

City of West Allis Fire Department



2017 Annual Report and Standards of Coverage





Mason J. Pooler
FIRE CHIEF



CITY of WEST ALLIS
FIRE DEPARTMENT



Citizens of West Allis,
Honorable Board of Police and Fire Commissioners,
Honorable Mayor and Common Council

Dear Colleagues,

We are respectfully submitting the 2017 Annual Report which provides a detailed review of our department's activities for the past year. In January of 2017, Chief Steve Bane retired from the organization after 32 years of dedicated service. Steve Bane served as Fire Chief for three years and prior to that was the Assistant Chief of Emergency Medical Services for our department. Over the course of his career, our department saw its demand for Emergency Medical Services grow exponentially. To accommodate this growth, our department increased the number of paramedic staffed ambulances from one to three. Chief Bane was a visionary leader and helped develop the first operation Mobile Integrated Healthcare (MIH) program in the state. With Chief Bane's retirement, the Board of Police and Fire Commissioners began a nationwide recruitment to select the next Fire Chief for the city of West Allis. After a lengthy evaluation process, I am proud and humbled to have been selected to serve as the 13th Fire Chief for the city of West Allis.

With oversight from the Board of Police and Fire Commissioners, our department diligently works to improve the quality of life for all residents and visitors of West Allis, while maintaining fiscal restraint and responsibility. Our department continues to search for the most cost-efficient ways of delivering our critical services to the city. The following pages will enable you to review trends in statistical information and to evaluate the impacts of our various programs, changes in calls for service, and fiscal factors that influence our operation.

In 2018, we plan on updating our department's Mission Statement. Our current Mission Statement has been in place for nearly 30 years. While it is still applicable, the role that our organization plays in the community has continued to evolve. Additionally, we will begin work on drafting a Vision Statement. The Vision Statement will provide inspiration and guidance to all members and will support both the department's and the city's strategic plans. Updating the Mission Statement and drafting a Vision Statement will help assure that all members of the organization understand what we are trying to build and will serve as a guide for future actions.

2017 saw an increased emphasis on Community Risk Reduction in our city. Our Fire Prevention Bureau partnered with the West Allis Health Department and the Red Cross to install over 600 smoke and carbon monoxide alarms in high risk areas of the city. We hope to expand this effort in 2018 to include further collaboration with the Health Department to offer flu shots to residents as we canvas at-risk neighborhoods.

Our Mobile Integrated Healthcare providers target patients identified as being high risk for readmission to the hospital after discharge. Through an innovative partnership with the Aurora West Allis Medical Center, West Allis Fire Department MIH providers make home visits to recently discharged patients that meet certain criteria. Our MIH providers have been successful in reducing hospital readmissions and decreasing emergency department utilization of vulnerable populations. Our MIH team has also looked for ways to make our community safer through initiatives such as Pulse Point and Stop the Bleed campaigns. Pulse Point is a mobile device application that alerts CPR trained responders to cardiac arrest incidents that occur around them. Additionally, the app points bystanders to the nearest public access defibrillator. Our MIH team has worked to increase the effectiveness of the app with a three-pronged approach: training members of the public in Hands Only CPR, mapping the location of public access

defibrillators, and increasing the pool of people who have Pulse Point downloaded on their devices. Through collaboration with the city's G.I.S. professionals, we have begun mapping the location of defibrillators as well as Pulse Point responders in our city at different times of the day. By identifying where we lack defibrillators and CPR trained responders, we know where to focus public education efforts that will lead to increased cardiac arrest survival rates in our community. Stop the Bleed is a public education initiative in which members of the public are trained to apply tourniquets to patients that experience uncontrolled bleeding in the pre-hospital setting. Through collaboration with the West Allis Health Department, the city has begun placing tourniquet kits inside public access defibrillators. When somebody calls 9-1-1 to report a patient with severe bleeding, callers may be directed to a nearby Stop the Bleed kit which may buy the patient valuable minutes prior to 9-1-1 resources arriving.

This past year also brought changes to the city's dispatch center. Our dispatchers use a set of internationally recognized protocols for medical calls that come into the 9-1-1 center. It is important that dispatchers follow these protocols exactly as written. In order to assure that dispatchers follow these protocols, in 2017 the city subscribed to a service that reviews dispatcher performance and provides feedback to dispatchers. We see this as the first step towards getting our dispatch center nationally accredited. Accreditation would allow our city to engage in exciting changes in the dispatch center such as implementation of a nurse triage line, which would shunt low acuity calls to a nurse for diagnosis over the phone and save fire department resources for more appropriate calls for service. In 2017 we also began preparatory work for an automated station notification system that would streamline the process of dispatchers notifying fire stations when calls for service occur. This automation will allow dispatchers to remain on the phone with 9-1-1 callers while a computer generated voice alerts fire stations and provides call information. This project should be completed mid-year of 2018.

2017 ushered in a large amount of change in our organization. We hired eight new firefighters with anticipation of hiring several more new members in 2018. Additionally, we promoted six new Equipment Operators, six Lieutenants, four Captains, and two Deputy Chiefs. The cycle of hiring, promotions, and retirements will continue in 2018. These fresh faces will continue to bring new ideas and innovations to our department.

Thank you for taking the time to review our 111th West Allis Fire Department Annual Report.

Sincerely,

A handwritten signature in black ink that reads "Mason Pooler". The signature is written in a cursive, flowing style.

Mason Pooler
Fire Chief

Fire Department Mission Statement

The West Allis Fire Department is organized and dedicated to serve, protect, and preserve the life and property of the citizens and businesses of West Allis. We will provide this service with the highest level of professionalism we are capable of delivering in fire prevention, public education, incident stabilization, and emergency medical services as effectively as possible, 24 hours a day, seven days a week.

To achieve our purpose, we will strive to:

- Operate a department that upgrades with the most effective and current equipment available and maintains that equipment in a state of constant readiness
- Provide fire prevention and safety education to our community through programs such as, but not limited to, Survive Alive and Fire Prevention Week
- Provide state-of-the art training and educational opportunities to maintain a service that is confident in its ability to responsibly handle an emergency our citizens or city could encounter
- Maintain staffing levels in accordance with National Fire Protection Association standards to accomplish our mission in a safe and effective manner
- Provide fire inspections to ensure that codes and standards affecting the safety of the community of West Allis are known by those responsible for compliance and enforce compliance in a manner that ensures the highest degree of confidence in our integrity, productivity, and fairness
- Aggressively recruit qualified applicants to maintain and improve the professional standards of the West Allis Fire Department and fire service
- Provide emergency medical services of advanced life support (paramedic) and basic life support (Emergency Medical Technicians) that meets or exceeds the community's expectations and national standards of those services
- Monitor current activities and develop appropriate responses to the community's threat of hazardous material emergencies

The values and methods employed by the West Allis Fire Department to accomplish this mission are as important as the mission itself. The following values are fundamental to our success:

Personnel: We are the source of the department's strength. We are an integral part of the whole, supporting involvement, mutual respect, and teamwork as our core values. We will work to accomplish our purpose through responsible judgment and initiative in both routine and extraordinary situations to maintain the trust and faith of the citizens of West Allis.

Service: Our service will meet or exceed the expectations of the community of West Allis and be of the highest quality we are capable of delivering to the public we serve. The conduct of our membership in the performance of our service shall be beyond reproach.



BUREAU OF OPERATIONS

Jay D. Scharfenberg
ASSISTANT CHIEF

CITY of WEST ALLIS
FIRE DEPARTMENT

Jay Scharfenberg
Assistant Chief



Platoon A



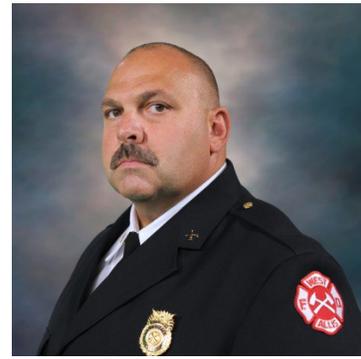
Daniel Levenhagen
Battalion Chief

Platoon B



Daniel Ledvorowski
Battalion Chief

Platoon C

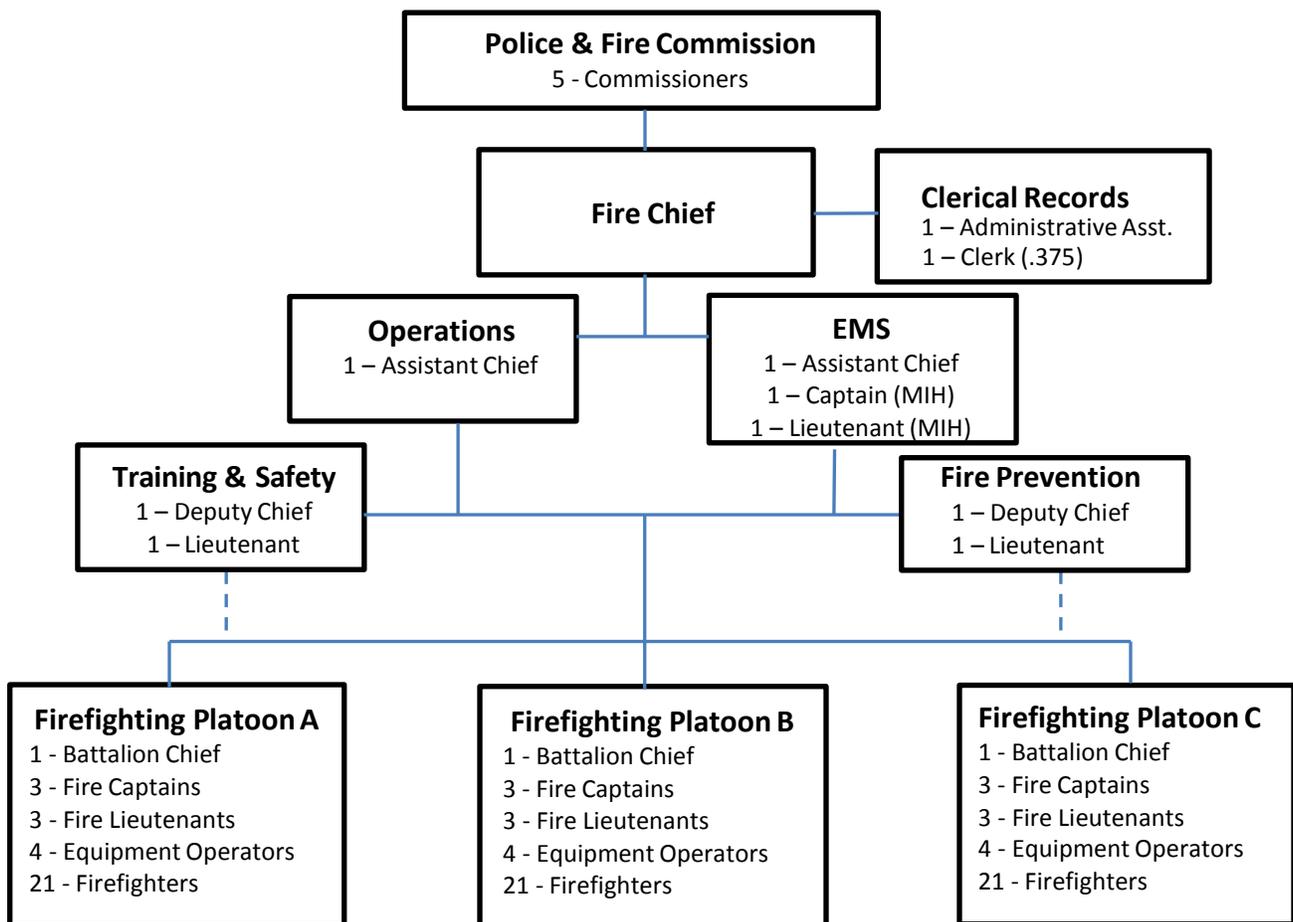


David Jarosch
Battalion Chief

The West Allis Fire Department is a career agency that protects a population of approximately 61,000 residents in 11.4 square miles. The department has 105 sworn employees and 1.5 civilian employees operating out of three fire stations and a stand-alone administration building. On a daily basis, the West Allis Fire Department operates three engine companies (staffed with four personnel per company), one ladder truck company (staffed with 4 personnel), three paramedic EMS transport units (staffed with two personnel per unit), and a battalion chief, responding to an average of 27 calls for service per day. The department's actual operating expenditures in 2017 totaled \$12,716,015.

The Fire Chief is supported by two Assistant Chiefs and two Deputy Chiefs, all of whom work a 40-hour schedule with offices in the Fire Administration building. Assistant Chiefs oversee the Bureau of Operations and the Bureau of Emergency Medical Services. Deputy Chiefs oversee the Bureau of Training and Safety and the Bureau of Fire Prevention. Two Lieutenants are assigned to a 40-hour schedule, one in the Bureau of Training and Safety and one in the Bureau of Fire Prevention. One Captain and one additional Lieutenant are assigned to a 40-hour schedule in the Bureau of Emergency Medical Services to operate the Mobile Integrated Healthcare program.

A Battalion Chief commands each firefighting platoon. There are three Captains assigned to each shift, one at each fire station for a total of nine Captains. Lieutenants are assigned primarily to the engine and truck companies, but also to paramedic transport units as staffing permits. Equipment Operators are assigned to operate engine and truck apparatus at each station and the remaining line positions are filled by Firefighters. There are 33 members assigned to each shift who work a rotating schedule of 24 hours on duty followed by 48 hours off.

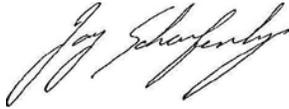


In 2017 the department responded to a total of 9,535 calls for service. A breakdown of these calls for service by type appears below:

- Fire: 156
- Rupture/Explosion: 10
- EMS: 7,899 (includes Mobile Integrated Healthcare visits)
- Hazardous Condition: 212
- Service Call: 163
- Good Intent: 329
- False Alarm: 764
- Severe Weather: 1
- Other: 2

Attached to this report is a copy of the West Allis Fire Department's Standards of Coverage (SOC) document which provides a detailed analysis of the Bureau of Operations' performance benchmarks, benchmark compliance and overall activity by planning zone over the five year period from 2013-2017. Please see the SOC document for additional details.

Sincerely,

A handwritten signature in black ink, appearing to read "Jay Scharfenberg". The signature is fluid and cursive, with the first name "Jay" being particularly prominent.

Jay Scharfenberg
Assistant Chief - Bureau of Operations

Staffing Changes - 2017

Retirements

03/01/2017	DC Joseph Levenhagen (appointed 01/09/1988)
03/17/2017	FF Scott Heflin (appointed 05/11/1991)
03/18/2017	EO Bradley Bloomer (appointed 07/29/1989)
03/18/2017	EO Jeffrey Kjorlien (appointed 01/09/1988)
03/29/2017	FF Chris Levenhagen (appointed 01/14/1984)
04/30/2017	CT Joel Meier (appointed 01/25/1992)
05/30/2017	CT Todd Oleson (appointed 06/04/1988)
07/14/2017	FF George Huzjak (appointed 11/14/2011)
09/14/2017	FF Michael Samosky (appointed 08/22/2011)
11/10/2017	LT Craig Koller (appointed 04/19/1997)
11/10/2017	FF David Snow (appointed 02/14/1987)

Promotions

07/14/2017	DC Mason Pooler to Fire Chief
08/19/2017	CT Chris Ziolecki to Deputy Chief
08/19/2017	LT Mark Dombrowski to Deputy Chief
03/18/2017	LT Daniel Becker to Captain
04/08/2017	LT Jonathan Hauboldt to Captain
04/29/2017	LT Nicholas Palasz to Captain
06/03/2017	LT Timothy Kersten to Captain
03/18/2017	FF Mallory Sura to Lieutenant
04/08/2017	FF Jason Schaak to Lieutenant
04/29/2017	LT Matthew Ladousa to Lieutenant
06/03/2017	FF Michael Wright to Lieutenant
08/19/2017	EO Steven Prusinski to Lieutenant
12/23/2017	EO Jesse Schwark to Lieutenant
03/18/2017	FF Beth Schneider to Equipment Operator
08/19/2017	FF Guy Carriveau to Equipment Operator
08/19/2017	FF Kyle Novak to Equipment Operator
12/23/2017	FF Kristopher Ries to Equipment Operator

Appointments

05/08/2017	PFF Logan Ballering
05/08/2017	PFF Antonio Gibilian
05/08/2017	PFF Raechel Liska
05/08/2017	PFF Alexander DiTorrice
05/08/2017	PFF Kade DeLacy
05/08/2017	PFF Garrett Schaefer
05/08/2017	PFF Crystal Apfel
05/08/2017	PFF Joshua Fisher

**WEST ALLIS FIRE DEPARTMENT
STATION ROSTER**

PLATOON A

STATION 1					
CT	PM	Becker	PFF	PM	Kaplanek
LT	PM	Ladousa	PFF	EMT	R. Liska
EO	PM	Novak			
FF	EMT	Faust			

Station PM: 4 Station Staffing: 6

STATION 2					
BC	EMT	Shinkle	FF	EMT	Grablewski
CT	EMT	Breznik	FF	EMT	Potochich
LT	PM	Brode	FF	PM	Acker (Shop)
LT	PM	Sura, Mark	FF	PM	Dombrowski, Z.
EO	EMT	Kowalewski	PFF	PM	Ziemann
EO	PM	Ries	PFF	PM	DiTorrice
FI	EMT	Brehm	PFF	PM	Gibilian
FI	EMT	Gundersen			

Station PM: 8 Station Staffing: 15

STATION 3					
CT	PM	Hauboldt	FF	PM	Dufek
EO	PM	Schrader	PFF	PM	Uecker
FF	EMT	Curtis	PFF	PM	Schaeffer
FF	PM	Brownson			

Station PM: 6 Station Staffing: 7

Shift Staffing: 28
PM Staffing: 18
EMT Staffing: 10

PLATOON B

STATION 1					
CT	PM	Paider	FF	PM	Levenhagen
EO	EMT	Cavett	PFF	PM	Kandarapally
FF	EMT	S. Liska	PFF	PM	Ballering
FF	PM	Dettmering			

Station PM: 5 Station Staffing: 7

STATION 2					
BC	PM	Ledvorowski	FF	EMT	Emery
CT	EMT	Vorpagel	FF	EMT	Novinska (Shop)
LT	PM	Maly	FF	PM	Schoessow
LT	PM	Kaltenbrun	FF	PM	Thode
EO	EMT	Theim	FF	PM	Draeger
EO	PM	Rohde	PFF	PM	Nowak
FI	EMT	Peterson	PFF	EMT	Apfel
FI	EMT	Pitman			

Station PM: 8 Station Staffing: 15

STATION 3					
CT	PM	Palasz	PFF	PM	Ottow
LT	PM	Sura, Mal	PFF	PM	Fisher, J.
EO	PM	Carriveau			
FF	PM	Wolfe			

Station PM: 6 Station Staffing: 6

Total Staffing: 28
PM Staffing: 19
EMT Staffing: 9

PLATOON C

STATION 1					
CT	PM	Lenske	FF	PM	Williams
EO	PM	Gapinski	FF	PM	Schultz
FF	EMT	Fisher, D.	FF	PM	Samosky
FF	PM	Livingston			

Station PM: 6 Station Staffing: 7

STATION 2					
BC	PM	Jarosch, D.	FI	EMT	Portz
CT	PM	DeSnoo	FF	EMT	Hauenstein
LT	EMT	Abbrederis	FF	EMT	Staszak
LT	PM	Prusinski	FF	PM	Bobrowitz (Shop)
LT	PM	Schwarck	FF	PM	Del Real
EO	EMT	Kirchner	FF	PM	Groh
EO	PM	Gromowski	FF	PM	Marquardt
FI	EMT	Schreiber	PFF	PM	DeLacy

Station PM: 10 Station Staffing: 15

STATION 3					
CT	PM	Kersten	FF	PM	Schmitz
EO	PM	Schneider	FF	PM	Jarosch, C.
FF	EMT	Baumgardt	FF	PM	Streicher
FF	PM	Crosby			

Station PM: 6 Station Staffing: 7

Total Staffing: 29
PM Staffing: 22
EMT Staffing: 7

Line Staffing: 85
Admin Staffing: 9
Total Staffing: 94

Total ALS Personnel: 67
Total BLS Personnel: 27

ADMINISTRATION BUILDING

FC	PM	Pooler	CT	PM	Bandomir
AC	PM	Scharfenberg	LT	PM	Foley
AC	PM	Zellmann	LT	PM	Schaak
DC	PM	Ziolecki	LT	PM	Wright
DC	EMT	Dombrowski			

Total Admin Staff: 9
Admin PM: 8
Admin EMT: 1

Probation Ends:
May 8, 2018



BUREAU of EMERGENCY
MEDICAL SERVICES
Kurt W. Zellmann
ASSISTANT CHIEF



CITY of WEST ALLIS
FIRE DEPARTMENT



Kurt Zellmann
Assistant Chief

2017 ANNUAL REPORT BUREAU of EMERGENCY MEDICAL SERVICES

The West Allis Fire Department Bureau of Emergency Medical Services (WAFD EMS) is tasked with providing top quality medical care in a rapid manner to all persons within the borders of the city of West Allis. The medical care delivered by WAFD providers spans the spectrum from the simple lift assist of an uninjured person to cardiac resuscitation and all levels in between. Whatever level of medical care is required by our consumers, WAFD Paramedics and EMT's provide that care with both the utmost skill and respect for those we serve, without fail, 24 hours a day 365 days a year.

WAFD EMS operates out of all three stations and has a minimum of three ALS/BLS transport capable ambulances staffed by two paramedics each day. The Bureau of EMS is also scalable and provides contract ALS services to numerous events that take place at the Wisconsin State Fair Park grounds, with the most notable being the annual Wisconsin State Fair which brings an additional one million persons to our city for the fourteen day run of the State Fair each year. All events at the fair grounds and Milwaukee Mile racetrack that require ALS level EMS are protected by WAFD EMS.

In addition to the lifesaving services delivered by the Bureau of EMS to those in the city, the Bureau of EMS also provides a significant revenue stream back to the City coffers for the delivery of EMS Services. For the year 2017, the department was able to recover \$1,479,406.89 in collected fees for EMS services via 911 calls and an additional \$72,971.00 from motor vehicle accident billing fees and services to the Wisconsin State Fair Park. The total revenue returned to the City by the Bureau of EMS for 2017 was **\$1,577,534.11**. This was a \$264,893.89 decrease from 2016 revenue.

WAFD EMS also operates in partnership with the Milwaukee County Office of Emergency Management EMS Division (MCOEM-EMS) and functions under the adopted county-wide EMS protocols. This system allows for inter-agency cooperation and seamless care from community to community for those accessing the EMS system. WAFD and MCOEM-EMS likewise partner to provide the required continuing education and certification maintenance to all EMS providers. This partnership also allows for seamless operation between providers from different departments. The advantage of this cooperation with Milwaukee County also extends to our purchasing power. MCOEM-EMS previously coordinated the purchase and distribution of the majority of consumable EMS supplies used in patient care to all communities. In 2017 the centralized EMS supply ordering system was transitioned to an EMS supply vendor's electronic inventory and ordering system and now individual communities place their own supply orders and manage their respective inventories. With all communities

utilizing this new system, we maintain the bulk purchasing power of a much larger organization than if each community utilized their own vendor and supply system.

EMS by the numbers: Bureau of EMS Year End Data overview for 2017

As the data presented below will illustrate, the Bureau of EMS was involved in just over 82% of the request for service to the WAFD during 2017 and generally to some extent for even non EMS primary runs.

Emergency Medical Services (EMS) alarms responded to in 2017:

For 2016, EMS alarms accounted for 82.84% of the total department wide alarms. EMS only calls overall are down 0.65% compared to 2016. All call types are also down 1.77% compared to 2016. The percentage of EMS alarms to all other types of alarms has risen 0.93% when compared to 2016 data.

EMS Run Responses vs. Patient Care Reports Written (Patient Contacts):

Any given EMS run can result in multiple patients being treated or evaluated. The most common incident for this is motor vehicle crashes. Only one run number is generated for tracking purposes, yet multiple individuals are treated, transported or evaluated on the call.

Of note regarding the data above it is an interesting statistic that the number of car accidents that WAFD EMS responded to 119 fewer car accidents in 2017 than occurred in 2016. This fact alone could account for the drop in average patients seen per day. The number of EMS patient care reports written subsequently shrunk due to the smaller number of runs that EMS units responded to in 2017. From a statistical standpoint if a fire response is coded as a non-EMS response but any victims are treated as a result of the fire, those patients are able to be captured when the number of individual reports written is examined.

Not all patient contacts result in transports to the hospital and not all transports to the hospital require the same level of acuity or care. The chart below illustrates both the number of patients actually transported and the care level at which the transport occurred. 30.8% of individuals evaluated were not transported per their request. Of the 6,164 patents transported, 43.7% were ALS transports and 56.3% were BLS level transports.

The following are the transport care level results totals for 2015:

Patients Not Transported	Total 2017	Patient Transport Level	Totals 2017
		Paramedic/ALS	2694
		BLS	3470
No Transport	2746	Total	6164

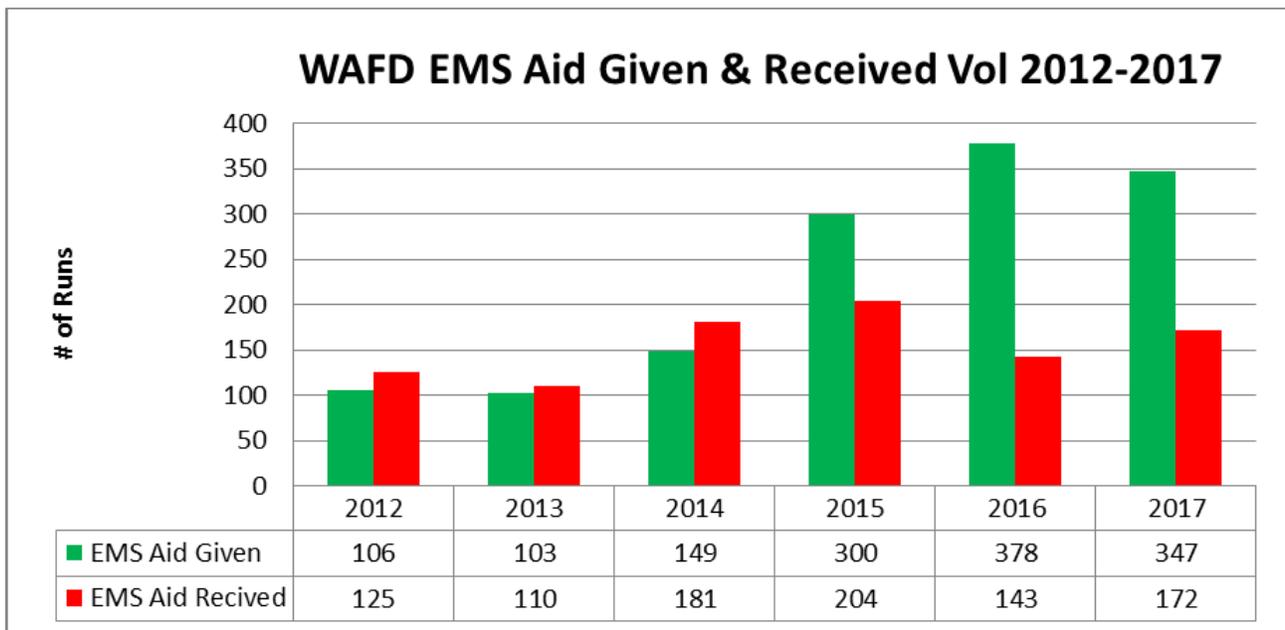
The destination that a patient is transported to may be determined one of three ways; the first is by patient choice or specific request, the second is due to the requirement for treatment at a specialty center, and the third was due to hospital diversion, where a hospital closes to ambulance traffic and the patient must be transported to another facility. The MCOEM-EMS policy of Hospital Diversion was amended in April of 2017 and essentially eliminated the ability for hospitals to divert ambulances for reasons other than internal disasters. Patient capacity is no longer an acceptable reason for ambulance diversion. The chart below illustrates the locations where WAFD units delivered patients during 2017.

Patient Transport Destinations: 2017 Year End

Hospital	Aurora Womens Pavilion	Aurora Sinai	Aurora West Allis	Children's Hospital Of Wisconsin	Embrook Memorial	Milwaukee Regional Medical Center	Saint Francis	Saint Joseph's	Saint Luke's	Saint Luke's South Shore	Saint Mary's	Veteran's Administration	Waukesha Memorial	Wheaton Franciscan Franklin	Moorland Reserve
Total	1	5	3323	194	17	996	67	12	728	4	33	176	8	6	2
YTD %	0.0%	0.1%	59.6%	3.5%	0.3%	17.9%	1.2%	0.2%	13.1%	0.1%	0.6%	3.2%	0.1%	0.1%	0.0%

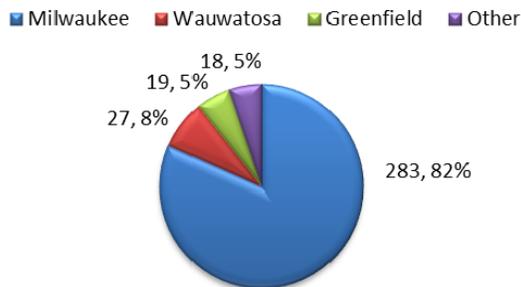
EMS Shared Services Interactions:

The following chart illustrates the WAFD EMS's interaction with our neighboring communities for the years 2012 -2017. The large increases can be attributed to a number of factors, calls for service are increasing county wide and the Milwaukee Fire Department has modified their previous response and resource deployment model to rely on units from suburban communities when their closest units are not available. County-wide the decision to send the closest available unit to the patient has increased the WAFD's assistance to other communities as well, but Milwaukee Fire is the largest consumer of WAFD services.

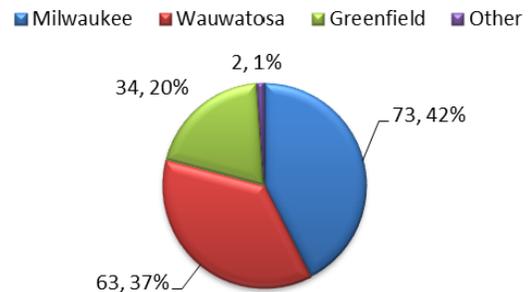


EMS Aid Overview		
	Given	Received
Year	2017	
Milwaukee	283	73
Wauwatosa	27	63
Greenfield	19	34
Other	18	2

EMS Aid Given 2017



EMS Aid Received 2017



EMS response times and response rate determination:

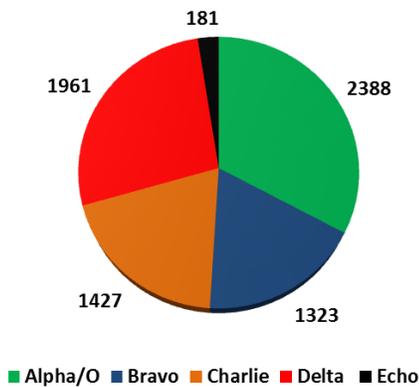
The WAFD, in cooperation with the West Allis Police Dispatch center, have utilized the Priority Medical Dispatch system of Emergency Medical Dispatch call coding. This system is a key component of efficient EMS resource management and optimal resource deployment. In addition, the system provides a vetted methodology and justification for the delivery of pre-arrival instructions to callers in immediately life threatening situations. By interrogating the caller, a reasonable evaluation of the situation can be determined and resultantly the correct responding resources can be sent at the correct rate. In the event that it is determined that the situation is life threatening, the dispatchers are able to provide potentially life sustaining instructions to the callers. This fact can essentially reduce the response time to zero and actually makes the dispatchers first responders on the call. In time sensitive situations like cardiac arrest, choking, or child birth, the interventions performed by callers as directed by dispatchers can make the difference between life and death. A brief overview of the EMD codes utilized by the EMD system will help the reader evaluate the data below. Alpha coding of the call determines the rate of response, emergent or non-emergent and a numerical value assigned to the alpha code informs the responders of the nature of the call... The response codes range from Omega & Alpha calls which are the least severe and not time sensitive to Echo level calls which are true time sensitive life threatening emergencies. Bravo, Charlie and Delta calls are progressively more time sensitive and emergent.

2017 EMD Analysis:

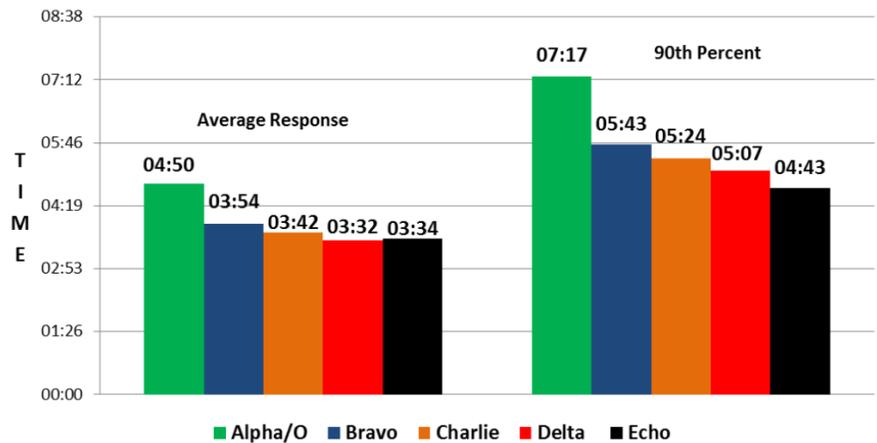
The following data applies to the **7,280** individual calls for service that were processed and assigned an Emergency Medical Dispatch Code level in 2017. As a risk reduction strategy to both the public and WAFD personnel if there is no valid medical reason to send resources emergent, they will be sent non-emergent meaning no lights or sirens are used. If the dispatcher determines that there is a time sensitive nature to the request the event will be assigned a code that instructs the units to respond emergent. As is illustrated below Alpha level calls have the greatest average response time because the units respond non-emergent, while Echo level calls have the lowest average response time due to their requirement for immediate intervention by EMS personnel.

Year To Date 2017	Alpha/O	Bravo	Charlie	Delta	Echo
Number of Responses	2388	1323	1427	1961	181
Average Response	04:50	03:54	03:42	03:32	03:34
90th Percentile	07:17	05:43	05:24	05:07	04:43
Percentage of Total	32.80%	18.17%	19.60%	26.94%	2.49%

YTD 2017 Call Acuity Breakdown



YTD 2016 Response by Acuity Avg & 90%



Overall Response Rates:

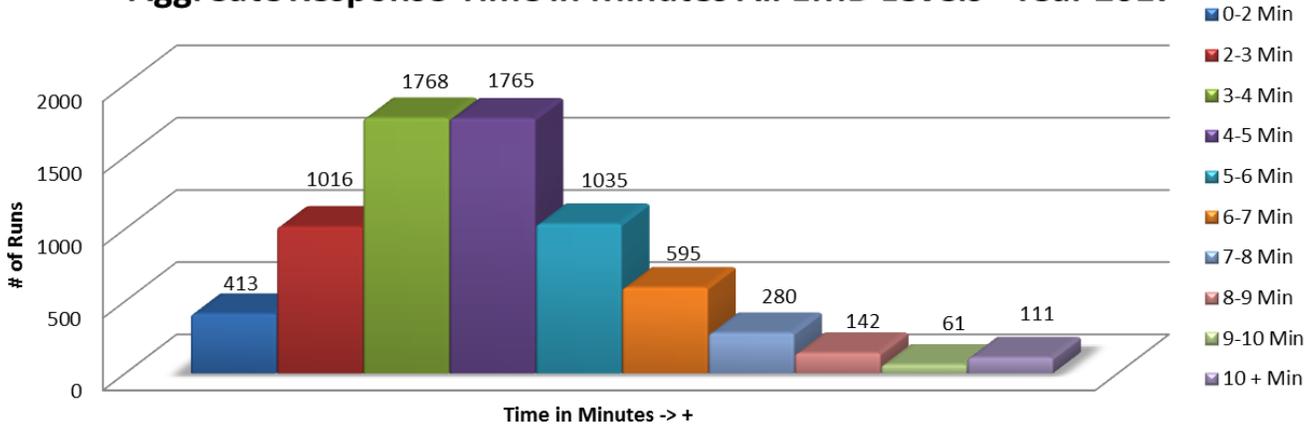
The following data is a summary and graphical illustration of the amount of time that it takes for a WAFDEMS unit to arrive on scene from the time the unit is dispatched. The first chart and graph is for all call types processed by the EMD system. The second set is for only Delta and Echo level call types. These calls are identified by the EMD system as possibly life threatening or time sensitive emergencies.

Aggregate Response to Calls Graphics: Time Range in Percent of Total All Call Types Omega -> Echo

1st Unit Arrival - All EMS Responses - Emergent & Non-Emergent Year 2017

# of Minutes	0-2	2-3	3-4	4-5	5-6	***	6-7	7-8	8-9	9-10	10+
% per Column	5.7%	14.2%	24.6%	24.6%	14.4%	***	8.2%	3.9%	2.0%	0.9%	1.5%
Cumulative%	5.7%	19.9%	44.5%	69.1%	83.5%	90.0%	91.7%	95.6%	97.6%	98.5%	100.0%
# per Column	413	1016	1768	1765	1035	6:43	595	280	142	61	111
Total Incidents	413	1429	3197	4962	5997	6460	6592	6872	7014	7075	7186

Aggregate Response Time in Minutes All EMD Levels - Year 2017

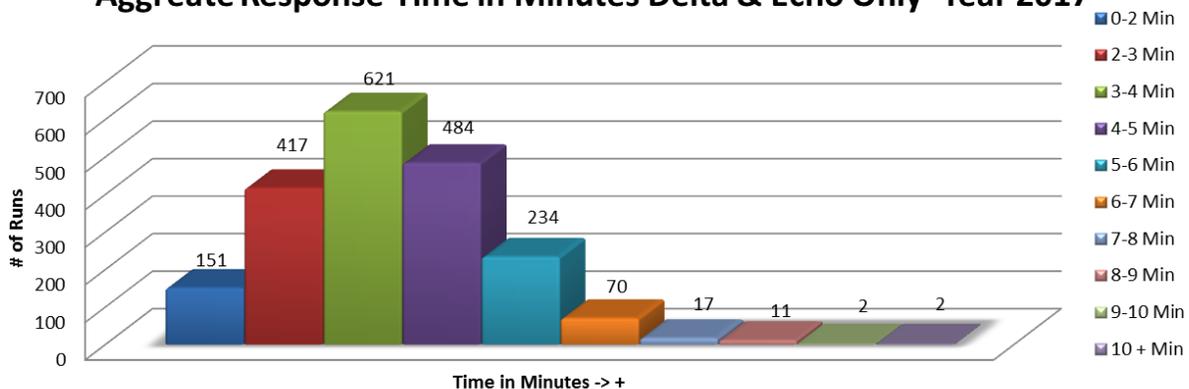


Aggregate Response to Calls Graphics: Time Range in Percent of Total Only Delta & Echo

1st Unit Arrival - Emergent Responses Delta & Echo Only - Year 2017

# of Minutes	0-2	2-3	3-4	4-5	***	5-6	6-7	7-8	8-9	9-10	10+
% per Column	7.5%	20.8%	30.9%	24.1%	***	11.6%	3.5%	0.9%	0.5%	0.1%	0.1%
Cumulative%	7.5%	28.3%	59.2%	83.3%	90.0%	94.9%	98.4%	99.3%	99.8%	99.9%	100.0%
# per Column	151	417	621	484	5:26	234	70	17	11	2	2
Total Incidents	151	568	1189	1673	1808	1907	1977	1994	2005	2007	2009

Aggregate Response Time in Minutes Delta & Echo Only- Year 2017



Response to Calls Summary:

As an accredited agency the WAFD is judged by our ability to provide resources on scene in an appropriate amount of time based on an industry standard or agency defined goal. The Bureau of EMS has two critical response goals that are analyzed above and illustrate our ability as an agency to meet the goals both we and the "industry" have set. In the first data set we look to see if we can have a WAFD EMS unit equipped with an Automatic External Defibrillator (AED) on scene in nine minutes or less 90% of the time no matter the call type.

The first chart illustrates that we do in fact exceed that goal and the agencies performance is actual that we have a rig on scene equipped with and AED in 6 minutes 43 seconds 90% of the time. Thusly we exceeded the performance goal by 2 minutes and 17 seconds.

For the second analysis we look to see if we can have an ALS capable unit on scene within five minutes of the station receiving the alarm to respond for Delta & Echo level call types. In this measure we are close but to achieving the goal but we do not in fact make that goal. Our actual 90% performance for this measure occurs at 5 minutes and 26 seconds. In this case we need to work to reduce our 90 performance response time by 26 seconds in order to meet the goal. If the simpler analysis of average response time is applied for this pool of calls, the agencies performance is at 3 minutes and 46 seconds. In the case of the average, this means that 51.6% of the time we have a unit on scene in 3 minutes and 46 seconds. We are only arriving on scene with 5 minutes of dispatch for these call types 83.3% of the time.

We believe that we have a number of tactics in the works to address this identified shortcoming and the bureau of EMS will work diligently in 2018 to both reduce and to meet this goal.

Respectfully Submitted,



Kurt Zellmann
Assistant Chief of Emergency Medical Services



BUREAU OF FIRE
PREVENTION and URBAN
AFFAIRS

Mark G. Dombrowski
DEPUTY CHIEF

Michael A. Wright
LIEUTENANT

CITY of WEST ALLIS
FIRE DEPARTMENT



Mark Dombrowski
Deputy Chief



Michael Wright
Lieutenant

2017 ANNUAL REPORT BUREAU of FIRE PREVENTION and URBAN AFFAIRS

The Bureau of Fire Prevention and Urban Affairs is responsible for reduction of potential risk of injury, death and property loss within the City of West Allis and inside State Fair Park. Risk reduction is accomplished through various methods including: 1) pre-incident **inspections and code enforcement**, 2) building **plan review**, and 3) post-incident **fire investigation**.

Inspections & Code Enforcement

This West Allis Fire Department's Fire Prevention Bureau inspects all commercial properties as well as residential properties containing three or more families. These inspections are to educate the owners and occupants about the fire and life safety codes that reduce the risk to the occupants and property through the practice of fire prevention.

In 2017, the bureau continued its transition from a paper based fire inspection system to a digital inspection system. Fire Inspectors are able to access and alter occupancy information from the field. This allows for faster performance of fire inspection activities as well as real-time updates to occupancy information. Information gathered by Fire Inspectors is accessible to emergency crews while responding to incidents via laptops in all fire department vehicles. Violation notices and other formal communications can be generated from the field and emailed directly to business owners and managers, resulting in faster turnaround times for code compliance.

Activity	2017	2016	2015	2014	2013
Regular Route Inspection	4,370	4,648	4,335	4,289	4,268
Occupancy Permit Inspections	192	237	166	205	201
State Fair Park Inspections	124	108	143	167	126
Special Inspections – Complaints/Referrals	15	49	89	198	202
License Inspections – Liquor/Other	168	167	162	200	227
Re-inspections	1,265	713	954	781	667
TOTALS:	6,134	5,922	5,849	5,840	5,691
Inspection Hours	367.02	481.45	2,613	2,083	2,071
Violations Issued	1,821	1,906	1,866	1,904	1,871
Outstanding Violations as of 12/31/2017	44	303	58	128	374

Implementation of an internal inspection audit cycle has increased the number of inspections completed on time as well as an increase in re-inspections of outstanding violations. This has led to greater code compliance and a large decrease in outstanding violations. While the fire department does have citation power, the bureau has maintained an effort to work with property and business owners to solve fire code concerns before the issues escalate to the level of citation. The department has not had to issue a citation in the past four years.

Compliance Actions	2017	2016	2015	2014
Pre-Citation Letters Issued	0	1	6	19
Citations Issued	0	0	0	0

Plan Review

Another area of fire prevention is the plan review and site inspection of buildings under construction and those undergoing remodeling. Inspectors review building plans to assure necessary safety features are present as well as compliance of state fire codes is observed. Inspectors also oversee the installation of fire protection systems and assure that these systems are properly maintained. This level of review assures code compliance that provides safety for the occupants and emergency response personnel. This also provides the basic information for the pre-plan process. Plan review is an integral risk reduction component.

Plan review also continued its transition to a digital format in 2017. Rather than have contractors submit several paper copies of plans, PDFs are now emailed and reviewed electronically. The only exceptions to a digital format are building plans as Building Inspection continues to go with paper plans. This creates a more efficient process, allowing for faster turnaround time for plan reviews and less staff dedicated to paper file maintenance and storage.

Plan Reviews:

Activity	2017	2016	2015	2014	2013
Planning Commission	15	26	36	39	51
New Construction	6	3	4	16	7
Renovation/Remodeling	96	81	94	108	143
Fire Alarm Systems	47	52	52	54	40
Fire Sprinkler Systems	52	46	53	58	49
Hood & Duct Fire Suppression Systems	6	6	0	0	0
Other Fire Suppression	0	2	4	10	16
Under/Above Ground Storage Tank Plans	10	9	3	3	0
Petition of Variance	3	4	3	1	0
TOTALS:	235	229	249	277	306

Site Inspections:

Activity	2017	2016	2015	2014	2013
Fire Alarm Systems	37	35	35	51	51
Fire Sprinkler Systems	33	27	46	53	39
Fire Main	1	0	2	1	0
Fire Pump Inspection	0	0	0	0	1
Hood & Duct Fire Suppression Systems	6	5	8	9	11
Tent Inspections	14	4	23	17	11
Tank Inspections	10	7	17	15	3
TOTALS:	101	78	131	140	116

Activity	2017	2016	2015	2014	2013
Plan Review Hours	192.13	171.55	274.5	328	305
Fire Prevention Permits Issued	702	679	160	155	133
Fire Prevention Permit Fees	\$13,013.00	\$13,790.00	\$20,102.00	\$ 17,498.00	\$ 9,880.00

Community Risk Reduction

The West Allis Fire Department partakes in community risk reduction through a variety of avenues. However, the most prominent event is the smoke alarm install. Members of the department go door-to-door in a specifically designated quarter section of the city to inquire about fire protection. When the occupants answered the door, WAFD members explained that they were canvassing the area, checking on the operation of smoke and carbon monoxide (CO) alarms. If residents agreed, fire department members would enter the homes; evaluate the alarms, and install or replace alarms as needed. The West Allis Fire Department canvassed areas of the city contingent upon the fire call volume of a quarter section.

The Red Cross, partnering with the Professional Firefighters of Wisconsin (PFFW) donated smoke alarms to the WAFD as part of a statewide program to improve fire safety known as WisSafe. The West Allis Health Department was awarded a grant that helped purchase combination smoke and carbon monoxide alarms. Also, the West Allis Downtown Business Improvement District raised money to purchase smoke and carbon monoxide alarms at the annual West Allis a la Carte event. The ultimate goal brought awareness to the community about various fire prevention tips while keeping citizens safe through fire protection. The

department recorded information pertaining to homes entered; smoke alarms installed, and combination alarms installed. The event ran twice in 2017; however, companies continued to install alarms all year round as requested by citizens and during emergency runs when need was obvious. This is evidenced by the “Other Installs 2017” category.

Activity	April 1 st 2017	September 23 rd 2017	Other Installs 2017
Number of homes	42	46	138
Smoke Alarms Installed	114	120	273
CO Alarms Installed	12	0	31
Combination Alarms	35	43	101

Another risk reduction program that the West Allis Fire Department conducts is during Fire Prevention Week. Each year in October during Fire Prevention Week, West Allis Fire Department visits all the schools in the city and conducts a fire safety program. The program targets school age children K4 thru 3rd Grade. In 2017 we visited 16 schools and contacted 2,585 students.

Synopsis of Program: Three stations:

1) Be Rabbit Ready and Have Two Ways Out: This station consisted of an interactive power point & music video dealing with knowing of two escape routes from the home in the event a fire should occur. The placement and maintenance of smoke alarms were covered along with exit drills in the home (E.D.I.T.H.). Students were taught when they hear a smoke alarm sound; they need to get out of their home quickly gathering at a pre-determined location (meeting spot). The importance of having two ways out of every room is stressed. The dangers of breathing in smoke are taught and that if possible, they should choose an exit route that is free of smoke. If they must escape through smoke, however, they should crawl on their hands and knees down low where the air is cleaner and cooler. The importance of sleeping with their bedroom door closed is taught. At the end of the program Sparky arrives and leads them out on a fire drill.

2) Aerial Ladder Truck or Engine Tour: After the inside portion, the students come outside where the Truck has its aerial ladder extended. The company officer does a short talk then a firefighter climbs the aerial. Additionally, a firefighter dons all of his gear including a self-contained breathing apparatus. During this point, the company officer explains all of the elements for personal protective equipment.

3) Photo with Sparky the Fire Dog and Fire Truck:

Fire Investigation

Fire investigation entails searching for the origin and cause for the fire. Identifying how and why each fire occurs helps provide information that can be used to educate citizens and prevent future fires. The Fire Investigation Team consists of eight members that are trained specifically in fire investigation. One of these members has completed the National Fire Academy's "Fire/Arson Origin & Cause" 80-hour class in Emmitsburg, Maryland. Entrance into the class is very selective and only investigators that have obtained a high level of previous education and experience are considered for the class. This certification allows members to investigate high dollar loss and possible arson fires. This team works closely with the West Allis Police Department Arson Investigators on suspicious and suspected arson fires.

Investigated by	2017	2016	2015	2014	2013
Company Officer Performed Investigation	30	33	80	72	120
Fire Department Fire Investigator	35	38	40	32	30
Assisted by West Allis PD Arson Investigator	2	0	10	11	7

State Fair Park

The Wisconsin State Fair Park hosts a variety of events throughout the year. There are 56 permanent buildings inside the park, all of which require annual fire inspections. Additionally, several large events are hosted throughout the year that sees an influx of temporary stands set up within the park. Such events include the annual Wisconsin State Fair, Harvest Fest, Greek Fest, and the various racing series. The annual Wisconsin State Fair involves an additional 186 temporary vendor stands set up within the fairgrounds, all requiring fire inspections. In addition to the high profile events listed above, the Wisconsin State Fair Park hosted 350 smaller events throughout the grounds in 2017, most of which also warrant a fire inspection. The sporadic use of both the permanent buildings and temporary stands used within the Wisconsin State Fair Park lends them to a wide variety of fire code concerns and require extra attention during every event.

Respectfully Submitted,



Mark Dombrowski
Deputy Chief of Fire Prevention and Urban Affairs



**BUREAU of TRAINING
and SAFETY**

**Chris R. Ziolecki
DEPUTY CHIEF**

**Jason M. Schaak
LIEUTENANT**

**CITY of WEST ALLIS
FIRE DEPARTMENT**



**Chris Ziolecki
Deputy Chief**



**Jason Schaak
Lieutenant**

2017 ANNUAL REPORT BUREAU of TRAINING and SAFETY

The Bureau of Training and Safety is primarily responsible for ensuring that fire department members are prepared to effectively deliver essential services to the citizens of West Allis. In order to accomplish this mission, Bureau personnel work to keep fire department members abreast of current technology and information related to the science of fire suppression and EMS delivery, maintaining fundamental skills and developing new ones through consistent, realistic and practical training sessions. Additionally, the Bureau of Training and Safety manages the fire department recruitment process and training of new fire recruits, manages the Candidate Physical Ability Testing (CPAT) program, prepares and conducts promotional testing, develops and maintains department operating guidelines and training manual articles, organizes and manages health and wellness programs and manages the Survive Alive program.

There are several organizations and standards that influence the training that is delivered to fire department personnel. Among them are Wisconsin Department of Safety and Health Standards, National Fire Protection Association (NFPA) standards, Insurance Service Office (ISO) recommendations, Cities and Villages Mutual Insurance Company (CVMIC) recommendations, Commission Fire Accreditation International (CFAI) requirements, and contractual obligations for the training of personnel. In compliance with these standards, laws and recommendations, the Bureau of Training and Safety delivered the following training sessions in 2017:

TRAINING PROGRAMS

Fire Suppression: Classes relating to fire suppression practices included annual SCBA donning, proficiency and confidence course drills. During the SCBA confidence course, firefighters encounter scenarios that reinforce survival topics. After entering a floor breach prop, firefighters are required to call a MAYDAY and provide all the pertinent information before moving on in the course. The training we delivered had several different objectives. We supplied command level training aimed at our officers, but are also beneficial to our younger members to understand emergency incident decision making. We provided drivers training for line personnel. Also, we provided practical exercises and reinforced basic firefighting techniques.

Topic	Attendees
Building Construction Considerations for Firefighting	73
SCBA Proficiency Drills	96
SCBA Confidence Course	96
Forcible Entry Review	74
Forcible Entry Practical	61
High Rise Review	62
High Rise Practical	56
The Art of Reading Smoke	70

Emergency Medical Services: All fire department personnel are licensed as Emergency Medical Technicians (EMTs) and are thus required to complete an EMT refresher training every two years. The Wisconsin Department of Health Services dictates general refresher format while the Bureau of Training and Safety develops class content and provides the instruction and competency testing. In addition to this refresher training, 2017 EMS training included annual infection control, patient care documentation, crime scene evidence preservation and introduction to voice recognition software.

Topic	Attendees
Infection Control	77
Paramedic and BLS Refresher	96
Documentation Training	62
Dragon Voice Recognition Software	51
WAPD Evidence Preservation	70

Special Operations: Classes related to special operations included Ice/Water Rescue, Hazardous Materials Mitigation, Sky Glider Rescue, Confined Space Rescue and Rope Rescue.

Topic	Attendees
Ice/Water Rescue	81
Trench Rescue	78
Weapons of Mass Destruction Review	81
Confined Space	79

Human Resources: Training related to human resource considerations primarily consisted of a department policy and operating guideline review program that is mandatory for all personnel. This program, which is ongoing throughout the year, assigns a specific department policy and operating guideline for review each week as in-station training. In addition to this program, Officer Development sessions were conducted on a triannual basis. Also, we provided training on Pride and Ownership and Anti-Harassment.

Topic	Attendees
Department Policy Review	96
Operating Guideline Review	96
Officer Development Meetings	31
Pride and Ownership	73
Anti-Harassment	80

Equipment Familiarization/Orientation: A vital function of the Bureau of Training and Safety is to keep all personnel abreast of current technology. As new tools are introduced or existing equipment is upgraded, Training Bureau personnel provide familiarization/orientation training so as to ensure that all personnel are proficient in the operation and maintenance of such equipment. In 2017, the West Allis Fire Department upgraded key pieces of equipment including Fire Craft Tracer used for detecting AC current, Zoll Road Safety Equipment used to alert our members of unsafe driving conditions, Image Trend Elite an upgrade to our patient care software and ASAP Mini Ambulance.

Topic	Attendees
Image Trend Elite	75
ASAP Mini Ambulance	80
Fire Craft Electricity Tracer	81
Zoll Road Safety Software	84

FIREFIGHTER RECRUITMENT

The Bureau of Training and Safety oversees the recruitment process and hiring of new firefighters. Minimum application qualifications include a high school diploma or equivalent, Wisconsin State Firefighter Certification Level I, a current State of Wisconsin EMT license, and a valid driver's license. Preferred qualifications include an Associate of Applied Science Degree in Fire Science or closely related field from an accredited college or university, and/or a Bachelors' Degree from an accredited college or university, and/or a current Wisconsin EMT-Paramedic license.

In 2017, nine candidates were hired in May, using the 2017 recruitment pool. A total of 219 applications were processed in 2017. The applicant pool included:

- 17 female applicants
- 22 military veterans

CANDIDATE PHYSICAL ABILITY TESTING

The Bureau of Training and Safety is responsible for administration of the Candidate Physical Ability Testing (CPAT) program. The program started in 2003, making 2017 its 15th year of operation. Bi-weekly tests were scheduled from January through December. Multiple departments in the area rely on the CPAT program for their recruitment process. Milwaukee, Kenosha, Racine and New Berlin have contracts with WAFD to conduct the testing. MATC fire program also utilizes the CPAT program annually.

In 2017 we conducted testing with a total of 206 candidates participating in the program. The results were as follows:

Overall: 206 participated; 190 passed, 16 failed = 92.23% pass rate

Males: 187 participated; 181 passed, 6 failed = 96.76% pass rate

Females: 19 participated; 9 passed, 10 failed, = 47.36% pass rate

SURVIVE ALIVE

The Bureau of Training and Safety coordinates the Survive Alive program which delivers fire safety education to all first and fourth grade students in the West Allis/West Milwaukee School District.

Survive Alive programs were conducted on every scheduled school day during the month of January. Overall we conducted 46 sessions.

CONCLUSION

This is a summary of some of the significant activities of the Bureau of Training and Safety. As always, the Training Bureau wishes to thank all of the members of the West Allis Fire Department for their cooperation throughout the year, as well as the administrative staff and members of other city departments for their continuing support.

Respectfully Submitted,



Chris Ziolecki
Deputy Chief - Bureau of Training and Safety

WEST ALLIS FIRE DEPARTMENT

STANDARDS OF COVERAGE

FEBRUARY 9, 2018



7332 WEST NATIONAL AVE
WEST ALLIS, WI 53214

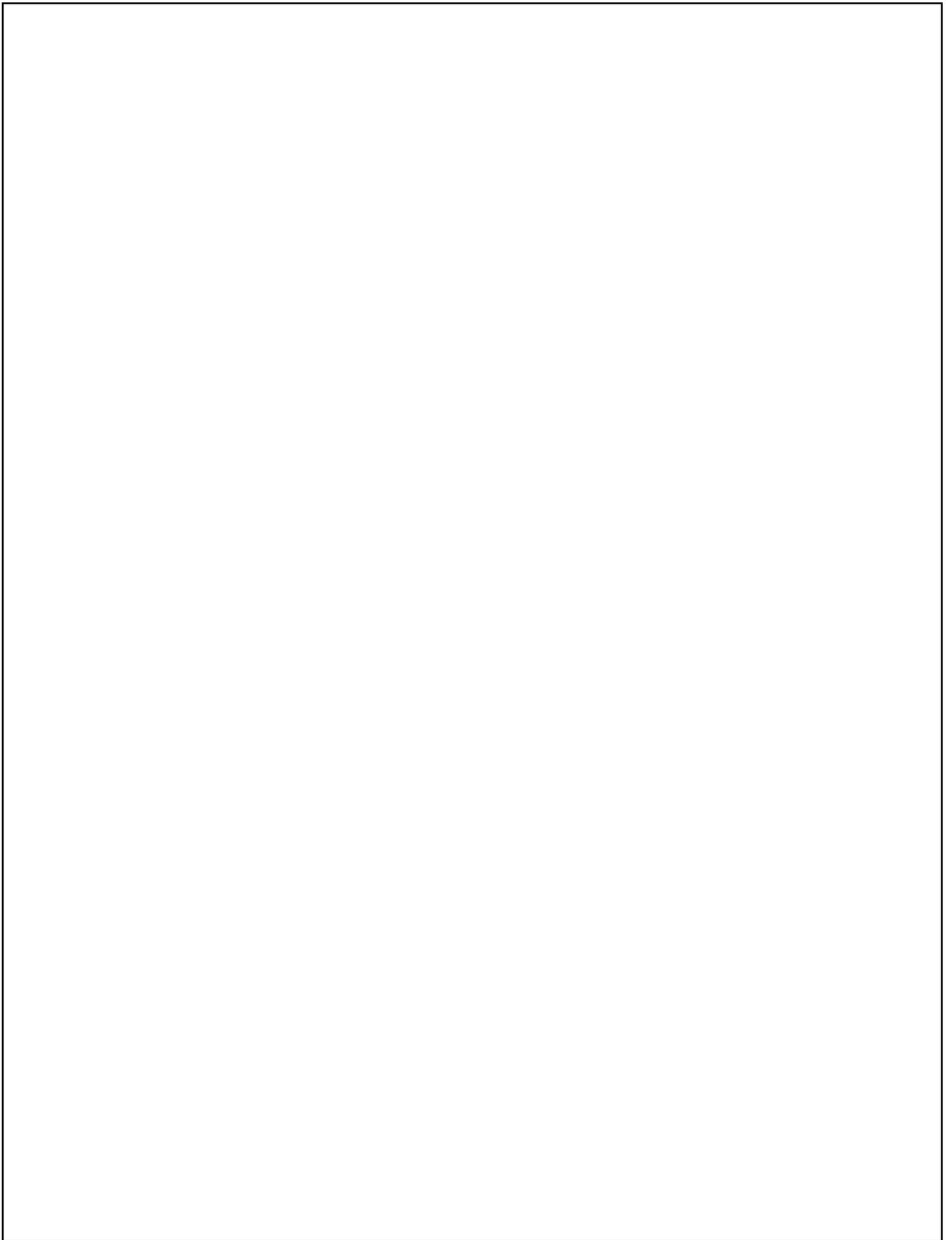


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SECTION I:

DOCUMENTATION OF AGENCY CHARACTERISTICS



WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVERAGE

DOCUMENTATION OF AGENCY CHARACTERISTICS

INTRODUCTION

The Allis-Chalmers Corporation, from which West Allis gets its name, dominated the Milwaukee manufacturing scene for most of the 20th century with its bright orange tractors. At its height, Allis-Chalmers employed tens of thousands of workers to build farm tractors and turbines for the hydroelectric industry. The West Allis Fire Department was organized in 1906 in the wake of the rapid expansion of the Allis-Chalmers Corporation and resulting organization of the city to house its workforce. The department began as a group of volunteers, borrowing horses from local residents, to move their chemical wagon and hand-pumper to the scene of an alarm. The “call-to-arms” was signaled by the Allis-Chalmers whistle, and responders used wooden fireplugs and cisterns as their water sources.

The department remained a strictly volunteer organization until 1922, when five full-time “firemen” were hired to maintain the department’s equipment and transport it to the scene of an emergency. The city began to use a “call-man” system, which was similar to many of the paid-on-call systems that are currently in use.

In 1925, the West Allis Fire Department became completely career organization. “Firemen” were required to work three 24-hour shifts to receive one full day off. They could not leave the city without permission from the Chief, and only a limited number were given that privilege. The department occupied a single station at the intersection of South 73rd Street and West National Avenue. By this time, the department no longer relied upon local horses, but maintained five various types of fire apparatus, two of which had inflatable tires.

The department moved one block to the west in 1930 to make room for the construction of a new police department headquarters. In 1999, police headquarters moved to a new facility on the city’s west end. The existing police station was torn down and a new Fire Station #1 now sits on that site with a Fire Administration building occupying the former Fire Station #1.

In 1954 the City of West Allis annexed land to the west from the town of Wauwatosa, and south from the town of Greenfield. This annexation doubled the city’s size and required significant expansion of the fire department. Over the next few years, the city built two more fire stations and increased staffing to nearly 150 members. The City was thriving with industry, new homes and one of the lowest tax rates in the state.

Over the course of time, however, the profile of the city began to change as did the appearance of the fire department. Throughout periods of citywide change, consistent, cooperative efforts of fire department administrators, union officials, local politicians and local businesses have enabled the West Allis Fire Department to maintain its position as a highly respected and trusted public safety agency.

In 1973, advancements in prehospital medical care prompted training of West Allis firefighters to staff the first paramedic unit in Milwaukee County. Additional paramedic transport units and paramedic engine companies have since been added to the Milwaukee County Emergency Medical Services program.

In 1985 the West Allis Fire Department opened Wisconsin’s first “Survive Alive House” to teach fire safety techniques to local school children. The Survive Alive House, which has been in constant operation since 1985, currently provides formal fire safety education to all first and fourth grade students of the West Allis / West Milwaukee School District and to private/parochial school classes throughout the city.

The West Allis Fire Department became a core member of the Milwaukee County Shared Services initiative in 2013 and has been an active participant in the Mutual Aid Box Alarm System (MABAS) Division 107 since 2007. By means of the Shared Services initiative, automatic aid is routinely provided to the City of West Allis by the Cities of Milwaukee, Wauwatosa and Greenfield. Reciprocally, West Allis Fire Department companies provide automatic aid on a daily basis to neighboring municipalities. Via MABAS agreements, mutual aid resources are available as needed for unusually large or complex incidents in the City of West Allis and West Allis Fire Department resources are routinely deployed throughout southeastern Wisconsin.

West Allis firefighters currently protect an area of 11.4 square miles, housing 60,620 residents; more than twice the population of 1954. Since the department's expansion in that year, annual calls for service have increased more than 240% while overall staffing has decreased by approximately 30%. The West Allis Fire Department answered more than 9,700 calls for service in 2016. In order to provide effective response to an ever increasing number of incidents with a steadily decreasing workforce, the West Allis Fire Department maintains intergovernmental agreements with neighboring agencies to provide/receive automatic aid.

CITY PROFILE

The City of West Allis, incorporated in 1906, lies immediately west of the City of Milwaukee. With its 60,620 residents in 11.4 square miles, West Allis is the most populous suburb in Milwaukee County and the 10th largest city in Wisconsin.

West Allis' population is predominately white, with a growing Hispanic community. As of the most recent US Census Bureau data (2010), 86.7% of the population is made up of non-Hispanic whites, 9.6% are Hispanic, 3.6% are African-American. Nearly half of the adults living in West Allis are married, and the median household income is \$45,221. According to current census data, 14.3% of the city's residents report income below the poverty level. Also noteworthy is the fact that 46.8% of housing units in West Allis are occupied by renters. Additional details include:

Median Age	38
Total Households	27,457
Number of Owner Occupied Units	14,606 (53.2%)
Percentage of High School Graduates	90%
Percentage of College Graduates (Bachelor Degree)	23.3%

Public Safety Services

Fire Stations	3
Police Stations	1.5

Public Schools

Elementary Schools	11
Middle Schools	3
High Schools	2

Hospitals

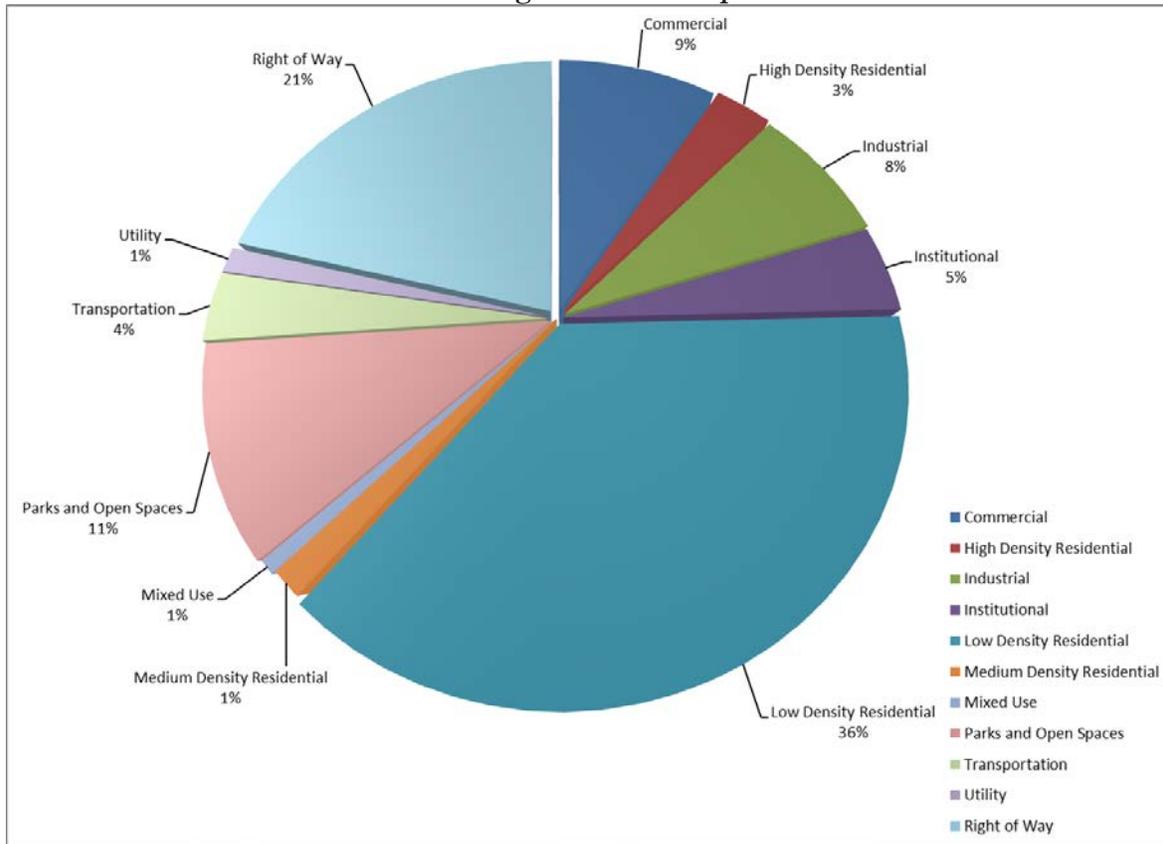
The City of West Allis is fortunate to have a hospital, Aurora West Allis Medical Center, located centrally in the city. In addition, the City of West Allis is located within a four mile radius of three other hospitals, one of which is a Level I Trauma Center.

CITY OF WEST ALLIS LAND USE

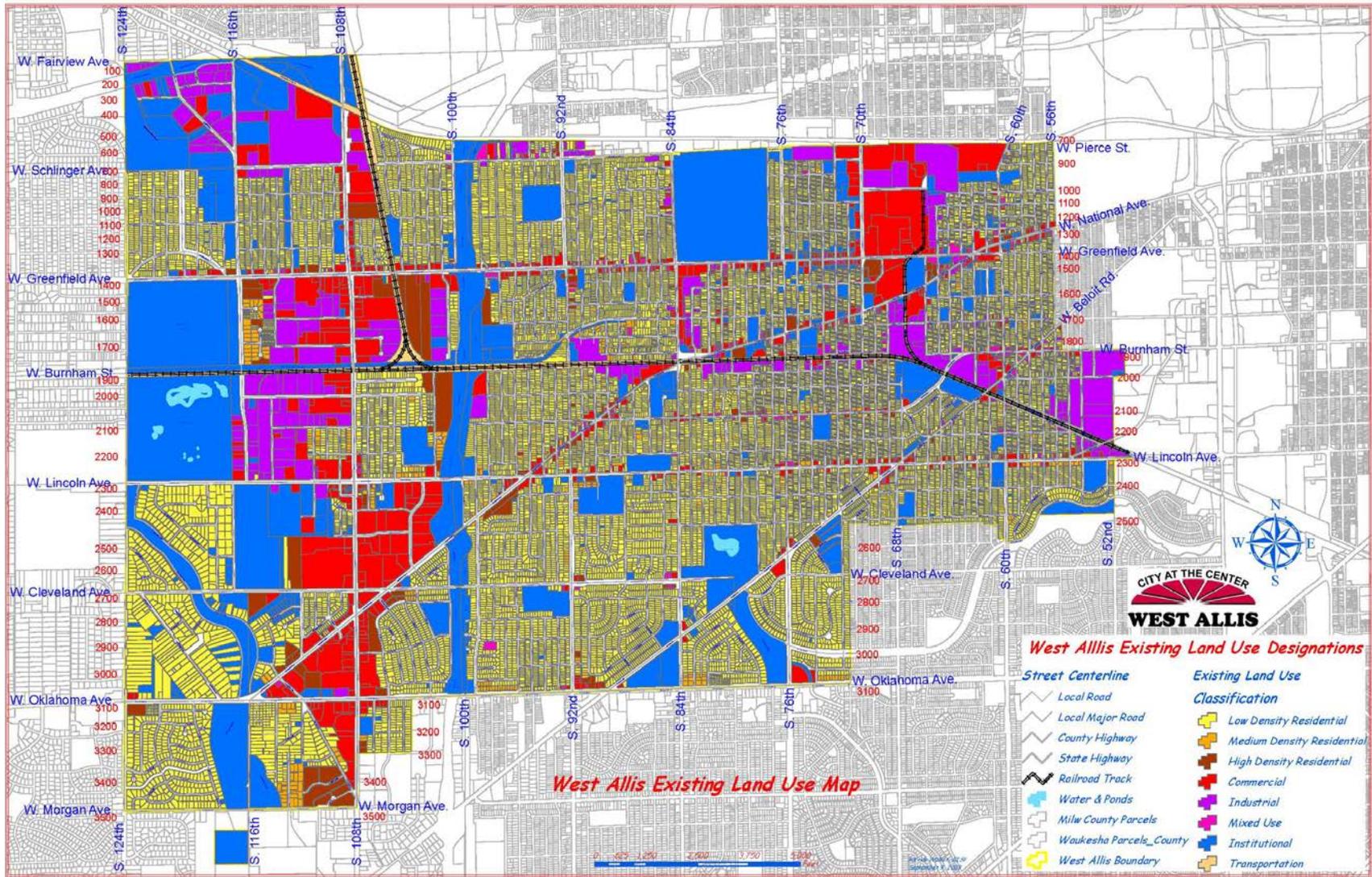
The City of West Allis is characterized by a high percentage of residential properties, which account for roughly 40% of the city's land. Residential properties are categorized as high, medium, or low density. High-density use indicates 15-20 dwelling units per acre. Medium-density use indicates 10-14 dwelling units per acre, while low-density use indicates nine dwelling units per acre. Commercial and industrial properties occupy 15% of the city's land, typically in the vicinity of major transportation corridors.

Parks and open space account for ten percent of the city's land. Some of the larger parks in the area include Honey Creek Park, Greenfield Park, and McCarty Park. The city's most significant natural resources include the Root River, Hale Creek, and Honey Creek areas. These resources encompass 800 acres of land.

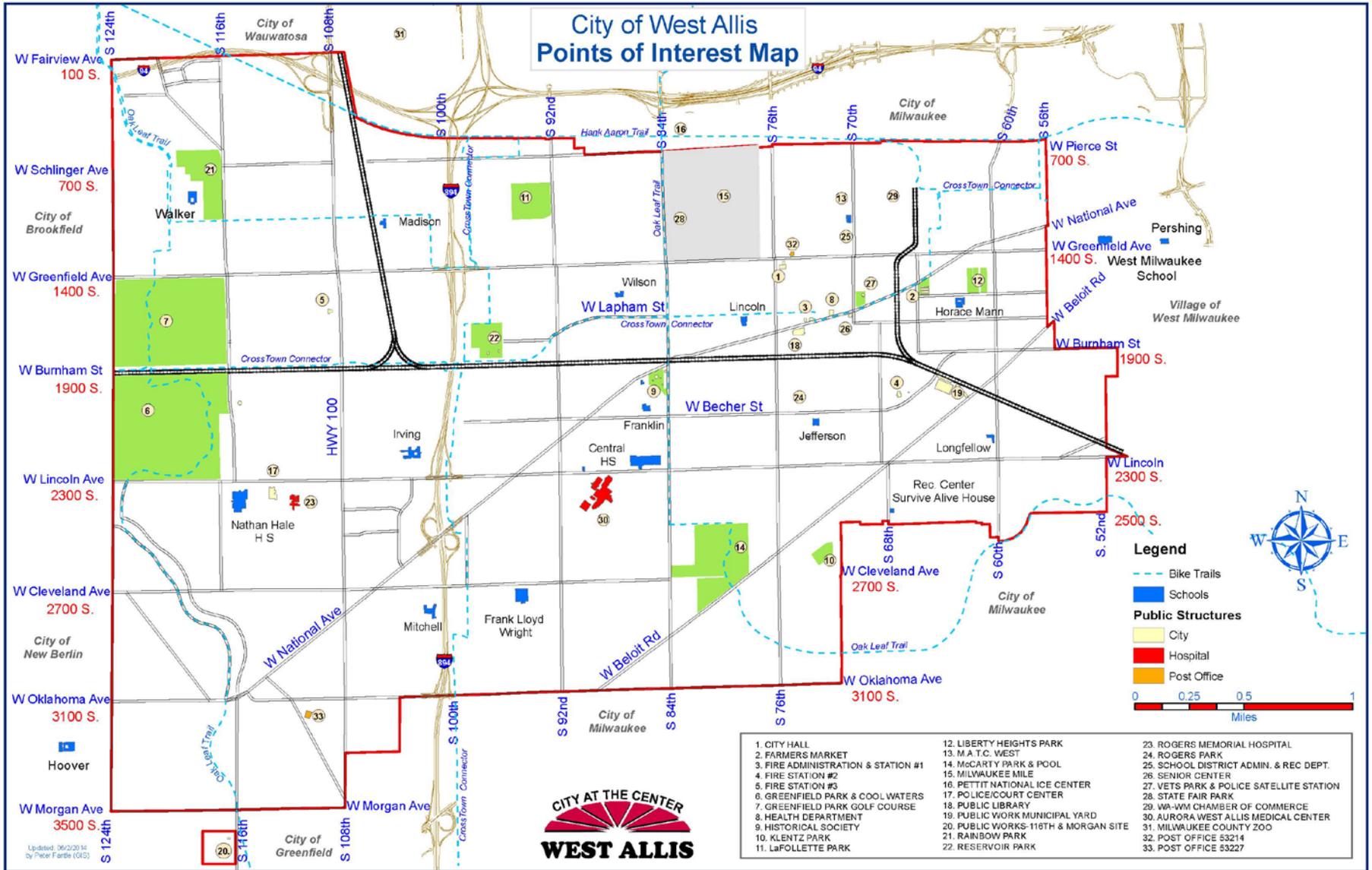
Existing Land Use Graph



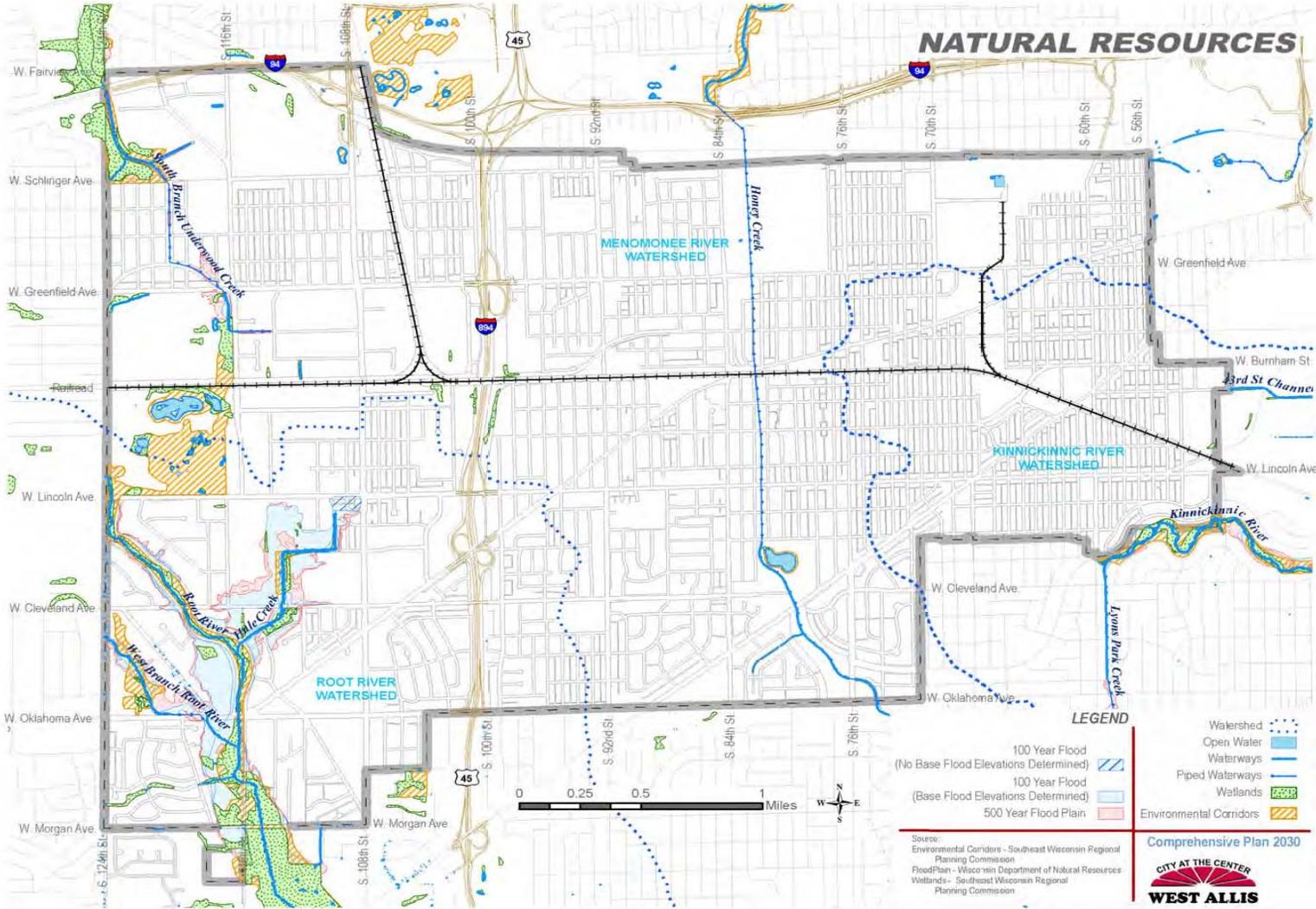
City of West Allis Land Use



City of West Allis Points of Interest



City of West Allis Natural Resources

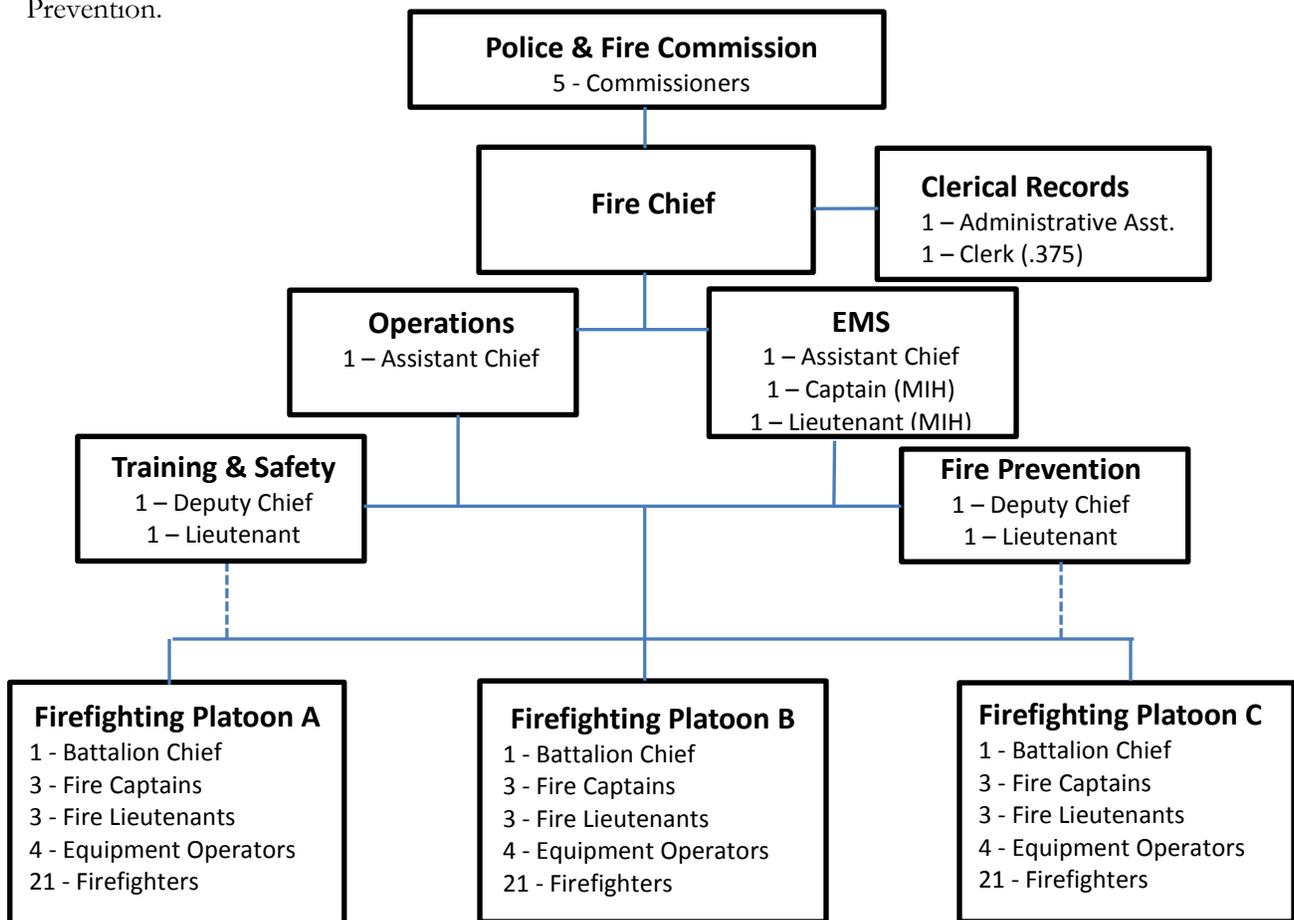


GOVERNANCE IN THE CITY OF WEST ALLIS

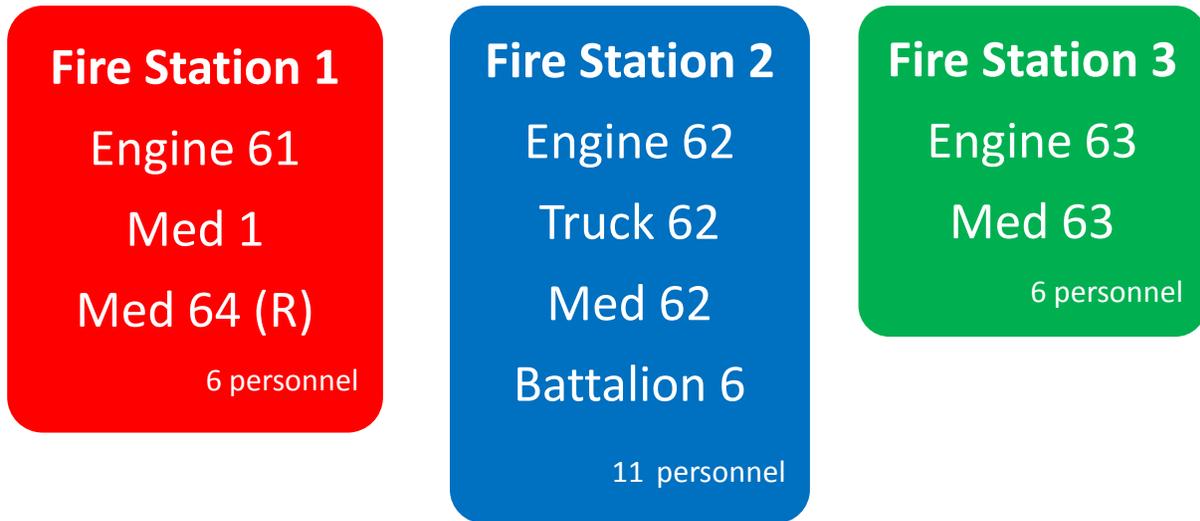
The City of West Allis maintains a Mayor and Common Council form of government. The fire department is directly governed by a Board of Police and Fire Commissioners. Police and Fire Commissioners are appointed by the Mayor and approved by the Common Council. The City of West Allis Fire Department is a career fire department, overseen by a Fire Chief.

FIRE DEPARTMENT STAFFING

Under supervision of the Fire Chief, four administrative chief officers support the operations of the department. These chief officers are the Assistant Chief of Operations, Assistant Chief of Emergency Medical Services, Deputy Chief of the Bureau of Training & Safety, and the Deputy Chief of Fire Prevention.



The West Allis Fire Department is comprised of 105 sworn members and one civilian Administrative Assistant. Three (4 person) engine companies, one (4 person) aerial ladder company, three (2 person) ALS ambulances, and one battalion chief respond from three fire stations to approximately 9,700 emergency and non-emergency calls per year. The department staffs a minimum of 23 personnel per shift.



MAJOR MILESTONES IN THE PAST FIVE YEARS

Implementation of Electronic Patient Care Reporting

In October 2009, The West Allis Fire Department implemented a system of electronic patient care reporting (ePCR) for all EMS patient contacts. Electronic documentation has enhanced operational efficiency, improved access to patient records, and facilitated more accurate data collection. Patient records that have been established in the ePCR system may be accessed at any future time, which allows for more efficient reporting of subsequent patient contacts. In addition, electronic patient care reports have proven useful in identifying areas of need and in achieving quality improvement. Electronic documentation has allowed the department to achieve higher EMS collection rates, ultimately increasing financial performance.

Introduction of Mobile Data Computers into Fire Apparatus

In October 2009, the West Allis Fire Department deployed mobile data computers (MDC's) on all fire and EMS apparatus. Use of MDCs has produced more accurate time stamping which, in turn, has allowed for a more critical evaluation of response time data.

Automatic Entry of Public Safety Answering Point (PSAP) Data into Reports

The public safety answering point (PSAP's) is located at the West Allis Police Department dispatch center. On April 14, 2011, PSAP data began to automatically migrate into corresponding incident reports. This has allowed for a more critical evaluation of call processing procedures.

Deployment of Additional Advanced Life Support (ALS) Ambulances

In July of 2011, the West Allis Fire Department modified its deployment of EMS transport units so as to provide a higher level of care to those in medical need. The department transitioned from two basic life support (BLS) ambulances and one advanced life support (ALS) ambulance to three ALS ambulances, one of which is housed at each fire station in the city. These three ALS ambulances are equipped with a full complement of advanced life support equipment and are staffed by a minimum of two firefighter/paramedics. For emergency medical responses that are determined to be ALS in nature, the closest engine or truck company is dispatched along with the ALS ambulance. This deployment of additional ALS ambulances has resulted in paramedics being involved in all patient contacts, thus improving the EMS service that is provided by the department.

Emergency Medical Dispatching

In 2012 the fire department began implementing EMD priority dispatching. Certain fire department staff personnel and the city's dispatchers went through training to implement EMD. EMS calls are prioritized based off of answers to medical related questions, the calls are coded, resources are sent and the dispatchers provide pre-arrival instructions to the callers.

Shared Services Fire/EMS/Special Operations Response

In 2014 the West Allis Fire Department joined nine other Milwaukee County fire departments in signing a Shared Services Memorandum of Understanding (MOU). This MOU provided a legal basis for dispatching the closest, most appropriate resource to the scene of an emergency incident regardless of jurisdictional identity.

Use of Primary Dispatch Talk Group When Providing/Receiving Automatic Aid

In 2015 all Milwaukee County Fire Departments adopted a communications plan that allows for utilization of the host community's primary dispatch talk group for all radio traffic prior to MABAS activation. The only exceptions to this plan are incidents in the City of Milwaukee and the City of Greenfield, both of which operate on unique radio systems. For these cities, a common inter-system talk group known as Firecom 1 is used in place of the primary dispatch talk group.

Adoption of Second Alarm Prior to MABAS Box Alarm Activation

Prior to July of 2016, it was necessary to activate the Mutual Aid Box Alarm System (MABAS) in order to bring additional resources to the scene of a structure fire or disaster above the working still alarm level. The MABAS, while an effective means of drawing resources from surrounding municipalities for incidents of unusually large scale or atypically long duration, is not an effective way to draw the closest available resources to the scene of an emergency when the need for such resources is time sensitive. Additionally, MABAS activation requires use of a regional radio talk group and transfer of dispatching to a regional dispatch center, both of which introduce a greater level of complexity to the incident and further delay the arrival of MABAS resources.

In July of 2016 the West Allis Fire Department and neighboring agencies that participate in the Milwaukee County Shared Services Initiative implemented a second alarm level for structure fire and major disaster incidents. This second alarm, which does not involve MABAS activation, draws the closest available two engine companies, one truck company and one command officer to the scene of the emergency regardless of jurisdiction based on routine computer aided dispatching (CAD) unit recommendations. Use of the second alarm allows for additional resources to be drawn to the scene of an emergency in a time sensitive manner while avoiding the added complexities of a MABAS activation.

RECENT DEVELOPMENT IN THE SERVICE AREA

Highland Commons

In August of 2012, Boston Capital, a private sector company that provides real estate financing and investment in affordable multifamily housing, opened the Highland Commons. The Highland Commons contains 50 one-room apartments. It will house individuals and families whose income is less than 60% of the area's median income, \$44,136. Prospective residents must be referred by their Medicaid HMO or by the Service Access to Independent Living program. Residents have access to supportive services through TLS Behavioral Health during their transition into the complex.

Heritage Square

Heritage Square is a residential facility that offers personalized housing programs such as senior living, assisted living, and a memory care unit. Heritage Square opened its senior housing in April 2009, with a total of 122 one and two-bedroom apartments. In September 2009, an additional 38 units were opened in the assisted living and memory care wing of the building. Heritage Square prides itself on providing a continuum of ongoing care and transition for seniors.

Hampton Inn and Suites – Milwaukee West

The Hampton Inn and Suites, which boasts 101 guest rooms along with more than 9,000 square feet of meeting and event space, opened in October of 2015.

SECTION II:

DESCRIPTION OF AGENCY PROGRAMS AND SERVICES



WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVERAGE

DESCRIPTION OF AGENCY PROGRAMS AND SERVICES

COMMUNITY RISK REDUCTION

The West Allis Fire Department's Bureau of Fire Prevention is tasked with interpreting and enforcing the 2009 Wisconsin Enrolled Commercial Building Code, State of Wisconsin Fire Prevention Code, NFPA Fire Prevention Code and Municipal Fire Prevention Codes in order to achieve code compliance. Application of the fire code originates with plan reviews and field inspections of new construction and remodeling of existing structures. Fire inspections are conducted by State of Wisconsin certified fire inspectors so as to ensure that life safety considerations and fire protection systems adhere to established fire code.

West Allis Fire Department fire inspectors work a 24-hour shift while assigned to a fire company, typically a ladder truck. They perform inspection duties during the day, responding to emergency alarms as assigned throughout the shift. They are available at any time during the shift for special inspections or public education events. Fire inspectors visit all commercial and public occupancies on an annual basis.

In addition to inspecting all commercial and public occupancies within city limits, the West Allis Fire Department's Bureau of Fire Prevention also conducts fire prevention inspections of the Wisconsin State Fair Park. Inspections of all permanent buildings, permanent stands, and vendors are conducted annually. The Bureau of Fire Prevention has consistently passed annual audits by the State of Wisconsin Department of Safety and Professional Services Fire Inspection 2% Dues Audit Staff.

The Bureau of Fire Prevention has embraced the importance of engaging the community as a champion of community risk reduction (CRR). As an ongoing component of CRR, the Bureau has created a means to ensure that the community has basic fire protection available, even in private dwellings, by periodically canvassing a specific quarter section of the city in order to ensure that working smoke and carbon monoxide alarms are present in all occupancies. When occupancies are found to be deficient, new smoke alarms and/or carbon monoxide alarms are installed by West Allis Fire Department personnel.

The Bureau of Fire Prevention is staffed by eight personnel, consisting of one Deputy Chief, one Lieutenant and six fire inspectors who are assigned to 24-hour shifts. West Allis Fire Department fire inspectors are well trained and perform their assignments with enthusiasm. Acting fire inspectors are utilized in the event that a dedicated fire inspector is not available on a given shift. Acting fire inspectors possess the same credentials and training as dedicated fire inspectors, many of them having served as full-time fire inspectors in the past. The Bureau is a State of Wisconsin appointed agent for fire protection system plan review and all fire inspectors are minimally certified as such by the State of Wisconsin.

PUBLIC EDUCATION

The West Allis Fire Department provides the City's occupants with public education that can be categorized into three realms; fire safety education, preventative medical education and public information. Each of these categories covers a broad range of topics that focus on risk identification, risk reduction, departmental response plans, and post-incident recovery. Public education messages are delivered locally to residents, employees, students, or visitors that occupy the City. Certain aspects of public education may also be distributed regionally, nationally, or internationally through the usage of various media outlets.

The West Allis Fire Department's Public Information Office establishes, maintains and cultivates relationships between the department, the public and the media. The Public Information Office works to promote and maintain a favorable image of the department and the department's personnel via local, national and international media outlets. The Public Information Office is responsible for disseminating information pertaining to the department via press releases, media alerts, news conferences, and interviews at emergency scenes. Fire Department participation in events such as the Wisconsin State Fair, WAFD open house, City parades, fire station tours, business openings, and charity events are also scheduled and coordinated by the Public Information Office. While participating in or providing a public event the Public Information Office provides tailored education materials to the attendees such as flyers, brochures, booklets, or souvenirs that display a safety message.

School aged children are provided fire safety education through the Survive Alive Program, direct school visitation, fire station tours, and public events. Childhood fire safety messages focus on basic fire alarm recognition, evacuation, contacting 911, and a general understanding of the Fire Departments response.

Residents of the city are provided fire safety education through a variety of public events, scheduled home visitation and non-scheduled post-incident visitation. Fire safety messages that are delivered include, but are not limited to, smoke / carbon monoxide detector education or installation; building evacuation plans; grill safety; and post incident recovery. Residents may also receive fire safety education messages through quarterly newsletters that are produced and released by the City with input from the West Allis Fire Department's Public Information Office.

Businesses within the city are provided fire safety education through scheduled or non-scheduled visitation. Fire safety training is frequently provided in, but not limited to the following subjects; building evacuation plans, fire extinguisher usage and workplace safety.

The Mobile Integrated Health (MIH) arm of the West Allis Fire Department's Bureau of Emergency Medical Services inherently provides the bulk of the public information relating to medical needs and services. The MIH unit analyzes EMS response demographics to identify patients that would benefit most from one-on-one medical education. Members of the public may also be referred to the MIH unit for visitation if a need for their services had been noted by EMS providers in the field or by hospital clinicians. The MIH unit typically delivers training which includes, but is not limited to, CPR and AED certification, home safety education, fall risk awareness, ambulation safety guidance, depression awareness, understanding of an established health care plan, understanding of health conditions, understanding the use medical equipment, or provision of trauma care through a "stop the bleed" kit. Members of the public receiving education from MIH personnel may also receive assistance establishing care with a variety of resources including, but not limited to, alcohol or drug addiction services, case managers, physical therapy centers and/or nutritional specialists.

FIRE INVESTIGATION, ORIGIN AND CAUSE

The West Allis Fire Department has had a long history of maintaining a team of fire investigators available to perform investigations of fire and explosion origin and cause. Originally fire investigations were typically performed by Battalion Chiefs or Acting Battalion Chiefs in their role as shift commanders. Almost 20 years ago, in 1998, the department embarked on a plan to ensure that selected personnel received additional training to form a fire investigation team. Members of this team were assigned to investigate fires on a rotating weekly basis.

Today there are eight designated fire investigators who are organized into three teams. Each team has a designated team leader who serves as the primary point of contact for the team. The three teams rotate through an on call schedule, with each team being assigned call priority for one week out of every three. Fire investigation teams are activated at the discretion of the incident commander at each fire scene. .

Fire investigators report to the scene of any emergency to which they are requested and initiate their investigation by utilizing the scientific method of fire investigation. This method includes, but is not limited to, documenting the scene with photographs, sketches and witness statements. Fire Investigators will contact the West Allis Police Department's Arson Investigator(s) in the event of an intentionally set fire or fire death. Fire investigators have the authority to contact the Wisconsin Department of Criminal Investigation-State Fire Marshal's Office for assistance with investigation of arson cases or fatal fires. Fire Investigators may also contact the Bureau of Alcohol, Tobacco and Firearms (ATF) for assistance with fires involving explosives or federal property.

Currently, two members of the team have received training through the National Fire Academy's Arson Investigation course in Emmitsburg, Maryland. Two members are certified through the International Association of Arson Investigators (IAAI) as a Fire Investigation Technician's (IAAI-FIT). One of the members is certified through IAAI as an Evidence Collection Technician (ECT). One member is certified through the NAFI as Fire and Explosion Investigator (CFEI). All members have successfully completed the IAAI-Chapter 25 Fire Investigation Basic Course which is a 20 hour, tested course instructed by the IAAI Wisconsin Chapter and the Wisconsin State Fire Marshal's Office. The department encourages its fire investigators to attend bi-annual training available from the Wisconsin Chapter of IAAI in June and November of each year.

DOMESTIC PREPAREDNESS, PLANNING AND RESPONSE

The City of West Allis maintains an Emergency Operations Plan that is made available for review by all department/division heads. This plan, which lays out protocols for activation of the Emergency Operations Center (EOC) and established EOC roles and responsibilities, was developed around the Incident Command System (ICS) and based on templates from Milwaukee County Emergency Management.

The City of West Allis maintains an EOC at the West Allis Police Department and Municipal Court Center with a backup EOC at the West Allis Fire Department Administration building. The primary EOC is set up at least once per year during the run of the Wisconsin State Fair when it is utilized to monitor activity in and around the Wisconsin State Fair Park, to evaluate social media activity that may serve to indicate impending unrest and to coordinate law enforcement activities related to this event. The Chief of the West Allis Fire Department serves as the primary Emergency Management Director.

A matrix of required training is maintained by each department/division head and is reviewed by the Emergency Management Director and City Administrator on an annual basis to ensure that necessary training levels are maintained for all City employees. Continuing education in the form of seminar, classroom session and/or tabletop exercise is conducted on an annual basis under oversight of the Emergency Management Director. Attendance at such training events is mandatory for all department/division heads and is expanded to include attendance of additional personnel as indicated by the training matrix.

FIRE SUPPRESSION

The Bureau of Operations currently staffs three engine companies, one ladder truck company, three ALS ambulances, and one Battalion Chief at all times. West Allis Fire Department engine and ladder truck companies are staffed with a minimum of four personnel while EMS transport units are staffed with a minimum of two personnel, a third member being added to these companies whenever additional personnel are available. The department works a three-platoon rotation with assigned staffing of 34 sworn personnel on each shift. A minimum of 23 personnel are on duty at all times.

All engines are equipped with a minimum of two 200' pre-connected 1³/₄" hand lines and one 250' pre-connected 2" hand line. Engines are also equipped with a 3" reduced load, which can be utilized for longer layouts or when there is a need for unusually high fire flow. Water supply is established by means of 5" large diameter hose, with each engine carrying 1,000' of this supply hose. Ladder trucks are equipped with aerial ladders that are minimally 100' in length. A comprehensive set of Operating Guidelines is in place to direct risk management philosophies, strategic goals and tactical assignments for all companies that are assigned to structure fire incidents. Operating Guidelines are reviewed administratively and by line personnel on a biannual basis.

The West Allis Fire Department dispatches three engines, two ladder trucks, one ALS ambulance, and three chief officers to each structure fire alarm. Minimally, one truck company and one chief officer are automatic aid units. Minimally, 25 personnel respond to each structure fire alarm.

The West Allis Fire Department became a core member of the Milwaukee County Shared Services initiative in 2013. By means of the Shared Services initiative, automatic aid units are assigned to incidents in the City of West Allis to replace local units that are unavailable to respond and/or to augment the local response package as necessary. The West Allis Fire Department currently deploys up to two alarm levels of Shared Services automatic aid companies to the scene of a structure fire or disaster prior to activating the Mutual Aid Box Alarm (MABAS) system.

The West Allis Fire Department has been an active participant in the Mutual Aid Box Alarm System (MABAS) Division 107 since 2007. Via MABAS agreements, mutual aid resources are available as needed for unusually large or complex incidents in the City of West Allis and West Allis Fire Department resources are routinely deployed throughout southeastern Wisconsin. After utilizing two alarm levels of Shared Services automatic aid resources, up to five alarm levels of MABAS resources are available for a structure fire or disaster in the City of West Allis. Resources above the fifth MABAS alarm level may be requested via interdivisional response protocols.

EMERGENCY MEDICAL SERVICES

The Bureau of Emergency Medical Services presently deploys at a minimum three two person ALS/BLS transporting ambulances, one out of each station within the city. Each unit is staffed with two paramedics, one designated as the driver and one functioning as the paramedic officer. At times when staffing is equal to or greater than 25 personnel, an additional ALS/BLS ambulance is placed in service, responding out of Fire Station 1. The department also cross staffs an all-terrain ambulance out of Fire Station 3 that is capable of responding into a large multi-year interstate interchange rebuilding project along the northern border of the City. The department currently has 69 EMT paramedics and 23 EMT basics. Six of the EMT paramedics and one EMT basic are administrators and are not utilized in the daily EMS operations of the department.

All department calls for service are processed by the West Allis Police dispatch center. Any call for service that is determined to be medical in nature is processed by dispatchers who are trained in use of Priority Dispatch Corporation, ProQA Emergency Medical Dispatch (EMD) call taking software. This software, which is integrated into our Computer Aided Dispatch (CAD) system, uses vetted questions to code the chief complaint and severity of medical need as described by each caller. Once the call is coded via EMD, the code is transferred into a CAD system which recommends the closest asset(s) to respond and assigns a level of acuity to each response. If the EMD code indicates a life threatening emergency, EMD software provides the dispatcher with a set of pre-arrival instructions that are relayed to the 911 caller. These instructions allow dispatchers to become part of the response package by providing aid over the phone before any physical resources can arrive on scene.

The WAFD operates an integrated service delivery model with EMS and fire suppression resources operating together to provide the appropriate level of manpower at an EMS scene. Low acuity EMS calls receive a single EMS unit responding either emergently or non-emergently. High acuity EMS calls receive both an EMS unit and a fire suppression company for additional manpower. The most significantly life threatening calls receive an EMS unit, a suppression company and a chief officer who will command the incident, oversee patient care and insure responder safety. Additionally, the chief officer serves as a liaison between EMS providers and family members so as to keep family abreast of the situation and to allow the EMS providers to focus on patient care without unnecessary distraction.

The West Allis Fire Department is an active participant in the Milwaukee County shared services program whereby assets are provided to and received from all geographically abutting Milwaukee County municipalities via automatic aid agreements. The West Allis Fire Department on occasion provides EMS units to Milwaukee County municipalities that do not geographically abut the City, though this occurs on a relatively infrequent basis.

In addition to providing EMS services to the citizens of West Allis and other Milwaukee County municipalities, the West Allis Fire Department each year provides advanced life support (ALS) service to the Wisconsin State Fair Park grounds which are located within the borders of the City. Each year the Wisconsin State Fair brings in additional one million plus visitors to the City of West Allis for its annual eleven day run in August. To accommodate this influx of visitors for the run of the fair, the West Allis Fire Department opens and staffs a fourth station on the grounds of the fair park with an ALS unit and an engine company during the operational hours of the Fair. Throughout the remainder of the year, EMS service is provided to numerous events that take place on the Wisconsin State Fair Park grounds and at its Milwaukee Mile racetrack.

Patient care protocols, EMS specific operational policies, medical direction and continuing education of paramedics are provided by the Milwaukee County Office of Emergency Management – EMS division. All Milwaukee County Fire Departments participate in, report data to and receive financial aid from the Milwaukee County EMS system. Operating within the Milwaukee County EMS system also provides the benefit of a continuity of care to the patients, no matter which EMS agency responds to a call.

The WAFD Bureau of EMS continues to innovate in the arena of EMS by developing and operationalizing a Mobile Integrated Healthcare (MIH) program which is further explained in this document. The MIH program is the EMS Bureau's entry into the realm of prevention services and provides an opportunity for EMS to be provided proactively when appropriate rather than in the traditionally reactive manner.

TECHNICAL RESCUE

The West Allis Fire Department provides response to confined space, trench and ice/water rescue emergencies. The agency's members operate at the operations level for confined space, high angle and

ice/water rescue emergencies, while operating at the awareness level for trench rescue emergencies. All West Allis Fire Department fire suppression personnel receive annual refresher training in high angle, confined space, ice/water and trench rescue response. Additional training is provided annually for response to and operation at incidents involving vehicle accidents with entrapped persons.

Incidents involving structural collapse, high angle rescue, dive rescue or confined space rescue beyond an operations level or for any trench rescue are mitigated with assistance from the City of Milwaukee Fire Department's Heavy Urban Rescue Team (HURT) via an interagency shared services agreement. The Milwaukee Fire Department provides specialty resources in the form of a dive rescue team and two HURT units along with specially trained command and support staff. The West Allis Department of Public Works is also an assisting resource for trench rescue emergencies, capable of supplying excavation equipment, lumber and vacuum trucks upon request.

The West Allis Fire Department minimally dispatches two chief officers, three engine companies, one truck company, one ALS transport unit and a special operations support vehicle to confined space, high angle and trench rescue incidents. Early consideration is given to requesting the assistance of a Milwaukee Fire Department HURT unit to such incidents. The West Allis Fire Department minimally dispatches one chief officer, one engine company, one truck company and one ALS transport unit to ice/water rescue emergencies. Early consideration is given to requesting the Milwaukee Fire Department's dive rescue team to such incidents.

HAZARDOUS MATERIALS (HAZMAT)

All West Allis Fire Department personnel are trained to the operations level for hazardous materials incidents. The Department serves as a first response agency to all hazardous materials incidents within City boundaries and adheres to the National Fire Protection Association (NFPA) 472 Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents.

As the Local Response Agency, West Allis Fire Department personnel will consider entry into a hazard zone of a Level B release for rescue purposes only. For emergencies involving a Level A release of hazardous material and for assistance at level B incidents, the Wisconsin Office of Emergency Management contracts with and manages 22 regional hazardous materials response teams. These teams are divided into four task forces which are further subdivided into Type I, Type II and Type III teams, all with complimentary capabilities and training requirements. The Milwaukee Fire Department houses a type I team approximately one-quarter mile north of the West Allis city limit.

Response to a hazardous materials incident will vary depending on the quantity and type of material involved. Response to common hazardous materials incidents is as follows:

- Gasoline or Diesel Fuel Spill – Small Quantity: 1 engine company
- Gasoline or Diesel Fuel Spill – Large Quantity*: 1 chief officer, 2 engine companies and 1 truck company
- Bulk spill of Hazardous Material*: 2 chief officers, 3 engine companies, 1 truck company, 1 ALS transport unit and a special operations support vehicle.

**The Milwaukee Fire Department's Regional Response Team shall be requested as necessary*

MOBILE INTEGRATED HEALTHCARE

Community Paramedics are trained in partnership with the University of Wisconsin – Milwaukee College of Nursing, Milwaukee County Emergency Medical Services, and the Medical College of Wisconsin utilizing a

nationally accredited curriculum. The curriculum has been developed by the North Central EMS Institute to be a standardized training curriculum that is consistent, yet it has been modified and customized to the needs of our community. Highly selected paramedics complete additional clinical and classroom hours that make up the Community Paramedic Curriculum. Additional training includes topics such as, mental health, motivational interviewing, crisis intervention, and palliative care. The training includes over 280 hours of content above the paramedic level.

One key component of the MIH program focuses on Transition in Care for elderly patients. Community Paramedics work with a Nurse Practitioner from Aurora West Allis Medical Center to identify vulnerable patients transferring out of inpatient care or the emergency department who may be in need of follow up care. This innovative partnership between public and private entities provides comprehensive care along the healthcare continuum.

Community Paramedics complete a comprehensive initial in-home visit with the patient, focusing on their needs and health status. Benefits include direct and consistent contact with a health care provider, real-time reconciliation with pharmacists, motivational interviewing, immediate intervention, increased patient engagement, reduced readmission rates and getting to the root of over utilization of emergency services. Additionally, community paramedics are able to connect patients to many community resources, giving patients the tools to help themselves work toward better health.

CANDIDATE PHYSICAL ABILITY TESTING

The West Allis Fire Department Candidate Physical Ability Test (CPAT) program was initiated in 2003. The program makes CPAT available to candidates who are seeking fire service employment, and serves area fire departments who wish to use the CPAT test in their recruitment process. The West Allis Fire Department is a licensed CPAT testing facility and administers the CPAT in accordance with the IAFF/IAFC CPAT curriculum.

CPAT events are scheduled every other Friday from May through October, with additional dates added in periods of high demand. Candidates are charged a fee for taking the test, and proceeds are dedicated to maintaining the CPAT equipment, physical fitness equipment in the fire stations and employee wellness. The Principle Secretary in the Fire Administration building facilitates the registration process. Either the Deputy Chief of the Bureau of Training and Safety, Lieutenant of the Bureau of Training and Safety or a line officer administers the CPAT, assisted by line personnel who serve as on-course proctors.

SECTION III:
RISK ASSESSMENT

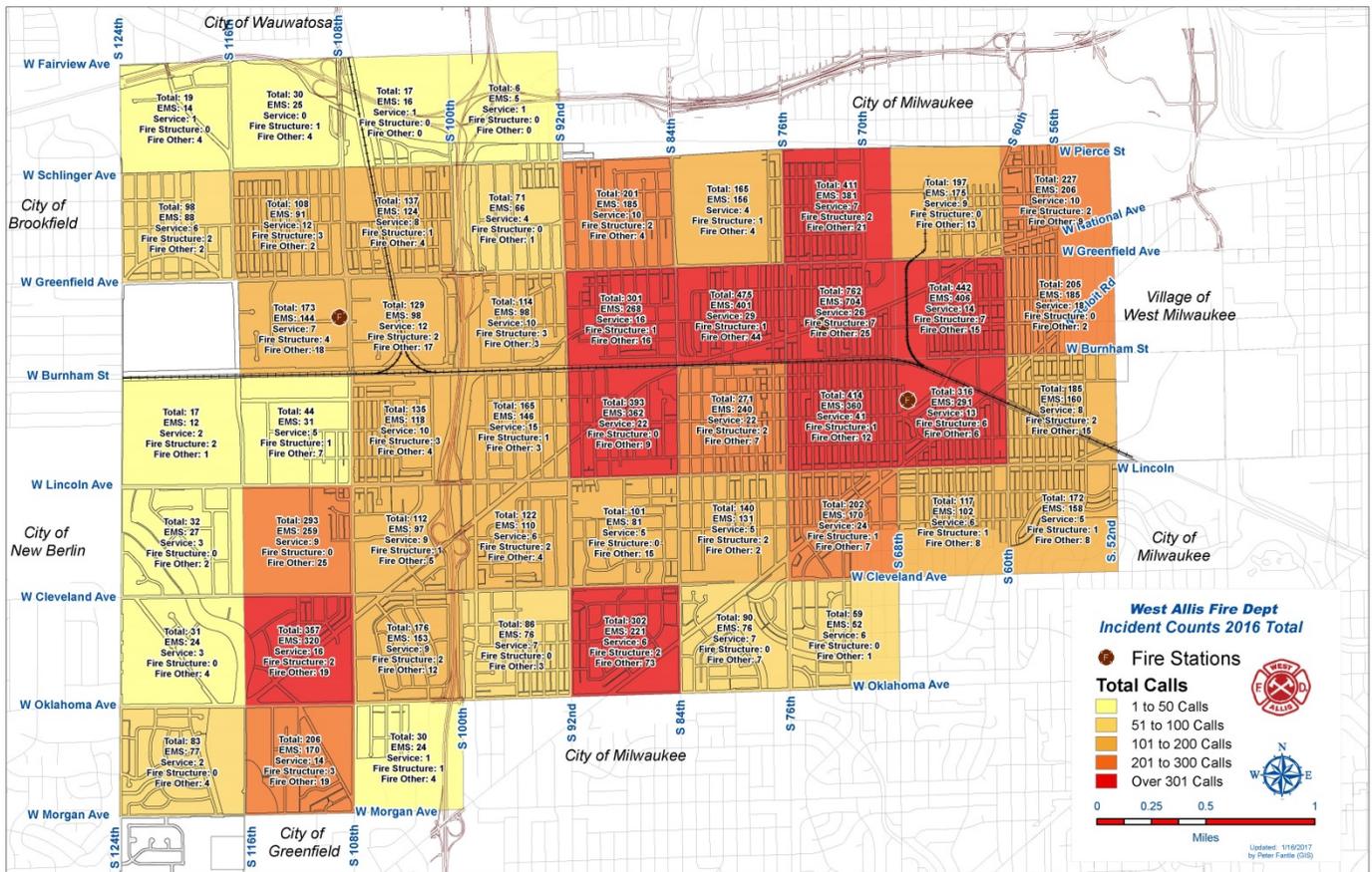


WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVERAGE

RISK ASSESSMENT

Risk assessment is an imperative task that must be performed to determine vulnerability present in the community. The City of West Allis Fire Department performed its original risk assessment in 2001/2002. As development continued to occur, the risk assessment has been updated so as to keep pace with these changes. The current risk assessment is a stand-alone document.

PLEASE SEE RISK ASSESSMENT DOCUMENT



SECTION IV:

**CURRENT DEPLOYMENT AND
PERFORMANCE**



WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVERAGE

CURRENT DEPLOYMENT AND PERFORMANCE

INTRODUCTION

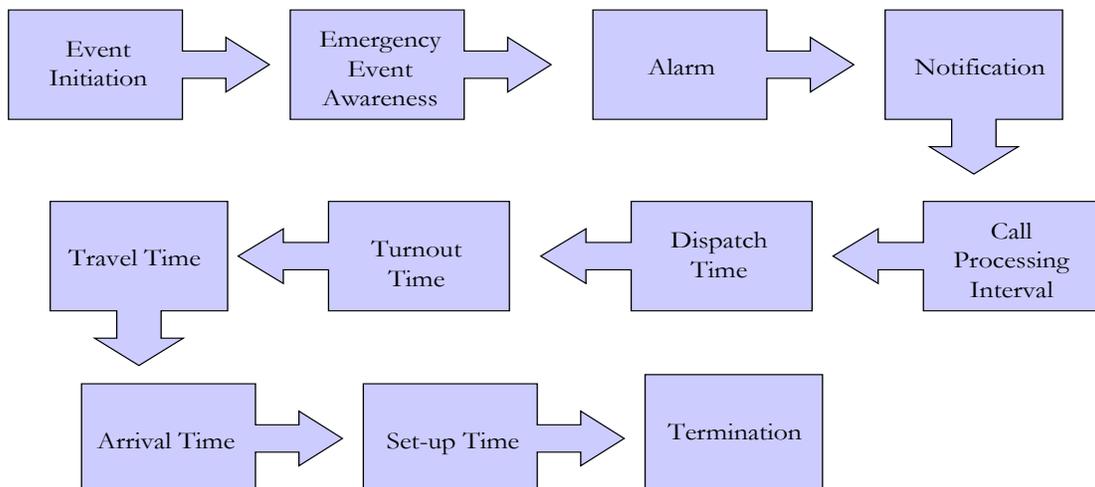
Communities have grappled with emergencies since time immemorial. The modern fire department has become a necessity to citizens that place their lives in the hands of professional and volunteer firefighters and emergency medical professionals. Development of the 911-system in the late 1950s has positively contributed to public safety.

MISSION STATEMENT

The West Allis Fire Department's most critical goal is to fulfill its mission statement: *"(We are) organized and dedicated to serve, protect and preserve the life and property of the citizens and businesses of West Allis. We will provide this service with the highest level of professionalism we are capable of delivering in fire prevention, public education, incident stabilization and emergency medical services as effectively as possible. Twenty-four hours a day, seven days a week."* The West Allis Fire Department ensures that its equipment and personnel provide the highest quality of emergency service.

The West Allis Fire Department prides itself on its ability to respond to emergencies quickly and professionally. Studies have confirmed that the time taken to respond to an emergency situation has a direct impact on the situation's outcome. The following chart displays the individual stages of an emergency incident. Each stage organizes the emergency activation system from start to finish.

Emergency Activation System



TIME POINTS AND TIME INTERVALS

Event Initiation: The point at which factors occur that may ultimately result in an activation of the emergency response system. Precipitating factors can occur seconds, minutes, hours, or even days before a point of awareness is reached.

Point of Awareness: The point in time when a human being or mechanical device becomes aware of an emergency situation that requires intervention. The need to activate the emergency response system becomes apparent.

Alarm: The point at which emergency response system activation is initiated. The interval between awareness of the event and notification of the emergency response system is not constant.

Notification: The point at which an alarm is received by the West Allis Public Safety Answering Point. This transmission of alarm may be received via the Enhanced 9-1-1 System or through an alarm-monitoring agency via a non-emergency telephone number.

Alarm Processing: The interval between the first ring of the dispatcher's telephone and the time the computer-aided device (CAD) and dispatcher alert fire station(s) and/or fire company(s). Alarm processing and dispatching are provided to the City of West Allis through the West Allis Police Department Dispatch Center.

Dispatch Time: The point in time when the dispatcher, having selected appropriate units for response with assistance from the CAD system, initiates the notification of these units.

Turnout Time: The interval between the activation of fire station alerting devices and the time when the responding crew/s leave their respective stations. During turnout time, crews cease other activities, don appropriate protective clothing, determine the location of the call, and board fire apparatus. The apparatus operator is expected to address the safety of his crew, making sure each individual is seated and belted, before the apparatus begins to respond.

Travel Time: This interval begins at the termination of the turnout time and ends when the responding unit marks arrival on scene.

Arrival Time: The point in time when the assigned apparatus arrives on scene.

Initiating Action: This interval begins when the first fire company arrives on scene to initiate emergency mitigation.

Termination of Incident: The point in time when assigned companies have completed the assignment and are available to respond to another incident.

Described above are eleven essential steps that will result in the activation of emergency services and mitigation of the emergency incident as outlined in the *Fire & Emergency Service Self-Assessment Manual 8th Edition*. If one step should not occur, the entire sequence of events will be compromised and ultimately, successful mitigation of the emergency incident will not occur.

STRUCTURE FIRE RESPONSES

The West Allis Fire Department's response to a structure fire, whether residential or commercial, consists of three engine companies, two truck companies, one ALS ambulance, and three chief officers. Multi-family dwellings receive an additional ALS Unit. The minimum number of personnel initially responding to the majority of the city's structure fires is 25. Station location allows the fire department to respond to any call for fire suppression with an effective, professional response force. Additionally, automatic aid agreements allow for the response from West Allis Fire Department stations to be augmented seamlessly by external resources at the time of initial incident dispatch.

Once a structure fire is confirmed, the Incident Commander (IC) has the option to initiate a "working still alarm" response. Upon initiation of a "working still alarm", additional apparatus, equipment, and personnel respond to the scene and move up to fill vacant fire stations. An automatic aid engine company responds to the incident scene, increasing the on-scene firefighting force to a minimum of 29 personnel. Mutual aid engine companies are relocated to Fire Station 1 and Fire Station 3, becoming available for subsequent responses or assignment to the initial incident if required.

In July of 2016 a second alarm was added to West Allis Fire Department dispatch protocols for all structure fire and disaster incidents. The second alarm, which provides an additional response layer prior to activation of the Mutual Aid Box Alarm System (MABAS), brings an additional two engine companies, one truck company and one chief officer to the scene of the incident while maintaining change of quarters coverage in Fire Station 1 and Fire Station 3. This additional alarm level allows for incidents of extended duration or above average complexity to be handled by the local dispatch center and without involving an additional MABAS radio talk group.

Since April of 2006, the Mutual Aid Box Alarm System (MABAS) has been approved for operation in Wisconsin as a means to deploy fire, rescue, and EMS resources for multi-jurisdictional response. The commander of any incident may request MABAS activation. This is accomplished through direct contact with the MABAS Dispatch Center by means of a dedicated radio channel. MABAS cards allow for the dispatching of five additional MABAS box alarms above the second alarm level.

STRUCTURE FIRE PERFORMANCE EXPECTATIONS

The West Allis Fire Department's benchmark calls for a turnout time of 80 seconds, with safe arrival on scene of the first fire suppression company occurring within 5:20 (4:00 travel + 1:20 turnout) of dispatch 90% of the time. The first arriving company officer is responsible to verbalize command and to initiate fire control and/or rescue operations. The remainder of the effective response force must arrive within 9:20 (8:00 travel + 1:20 turnout) of dispatch 90% of the time. Please see Section 4 of this document for breakdown of the effective structure fire response force.

EMERGENCY MEDICAL SERVICE RESPONSES

The West Allis Fire Department provides emergency medical services at the Advanced Life Support (ALS) transport level. The department maintains three ALS ambulances, one at each fire station. Minimally, these units are staffed by two firefighter/paramedics who maintain State of Wisconsin Paramedic licensure. When staffing allows, a third member of the department is assigned to each ALS ambulance. The West Allis Fire Department also maintains EMS automatic aid agreements with neighboring municipalities. Therefore, when West Allis Fire Department resources are stretched to their capacity, emergency medical response and transport is provided by automatic aid partners. A fourth ALS unit is placed in service when staffing allows, which is typically about 4-5 months out of the year.

The West Allis Fire Department has a growing number of personnel (68 in 2016) who maintain State of Wisconsin Paramedic licensure. This allows for the assignment of ALS personnel to engine and truck companies on a regular basis, thus increasing the availability of advanced medical care to the city's residents and visitors during periods of resource depletion.

The department's paramedic program operates under the Milwaukee County Emergency Medical System (MCEMS). MCEMS provides education, funding, medical control, and consistent quality improvement not only to the West Allis Fire Department, but also to all other Milwaukee County municipal fire departments that operate at the ALS level.

EMERGENCY MEDICAL SERVICE PERFORMANCE EXPECTATIONS

The West Allis Fire Department prides itself on a high level of emergency medical system (EMS) response capability. The turnout time benchmark for all EMS alarms is 60 seconds with safe arrival on scene of the first EMS unit within five minutes (4:00 travel + 1:00 turnout) of dispatch 90% of the time. The effective ALS response force, including an ALS capable transport unit, must arrive on scene within nine minutes (8:00 travel + 1:00 turnout) of dispatch 90% of the time. Please see Section 4 of this document for breakdown of the effective ALS response force.

In the event of high call volume that overwhelms the capability of West Allis Fire Department ALS transport units; automatic aid ambulances are dispatched from neighboring municipalities. These automatic aid ambulances respond along with a West Allis engine or truck company when available. In the event of a mass casualty incident, the West Allis Fire Department has ready access to all Milwaukee County ALS transport units through MABAS Life Safety card 1-13 and the MCEMS intergovernmental agreement.

AUTOMATIC FIRE ALARM RESPONSES

The West Allis Fire Department responds to all activations of the emergency response system, including those that are triggered by automatic fire alarm systems. In 2002, the West Allis Fire Department adopted a policy addressing risk assessment as it relates to automatic fire alarm responses. Alarms received by companies that monitor building conditions, the activation of sprinkler systems, flow switch activations, and fire alarm system initiation device notifications are processed and handled by the fire department as automatic fire alarms.

Historically, automatic fire alarms have proven to be false or accidental in nature. Should smoke and fire present itself in a structure with smoke detection and/or fire sprinkler systems, these systems have

proven to provide early notification and/or to suppress the fire in its incipient stage. These fires have historically proven to be relatively minor in nature, allowing for a single engine and truck company to mitigate the incident. After applying a critical risk assessment to these incidents, the West Allis Fire Department began dispatching two fire companies as opposed to a full structure fire assignment to these alarms. This deployment modification has drastically reduced the risk of motor vehicle accidents involving fire apparatus and has served to minimize drawdown of resources.

Upon receipt of an automatic fire alarm, the West Allis Public Safety Answering Point assigns one engine company and one truck company to respond, both with four crew members. The assigned engine company responds emergently, while the truck company typically responds non-emergently to these alarms. If the dispatch center receives a 9-1-1 call for the same structure, the assignment is immediately upgraded to a full structure fire response.

AUTOMATIC FIRE ALARM PERFORMANCE EXPECTATIONS

The West Allis Fire Department's benchmark calls for a turnout time of 80 seconds, with safe arrival on scene of the first fire suppression company occurring within 5:20 (4:00 travel + 1:20 turnout) of dispatch 90% of the time. The first arriving fire company officer, typically the officer of the engine company, is responsible to verbalize assumption of command and to investigate the alarm activation. In the event that smoke and/or fire conditions are present, the first arriving company officer must upgrade the assignment prior to initiating fire control and/or rescue operations as necessary.

The truck company is tasked with assisting the engine company in mitigating the alarm. In the event of an actual fire, the truck company will assist the engine company by providing forcible entry and/or ventilation and by establishing the initial rapid intervention team (RIT) until additional resources arrive on scene.

**Automatic fire alarm data was not collected separately from fire response data prior to 2016*

SPECIAL OPERATIONS RESPONSES

The West Allis Fire Department trains and otherwise prepares for four distinct special operations disciplines. They include hazardous material response, confined space rescue, trench rescue and ice rescue. Currently, all department members are trained to the operations level for hazardous materials, confined space and ice rescue response. Members are trained to the awareness level for trench rescue response. Training in each of the special operations disciplines is mandatory for all personnel and is conducted at least annually.

All special operations incidents are approached similarly by the West Allis Fire Department. Prior to 2015 a special operations team was maintained by the department and a specified number of personnel were trained to the technician level for each operational discipline. As the seamless sharing of resources has evolved throughout Milwaukee County, the West Allis Fire Department has gained unrestricted access to two heavy rescue companies and one regional hazardous materials response unit that are maintained by the Milwaukee Fire Department. The regional hazardous materials response team is quartered less than one mile from the northern West Allis city boundary. The nearest heavy rescue company is located less than three miles from the eastern West Allis city boundary.

Due to the proximity of these units to the City of West Allis and the operational expense of maintaining an independent special operations team, the decision was made in 2015 to utilize Milwaukee Fire

Department special operations units in place of an independent team. While West Allis Fire Department units will respond to identify, isolate and prepare to mitigate hazardous materials and technical rescue incidents, final resolution of such incidents will occur in cooperation with specialized Milwaukee Fire Department units that are trained and equipped to the technician level for all special operations disciplines.

While West Allis Fire Department personnel do not operate at the technician level for confined space and ice rescue disciplines, they are trained and equipped to perform simple removal of victims from unobstructed confined spaces and to initiate ice rescue operations while awaiting the arrival of specialized units. Ice rescue equipment is carried on Engine 63 and Truck 62 during cold weather months. A limited cache of rope rescue equipment is stocked on Truck 62 at all times. In addition, when the West Allis Fire Department is dispatched to a confined space incident, personnel at Fire Station 2 will transport a Special Operations unit to the scene.

SPECIAL OPERATIONS PERFORMANCE EXPECTATIONS

The West Allis Fire Department's benchmark calls for the first company to arrive on-scene safely, within 5:20 (4:00 travel + 1:20 turnout) of dispatch 90% of the time. Due to the fact that specialized units must respond from outside of the City of West Allis in order to effectively mitigate a complex special operations incident, the effective response force arrival benchmark for such incidents is twenty minutes from the time of dispatch. Due to the infrequent nature of special operations incidents, there is no meaningful data set available that may be used to analyze fractal response time to them.

NFPA STUDY: QUANTITATIVE EVALUATION OF FIRE AND EMS MOBILIZATION TIMES

Research has been conducted to evaluate the current standards and benchmarks established by the National Fire Protection Agency (NFPA) with regards to alarm handling and turnout times. The Fire Protection Research Foundation examined and tested the attainability of standards documented in the following literature: 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* and NFPA 1221 *Standard for the Installation, Maintenance, and Use of Emergency Services Communications System*. In its final review, the Fire Protection Research Foundation indicated that current standards outlined in NFPA 1710 and NFPA 1221 may be unrealistic.

NFPA 1221 requires that 90% of alarms be processed within 60 seconds, and that 99% of alarms be processed within 90 seconds. This is known as alarm handling time.

NFPA 1710 defines the benchmark for career fire departments to place emergency response units (ERU's) en route to an emergency. EMS ERU's must mark en route within 60 seconds 90% of the time, and fire ERU's within 80 seconds 90% of the time. This is known as turnout time.

The Fire Protection Research Foundation analyzed 13,463 alarms of fire and 66,202 requests for EMS response processed by 14 career fire departments. Although there are always assumptions and limitations in quantitative evaluations, analysis of the data revealed as follows:

Alarm Handling Time

Emergency Response	Time Frame (seconds)	Percentage (%)
Fire	92 seconds	90%
EMS	84 seconds	90%

Daytime Turnout Time – (0600-1800)

Emergency Response	Time Frame (seconds)	Percentage (%)
Fire	123 seconds	90%
EMS	109 seconds	90%

Evening Turnout Time – (0000-0600)

Emergency Response	Time Frame (seconds)	Percentage (%)
Fire	158 seconds	90%
EMS	144 seconds	90%

SECTION V:

ESTABLISHING AN EFFECTIVE RESPONSE FORCE



WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVERAGE

ESTABLISHING AN EFFECTIVE RESPONSE FORCE

RESPONSE TO STRUCTURE FIRE INCIDENTS

According to industry statistics, the most common structure fire occurs in single-family homes and is confined to the room of origin. Confined room fires *usually* do not present a high-risk when personal protective equipment (PPE) is worn properly and standard operating guidelines (OG's) are followed. Although this is true, the West Allis Fire Department cannot assume that all fires will be low-risk incidents. Every structure fire presents associated risks that make it unique. A comprehensive set of operating guidelines must be in place and closely adhered to so as to perform fire suppression operations with the highest degree of safety and effectiveness. In order to address the incident priorities of life safety, incident stabilization, and property conservation, tactical priorities must be clearly established and integrated into operating guidelines.

Adequate staffing is essential if fire suppression operations are to be performed with a high degree of safety and effectiveness. West Allis Fire Department engine and truck companies are staffed with a minimum of four personnel at all times. EMS units are staffed with a minimum of two personnel, a third member being added to these companies whenever additional personnel are available.

All engines are equipped with a minimum of two 200' pre-connected 1¾" hand lines and one 250' pre-connected 2" hand line. Engines are also equipped with a 3" reduced load, which can be utilized for longer layouts or when there is a need for unusually high fire flow. Truck companies are equipped with aerial ladders that are minimally 100' in length.

TACTICAL PRIORITIES – STRUCTURE FIRE RESPONSE

Fire Attack: The first arriving engine company is assigned to perform fire attack. In most cases, a 1¾" crosslay is deployed from the fire side of the engine. A source of water that is capable of providing a minimum of 150 gpm is secured by the equipment operator of this engine company. The first arriving engine company is also responsible for assuring placement of a positive pressure blower at the entry point and creating an exhaust opening whenever conditions indicate that positive pressure attack is an appropriate tactic.

Search and Rescue: The second arriving engine company is responsible for search and rescue. In residential structures deployment of a hoseline with the search company is discretionary. When deployment of a hoseline to protect the company is necessary this company will typically deploy a 1¾" crosslay from the first arriving engine. A second source of water that is capable of providing a minimum of 150 gpm is secured by the equipment operator of this engine company.

Backup Hoseline: The third arriving engine company will position so as to supply a truck company with water. Members of the third arriving engine company will secure a hoseline that provides a minimum 150 gpm and stretch it to back up the initial attack line. This backup line will be stretched off of the second arriving engine company whenever possible so as to be working from an independent water supply.

Ventilation: The first arriving truck company is responsible to perform visible rescue and to ensure effective ventilation. When fire location is known, fire is confined to a compartment within the structure and adequate exhaust may be created near the seat of the fire positive pressure ventilation may be used in conjunction with fire attack. In the event that fire conditions do not permit PPV, passive horizontal ventilation or vertical ventilation will typically be initiated by this company. It is imperative that the truck company coordinate ventilation with fire attack. In addition to rescue and

ventilation, the truck company is assigned to positioning of ground ladders, securing of utilities and provision of support activities.

Rapid Intervention Team (RIT): A rapid intervention team (RIT) is established at all structure fires by four members of the second arriving truck company. The RIT will secure a hose line from the second arriving engine and a predetermined cache of RIT equipment from their apparatus, staging this equipment in the most advantageous position. The RIT shall perform a 360 degree assessment of the fire building, perform forcible entry and place ground ladders to allow for emergency egress while maintaining radio contact with the operations section chief (Operations) at all times. Typically, the RIT will stage near the entry point through which fire attack was initiated.

Incident Command / Operations / Safety: The first arriving command officer will assume a position outside of the structure so as to visualize at least two sides of it and will assume the combined roles of incident commander (Command), operations section chief (Operations) and incident safety officer (Safety). Upon arrival of a second command officer the incident command role will be separated from Operations/Safety. Typically the second arriving command officer will assume the role of incident commander while the first arriving command officer retains Operations/Safety. Upon arrival of the third command officer Operations and Safety will be separated, typically by the third arriving chief officer assuming the role of incident safety officer. As soon as Incident Command and Operations/Safety are separated the incident commander shall assume a position inside of a vehicle where he/she will be able to monitor tactical radio traffic from a controlled environment and have ready access to multiple radios.

Water Supply: Responsibility for obtaining water supply rests with the equipment operators of the first and second arriving engine companies. When staffing allows, a fifth member on the engine will be assigned to connect supply lines to a water source. Typically, water supply is established by means of a forward layout which allows pumping apparatus to be positioned near the front of the fire building. The truck company equipment operator or the first arriving paramedic unit may assist with establishing water supply when not committed to other activities. Fire hydrants are located no more than 300 feet apart throughout the City of West Allis.

Equipment Operators: Unless establishing water supply or assigned to other roles, equipment operators will remain at their apparatus.

EMS: An EMS unit will report to staging unless otherwise assigned by the IC. Staging location is determined by the West Allis Incident Commander.

There are two categories of activities that must be performed by firefighters at the scene of a structure fire. The first wave of activities must be performed in a virtually simultaneous manner while the second wave may be performed by later arriving companies.

First, there are activities that must be accomplished with a great deal of coordination in the initial minutes of an operation. These activities must be accomplished in a virtually simultaneous manner in order to allow for a relatively safe advancement to the seat of the fire for extinguishment along with an aggressive search for occupants while maintaining accountability for operating personnel and coordination with resources that are not yet on scene. These tasks, which must be accomplished by initial arriving units within moments of one another (otherwise defined as the effective response force) are listed below:

BREAKDOWN OF PERSONNEL – EFFECTIVE RESPONSE FORCE

Critical Tasks	Personnel Required
Fire Attack	3
Search and Rescue	3
Rapid Intervention Team	3
Ventilation	3
Pump Operation & Water Supply	2
Aerial Device Operation	1
Incident Command	1
Operations/Safety	1
ALS Ambulance	2
TOTAL PERSONNEL	19

Second, there are activities that, though they must be performed in a timely fashion by units assigned to the initial alarm, do not necessarily need to occur simultaneously. These activities allow for augmenting the effective response force so as to cut off extension of fire and to enhance the safety of the incident by expanding the command and accountability structure. The chart below lists all tasks that must typically be performed by personnel responding on the initial alarm.

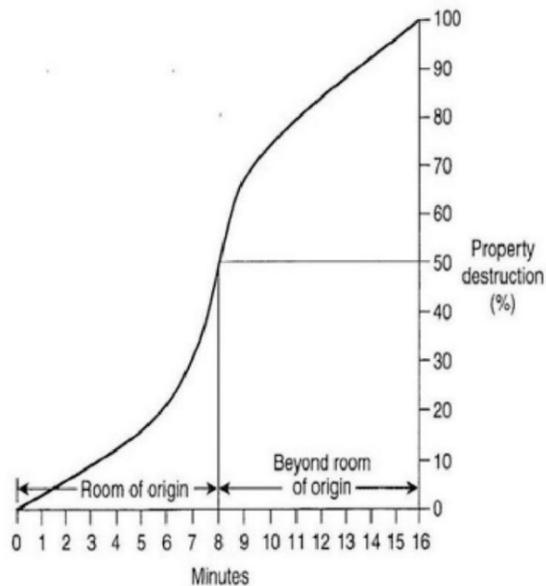
BREAKDOWN OF PERSONNEL – FULL FIRST ALARM

Critical Tasks	Personnel Required
Fire Attack	3
Search and Rescue	3
Backup	3
Rapid Intervention Team	4
Ventilation	3
Pump Operation & Water Supply	3
Aerial Device Operation	1
Incident Command	1
Operations	1
Safety Officer	1
ALS Ambulance	2
TOTAL PERSONNEL	25

AVOIDING FLASHOVER

Flashover is defined as a critical point in “the development of a contained fire in which all exposed surfaces reach ignition temperatures more or less simultaneously and fire spreads rapidly throughout the space” (NFPA 555). According to data taken from the National Fire Protection Association (NFPA) and the Insurance Services Organization (ISO), a residential compartment will reach flashover between 10 and 30 minutes after ignition. In order for flashover to occur, temperatures must achieve a range between 900 - 1200 degrees Fahrenheit.

In the figure below, taken from the NFPA 1710 Standard for the Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments, “the line represents a rate of fire propagation in an unsprinklered room, which combines temperature rise and time. It roughly corresponds to the percentage of property destruction. At approximately 10 minutes into the fire sequence, the hypothetical room of origin flashes over. Extension outside the room begins at this point. Consequently, given that the progression of a structure fire to the point of flashover generally occurs in less than 10 minutes, two of the most important elements in limiting fire spread are the quick arrival of sufficient numbers of personnel and equipment to attack and extinguish the fire as close to the point of its origin as possible.” (NFPA 1710, p. 16)



When structure fires occur in the City of West Allis, the fire department’s primary mission is not simply to extinguish the fire, but to initiate fire attack prior to flashover. In order to accomplish this, the West Allis Fire Department’s benchmark calls for a turnout time of 80 seconds, and arrival of the first fire suppression company within 5:20 (4:00 travel + 1:20 turnout) of dispatch 90% of the time. All remaining companies in the effective response force must arrive within 9:20 (8:00 travel + 1:20 turnout) of dispatch 90% of the time.

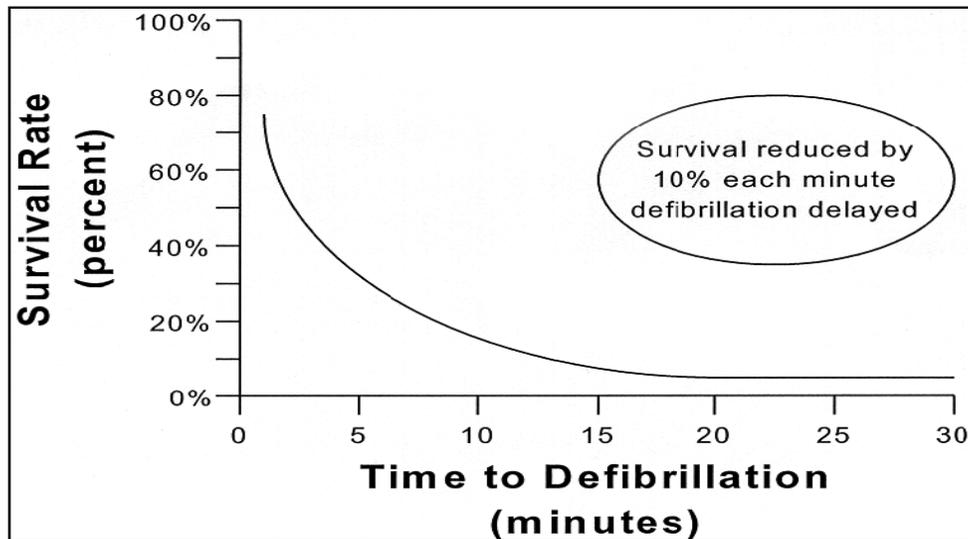
National Fire Protection Association (2000) *NFPA 555: Guide on Methods for Evaluating Potential for Room Flashover*, Quincy, MA

National Fire Protection Association (2010), *NFPA 1710 Standard for the Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments*, Quincy, MA

RESPONSE TO EMERGENCY MEDICAL INCIDENTS

Requesting emergency medical assistance through the enhanced-911 system initiates response of the West Allis Fire Department, the city's principal EMS provider. Strategically located fire stations and prompt responses allowed fire department personnel to arrive on-scene of EMS incidents from the dispatcher's notification to arrival within 5 minutes and 20 seconds 90% of the time in 2016. Fire department personnel are equipped and deployed so as to aggressively follow the American Heart Association's (AHA) standard for medical intervention in cases of cardiac arrest. The chart below illustrates the relationship between time of defibrillation and survival rate in cardiac arrest patients.

CARDIAC ARREST SURVIVAL RATE



The City of West Allis provides its citizens with access to three ALS ambulances as primary EMS response units. Each of these ambulances is staffed by a minimum of two firefighter/paramedics. When staffing permits, an additional firefighter/EMT is assigned to the ambulance. Additional paramedics are assigned to engine and truck companies so as to provide ALS intervention, even during times of resource depletion. When additional EMS transport units are needed, mutual aid ambulances from neighboring communities are called into the city through mutual aid agreements and respond with a local engine or truck company. All fire department units are equipped with external defibrillators.

Critical tasks have been established in order to treat critically ill patients. The chain of survival recommends the availability of BLS services, including cardiopulmonary resuscitation (CPR) and defibrillation, within four minutes of cardiac arrest. Also, ALS services must be provided no later than nine minutes after notification of the event. Early notification of emergency response services is imperative to successful resuscitation of a cardiac arrest patient.

TACTICAL PRIORITIES – ADVANCED LIFE SUPPORT

CPR: The first arriving fire department unit shall immediately initiate CPR. Effective CPR requires the attention of two personnel who are licensed minimally at the BLS level.

Defibrillation: Defibrillation is the second tactical priority and shall be accomplished as soon as possible upon arrival. Application and operation of the external defibrillator, whether automatic or manual, shall be accomplished by a single individual who is licensed minimally at the BLS level.

Airway Management: Airway management shall be established simultaneously with defibrillation. Establishment of a secured airway must be accomplished as soon as possible and constitutes the third tactical priority. Intubation, whether visualized or non-visualized, shall be accomplished by a single individual who is licensed at the ALS level.

Medication Administration: The fourth tactical priority when attempting resuscitation shall be the administration of appropriate medications. Medication administration shall be accomplished by a single individual who is licensed at the ALS level.

Documentation and Communication: A member of the fire department's response team must accurately document all interventions performed and medications administered, as well as the patient's response to each. Additionally, this member of the team must maintain communication with a medical control physician. Documentation and communication shall be accomplished by a single individual who may be licensed at the ALS or BLS level, although ALS experience is preferred for this member of the team.

BREAKDOWN OF PERSONNEL – ADVANCED LIFE SUPPORT RESPONSE

Critical Tasks	Personnel Required
CPR (BLS)	2
Defibrillation (ALS or BLS)	1
Intubation (ALS)	1
Medication Administration (ALS)	1
Documentation/Communication (ALS or BLS)	1
TOTAL	6

CONFINED SPACE RESCUE

A confined space rescue is one of two special operations disciplines for which the West Allis Fire Department has maintained Operations level capability and may accomplish rescue without involvement of technician level responders. Report of confined space rescue incident will receive three engine companies, one truck company, one ALS ambulance, and two command officers, for a total of 20 personnel. In addition to this initial assignment, the primary responding command officer is encouraged to request response of a Milwaukee Fire Department heavy rescue company if there is any possibility that the incident may require technician level expertise. The following tactical priorities shall be accomplished by personnel responding to the initial assignment:

TACTICAL PRIORITIES – CONFINED SPACE RESCUE

Establish Command: The first arriving company or person will be responsible to initiate command and determine the scope of the emergency. The initial incident commander will collect as much data as possible and begin assigning tasks.

Evaluate Confined Space: The next task will be to evaluate the confined space and the area surrounding it. The area must be secured. Hazards shall be identified and the atmosphere shall be monitored. One goal of this evaluation is to determine whether or not the confined space meets criteria set forth in NFPA 1670 for operations level rescue.

Patient Assessment: Patient contact shall be established so as to determine the number of patients involved and vital information regarding mechanism of injury, location of patient(s), etc.

Resource Assessment: The next priority shall be identification of necessary resources. The incident commander shall ensure that properly trained and equipped personnel are assembled. If the situation encountered meets criteria for an operations level rescue per NFPA 1670, initial responders may perform such rescue. If, however, the situation encountered requires technician level expertise per NFPA 1670, initial responders will await the arrival of a Milwaukee Fire Department heavy rescue company before entering the space.

Pre-entry: Atmospheric monitoring shall be performed.

Establish Ventilation: Confined spaces shall be sufficiently ventilated so as to ensure the safety of operating personnel.

Identify and Control Hazards: All pertinent power sources shall be secured. All equipment associated with the confined space shall be shut down, tagged and locked out.

Prepare entry and backup teams: If space allows entry, teams shall consist of at least two entrants. There shall be an equal number of backup personnel equipped for immediate entry.

Assign Accountability Officer: Command shall institute level III accountability for all entries into permit required confined spaces.

Set up Entry and Retrieval System: All personnel entering a confined space shall have a safety line attached to a class III harness. If the confined space is deeper than 5 feet they shall also have fall arrest and retrieval lines in place.

BREAKDOWN OF PERSONNEL – CONFINED SPACE RESCUE RESPONSE

Critical Tasks	Personnel Required
Incident Command	1
Operations	1
Safety Officer	1
Accountability	1
Entry Team	2
Backup Team	2
Rigging Team	4
Atmospheric Monitoring / Ventilation	1
Hazard Control	2
EMS Care and Transport	2
Staging	3
TOTAL	20

ICE/COLD WATER RESCUE

An ice/cold water rescue is one of two special operations disciplines for which the West Allis Fire Department has maintained Operations level capability and may accomplish rescue without assistance from technician level responders. Report of an ice or cold water rescue incident will receive one engine company, one truck company, one ALS ambulance, and one command officer, for a total of 11 personnel. The following tactical priorities shall be accomplished:

TACTICAL PRIORITIES – ICE / COLD WATER RESCUE

Establish Command: The first arriving company or person will be responsible to initiate command, determining the scope of the emergency. The initial incident commander shall collect as much information as possible begin assigning tasks. The incident commander will determine whether the rescue can be performed from shore, or whether entry onto the ice/ into the water will be required.

Reach and Throw: The engine company will don flotation devices and try to reach the victim using equipment such as pike poles. If victims are too far for the reach method to be effective, the engine company will attempt to deploy a throw rope.

Victim Rescue: Truck company members wearing exposure suits will perform rescue operations. One member will attempt rescue while the other member fills a backup role.

Victim Treatment: The ALS ambulance crews will attend to victims per EMS hypothermia protocols.

BREAKDOWN OF PERSONNEL – ICE / COLD WATER RESCUE RESPONSE

Critical Tasks	Personnel Required
Incident Command	1
Reach and Throw	2
On Ice/In Water Rescue + Backup	4
EMS Treatment	4
TOTAL	11

Service Type	Chief	Engine	Truck	ALS	Task Analysis
Anthrax	1				Chief - non-emergent w/o radio traffic (<i>investigates and determines need for additional resources</i>)
Bomb Threat	1				Chief - non-emergent w/o radio traffic (<i>investigates and determines need for additional resources</i>)
Broken Pipe - Gasoline/Oil	1	1	1		Chief (<i>incident command</i>), Engine (<i>fire control</i>), Truck (<i>evacuate / contain</i>)
Broken Pipe – Water			1		Truck - best equipped to handle (<i>water/sprinkler shutoff application and ladder access if elevated pipe</i>)
Broken Window			1		Truck - best equipped to handle (<i>lath and plastic installation</i>)
Bulk Spill – Non-Hazardous	1	1	1		Chief (<i>incident command</i>), Engine (<i>fire suppression</i>), Truck (<i>containment</i>)
Bulk Spill - Hazardous	2	3	1	1	Chief (<i>incident command</i>), Chief (<i>operations/safety</i>), Engine (<i>fire suppression</i>), Engine (<i>water supply</i>), Engine (<i>decon</i>), Truck (<i>containment/evacuation</i>), ALS Ambulance (<i>medical exams</i>)
CO Alarm			1		Truck (<i>most appropriately equipped for air monitoring and ventilation</i>)
CO Alarm - Medical Symptoms			1	1	Truck (<i>most appropriately equipped for air monitoring and ventilation</i>), ALS Ambulance (<i>EMS treatment/ transport</i>)
Collapse of Structure	3	3	2	2	Chief (<i>incident command</i>), Chief (<i>operations</i>), Chief (<i>safety</i>), Engine (<i>water supply and fire control</i>), Engine (<i>utility control</i>), Engine (<i>victim search</i>), Truck (<i>victim access and/or extrication</i>), Truck (<i>RIT</i>), ALS (<i>EMS treatment/transport</i>), ALS (<i>EMS treatment/transport</i>)
Chemical Spill	1	2	1	1	Chief (<i>incident command</i>), Engine (<i>water supply and fire control</i>), Engine (<i>decon</i>), Truck (<i>containment/evacuation</i>), ALS (<i>medical exams</i>)
Confined Space Rescue	2	3	2	2	Chief (<i>incident command</i>), Chief (<i>safety</i>), Engine (<i>hazard control/LOTO</i>), Engine (<i>victim assessment and stabilization</i>), Engine (<i>manpower support/backup</i>), Truck (<i>retrieval system</i>), ALS (<i>EMS treatment/transport</i>)
Drowning – Pool		1		1	Engine (<i>rescue</i>), ALS (<i>EMS treatment/transport</i>)
Drowning – Lagoon / Ice	1	1	1	1	Chief (<i>incident command</i>), Engine (<i>manpower support/backup</i>), Truck (<i>rescue</i>), ALS (<i>EMS treatment/transport</i>)
Elevator Alarm			1		Truck (<i>most appropriate equipment</i>)
Explosion	3	3	2	2	Chief (<i>incident command</i>), Chief (<i>operations</i>), Chief (<i>safety</i>), Engine (<i>water supply and fire suppression</i>), Engine (<i>water supply and search & rescue</i>), Engine (<i>backup hose line</i>), Truck (<i>rescue/ventilation/forcible entry</i>), Truck (<i>RIT</i>), ALS (<i>utility control/search support</i>) ALS (<i>EMS treatment/transport</i>)
Fire – Apartment Building	3	3	2	2	Chief (<i>incident command</i>), Chief (<i>operations</i>), Chief (<i>safety</i>), Engine (<i>water supply and fire suppression</i>), Engine (<i>water supply and search & rescue</i>), Engine (<i>backup hose line</i>), Truck (<i>rescue/ventilation/forcible entry</i>), Truck (<i>RIT</i>), ALS (<i>utility control/search support</i>) ALS (<i>EMS treatment/transport</i>)
Fire – Appliance	1	2	1	1	Chief (<i>incident command</i>), Engine (<i>water supply and investigation/fire suppression</i>), Engine (<i>water supply and backup</i>), Truck (<i>ventilation/utility control</i>), ALS (<i>EMS treatment/transport</i>)

Service Type	BC	ENG	TRK	ALS	Task Analysis
Fire – Commercial Building	3	3	2	2	Chief (<i>incident command</i>), Chief (<i>operations</i>), Chief (<i>safety</i>), Engine (<i>water supply and fire suppression</i>), Engine (<i>water supply and search & rescue</i>), Engine (<i>backup hose line</i>), Truck (<i>rescue/ventilation/forcible entry</i>), Truck (<i>RIT</i>), ALS (<i>utility control/search support</i>) ALS (<i>EMS treatment/transport</i>)
Fire – Auto Alarm		1	1		Engine - Emergency (<i>investigation/suppression</i>), Truck - Non-Emergency (<i>forcible entry / RIT</i>)
Fire – Vehicle		1	1		Engine (<i>fire suppression</i>), Truck (<i>forcible entry/stabilization</i>)
Fire – Vehicle Inside/Adjacent to Building	3	3	2	2	Chief (<i>incident command</i>), Chief (<i>operations</i>), Chief (<i>safety</i>), Engine (<i>fire suppression</i>), Engine (<i>search & rescue</i>), Engine (<i>backup hose line</i>), Truck (<i>rescue/ventilation/forcible entry</i>), Truck (<i>RIT</i>), ALS (<i>utility control/search support</i>) ALS (<i>EMS treatment/transport</i>)
Fire – Truck (Delivery or Tractor/Trailer)	1	2	1		Chief (<i>incident command</i>), Engine (<i>water supply and fire suppression</i>), Engine (<i>backup hose line</i>), Truck (<i>forcible entry/stabilization</i>)
Fire – Dumpster		1			Engine (<i>fire suppression</i>)
Fire – Dumpster Inside Building	3	3	2	2	Chief (<i>incident command</i>), Chief (<i>operations</i>), Chief (<i>safety</i>), Engine (<i>water supply and fire suppression</i>), Engine (<i>water supply and search & rescue</i>), Engine (<i>backup hose line</i>), Truck (<i>rescue/ventilation/forcible entry</i>), Truck (<i>RIT</i>), ALS (<i>utility control/search support</i>) ALS (<i>EMS treatment/transport</i>)
Fire – Grass		1			Engine (<i>fire suppression</i>)
Fire – High Life Hazard	3	3	2	3	Chief (<i>incident command</i>), Chief (<i>operations</i>), Chief (<i>safety</i>), Engine (<i>water supply and fire suppression</i>), Engine (<i>water supply and search & rescue</i>), Engine (<i>backup hose line</i>), Truck (<i>rescue/ventilation/forcible entry</i>), Truck (<i>RIT</i>), ALS (<i>utility control/search support</i>), ALS (<i>EMS treatment/transport</i>), ALS (<i>EMS treatment/transport</i>)
Fire – House, Duplex or Garage	3	3	2	1	Chief (<i>incident command</i>), Chief (<i>operations</i>), Chief (<i>safety</i>), Engine (<i>water supply and fire suppression</i>), Engine (<i>water supply and search & rescue</i>), Engine (<i>backup hose line</i>), Truck (<i>rescue/ventilation/forcible entry</i>), Truck (<i>RIT</i>), ALS (<i>EMS treatment/transport</i>)
Fire – Pull Station Alarm	1	2	1		Chief (<i>incident command</i>), Engine (<i>water supply and investigation/fire suppression</i>), Engine (<i>water supply and backup</i>), Truck (<i>ventilation/utility control</i>),
Fire – Street Light, Electric Pole, etc.		1			Engine (<i>fire suppression / hazard isolation</i>)
Gasoline Spill - Small		1			Engine (<i>containment, absorbent</i>)
Gasoline Spill - Large	1	1	1		Chief (<i>incident command</i>), Engine (<i>fire suppression</i>), Truck (<i>containment</i>)
Lock In (child locked in house or room)			1		Truck - Emergency Response (<i>most appropriate tools / equipment</i>)
Lock Out			1		Truck - Non-Emergency Response (<i>most appropriate tools / equipment</i>)
Natural Gas Leak – Outdoors	1	1	1		Chief (<i>incident command</i>), Engine (<i>suppression/ evacuation/protection</i>), Truck (<i>metering/evacuation</i>)

Service Type	BC	ENG	TRK	ALS	Task Analysis
Natural Gas Leak - Indoors	1	2	1		Chief (<i>incident command</i>), Engine (<i>water supply and suppression/protection</i>), Engine (<i>evacuation</i>), Truck (<i>metering/ventilation</i>)
P.I. Accident		1		1	Engine (<i>suppression / fluid containment / assist EMS</i>), ALS (<i>EMS treatment/transport</i>)
P.I. Accident - Interstate		1		1	Engine (<i>suppression / fluid containment / assist EMS</i>), ALS (<i>EMS treatment/transport</i>)
P.I. Accident - Rollover, Entrapment	2	1	1	1	Chief (<i>incident command</i>), Chief (<i>operations/safety</i>), Engine (<i>fluid control and containment/fire control</i>), Truck (<i>extrication</i>), ALS (<i>EMS treatment/transport</i>)
Smoke – Smell of Smoke In Area		1	1		Engine (<i>fire suppression</i>), Truck (<i>forcible entry/RIT</i>)
Smoke – Smell of Smoke In Structure	1	2	1	1	Chief (<i>incident command</i>), Engine (<i>water supply and investigation/fire suppression</i>), Engine (<i>water supply and backup</i>), Truck (<i>ventilation/utility control</i>), ALS (<i>EMS treatment/transport</i>)
Trapped Person - Machinery, etc.	2	1	1	1	Chief (<i>incident command</i>), Chief (<i>operations/safety</i>), Engine (<i>hazard control/LOTO</i>), Truck (<i>extrication</i>), ALS (<i>EMS treatment/transport</i>)
Wires Arcing		1			Engine (<i>fire suppression / hazard isolation</i>)

Quick Look Dispatch

Type of Incident	Type of Service	Units to Respond
Automatic Alarm of Fire	Automatic Alarm- AA	Engine + Truck
Bomb or Chemical Weapon Threat (call by phone)	Non-Emergency Service- NES	Add BC - When Credible Threat
Broken Gasoline/Oil Pipe	Limited Response- ES	1 Chief + 1 Engines + 1 Truck
Broken Water Pipe	Emergency Service- ES	Truck
Broken Window	Non-Emergency Service- NES	Truck
Bulk Spill - Non-Hazardous	Non-Emergency Service- NES	1 Chief + 1 Engine + 1 Truck
Bulk Spill - Hazardous Material	Emergency Service- ES	2 Chiefs + 3 Engines + 1 Truck + 1 EMS Unit
Carbon Monoxide Alarm	Non-Emergency Service- NES	Truck
Carbon Monoxide Alarm w/ Medical Symptoms	EMD Card 8 or Fire Code M	Truck + EMS Unit
Collapse - Building or House	Fire Code- BCO	3 Chiefs + 3 Engines + 2 Trucks + 2 EMS Units
Chemical Spill (Get Chemical Info or Guide #)	Chemical Spill- CS	1 Chief + 2 Engines + 1 Truck + 1 EMS
Confined Space Rescue - Occuring In WA	EMD Card 22 or Fire Code- ES	2 Chiefs + 3 Engines + 1 Truck + 1 EMS Unit
Drowning (Swimming Pool)	EMD Card 14 or Fire Code DR	Engine + EMS Unit
Drowning (Lagoon, Fell through Ice)	Fire Code DR	1 Chief + 2 Engines + 1 Truck + 1 EMS
Elevator Alarm	Emergency Service- ES	Truck
EMS Request - No EMD Code BLS Emergency	Fire Code- RS	EMS Unit
EMS Request - No EMD Code BLS NonEmergency	Fire Code- RSNE	EMS Unit
EMS Request - No EMD Code ALS	Fire Code- M	EMS (ALS) Unit + Engine
Explosion-LARGE	Fire Code- EXP	3 Chiefs + 3 Engines + 2 Trucks + 2 EMS Units
Fire - Apartment Building	Apartment Fire- FAPT	3 Chiefs + 3 Engines + 2 Trucks + 2 EMS Units
Fire - Appliance	Appliance Fire - FAPPL	1 Chief + 2 Engines + 1 Truck + 1 EMS Unit
Fire - Business	Business Fire - FBUS	3 Chiefs + 3 Engines + 2 Trucks + 2 EMS Units
Fire - Vehicle	Vehicle Fire- FVEH	Engine + Truck
Fire - Vehicle Inside/Adjacent to a Structure	Use Structure Fire Code	3 Chiefs + 3 Engines + 2 Trucks + 1 EMS Unit
Fire - Delivery Vehicle (tractor/trailer or tanker)	Vehicle Fire- FVEH Upgraded	1 Chief + 2 Engines + 1 Truck
Fire - Dumpster	Miscellaneous Fire- FMISC	Engine
Fire - Dumpster Inside Building	Use Structure Fire Code	3 Chiefs + 3 Engines + 2 Trucks + 1 EMS Unit
Fire - Grass	Miscellaneous Fire- FMISC	Engine
Fire - High Life Hazard	Fire Code- FHLH	3 Chiefs + 3 Engines + 2 Trucks + 3 EMS Units
Fire - High Rise	Fire Code- FHR	4 Chiefs + 4 Engines + 4 Trucks + 1 Rescue + 2 EMS Units
Fire - High Rise 2nd Alarm	Fire Code- FHR2	8 Chiefs + 8 Engines + 8 Trucks + 2 Rescues + 4 EMS Units
Fire - House, Duplex or Garage	Fire Code- FHOUSE	3 Chiefs + 3 Engines + 2 Trucks + 1 EMS Unit
Fire - Pull Station Alarm	Pull Station Fire Alarm - FPULL	1 Chief + 2 Engines + 1 Truck
Fire - Working Structure	Working Still - FWS	3 Chiefs + 4 Engines + 2 Trucks + 2 EMS Units + COQ
Fire - Working Structure 2nd Alarm	Fire Code - FWS2	4 Chiefs + 6 Engines + 3 Trucks + 2 EMS Units
Fire - Street Light, Electric Pole etc.	Miscellaneous Fire- FMISC	Engine

Type of Incident	Type of Service	Units to Respond
Gasoline Spill - Small	Emergency Service- ES	Engine
Gasoline Spill - Large	Emergency Service- ES	1 Chief + 1 Engine + 1 Truck
Lock In - with child locked in house or room	Emergency Service- ES	Truck
Lock Out - Person locked out of house	Non-Emergency Service- NES	Truck
Natural Gas Leak - Inside of a Structure	Natural Gas- NGIN	1 Chief + 2 Engines + 1 Truck
Natural Gas Leak - Outside	Natural Gas- NGOUT	1 Chief + 1 Engine + 1 Truck
O.C. Flush	EMD Card 16-A-1 / RSNE	EMS Unit
P.I. Accident	EMD Card 29 or Fire Code ES	EMS Unit + Engine
P.I. Accident - On the Interstate	EMD Card 29 or Fire Code ES	EMS Unit + Engine
P.I. Accident - Rollover, Trapped Occupants	EMD Card 29 or Fire Code PIT	2 Chiefs + 1 Engine + 1 Truck + 1 EMS
Smoke Investigation - Inside a Structure	Smoke Investigation - SMOKE	1 Chief + 2 Engines + 1 Truck + 1 EMS
Smoke Investigation - Smell of Smoke Outside	Miscellaneous Fire- FMISC	Engine + Truck
Trapped Person - Machinery, etc	EMD Card 22 or Fire Code- ES	2 Chiefs + 1 Engine + 1 Truck + 1 EMS
Taser Deployment	EMD Card 30a1 or F Code- ES	1 BLS EMS Unit
Wires Arcing (Electric Power Lines)	Emergency Service- ES	Engine
Wires Down w/o Arcing (Electric Power Lines)	Emergency Service- NES	Engine

Extrication/Rescue Assignment = 2 Chiefs, 1 Engine, 1 Truck, 1 EMS Unit

Partial Assignment = 1 Chief, 2 Engines, 1 Truck, 1 EMS Unit

Full Assignment = 3 Chiefs, 3 Engines, 2 Trucks & 1 EMS Unit

Working Still = 3 Chiefs, 4 Engines, 2 Trucks & 2 EMS Units + COQ

SECTION VI:

DISTRIBUTION OF RESOURCES



WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVERAGE

DISTRIBUTION OF RESOURCES

DISTRIBUTION

Distribution refers to a method of strategically planning and placing fire stations within a jurisdiction so as to support rapid deployment of fire and EMS services. The West Allis Fire Department’s benchmark calls for a non-EMS turnout time of 80 seconds and first unit arrival within 5:20 to 90% of all emergency incidents. The benchmark also calls for an EMS turnout time of 60 seconds and first unit arrival within 5:00 to 90% of advanced life support incidents. Station location and personnel are strategically dispersed so as to consistently meet these benchmarks.

FIRE& EMERGENCY MEDICAL RESPONSE BOUNDARIES

The West Allis Fire Department currently responds out of three fire stations. Station 1 is located in the east end of the city, north of a railroad track that divides the city into north and south sections. Station 1 houses Med 1 and Engine 61. Station 2 is also located in the east end of the city, but on the south side of the abovementioned railroad track. Station 2 houses Battalion 6, Med 62, Engine 62 and Truck 62, as well as the department’s special operations support vehicle and training facilities. Station 3 is located in the west end of the city, housing Med 63 and Engine 63. **Please refer to the fire and EMS response boundaries map located in the reference section for additional detail.*

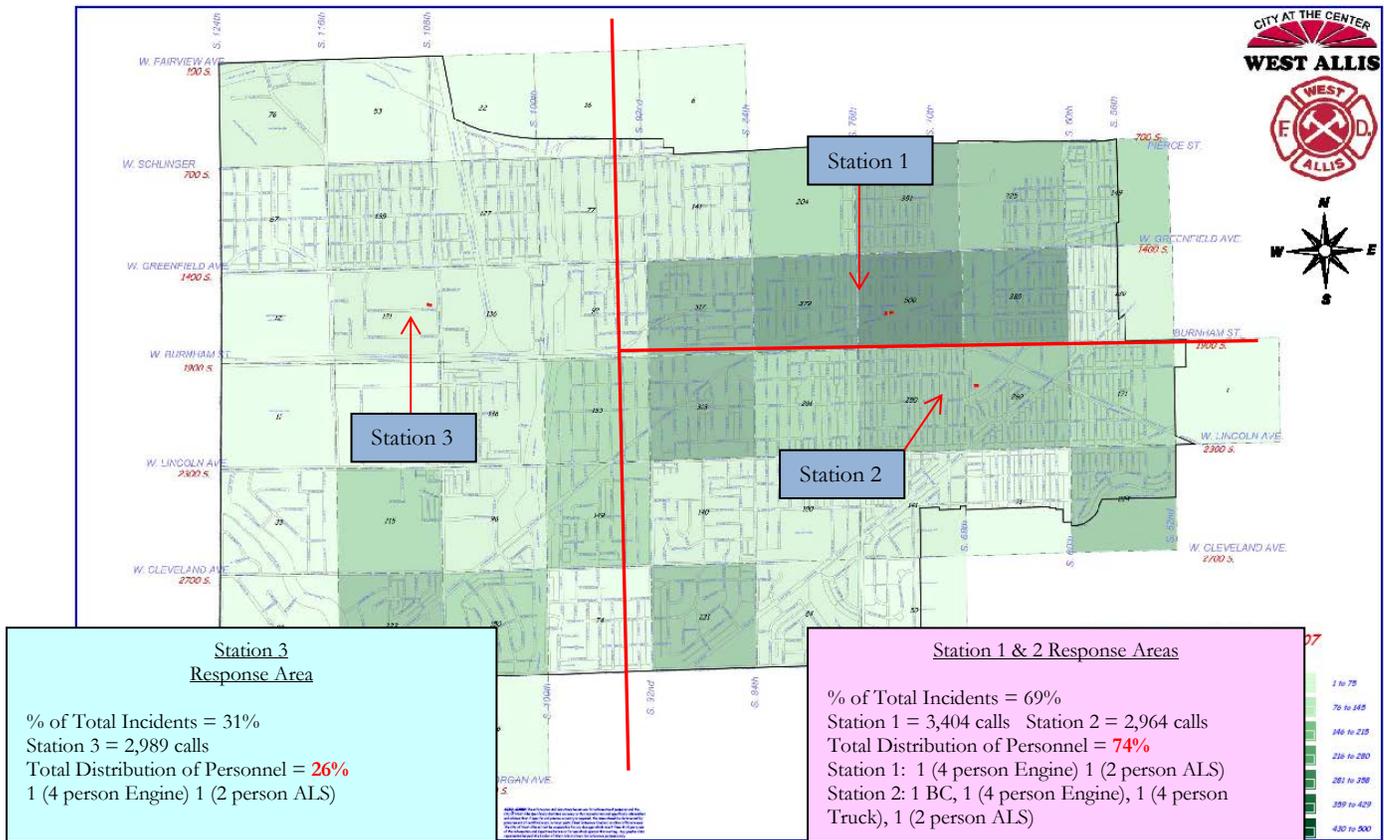
RESPONSE STANDARDS

Successfully meeting response time benchmarks is a priority for the West Allis Fire Department. Rapid responses truly influence the outcome of emergency incidents, whether they are fire, EMS, or technical in nature. The West Allis Fire Department strives to provide for the arrival of an initial company within five minutes of dispatch 90% of the time for advanced life support EMS calls and 5 minutes and 20 seconds for all other emergency responses; and an effective response force within nine minutes for EMS calls and 9 minutes and 20 seconds of dispatch 90% of the time for all structure fire incidents.

The West Allis Fire Department dispatches a full assignment to each structure fire. The full assignment consists of three command officers, three engine companies, two truck companies, and one ALS ambulance. As a result, a minimum of 25 personnel respond with each full assignment. While the West Allis Fire Department maintains a daily staffing of only 23 personnel, automatic aid agreements allow for the rapid dispatching of neighboring resources to fill out the assignment. Minimally, each structure fire assignment receives one truck company and one command officer from a neighboring jurisdiction.

Response Times by Station Response Areas (Dispatch To Arrival)										
EMS - 5 Min.	2013		2014		2015		2016		2017	
Fire - 5 Min. 20 sec.	EMS	FIRE								
Records Analyzed	6,885	158	6,848	127	7,339	139	3,543*	121	3,554*	98
Station 1 Area	94.80%	97.00%	93.40%	95.70%	88.00%	97.80%	91.30%	84.60%	92.50%	90.60%
Station 2 Area	91.20%	93.20%	89.50%	91.40%	83.30%	95.50%	86.30%	97.40%	85.80%	87.50%
Station 3 Area	81.80%	82.60%	80.60%	78.40%	72.50%	77.60%	74.70%	95.20%	80.40%	85.00%

DISTRIBUTION OF RESOURCES - 2017



The city of West Allis encompasses 11.4 square miles. The fire department occupies three fire stations. Two stations are located in the eastern half of the city and the third station is located in the western half. The west end of the city is newer, with larger lots and more residential properties. The eastern half of the city was developed in the early 1900's around several large factories. These factories have since disappeared, being replaced by light manufacturing and multifamily residential buildings. The eastern half of the city is comprised of older buildings and smaller residential lots.

Both halves of the city are roughly the same size, the western half being slightly larger, but containing only 33% of the total population. The west end is protected by one engine company and one ALS ambulance, a minimum of six personnel per shift. The east end is protected by two engine companies, a truck company, two ALS ambulances, and a battalion chief, a minimum of 17 personnel per shift.

Five measures have been combined to provide a quick comparison and assessment of the delivery system by first due unit. Below is a chart that provides data in raw form and in percentages. In addition, each quarter section of the city is broken down for further analysis.

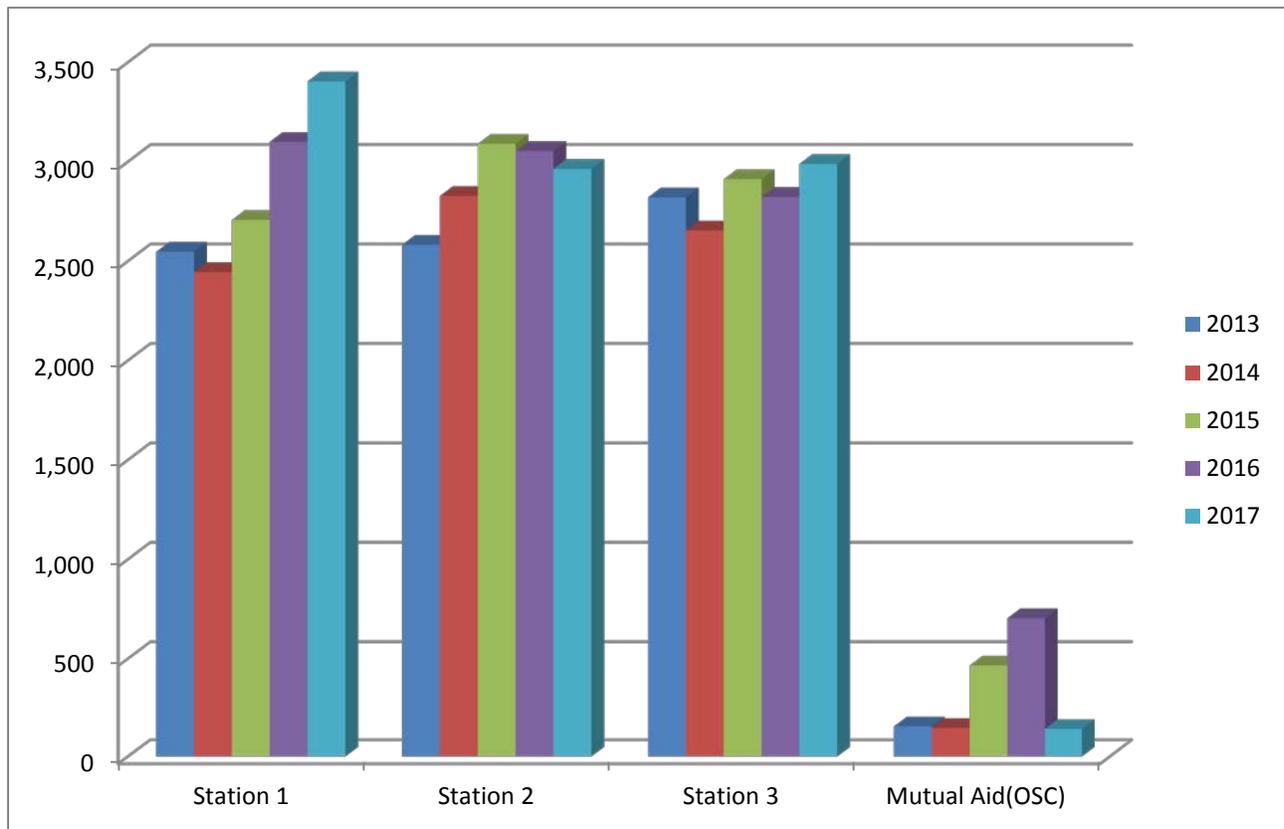
DISTRIBUTION OF CALLS BY STATION AREA

Station	2013	2014	2015	2016	2017	Total
No Station Submitted	8	6	2	0	0	16
Station 1	2,547	2,445	2,707	3,100	3,404	14,203
Station 2	2,582	2,828	3,090	3,054	2,964	14,518
Station 3	2,821	2,654	2,912	2,823	2,989	14,199
Administration*	31	31	105	15	33	215
Mutual Aid(OSC)	154	146	465	704	141	1,610
State Fair Park**	50	74	68			
State Fair Race Track**	24	35	20			
Total	8,217	8,219	9,369	9,696	9,531	45,032

**Accidental transmissions of alarms*

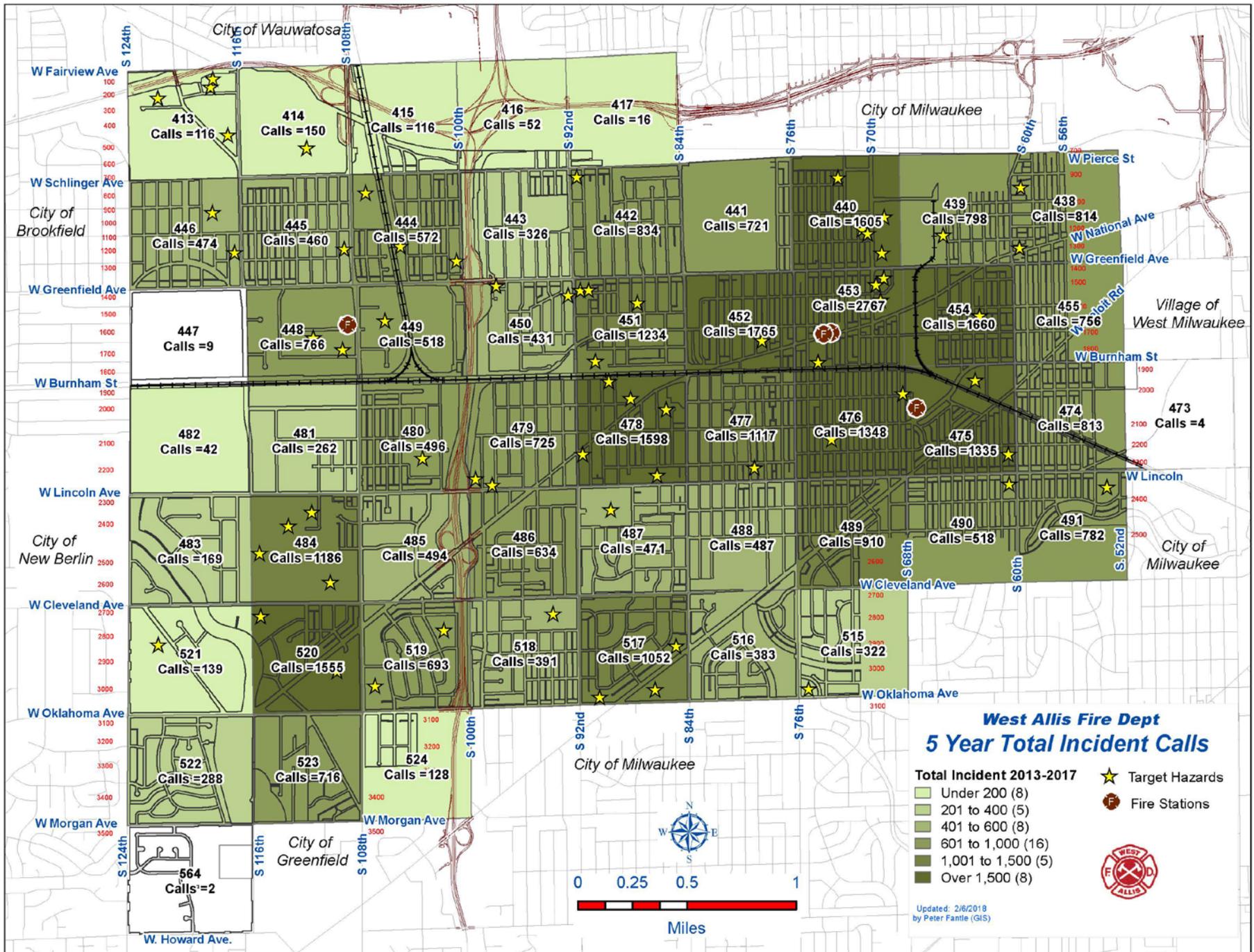
***Incidents at Wisconsin State Fair Park are now included in Station 1's response territory*

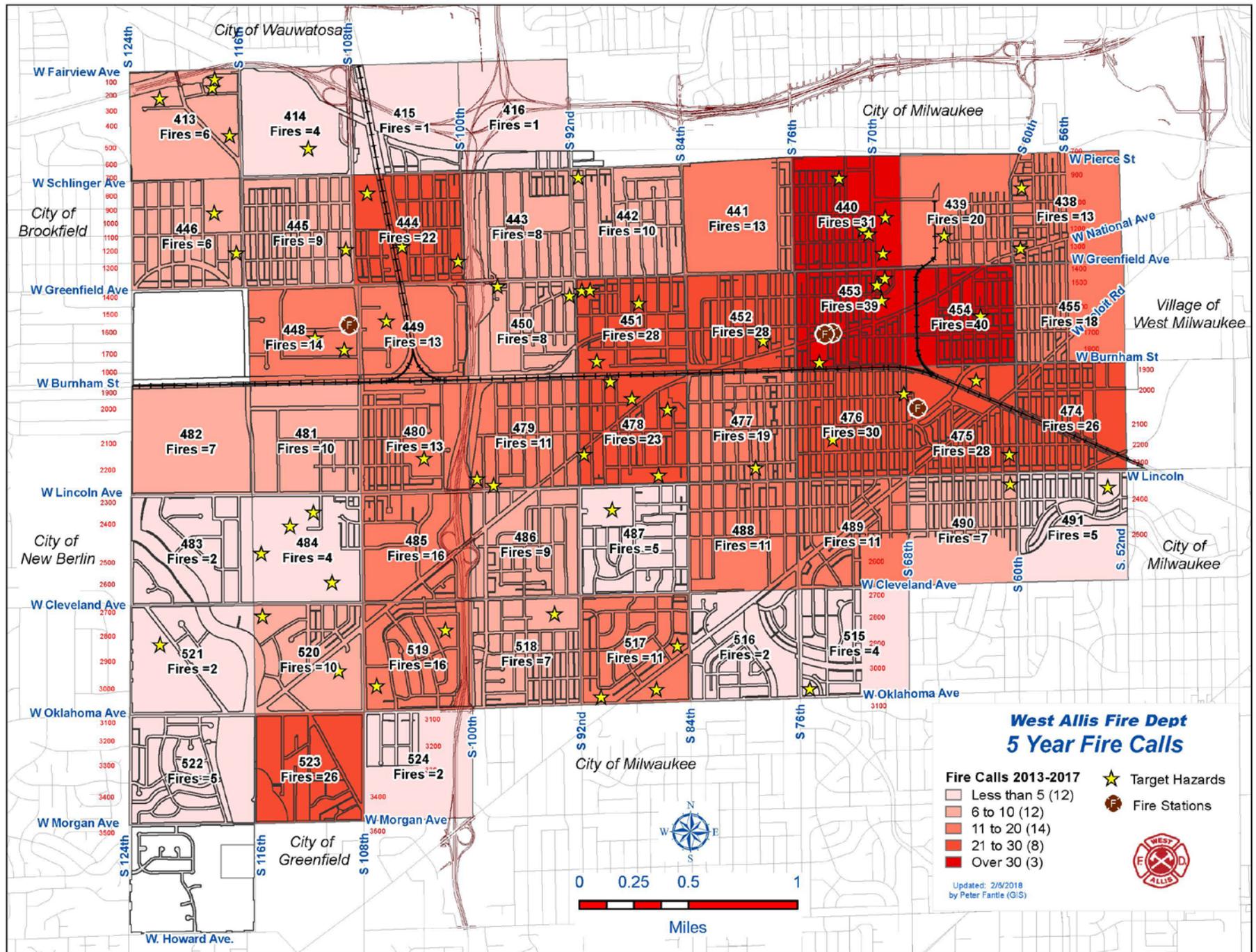
2013-2017 CALL VOLUME BY STATION AREA

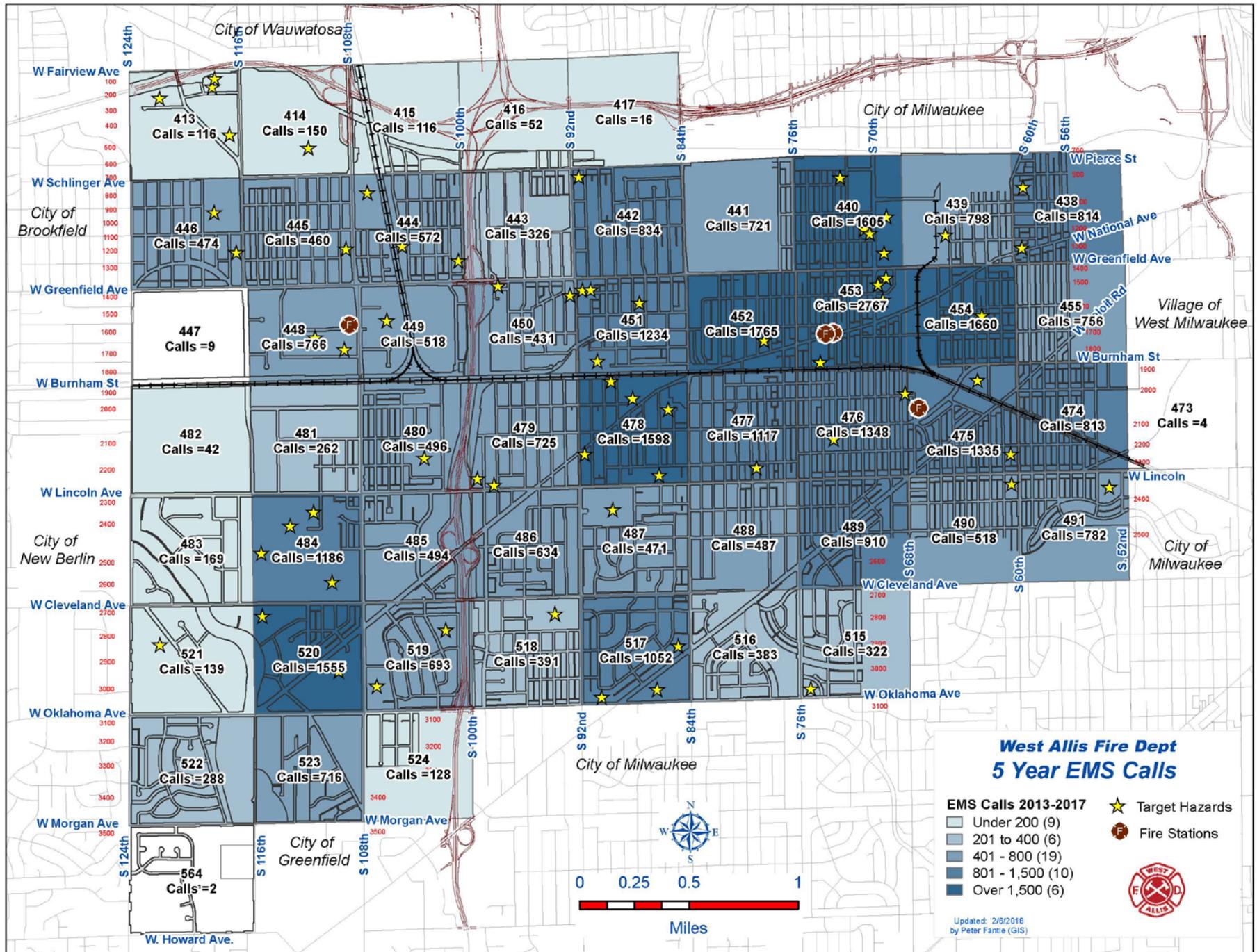


NUMERIC COUNT OF INCIDENTS BY DISTRICT
(JANUARY 2013 – DECEMBER 2017)

CALL VOLUME BY DISTRICT/STATION											
STATION 1	District	Fire	EMS	Other	Total	STATION 3	District	Fire	EMS	Other	Total
	417	0	16	8	24		413	6	116	49	171
	438	13	814	104	931		414	4	150	23	177
	439	20	798	142	960		415	1	116	14	131
	440	31	1,605	264	1,900		416	1	52	10	63
	441	13	721	69	803		443	8	326	43	377
	442	10	834	69	913		444	22	572	96	690
	451	28	1,234	177	1,439		445	9	460	88	557
	452	28	1,765	228	2,021		446	6	474	49	529
	453	39	2,767	735	3,541		447	0	9	6	15
	454	40	1,660	210	1,910		448	14	766	114	894
	455	18	756	93	867		449	13	518	93	624
	Total	240	12,970	2,099	15,309		450	8	431	57	496
STATION 2	District	Fire	EMS	Other	Total	479	11	701	89	801	
	473	0	4	1	5	480	13	496	93	602	
	474	26	813	146	985	481	10	262	71	343	
	475	28	1,335	185	1,548	482	7	42	9	58	
	476	30	1,348	205	1,583	483	2	169	33	204	
	477	19	1,117	161	1,297	484	4	1,186	123	1,313	
	478	23	1,598	179	1,800	485	16	494	88	598	
	487	5	471	104	580	486	9	634	74	717	
	488	11	487	64	562	518	7	391	55	453	
	489	11	910	159	1,080	519	16	693	106	815	
	490	7	518	92	617	520	10	1,555	226	1,791	
	491	5	782	97	884	521	2	139	28	169	
	515	4	322	39	365	522	5	288	49	342	
	516	2	383	54	439	523	26	716	182	924	
	517	11	1,052	360	1,423	524	2	128	18	148	
Total	182	11,140	1,846	13,168	Total	232	11,908	1,886	14,026		







SECTION VII:

CONCENTRATION OF RESOURCES



WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVERAGE

CONCENTRATION OF RESOURCES

CONCENTRATION

The West Allis Fire Department strives to provide effective and efficient service to the citizens of West Allis. This includes timely mitigation of fire incidents and timely response to requests for EMS intervention. The placement of resources directly impacts the fire department's effort to achieve this goal. In short, resources must be sufficiently concentrated so as to effectively halt the escalation of an emergency incident and, ultimately, to provide complete incident stabilization.

MUTUAL AID BOX ALARM SYSTEM

In September of 2007 the West Allis Fire Department, as well as ten other Milwaukee County suburban fire departments, adopted the Mutual Aid Box Alarm System (MABAS). In July of 2015 the West Allis Fire Department established a second alarm response for structure fire and disaster incidents which brings additional automatic aid resources to the scene prior to activation of MABAS. As a result, the West Allis Fire Department may request assistance from neighboring fire departments to aid in providing a sufficient concentration of units.

When a structure fire (initial response of 25 personnel including effective response force of 19 personnel) is confirmed by the first arriving unit, a working still alarm is typically requested by the initial incident commander. In response to this request, an automatic aid engine company is dispatched directly to the scene and mutual aid engine companies are relocated to backfill Fire Station 1 and Fire Station 3. If additional staffing is needed at the scene, a second alarm may be requested which brings the closest remaining two engine companies, one truck company and one chief officer to the scene while maintaining change of quarters coverage.

Above the second alarm, up to five MABAS box alarms may be requested. Upon activation of the first MABAS box alarm, two additional engine companies, one truck company, one ALS ambulance, two chief officers, one heavy rescue unit, and the Milwaukee Fire Bell (volunteer support agency that provides food and drink to firefighters at extended incidents) are dispatched to the scene. Additionally, two MABAS engine companies and a MABAS truck company are assigned to backfill West Allis fire stations.

The West Allis Fire Department's benchmark calls for a full assignment (19 personnel) to arrive on scene in 10 minutes 20 seconds (1:00 call processing, 1:20 turnout time & 8:00 travel time) or less 90% of the time.

DEPARTMENT NAME: West Allis	BOX ALARM TYPE: Structure Fire	EFFECTIVE DATE: December 19, 2016	MABAS DIVISION 107
BOX ALARM # 1-11	LOCATION OR AREA: Citywide	AUTHORIZED SIGNATURE: <i>Steve Bano</i>	

LOCAL DISPATCH AREA:							
ALARM LEVEL	ENGINES	TRUCKS	SQUADS	AMBULANCES	CHIEFS	SPECIAL EQUIPMENT	CHANGE OF QUARTERS (Station #)
Smoke Assignment	2	1		1	1		
Full Still Structure Fire	1	1			2		
Working Still Structure Fire	1			1			Milwaukee Engine (Sta. 1) City of Brookfield Engine (Sta.3)
Working Still 2nd Alarm	2	1			1	Wauwatosa Utility 55	

MABAS BOX ALARM:							
ALARM LEVEL	ENGINES	TRUCKS	SQUADS	AMBULANCES	CHIEFS	SPECIAL EQUIPMENT	CHANGE OF QUARTERS (Station #)
BOX	Milwaukee City of Brookfield	Milwaukee		Milwaukee ALS	Milwaukee North Shore	Milwaukee RIT Team Milw. Fire Bell	New Berlin Engine (Sta.1) Greendale Engine (Sta.3) North Shore Truck (Sta.3)
	New Berlin Greendale	North Shore		Wauwatosa ALS	New Berlin City of Brookfield	Milwaukee Command Post	Hales Corners Engine (Sta.1) Cudahy Engine (Sta.3) Milwaukee Truck (Sta.3)
3RD	Hales Corners Cudahy	Milwaukee		Greenfield ALS	Oak Creek Milwaukee	Oak Creek RIT	Wauwatosa Engine (Sta.1) St. Francis Eng (Sta.3) South Milwaukee Truck (Sta.3)
	Wauwatosa St. Francis	South Milwaukee		Franklin ALS	Franklin South Milwaukee		Elm Grove Engine (Sta.1) North Shore Engine (Sta.3) Milwaukee Truck (Sta.3)
5TH	Elm Grove North Shore	Milwaukee		Hales Corners BLS	St. Francis Cudahy		
INTERDIVISIONAL REQUEST		1st Choice	2nd Choice	3rd Choice			
		106	102				

INFORMATION
 West Allis Station 1 - 7300 W. National Avenue (Engine 61 and Med 1)
 West Allis Station 2 - 2040 S. 67th Place (3 blocks north of Lincoln Avenue) (B6, Engine 62, Truck 62, Med 62)
 West Allis Station 3 - 10830 W. Lapham Street (2 blocks south of Greenfield Avenue, just west of HWY 100) (Engine 63, Med 63)

DEPARTMENT NAME: West Allis	BOX ALARM TYPE: Life Safety	EFFECTIVE DATE: December 19, 2016	MABAS DIVISION 107
BOX ALARM # 1-13	LOCATION OR AREA: Citywide	AUTHORIZED SIGNATURE: <i>Steven Bano</i>	

LOCAL DISPATCH AREA:								
ALARM LEVEL	ENGINES	TRUCKS	SQUADS	Ambulances		CHIEFS	SPECIAL EQUIPMENT	CHANGE OF QUARTERS (Station #)
				EMS (ALS)	EMS (BLS)			
Full Still	1	1		1		1		
Working Still	2	1		2		2		

MABAS BOX ALARM:								
ALARM LEVEL	ENGINES	TRUCKS	SQUADS	Ambulances		CHIEFS	SPECIAL EQUIPMENT	CHANGE OF QUARTERS (Station #)
				EMS (ALS)	EMS (BLS)			
BOX	Wauwatosa (w/ext)	Milwaukee (w/ext)		Wauwatosa Greenfield Milwaukee	Elm Grove Hales Corners	Wauwatosa Milwaukee North Shore		New Berlin Engine (Sta. 3)
	New Berlin (w/ext)	Greenfield (w/ext)		Milwaukee Wauwatosa Franklin	Butler Cudahy	New Berlin Greenfield Franklin	Wauwatosa Utility 55 Milw. County Rescue 9 Milwaukee Command Post	City of Brookfield Engine (Sta. 3)
3RD	City of Brookfield (w/ext)	Milwaukee (w/ext)		Milwaukee Oak Creek S. Milwaukee	Tess Corners Menomonee Falls	City of Brookfield Oak Creek S. Milwaukee		Elm Grove Engine (Sta. 3)
	T. of Brookfield (w/ext)	S. Milwaukee		North Shore Greendale Milwaukee	Hales Corners Franklin	Elm Grove Cudahy Hales Corners		North Shore Engine (Sta. 3)
5TH	North Shore (w/ext)	Elm Grove		Milwaukee New Berlin City of Waukesha	St. Francis Town of Waukesha	T. of Brookfield South Milwaukee St. Francis		
	INTERDIVISIONAL REQUEST		1st Choice	2nd Choice	3rd Choice			
		106	102					

INFORMATION
 West Allis Station 1 - 7300 W. National Avenue (Engine 61, Med 1)
 West Allis Station 2 - 2040 S. 67th Place (3 blocks north of Lincoln Avenue) (B6, Engine 62, Truck 62, Med 62)
 West Allis Station 3 - 10830 W. Lapham Street (2 blocks south of Greenfield Avenue, just west of HWY 100) (Engine 63, Med 63)

Dispatch To Arrival Performance Analysis: 2013 - 2017

NFIRS Category	<u>1st Unit</u>	<u>1st Unit</u>	<u>2nd Unit</u>	<u>2nd Unit</u>	<u>3rd Unit</u>	<u>3rd Unit</u>	<u>4th Unit</u>	<u>4th Unit</u>	<u>5th Unit</u>	<u>5th Unit</u>	<u>6th Unit</u>	<u>6th Unit</u>	Notes
	Fire 5:20	Arrival Time (90%)	Fire 9:20	Arrival Time (90%)									
Fires (100's)	90.5% (295)	5 Min. 09 Sec.	96.8% (182)	7 Min. 14 Sec.	98.1% (152)	7 Min. 49 Sec.	97.8% (87)	6 Min. 54 Sec.	90.9% (60)	9 Min. 08 Sec.	86.4% (38)	9 Min. 45 Sec.	There are 2,953 Apparatus records being analyzed. * 498 records were ignored because of a zero time value. * 70 records were ignored because they were more than limit of 900 seconds.
NFIRS Category	<u>1st Unit</u>	<u>1st Unit</u>	<u>2nd Unit</u>	<u>2nd Unit</u>	<u>3rd Unit</u>	<u>3rd Unit</u>	<u>4th Unit</u>	<u>4th Unit</u>	<u>5th Unit</u>	<u>5th Unit</u>	<u>6th Unit</u>	<u>6th Unit</u>	Notes
	EMS 5:00	Arrival Time (90%)	EMS 9:00	Arrival Time (90%)									
Emergency Medical Service (300's)	87.0% (13,485)	5 Min. 22 Sec.	98.3% (3,955)	6 Min. 41 Sec.	94.3% (216)	8 Min. 00 Sec.	92.0% (46)	8 Min. 57 Sec.	N/A	N/A	N/A	N/A	There are 45,940 Apparatus records being analyzed. * 2,412 records were ignored because of a zero time value. * 279 records were ignored because they were more than limit of 900 seconds.

EFFICIENCY

In the ideal workplace, workload would be equally divided among work sites, response units, and personnel. Unfortunately, this is extremely difficult to accomplish in a fire department. As is true with most municipal fire departments, the majority of the West Allis Fire Department's responses are of an EMS nature. As a result, ALS ambulances (M1, M62, and M63) are the department's busiest units, responding to approximately 80% of all incidents.

On July 1, 2011 the department modified its typical response to requests for ALS service. For the first time the department included engine companies as part of the initial EMS response. This has resulted in a dramatic increase in workload for the department's engine companies and a more evenly divided workload.

The following charts list the breakdown of calls for service by station.

NUMBER OF RESPONSES PER APPARATUS BY STATION (2013-2017)

Fire Station One		
	Engine 61	Med 1
2013	1,577	2,368
2014	1,607	2,193
2015	1,877	2,548
2016	2,015	2,719
2017	1,836	2,708

Fire Station Two				
	Battalion 6	Engine 62	Truck 62	Med 62
2013	329	1,592	911	2,369
2014	419	1,764	918	2,404
2015	760	2,056	1,028	2,740
2016	767	2,103	1,179	2,758
2017	716	1,968	1,153	2,673

Fire Station Three		
	Engine 63	Med 63
2013	1,610	2,293
2014	1,734	2,139
2015	1,870	2,256
2016	1,855	2,278
2017	1,820	2,266

Fire Station 3's response area is worthy of special note since it encompasses slightly over half of the total land area in the city. Each fire station protects a civilian population that is approximately equal, despite the fact that each station covers a different number of square miles.

Fire Station 3's territory was annexed by the City of West Allis in the early 1950's. As a result, this area of the city has a lower population density, a higher percentage of commercial properties, and more buildings that are protected by automatic fire detection and sprinkler systems than the other two response territories.

In order to accurately assess the spacing of resources, the volume of calls for service in each geographic area must first be evaluated.

Engine Company Responses w/ Percentage of Total Responses by Unit Type	Year	Engine 61		Engine 62		Engine 63	
	2013	1,577	33.0%	1,592	33.3%	1,610	33.7%
	2014	1,607	31.5%	1,764	34.6%	1,734	34.0%
	2015	1,877	32.3%	2,056	35.4%	1,870	32.2%
	2016	2,015	33.7%	2,103	35.2%	1,855	31.1%
	2017	1,836	32.6%	1,968	35.0%	1,820	32.4%

ALS Ambulance Responses w/ Percentage of Total Responses By Unit Type	Year	Med 1		Med 62		Med 63	
	2013	2,368	33.7%	2,369	33.7%	2,293	32.6%
	2014	2,193	32.6%	2,404	35.7%	2,139	31.8%
	2015	2,548	33.7%	2,740	36.3%	2,256	29.9%
	2016	2,719	35.1%	2,758	35.6%	2,278	29.4%
	2017	2,708	35.4%	2,673	35.0%	2,266	29.6%

As the above tables illustrate, West Allis Fire Department resources are appropriately spaced. When total responses by unit type are considered, analysis reveals that these responses are evenly divided between resources of like type.

SECTION VIII:

RESPONSE RELIABILITY



WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVERAGE

RESPONSE RELIABILITY

RELIABILITY

Reliability is the measure of consistency. In fire service terms, response reliability is the probability that required personnel and apparatus will be available when an emergency call is received. The West Allis Fire Department staffs a minimum of 23 personnel per day with additional automatic aid resources available through established agreements. Although daily staffing is appropriate to meet community expectations and risk assessment parameters, it is not unusual for the first-due company to be unavailable when a subsequent call for service is received in a given response territory. Whenever the first-due company is unavailable, the next closest company is assigned to the incident in its place. When this occurs, travel time and overall response time benchmarks are difficult to meet.

COMPANY RELIABILITY

2017 Analysis							
RELIABILITY	Engine 61	Engine 62	Engine 63	Truck 62	Med 1	Med 62	Med 63
All Incidents							
Calls For Service (from Demand Matrix)	1,836	1,968	1,820	1,153	2,708	2,673	2,266
Number of 1st Arrivals (from Demand Matrix)	636	642	700	294	1,710	1,829	1,604
Percentage of First Arrivals **	34.6%	32.6%	38.5%	25.5%	63.1%	68.4%	70.8%
1st Arrivals In Their Area (Reliability)*	85.8%	94.9%	91.1%	NA	81.1%	86.2%	86.8%

**Regardless of vehicle type the percentage the unit was first in

*Vehicle Type was first in area by its assigned station (settings tab)

2013 – 2017 Reliability Comparison

RELIABILITY	Engine 61	Engine 62	Engine 63	Truck 62	Med 1	Med 62	Med 63
2012 Reliability in Home Territory	88.60%	88.50%	91.40%		76.70%	77.30%	77.90%
2013 Reliability in Home Territory	90.6%	91.8%	93.2%		85.3%	84.1%	86.8%
2014 Reliability in Home Territory	88.6%	93.8%	94.6%		88.8%	87.7%	88.7%
2015 Reliability in Home Territory	91.0%	93.5%	93.4%		84.5%	86.8%	88.5%
2016 Reliability in Home Territory	85.8%	94.9%	91.1%		81.1%	86.2%	86.8%

RESOURCE EXHAUSTION

Resource exhaustion occurs when required personnel and apparatus are unavailable for emergency response. The City of West Allis has experienced a steady increase in call volume for decades with a corresponding decrease in daily staffing. This trend has increased the probability that prescribed companies will be unavailable when they are needed for emergency response. This, in turn, has served to negatively impact the department's response reliability.

Currently, the West Allis Fire Department responds to an average of 26.56 incidents in each 24 hour period. It is not unusual for multiple incidents to be active simultaneously. Additionally, since engine and/or ladder companies respond to 33% of all EMS calls, these companies are unavailable for full assignment responses on an increasing basis.

Average Number of Calls for Service per Day	
2013	22.55
2014	22.52
2015	25.69
2016	26.56
2017	26.11

Engine & Truck Response to EMS		
Year	Engine	Truck
2013	51%	2.8%
2014	55%	2.9%
2015	60%	2.9%
2016	57%	3.2%
2017	55%	3.5%

Fire stations in West Allis each house multiple companies. When companies are dispatched from multiple locations, the first-in company's arrival time may not be affected. Arrival of the effective response force, however, may be significantly delayed due to companies responding from outlying stations. The negative impact of this is limited due to the small square mileage of the city, which allows companies to maintain relatively short response times even when responding outside of their first-due territories.

2013 RESPONSE OUT OF FIRST-DUE TERRITORY

	M1	M112	M113	E1	E2	E3
Out of Station	534	535	236	331	291	198
Total	2,365	2,368	2,292	1,577	1,592	1,610
Percentage	23%	23%	10%	21%	18%	12%

West Allis Fire Department Station 1

Apparatus responses to other station areas: 759

Responses given for Fires: **68** Percentage: 8.96%

Responses given for EMS: **554** Percentage: 72.99%

Responses given for Other: **137** Percentage: 18.05%

Apparatus responses from other station areas: 965

Responses received for Fires: **193** Percentage: 20.00%

Responses received for EMS: **500** Percentage: 51.81%

Responses received for Other: **272** Percentage: 28.19%

West Allis Fire Department Station 2

Apparatus responses to other station areas: 1,389

Responses given for Fires: **169** Percentage: 12.17%

Responses given for EMS: **754** Percentage: 54.28%

Responses given for Other: **466** Percentage: 33.55%

Apparatus responses from other station areas: 727

Responses received for Fires: **90** Percentage: 12.38%

Responses received for EMS: **442** Percentage: 60.80%

Responses received for Other: **195** Percentage: 26.82%

West Allis Fire Department Station 3

Apparatus responses to other station areas: 372

Responses given for Fires: **67** Percentage: 18.01%

Responses given for EMS: **219** Percentage: 58.87%

Responses given for Other: **86** Percentage: 23.12%

Apparatus responses from other station areas: 1,126

Responses received for Fires: **127** Percentage: 11.28%

Responses received for EMS: **638** Percentage: 56.66%

Responses received for Other: **361** Percentage: 32.06%

2014 RESPONSE OUT OF FIRST-DUE TERRITORY

	M1	M112	M113	E1	E2	E3
Out of Station	526	503	251	307	283	198
Total	2,193	2,404	2,139	1,607	1,764	1,734
Percentage	24%	21%	12%	19%	16%	11%

West Allis Fire Department Station 1

Apparatus responses to other station areas: 719

Responses given for Fires: **60** Percentage: 8.34%

Responses given for EMS: **527** Percentage: 73.30%

Responses given for Other: **132** Percentage: 18.36%

Apparatus responses from other station areas: 951

Responses received for Fires: **115** Percentage: 12.09%

Responses received for EMS: **518** Percentage: 54.47%

West Allis Fire Department Station 2

Apparatus responses to other station areas: 1,261

Responses given for Fires: **120** Percentage: 9.52%

Responses given for EMS: **655** Percentage: 51.94%

Responses given for Other: **486** Percentage: 38.54%

Apparatus responses from other station areas: 824

Responses received for Fires: **105** Percentage: 12.74%

Responses received for EMS: **526** Percentage: 63.83%

Responses received for Other: **193** Percentage: 23.42%

West Allis Fire Department Station 3

Apparatus responses to other station areas: 368

Responses given for Fires: **55** Percentage: 14.95%

Responses given for EMS: **236** Percentage: 64.13%

Responses given for Other: **77** Percentage: 20.92%

Apparatus responses from other station areas: 995

Responses received for Fires: **120** Percentage: 12.06%

Responses received for EMS: **524** Percentage: 52.66%

Responses received for Other: **351** Percentage: 35.28%

2015 RESPONSE OUT OF FIRST-DUE TERRITORY

	M1	M62	M63	E61	E62	E63
Out of Station	712	686	296	349	379	202
Total	2,548	2,740	2,256	1,877	2,056	1,870
Percentage	28%	25%	13%	19%	18%	11%

West Allis Fire Department Station 1

Apparatus responses to other station areas: 854

Responses given for Fires: 61 Percentage: 7.14%

Responses given for EMS: 653 Percentage: 76.46%

Responses given for Other: 140 Percentage: 16.39%

Apparatus responses from other station areas: 1,237

Responses received for Fires: 188 Percentage: 15.20%

Responses received for EMS: 661 Percentage: 53.44%

West Allis Fire Department Station 2

Apparatus responses to other station areas: 1,543

Responses given for Fires: 142 Percentage: 9.20%

Responses given for EMS: 823 Percentage: 53.34%

Responses given for Other: 578 Percentage: 37.46%

Apparatus responses from other station areas: 913

Responses received for Fires: 104 Percentage: 11.39%

Responses received for EMS: 646 Percentage: 70.76%

Responses received for Other: 163 Percentage: 17.85%

West Allis Fire Department Station 3

Apparatus responses to other station areas: 436

Responses given for Fires: 62 Percentage: 14.22%

Responses given for EMS: 293 Percentage: 67.20%

Responses given for Other: 81 Percentage: 18.58%

Apparatus responses from other station areas: 1,382

Responses received for Fires: 151 Percentage: 10.93%

Responses received for EMS: 761 Percentage: 55.07%

Responses received for Other: 470 Percentage: 34.01%

2016 RESPONSE OUT OF FIRST-DUE TERRITORY

	M1	M62	M63	E61	E62	E63
Out of Station	796	834	406	351	431	241
Total	2,719	2,758	2,278	2,015	2,103	1,855
Percentage	29%	30%	18%	17%	20%	13%

West Allis Fire Department Station 1

Apparatus responses to other station areas: 839

Responses given for Fires: 49 Percentage: 5.84%

Responses given for EMS: 660 Percentage: 78.67%

Responses given for Other: 130 Percentage: 15.49%

Apparatus responses from other station areas: 1,215

Responses received for Fires: 75 Percentage: 6.17%

Responses received for EMS: 722 Percentage: 59.42%

West Allis Fire Department Station 2

Apparatus responses to other station areas: 1,996

Responses given for Fires: 135 Percentage: 6.76%

Responses given for EMS: 1,017 Percentage: 50.95%

Responses given for Other: 844 Percentage: 42.28%

Apparatus responses from other station areas: 734

Responses received for Fires: 51 Percentage: 6.95%

Responses received for EMS: 590 Percentage: 80.38%

Responses received for Other: 93 Percentage: 12.67%

West Allis Fire Department Station 3

Apparatus responses to other station areas: 394

Responses given for Fires: 40 Percentage: 10.15%

Responses given for EMS: 278 Percentage: 70.56%

Responses given for Other: 76 Percentage: 19.29%

Apparatus responses from other station areas: 1,236

Responses received for Fires: 98 Percentage: 7.93%

Responses received for EMS: 640 Percentage: 51.78%

Responses received for Other: 498 Percentage: 40.29%

2017 RESPONSE OUT OF FIRST-DUE TERRITORY

	M1	M62	M63	E61	E62	E63
Out of Station	795	941	434	333	548	226
Total	2,708	2,673	2,266	1,836	1,968	1,820
Percentage	29%	35%	19%	18%	28%	12%

West Allis Fire Department Station 1

Apparatus responses to other station areas: 767

Responses given for Fires: 32 Percentage: 4.17%

Responses given for EMS: 618 Percentage: 80.57%

Responses given for Other: 117 Percentage: 15.25%

Apparatus responses from other station areas: 1,510

Responses received for Fires: 84 Percentage: 5.56%

Responses received for EMS: 937 Percentage: 62.05%

West Allis Fire Department Station 2

Apparatus responses to other station areas: 2,236

Responses given for Fires: 132 Percentage: 5.90%

Responses given for EMS: 1,267 Percentage: 56.66%

Responses given for Other: 837 Percentage: 37.43%

Apparatus responses from other station areas: 656

Responses received for Fires: 26 Percentage: 3.96%

Responses received for EMS: 518 Percentage: 78.96%

Responses received for Other: 112 Percentage: 17.07%

West Allis Fire Department Station 3

Apparatus responses to other station areas: 391

Responses given for Fires: 26 Percentage: 6.65%

Responses given for EMS: 299 Percentage: 76.47%

Responses given for Other: 66 Percentage: 16.88%

Apparatus responses from other station areas: 1,211

Responses received for Fires: 82 Percentage: 6.77%

Responses received for EMS: 729 Percentage: 60.20%

Responses received for Other: 400 Percentage: 33.03%

**2013 - 2017 RESPONSE OUT OF FIRST-DUE TERRITORY
SUMMARY TABLE**

	M1	M62	M63	E61	E62	E63
2013	534	535	236	331	291	198
2014	526	503	251	307	283	198
2015	712	686	296	349	379	202
2016	796	834	406	351	431	241
2017	795	941	434	333	548	226

RELIABILITY AND COMPLIANCE

Measuring reliability involves evaluating a specific fire company’s ability to arrive on scene in its assigned response area within the parameters of a response time benchmark. Reliability is adversely impacted by the drawdown of resources, instances when first-due units are unavailable for concurrent responses in their assigned territories. As the tables below demonstrate, response times increase significantly whenever a given resource type is already committed to an incident and a simultaneous incident requires response of a similar resource type into the same response territory.

2017 CONCENTRATION First Unit Arrival (Call To Arrival)	1st Engine Arrival		2nd Engine Arrival		3rd Engine Arrival		1st Truck Arrival	
	Number of Incidents	Time						
Station 1	1,347	4:49	13	6:08	6	6:33	57	6:05
Station 2	1,091	5:17	9	6:00	4	5:56	135	5:15
Station 3	1,313	5:51	9	7:16	2	6:35	30	7:25

2017 CONCENTRATION First Unit Arrival (Call To Arrival)	1 st EMS Arrival		2 nd EMS Arrival		3 rd EMS Arrival	
	Number of Incidents	Time	Number of Incidents	Time	Number of Incidents	Time
Station 1	2,270	5:11	1,228	5:26	2	12:08
Station 2	1,952	5:27	1,026	5:31	0	N/A
Station 3	2,045	6:22	1,139	6:29	0	N/A

DRAW DOWN

2013-2017 CONCURRENT INCIDENTS

January 1, 2013 - December 31, 2017 (1 call existing, 2nd call comes in)								
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00:00-00:59	22	21	24	23	20	26	31	167
01:00-01:59	14	15	19	23	24	28	28	151
02:00-02:59	19	16	16	9	23	20	30	133
03:00-03:59	14	12	12	7	12	21	21	99
04:00-04:59	14	7	14	7	9	17	20	88
05:00-05:59	14	16	9	13	17	11	12	92
06:00-06:59	22	16	10	10	21	18	15	112
07:00-07:59	38	37	30	31	29	29	18	212
08:00-08:59	44	51	42	50	34	40	43	304
09:00-09:59	70	63	51	59	50	45	50	388
10:00-10:59	78	73	81	75	65	61	58	491
11:00-11:59	79	73	76	84	90	63	64	529
12:00-12:59	81	84	93	71	87	52	56	524
13:00-13:59	86	91	85	83	84	57	55	541
14:00-14:59	72	81	61	80	73	75	62	504
15:00-15:59	70	92	77	71	65	69	62	506
16:00-16:59	90	80	77	80	72	72	43	514
17:00-17:59	76	63	86	76	90	61	48	500
18:00-18:59	69	68	66	75	77	69	51	475
19:00-19:59	69	55	46	48	55	71	66	410
20:00-20:59	65	56	61	47	51	62	53	395
21:00-21:59	43	43	55	52	50	44	52	339
22:00-22:59	37	41	36	51	50	57	46	318
23:00-23:59	26	16	27	20	33	45	32	199
Total	1,212	1,170	1,154	1,145	1,181	1,113	1,016	7,991

January 1, 2013 - December 31, 2017 (2 calls existing, 3rd call comes in)								
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00:00-00:59	3	3	2	1	3	6	8	26
01:00-01:59	5	5	7	7	4	4	6	38
02:00-02:59	2	5	1	1	3	3	9	24
03:00-03:59	2	4	2	1	2	0	4	15
04:00-04:59	4	1	0	1	1	3	3	13
05:00-05:59	2	4	0	0	7	2	0	15
06:00-06:59	6	2	0	1	3	2	2	16
07:00-07:59	10	3	6	5	8	4	5	41
08:00-08:59	13	18	12	9	8	13	10	83
09:00-09:59	20	12	20	18	15	13	14	112
10:00-10:59	33	21	41	27	21	24	15	182
11:00-11:59	33	23	27	41	33	23	25	205
12:00-12:59	31	35	41	25	33	16	17	198
13:00-13:59	36	28	29	34	40	19	14	200
14:00-14:59	33	38	19	29	26	31	19	195
15:00-15:59	24	39	25	26	29	25	26	194
16:00-16:59	32	29	28	29	27	31	8	184
17:00-17:59	34	23	35	31	38	17	14	192
18:00-18:59	29	29	27	24	25	16	16	166
19:00-19:59	23	13	11	18	19	25	18	127
20:00-20:59	23	15	20	9	18	25	11	121
21:00-21:59	7	15	13	18	14	17	15	99
22:00-22:59	11	12	10	20	14	12	13	92
23:00-23:59	5	2	10	4	7	10	6	44
Total	421	379	386	379	398	341	278	2,582

January 1, 2013 - December 31, 2017 (3 calls existing, 4th call comes in)								
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00:00-00:59	1	0	0	0	0	3	3	7
01:00-01:59	1	3	2	2	0	0	0	8
02:00-02:59	1	1	0	1	0	1	2	6
03:00-03:59	1	0	0	0	1	0	2	4
04:00-04:59	0	0	0	0	1	0	0	1
05:00-05:59	1	0	0	1	1	0	0	3
06:00-06:59	0	0	0	0	0	0	0	0
07:00-07:59	2	0	1	1	1	0	0	5
08:00-08:59	3	3	4	4	3	3	6	26
09:00-09:59	6	8	12	3	6	1	3	39
10:00-10:59	12	7	20	13	6	9	6	73
11:00-11:59	16	14	19	20	12	5	12	98
12:00-12:59	17	7	14	15	22	9	5	89
13:00-13:59	9	15	5	12	23	11	3	78
14:00-14:59	9	27	5	12	12	15	5	85
15:00-15:59	12	21	13	12	19	7	12	96
16:00-16:59	20	12	11	10	33	14	4	104
17:00-17:59	23	18	13	10	15	3	4	86
18:00-18:59	17	13	12	14	3	4	6	69
19:00-19:59	10	4	6	10	3	13	7	53
20:00-20:59	9	6	3	7	10	4	5	44
21:00-21:59	2	6	1	11	5	4	3	32
22:00-22:59	3	3	6	8	4	4	3	31
23:00-23:59	0	0	2	1	2	3	2	10
Total	175	168	149	167	182	113	93	1,047

January 1, 2013 - December 31, 2017 (4 calls existing, 5th call comes in)								
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00:00-00:59	0	0	0	0	0	0	0	0
01:00-01:59	0	1	0	0	0	0	0	1
02:00-02:59	0	0	0	0	0	0	0	0
03:00-03:59	0	0	0	0	0	0	0	0
04:00-04:59	0	0	0	0	0	0	0	0
05:00-05:59	0	0	0	0	0	0	0	0
06:00-06:59	0	0	0	0	0	0	0	0
07:00-07:59	0	0	0	0	0	0	0	0
08:00-08:59	0	0	0	1	0	1	0	2
09:00-09:59	1	2	3	0	2	0	0	8
10:00-10:59	1	1	7	1	2	1	1	14
11:00-11:59	6	3	7	6	0	0	1	23
12:00-12:59	1	0	2	6	9	1	0	19
13:00-13:59	0	1	2	1	7	3	0	14
14:00-14:59	2	12	0	1	1	3	0	19
15:00-15:59	5	5	4	5	6	3	4	32
16:00-16:59	3	2	1	1	10	1	1	19
17:00-17:59	3	6	1	2	4	1	0	17
18:00-18:59	11	1	3	3	0	1	2	21
19:00-19:59	2	0	2	2	0	2	2	10
20:00-20:59	2	0	0	2	1	1	0	6
21:00-21:59	0	0	0	0	1	0	0	1
22:00-22:59	1	0	1	3	0	1	0	6
23:00-23:59	0	0	0	0	0	0	0	0
Total	38	34	33	34	43	19	11	212

January 1, 2013 - December 31, 2017 (5 calls existing, 6th call comes in)								
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00:00-00:59	0	0	0	0	0	0	0	0
01:00-01:59	0	0	0	0	0	0	0	0
02:00-02:59	0	0	0	0	0	0	0	0
03:00-03:59	0	0	0	0	0	0	0	0
04:00-04:59	0	0	0	0	0	0	0	0
05:00-05:59	0	0	0	0	0	0	0	0
06:00-06:59	0	0	0	0	0	0	0	0
07:00-07:59	0	0	0	0	0	0	0	0
08:00-08:59	0	0	0	0	0	0	0	0
09:00-09:59	0	0	1	0	0	0	0	1
10:00-10:59	0	1	2	0	0	0	0	3
11:00-11:59	1	0	3	2	0	0	0	6
12:00-12:59	0	0	0	3	3	0	0	6
13:00-13:59	0	0	2	0	0	0	0	2
14:00-14:59	0	4	0	0	0	1	0	5
15:00-15:59	2	0	1	0	1	0	0	4
16:00-16:59	0	0	0	0	4	0	0	4
17:00-17:59	1	1	0	0	1	0	0	3
18:00-18:59	3	0	0	0	0	0	1	4
19:00-19:59	0	0	1	0	0	0	0	1
20:00-20:59	1	0	0	1	0	0	0	2
21:00-21:59	0	0	0	0	0	0	0	0
22:00-22:59	0	0	0	0	0	0	0	0
23:00-23:59	0	0	0	0	0	0	0	0
Total	8	6	10	6	9	1	1	41

January 1, 2013 - December 31, 2017 (6 calls existing, 7th call comes in)								
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00:00-00:59	0	0	0	0	0	0	0	0
01:00-01:59	0	0	0	0	0	0	0	0
02:00-02:59	0	0	0	0	0	0	0	0
03:00-03:59	0	0	0	0	0	0	0	0
04:00-04:59	0	0	0	0	0	0	0	0
05:00-05:59	0	0	0	0	0	0	0	0
06:00-06:59	0	0	0	0	0	0	0	0
07:00-07:59	0	0	0	0	0	0	0	0
08:00-08:59	0	0	0	0	0	0	0	0
09:00-09:59	0	0	0	0	0	0	0	0
10:00-10:59	0	0	0	0	0	0	0	0
11:00-11:59	0	0	1	0	0	0	0	1
12:00-12:59	0	0	0	2	0	0	0	2
13:00-13:59	0	0	0	0	0	0	0	0
14:00-14:59	0	1	0	0	0	0	0	1
15:00-15:59	1	0	0	0	0	0	0	1
16:00-16:59	0	0	0	0	2	0	0	2
17:00-17:59	0	0	0	0	0	0	0	0
18:00-18:59	0	0	0	0	0	0	0	0
19:00-19:59	0	0	0	0	0	0	0	0
20:00-20:59	0	0	0	0	0	0	0	0
21:00-21:59	0	0	0	0	0	0	0	0
22:00-22:59	0	0	0	0	0	0	0	0
23:00-23:59	0	0	0	0	0	0	0	0
Total	1	1	1	2	2	0	0	7

DRAWDOWN

The West Allis Fire Department fully participates in the Milwaukee County Shared Services Initiative and the Mutual Aid Box Alarm System (MABAS) Division 107. Automatic and mutual aid resources are readily available from neighboring municipalities, and West Allis Fire Department resources may be dispatched into neighboring jurisdictions as necessary.

2013 - 2017 AID RECEIVED				
	Fire	EMS	Other	Total
2013	22	107	2	131
2014	27	95	12	134
2015	44	162	40	246
2016	28	136	44	208
2017	42	181	61	284
Total	163	681	159	1003

2013 - 2017 AID GIVEN					
	Fire	EMS	Other	Cancelled	Total*
2013	8	97	6	42	111
2014	10	93	11	40	114
2015	80	214	20	167	314
2016	64	329	23	167	416
2017	48	241	26	165	315
Total	210	974	86	581	1,270

**Total does not include responses that were cancelled prior to scene arrival*

2013 - 2017 AID COMPARISON					
		Fire	EMS	Other	Total
2013	Rec'd	22	107	2	131
	Given	8	97	6	111
2014	Rec'd	27	95	12	134
	Given	10	93	11	114
2015	Rec'd	44	162	40	246
	Given	80	214	20	314
2016	Rec'd	28	136	44	208
	Given	64	329	23	416
2017	Rec'd	42	181	61	284
	Given	48	241	26	315
Total	Rec'd	163	681	159	1,003
	Given	210	974	86	1,270

SECTION IX:

EVALUATION OF CURRENT DEPLOYMENT AND PERFORMANCE



WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVERAGE

EVALUATION OF CURRENT DEPLOYMENT AND PERFORMANCE

2013-2017 OVERVIEW OF RESPONSE DATA

Data has been collected over the past five year period and broken down to allow for a comprehensive review of West Allis Fire Department response activity. Incident counts, Incident types, and incident distribution from 2013-2017 have been analyzed to establish trends and community expectations.

**ANNUAL INCIDENT TOTALS
ALL INCIDENTS**

Year	Incidents
2013	8,222
2014	8,220
2015	9,380
2016	9,709
2017	9,531

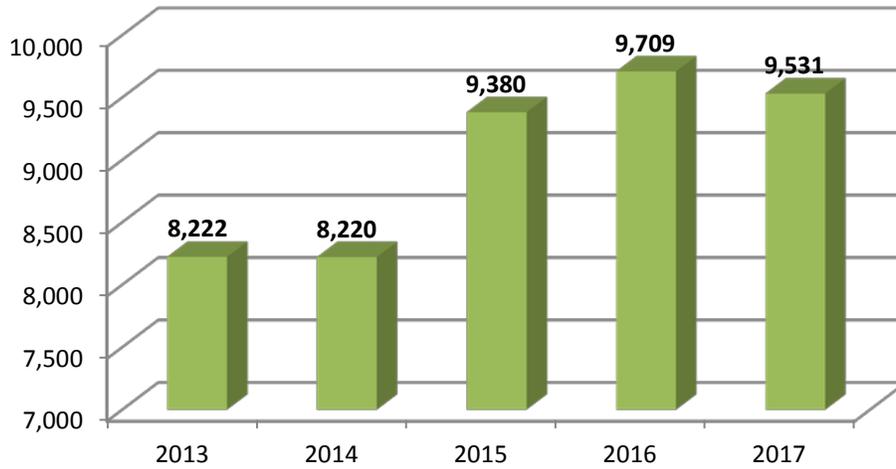
**ANNUAL INCIDENT TOTALS
WEST ALLIS INCIDENTS**

Year	Incidents
2013	8,064
2014	8,067
2015	8,897
2016	9,114
2017	9,054

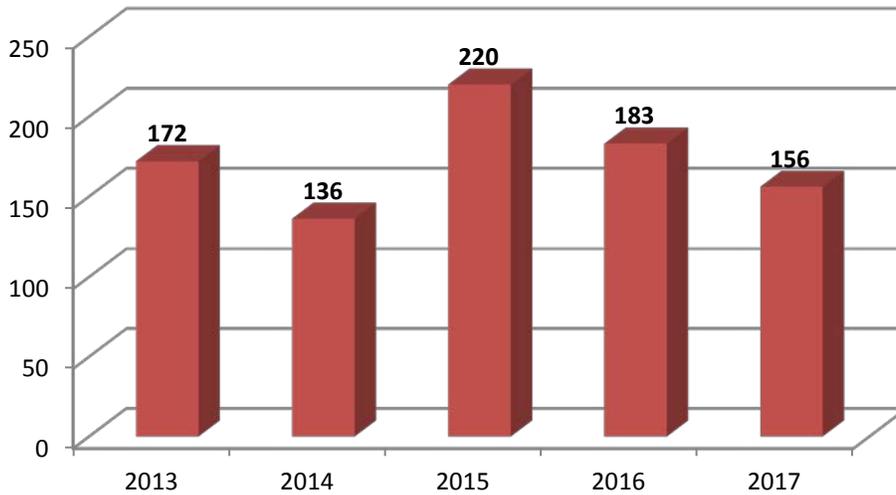
INCIDENT TYPE BY YEAR

	2013	2014	2015	2016	2017
Fire	172	136	220	183	156
Rupture/Explosion	6	0	8	11	10
EMS	7,049	7,021	7,625	7,951	7,899
Hazard Condition	243	239	250	259	212
Service	134	154	360	215	163
Good Intent	187	176	338	315	329
False Alarm	427	491	577	772	760
Severe Weather	3	1	0	1	0
Other	1	2	2	2	2
Total	8,222	8,220	9,380	9,709	9,531

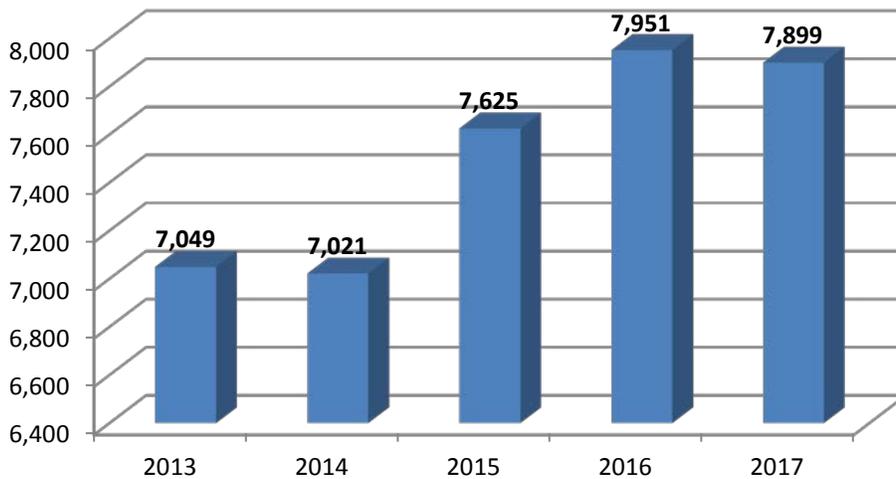
Total Incidents 2013-2017



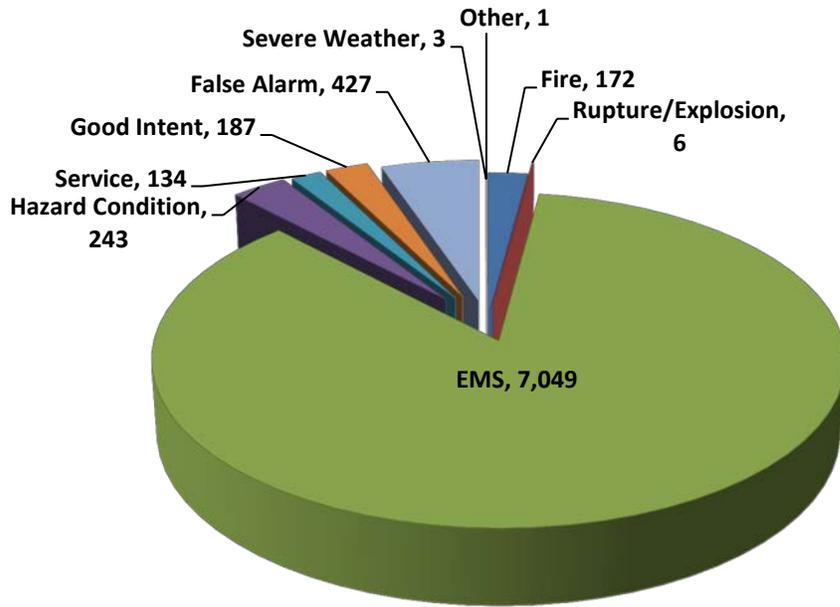
Fire Incidents 2013-2017



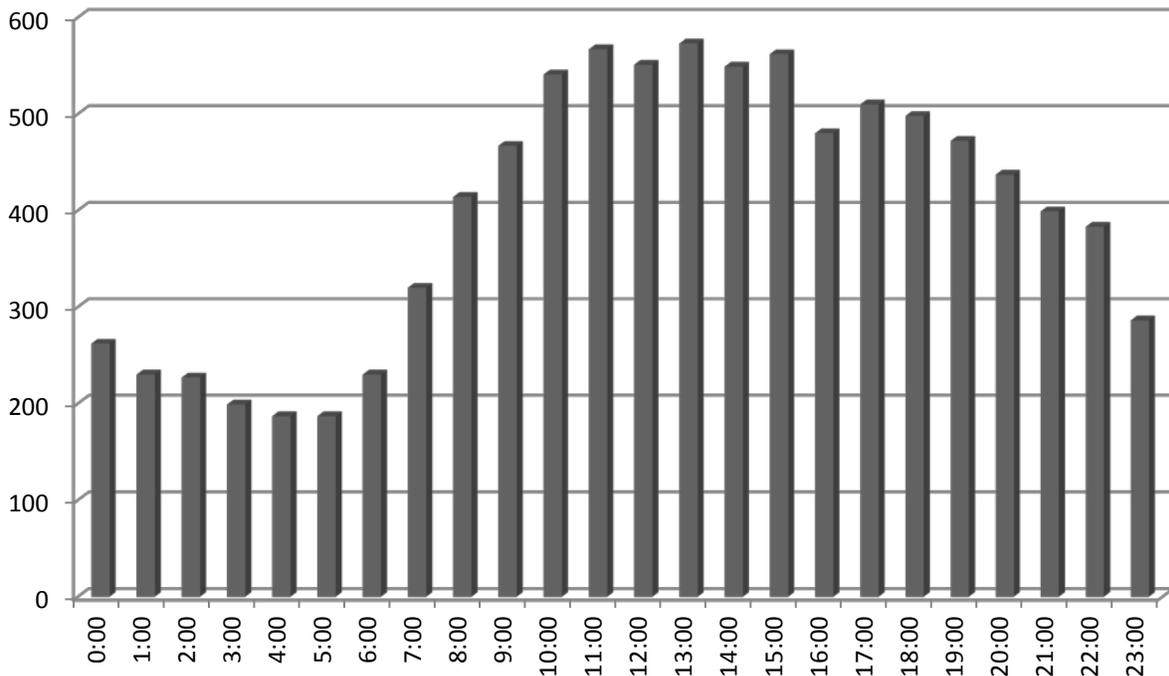
EMS Incidents 2013-2017



Incident Probability - 2017



Incident Count by Hour of Day - 2017



2013 - 2017 NUMERIC OF INCIDENTS BY HOUR BY INCIDENT TYPE

2013					2014					2015					2016					2017				
Hour	Total	Fire	EMS	Other	Hour	Total	Fire	EMS	Other	Hour	Total	Fire	EMS	Other	Hour	Total	Fire	EMS	Other	Hour	Total	Fire	EMS	Other
0:00	206	2	186	18	0:00	206	2	186	18	0:00	267	8	216	43	0:00	272	2	235	35	0:00	262	3	220	39
1:00	207	3	190	14	1:00	207	3	190	14	1:00	227	4	192	31	1:00	231	2	200	29	1:00	230	2	204	24
2:00	192	7	160	25	2:00	192	7	160	25	2:00	213	6	186	21	2:00	217	6	187	24	2:00	227	4	190	33
3:00	166	4	141	21	3:00	166	4	141	21	3:00	180	9	152	19	3:00	193	6	164	23	3:00	199	3	171	25
4:00	158	1	146	11	4:00	158	1	146	11	4:00	172	3	148	21	4:00	171	4	142	25	4:00	187	7	149	31
5:00	147	3	126	18	5:00	147	3	126	18	5:00	171	6	145	20	5:00	201	5	173	23	5:00	187	0	159	28
6:00	193	4	167	22	6:00	193	4	167	22	6:00	207	8	167	32	6:00	228	5	182	41	6:00	230	3	190	37
7:00	269	6	234	29	7:00	269	6	234	29	7:00	305	5	262	38	7:00	336	0	290	46	7:00	320	7	267	46
8:00	353	2	301	50	8:00	353	2	301	50	8:00	426	6	335	85	8:00	437	4	351	82	8:00	414	3	347	64
9:00	404	6	353	45	9:00	404	6	353	45	9:00	458	6	344	108	9:00	450	2	373	75	9:00	467	8	382	77
10:00	438	8	375	55	10:00	438	8	375	55	10:00	507	7	398	102	10:00	563	5	466	92	10:00	541	8	459	74
11:00	424	8	364	52	11:00	424	8	364	52	11:00	524	10	404	110	11:00	568	9	463	96	11:00	567	10	467	90
12:00	456	8	390	58	12:00	456	8	390	58	12:00	514	15	416	83	12:00	526	12	428	86	12:00	551	3	457	91
13:00	438	11	376	51	13:00	438	11	376	51	13:00	545	13	435	97	13:00	588	12	472	104	13:00	573	7	474	92
14:00	476	8	408	60	14:00	476	8	408	60	14:00	558	8	446	104	14:00	501	9	411	81	14:00	549	8	451	90
15:00	446	11	381	54	15:00	446	11	381	54	15:00	537	18	419	100	15:00	533	14	425	94	15:00	562	14	446	102
16:00	508	11	425	72	16:00	508	11	425	72	16:00	520	9	432	79	16:00	574	12	478	84	16:00	480	6	395	79
17:00	504	17	410	77	17:00	504	17	410	77	17:00	538	18	441	79	17:00	530	14	422	94	17:00	510	5	433	72
18:00	473	13	389	71	18:00	473	13	389	71	18:00	487	13	417	57	18:00	503	7	409	87	18:00	498	12	394	92
19:00	464	12	406	46	19:00	464	12	406	46	19:00	462	12	369	81	19:00	495	10	389	96	19:00	472	14	384	74
20:00	387	11	328	48	20:00	387	11	328	48	20:00	458	12	382	64	20:00	473	15	373	85	20:00	437	6	362	69
21:00	349	5	297	47	21:00	349	5	297	47	21:00	441	9	372	60	21:00	437	11	366	60	21:00	399	12	336	51
22:00	292	8	256	28	22:00	292	8	256	28	22:00	378	11	314	53	22:00	378	10	306	62	22:00	383	8	307	68
23:00	267	3	235	29	23:00	267	3	235	29	23:00	281	6	229	46	23:00	291	9	236	46	23:00	286	4	251	31
	8217	172	7044	1001		8220	136	7020	1064		9376	222	7621	1533		9709	185	7941	1583		9531	157	7895	1479

2013-2017 RESPONSE COMPONENT PERFORMANCE

FIRE INCIDENT CALL PROCESSING 2017 - 1:00 BENCHMARK = 41.8%

	90%	80%	70%	60%	50%
2017	02:12	01:48	01:35	01:20	01:13
2016	02:21	01:45	01:30	01:16	01:06
2015	02:00	01:35	01:20	01:08	01:01
2014	01:58	01:29	01:16	01:09	01:01
2013	02:21	02:03	01:43	01:31	01:21

EMS INCIDENT CALL PROCESSING 2017 - 1:00 BENCHMARK = 8.8%

	90%	80%	70%	60%	50%
2017*	03:04	02:35	02:17	02:01	01:49
2016*	02:54	02:27	02:09	01:55	01:44
2015	02:53	02:24	02:05	01:51	01:39
2014	02:57	02:29	02:10	01:56	01:43
2013	03:01	02:33	02:16	02:02	01:49

*Only Advanced Life Support Incidents Being Analyzed

Currently call processing times are well above the 60 second CPSE recommendations as listed in the FESSEM. The fire department dispatchers began Emergency Medical Dispatching in late 2011. Prior to EMD the performance was sub-standard as well. The goal of the fire department had been to let the dispatchers get comfortable with EMD and then to reassess their performance. Overall, call processing performance since 2011 has not improved significantly and continues to be the weak link in the department's chain of EMS response.

Fire incident call processing performance, while significantly better than EMS call processing, has continued to fall below both CPSE and NFPA recommendations. Though significant improvement was noted between 2013 and 2015, performance has not continued to improve during 2016 and 2017 as had been hoped. This appears to have been due to significant personnel turnover in the dispatch center and to introduction of new call for service codes. Overall, call processing performance continues to be the weak link in the department's chain of fire and emergency service response.

Poor call processing performance is being addressed in the following two ways:

- The dispatch center's supervisory and managerial staff is in the process of being civilianized. Sworn police sergeants have been phased out of the dispatch center and are being replaced with civilian dispatch supervisors. As of this writing, four civilian dispatch supervisors have been hired and there are plans to fill two more dispatch supervisor positions in 2018. Once all positions are filled, there will be two dispatch supervisors assigned to each work shift. Unlike the police sergeants who formerly filled this supervisory role, the new civilian supervisors will have a background in dispatch service and will thus be better prepared to train, mentor and develop the skills of subordinate personnel.
- An automatic station alerting system is being installed that is expected to significantly impact call processing performance for the better. At the time of this writing, the notification system has been purchased and installation is set to begin within days. Project completion is expected late in the first quarter of 2018.

FIRE INCIDENT TURNOUT
2017 - 1:20 BENCHMARK = 67.4%

	90%	80%	70%	60%	50%
2017	02:00	01:35	01:24	01:13	01:01
2016	02:15	01:50	01:38	01:29	01:20
2015	02:04	01:42	01:31	01:22	01:12
2014	01:52	01:33	01:26	01:19	01:10
2013	01:43	01:19	01:08	00:58	00:47

EMS INCIDENT TURNOUT
2017 - 1:00 BENCHMARK = 53.4%

	90%	80%	70%	60%	50%
2017*	01:54	01:31	01:17	01:07	00:57
2016*	01:54	01:34	01:21	01:11	01:02
2015	01:48	01:27	01:16	01:06	00:59
2014	01:45	01:27	01:15	01:06	00:58
2013	01:40	01:22	01:09	01:00	00:54

*Only Advanced Life Support Incidents Being Analyzed

**Data problem recognized from 10/01/2017 – 12/31/2017. Working to correct as of 2/09/2018

Currently turnout time performance leaves much to be desired, but the department lacks reliable data upon which to establish meaningful baseline and benchmark statements. Prior to 2011, response time data was reliant upon radio communications to the dispatch center which would prompt the dispatcher to manually time stamp unit status. Unfortunately, this data was greatly impacted by human error and lack of adequate staffing in the dispatch center, producing extremely inaccurate time stamps. This was particularly noted during periods of peak activity.

In 2011 the department placed mobile data terminals in all response vehicles so as to allow company officers to create their own time stamps independent of dispatcher availability. From the outset, effectiveness of this technology was hampered by internet connectivity challenges, hardware failures and software glitches. Since 2011 the department has transitioned from a home grown mobile data system to a system that is supplied by the city's CAD vendor. Hardware has been replaced and internet connection alternatives have been explored, but en route times have still proven to be inaccurate.

In late 2017 the department changed its time stamping methodology so as to more accurately capture en route time. Also, a member of the City's Information Technology Division was assigned to oversee public safety data gathering and this member of the team is taking a fresh look at hardware and software configurations. The department is optimistic that more accurate data will become available in 2018 so as to more accurately establish baseline performance which will in turn be used to adjust benchmarks if that proves to be necessary.

FIRE INCIDENT TRAVEL

2017 - 4:00 BENCHMARK = 90.0% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2017	04:00	03:31	03:09	02:46	02:27
2016	03:44	02:58	02:44	02:28	02:15
2015	03:38	03:02	02:42	02:26	02:16
2014	03:57	03:22	03:01	02:20	02:21
2013	04:02	03:23	03:03	02:40	02:23

EMS INCIDENT TRAVEL

2017 - 4:00 BENCHMARK = 90.70% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2017*	03:58	03:24	03:03	02:44	02:25
2016*	04:08	03:32	03:05	02:46	02:28
2015	04:50	03:56	03:26	03:01	02:42
2014	04:11	03:36	03:12	02:53	02:34
2013	04:13	03:35	03:12	02:53	02:33

*Only Advanced Life Support Incidents Being Analyzed

The City of West Allis is relatively small from a geographic standpoint, and the population is highly concentrated. The result of this concentration has been very reliable travel times for both fire suppression and emergency medical responses.

FIRE INCIDENT DISPATCH TO FIRST ARRIVAL

2017 - 5:20 BENCHMARK = 88.5% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2017	05:28	04:57	04:29	04:15	03:52
2016	05:14	04:38	04:06	03:42	03:32
2015	05:23	04:38	04:06	03:42	03:20
2014	05:26	04:45	04:12	03:57	03:34
2013	05:09	04:45	04:20	03:56	03:31

EMS INCIDENT DISPATCH TO ARRIVAL

2017 - 5:00 BENCHMARK = 83.7% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2017*	05:23	04:49	04:23	04:01	03:43
2016*	05:20	04:43	04:17	03:56	03:37
2015	06:00	04:58	04:34	04:09	03:47
2014	05:18	04:43	04:19	03:56	03:37
2013	05:11	04:40	04:14	03:53	03:32

*Only Advanced Life Support Incidents Being Analyzed

Dispatch to first arrival performance has been relatively steady over the past five years, although there does appear to be a slight trend of increase. The department believes that this slight increase is due to increasing call volume which has begun to negatively impact the reliability of first-due units. This trend has been and will continue to be addressed through enhanced use of automatic aid agreements.

In 2018, a software solution will be implemented to provide countywide technological consolidation of public safety answering points (PSAP's). By means of this technological consolidation, it is anticipated that automatic aid agreements will be leveraged to an even greater degree by drastically improving reaction time of external resources and allowing for enhanced accessibility to performance data among participating agencies.

FIRE INCIDENT CALL TO FIRST ARRIVAL

2017 - 6:20 BENCHMARK = 76.9% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2017	7:15	6:31	5:56	5:39	5:10
2016	6:26	5:55	5:26	5:02	4:44
2015	6:22	5:48	5:20	4:51	4:29
2014	6:27	5:48	5:09	4:51	4:29
2013	7:12	6:16	5:38	5:14	4:55

EMS INCIDENT CALL TO ARRIVAL

2017 - 6:00 BENCHMARK = 61.7% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2017*	7:33	6:48	6:19	5:56	5:32
2016*	7:28	6:44	6:14	5:47	5:25
2015	7:21	6:33	6:03	5:37	5:15
2014	7:25	6:38	6:05	5:42	5:16
2013	7:33	6:45	6:15	5:50	5:26

*Only Advanced Life Support Incidents Being Analyzed

Call to first arrival performance has been relatively steady over the past five years, although there does appear to be a slight trend of increase. The department believes that this slight increase is due to a combination of elongated call processing times and increasing call volume which has begun to negatively impact the reliability of first-due units. The department will be addressing both of those factors as outlined in the call processing and dispatch to first arrival sections above.

2013-2017 EFFECTIVE RESPONSE FORCE PERFORMANCE

Call To Effective Response Force					
	2013	2014	2015	2016	2017
Building Fires - Total	54	55	118	87	79
All Structure Fires - West Allis	48	47	44	32	37
Working Structure Fires - Analyzed	26	27	26	22	19
Working Structure Fires - 10 Min. 20 Sec.	18	25	20	19	17
Working Structure Fires - 10 Min. 20 Sec. %	69.20%	96.20%	76.92%	86.36%	89.47%
With NFPA Turnout & Call Processing Times - 11 :35	84.60%	100%	88.46%	86.36%	89.47%
<i>NOTE: Beginning with 2015 structure fires were not included in analysis if portions of the ERF were cancelled or their response was downgraded prior to arrival</i>					

The department fights approximately 24 structure fires per year which require scene arrival of the entire effective response force (ERF). This number dropped slightly in 2016 and 2017, largely due to the fact that smoke investigation and appliance fire responses began to be dispatched to reports of fire that did not appear to warrant a full structure fire assignment. There have been a significant number of minor structure fires that have been handled with these partial assignments that in years past would have involved response of the entire ERF.

Despite an increasing call volume over the past five years, the department continues to draw an effective response force that is benchmark compliant. This is due in large part to enhanced use of automatic aid agreements to provide timely response of external resources when local resources are otherwise committed at the time of the alarm. While decreased reliability of local units is a concern, automatic aid agreements will continue to be refined and technological consolidation of dispatch centers will be accomplished in order to compensate for decreasing reliability.

RMS REPORT – INCIDENT BENCHMARKS

2017 Structure Fires - Under Control Benchmark Analysis

Incident Address	1st Arrival	Incident Type	On Scene	Contained	Elapsed Time	Incident Number
3409 S Wollmer Rd	E63	111	1/7/2017 7:23:42 AM	1/7/2017 7:57:44 AM	00:34:02	2017000157
1717 S 89 St,2	E61	111	2/1/2017 12:23:15 PM	2/1/2017 12:41:00 PM	00:17:45	2017000812
8809 W Rogers St	E62	142	2/19/2017 11:26:00 AM	2/19/2017 11:32:00 AM	00:06:00	2017001259
1346 S 72 St	E61	111	3/8/2017 7:54:40 PM	3/8/2017 7:57:00 PM	00:02:20	2017001692
2352 S 81 St	E62	111	3/10/2017 9:49:38 PM	3/10/2017 10:00:23 PM	00:10:45	2017001751
2074 S 82 St	E62	111	3/30/2017 10:21:37 AM	3/30/2017 10:21:39 AM	00:00:02	2017002238
1600 S 59 St	E61	111	4/9/2017 7:34:00 AM	4/9/2017 7:36:00 AM	00:02:00	2017002505
2840 S Conger Pl	E62	111	4/2/2017 12:57:35 AM	4/2/2017 12:59:35 AM	00:02:00	2017002307
1618 S 83 St	E61	111	4/20/2017 4:57:02 PM	4/20/2017 5:01:00 PM	00:03:58	2017002826
9529 W Cleveland Ave	E63	111	4/29/2017 9:05:12 PM	4/29/2017 9:14:34 PM	00:09:22	2017003040
1750 S 62 St,A	E62	111	5/16/2017 7:23:30 PM	5/16/2017 7:25:51 PM	00:02:21	2017003473
11020 W Wildwood Ln,104	E63	111	5/18/2017 9:13:55 PM	5/18/2017 9:17:00 PM	00:03:05	2017003541
1024 S 110 St	E63	111	5/20/2017 9:52:25 PM	5/20/2017 10:01:39 PM	00:09:14	2017003573
2245 S 76 St,UPPER	E62	111	5/25/2017 5:08:54 PM	5/25/2017 5:10:00 PM	00:01:06	2017003691
5622 W Rogers St	T62	111	6/3/2017 4:08:10 AM	6/3/2017 4:10:00 AM	00:01:50	2017003916
6922 W Orchard St	E61	111	6/4/2017 12:52:04 AM	6/4/2017 12:57:18 AM	00:05:14	2017003938
960 S 63 St	E61	111	6/7/2017 9:43:48 PM	6/7/2017 9:50:00 PM	00:06:12	2017004016
1718 S 88 St	E61	111	6/17/2017 6:25:57 AM	6/17/2017 6:39:00 AM	00:13:03	2017004292
2318 S 59 St	E62	111	6/17/2017 10:44:10 AM	6/17/2017 10:50:00 AM	00:05:50	2017004299
1484 S 92 St	E61	111	6/17/2017 11:38:19 PM	6/17/2017 11:46:00 PM	00:07:41	2017004314
2349 S 90 St	E62	112	7/15/2017 3:56:28 PM	7/15/2017 4:01:00 PM	00:04:32	2017005065
10448 W Montana Ave	E63	111	7/29/2017 11:51:56 AM	7/29/2017 11:52:00 AM	00:00:04	2017005438
1124 S 122 St	M63	111	8/11/2017 3:28:47 PM	8/11/2017 3:32:00 PM	00:03:13	2017005856
2167 S 56 St	E62	111	9/7/2017 10:31:52 AM	9/7/2017 10:38:00 AM	00:06:08	2017006561
1820 S 75 St	E61	111	9/19/2017 4:48:50 AM	9/19/2017 5:00:58 AM	00:12:08	2017006894
1726 S 66 St	E61	111	10/7/2017 2:21:54 PM	10/7/2017 2:24:00 PM	00:02:06	2017007448
9100 W Lapham St	CH62	111	11/9/2017 3:18:58 PM	11/9/2017 3:25:00 PM	00:06:02	2017008213
11515 W Cleveland Ave	E63	111	11/19/2017 9:19:11 AM	11/19/2017 9:27:00 AM	00:07:49	2017008463
934 S 76 St	E61	111	11/21/2017 2:25:07 AM	11/21/2017 2:35:42 AM	00:10:35	2017008520
2060 S 72 St	E62	111	12/5/2017 1:42:44 AM	12/5/2017 1:50:42 AM	00:07:58	2017008867
818 S 60 St	E61	111	12/10/2017 3:34:30 PM	12/10/2017 3:40:56 PM	00:06:26	2017009012

Total: 31

<10 Minutes: 25

Performance: 80.65%

RMS REPORT – FIRE SPREAD ANALYSIS

2017 Fire Spread - Structure Fires

Incident Number	Alarm Date & Time	Arrival Date & Time	Response Time	Incident Type	Location	Fire Spread
2017000157	Jan 7 2017 7:20AM	Jan 7 2017 7:23AM	00:03:39	111	3409 S Wollmer Rd	4 - Confined to building of origin
2017000812	Feb 1 2017 12:20PM	Feb 1 2017 12:23PM	00:02:36	111	1717 S 89 St,2	2 - Confined to room of origin
2017001259	Feb 19 2017 11:22AM	Feb 19 2017 11:26AM	00:03:16	111	8809 W Rogers St	3 - Confined to floor of origin
2017001259	Feb 19 2017 11:22AM	Feb 19 2017 11:26AM	00:03:16	111	8808 W National Ave	3 - Confined to floor of origin
2017001461	Feb 27 2017 11:07AM	Feb 27 2017 11:09AM	00:02:06	111	7705 W Lincoln Ave,5	2 - Confined to room of origin
2017001692	Mar 8 2017 7:53PM	Mar 8 2017 7:54PM	00:01:27	111	1346 S 72 St	1 - Confined to object of origin
2017001751	Mar 10 2017 9:48PM	Mar 10 2017 9:49PM	00:01:21	111	2352 S 81 St	2 - Confined to room of origin
2017002238	Mar 30 2017 10:17AM	Mar 30 2017 10:21AM	00:03:38	111	2074 S 82 St	2 - Confined to room of origin
2017002307	Apr 2 2017 12:49AM	Apr 2 2017 12:57AM	00:08:13	111	2840 S Conger Pl	2 - Confined to room of origin
2017002505	Apr 9 2017 7:30AM	Apr 9 2017 7:34AM	00:03:11	111	1600 S 59 St	2 - Confined to room of origin
2017002826	Apr 20 2017 4:54PM	Apr 20 2017 4:57PM	00:02:50	111	1618 S 83 St	1 - Confined to object of origin
2017003040	Apr 29 2017 9:00PM	Apr 29 2017 9:05PM	00:04:46	111	9529 W Cleveland Ave	2 - Confined to room of origin
2017003349	May 11 2017 7:27PM	May 11 2017 7:29PM	00:02:15	113	7213 W Beloit Rd	1 - Confined to object of origin
2017003473	May 16 2017 7:20PM	May 16 2017 7:23PM	00:03:00	111	1750 S 62 St,A	2 - Confined to room of origin
2017003541	May 18 2017 9:08PM	May 18 2017 9:13PM	00:05:13	111	11020 W Wildwood Ln,104	1 - Confined to object of origin
2017003573	May 20 2017 9:50PM	May 20 2017 9:52PM	00:02:18	111	1024 S 110 St	2 - Confined to room of origin
2017003691	May 25 2017 5:05PM	May 25 2017 5:08PM	00:03:44	111	2245 S 76 St,UPPER	2 - Confined to room of origin
2017003916	Jun 3 2017 4:04AM	Jun 3 2017 4:08AM	00:03:31	111	5622 W Rogers St	1 - Confined to object of origin
2017003938	Jun 4 2017 12:47AM	Jun 4 2017 12:52AM	00:04:20	111	6922 W Orchard St	2 - Confined to room of origin
2017004016	Jun 7 2017 9:39PM	Jun 7 2017 9:43PM	00:04:05	111	960 S 63 St	2 - Confined to room of origin
2017004251	Jun 15 2017 6:35PM	Jun 15 2017 6:39PM	00:03:33	111	5912 W Burnham St	2 - Confined to room of origin
2017004292	Jun 17 2017 6:21AM	Jun 17 2017 6:25AM	00:04:27	111	1718 S 88 St	4 - Confined to building of origin
2017004299	Jun 17 2017 10:43AM	Jun 17 2017 10:44AM	00:00:46	111	2318 S 59 St	1 - Confined to object of origin
2017004314	Jun 17 2017 11:34PM	Jun 17 2017 11:38PM	00:04:11	111	1484 S 92 St	1 - Confined to object of origin
2017004395	Jun 20 2017 7:18PM	Jun 20 2017 7:25PM	00:06:53	120	8100 W Greenfield Ave	2 - Confined to room of origin
2017004600	Jun 28 2017 7:26PM	Jun 28 2017 7:32PM	00:05:26	111	2843 S 85 St	1 - Confined to object of origin

2017 Fire Spread - Structure Fires

2017005065	Jul 15 2017 3:52PM	Jul 15 2017 3:56PM	00:04:04	112	2349 S 90 St	2 - Confined to room of origin
2017005212	Jul 20 2017 7:52PM	Jul 20 2017 7:57PM	00:04:53	111	720 S 92 St,302	2 - Confined to room of origin
2017005380	Jul 27 2017 9:23AM	Jul 27 2017 9:29AM	00:05:07	111	714 S 120 St	2 - Confined to room of origin
2017005438	Jul 29 2017 11:48AM	Jul 29 2017 11:51AM	00:03:47	111	10448 W Montana Ave	1 - Confined to object of origin
2017005856	Aug 11 2017 3:25PM	Aug 11 2017 3:28PM	00:02:48	111	1124 S 122 St	1 - Confined to object of origin
2017006561	Sep 7 2017 10:29AM	Sep 7 2017 10:31AM	00:02:51	111	2167 S 56 St	2 - Confined to room of origin
2017006894	Sep 19 2017 4:44AM	Sep 19 2017 4:48AM	00:04:25	111	1820 S 75 St	1 - Confined to object of origin
2017007448	Oct 7 2017 2:18PM	Oct 7 2017 2:21PM	00:03:52	111	1726 S 66 St	2 - Confined to room of origin
2017008213	Nov 9 2017 3:15PM	Nov 9 2017 3:18PM	00:03:33	111	9100 W Lapham St	2 - Confined to room of origin
2017008463	Nov 19 2017 9:16AM	Nov 19 2017 9:19AM	00:03:03	111	11515 W Cleveland Ave	2 - Confined to room of origin
2017008520	Nov 21 2017 2:20AM	Nov 21 2017 2:25AM	00:04:19	111	934 S 76 St	5 - Beyond building of origin
2017008867	Dec 5 2017 1:39AM	Dec 5 2017 1:42AM	00:03:12	111	2060 S 72 St	4 - Confined to building of origin
2017009012	Dec 10 2017 3:30PM	Dec 10 2017 3:34PM	00:03:45	111	818 S 60 St	2 - Confined to room of origin

Total Incidents: 39
Contained to Room: 33
Performance: 84.62%