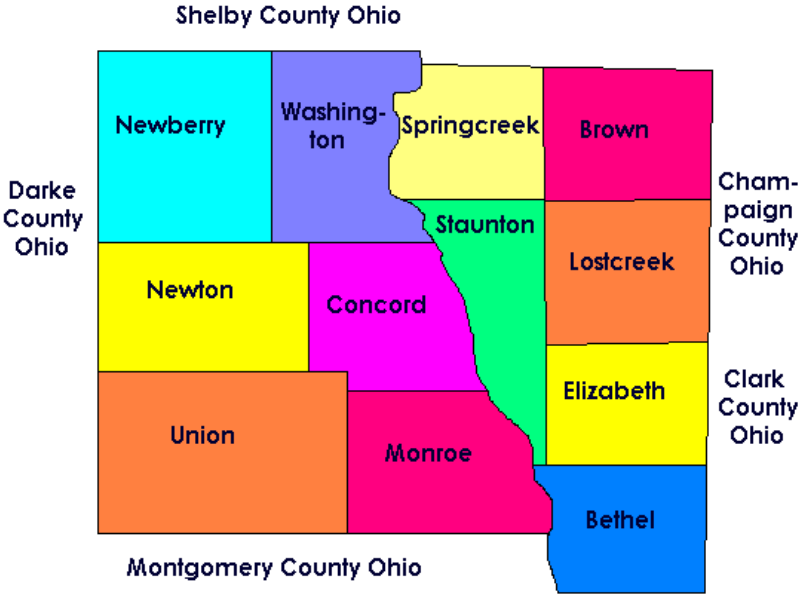
This study examines the current delivery methods for emergency services, options for continuing to provide these services, and recommendations for organizational improvements based on industry best practices and national consensus standards.

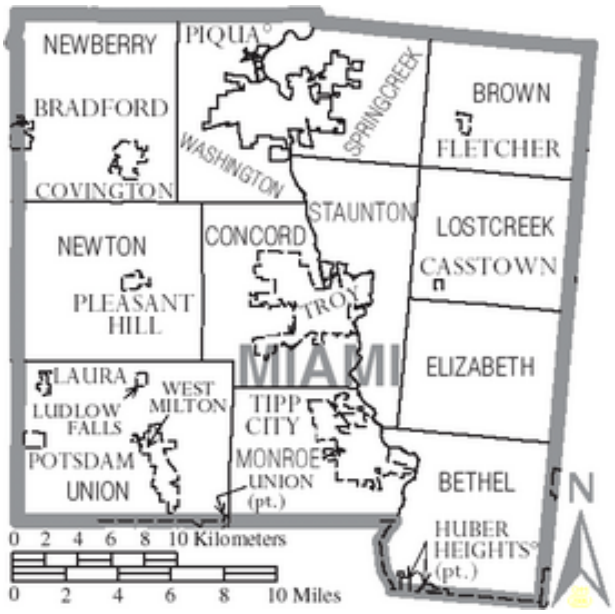
SECTION II – EVALUATION OF CURRENT CONDITIONS

In this section, we evaluate the current conditions of the JFD concerning emergency services. An overview of the village and township, the emergency services currently provided, and the existing department's capital assets.

Joint Fire District Overview

The JFD is located on the west side of Maimi County, Ohio. It borders Newberry Township (Bradford & Covington) to the north, Darke County to the west, Concord Township (Troy) to the east, and Union Township (Laura, Ludlow Falls, Potsdam, and West Milton) to the south. The community is 42 square miles with a population of approximately 3,500 residents.

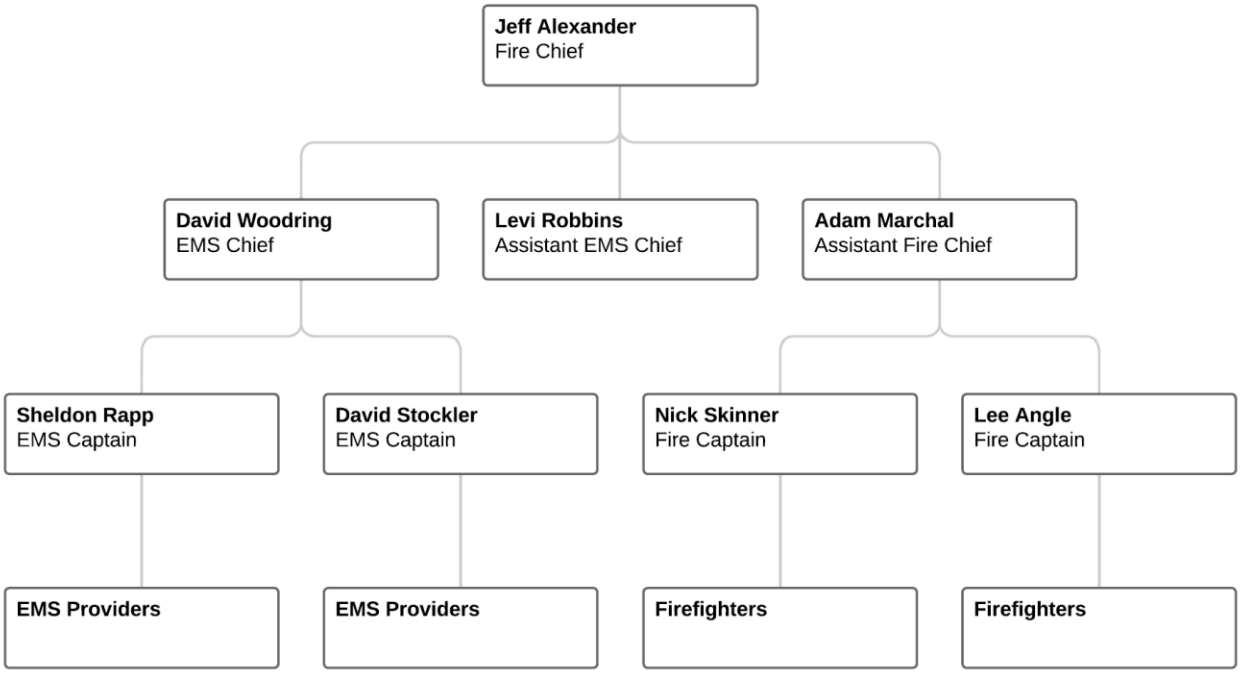




The JFD is a Fire and Ambulance District per the Ohio Revised Code Section 505.375. It is managed by the JFD Board, which consists of elected and appointed representatives from the community. The current Board members are:

- Stan Fesssler, President (JFD at Large Representative)
- Jordan Hess, Vice President (Township Trustee Representative)
- Lane Robbins, Board Clerk
- Matt Gray, Village Council Representative
- Brian Stull, Township at Large Representative
- Doug Gross, Village at Large Representative

The current organizational structure of the JFD is:



The JFD's fiscal year runs from January 1st to December 31st. Its revenue sources consist of Property Taxes, EMS Billing, Fire Billing, Donations, and Grants. The Board Clerk, Lane Robbins, works closely with the Fire Chief, Jeff Alexander to establish annual appropriations to operate the department, which are approved by the JFD Board. When needed, The Miami County Prosecutor's Office acts as legal counsel for the JFD.

Calls for Services

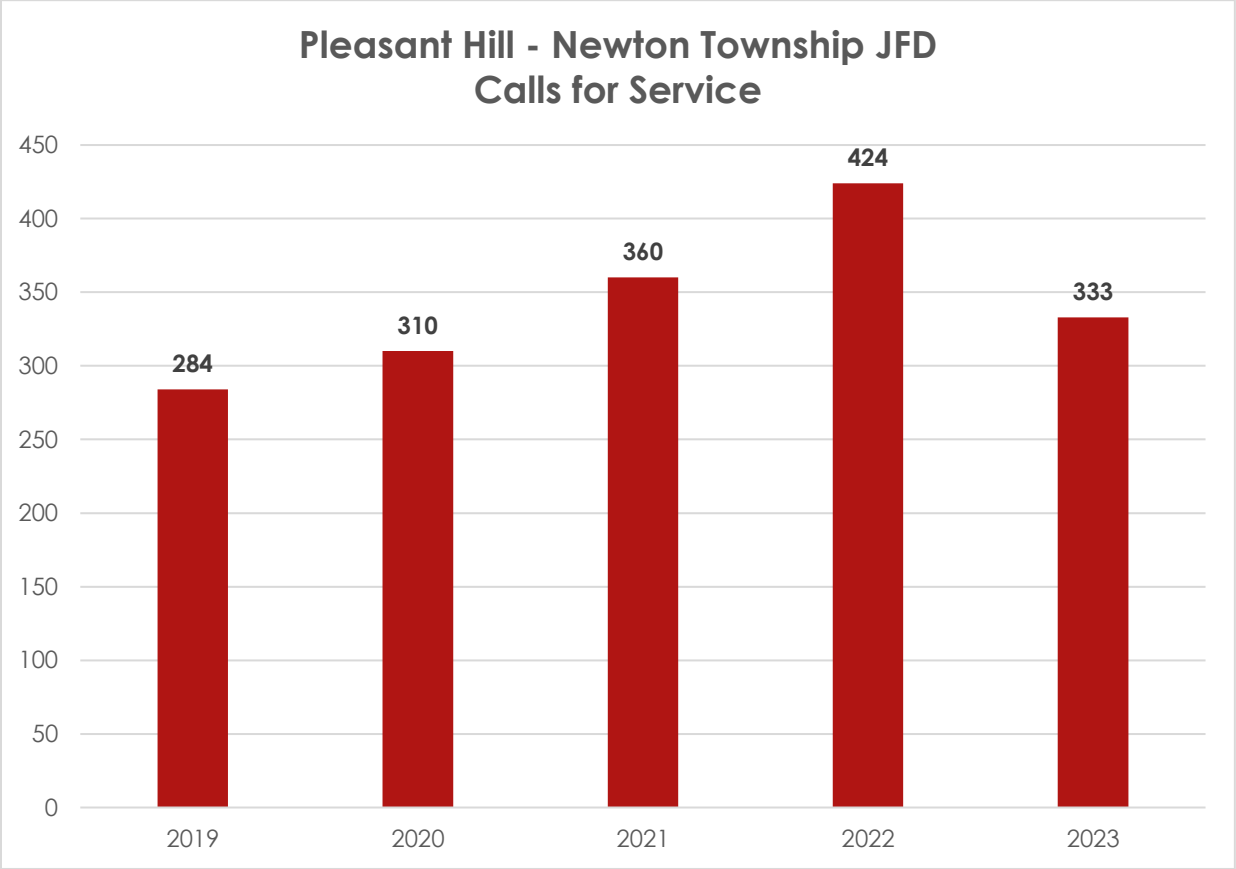
The JFD was established as a Fire and EMS department on May 22, 1984, when the Newton Township and the Village of Pleasant Hill Fire Departments officially merged. The JFD operates as a combination department with both part-time and volunteer members. For a full history of the JFD, see Appendix D.

The department currently consists of 38 personnel operating out of one station. Of the 38 members, 22 are part-time, and 16 are volunteers. However, nine people working part-time shifts also respond as volunteers when available. The station is staffed with two personnel 24 hours a day, 7 days a week.

The average age of personnel is 35 years old, with the youngest being 22 and the oldest being 64.

The department membership has 419 combined years of experience with the average department member having 11 years. The newest member of the department has 1 year, and the most experienced member has 25 years.

Over the past five years, the JFD call volume has fluctuated. In 2019, there were 284 calls for service; in 2020, there were 310 calls; in 2021, there were 360 calls; in 2022, there were 424 calls; and in 2023, there were 333 calls. This fluctuation in calls for service can make long-range planning challenging.



Pleasant Hill Joint Fire District

Pleasant Hill, OH

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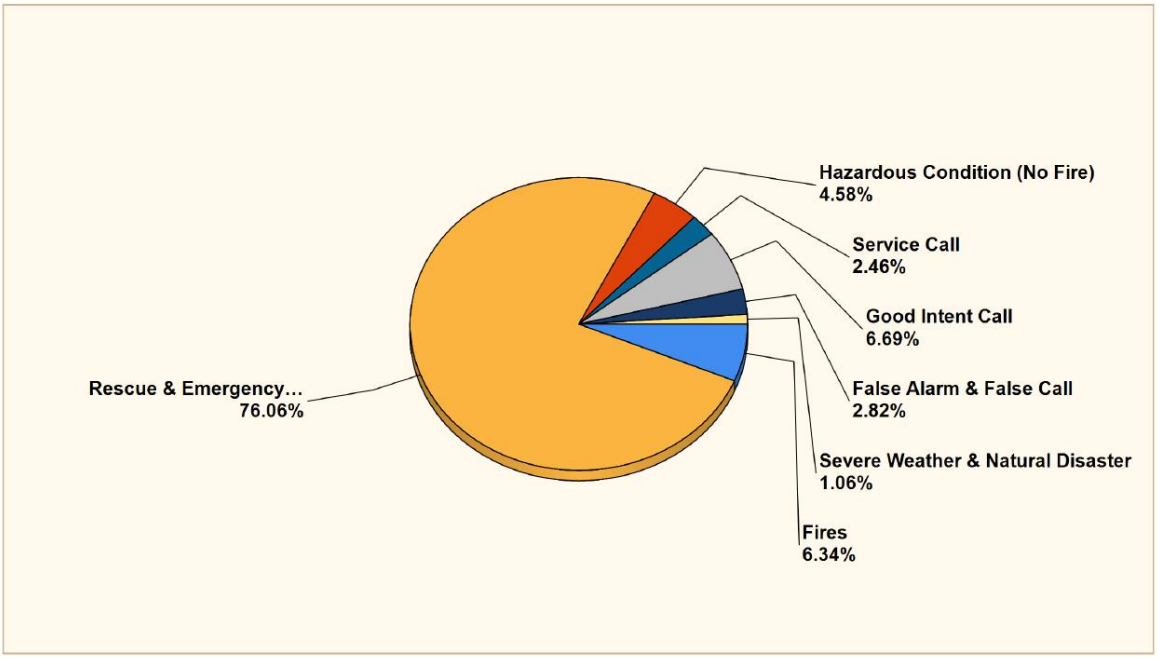
Breakdown by Major Incident Types for Date Range

Zone(s): All Zones | Start Date: 01/01/2019 | End Date: 12/31/2019



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	18	6.34%
Rescue & Emergency Medical Service	216	76.06%
Hazardous Condition (No Fire)	13	4.58%
Service Call	7	2.46%
Good Intent Call	19	6.69%
False Alarm & False Call	8	2.82%
Severe Weather & Natural Disaster	3	1.06%
TOTAL	284	100%

Pleasant Hill Joint Fire District

Pleasant Hill, OH

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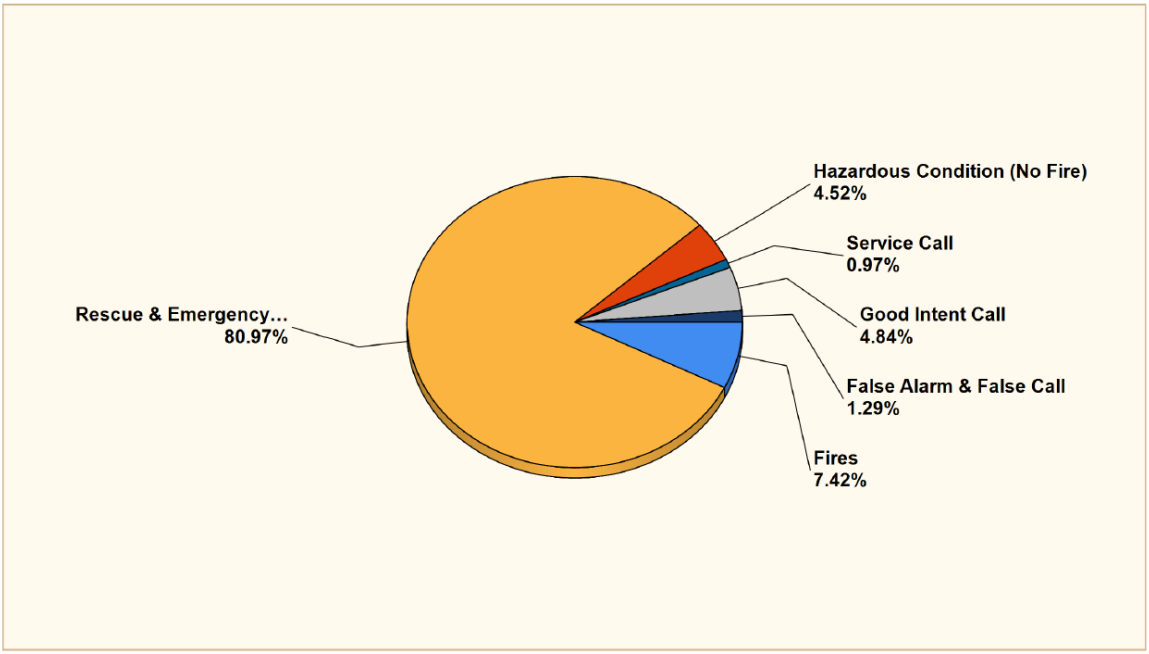
Breakdown by Major Incident Types for Date Range

Zone(s): All Zones | Start Date: 01/01/2020 | End Date: 12/31/2020



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	23	7.42%
Rescue & Emergency Medical Service	251	80.97%
Hazardous Condition (No Fire)	14	4.52%
Service Call	3	0.97%
Good Intent Call	15	4.84%
False Alarm & False Call	4	1.29%
TOTAL	310	100%

Pleasant Hill Joint Fire District

Pleasant Hill, OH

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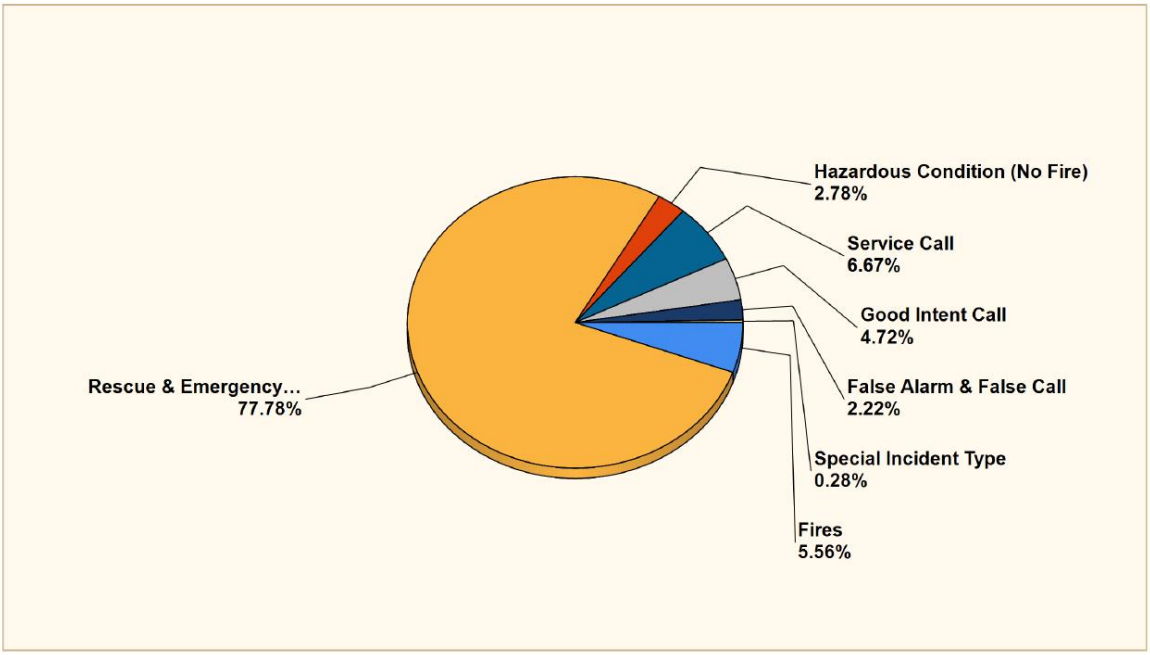
Breakdown by Major Incident Types for Date Range

Zone(s): All Zones | Start Date: 01/01/2021 | End Date: 12/31/2021



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	20	5.56%
Rescue & Emergency Medical Service	280	77.78%
Hazardous Condition (No Fire)	10	2.78%
Service Call	24	6.67%
Good Intent Call	17	4.72%
False Alarm & False Call	8	2.22%
Special Incident Type	1	0.28%
TOTAL	360	100%

Pleasant Hill Joint Fire District

Pleasant Hill, OH

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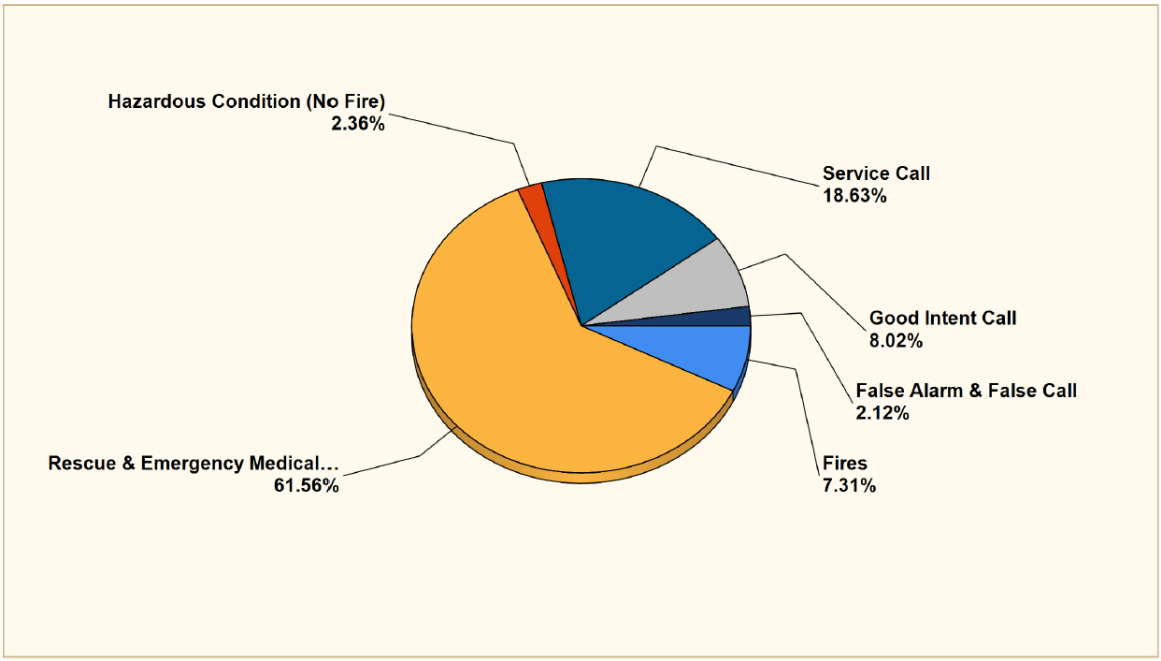
Breakdown by Major Incident Types for Date Range

Zone(s): All Zones | Start Date: 01/01/2022 | End Date: 12/31/2022



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	31	7.31%
Rescue & Emergency Medical Service	261	61.56%
Hazardous Condition (No Fire)	10	2.36%
Service Call	79	18.63%
Good Intent Call	34	8.02%
False Alarm & False Call	9	2.12%
TOTAL	424	100%

Pleasant Hill Joint Fire District

Pleasant Hill, OH

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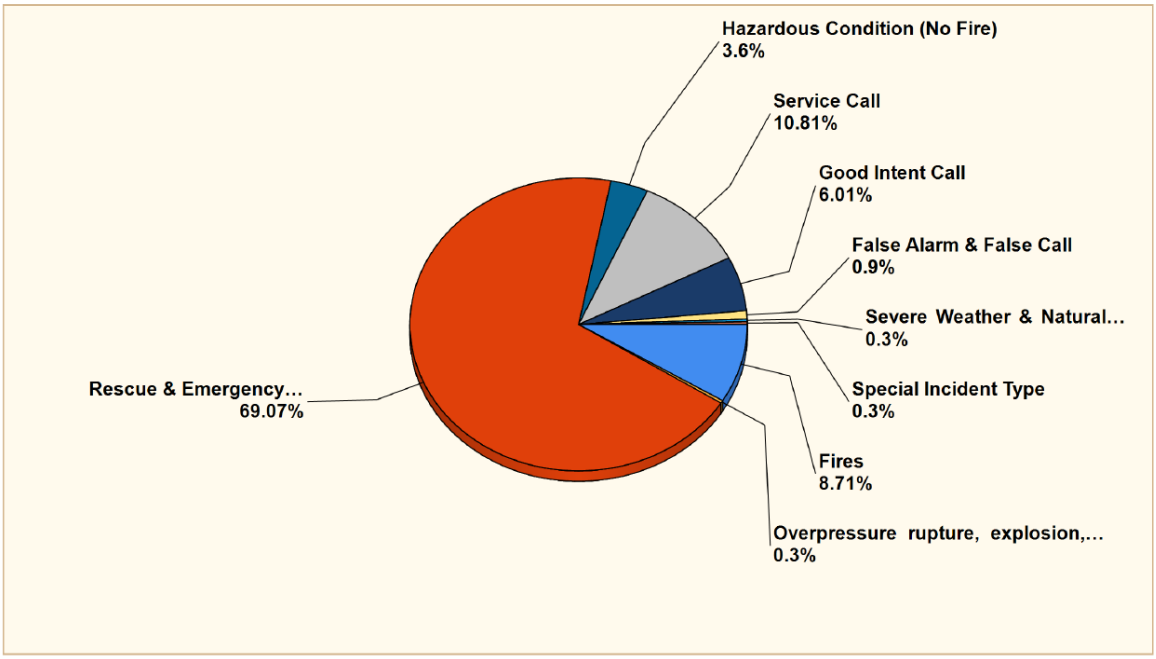
Breakdown by Major Incident Types for Date Range

Zone(s): All Zones | Start Date: 01/01/2023 | End Date: 12/31/2023



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	29	8.71%
Overpressure rupture, explosion, overheat - no fire	1	0.3%
Rescue & Emergency Medical Service	230	69.07%
Hazardous Condition (No Fire)	12	3.6%
Service Call	36	10.81%
Good Intent Call	20	6.01%
False Alarm & False Call	3	0.9%
Severe Weather & Natural Disaster	1	0.3%
Special Incident Type	1	0.3%
TOTAL	333	100%

It is important to highlight that most of the calls for service are consistently "Rescue & Emergency Medical Service". This is common for fire departments that provide EMS throughout the country. While the number of fires has significantly decreased over the years, medical calls have increased. However, an organization entrusted with providing both fire and medical services cannot allow itself to be lulled into putting a decreased emphasis on fire operations. While fires may not happen as often, a severe fire within the community can be catastrophic. That is why it is important to prioritize staffing, a strong training

program, and work collaboratively with mutual aid partners, including regularly training together.

An issue that was brought up by several of the JFD personnel interviewed was the lack of volunteers to handle the more routine type of calls. As shown in the graphs above, there are call classifications for a Service Call, Good Intent Call, False Alarm & False Call. While these calls are not as high profile as a building fire or medical emergency, they are still requests from the community that must be addressed. There was a concern that some people did not want to disrupt their personal lives to manage these more "routine" calls for service. There are still highly dedicated JFD Volunteers willing to make sacrifices in their personal lives when the community "needs" them. However, they are less likely to do so for "routine" calls for service like wires down or an odor investigation.

The challenge of handling these types of calls is becoming more common. Volunteerism is declining across the country, reaching the lowest rate in nearly three decades. This is sounding an alarm for all non-profits, not just volunteer fire departments. It is a well-known fact that it is becoming more difficult to recruit people to work for free. With the cost of living increasing exponentially, people are finding it harder to sacrifice time away from their families or their own personal time to do a job for free. With the increase in training levels for initial certifications and continuing education, recruiting volunteer emergency responders has never been harder.

The JFD needs a strong plan for how they will address these challenges in the future. It's recommended that a formalized Strategic Plan is developed. This will allow for a formalized approach to the direction of the department and allow the JFD to:

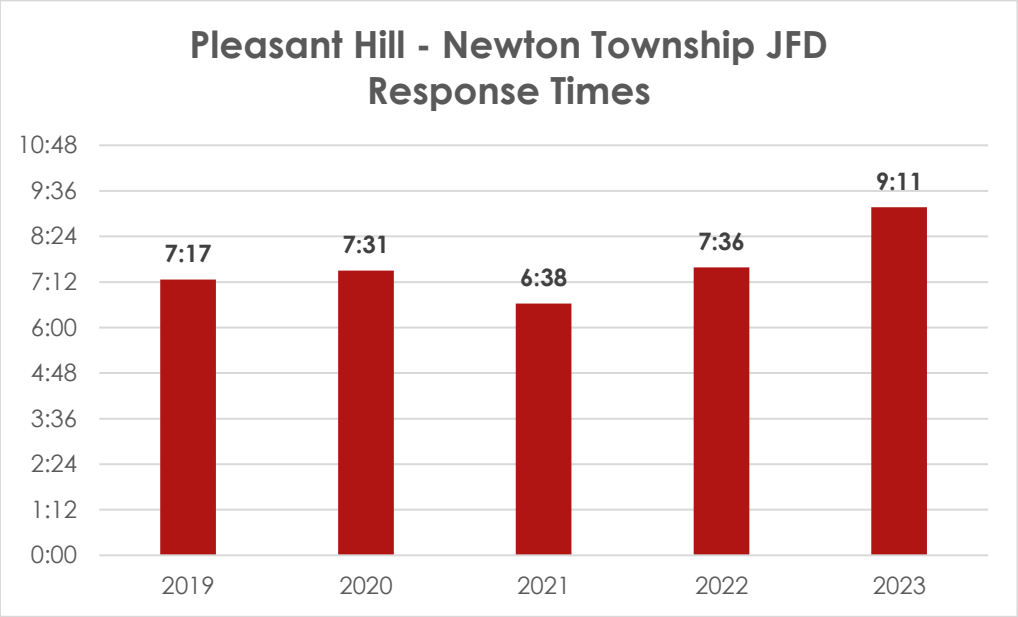
- Align resources to ensure everyone achieves a common vision by aligning organizational resources, activities, and goals.
- Be proactive instead of reacting; strategic planning can make an organization more proactive.
- Improve efficiency: Increase operational efficiency among leadership.
- Improve retention by increasing staff satisfaction through better communication.
- Manage expectations by building trust and communicating what the department members expect.

- Focus efforts by ensuring everyone in the department is working towards a common goal.

The JFD is currently doing a good job of providing services to the community. However, several threats exist within the department. If these threats are not addressed in a proactive manner, the JFD may no longer be able to provide a quality service to the community in the future.

RESPONSE TIMES

Over the past 5 years, the JFD's average response time was 7 minutes 38 seconds. Like the number of calls for service, the time has fluctuated year over year. In 2019, 7:17; in 2020, it was 7:31; in 2021, it was 6:38; in 2022, it was 7:36; and in 2023 it was 9:11.



This response time fluctuation can make it challenging to work towards decreasing the average. Tracking response time data in greater detail would help JFD administrators mine the data in a deeper fashion, allowing for a more detailed analysis of emergency response practices and better decision-making regarding response time improvement. For example, data can be broken down into fire responses and medical responses. This would give the department a better understanding of the difference between response times for in-station staffing and response times for responders coming from home.

The National Fire Protection Association (NFPA) 1720, *Standard on Organization and Deployment of Fire Suppression Operations, Emergency Medical*

Operations, and Special Operations to the Public by Volunteer Fire Departments provides the following response time benchmarks for the minimum staff and timeframe to respond to structure fires:

- **Urban Zones** with >1000 people/sq. mi. call for 15 staff to assemble an attack in 9 minutes, 90% of the time.
- **Suburban Zones** with 500-1000 people/sq. mi. call for 10 staff to assemble an attack in 10 minutes, 80% of the time.
- **Rural Zones** with <500 people/sq. mi. call for 6 staff to assemble an attack in 14 minutes, 80% of the time.
- **Remote Zones** with a travel distance ≥8 mi. call for 4 staff, once on scene, to assemble an attack in 2 minutes, 90% of the time.

With the JFD's reliance on mutual aid to achieve these benchmarks, it is challenging to control all variables. However, one benchmark that can be controlled is the arrival of the first fire apparatus. A goal of 4 – 6 minutes for the first arriving fire apparatus and at least four personnel is obtainable 90% of the time and should be a benchmark for the JFD.

Additionally, the American Heart Association's (AHA) scientific position is that brain death and permanent death start to occur within 4 – 6 minutes after someone experiences cardiac arrest. Cardiac arrest can be reversible if treated within a few minutes with an electric shock and advanced life support intervention to restore a normal heartbeat.

Parsing the response data to at least fire responses and medical responses would allow the JFD to establish a benchmark for comparison with the NFPA and AHA recommendations. Therefore, we recommend the JFD develop two benchmarks for their response times as follows:

Benchmark #1

A goal of 4 – 6 minutes for the first arriving fire apparatus, and at least four personnel, 90% of the time.

Benchmark #2

A goal of 4 – 6 minutes for the first arriving ambulance, with at least two personnel, 90% of the time.

The large size of the district creates many challenges in addressing adequate response times as compared to national standards or comparable communities. With the potential for future growth, it is recommended that the JFD track the location of runs to determine the need and best location for an additional station. If the JFD was expanded to a multi-station model, this data would be extremely useful. This expansion would depend on the growth of the community or could factor into decisions on whether to further consolidate or merge other departments into the JFD.

If the community remains as it is, there would be no need to expand into a multi-station model. However, with many other departments in the region experiencing similar issues, there may be interest in merging the JFD with other emergency service departments in the future. Tracking this data would be extremely helpful when deciding which departments to consider consolidating with.

SECTION III– ASSESSMENT OF CURRENT FACILITIES AND FLEET

The JFD has one station and six vehicles providing emergency services to the community. An ambulance is staffed around the clock, while fire response remains volunteers where personnel are responding from home when available.

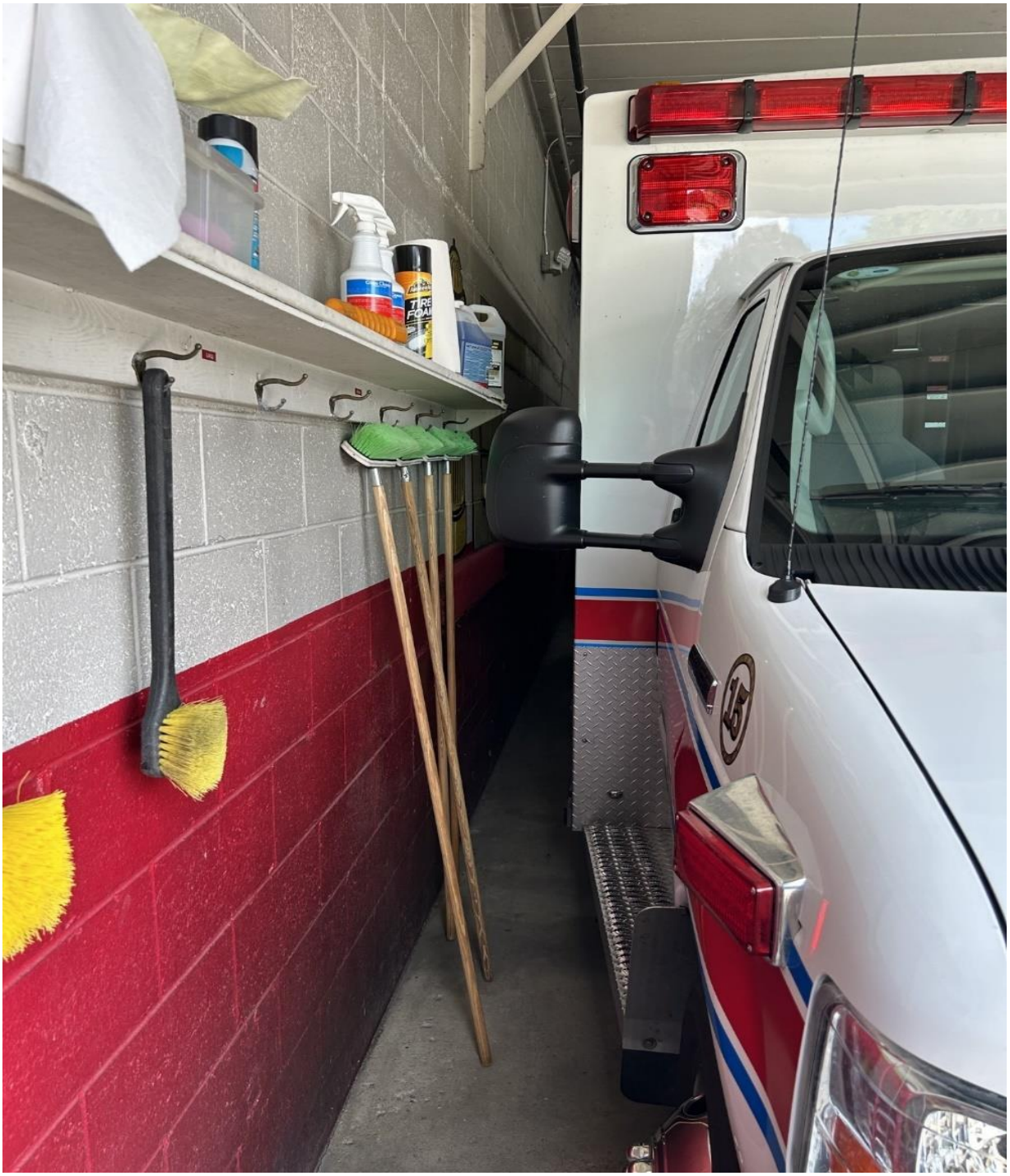
Facility Assessment:

Built in 1950, Station 65 is located at 8 West High Street in the Village of Pleasant Hill. It was originally designed to serve the needs of an all-volunteer department, where personnel responded from their homes to the station to gather a crew for the apparatus and then respond to the emergency scene. The building has been added to and modified through the years to accommodate organizational expansion and meet the needs of the community. Now that the JFD has part-time personnel working 24-hour shifts, the station lacks many necessary items to accommodate in-house emergency response personnel.

Modifications are currently underway to improve this situation. However, some items are impossible to overcome, such as limited space in the apparatus bay, parking lot size, etc. With increased demands being placed on emergency services personnel, the amount of equipment needed to mitigate emergency incidents is growing. Because of this, fire apparatuses are getting larger, creating cluttered conditions in the apparatus bay. These cramped conditions make for a challenging work environment. While the members of the JFD should

be commended for their efforts to improve the environment in the station, it is clear that a new facility is needed to appropriately service the community in the future.

Here are a few pictures showing the cramped conditions of the station:

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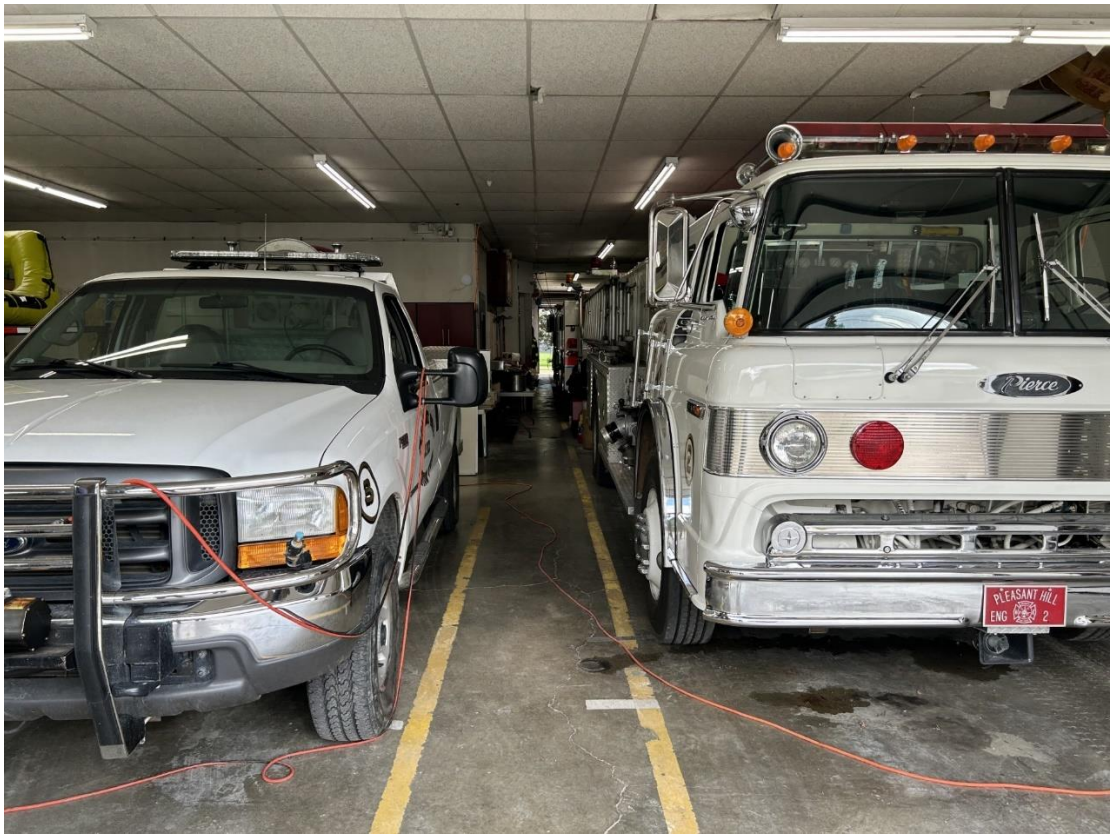
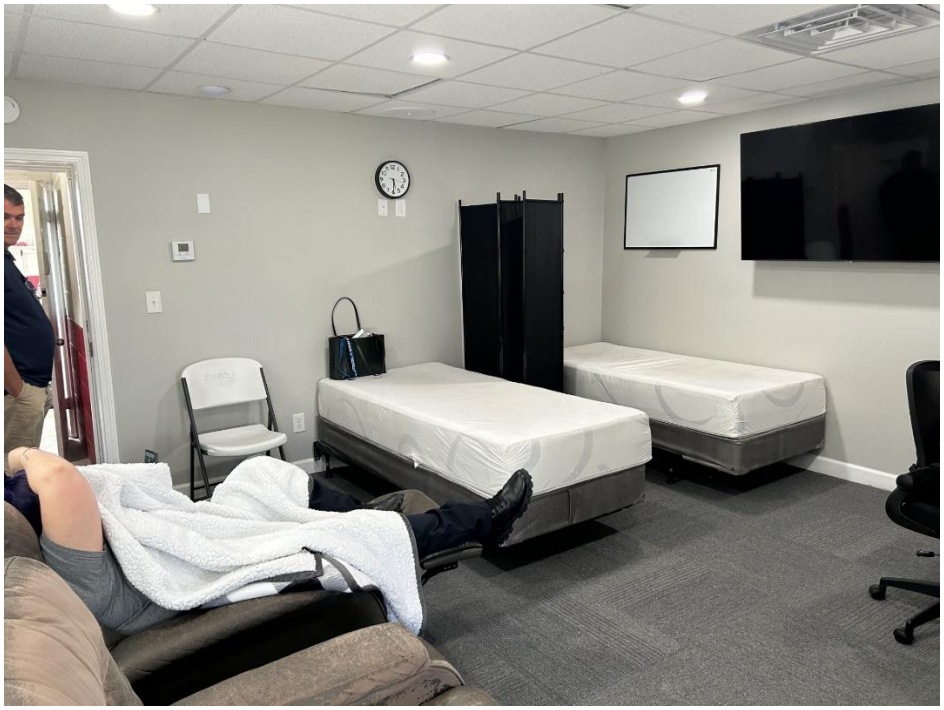
PLEASANT HILL
EMS
NEWTON TWP.


Pierce
PLEASANT HILL
ENG 2


PLEASANT HILL
J.F.D.
NEWTON TWP.

As mentioned, the JFD has tried improving the station conditions to accommodate the 24-hour staffing. The department training room has been converted into sleeping quarters and a report room.



A remodeling project is also in process, including an updated bathroom and shower area, sleeping quarters, and kitchen.

Fire & EMS Fleet:

The JFD owns six vehicles for Fire and EMS service delivery. The average age of the fleet vehicles is 19.8 years old, which is borderline acceptable based on the NFPA 1901, *standard for automotive fire apparatus*, which recommends replacement at 20 years of service.

Apparatus	Year	Make	Pump GPM	Water Tank
Engine 65	2005	Sutphen	1,500	1,000
Engine 66	1989	Pierce	1,500	1,000
Tanker 65	2001	FiroVac	1,000	2,200
Grass 65	1999	Ford	250	350
Medic 65	2021	Ford	N/A	N/A
Medic 66	2010	Ford	N/A	N/A

Fire Fleet:

The fire apparatus fleet is in good condition overall, but the average age is a concern. The average age of the four-fire apparatus is 25.5 years.

Apparatus	Year	Make	Pump GPM	Water Tank
Engine 65	2005	Sutphen	1,500	1,000
Engine 66	1989	Pierce	1,500	1,000
Tanker 65	2001	Firovac	1,000	2,200
Grass 65	1999	Ford	250	350

The department recently sold its 1995 Rescue truck with the intention of putting the rescue equipment on a new pumper. This new pumper will be a Rescue / Engine and is in the process of being purchased. It will replace the 1989 Pierce (Engine 66) when it is delivered.

For departments like the JFD, consolidating single-purpose apparatus into dual-role units is an industry best practice. Instead of having a separate rescue truck and fire engine, merging these two apparatuses into one allows the department to operate more efficiently and save money over time. The downside is the dual-purpose apparatus may be larger than the individual units and have a higher purchase price.

Another future consideration for the JFD would be merging the 2001 Tanker and the 2005 Sutphen Engine into a dual-purpose Tanker / Pumper when they need replaced. While the current tanker offers this, it only has a 1,000-gpm pump. By replacing the 2005 Sutphen and 2001 Firovac with a Tanker / Pumper, the JFD would see many of the same benefits as consolidating the rescue and engine into a Rescue / Engine.

Ambulance Fleet:

The ambulance fleet is in good condition overall, with the average age of the two units being 8.5 years.

Apparatus	Year	Make
Medic 65	2021	Ford
Medic 66	2010	Ford

The department's EMS fleet is appropriate for its size and call volume. One front-line and one reserve ambulance should meet the JFD's needs for many years if the vehicles are properly maintained per the JFD's Capital Improvement Plan, which calls for Fire Engines and Tankers to be replaced after 25-27 years and Ambulances after 20 years. See Appendix A for the JFD's entire Capital Improvement Plan.

SECTION IV – ASSESSMENT OF OPERATIONS AND STAFFING

As part of this project, we conducted multiple on-site visits with members of the JFD, JFD Board, Newton Township Trustees, and the Village of Pleasant Hill's Council. These meetings were intended to learn, understand, and assess the department's challenges, how the JFD operates today, and better understand what the community desires and expects of the JFD in the future.

The first thing we noticed was there is a strong sense of pride for the community during every meeting and interview. Everyone wants the JFD to provide the highest quality of care & service to the community. However, there are differences in how this should be done. Several narratives exist about how the JFD operates and why the department needs additional funding. If the JFD Board asks the voters for additional funding for operations and / or facilities, a clear communications strategy is needed.

While the JFD has challenges and areas in which it can improve, its issues are like those of many other emergency services departments in Ohio. When speaking with the members of the JFD, many people referred to the department's culture as a family environment. And, like most families, there's history. Over the years, issues have created some concerns throughout the community about how the fire department was managed. Whether this history has merit or not is of no benefit to the community or the JFD going forward. The JFD needs to continue to focus its efforts on professionalizing the department. A consistent message heard during the interactions was excitement about the future of the JFD. Many people spoke about the infusion of new ideas and the potential to move the JFD towards an exciting future and away from a polarizing past.

When looking at professionalizing the department, it is important to understand that this is not as much about money as it is about accountability. Being a professional has more to do with performance than pay. While paying workers a competitive wage is important and cannot be downplayed, they also need clear and realistic expectations communicated to them. Then they need to be held accountable for these expectations. And everyone in the organization from the top to the bottom needs to be held accountable for meeting these expectations.

The challenges facing the JFD can be summarized as the community's emergency services needs are outgrowing the current service delivery model. The available staffing and existing facilities that have served the community for

decades will not meet the needs of the community for much longer. Many of the identified issues could be called "growing pains." Growing pains are meant to hurt, but if effectively managed, they are temporary, and eventually, the pain goes away. This is why it's crucial for the JFD to have a plan to manage these issues going forward.

Staffing:

Staffing is an issue that challenges almost every emergency services organization in the country. Departments struggle to recruit, train, and retain the necessary personnel, and the JFD is no exception. National fire and EMS department staffing standards exist based on scientific experiments measuring efficiencies and industry best practices. The JFD Board must choose a staffing model that balances suitable response capabilities with an acceptable operating cost. Finding the right balance for the community can be difficult. A primary challenge is determining what most of the community wants, as opinions differ on what constitutes an acceptable level of service compared to an acceptable level of revenue created primarily by property taxes.

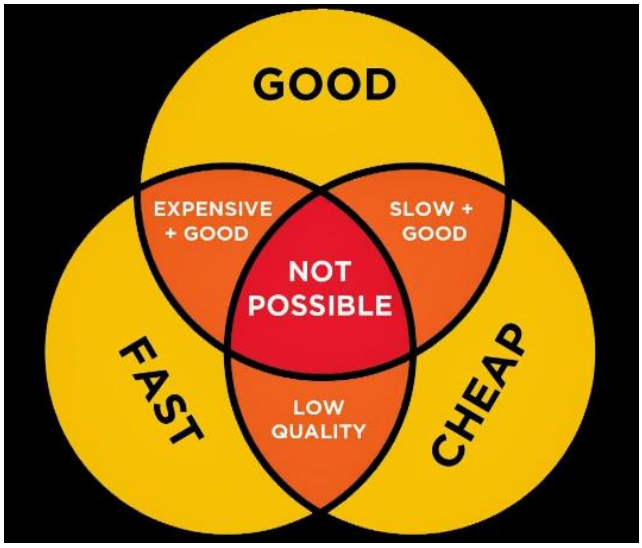
The job of the JFD Board and the department's administration is to give the community a technically correct fire department based on what they believe the community's needs. Then the JFD Board and administration needs to communicate how this technically correct emergency services department will operate and what it will cost. After this is done, it is up to the voters decide if that is the service level they want. Ultimately, you can only give the community the level of service they are willing to pay for.

When people call 9-1-1, they expect trained personnel to arrive quickly with the proper tools and equipment to mitigate their problems. The challenge facing the JFD is that our society has changed, and you cannot continue to operate like you have in the past. This societal change will challenge the JFD community to consider paying more than they have historically for emergency services or accepting a significantly decreased level of service. Highly skilled emergency services personnel and fast response times are what saves lives and property.

GOOD / FAST / CHEAP

The JFD Board needs to understand that providing a quality emergency service to the community relies heavily on response times and staffing. The department has a station and vehicles, but those two items do not extinguish a fire or

provide quality patient care. The department's ability to extinguish a fire, adequately treat a patient, or provide other emergency services to the community depends on adequate staffing, training, and the appropriate vehicles to provide the best service possible. This graphic is a visual representation of the cost and service delivery of an emergency services department.



The JFD desires to have a **GOOD** Department. However, it is important to understand that a crucial part of being **GOOD** is being **FAST**. And being **GOOD** and **FAST** is not **CHEAP**. This is where the challenge becomes the most difficult when developing the desired deployment model for the JFD. With money being a finite resource, it's crucial to define the community's expectations for service delivery so proper planning can occur. This is why finding balance is essential. Fast and good emergency services for the residents, businesses, and guests of the JFD is desired. How much the taxpayers are willing to pay for that level of service is a separate question.

Using NFPA and AHA guidelines will assist the JFD Board in answering the question of what level of service is acceptable. Using national consensus standards will remove "opinions" from these decisions. NFPA standards and AHA guidelines are written to benefit the residents and taxpayers, which is why an emergency services agency exists.

The JFD is currently doing a good job of providing in-station ambulance staffing while still relying on volunteers for fire responses. This will need to be the service delivery model for a while.

However, when looking towards the future staffing needs of the JFD, there should be three primary goals to strive for (1) staff the in-station crew with three personnel who are dual trained, (2) have an on-call duty officer available to respond in a command type vehicle to provide proper incident management and provide the JFD with consistent and quality around the clock supervision, and (3) hire a part-time Fire & EMS Chief who is dual certified in firefighting and emergency medical services (preferably a paramedic).

Goal #1 - Staff the in-station crew with three personnel who are dual trained

The three dual-trained personnel are certified in both firefighting and emergency medical services and can provide an increased level of service. This crew will be able to respond to whatever type of call comes in. The crew can respond with the appropriate fire apparatus if it is a fire call. For medical calls, the crew would respond in the ambulance. Requiring dual certification may cause an increase in hourly wages, which is offset by the increased level of service provided to the community. Therefore, this cost should be considered an "investment" into the community's safety and not just another organizational "expense". This allows the JFD to get more "Bang for their Buck" by paying one person to do two jobs (fire and EMS).

Goal #2 - Have an on-call duty officer

The on-call duty officer would place an officer from the department "on-call" from their home to handle any supervisory issues that must be addressed. They would function as the incident commander during emergencies, stop by the station regularly to ensure things are operating as expected and handle any other issues that arise while conducting day-to-day business.

This person will also allow for the department to meet Benchmark #1 "*A goal of 4 – 6 minutes for the first arriving fire apparatus, and at least four personnel, 90% of the time*". With three on-duty personnel and an on-call duty officer arriving on the scene, this allows the JFD to meet the two-in / two-out rule established by the Occupational Safety and Health Administration (OSHA) for personnel entering atmospheres that are Immediately Dangerous to Life or Health (IDLH).

While Ohio is not an OSHA state, if something were to happen to a firefighter operating in an IDLH environment without two-in / two-out established, the department would have to answer why they allowed this to happen.

Goal #3 - Hire a part-time Fire & EMS Chief

The part-time Fire & EMS Chief would solve many of the administrative frustrations that currently exist within the department. During our interviews, several department members expressed frustration with the quality of training, lack of communication, and other administrative-type items that were not taking place.

There was no animosity towards any one person or thing. The general theme was that there is a lot of administrative work that needs to be done, and nobody has the time to do it, especially for free. Hiring a part-time chief is a good starting point and would go a long way toward addressing these issues.

Implementing these three programs would be a significant step towards professionalizing the department and improving the community service level. The goal is for the JFD to transition from the staffing model on the left to the staffing model on the right.

Current Staffing: 2 Personnel Per Shift	**Future Staffing: 4 Personnel Per Shift**
2 - EMS Personnel	1 - on-call Duty Officer
All Volunteer Fire Response	1 - Firefighter / Paramedic
	2 - Firefighter / EMT's
	Volunteer Fire Response

The JFD is currently facing several organizational issues. Many of these issues would be addressed by achieving these three goals. However, it will take time to implement additional staffing and voter approval to acquire the additional funding. Once a levy is approved to fund additional positions, the staffing model should be implemented with the understanding that the staffing plan should be phased in over time and work in conjunction with constructing a new station and replacing outdated apparatus.

Training and Professional Development

When speaking with department personnel, there were multiple concerns about the current level of training. While this is typical in organizations experiencing change and growth, it is not an area to be ignored or underfunded. In emergency services training, there is a philosophy that you can never train

enough for a job that can kill you. In this line of work, training never stops and never should. Managing the training schedule and delivery would be one of the main priorities of the new part-time Fire & EMS Chief.

Training Program Development

First, the department should read and review the Insurance Service Organization (ISO) training requirements in Appendix E. This is a good starting point, and these are the minimum standards all fire departments should meet. Receiving a good ISO rating score may help control insurance costs for your community. A community's ISO rating can directly correlate to how much property owners pay in insurance premiums. The JFD's most recent ISO score does not assess the fire department operations, deployment, and training in a good light, further supporting the need for more training.

Next, the organization should look at the continuing education requirements that are law in Ohio. Each certified firefighter, EMT, paramedic, fire inspector, and instructor must receive a minimum number of continuing education hours every three years. The ISO and state-mandated continuing education standards should not be considered the goal. They should be considered a starting point. Additional and more advanced training must be conducted regularly to address the different responsibilities and types of emergencies responders could face.

Ohio has an excellent Fire Academy (OFA) with many courses that teach firefighters and help fire officers manage their organization. The National Fire Academy (NFA) is also a FREE resource for Fire and EMS agencies to take advantage of. The NFA has specific training courses for company officers, EMS supervisors, and chief officers. Under professional development, we will talk more about how the JFD could utilize the OFA and NFA by encouraging its staff, especially command staff, to seek advanced training and certifications.

Driver / Engineer Training

A comprehensive training program for ambulance drivers and fire apparatus driver/engineers should be implemented to include a classroom defensive driving course, road course, pump operations, drafting, and rural water supply. This program shall be verified with both practical checkoffs and written testing. The department should use the ISO guidelines for driver/operating training as it would benefit the department and the community both operationally and in

future ISO evaluations. More firefighters are injured and killed in auto accidents responding to or returning from runs than almost any other fire department activity. A thorough plan must be developed and implemented.

Every time a truck or ambulance leaves the station for a non-emergency response or activity is an opportunity to train drivers. Inexperienced drivers could be driving back from every run when the crews run errands or when training occurs.

There are many online resources that can assist with developing a driver training program, as well as schools and private companies you can contract to provide the training for you.

Once you are at an in-station staffing model of three cross-trained personnel, it is a realistic expectation that every firefighter be trained and qualified to drive and operate every vehicle in the entire fleet. Many organizations require driver training as a condition of employment to get off probation and receive pay increases.

Live Fire Training

The JFD should conduct live fire training with each firefighter at least annually. Structure fires in the JFD are low frequency but high-risk events. These low frequency / high-risk events must receive considerable attention to avoid injuries and / or fatalities. The department must recognize the importance of regular hands-on live fire training. Mutual aid departments should also be invited to the training as no department in the regional functions alone on a structure fire. You must train how you operate in the real world with the people / agencies you respond to in real-world situations.

Auto Extrication Training

The JFD should partner with a tow company or junkyard to provide vehicles for auto extrication training. With numerous high-speed rural roadways, the potential for complex auto extrications in the JFD is both high-frequency and high-risk. Crews must be extremely proficient at this, so regular training is a must.

Professional Development

Professional development refers to the training and certifications department personnel receive after they are already members of the organization. These courses exceed the average Firefighter, EMT, or Paramedic class. They are

designed to prepare firefighters to be fire officers, fire officers to be command officers, and command officers to become chief officers. Many different programs are available to the JFD through the Ohio Fire Academy, National Fire Academy, community colleges, and private training groups.

The JFD should amend every job description to include progressive professional development, which prepares employees for their role in the organization and for the next step. Through professional development, an organization's succession plan begins. Over time, it will be more straightforward and obvious who is upwardly mobile within the organization and who is not.

The Fire Officer 1 – IV program is offered through various entities. All officers should have fire officer training. Typically, Firefighters who want to be Lieutenants or act as officers in charge, take the Fire Officer I course. Lieutenants and Captains take FO II, and Chief Officers or those aspiring to be Chief Officers, complete a FO III & IV course.

The Ohio Fire Executive (OFE) program is an excellent program. This two- and half-year program includes five in-person sessions every six months in Columbus for four days at a time. During the six months between classes, there are reading assignments and individual & group projects to complete. To complete the program, students must complete an applied research paper on an issue or problem in their organization. The OFE program is considered the highest level of training and certification for a Chief Officer in Ohio. It is highly recommended that all future Fire & EMS Chiefs be considered for the OFE program through the Ohio Fire Chiefs' Association.

The Executive Fire Officer Program (EFO) through the National Fire Academy in Emmitsburg Maryland is like the OFE program but requires the person to be gone for longer intervals. It also requires a bachelor's degree to be accepted into the program. However, this program is free except for meals.

National and State Conferences

Attending national and state conferences also helps to round out a person's professional development. Although these programs can often be expensive with travel and hotel costs, sending employees to these conferences with the intent that they return with new knowledge and skills to teach the other employees at home is a worthwhile investment. One of the best examples is the Fire Department Instructors Conference held each spring in Indianapolis. There

are more than 300 classrooms as well as hands-on classes conducted over six days.

Fire and EMS is still a blue color job when the tones alert for an emergency. However, a fire or chief officer's knowledge, skills, and abilities require advanced knowledge. Personnel who want to be the organization's leaders need to invest in themselves. And the JFD needs to invest in them. This will develop your people into effective leaders who know how to communicate and move the organization forward in a professional manner.

Communication

Most personnel interviewed expressed concerns about communication within the department. This is not uncommon and exists in many agencies. Personnel should be encouraged to overcommunicate to ensure messages are being seen and heard by as many people as possible. There is more technology available to help us communicate than ever before. However, communication is consistently listed as a problem in many organizations.

The Lexipol policies came up multiple times during the interviews. There seems to be confusion among department members about where these policies are located, who should follow them, etc. Clearing this up should be made a high priority of the JFD. Loosely followed or unclear policies are a big liability to an organization.

Accountability:

Several personnel expressed concern about the need for more accountability within the department. A growing organization must have clear policies and guidelines that hold all personnel accountable. A progressive disciplinary process should be established and used to effect behavioral change when necessary. Initially, the process should involve coaching and counseling to correct improper behavior. If this does not work, the process should transition into punitive action when necessary.

Officers and senior department members are responsible for setting expectations and unilaterally enforcing rules. Without rules, there is chaos; without accountability, there will also be chaos. Regardless of a person's rank, time in grade, or years of service, <u>all</u> department members must be held accountable to the organization's policies, guidelines, and expectations.

SECTION V – RECOMMENDATIONS

These recommendations are not listed in any specific priority order.

Recommendation #1 – Organizational Identity

An organization's identity is important to both the people who make up the organization and the community it serves. It appears that some members of the community are unclear about who provides what services for the JFD. Some members of the community still think the Fire Department and the EMS Department are separate entities and are unclear who provides what services to whom.

Some confusion also exists within the JFD itself. Many people interviewed refer to the fire department, EMS department, and Fire Association as separate entities serving their own specific interests. This needs to be fixed! There is a clear divide within the organization between the volunteer firefighters and the on-duty EMS staff. Work needs to be done to close this gap to bring the organization together. If this is not done and the gap continues to widen, large organizational problems will develop, further fracturing the department.

What is referred to as the JFD needs to be clearly identified as the Pleasant Hill - Newton Township Joint Fire District throughout the community and within the department. Everyone needs to know that the JFD services both the Village and the Township and one department provides all the emergency services to the community. Everyone needs to realize that they are on the same team who's number one priority is to serve the community.

To take this a step further, the JFD should consider officially changing its name to the Pleasant Hill - Newton Township Joint Fire and EMS District.

EMS is the majority of what the department does. The term EMS should be used to describe the department on all correspondents, uniforms, patches, logos, buildings, apparatus, etc.

The Fire Department is the EMS Department, the EMS department is the Fire Department, and both make up the Joint District. A name change using the proper terminology, Joint Fire and EMS District, will help with the "re-branding" and image of what the department does, which is Fire, EMS, and other emergency related services.

Recommendation #2 – Organizational Restructuring

There should be one Chief of both Fire and EMS. This chief should have the training, education, and experience in both Fire and EMS, as that is what the agency does. This Fire & EMS Chief should be appointed by the JFD Board and be a paid position. To expect someone to do the amount of administrative work necessary to properly lead and manage the organization for no compensation is no longer realistic.

There should be two Assistant Chiefs, one in charge of Fire & Rescue operations and one in charge of EMS operations. These two Assistant Chiefs will report directly to the Fire & EMS Chief. There should also be Captains who report directly to the Assistant Chiefs, Lieutenants who report to the Captains, and Firefighters & EMT's who report to Lieutenants. This organizational span of control is beneficial during both emergency and non-emergency situations. However, it is more important for day-to-day operations than during emergencies. Utilizing a proper incident management system allows for this span of control during emergencies because it's necessary and personnel can easily see the benefit. However, when operating the organization day-to-day, this span of control becomes necessary to hold people accountable for daily projects & duties, managing areas of responsibility, etc.

Ideally these officer positions would be cross trained in all aspects of emergency services (EMS, fire, and rescue) but that is not critical at this time. This organizational restructuring may take many years to complete. The JFD has members who are single trained in fire or EMS and have no desire to do the other. That is OK. These are qualified and dedicated members of the department and the community and should be cherished. They have been the backbone of the organization for many years and have been a significant part of its success. However, these people will become scarcer over time and a succession plan to replace them when they choose to leave is critical.

As previously stated, this is something that should take place over time. As positions are replaced, job descriptions should be changed as current members retire or resign. There is no need to remove someone from a single-role position if they are active and working to benefit the district, but as new personnel are appointed to leadership positions, those positions should be dual-role/cross-trained whenever possible.

Recommendation #3 - Department Policies and Operational Guidelines

The Fire & EMS Chief should update and train all personnel on a comprehensive set of policies and standard operating guidelines (SOG's). Once adopted, all personnel shall be trained in each of these. Department members must acknowledge receipt, affirming that they have read and reviewed all policies and guidelines. Once this is completed, all personnel must follow all policies and guidelines and enforcement of these must commence.

The JFD already owns a Lexipol subscription, which will be extremely helpful in developing policies and ensuring all personnel read, understand, and document their receipt of the policies. The Fire & EMS Chief should decide the best way to implement this process for the JFD. Lexipol allows for an intermingling of policies and guidelines into one document. However, we recommend having two separate manuals. One for policies which are administrative rules that must be followed and another for guidelines that are used for operating on emergency incidents. These SOG's can be deviated from if the situation allows. This gives field units the flexibility to make operational decisions based on the situations they encounter that are not necessarily black or white as laid out in an SOG.

Recommendation #4 - Area of Responsibility Program

The Fire & EMS Chief should implement and clearly communicate an Area of Responsibility (AOR) program. This is where projects are assigned to personnel regardless of rank or pay status. Department personnel will be delegated projects like SCBA care and maintenance, department quartermaster, technology/radios, small tools/motors, rescue tools, driver training, EMS supplies, etc.

Each member should be responsible for at least one AOR; some AORs may be a group or team of personnel working collectively on one major project or event. For example, several members may serve on an apparatus committee for new vehicles or a fire prevention committee that schedules and coordinates public education events in the community.

The goal is to delegate the work so everyone shares a little bit of the responsibilities of managing the organization. This reduces the burden on the command staff, making them more supervisors, and creates buy-in with each member having a specific AOR.

This is currently being done in some areas of the JFD, however a clearly structured program where all members of the department know who does what and how to report what issues to whom does not exist.

Recommendation #5 – Organizational Communications

The Fire & EMS Chief should send a monthly update via e-mail on what's happening within the department. This update aims to share information with all personnel, part-time, volunteer, and Board Members to keep everyone abreast of what's happening within the department.

The monthly update should cover upcoming training, policy changes, new hires, AOR assignments, and information about the fleet, equipment, special hazards, and upcoming events and training opportunities.

Recommendation #6 – Department Meetings

The Fire & EMS Chief should meet regularly with staff as follows:

- Monthly with all chief officers.
- Quarterly with all officers
- Annually with all department members

These meetings aim to share ideas, resources, training opportunities, and information to provide an open line of communication among all department personnel.

Recommendation #7 – Meeting with Mutual Aid Chiefs

The Fire & EMS Chief should meet at least quarterly with the Chiefs of all neighboring mutual aid departments to share ideas, resources, and training. This collaboration will benefit everyone involved.

Recommendation #8 – Strategic Plan

The department should undergo a formal strategic planning process to establish its Mission, Vision, and Core Values, along with short and long-term organizational goals and objectives (5-year plan).

Recommendation #9 – Annual State of the Department meeting

The JFD Board and department command staff should meet annually for the sole purpose of reviewing the State of the Department. This meeting should

include a status of the strategic plan, updates on projects, review of the budget, and address department changes being implemented or may be needed.

Recommendation #10 – Facilities Upgrade

The current station is undersized for modern emergency services operations, lacks facilities to safely and efficiently park fire and EMS apparatus, and lacks space for turn-out gear storage, administrative functions, living quarters for part-time staff, training area (classroom) bathroom facilities, etc.

The current station lacks many of the modern requirements for an emergency services facility. Some items that are lacking, do not meet modern codes and standards or are missing altogether are the storage of turn-out gear away from sunlight and in an environmentally controlled space that is separate from the apparatus exhaust, and a storm shelter for on-duty crews.

While a current remodel is under construction and will greatly enhance the current facility, it should be considered a temporary fix and not permanent. The JFD needs a new facility to allow them to operate in an efficient and effective manner.

Recommendation #11 – Apparatus Replacement Plan

The department should continue to assess the number and type of vehicles in the fleet. Future apparatus should focus on multi-purpose or dual-use vehicles.

For example, the new engine currently ordered from Sutphen will be a Rescue / Engine, replacing an engine and a rescue truck with one dual-role vehicle.

Future Brush Trucks could be equipped with some rescue and EMS equipment and used as a first responder vehicle for EMS calls, manpower on lift assists, and firefighting capabilities. This could possibly be a vehicle for the on-call Duty Officer program, but that could come with challenges. The vehicle would need the ability to secure all the equipment as it may be parked outside and in the winter months there would be concerns of freezing with the vehicle tank / pump if not kept in a climate controlled environment.

Using dual-role vehicles reduces the need for multiple drivers and the JFD's overall operating cost, insurance, and training time, making the organization more efficient. These cost savings will be experienced both during the initial acquisition and over the lifetime of the apparatus.

In the future, we recommend the department have a Rescue/Engine, Tanker/Engine, Tanker, Brush Truck/ALS First Responder Vehicle, two ambulances, and a utility vehicle for the on-call duty officer.

The JFD did provide a Capital Improvement Plan (Appendix A) they completed in January 2024.

Recommendation #15 – Job Descriptions

All job descriptions should be reviewed and written from firefighter to chief. They should include professional development and certification for each level. The IAFC Professional Development Committee has a guide that can be used to recommend the appropriate level of training, certifications, and experience for all positions in the organization.

Recommendation #12 – Driver Training Program

The JFD needs a driver training program for all new and existing drivers. This program will ensure that all new drivers undergo a comprehensive driver training program for all vehicles they operate (fire apparatus and ambulances). Training should include initial driver training certification, pump operations, rural water supply/drafting operations, EVOC, and a driving course.

Annual training and re-certification for all drivers should also be implemented, and they should, at minimum, follow ISO guidelines.

Recommendation #13 – Minimum Staffing

The JFD should set the goal of having three cross-trained personnel on duty at all times to cross-staff a piece of fire apparatus and an ambulance. This is not something that will happen quickly. Like Recommendation #2, this will be a long process and may take years to fully implement.

Recommendation #14 – Officer in Charge Program

The JFD should institute an on-call "Officer-in-Charge" program to provide around the clock department supervision. This program would allow Officers on the department to have a vehicle to take home with them while they are on-call.

This program would provide many benefits to the department. It allows for a supervisor to be available to address any administrative items that arise, allow

the department to meet the 2-in / 2-out requirements to operate on the scene of a structure fire, and provide an incident commander to function at all emergency incidents.

Recommendation #15 – NFPA 1720 Standard

The JFD should utilize the NFPA 1720 standard to guide the current and future planning of the Fire and EMS District. See Appendix B for more information on NFPA staffing standards.

Recommendation #16 – Recruitment and Retention Program

The JFD should develop a recruitment and retention program for volunteers and part-time personnel. Hometown responders, especially for fire responses, will continue to be critical for the department's response and staffing matrix.

The FEMA Assistance to Firefighters Grant (AFG) program earmarks millions of dollars annually for recruitment and retention programs.

Recommendation #17 – Community Risk Reduction Division

The JFD should work towards establishing a Community Risk Reduction Division. A promoted officer should be assigned to coordinate all CRR activities as an AOR. This AOR would include—but not limited to—enforcement of the fire code, inspections, pre-fire planning, community CPR/AED classes, school fire safety programs, etc. The officer in charge of the CRR programs should be a certified fire safety inspector by the state of Ohio.

Recommendation #18 – Pre-Fire Planning Program

The district should adopt a pre-fire planning process for all target hazards within the community per NFPA 1620 and ISO requirements.

Recommendation #19 – Budget Plan

Before the JFD can develop a budget plan, the Board will need to determine what direction they want to steer the organization operationally. The Board will determine what service level they believe the citizens should have. Once this decision is made, they will decide what type of resources are needed to provide this level of service (personnel, apparatus, and facilities). Once the needed resources are determined, the Board will work with department administrtion to determine what the cost will be to provide these services.

When developing the future budget plan for the JFD, it is recommended that two separate budgets are created to include an operational budget and capital budget. The operational budget will be used to operate the JFD year-to-year with the capital budget used to replace large cost items like apparatus, expensive equipment, and facility maintenance.

Recommendation #20 – Fire & EMS Levy

The Joint Fire and EMS Board should certify a new Fire and EMS Levy to go on the ballot in November of 2024.

The levy should be of an adequate amount to cover the department's current and future operational costs, including an annual payment (mortgage) for the new Station, vehicle acquisitions, and the additional personnel recommended in this report.

An approach the Board could consider is a phased-in approach to accomplish the capital and operational recommendations in this report. The JFD would initially use the additional revenue created by the Fire & EMS levy to fund the capital items (station and apparatus). After the capital items are funded, the revenue created by the levy would then be used to pay for operational expenses (personnel) to run the department. The particulars of how this would occur would be based on what the Board determines are the department's priorities and what level of service they believe the community wants and is willing to pay for.

Recommendation #21 – Employee Physicals

When hired by the JFD, all personnel should receive a physical in accordance with NFPA 1582, *Standard on Comprehensive Occupational Medical Program for Fire Departments*.

Additionally, all current department members should receive regular physicals in accordance with NFPA 1582.

These physicals should include screening for cancer, heart disease, and other common fire service risk factors. Medical emergencies account for over half of the line of duty deaths fire departments experience annually. Many of these deaths could be avoided if the department places an emphasis on employee health & wellness.

Recommendation #22 – National Incident Management System (NIMS) Compliance

The JFD administration should implement a plan to assure everyone affiliated with the organization that needs to be NIMS compliant is. The failure to have NIMS training affects the ability to apply for grants and for reimbursement should a natural / man-made disaster occur in the District.

Recommendation #23 – Daily Duties for Part-Time Staff

Although hired to staff the EMS units, The part-time staff are JFD employees. As such, they should have daily duties and assignment to maintain, clean, and upkeep the JFD's assets, including vehicles and facilities.

Recommendation #24 – Improve ISO Rating

The JFD's next ISO evaluation will occur in five years. If the JFD implements the recommendations in this report and focuses on improving the areas of Staffing, Training, Emergency Communications, and Hydrant Inspection and Flow Testing they could improve their rating to a 3/3Y or possibly a 2/2Y. See the report in Appendix E for more details on the most recent Public Classification Report.

APPENDIX A – JFD'S CAPITAL IMPROVEMENT PLAN

Joint Fire District
Pleasant Hill - Newton Township
8 West High Street
Po Box 139

Fire Chief: Jeff Alexander
EMS Chief: Dave Woodring
Clerk: Lane Robbins
ph: 937-676-2248
Email: info@jointfiredistrict.com

Pleasant Hill Joint Fire District Capital Improvement Plan Jan. 2024

2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Grass 65 Replacement						Medic 66 replacement w/cot, load system, and stair chairs for both medic units					Engine 66 replacement
	Tanker 65 Refurb							Cardiac Monitor Replacement x2			

Vehicle Retention Plan

Fire Apparatus- The PHFD has estimated an approximate service life for Fire Engines and Tankers to be 25-27 years.

Medic Units- The PHFD has estimated an approximate service life for Ambulances to be 20 years.

Project Descriptions

Grass 65 replacement/utility truck concept 2024- The concept of needing a 4-man cab utility truck has become apparent, especially with the sale of Rescue 65. The utility vehicle would be used for various activities including EMS first response, fire response to lower-level incidents, or as a second piece to incidents instead of responding with another fire engine (Fuel savings,

maintenance savings, etc.), and as a utility vehicle for other department activities. The Fire Department would like to request that funds obtained from the sale of Rescue 65 be used to purchase a utility vehicle. This project will run in tandem with our Grass Truck's retention cycle. The utility truck will be utilized as a utility vehicle for approx. 7-8 years, then an interchangeable skid unit would be put in the bed and the truck would run as our grass truck, and a new utility truck would be purchased. This would allow for our grass truck to be replaced on a 7-8 year basis, with a truck being in service for a total of approx. 15 years.

Tanker 65 Refurb 2025- Our current Tanker 65, a 2000 Freightliner/Firovac Tanker, is in good mechanical condition and is seen to have many years of service left in it. To maximize its service life and for overall cost savings to push off a total replacement, the truck should go for a general refurbishment. This would include, but not limited to, areas such as repairing any rust that has started to set in, the fire pump be completely gone through, the tank be inspected and re lined, and various other small items such as LED lighting upgrades, and any other issues being taken care of at that point.

Medic 66 2030- In conjunction with our Vehicle Retention Plan, Medic 66 replacement will be needed in 2030. Medic 66 is a 2010 Ford/Braun Medic Unit.

Cardiac Monitor Replacement x2 2032- It is expected that the next version of our life packs, one of the most important pieces of equipment utilized by our EMS providers, will be introduced in April 2024. To our knowledge, the version currently utilized by PHEMS will be supported for an additional 8 years. After 8 years parts, service, and support for our current cardiac monitor will not be available. Each Medic Unit is required to have a cardiac monitor on it.

Engine 66 2035- In conjunction with our Vehicle Retention Schedule, our 2005 Sutphen Fire Engine will be due for replacement. At this time, this engine would have served both as our first out-fire piece as well as reserve status. This truck will be 30 years old at this time.

While there are several other pieces of equipment utilized by our members that will require replacement over these years, this is a snapshot of some of the major purchases we have reviewed and foreseen the need to be kept as a high priority for budgeting and forecasting sustainment of the Pleasant Hill-Newton Township Joint Fire District. Forecasting towards the future (pending any major changes) we anticipate we will need to encumber $200,000 a year towards our capital improvement fund.

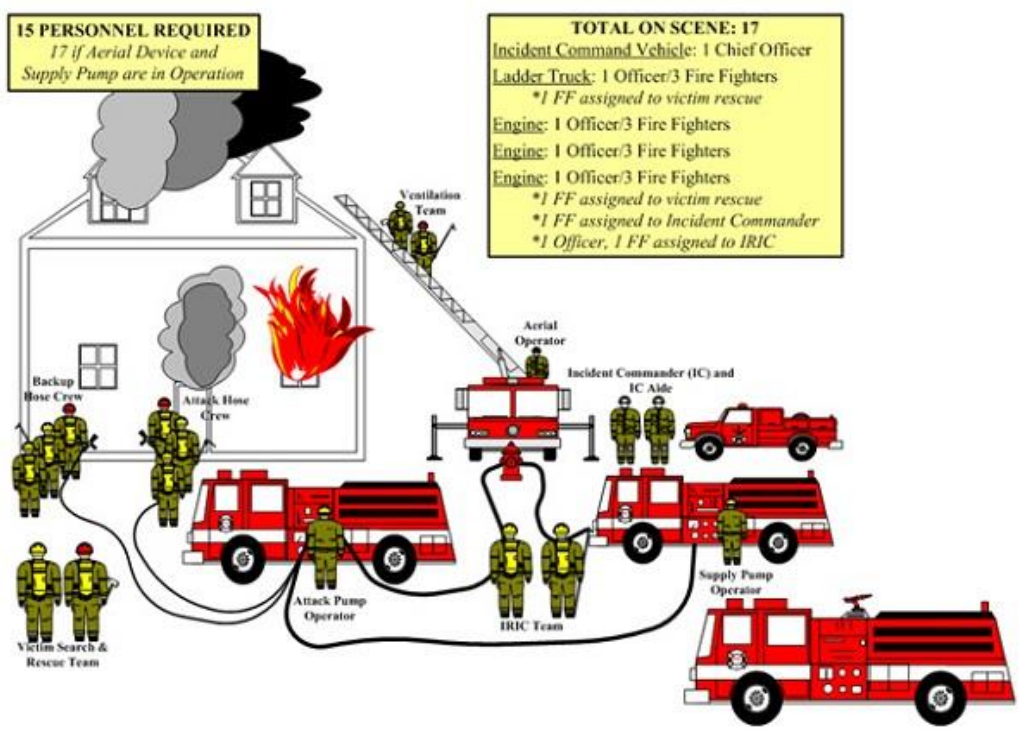
APPENDIX C – NFPA STAFFING INFORMATION

NFPA 1720 Standard Development

Link to article on How NFPA 1710 And 1720 Affect Fire Service EMS | Firehouse

1720 Self-Assessment Guide NFPA 1720 (vfis.com)

Video Explaining NFPA Staffing Standards



APPENDIX D – IAFC PROFESSIONAL DEVELOPMENT SERIES

International Association of Fire Chiefs' Officer Development and Leadership Program Information

APPENDIX E – HISTORY OF THE JFD

In May 1894, the Pleasant Hill Village Council authorized the purchase of two single-tank Champion Chemical Engines from the Fire Extinguisher Manufacturing Company of Chicago, marking the inception of the Pleasant Hill Fire Company. Initially, these engines were hand-drawn water tanks, but years later, they were replaced with gasoline-powered trucks designed to transport

water and equipment. To ensure comprehensive fire and EMS protection for the citizens of Pleasant Hill and Newton Township, the department has continually upgraded its equipment.

In 1895, the Pleasant Hill Echo, an early newspaper, reported that a salary of $2.00 annually would be paid to each fireman. Although this salary seems small, our volunteer firefighters today aren't paid much more, only making $2.00 per run. A high point in the department's early days was the annual oyster supper for firefighters and their families at Christmas time.

In 1951, the original firehouse was replaced by a new building. Behind the old firehouse was the town jail, often occupied by itinerants traveling the roads and begging for food. This room was replaced by a new addition to the firehouse in 1958. Over the past decade, the current firehouse has undergone renovations to include a classroom, meeting room, office space, bunk rooms, and a modern kitchen area.

Our first warning system featured a solid brass bell from the Cincinnati Bell Manufacturing Company, which remained in use until 1957. At that time, we installed a large Federal Signal Siren on our water tower, which overlooked the firehouse. In 1958, a base radio system was purchased, which served the department effectively until a new system was installed in 1986. In 1963, a fire bar equipped with 20 telephones was introduced to enhance internal communication. In March 1990, the department integrated with the Miami County enhanced 911 system. Today, we utilize state-of-the-art communication equipment, with dispatching services provided by the Miami County Communications Center.

In 1952, the department experienced a rare year with no calls. In 1954, the Farmers Exchange fire, perhaps the largest in the department's history, occurred. Newton Township joined the Village of Pleasant Hill Fire Department in 1955, augmenting our equipment resources for fire protection across Newton Township. In July 1960, the Women's Auxiliary, known as the "Hot Shots," was formed with twelve members. Mrs. Alice Burns was the first president. Today, the Auxiliary is self-supporting and assists the firefighters in any way possible during emergencies.

In 1960, the department dealt with a suspected arson fire at the hardware store. In 1962, there was a significant search for the Petersime boy of Covington. In 1963, the McKibben barn fire occurred during extreme weather conditions, with temperatures 20 degrees below zero and a 25-mile-per-hour wind. That same year, the Fire Department began offering volunteer EMS services, becoming one of the first in Miami County to provide rescue services. Today, our department

staffs EMS providers around the clock to ensure our community receives the highest standard of care.

In 1984, the Township and Village consolidated to form the joint fire district Pleasant Hill-Newton Township (JFD). The JFD Board of Trustees oversees the department's fire prevention and EMS services.

In 1994, we commemorated our 100th anniversary of dedicated service to our citizens. A monument was unveiled at a centennial celebration, and the original fire bell remains proudly displayed in front of our firehouse. In 2019, we celebrated our 125th anniversary. Through continued advancements, we strive to provide exemplary service to the citizens of Pleasant Hill and Newton Township. We embody the ethos of "Neighbors helping Neighbors."

APPENDIX E – ISO INFORMATION

Link to information on ISO's Public Protection Classification Program

Link to an Overview of ISO's Technical Subjects

The following is the most recent Public Protection Classification Summary Report completed for the JFD by the Insurance Services Offices (ISO).

Public Protection Classification

(PPC®)

Summary Report

Pleasant Hill FPSA

OHIO

Prepared by

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Report Created June 2024

Effective October 1, 2024

Background Information

Introduction

ISO collects and evaluates information from communities in the United States on their structure fire suppression capabilities. The data is analyzed using our Fire Suppression Rating Schedule (FSRS) and then a Public Protection Classification (PPC©) grade is assigned to the community. The surveys are conducted whenever it appears that there is a possibility of a PPC change. As such, the PPC program provides important, up-to-date information about fire protection services throughout the country.

The FSRS recognizes fire protection features only as they relate to suppression of first alarm structure fires. In many communities, fire suppression may be only a small part of the fire department's overall responsibility. ISO recognizes the dynamic and comprehensive duties of a community's fire service, and understands the complex decisions a community must make in planning and delivering emergency services. However, in developing a community's PPC grade, only features related to reducing property losses from structural fires are evaluated. Multiple alarms, simultaneous incidents and life safety are not considered in this evaluation. The PPC program evaluates the fire protection for small to average size buildings. Specific properties with a Needed Fire Flow in excess of 3,500 gpm are evaluated separately and assigned an individual PPC grade.

A community's investment in fire mitigation is a proven and reliable predictor of future fire losses. Statistical data on insurance losses bears out the relationship between excellent fire protection – as measured by the PPC program – and low fire losses. So, insurance companies use PPC information for marketing, underwriting, and to help establish fair premiums for homeowners and commercial fire insurance. In general, the price of fire insurance in a community with a good PPC grade is substantially lower than in a community with a poor PPC grade, assuming all other factors are equal.

ISO is an independent company that serves insurance companies, communities, fire departments, insurance regulators, and others by providing information about risk. ISO's expert staff collects information about municipal fire suppression efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data and assigns a PPC grade – a number from 1 to 10. Class 1 represents an exemplary fire suppression program, and Class 10 indicates that the area's fire suppression program does not meet ISO's minimum criteria.

ISO's PPC program evaluates communities according to a uniform set of criteria, incorporating nationally recognized standards developed by the National Fire Protection Association and the American Water Works Association. A community's PPC grade depends on:

- **Needed Fire Flows**, which are representative building locations used to determine the theoretical amount of water necessary for fire suppression purposes.
- **Emergency Communications**, including emergency reporting, telecommunicators, and dispatching systems.
- **Fire Department**, including equipment, staffing, training, geographic distribution of fire companies, operational considerations, and community risk reduction.
- **Water Supply**, including inspection and flow testing of hydrants, alternative water supply operations, and a careful evaluation of the amount of available water compared with the amount needed to suppress fires up to 3,500 gpm.

Data Collection and Analysis

ISO has evaluated and classified over 39,000 fire protection areas across the United States using its FSRS. A combination of meetings between trained ISO field representatives and the dispatch center coordinator, community fire official, and water superintendent is used in conjunction with a comprehensive questionnaire to collect the data necessary to determine the PPC grade. In order for a community to obtain a grade better than a Class 9, three elements of fire suppression features are reviewed. These three elements are Emergency Communications, Fire Department, and Water Supply.

A review of the **Emergency Communications** accounts for 10% of the total classification. This section is weighted at **10 points,** as follows:

- Emergency Reporting 3 points
- Telecommunicators 4 points
- Dispatch Circuits 3 points

A review of the **Fire Department** accounts for 50% of the total classification. ISO focuses on a fire department's first alarm response and initial attack to minimize potential loss. The fire department section is weighted at **50 points,** as follows:

- Engine Companies 6 points
- Reserve Pumpers 0.5 points
- Pump Capacity 3 points
- Ladder/Service Companies 4 points
- Reserve Ladder/Service Trucks 0.5 points
- Deployment Analysis 10 points
- Company Personnel 15 points
- Training 9 points
- Operational considerations 2 points
- Community Risk Reduction 5.5 points (in addition to the 50 points above)

A review of the **Water Supply** system accounts for 40% of the total classification. ISO reviews the water supply a community uses to determine the adequacy for fire suppression purposes. The water supply system is weighted at **40 points,** as follows:

- Credit for Supply System 30 points
- Hydrant Size, Type & Installation 3 points
- Inspection & Flow Testing of Hydrants 7 points

There is one additional factor considered in calculating the final score – **Divergence**.

Even the best fire department will be less than fully effective if it has an inadequate water supply. Similarly, even a superior water supply will be less than fully effective if the fire department lacks the equipment or personnel to use the water. The FSRS score is subject to modification by a divergence factor, which recognizes disparity between the effectiveness of the fire department and the water supply.

The Divergence factor mathematically reduces the score based upon the relative difference between the fire department and water supply scores. The factor is introduced in the final equation.

PPC Grade

The PPC grade assigned to the community will depend on the community's score on a 100-point scale:

PPC	Points
1	90.00 or more
2	80.00 to 89.99
3	70.00 to 79.99
4	60.00 to 69.99
5	50.00 to 59.99
6	40.00 to 49.99
7	30.00 to 39.99
8	20.00 to 29.99
9	10.00 to 19.99
10	0.00 to 9.99

The classification numbers are interpreted as follows:

- Class 1 through (and including) Class 8 represents a fire suppression system that includes an FSRS creditable dispatch center, fire department, and water supply.
- Class 8B is a special classification that recognizes a superior level of fire protection in otherwise Class 9 areas. It is designed to represent a fire protection delivery system that is superior except for a lack of a water supply system capable of the minimum FSRS fire flow criteria of 250 gpm for 2 hours.
- Class 9 is a fire suppression system that includes a creditable dispatch center, fire department but no FSRS creditable water supply.
- Class 10 does not meet minimum FSRS criteria for recognition, including areas that are beyond five road miles of a recognized fire station.

New PPC program changes effective July 1, 2014

We have revised the PPC program to capture the effects of enhanced fire protection capabilities that reduce fire loss and fire severity in Split Class 9 and Split Class 8B areas (as outlined below). This new structure benefits the fire service, community, and property owner.

New classifications
Through ongoing research and loss experience analysis, we identified additional differentiation in fire loss experience within our PPC program, which resulted in the revised classifications. We based the differing fire loss experience on the fire suppression capabilities of each community. The new PPC classes will improve the predictive value for insurers while benefiting both commercial and residential property owners. Here are the new classifications and what they mean.

Split classifications
When we develop a split classification for a community — for example 5/9 — the first number is the class that applies to properties within 5 road miles of the responding fire station and 1,000 feet of a creditable water supply, such as a fire hydrant, suction point, or dry hydrant. The second number is the class that applies to properties within 5 road miles of a fire station but beyond 1,000 feet of a creditable water supply. We have revised the classification to reflect more precisely the risk of loss in a community, replacing Class 9 and 8B in the second part of a split classification with revised designations.

What's changed with the new classifications?
We've published the new classifications as "X" and "Y" — formerly the "9" and "8B" portion of the split classification, respectively. For example:

- A community currently displayed as a split 6/9 classification will now be a split 6/6X classification; with the "6X" denoting what was formerly classified as "9".
- Similarly, a community currently graded as a split 6/8B classification will now be a split 6/6Y classification, the "6Y" denoting what was formerly classified as "8B".
- Communities graded with single "9" or "8B" classifications will remain intact.

Prior Classification	New Classification
1/9	1/1X
2/9	2/2X
3/9	3/3X
4/9	4/4X
5/9	5/5X
6/9	6/6X
7/9	7/7X
8/9	8/8X
9	9

Prior Classification	New Classification
1/8B	1/1Y
2/8B	2/2Y
3/8B	3/3Y
4/8B	4/4Y
5/8B	5/5Y
6/8B	6/6Y
7/8B	7/7Y
8/8B	8/8Y
8B	8B

What's changed?
As you can see, we're still maintaining split classes, but it's how we represent them to insurers that's changed. The new designations reflect a reduction in fire severity and loss and have the potential to reduce property insurance premiums.

Benefits of the revised split class designations

- To the fire service, the revised designations identify enhanced fire suppression capabilities used throughout the fire protection area
- To the community, the new classes reward a community's fire suppression efforts by showing a more reflective designation
- To the individual property owner, the revisions offer the potential for decreased property insurance premiums

New water class
Our data also shows that risks located more than 5 but less than 7 road miles from a responding fire station with a creditable water source within 1,000 feet had better loss experience than those farther than 5 road miles from a responding fire station with no creditable water source. We've introduced a new classification —10W — to recognize the reduced loss potential of such properties.

What's changed with Class 10W?
Class 10W is property-specific. Not all properties in the 5-to-7-mile area around the responding fire station will qualify. The difference between Class 10 and 10W is that the 10W-graded risk or property is within 1,000 feet of a creditable water supply. Creditable water supplies include fire protection systems using hauled water in any of the split classification areas.

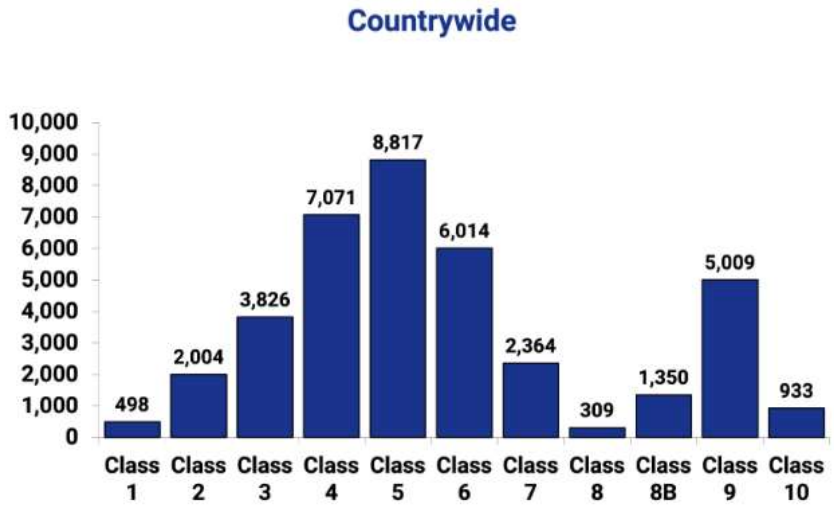
What's the benefit of Class 10W?
10W gives credit to risks within 5 to 7 road miles of the responding fire station and within 1,000 feet of a creditable water supply. That's reflective of the potential for reduced property insurance premiums.

What does the fire chief have to do?
Fire chiefs don't have to do anything at all. The revised classifications went in place automatically effective July 1, 2014 (July 1, 2015 for Texas).

What if I have additional questions?
Feel free to contact ISO at 800.444.4554 or email us at PPC-Cust-Serv@iso.com.

Distribution of PPC Grades

The 2023 published countrywide distribution of communities by the PPC grade is as follows:



Assistance

The PPC program offers help to communities, fire departments, and other public officials as they plan for, budget, and justify improvements. ISO is also available to assist in the understanding of the details of this evaluation.

The PPC program representatives can be reached by telephone at (800) 444-4554. The technical specialists at this telephone number have access to the details of this evaluation and can effectively speak with you about your questions regarding the PPC program. What's more, we can be reached via the internet at www.isomitigation.com/talk/.

We also have a website dedicated to our Community Hazard Mitigation Classification programs at www.isomitigation.com. Here, fire chiefs, building code officials, community leaders and other interested citizens can access a wealth of data describing the criteria used in evaluating how cities and towns are protecting residents from fire and other natural hazards. This website will allow you to learn more about the PPC program. The website provides important background information, insights about the PPC grading processes and technical documents. ISO is also pleased to offer Fire Chiefs Online — a special, secured website with information and features that can help improve your PPC grade, including a list of the Needed Fire Flows for all the commercial occupancies ISO has on file for your community. Visitors to the site can download information, see statistical results and also contact ISO for assistance.

In addition, on-line access to the FSRS and its commentaries is available to registered customers for a fee. However, fire chiefs and community chief administrative officials are given access privileges to this information without charge.

To become a registered fire chief or community chief administrative official, register at www.isomitigation.com.

PPC Review

ISO concluded its review of the fire suppression features being provided for Pleasant Hill FPSA. The resulting community classification is **Class 04/4Y**.

If the classification is a single class, the classification applies to properties with a Needed Fire Flow of 3,500 gpm or less in the community. If the classification is a split class (e.g., 6/XX):

- The first class (e.g., "6" in a 6/XX) applies to properties within 5 road miles of a recognized fire station and within 1,000 feet of a fire hydrant or alternate water supply.
- The second class (XX or XY) applies to properties beyond 1,000 feet of a fire hydrant but within 5 road miles of a recognized fire station.
- Alternative Water Supply: The first class (e.g., "6" in a 6/10) applies to properties within 5 road miles of a recognized fire station with no hydrant distance requirement.
- Class 10 applies to properties over 5 road miles of a recognized fire station.
- Class 10W applies to properties within 5 to 7 road miles of a recognized fire station with a recognized water supply within 1,000 feet.
- Specific properties with a Needed Fire Flow in excess of 3,500 gpm are evaluated separately and assigned an individual classification.

FSRS Feature	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	**2.40**	**3**
422. Credit for Telecommunicators	**2.52**	**4**
432. Credit for Dispatch Circuits	**2.85**	**3**
440. Credit for Emergency Communications	**7.77**	**10**
Fire Department		
513. Credit for Engine Companies	**5.32**	**6**
523. Credit for Reserve Pumpers	**0.00**	**0.50**
532. Credit for Pump Capacity	**3.00**	**3**
549. Credit for Ladder Service	**1.38**	**4**
553. Credit for Reserve Ladder and Service Trucks	**0.00**	**0.50**
561. Credit for Deployment Analysis	**8.08**	**10**
571. Credit for Company Personnel	**6.94**	**15**
581. Credit for Training	**1.13**	**9**
730. Credit for Operational Considerations	**2.00**	**2**
590. Credit for Fire Department	**27.85**	**50**
Water Supply		
616. Credit for Supply System	**23.98**	**30**
621. Credit for Hydrants	**2.84**	**3**
631. Credit for Inspection and Flow Testing	**0.00**	**7**
640. Credit for Water Supply	**26.82**	**40**
Divergence	**-2.27**	--
1050. Community Risk Reduction	**3.49**	**5.50**
Total Credit	**63.66**	**105.50**

Emergency Communications

Ten percent of a community's overall score is based on how well the communications center receives and dispatches fire alarms. Our field representative evaluated:

- Communications facilities provided for the general public to report structure fires
- Enhanced 9-1-1 Telephone Service including wireless
- Computer-aided dispatch (CAD) facilities
- Alarm receipt and processing at the communication center
- Training and certification of telecommunicators
- Facilities used to dispatch fire department companies to reported structure fires

	Earned Credit	Credit Available
414. Credit Emergency Reporting	**2.40**	3
422. Credit for Telecommunicators	**2.52**	4
432. Credit for Dispatch Circuits	**2.85**	3
Item 440. Credit for Emergency Communications:	**7.77**	**10**

Item 414 - Credit for Emergency Reporting (3 points)

The first item reviewed is Item 414 "Credit for Emergency Reporting (CER)". This item reviews the emergency communication center facilities provided for the public to report fires including 911 systems (Basic or Enhanced), Wireless Phase I and Phase II, Voice over Internet Protocol, Computer Aided Dispatch and Geographic Information Systems for automatic vehicle location. ISO uses National Fire Protection Association (NFPA) 1221, *Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems* as the reference for this section.

Item 410. Emergency Reporting (CER)	Earned Credit	Credit Available
A./B. Basic 9-1-1, Enhanced 9-1-1 or No 9-1-1 For maximum credit, there should be an Enhanced 9-1-1 system, Basic 9-1-1 and No 9-1-1 will receive partial credit.	**20.00**	**20**
1. E9-1-1 Wireless Wireless Phase I using Static ALI (automatic location identification) Functionality (10 points); Wireless Phase II using Dynamic ALI Functionality (15 points); Both available will be 25 points	**25.00**	**25**
2. E9-1-1 Voice over Internet Protocol (VoIP) Static VoIP using Static ALI Functionality (10 points); Nomadic VoIP using Dynamic ALI Functionality (15 points); Both available will be 25 points	**10.00**	**25**
3. Computer Aided Dispatch Basic CAD (5 points); CAD with Management Information System (5 points); CAD with Interoperability (5 points)	**10.00**	**15**
4. Geographic Information System (GIS/AVL) The PSAP uses a fully integrated CAD/GIS management system with automatic vehicle location (AVL) integrated with a CAD system providing dispatch assignments. The individual fire departments being dispatched do not need GIS/AVL capability to obtain this credit.	**15.00**	**15**
Review of Emergency Reporting total:	**80.00**	**100**

Item 422- Credit for Telecommunicators (4 points)

The second item reviewed is Item 422 "Credit for Telecommunicators (TC)". This item reviews the number of Telecommunicators on duty at the center to handle fire calls and other emergencies. All emergency calls including those calls that do not require fire department action are reviewed to determine the proper staffing to answer emergency calls and dispatch the appropriate emergency response. The 2013 Edition of NFPA 1221, *Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems,* recommends that ninety-five percent of emergency calls shall be answered within 15 seconds and ninety-nine percent of emergency calls shall be answered within 40 seconds. In addition, NFPA recommends that eighty percent of emergency alarm processing shall be completed within 60 seconds and ninety-five percent of alarm processing shall be completed within 106 seconds of answering the call.

To receive full credit for operators on duty, ISO must review documentation to show that the communication center meets NFPA 1221 call answering and dispatch time performance measurement standards. This documentation may be in the form of performance statistics or other performance measurements compiled by the 9-1-1 software or other software programs that are currently in use such as Computer Aided Dispatch (CAD) or Management Information System (MIS).

Item 420. Telecommunicators (CTC)	Earned Credit	Credit Available
A1. Alarm Receipt (AR) Receipt of alarms shall meet the requirements in accordance with the criteria of NFPA 1221	**19.73**	**20**
A2. Alarm Processing (AP) Processing of alarms shall meet the requirements in accordance with the criteria of NFPA 1221	**3.22**	**20**
B. Emergency Dispatch Protocols (EDP) Telecommunicators have emergency dispatch protocols (EDP) containing questions and a decision-support process to facilitate correct call categorization and prioritization.	**0.00**	**20**
C. Telecommunicator Training and Certification (TTC) Telecommunicators meet the qualification requirements referenced in NFPA 1061, *Standard for Professional Qualifications for Public Safety Telecommunicator,* and/or the Association of Public-Safety Communications Officials - International (APCO) *Project 33.* Telecommunicators are certified in the knowledge, skills, and abilities corresponding to their job functions.	**20.00**	**20**
D. Telecommunicator Continuing Education and Quality Assurance (TQA) Telecommunicators participate in continuing education and/or in-service training and quality-assurance programs as appropriate for their positions	**20.00**	**20**
Review of Telecommunicators total:	**62.95**	**100**

Item 432 - Credit for Dispatch Circuits (3 points)

The third item reviewed is Item 432 “Credit for Dispatch Circuits (CDC)”. This item reviews the dispatch circuit facilities used to transmit alarms to fire department members. A “Dispatch Circuit” is defined in NFPA 1221 as “A circuit over which an alarm is transmitted from the communications center to an emergency response facility (ERF) or emergency response units (ERUs) to notify ERUs to respond to an emergency”. All fire departments (except single fire station departments with full-time firefighter personnel receiving alarms directly at the fire station) need adequate means of notifying all firefighter personnel of the location of reported structure fires. The dispatch circuit facilities should be in accordance with the general criteria of NFPA 1221. “Alarms” are defined in this Standard as “A signal or message from a person or device indicating the existence of an emergency or other situation that requires action by an emergency response agency”.

There are two different levels of dispatch circuit facilities provided for in the Standard – a primary dispatch circuit and a secondary dispatch circuit. In jurisdictions that receive 730 alarms or more per year (average of two alarms per 24-hour period), two separate and dedicated dispatch circuits, a primary and a secondary, are needed. In jurisdictions receiving fewer than 730 alarms per year, a second dedicated dispatch circuit is not needed. Dispatch circuit facilities installed but not used or tested (in accordance with the NFPA Standard) receive no credit.

The score for Credit for Dispatch Circuits (CDC) is influenced by monitoring for integrity of the primary dispatch circuit. There are up to 0.90 points available for this Item. Monitoring for integrity involves installing automatic systems that will detect faults and failures and send visual and audible indications to appropriate communications center (or dispatch center) personnel. ISO uses NFPA 1221 to guide the evaluation of this item. ISO's evaluation also includes a review of the communication system's emergency power supplies.

Item 432 “Credit for Dispatch Circuits (CDC)” = 2.85 points

Fire Department

Fifty percent of a community's overall score is based upon the fire department's structure fire suppression system. ISO's field representative evaluated:

- Engine and ladder/service vehicles including reserve apparatus
- Equipment carried
- Response to reported structure fires
- Deployment analysis of companies
- Available and/or responding firefighters
- Training

	Earned Credit	Credit Available
513. Credit for Engine Companies	**5.32**	6
523. Credit for Reserve Pumpers	**0.00**	0.5
532. Credit for Pumper Capacity	**3.00**	3
549. Credit for Ladder Service	**1.38**	4
553. Credit for Reserve Ladder and Service Trucks	**0.00**	0.5
561. Credit for Deployment Analysis	**8.08**	10
571. Credit for Company Personnel	**6.94**	15
581. Credit for Training	**1.13**	9
730. Credit for Operational Considerations	**2.00**	2
Item 590. Credit for Fire Department:	**27.85**	**50**

Basic Fire Flow

The Basic Fire Flow for the community is determined by the review of the Needed Fire Flows for selected buildings in the community. The fifth largest Needed Fire Flow is determined to be the Basic Fire Flow. The Basic Fire Flow has been determined to be 1500 gpm.

Item 513 - Credit for Engine Companies (6 points)

The first item reviewed is Item 513 "Credit for Engine Companies (CEC)". This item reviews the number of engine companies, their pump capacity, hose testing, pump testing and the equipment carried on the in-service pumpers. To be recognized, pumper apparatus must meet the general criteria of NFPA 1901, *Standard for Automotive Fire Apparatus* which include a minimum 250 gpm pump, an emergency warning system, a 300 gallon water tank, and hose. At least 1 apparatus must have a permanently mounted pump rated at 750 gpm or more at 150 psi.

The review of the number of needed pumpers considers the response distance to built-upon areas; the Basic Fire Flow; and the method of operation. Multiple alarms, simultaneous incidents, and life safety are not considered.

The greatest value of A, B, or C below is needed in the fire district to suppress fires in structures with a Needed Fire Flow of 3,500 gpm or less: **2 engine companies**

a) **1 engine companies** to provide fire suppression services to areas to meet NFPA 1710 criteria or within 1½ miles.

b) **2 engine companies** to support a Basic Fire Flow of 1500 gpm.

c) **2 engine companies** based upon the fire department's method of operation to provide a minimum two engine response to all first alarm structure fires.

The FSRS recognizes that there are **2 engine companies** in service.

The FSRS also reviews Automatic Aid. Automatic Aid is considered in the review as assistance dispatched automatically by contractual agreement between two communities or fire districts. That differs from mutual aid or assistance arranged case by case. ISO will recognize an Automatic Aid plan under the following conditions:

- It must be prearranged for first alarm response according to a definite plan. It is preferable to have a written agreement, but ISO may recognize demonstrated performance.
- The aid must be dispatched to all reported structure fires on the initial alarm.
- The aid must be provided 24 hours a day, 365 days a year.

FSRS Item 512.D "Automatic Aid Engine Companies" responding on first alarm and meeting the needs of the city for basic fire flow and/or distribution of companies are factored based upon the value of the Automatic Aid plan (up to 1.00 can be used as the factor). The Automatic Aid factor is determined by a review of the Automatic Aid provider's communication facilities, how they receive alarms from the graded area, inter-department training between fire departments, and the fire ground communications capability between departments.

For each engine company, the credited Pump Capacity (PC), the Hose Carried (HC), the Equipment Carried (EC) all contribute to the calculation for the percent of credit the FSRS provides to that engine company.

Item 513 "Credit for Engine Companies (CEC)" = 5.32 points

Item 523 - Credit for Reserve Pumpers (0.50 points)

The item is Item 523 "Credit for Reserve Pumpers (CRP)". This item reviews the number and adequacy of the pumpers and their equipment. The number of needed reserve pumpers is 1 for each 8 needed engine companies determined in Item 513, or any fraction thereof.

Item 523 "Credit for Reserve Pumpers (CRP)" = 0.00 points

Item 532 – Credit for Pumper Capacity (3 points)

The next item reviewed is Item 532 "Credit for Pumper Capacity (CPC)". The total pump capacity available should be sufficient for the Basic Fire Flow of 1500 gpm. The maximum needed pump capacity credited is the Basic Fire Flow of the community.

Item 532 "Credit for Pumper Capacity (CPC)" = 3.00 points

Item 549 – Credit for Ladder Service (4 points)

The next item reviewed is Item 549 "Credit for Ladder Service (CLS)". This item reviews the number of response areas within the city with 5 buildings that are 3 or more stories or 35 feet or more in height, or with 5 buildings that have a Needed Fire Flow greater than 3,500 gpm, or any combination of these criteria. The height of all buildings in the city, including those protected by automatic sprinklers, is considered when determining the number of needed ladder companies. Response areas not needing a ladder company should have a service company. Ladders, tools and equipment normally carried on ladder trucks are needed not only for ladder operations but also for forcible entry, ventilation, salvage, overhaul, lighting and utility control.

The number of ladder or service companies, the height of the aerial ladder, aerial ladder testing and the equipment carried on the in-service ladder trucks and service trucks is compared with the number of needed ladder trucks and service trucks and an FSRS equipment list. Ladder trucks must meet the general criteria of NFPA 1901, *Standard for Automotive Fire Apparatus* to be recognized.

The number of needed ladder-service trucks is dependent upon the number of buildings 3 stories or 35 feet or more in height, buildings with a Needed Fire Flow greater than 3,500 gpm, and the method of operation.

The FSRS recognizes that there are **0 ladder companies** in service. These companies are needed to provide fire suppression services to areas to meet NFPA 1710 criteria or within 2½ miles and the number of buildings with a Needed Fire Flow over 3,500 gpm or 3 stories or more in height, or the method of operation.

The FSRS recognizes that there are **1 service companies** in service.

Item 549 "Credit for Ladder Service (CLS)" = 1.38 points

Item 553 – Credit for Reserve Ladder and Service Trucks (0.50 points)

The next item reviewed is Item 553 "Credit for Reserve Ladder and Service Trucks (CRLS)". This item considers the adequacy of ladder and service apparatus when one (or more in larger communities) of these apparatus are out of service. The number of needed reserve ladder and service trucks is 1 for each 8 needed ladder and service companies that were determined to be needed in Item 540, or any fraction thereof.

Item 553 "Credit for Reserve Ladder and Service Trucks (CRLS)" = 0.00 points

Item 561 – Deployment Analysis (10 points)

Next, Item 561 "Deployment Analysis (DA)" is reviewed. This Item examines the number and adequacy of existing engine and ladder-service companies to cover built-upon areas of the city.

To determine the Credit for Distribution, first the Existing Engine Company (EC) points and the Existing Engine Companies (EE) determined in Item 513 are considered along with Ladder Company Equipment (LCE) points, Service Company Equipment (SCE) points, Engine-Ladder Company Equipment (ELCE) points, and Engine-Service Company Equipment (ESCE) points determined in Item 549.

Secondly, as an alternative to determining the number of needed engine and ladder/service companies through the road-mile analysis, a fire protection area may use the results of a systematic performance evaluation. This type of evaluation analyzes computer-aided dispatch (CAD) history to demonstrate that, with its current deployment of companies, the fire department meets the time constraints for initial arriving engine and initial full alarm assignment in accordance with the general criteria of in NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments.*

A determination is made of the percentage of built upon area within 1½ miles of a first-due engine company and within 2½ miles of a first-due ladder-service company.

Item 561 "Credit Deployment Analysis (DA)" = 8.08 points

Item 571 – Credit for Company Personnel (15 points)

Item 571 "Credit for Company Personnel (CCP)" reviews the average number of existing firefighters and company officers available to respond to reported first alarm structure fires in the city.

The on-duty strength is determined by the yearly average of total firefighters and company officers on-duty considering vacations, sick leave, holidays, "Kelley" days and other absences. When a fire department operates under a minimum staffing policy, this may be used in lieu of determining the yearly average of on-duty company personnel.

Firefighters on apparatus not credited under Items 513 and 549 that regularly respond to reported first alarms to aid engine, ladder, and service companies are included in this item as increasing the total company strength.

Firefighters staffing ambulances or other units serving the general public are credited if they participate in fire-fighting operations, the number depending upon the extent to which they are available and are used for response to first alarms of fire.

On-Call members are credited on the basis of the average number staffing apparatus on first alarms. Off-shift career firefighters and company officers responding on first alarms are considered on the same basis as on-call personnel. For personnel not normally at the fire station, the number of responding firefighters and company officers is divided by 3 to reflect the time needed to assemble at the fire scene and the reduced ability to act as a team due to the various arrival times at the fire location when compared to the personnel on-duty at the fire station during the receipt of an alarm.

The number of Public Safety Officers who are positioned in emergency vehicles within the jurisdiction boundaries may be credited based on availability to respond to first alarm structure fires. In recognition of this increased response capability the number of responding Public Safety Officers is divided by 2.

The average number of firefighters and company officers responding with those companies credited as Automatic Aid under Items 513 and 549 are considered for either on-duty or on-call company personnel as is appropriate. The actual number is calculated as the average number of company personnel responding multiplied by the value of AA Plan determined in Item 512.D.

The maximum creditable response of on-duty and on-call firefighters is 12, including company officers, for each existing engine and ladder company and 6 for each existing service company.

Chief Officers are not creditable except when more than one chief officer responds to alarms; then extra chief officers may be credited as firefighters if they perform company duties.

The FSRS recognizes **0.00 on-duty personnel** and an average of **11.25 on-call personnel** responding on first alarm structure fires.

Item 571 "Credit for Company Personnel (CCP)" = 6.94 points

Item 581 – Credit for Training (9 points)

Training	Earned Credit	Credit Available
A. Facilities, and Use For maximum credit, each firefighter should receive 18 hours per year in structure fire related subjects as outlined in NFPA 1001.	**0.00**	**35**
B. Company Training For maximum credit, each firefighter should receive 16 hours per month in structure fire related subjects as outlined in NFPA 1001.	**2.81**	**25**
C. Classes for Officers For maximum credit, each officer should be certified in accordance with the general criteria of NFPA 1021. Additionally, each officer should receive 12 hours of continuing education on or off site.	**0.75**	**12**
D. New Driver and Operator Training For maximum credit, each new driver and operator should receive 60 hours of driver/operator training per year in accordance with NFPA 1002 and NFPA 1451.	**5.00**	**5**
E. Existing Driver and Operator Training For maximum credit, each existing driver and operator should receive 12 hours of driver/operator training per year in accordance with NFPA 1002 and NFPA 1451.	**0.59**	**5**
F. Training on Hazardous Materials For maximum credit, each firefighter should receive 6 hours of training for incidents involving hazardous materials in accordance with NFPA 472.	**0.14**	**1**
G. Recruit Training For maximum credit, each firefighter should receive 240 hours of structure fire related training in accordance with NFPA 1001 within the first year of employment or tenure.	**3.27**	**5**
H. Pre-Fire Planning Inspections For maximum credit, pre-fire planning inspections of each commercial, industrial, institutional, and other similar type building (all buildings except 1-4 family dwellings) should be made annually by company members. Records of inspections should include up-to date notes and sketches.	**0.00**	**12**

Item 580 "Credit for Training (CT)" = 1.13 points

Item 730 – Operational Considerations (2 points)

Item 730 "Credit for Operational Considerations (COC)" evaluates fire department standard operating procedures and incident management systems for emergency operations involving structure fires.

Operational Considerations	Earned Credit	Credit Available
Standard Operating Procedures The department should have established SOPs for fire department general emergency operations	**50**	**50**
Incident Management Systems The department should use an established incident management system (IMS)	**50**	**50**
Operational Considerations total:	**100**	**100**

Item 730 "Credit for Operational Considerations (COC)" = 2.00 points

Water Supply

Forty percent of a community's overall score is based on the adequacy of the water supply system. The ISO field representative evaluated:

- the capability of the water distribution system to meet the Needed Fire Flows at selected locations up to 3,500 gpm.
- size, type and installation of fire hydrants.
- inspection and flow testing of fire hydrants.

	Earned Credit	Credit Available
616. Credit for Supply System	**23.98**	30
621. Credit for Hydrants	**2.84**	3
631. Credit for Inspection and Flow Testing	**0.00**	7
Item 640. Credit for Water Supply:	**26.82**	**40**

Item 616 – Credit for Supply System (30 points)

The first item reviewed is Item 616 "Credit for Supply System (CSS)". This item reviews the rate of flow that can be credited at each of the Needed Fire Flow test locations considering the supply works capacity, the main capacity and the hydrant distribution. The lowest flow rate of these items is credited for each representative location. A water system capable of delivering 250 gpm or more for a period of two hours plus consumption at the maximum daily rate at the fire location is considered minimum in the ISO review.

Where there are 2 or more systems or services distributing water at the same location, credit is given on the basis of the joint protection provided by all systems and services available.

The supply works capacity is calculated for each representative Needed Fire Flow test location, considering a variety of water supply sources. These include public water supplies, emergency supplies (usually accessed from neighboring water systems), suction supplies (usually evidenced by dry hydrant installations near a river, lake or other body of water), and supplies developed by a fire department using large diameter hose or vehicles to shuttle water from a source of supply to a fire site. The result is expressed in gallons per minute (gpm).

The normal ability of the distribution system to deliver Needed Fire Flows at the selected building locations is reviewed. The results of a flow test at a representative test location will indicate the ability of the water mains (or fire department in the case of fire department supplies) to carry water to that location.

The hydrant distribution is reviewed within 1,000 feet of representative test locations measured as hose can be laid by apparatus.

For maximum credit, the Needed Fire Flows should be available at each location in the district. Needed Fire Flows of 2,500 gpm or less should be available for 2 hours; and Needed Fire Flows of 3,000 and 3,500 gpm should be obtainable for 3 hours.

Item 616 "Credit for Supply System (CSS)" = 23.98 points

Item 621 – Credit for Hydrants (3 points)

The second item reviewed is Item 621 "Credit for Hydrants (CH)". This item reviews the number of fire hydrants of each type compared with the total number of hydrants.

There are a total of 70 hydrants in the graded area.

620. Hydrants, - Size, Type and Installation	Number of Hydrants
A. With a 6 -inch or larger branch and a pumper outlet with or without 2½ -inch outlets	65
B. With a 6 -inch or larger branch and no pumper outlet but two or more 2½ -inch outlets, or with a small foot valve, or with a small barrel	0
C./D. With only a 2½ -inch outlet or with less than a 6 -inch branch	5
E./F. Flush Type, Cistern, or Suction Point	0

Item 621 "Credit for Hydrants (CH)" = 2.84 points

Item 630 – Credit for Inspection and Flow Testing (7 points)

The third item reviewed is Item 630 "Credit for Inspection and Flow Testing (CIT)". This item reviews the fire hydrant inspection frequency, and the completeness of the inspections. Inspection of hydrants should be in accordance with AWWA M-17, *Installation, Field Testing and Maintenance of Fire Hydrants.*

Frequency of Inspection (FI): Average interval between the 3 most recent inspections.

Frequency	Points
1 year	30
2 years	20
3 years	10
4 years	5
5 years or more	No Credit

Note: The points for inspection frequency are reduced by 10 points if the inspections are incomplete or do not include a flushing program. An additional reduction of 10 points are made if hydrants are not subjected to full system pressure during inspections. If the inspection of cisterns or suction points does not include actual drafting with a pumper, or back-flushing for dry hydrants, 20 points are deducted.

Total points for Inspections = 0.00 points

Frequency of Fire Flow Testing (FF): Average interval between the 3 most recent inspections.

Frequency	Points
5 years	40
6 years	30
7 years	20
8 years	10
9 years	5
10 years or more	No Credit

Total points for Fire Flow Testing = 0.00 points

Item 631 "Credit for Inspection and Fire Flow Testing (CIT)" = 0.00 points

Divergence = -2.27

The Divergence factor mathematically reduces the score based upon the relative difference between the fire department and water supply scores. The factor is introduced in the final equation.

Community Risk Reduction

	Earned Credit	Credit Available
1025. Credit for Fire Prevention and Code Enforcement (CPCE)	**1.53**	2.2
1033. Credit for Public Fire Safety Education (CFSE)	**1.24**	2.2
1044. Credit for Fire Investigation Programs (CIP)	**0.72**	1.1
Item 1050. Credit for Community Risk Reduction	**3.49**	**5.50**

Item 1025 – Credit for Fire Prevention Code Adoption and Enforcement (2.2 points)	Earned Credit	Credit Available
Fire Prevention Code Regulations (PCR) Evaluation of fire prevention code regulations in effect.	8.60	10
Fire Prevention Staffing (PS) Evaluation of staffing for fire prevention activities.	0.00	8
Fire Prevention Certification and Training (PCT) Evaluation of the certification and training of fire prevention code enforcement personnel.	4.25	6
Fire Prevention Programs (PCP) Evaluation of fire prevention programs.	15.00	16
Review of Fire Prevention Code and Enforcement (CPCE) subtotal:	27.85	40

Item 1033 – Credit for Public Fire Safety Education (2.2 points)	Earned Credit	Credit Available
Public Fire Safety Educators Qualifications and Training (FSQT) Evaluation of public fire safety education personnel training and qualification as specified by the authority having jurisdiction.	5.00	10
Public Fire Safety Education Programs (FSP) Evaluation of programs for public fire safety education.	17.50	30
Review of Public Safety Education Programs (CFSE) subtotal:	22.50	40

Item 1044 – Credit for Fire Investigation Programs (1.1 points)	Earned Credit	Credit Available
Fire Investigation Organization and Staffing (IOS) Evaluation of organization and staffing for fire investigations.	4.00	8
Fire Investigator Certification and Training (IQT) Evaluation of fire investigator certification and training.	3.00	6
Use of National Fire Incident Reporting System (IRS) Evaluation of the use of the National Fire Incident Reporting System (NFIRS) for the 3 years before the evaluation.	6.00	6
Review of Fire Investigation Programs (CIP) subtotal:	13.00	20

Summary of PPC Review
for
Pleasant Hill FPSA

FSRS Item	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	**2.40**	**3**
422. Credit for Telecommunicators	**2.52**	**4**
432. Credit for Dispatch Circuits	**2.85**	**3**
440. Credit for Emergency Communications	**7.77**	**10**
Fire Department		
513. Credit for Engine Companies	**5.32**	**6**
523. Credit for Reserve Pumpers	**0.00**	**0.5**
532. Credit for Pumper Capacity	**3.00**	**3**
549. Credit for Ladder Service	**1.38**	**4**
553. Credit for Reserve Ladder and Service Trucks	**0.00**	**0.5**
561. Credit for Deployment Analysis	**8.08**	**10**
571. Credit for Company Personnel	**6.94**	**15**
581. Credit for Training	**1.13**	**9**
730. Credit for Operational Considerations	**2.00**	**2**
590. Credit for Fire Department	**27.85**	**50**
Water Supply		
616. Credit for Supply System	**23.98**	**30**
621. Credit for Hydrants	**2.84**	**3**
631. Credit for Inspection and Flow Testing	**0.00**	**7**
640. Credit for Water Supply	**26.82**	**40**
Divergence	**-2.27**	**--**
1050. Community Risk Reduction	**3.49**	**5.50**
Total Credit	**63.66**	**105.5**

Final Community Classification = 04/4Y

END OF REPORT