

City of West Allis Fire Department



2018 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 2018 West Allis Fire Department Annual Report which provides a detailed review of our department’s activities for the past year. 2018 was a year of change for our organization. In August, the West Allis Board of Police and Fire Commissioners voted to approve our new Mission Statement and formally adopted our first Vision Statement. We strove to draft a Mission Statement that accurately captures why our hardworking members come to work every day. Our Vision Statement was formed to serve as a beacon to guide every decision that we make when planning for the future.

The mission of the West Allis Fire Department is to safeguard the lives and property of the people we serve, to reduce community risk and incidents of emergencies, and to enhance public safety while working with community partners to improve quality of life. Our promise to our citizens is to do so with honor and compassion, while at all times conducting ourselves with the highest ethical standards.

The vision of the West Allis Fire Department is to create the safest community in the nation through the strategic use of preventative measures, community outreach, and emergency mitigation.

In line with our Mission and Vision Statements, in 2018 we expanded our daily staffing from 23 personnel per day to 24, with the 24th person being a Mobile Integrated Healthcare Provider. Our Mobile Integrated Healthcare (MIH) Providers target patients identified as being considered 9-1-1 “high utilizers.” A high utilizer is anyone who calls 9-1-1 for an ambulance three times or more in a 30 day period. In 2017, we had 21 patients who met this criterion. These 21 individuals were responsible for 71 ambulance calls per month. Near the end of 2018, we were down to three patients who met the criterion. This reduction in low acuity ambulance requests has prevented hundreds of calls for service each year, saving wear and tear on vehicles and keeping scarce resources available for life-threatening emergencies. While the data contained later in this report implies that the department’s numbers of calls for service have increased, 353 of those calls were generated by our Mobile Integrated Healthcare Providers. Traditional 9-1-1 medical calls are responded to by *at least two personnel*, in an ambulance or sometimes a fire truck, require the use of lights and sirens, and occur at unpredictable times. Conversely, MIH calls are handled by *one person*, at a scheduled time, in a small passenger vehicle that typically responds without lights and sirens. This is a far more efficient, safe, and budget-conscious use of resources. Looking at 9-1-1 ambulance calls across Milwaukee County, the county as a whole has seen a 7.2% increase call volume in 2018. However, West Allis has one of the smallest increases in Milwaukee County in 2018, at a modest 2.68%. We also know that between 1981 and the inception of our MIH program, our city has seen an average increase in 9-1-1 ambulance utilization of 4.5% every year. However, since 2016, that rate of increase has slowed to less than 1% per year (0.70% increase in 2016, 0.78% decrease in 2017, and a 2.68% increase in 2018). This recent and drastic slowdown in 9-1-1 calls can largely be attributed to our MIH providers and the amazing work they do.

As a value-added service to our MIH program, our MIH providers also visit with patients identified as being high risk for readmission to the hospital after discharge. Since 2015, we have had an innovative

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414 302 8900 (p); 414 302 8927 (f)

partnership with the Aurora West Allis Medical Center to target these high-risk patients and to assure they have the resources they need to remain safe and healthy in their homes. Due to the ground-breaking work accomplished by our MIH team and the Aurora West Allis Medical Center, we were approached by the Zablocki Veterans Affairs (VA) hospital in Milwaukee to tackle a similar project with the VA's at-risk patient population. A 2018 trial showed that our MIH team was able to keep all but one VA at-risk patient out of the hospital and in their home. As I write this letter, we are in the process of finalizing a contract with the Zablocki VA to provide MIH services to our at-risk veteran population. This will be the first-ever contract of its kind for any VA hospital in the nation. Our MIH providers have now been successful in reducing hospital readmissions and decreasing emergency department utilization of vulnerable populations for two different hospitals.

2018 saw a continued emphasis on Community Risk Reduction in our city. I feel so strongly that risk reduction is the future of the fire service that we have reorganized the command structure within the department to create a Division of Community Risk Reduction. The Division will be headed up by Assistant Chief Kurt Zellmann. The Division will encompass two bureaus: the Fire Prevention Bureau and the Mobile Integrated Healthcare Bureau. Just as fire prevention efforts have been successful across the nation in limiting the number of fires that occur, we see MIH as "EMS prevention." The expectation is that over time, MIH can continue to alleviate the reliance on 9-1-1 for ambulance service in our city.

In 2018, our Fire Prevention Bureau again partnered with the West Allis Health Department and the Red Cross to install hundreds of smoke and carbon monoxide alarms in high-risk areas of the city. We hope to expand this effort in 2019 to include devices that are installed above stoves and serve as extinguishing agents to help mitigate kitchen fires before they spread to the rest of the home. Every year, inattentive cooking is the leading cause of house fires in our city. Because of these cooking-related fires, dozens of families are displaced from their homes each year. Lieutenant Michael Wright was successful in obtaining a Community Block Grant to cover the cost of these devices with no budgetary impact on our department.

This past year also brought improvements to the city's dispatch center. 2017 began preparatory work for an automated station notification system that has streamlined the process of dispatchers notifying fire stations when calls for service occur. After nearly a year of installation and testing, the system went live in the summer of 2018. This automation allows dispatchers to remain on the phone with 9-1-1 callers while a computer-generated voice alerts fire stations and provides call information to responders. Our goal for the dispatch center is to have fire rigs on the road within 90 seconds when a caller reports a fire. We have never met a self-imposed 90% benchmark for this time. In fact, we only met the benchmark 64% of the time in 2017. However, since the station altering system went live this summer, we have exceeded the 90% benchmark every month. This change will help save seconds which equates to saving lives.

2018 presented more personnel changes in our organization. We hired eight new firefighters with anticipation of hiring several more new members in 2019. Additionally, we promoted three new Equipment Operators, four Lieutenants, two Captains, and January 1, 2019, marks the start of a newly promoted Battalion Chief in Timothy Vorpapel. The cycle of hiring, promotions, and retirements will continue in 2019 as we enter the year with 11 open firefighter positions. These fresh faces will continue to bring new ideas and innovations to our department. Thank you for taking the time to review our 112th West Allis Fire Department Annual Report.

Sincerely,



Mason Pooler
Fire Chief

City of West Allis Core Values

Service Excellence

Exceptional professional service for and by outstanding people; Responsive, efficient, dedicated, and engaged workforce.

Continuous Improvement

Innovations through creative and strategic management;
Sustained improvement through goal-oriented customer-focused results.

Open and Transparent

Ethical, accessible, and accountable government operations.

Renewal

Revitalization through collaborations and partnerships with a focus on image, economic development, and growth.

Equitable

Respectful, responsible, compassionate, and welcoming to all.

West Allis Fire Department Mission Statement

The mission of the West Allis Fire Department is to safeguard the lives and property of the people we serve, to reduce community risk and incidents of emergencies, and to enhance public safety while working with community partners to improve quality of life. Our promise to our citizens is to do so with honor and compassion, while at all times conducting ourselves with the highest ethical standards.

West Allis Fire Department Vision Statement

The vision of the West Allis Fire Department is to create the safest community in the nation through the strategic use of preventative measures, community outreach, and emergency mitigation.



DIVISION of OPERATIONS

**JAY D. SCHARFENBERG
ASSISTANT CHIEF**

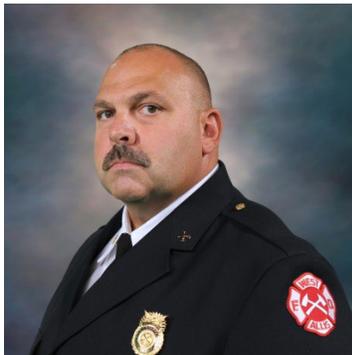


**CITY of WEST ALLIS
FIRE DEPARTMENT**

**Jay Scharfenberg
Assistant Chief**



Platoon A



**David Jarosch
Battalion Chief**

Platoon B



**Daniel Ledvorowski
Battalion Chief**

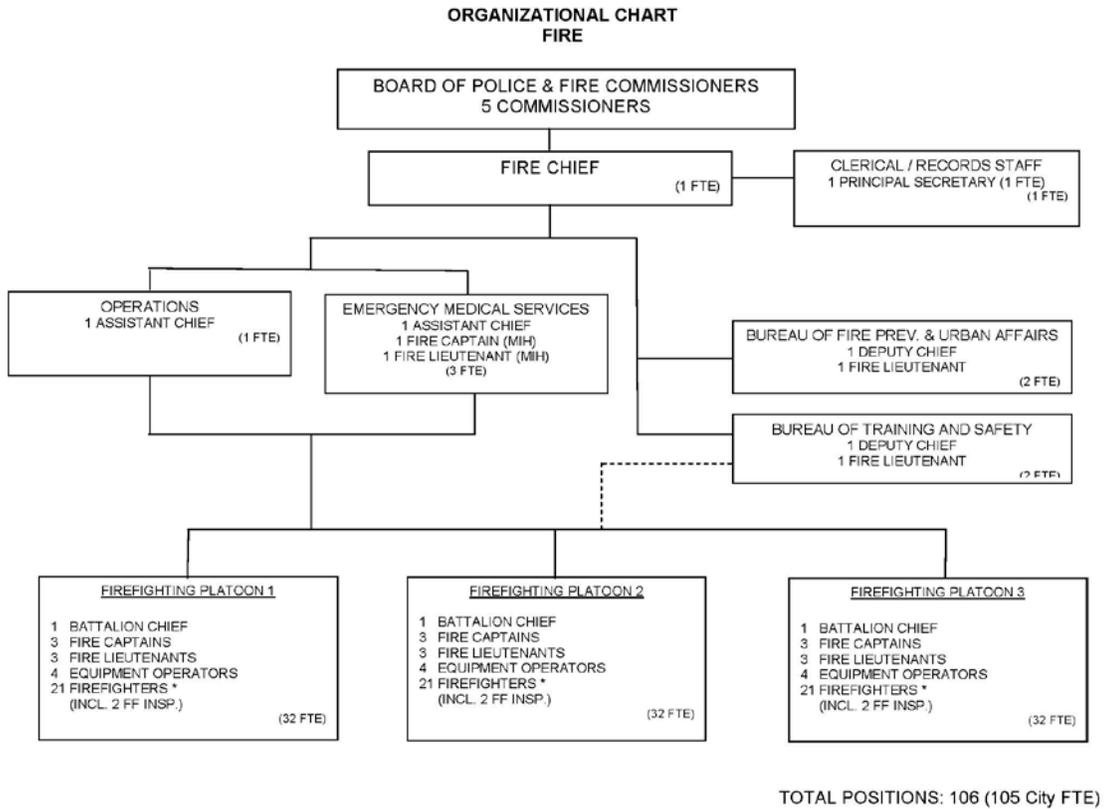
Platoon C



**Thomas Shinkle
Battalion Chief**

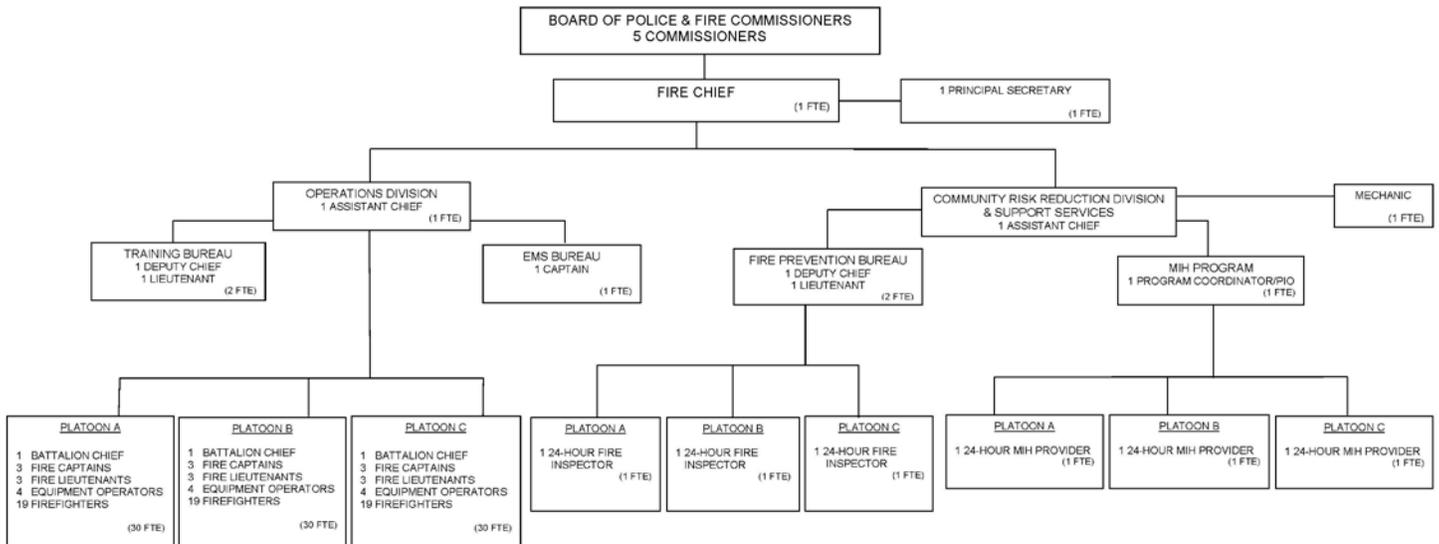
The West Allis Fire Department is a career agency that protects a population of approximately 60,000 residents in 11.4 square miles. The department has 105 sworn employees and 1.5 civilian employees operating out of three fire stations and a stand-alone administration building. On a daily basis, the 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 2018 totaled \$12,716,015.

In 2018 the Fire Chief was supported by two Assistant Chiefs and two Deputy Chiefs, all of whom worked a 40-hour schedule with offices in the Fire Administration building. Assistant Chiefs were supervised the Bureau of Operations and the Bureau of Emergency Medical Services. Deputy Chiefs supervised the Bureau of Training and Safety and the Bureau of Fire Prevention. Two Lieutenants were 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 were assigned to a 40-hour schedule in the Bureau of Emergency Medical Services to operate the Mobile Integrated Healthcare program. The 2018 organizational chart is shown below.



Effective January 1, 2019, the organizational chart was revised. Under supervision of the Fire Chief, two assistant fire chiefs now coordinate daily activities of the department by overseeing the work of two divisions. These are the Assistant Chief of Operations Division and the Assistant Chief of Community Risk Reduction and Support Services Division. The Assistant Chief of Operations is supported by a deputy chief and a lieutenant in the Bureau of Training and Safety and by a captain in the Bureau of Emergency Medical Services. The Assistant Chief of Community Risk Reduction and Support Services is supported by a deputy chief and a lieutenant in the Bureau of Fire Prevention and by a captain in the Bureau of Mobile Integrated Healthcare. The 2019 organizational chart appears on the following page.

**ORGANIZATIONAL CHART
FIRE**



TOTAL SWORN POSITIONS: 105
TOTAL NON-SWORN POSITIONS: 2

In 2018 the department responded to a total of 9,773 calls for service. A breakdown of these calls for service by type appears below:

- Fire: 141
- Rupture/Explosion: 8
- EMS: 8,090
- Hazardous Condition: 203
- Service Call: 185
- Good Intent: 367
- False Alarm: 775
- Severe Weather: 1
- Other: 3

Attached to this report is a copy of the West Allis Fire Department's Standards of Cover (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 2014-2018. Please see the SOC document for additional details.

Sincerely,

Jay Scharfenberg
Assistant Chief - Bureau of Operations

Staffing Changes - 2018

Retirements / Resignations

3/01/2018	FF Caleb Uecker (appointed 8/29/2016)
4/01/2018	FF Jacob Dettmering (appointed 7/16/2012)
4/07/2018	FF Daniel Hauenstein (appointed 8/03/1998)
6/24/2018	FF Collin Schultz (appointed 5/15/2015)
8/16/2018	Ct Gregory Lenske (appointed 1/19/1985)

Promotions

8/06/2018	EO Patrick Schrader to Lieutenant
8/16/2018	Lt Kurt Maly to Captain
8/16/2018	EO Daniel Rohde to Lieutenant
8/16/2018	FF Steven Peterson to Equipment Operator
9/22/2018	EO Kyle Novak to Lieutenant
9/22/2018	FF Matthew Schmitz to Equipment Operator
10/20/2018	Lt Mark Sura to Captain
10/20/2018	EO Guy Carriveau to Lieutenant
10/20/2018	FF Nicholas Draeger to Equipment Operator

Appointments

4/11/2018	PFF Tyler Youngbeck
4/11/2018	PFF Samuel Knutson
4/11/2018	PFF Trevinn Hare
4/11/2018	PFF Andrew Crum
4/11/2018	PFF Brandon Draves
9/05/2018	PFF Zachary Price
9/05/2018	PFF Anthony Bilderback
9/05/2018	PFF Justin Kutella

**WEST ALLIS FIRE DEPARTMENT
STATION ROSTER**

PLATOON A

STATION 1					
CT	PM	Becker	FF	PM	Marquardt
LT	PM	Prusinski	FF	PM	Uecker
EO	EMT	Cavett	PFF	EMT	R Liska
FF	EMT	Faust			
Station PM: 4			Station Staffing: 7		

STATION 2					
BC	PM	Jarosch	AFI	EMT	Potochich
CT	EMT	Breznik	FF/PO	PM	Schoessow
LT	PM	Brode	FF	EMT	Hauenstein
LT	PM	Kaltenbrun	FF/PO	PM	Thode
EO	PM	Rohde	FF/PO	PM	Bobrowitz(Shop)
EO	PM	Ries	FF	PM	Marquardt
FI	EMT	Gunderson	PFF	PM	Gibilian
FI	EMT	Brehm			
Station PM: 9			Station Staffing: 14		

STATION 3					
CT	PM	Kersten	FF	EMT	Curtis
EO	PM	Schrader	FF/PO	PM	Jarosch
FF/PO	PM	Levenhagen	PFF	PM	Schaefer
FF/PO	PM	Schnitz			
Station PM: 6			Station Staffing: 7		

PLATOON B

STATION 1					
CT	PM	Hauboldt	FF	EMT	S Liska
EO	PM	Gromowski	FF	PM	Ottow
FF/PO	PM	Dettmering	PFF	PM	DiIorrice
FF/PO	PM	Williams			
Station PM: 6			Station Staffing: 7		

STATION 2					
BC	PM	Ledvorowski	AFI/PO	PM	Dufek
CT	EMT	Vorpapel	FF/PO	PM	Acker (Shop)
LT	EMT	Abbrederis	FF	EMT	Emery
LT	PM	LaDousa	FF	PM	Kaplanek
EO	EMT	Theim	FF	PM	Kandarapally
EO	PM	Schneider	FF	PM	Nowak
FI	EMT	Portz	PFF	EMT	Apfel
FI	EMT	Pitman			
Station PM: 7			Station Staffing: 15		

STATION 3					
CT	PM	Paider	FF	EMT	Grablewski
LT	PM	Mal Sura	FF	PM	Ziemann
EO	PM	Carriveau	PFF	PM	Ballering
FF/PO	PM	Crosby			
Station PM: 6			Station Staffing: 7		

PLATOON C

STATION 1					
CT	PM	Lenske	FF	EMT	D. Fisher
EO	PM	Gapinski	FF	PM	Groh
FF/PO	PM	Suarez Del Real	FF	PM	Streicher
FF/PO	PM	Livingston			
Station PM: 6			Station Staffing: 7		

STATION 2					
BC	EMT	Shinkle	FI	EMT	Peterson
CT	PM	DeSnoo	AFI/PO	PM	Z Dombrowski
LT	PM	Maly	FF/PO	PM	Draeger
LT	PM	Mark Sura	FF	EMT	Slaszak
LT	PM	Schwark	FF	EMT	Novinska(Shop)
EO	EMT	Kirchner	FF	PM	Samosky
EO	EMT	Kowalewski	FF	PM	DeLacy
FI	EMT	Schreiber			
Station PM: 7			Station Staffing: 15		

STATION 3					
CT	PM	Palasz	FF	EMT	Baumgardt
EO	PM	Novak	FF	PM	Schultz
FF/PO	PM	Brownson	PFF	PM	J Fisher
FF/PO	PM	Wolfe			
Station PM: 6			Station Staffing: 7		

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

Total Staffing: 29
PM Staffing: 19
EMT Staffing: 9

Total Staffing: 29
PM Staffing: 19
EMT Staffing: 8

Probation Ends:
May 8, 2018

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

Line Staffing: 86
Admin Staffing: 9
Total Staffing: 95

Total ALS Personnel: 64
Total BLS Personnel: 28



Kurt W. Zellmann
ASSISTANT CHIEF

**BUREAU of EMERGENCY
MEDICAL SERVICES**



**CITY of WEST ALLIS
FIRE DEPARTMENT**



Kurt Zellmann
Assistant Chief

The West Allis Fire Department (WAFD) Bureau of Emergency Medical Services 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 EMTs 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 eleven day run of the State Fair each year. All events at the Wisconsin State Fairgrounds 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 2018, WAFD EMS was able to recover \$1,599,258.88 in collected fees for EMS services via 9-1-1 calls and an additional \$78,809.10 from Motor Vehicle Accident billing fees and services to State Fair Park. The total revenue returned to the City by the Bureau of EMS for 2018 was **\$1,678,067.98**. This was a \$100,533.87 increase from 2017 revenue.

WAFD EMS also operates in partnership with the Milwaukee County Office of Emergency Management (OEM) EMS Division 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.

EMS by the numbers: Bureau of EMS Year-End Data overview for 2018

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 2018 and generally to some extent for even non-EMS primary runs.

Emergency Medical Services (EMS) alarms responded to in 2018:

Categories	2017	2018	
	YTD	YTD	YTD
Emergency Medical Alarms	7899	8090	2.42%
All Calls	9535	9773	2.50%
Percentage of EMS Alarms	82.84%	82.78%	0.06%

For 2018, EMS alarms accounted for 82.78% of the total department-wide alarms. EMS only calls overall are up 2.42% compared to 2017. All call types are also up 2.50% compared to 2017. The percentage of EMS alarms to all other types of alarms has fallen 0.06% when compared to 2017 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.

Categories	2017 Totals	2018 Totals	Year to Year Change
EMS Responses	7899	8090	2.4%
EMS Reports Written	8246	8149	-1.2%
Vehicle Crashes	450	413	-8.2%
Ave Patients seen per day	22.59	22.33	-1.16%

Of note regarding the data above it is an interesting statistic that the number of car accidents that WAFD EMS responded to 37 fewer car accidents in 2018 than occurred in 2017. This fact alone could account for the drop in average patients seen per day. The number of EMS patient care reports written shrunk due to the smaller number of runs that EMS units responded to in 2018 for multi-patient car accidents and the impact of reducing EMS high utilizers via the Mobile Integrated Healthcare Program. 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. 34.4% of individuals evaluated were not transported per their request. Of the 5,349 patients transported, 45.9% were ALS transports and 54.1% were BLS level transports.

The following are the Transport care level results totals for 2018

Patients Not Transported	Total 2018	Patient Transport Level	Totals 2018
		Paramedic/ALS	2456
		BLS	2893
No Transport	2800	Total	5349

The medical facility 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 resulting in the patient being transported to another facility. The chart on the next page illustrates the locations where WAFD units delivered patients during 2018.

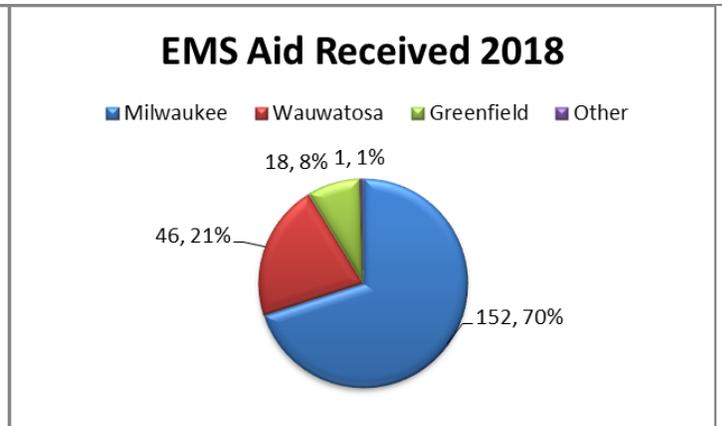
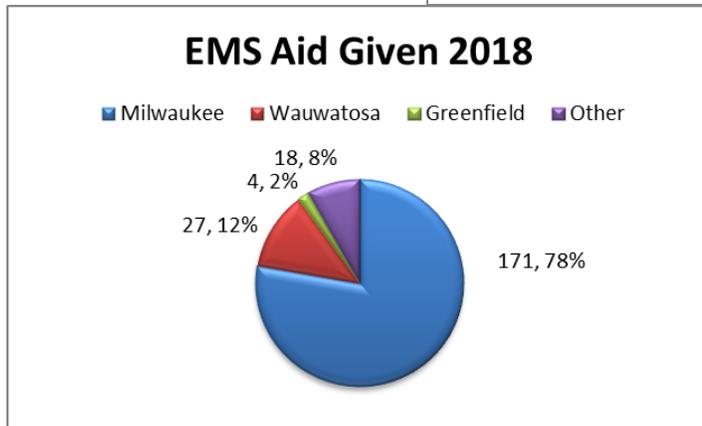
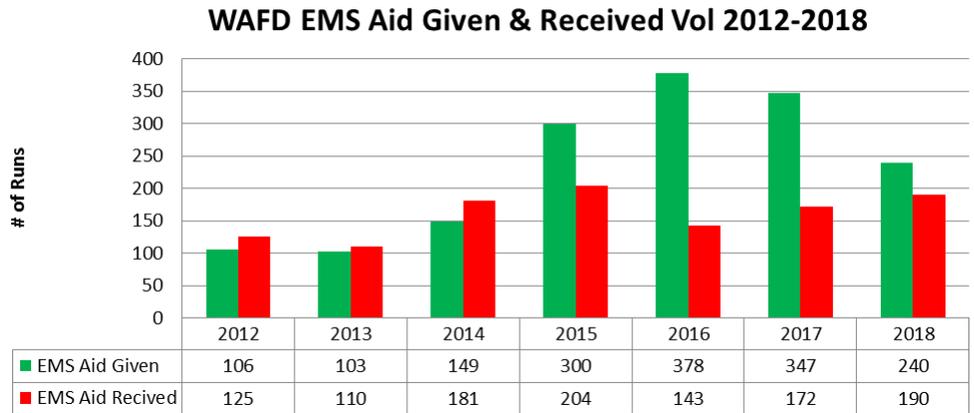
Patient Transport Destinations: 2018 Year End

Hospital	Aurora Womens Pavilion	Aurora Sinai	Aurora West Allis	Children's Hospital Of Wisconsin	Embrook Memorial	Froedtert Hospital	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	0	13	3354	165	0	973	60	4	629	5	32	208	9	3	1
YTD %	0.0%	0.2%	61.5%	3.0%	0.0%	17.8%	1.1%	0.1%	11.5%	0.1%	0.6%	3.8%	0.2%	0.1%	0.0%

EMS Shared Services Interactions:

The following charts illustrate WAFD EMS's interaction with our neighboring communities for the years 2012 -2018. The decrease for 2018 may be explained due to the redeployment of two Milwaukee Fire Department Med Units closer to the WAFD boarder reducing their need for WAFD service.

Year	EMS Aid Overview	
	Given	Received
	2018	
Milwaukee	171	152
Wauwatosa	27	46
Greenfield	4	18
Other	18	1



EMS response times and response rate determination:

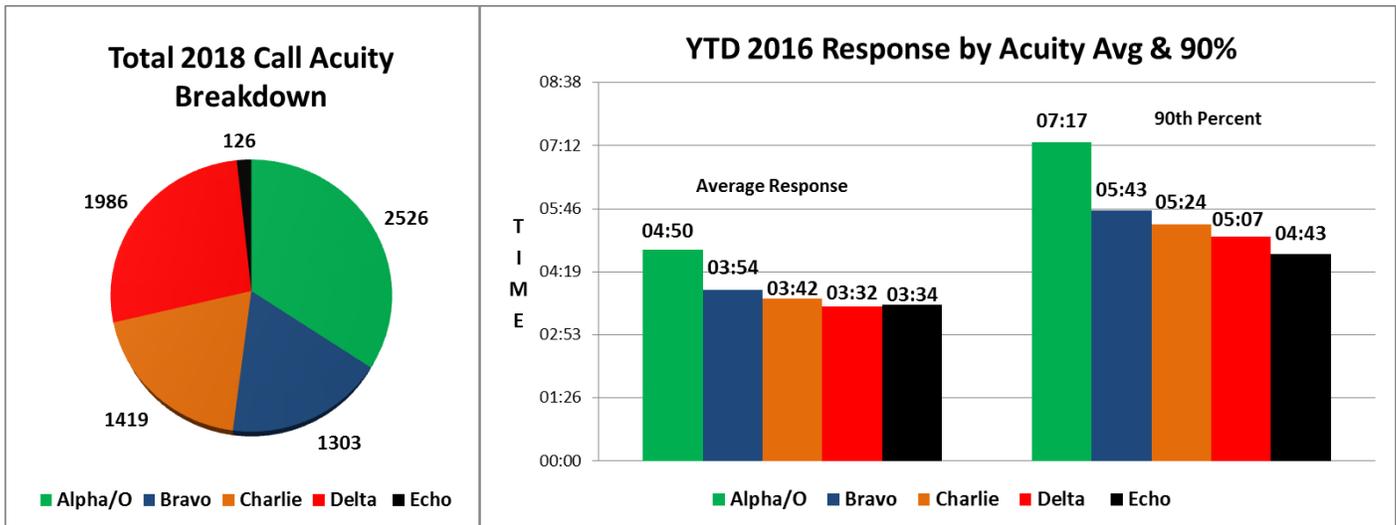
The WAFD, in cooperation with the West Allis Police Dispatch center, have utilized the Priority Medical Dispatch system of Emergency Medical Dispatch call coding. This system is a key component of efficient EMS resource management and optimal resource deployment. In addition, the system provides a vetted 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 childbirth 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.

2018 EMD Analysis:

The following data applies to the 7,360 individual calls for service that were processed and assigned an Emergency Medical Dispatch Code level in 2018. 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.

Summary of 2018	Alpha/O	Bravo	Charlie	Delta	Echo
Number of Responses	2526	1303	1419	1986	126
Average Response	05:55	04:35	04:24	04:03	03:54
90th Percentile	08:55	06:41	06:18	05:38	05:16
Percentage of Total	34.32%	17.70%	19.28%	26.98%	1.71%



Overall Response Rates:

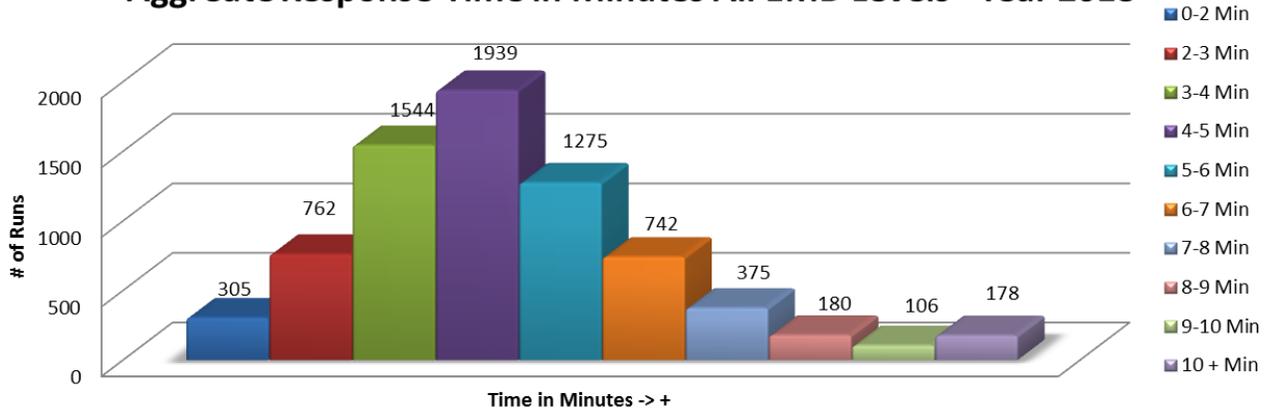
The following data is a summary and graphical illustration of the amount of time that it takes for a WAFD EMS unit to arrive on scene from the time the unit is dispatched. The first chart and graph are for all call types processed by the EMD system. The second set is for only Delta & Echo level call 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 2018

# of Minutes	0-2	2-3	3-4	4-5	5-6	***	6-7	7-8	8-9	9-10	10+
% per Column	4.1%	10.3%	20.9%	26.1%	17.3%	***	10.0%	5.0%	2.5%	1.4%	2.4%
Cumulative%	4.1%	14.4%	35.3%	61.4%	78.7%	90.0%	88.7%	93.7%	96.2%	97.6%	100.0%
# per Column	305	762	1544	1939	1275	7:12	742	375	180	106	178
Total Incidents	305	1067	2611	4550	5825	6668	6567	6942	7122	7228	7406

Aggregate Response Time in Minutes All EMD Levels - Year 2018

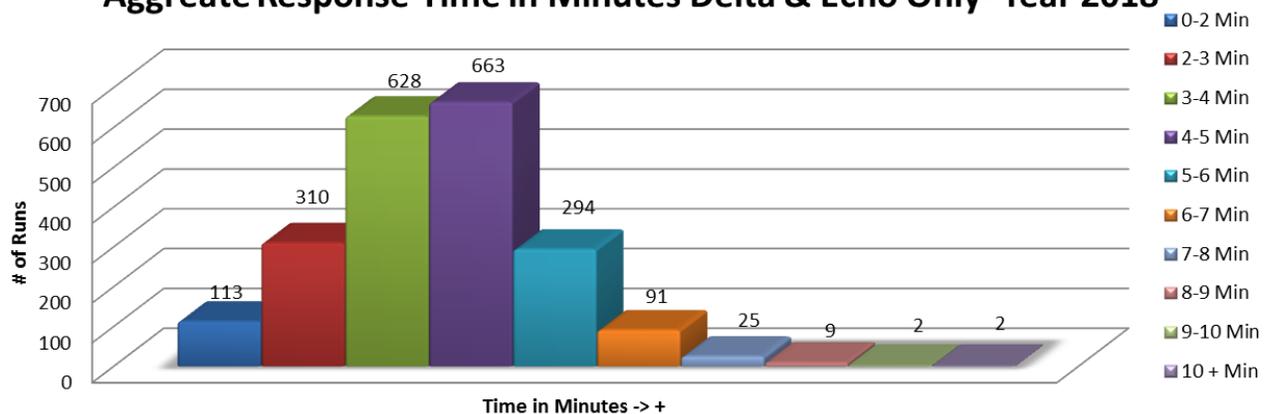


Aggregate Response to Calls Graphics: Time Range in Percent of Total Only Delta & Echo

1st Unit Arrival - Emergent Responses Delta & Echo Only - Year 2018

# of Minutes	0-2	2-3	3-4	4-5	***	5-6	6-7	7-8	8-9	9-10	10+
% per Column	5.3%	14.5%	29.4%	31.0%	***	13.8%	4.2%	1.2%	0.4%	0.1%	0.1%
Cumulative%	5.3%	19.8%	49.2%	80.2%	90.0%	94.0%	98.2%	99.4%	99.8%	99.9%	100.0%
# per Column	113	310	628	663	5:37	294	91	25	9	2	2
Total Incidents	113	423	1051	1714	1923	2008	2099	2124	2133	2135	2137

Aggregate Response Time in Minutes Delta & Echo Only - Year 2018



Response to Calls Summary:

As an accredited agency the WAFD is judged by our ability to provide resources on the 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 AED on the 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 an AED in seven minutes 12 seconds 90% of the time. Thusly we exceeded the performance goal by one minute and 48 seconds.

For the second analysis, we look to see if we can have an ALS capable unit on the 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 five minutes and 37 seconds. In this case, we need to work to reduce our 90 performance response time by 37 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 three minutes and 46 seconds. In the case of the average, this means that 50.3% of the time we have a unit on the scene in four minutes and two seconds. We are only arriving on the scene within five minutes of dispatch for these call types 80.2% of the time. The Bureau of EMS will work diligently in 2019 to both reduce and to meet this goal.

Respectfully submitted,



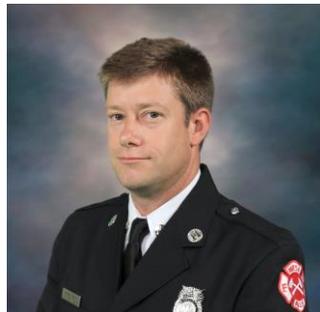
Kurt W. Zellmann
Assistant Chief – Bureau of Emergency Medical Services



DAVID A. BANDOMIR
CAPTAIN
JASON M. SCHAAK
LIEUTENANT

CITY of WEST ALLIS
FIRE DEPARTMENT

BUREAU of
MOBILE INTEGRATED HEALTH



David Bandomir
Captain



Jason Schaak
Lieutenant

The West Allis Bureau of Mobile Integrated Health (MIH) provides one-on-one care to residents who have shown a high reliance on emergency medical services for low-acuity complaints.

The decision to create and maintain a Bureau of Mobile Integrated Health came as the department identified that a large portion of its call volume was originating from a small pool of patients who could be managed with resources other than traditional fire and EMS apparatus. Over the years, as the call volume continues to increase, the fire department staffing level has remained status quo or decreased. This increase in volume has led to a strain on department resources. To curb the increase in call volume the department has developed a community paramedic workforce that resides within the Bureau of MIH. To ease the strain on department resources, the MIH bureau aims to reduce a large portion of the department's 9-1-1 based ambulance run volume. To accomplish this, MIH providers work with residents one-on-one to provide resources and education, helping to fill any gaps in their healthcare. By providing residents with resources and education the bureau has demonstrated that it can effectively diminish a residents need to call for emergency services.

The MIH bureau consists of one administrative Captain who oversees the activity of three Lieutenants working 24-hour schedules. These staff members hold a special endorsement on their paramedic licenses, known as "community paramedic." The MIH bureau staffs two SUVs daily, one for the MIH Lieutenant and a second for the MIH Captain. To become a Community Paramedic an existing paramedic must complete an additional 220 hours of education and clinical time. Members filling the role of community paramedic are Lieutenants required to be capable of providing both emergency medical services and firefighting services for the city's residents.

The community paramedic service is provided to residents as a standard “no fee” service. To offset the cost of providing MIH services the MIH bureau has established contracts with local hospitals who have agreed to pay for the provision of services for selected “at-risk” patients. The hospitals are willing to pay for MIH services as MIH involvement in care management has proven to effectively reduce hospital readmission rates. With reduced readmission, the hospitals are able to use their resources elsewhere and avoid financial impacts on their organizations.

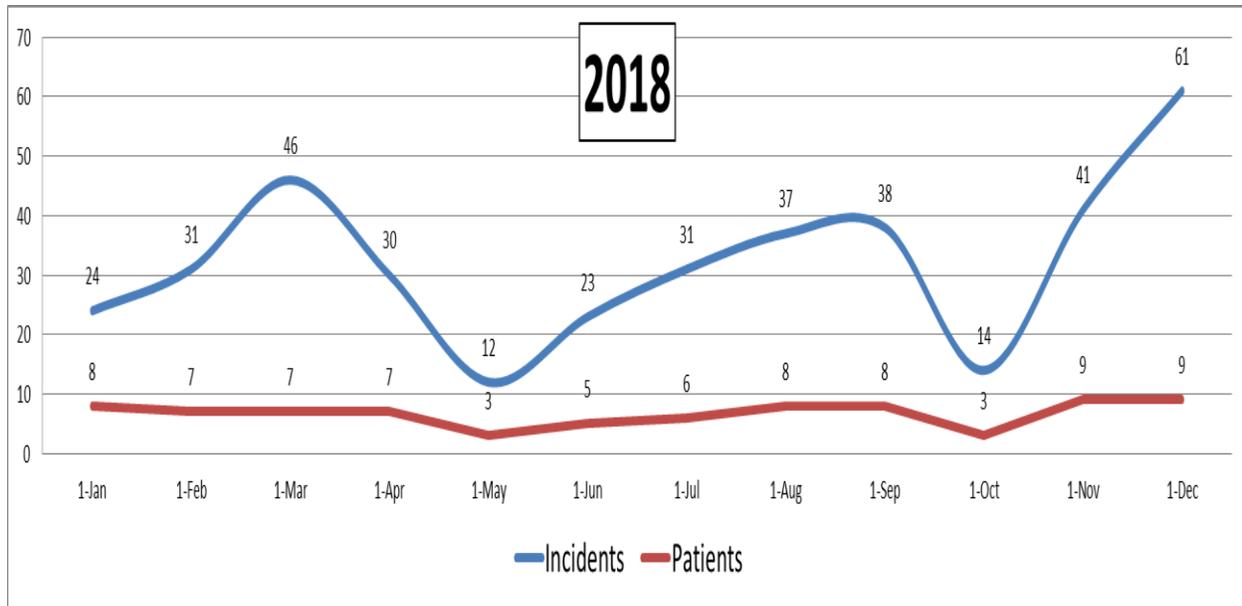
In 2018 the MIH bureau received 345 requests to visit patients. This total is comprised of 236 internal referrals (submitted by fire department personnel), and 109 externally referred patients (submitted by Aurora West Allis Memorial Hospital and the Milwaukee Veteran’s Administration Hospital). In 2018 the MIH bureau billed these hospitals for 104 patient encounters.

Coming into 2018, we staffed the MIH bureau with two providers on a 40-hour schedule. In the first half of the year (January 1 to June 1) the MIH bureau performed 97 home visits and responded to 68 calls for emergency service. After June 1, 2018, we expanded the program to provide 24/7 coverage. In the second half of the year with the implementation of 24-hour staff, the bureau was responsible for 258 home visits and 651 calls for emergency service. The year-end totals for the bureau included 355 home visits and 719 calls for emergency service.

Monthly Performance Measures

Performance Measure Monthly Data	18-Jan	18-Feb	18-Mar	18-Apr	18-May	18-Jun	18-Jul	18-Aug	18-Sep	18-Oct	18-Nov	18-Dec	Annual
Residential lock boxes and address flags verified	5/35	6/35	5/38	5/40	6/45	5/48	9/49	11/36	10/36	6/37	4/40	5/41	
Monthly outreach to top 20 patients with highest utilization of WAFLD EMS services in the last 30 days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Decrease monthly EMS incidents for High Utilizer Group (Greater than 3 incidents per patient / per month)	24	31	46	30	12	23	31	37	38	14	41	61	
Reduce number of patients in High Utilizer Group (Greater than 3 incidents per month)	8	7	7	7	3	5	6	8	8	3	9	9	
Provide first follow-up for externally referred MIH patients within 72 hours	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
MIH provides update to source of patient referral within 72 hours of contact	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Provide CPR and AED training provided	244	125	30	118	155	60	279	1328	250	425	24	0	3038

High Utilizer Monthly Call Volume



High Utilizer Call Volume Summary:

This graph depicts the number of high utilizers (defined as greater than three 9-1-1 EMS contacts in 30 days,) and the total number of 9-1-1 emergency incidents those individuals have created within the 30-day period. In 2018 these patients requested emergency services 388 times. Comparatively prior to providing MIH services within the city the number of requests for emergency services generated by repeat patients was over 1,000.

Additional MIH Activities

In addition to providing emergency services, the MIH bureau also focuses on reducing risk within the community. The MIH bureau has focused on providing the public with Cardio-Pulmonary Resuscitation (CPR,) Automated External Defibrillator (AED) education, Naloxone (drug that reverses the effect of opioid overdoses) administration education, trauma management education (this focuses on school employee ability to treat students,) residential lock boxes, and management of an emergency notification system called Pulse Point.

In 2018 the MIH Bureau was responsible for teaching 3,038 people CPR and AED usage within the city. The MIH staff provided CPR, AED, and Naloxone administration training to the West Allis Police Department which resulted in the successful resuscitation of several residents prior to fire department personnel's arrival. The bureau also worked closely with local schools to provide "Stop the Bleed" kits which can be used by school employees in the event a student has sustained a major trauma requiring immediate treatment. The MIH staff installed or maintained nearly fifty residential lock boxes for city residents who suffer from medical conditions that may require emergency crews to access their homes. The MIH Bureau has also worked to maintain a Pulse Point mobile device application that alerts participants if an incident of cardiac arrest occurs nearby and also directs them of the location of the nearest public-access defibrillator.

Respectfully submitted,



Jason M. Schaak
Bureau of Mobile Integrated Health
City of West Allis Fire Department



CHRIS R. ZIOLECKI
DEPUTY CHIEF

JASON M. SCHAAK
LIEUTENANT

BUREAU of TRAINING
and **SAFETY**

CITY of WEST ALLIS
FIRE DEPARTMENT



Chris Ziolecki
Deputy Chief



Jason Schaak
Lieutenant

2018 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 2018:

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 driver training for line personnel. Also, we provided practical exercises and reinforced basic firefighting techniques.

Topic	Attendees
Combined Fire Training	57
SCBA Proficiency Drills	84
SCBA Confidence Course	85
Combined Fire Training	61
T62 Affects to Fire Ground Operations	66
Drivers Training	89

Emergency Medical Services: All fire department personnel are licensed as Emergency Medical Technicians (EMTs) and 65 members have paramedic licenses. Both EMTs and paramedics are required to complete continuing education training every two years. The Wisconsin Department of Health Services dictates the topics while the Bureau of Training and Safety develops class content and provides the instruction and competency testing. In addition to this refresher training, 2018 EMS training included report writer documentation, mechanical CPR device, and catheter safety training.

Topic	Attendees
Report Writer Documentation Training	80
Paramedic and BLS Refresher	96
Mechanical CPR Device Training	81
CPR Refresher	96
Catheter Safety	93

Special Operations: Classes related to special operations included ice water rescue, trench rescue, railroad derailment, confined space rescue, Wisconsin State Fair Park Sky Glider rescue, and hazardous materials mitigation.

Topic	Attendees
Ice/Water Rescue	83
Trench Rescue	84
Railroad Derailment	87
Confined Space Rescue	87
Sky Glider Refresher	60
Hazardous Materials Mitigation	85

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.

Topic	Attendees
Department Policy Review	96
Operating Guideline Review	96
Officer Development Meetings	31

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 2018, the West Allis Fire Department upgraded key pieces of equipment including a new tower ladder, new radio system (OASIS,) and Stryker power load systems for our ambulances' cots.

Topic	Attendees
T62 Familiarization	78
Oasis Radio Implementation	61
Stryker Cot Power Load System	95

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 Bachelor's Degree from an accredited college or university, various State of Wisconsin Firefighting Certifications, and/or a current Wisconsin EMT-Paramedic license.

In 2018, nine candidates were hired in April, using the 2018 recruitment pool. A total of 210 applications were processed in 2018. The applicant pool included:

Race	Totals
Black/African American	19
American Indian/Alaskan Native	6
Hispanic/Latino	15
Asian/Pacific Islander	0
White/Caucasian	162
Did Not Disclose	8
Gender	
Male	190
Female	17
Did Not Disclose	3
Veterans	32

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 2018 its 16th 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 2018 we conducted testing with a total of 244 candidates participating in the program. The results were as follows:

Overall: 244 participated; 201 passed, 18 failed = 88.77% pass rate.

Males: 189 participated; 183 passed, 6 failed = 96.82% pass rate.

Females: 40 participated; 18 passed, 22 failed, = 45.00% 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 43 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



MARK G. DOMBROWSKI
DEPUTY CHIEF

MICHAEL A. WRIGHT
LIEUTENANT

BUREAU of FIRE PREVENTION
and **URBAN AFFAIRS**

CITY of WEST ALLIS
FIRE DEPARTMENT



MARK DOMBROWSKI
DEPUTY CHIEF



MICHAEL WRIGHT
LIEUTENANT

The Bureau of Fire Prevention is responsible for the 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.

The bureau's transition from a paper-based fire inspection system to a digital inspection system continues to yield positive results. 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	2018	2017	2016	2015	2014
Regular Route Inspection	4,366	4,370	4,648	4,335	4,289
Occupancy Permit Inspections	179	192	237	166	205
State Fair Park Inspections	137	124	108	143	167
Special Inspections – Complaints/Referrals	15	15	49	89	198
License Inspections – Liquor/Other	188	168	167	162	200
Re-inspections	1,104	1,265	713	954	781
TOTALS:	5,989	6,134	5,922	5,849	5,840
Inspection Hours	311.07	367.02	481.45	2,613	2,083
Violations Issued	1,667	1,821	1,906	1,866	1,904
Outstanding Violations as of 12/31/2018	33	44	303	58	128

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	2018	2017	2016	2015
Pre-Citation Letters Issued	0	0	1	6
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.

Digital plan review continued to assist the bureau with aiding in efficiency and continuous quality improvement. 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 the city's Building Inspection Department continues to require paper plan submittal from contractors and property owners. Electronic plan review 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	2018	2017	2016	2015	2014
Planning Commission	29	15	26	36	39
New Construction	11	6	3	4	16
Renovation/Remodeling	89	96	81	94	108
Fire Alarm Systems	56	48	52	52	54
Fire Sprinkler Systems	52	52	46	53	58
Hood & Duct Fire Suppression Systems	7	6	6	0	0
Other Fire Suppression	3	0	2	4	10
Under/Above Ground Storage Tank Plans	12	10	9	3	3
Petition of Variance	2	3	4	3	1
TOTALS:	261	235	229	249	277

Site Inspections:

Activity	2018	2017	2016	2015	2014
Fire Alarm Systems	44	37	35	35	51
Fire Sprinkler Systems	35	34	27	46	53
Fire Main	2	1	0	2	1
Fire Pump Inspection	0	0	0	0	0
Hood & Duct Fire Suppression Systems	7	6	5	8	9
Tent Inspections	10	14	4	23	17
Tank Inspections	12	10	7	17	15
TOTALS:	110	101	78	131	140

5

Activity	2018	2017	2016	2015	2014
Plan Review Hours	310.65	192.88	171.55	274.5	328
Fire Prevention Permits Issued	718	702	679	160	155
Fire Prevention Permit Fees	\$18,694.50	\$13,013.00	\$13,790.00	\$20,102.00	\$ 17,498.00

Fire Investigation

Fire investigation entails searching for the origin and cause of a fire after extinguishment. 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	2018	2017	2016	2015	2014
Company Officer Performed Investigation	53	30	33	80	72
Fire Department Fire Investigator	21	35	38	40	32
Assisted by West Allis PD Arson Investigator	4	2	0	10	11

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 2018, 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. Lastly, the Bureau of Fire Prevention worked cohesively with Wisconsin State Fair Park staff to incorporate addresses for all of the permanent buildings, corresponding to the city of West Allis' existing grid-based address system. This change will allow the West Allis Fire Department personnel to locate incidents within the Wisconsin State Fair Park's sprawling grounds quicker than in the past.

Respectfully submitted,



Mark Dombrowski
Deputy Chief – Bureau of Fire Prevention

WEST ALLIS FIRE DEPARTMENT

STANDARDS OF COVER

FEBRUARY 11, 2019



7332 WEST NATIONAL AVE
WEST ALLIS, WI 53214

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SECTION I:

DOCUMENTATION OF AGENCY CHARACTERISTICS



WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVER

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 59,934 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 2018. 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 (2015), 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

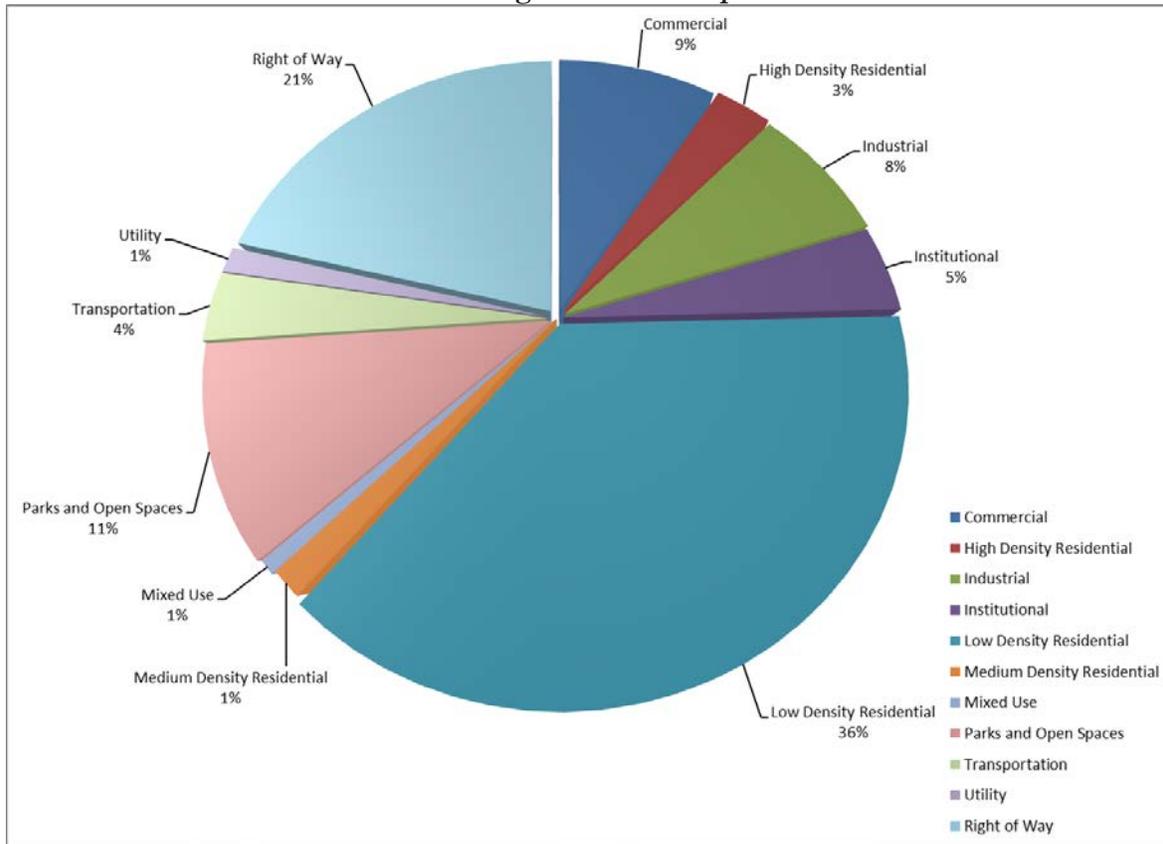
The City of West Allis is fortunate to have a hospital, Aurora West Allis Medical Center, located centrally in the city. In addition, the City of West Allis is located within a four mile radius of three other hospitals, one of which is a Level I Trauma Center.

CITY OF WEST ALLIS LAND USE

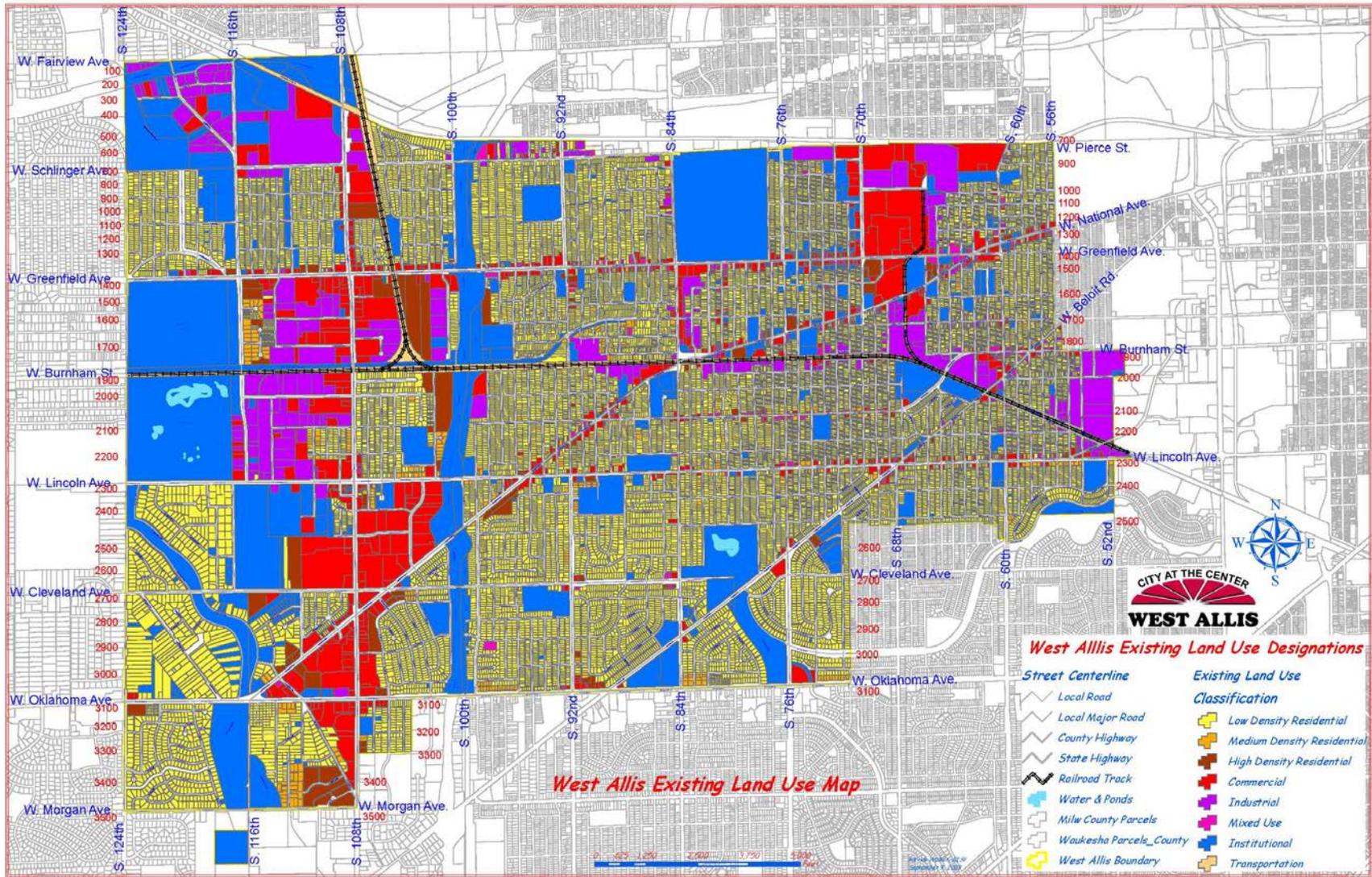
The City of West Allis is characterized by a high percentage of residential properties, which account for roughly 40% of the city's land. Residential properties are categorized as high, medium, or low density. High-density use indicates 15-20 dwelling units per acre. Medium-density use indicates 10-14 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.

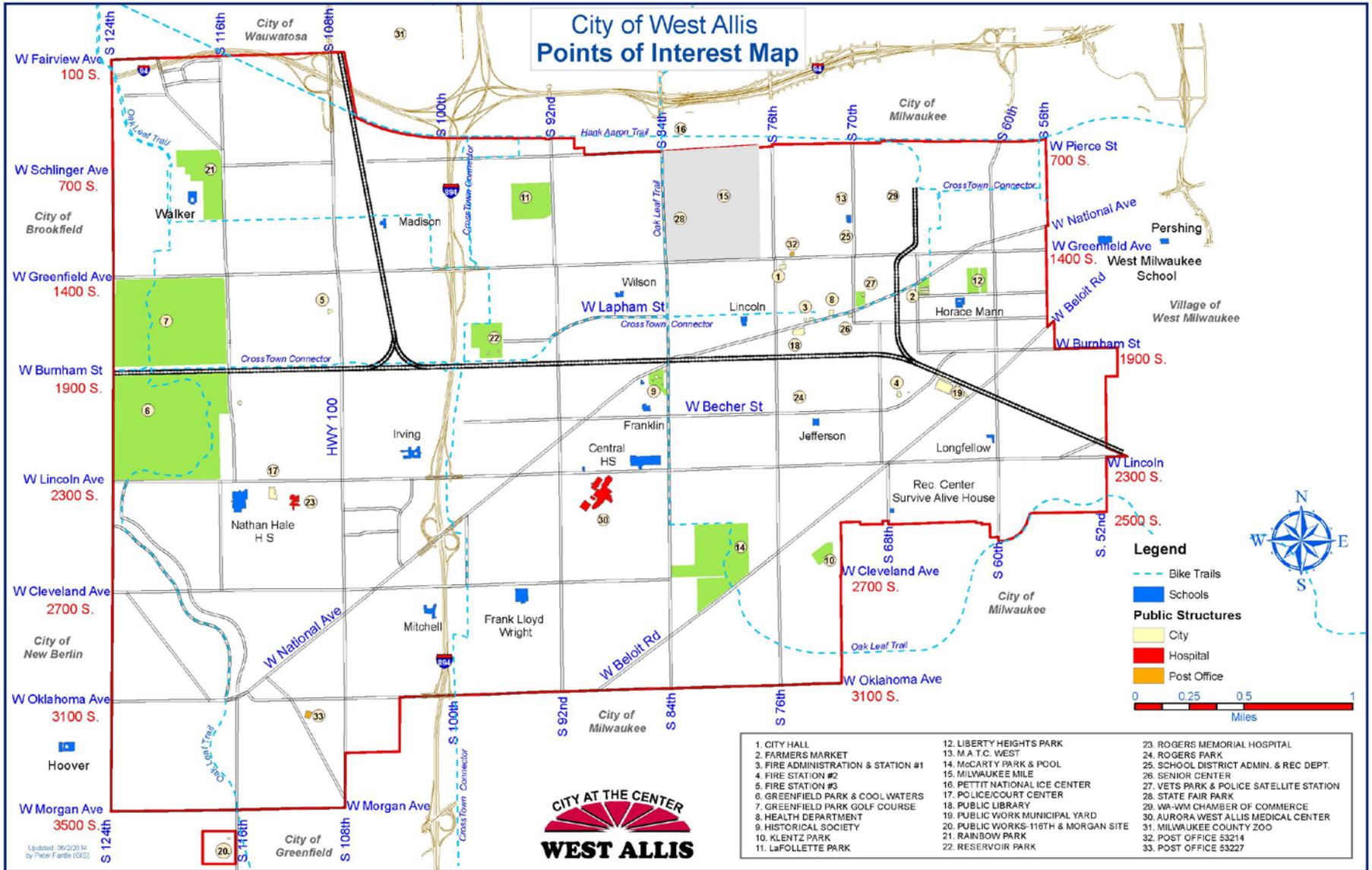
Existing Land Use Graph



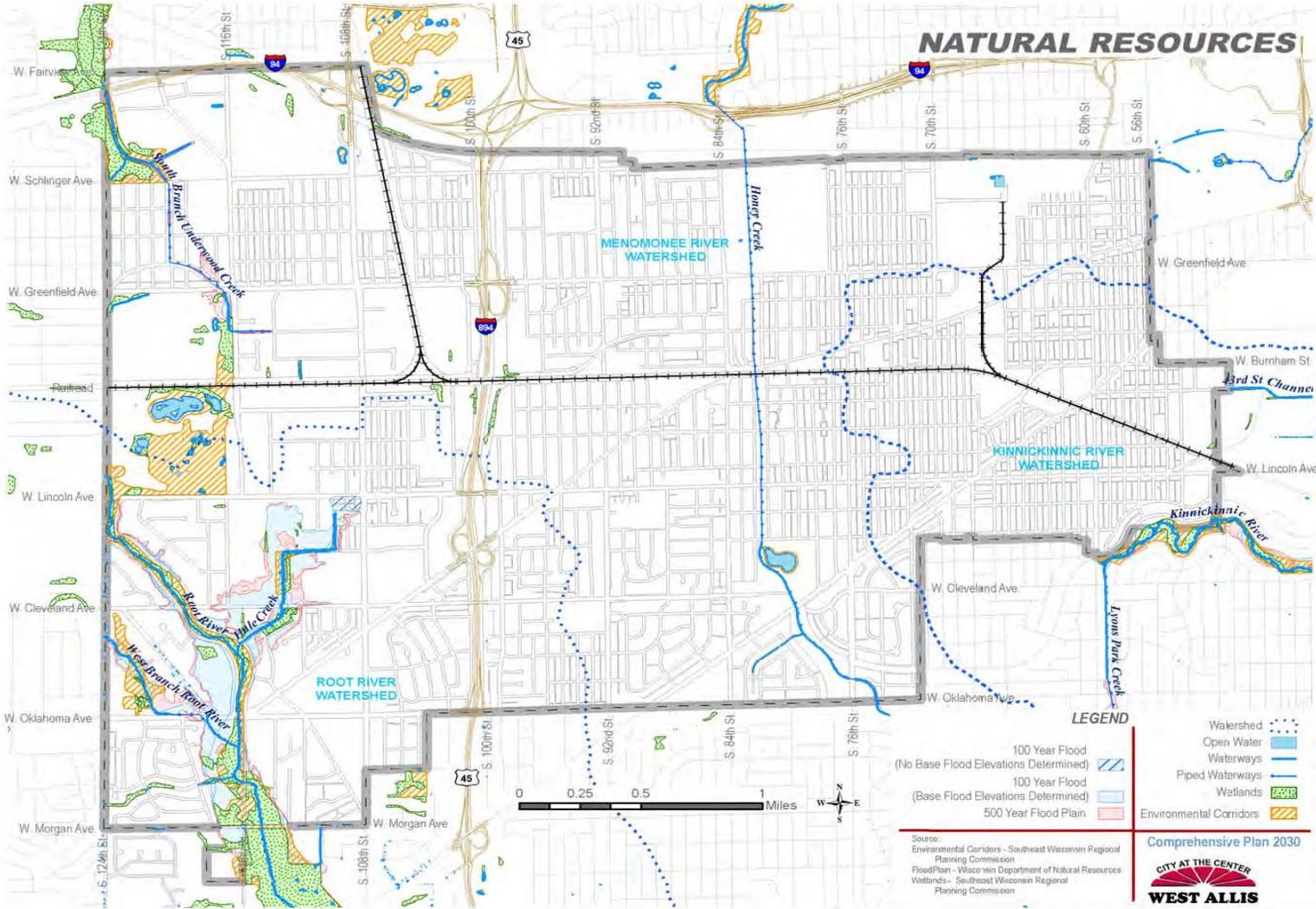
City of West Allis Land Use



City of West Allis Points of Interest



City of West Allis Natural Resources



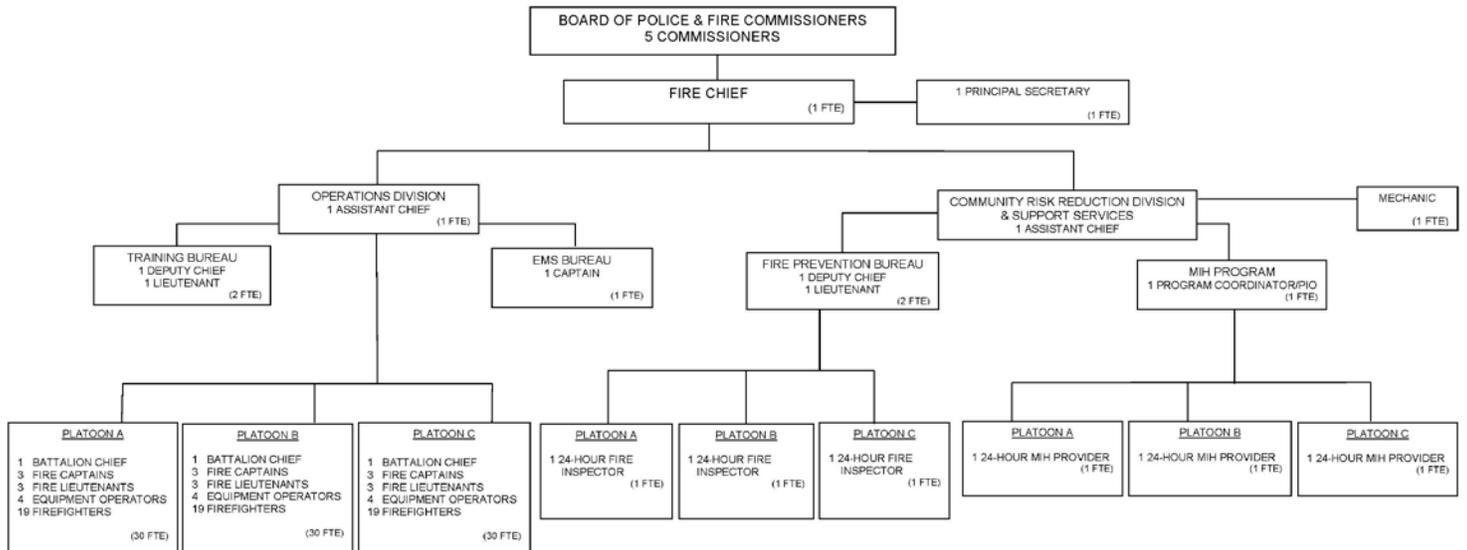
GOVERNANCE IN THE CITY OF WEST ALLIS

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, two assistant fire chiefs currently coordinate daily activities of the department by overseeing the work of two divisions. These are the Assistant Chief of the Operations Division and the Assistant Chief of the Community Risk Reduction and Support Services Division. The Assistant Chief of Operations is supported by a deputy chief and a lieutenant in the Bureau of Training and Safety and by a captain in the Bureau of Emergency Medical Services. The Assistant Chief of Community Risk Reduction and Support Services is supported by a deputy chief and a lieutenant in the Bureau of Fire Prevention and by a captain in the Bureau of Mobile Integrated Healthcare.

**ORGANIZATIONAL CHART
FIRE**



TOTAL SWORN POSITIONS: 105
TOTAL NON-SWORN POSITIONS: 2

The West Allis Fire Department is comprised of 105 sworn members and one civilian administrative secretary. Three (4 person) engine companies, one (4 person) tower ladder company, two (2 person) ALS ambulances, one (2 person) BLS ambulance, one mobile integrated healthcare (MIH) provider and one battalion chief respond from three fire stations to approximately 9,800 emergency and non-emergency calls per year. The department staffs a minimum of 24 personnel per shift.

Fire Station 1
Engine 61
Med 1
MIH 61
7 personnel

Fire Station 2
Engine 62
Tower 62
Ambulance 62
Battalion 6
11 personnel

Fire Station 3
Engine 63
Med 63
6 personnel

MAJOR MILESTONES IN THE PAST FIVE YEARS

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 Additional Alarms 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.

In January of 2018 this program was expanded to add a third alarm level for structure fire and major disaster incidents. The third alarm brings an additional two engine companies, one truck company and one heavy rescue to the scene. Use of these pre-MABAS additional alarms has allowed 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.

Installation of an Automatic Station Alerting System

In September of 2018 the department completed installation and activation of a new automatic station alerting system. This system, which is tied directly to the computer aided dispatching (CAD) software, allows dispatchers to remain on the line with 911 callers and to continue providing pre-arrival instructions while fire suppression and/or EMS units are dispatched automatically to the scene of the emergency. Since the system went live call processing performance for critical fire and EMS incidents has been significantly improved.

RECENT DEVELOPMENT IN THE SERVICE AREA

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.

Glenn Rieder

In May of 2017, Glenn Rieder, a Milwaukee based provider of architectural millwork and interior finishes, proposed the construction of a \$10 million, 120,000 square foot facility in the city of West Allis. Glenn Rieder manufactures canopies, vanities, and door frames for various commercial projects. The new facility is located on an environmentally refurbished property, which in the past was used for heavy industrial use. Glenn Rieder's new building encompasses 90,000 square feet of manufacturing area coupled with 30,000 square feet of offices. City officials sold the previously vacated land for one dollar luring the company to West Allis. The project is part of the redevelopment and rebranding for the city.

Aurora Health Center Six Points

In October of 2017, the city of West Allis redevelopment process gained momentum with the construction of a 30,000 square foot healthcare facility. The \$5 million project replaced a smaller nearby Aurora clinic and employs approximately 75 individuals. The clinic is comprised of medical offices, primary and specialty care; medical imaging services to include MRI, x-rays, CT scan and ultrasounds. The project coincides with the addition of luxury apartments in the area and the ability to provide services.

The West Living Apartments

In July of 2018, the former industrial epicenter of West Allis continued its rebranding. The Mandel Group, a predominate real estate services firm in the greater Milwaukee area, continued to intertwine their luxury urbanized apartment concept by building in the city of West Allis. The luxury apartment project consists of two three-story buildings that include 177 units. The 290,000 square foot project entails amenities that include a dog park, outdoor greenspace, underground parking, and courtyard. The Mandel Group plans to utilize the West Living blueprint for future development projects.

SECTION II:

DESCRIPTION OF AGENCY PROGRAMS AND SERVICES



WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVER

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 Bureau of Mobile Integrated Health (MIH) 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 11 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.

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 Office of 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 Division of Operations currently staffs three engine companies, one tower ladder company, two ALS ambulances, one BLS ambulance, on mobile integrated healthcare provider and one battalion chief at all times. West Allis Fire Department engine and tower ladder 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 29 sworn personnel on each shift. A minimum of 24 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. Tower ladders are equipped with aerial booms that are 95' 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 four engines, two ladder trucks, one ALS ambulance, and three chief officers to each structure fire alarm. Minimally, one engine company, one truck company and one chief officer are automatic aid units. Minimally, 29 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 three 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 three 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 two ALS transporting ambulances, one out of Fire Station 1 and one out of Fire Station 3. This places a primary ALS transport unit on each end of the city. In addition to the two ALS transport units, a BLS ambulance is staffed at Fire Station 2 and this unit responds citywide to BLS calls for service. Each ALS unit is staffed with two firefighter/paramedics, one designated as the driver and one functioning as the paramedic officer. The BLS ambulance is staffed by two firefighter/EMTs.

At times when staffing is equal to or greater than 25 personnel, an additional ALS ambulance is placed in service, responding out of Fire Station 2. 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 65 paramedics and 31 EMT basics. Eight of the 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's ProQA Emergency Medical Dispatch (EMD) call taking software. This software, which is integrated into the 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. An automatic station notification system received data from CAD and alerts responding units without dispatcher intervention, leaving dispatchers free to continue delivering pre-arrival instructions while responders are alerted.

The department 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 command officer who will oversee the incident, supervise patient care and ensure responder safety. Additionally, the command 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 patients, no matter which EMS agency responds to a call.

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-half mile east 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

Mobile Integrated Healthcare (MIH) 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 needs of the local 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. MIH 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.

MIH paramedics complete a comprehensive initial in-home visit with each 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 processes. 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

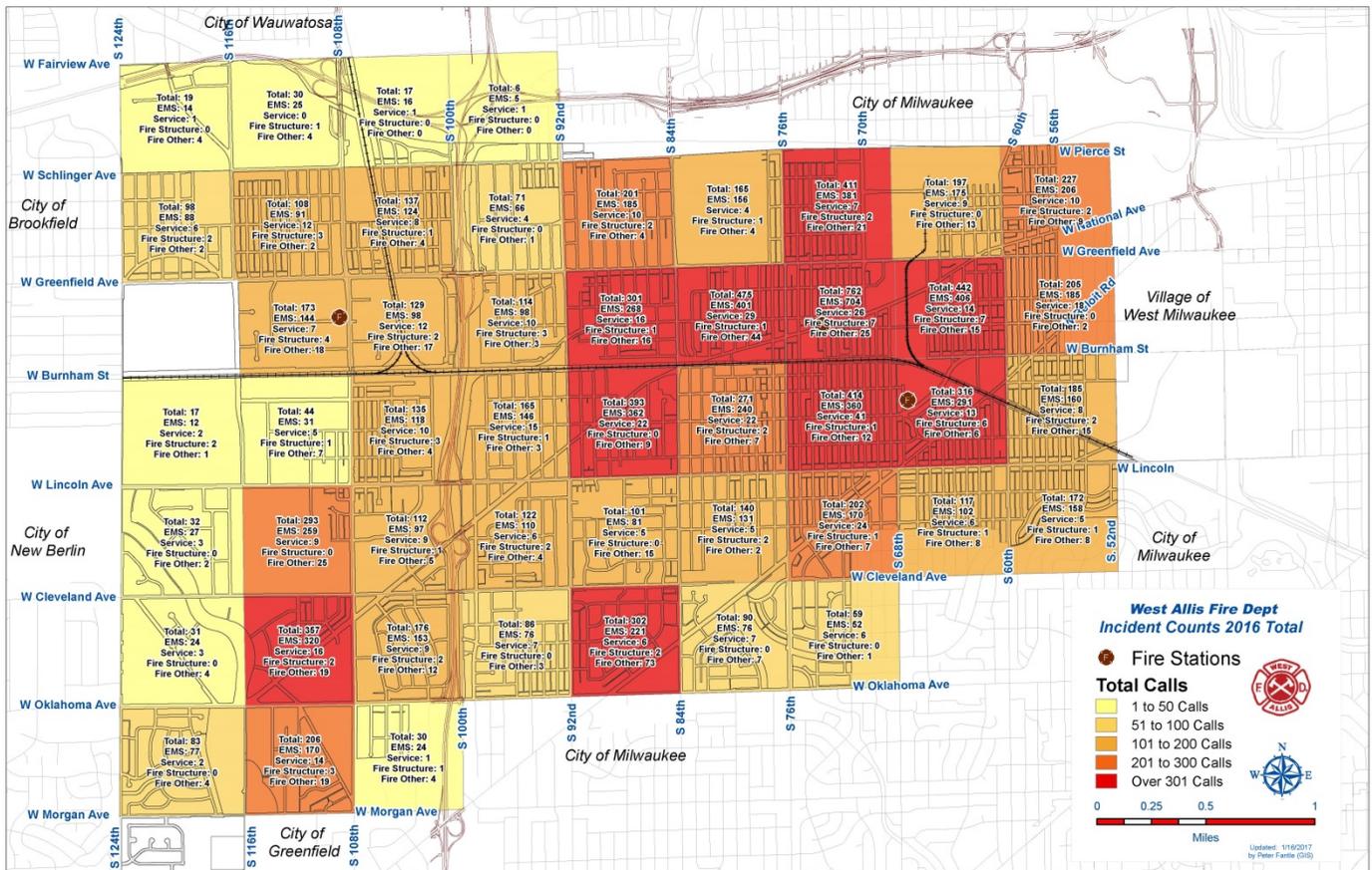


WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVER

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 COVER

CURRENT DEPLOYMENT AND PERFORMANCE

INTRODUCTION

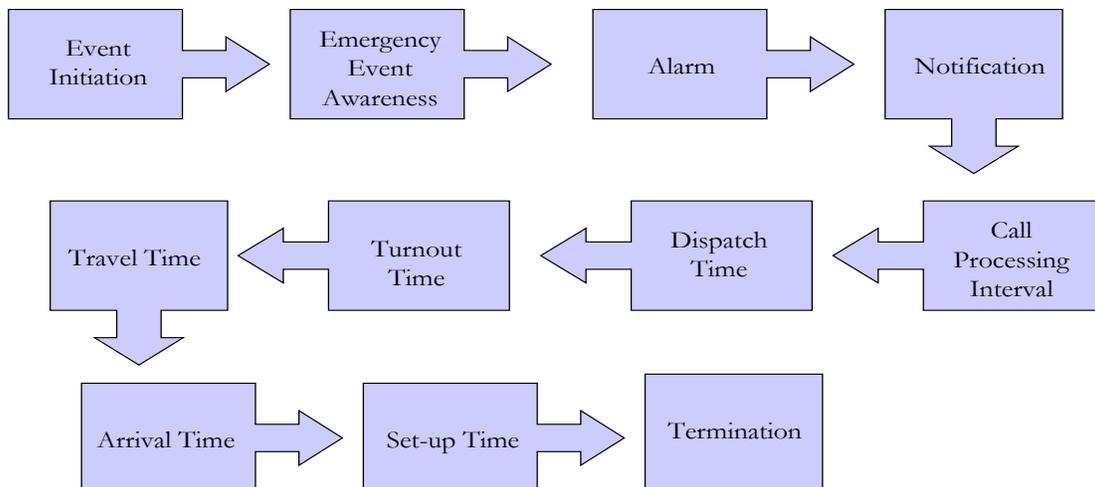
Communities have grappled with emergencies since time immemorial. The modern fire department has become a necessity to citizens that place their lives in the hands of professional firefighters and emergency medical service providers. Development of the 911-system in the late 1950s has positively contributed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

MISSION STATEMENT

The West Allis Fire Department's most critical goal is to fulfill its mission statement: "The mission of the West Allis Fire Department is to safeguard the lives and property of the people we serve, to reduce community risk and incidents of emergencies, and to enhance public safety while working with community partners to improve quality of life. Our promise to our citizens is to do so with honor and compassion, while at all times conducting ourselves with the highest ethical standards". 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.

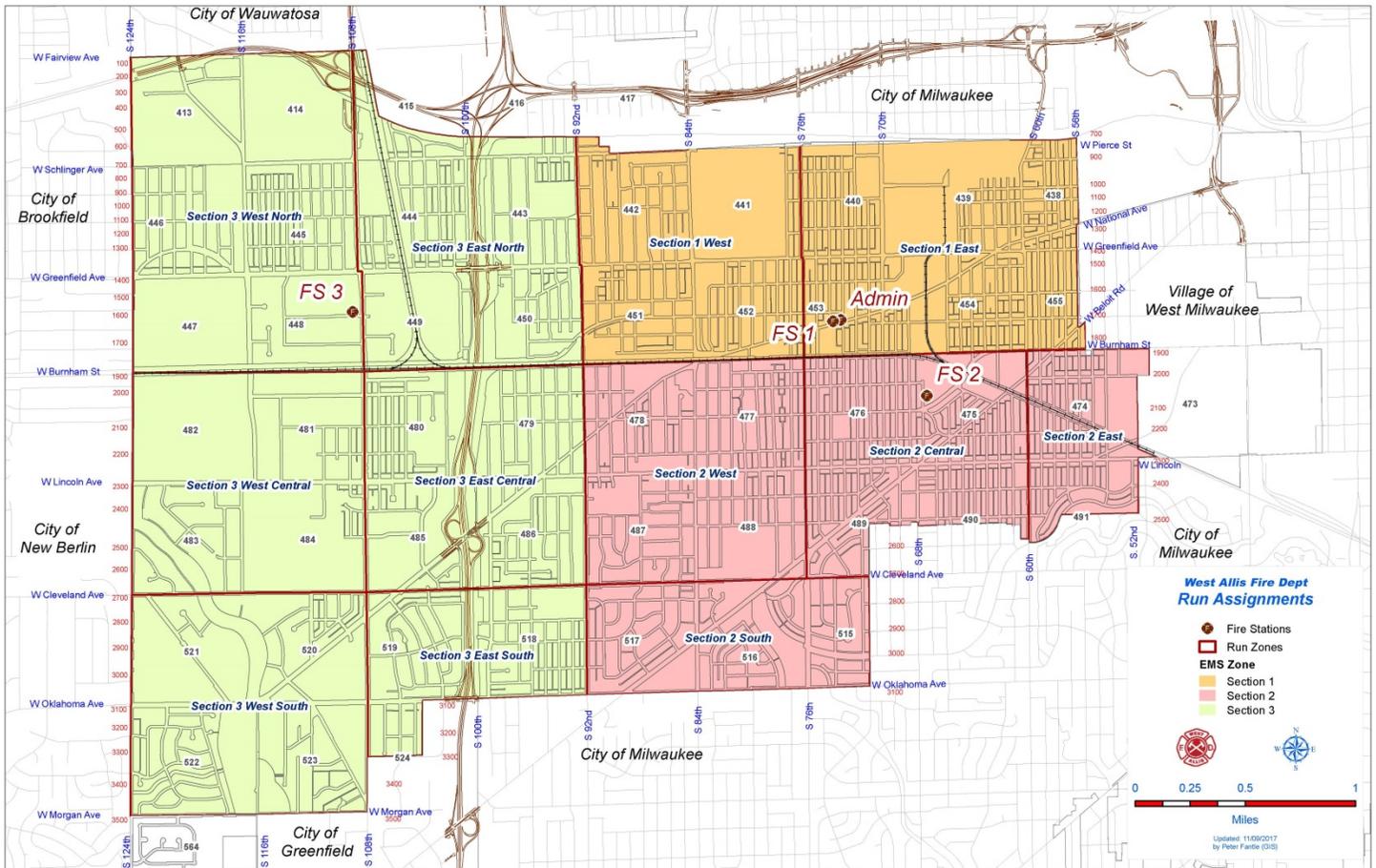
ORGANIZATION OF RESPONSE ZONES

The City of West Allis has defined geographical boundaries that have been established since the early 1900's, not being revised since 1954. Currently, the city consists of 11.4 square miles housing over 60,000 residents. It is the goal of the department to provide a rapid and efficient response; therefore resources are allocated throughout the city contingent upon the interrelation of geographical response zones.

The West Allis Fire Department occupies three fire stations. The city is divided into three primary fire station response areas, with two fire stations being located in the eastern portion of the city and the third fire station covering the western portion.

The three primary response areas are further subdivided into twelve CAD response zones, with each response zone being roughly the same size geographically. While West Allis Fire Department resources are dispatched according to the three primary station response areas, the order of automatic aid resources varies among individual CAD response zones. This subdivision of fire station response areas allows for the closest automatic aid resource(s) to be requested to any incident in the City of West Allis.

Distribution of response zones takes into account, not only maintaining consistency in the size of each zone, but also maintenance of quarter section boundaries and use of main thoroughfares as boundaries whenever possible. This has been done so as to ensure that response zone separation remains intuitive for responders and dispatchers in the event that technological aids fail and resources must be dispatched using maps.



STRUCTURE FIRE RESPONSES

The West Allis Fire Department's response to a structure fire, whether residential or commercial, consists of four engine companies, two truck companies, one ALS ambulance, and three chief officers. The minimum number of personnel initially responding to the city's structure fires is 29. 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.

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. In January of 2018 this program was expanded to add a third alarm level for structure fire and major disaster incidents. The third alarm brings an additional two engine companies, one truck company and one heavy rescue to the scene.

These additional alarm levels allow 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 two ALS ambulances, one at Fire Station 1 and one at Fire Station 3. This places an ALS ambulance at each end of the city. Minimally, these units are staffed by two firefighter/paramedics who maintain State of Wisconsin Paramedic licensure. In addition to the two ALS ambulances, a BLS ambulance is staffed by two firefighter/EMTs at Fire Station 2. This BLS ambulance responds to low acuity EMS calls citywide. When staffing allows, a third member of the department is assigned to each ambulance.

The West Allis Fire Department 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 ambulance is placed in service at the ALS level when staffing allows. This typically occurs 2-3 months out of the year.

The West Allis Fire Department has a growing number of personnel (65 in 2019) who maintain State of Wisconsin Paramedic licensure. This allows for the assignment of at least one ALS provider to each engine and truck company, thus ensuring 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 Office of Emergency management's Emergency Medical System (MCOEM-EMS). MCOEM-EMS 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 reporting fire or smoke conditions 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 eastern 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 Tower 62 during cold weather months. A limited cache of rope rescue equipment is stocked on Tower 62 at all times.

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 COVER

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 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 tower ladder 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. Tower companies are equipped with aerial devices that are 95' 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 fire suppression 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 (PPV) 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 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 fixed 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. 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. Typically the second arriving command officer will assume the role of incident commander in a fixed command post while the first arriving command officer retains Operations/Safety in a mobile position. Upon arrival of the third command officer Operations and Safety will be separated, typically by the third arriving chief assuming the role of incident safety officer.

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 crew of the ALS ambulance may assist with establishing water supply when not committed to other activities. Fire hydrants are located no more than 300' 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. As an exception to this rule, however, the equipment operator of the RIT company is assigned to join his or her crew in order to create a four member RIT.

EMS: Paramedics from the ALS ambulance will report to the front of the structure outside of the hazard zone and assume responsibility for EMS delivery. In the event that victims are reported to be trapped or evacuated occupants require medical care, at least one additional ALS ambulance will be assigned to the incident so as to ensure availability of ALS care to working firefighters.

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.

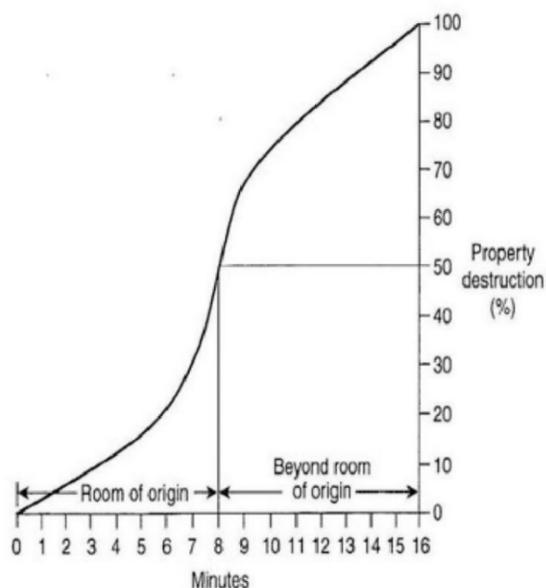
BREAKDOWN OF PERSONNEL – FULL FIRST ALARM

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
On Deck Company	4
Incident Command	1
Operations	1
Safety Officer	1
ALS Ambulance	2
TOTAL PERSONNEL	29

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.

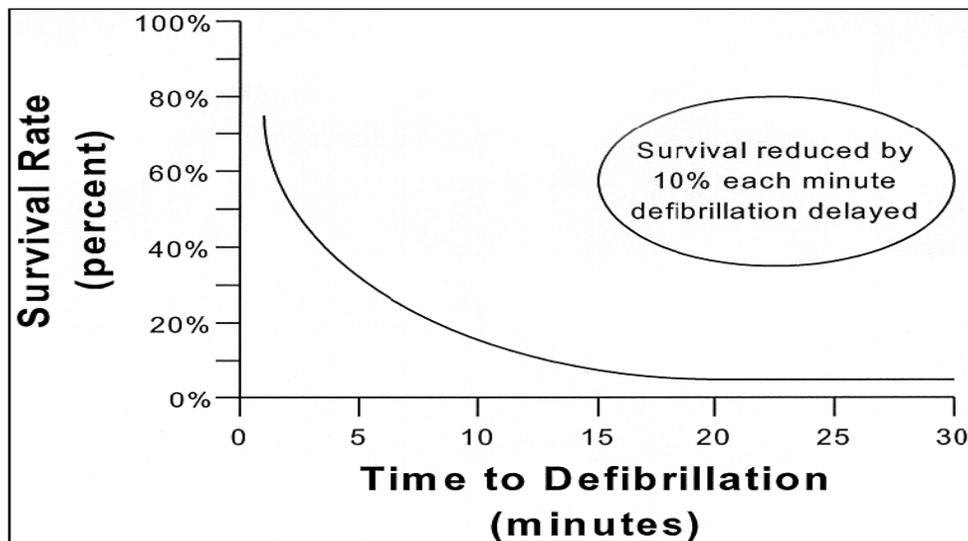
National Fire Protection Association (2000) *NFPA 555: Guide on Methods for Evaluating Potential for Room Flashover*, Quincy, MA

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 allow fire department personnel to arrive on-scene of critical EMS incidents within 5 minutes (4:00 travel + 1:20 turnout) of dispatch 90% of the time. 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 two ALS ambulances and one BLS ambulance as primary EMS response units. Each of these units is staffed by a minimum of two firefighter/paramedics or two firefighter/EMTs. When staffing permits, an additional firefighter/paramedic or 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 automatic 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	3	4	3	1	Chief (<i>incident command</i>), Chief (<i>operations</i>), Chief (<i>safety</i>), Engine (<i>fire suppression</i>), Engine (<i>water supply</i>), Engine (<i>decon</i>), Engine (<i>on deck</i>) Truck (<i>containment/evacuation</i>), Truck (<i>RIT</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	4	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>), Engine (<i>on deck</i>), Truck (<i>victim access and/or extrication</i>), Truck (<i>RIT</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	1	1	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	2	1	1	Chief (<i>incident command</i>), Engine (<i>manpower support/backup</i>), Engine (<i>pt. Movement</i>), Truck (<i>rescue</i>), ALS (<i>EMS treatment/transport</i>)
Elevator Alarm			1		Truck (<i>most appropriate equipment</i>)
Explosion	3	4	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>), Engine (<i>on deck</i>), Truck (<i>rescue/ventilation/forcible entry</i>), Truck (<i>RIT</i>), ALS (<i>EMS treatment/transport</i>)
Fire – Apartment Building	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 – 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	Chief	Engine	Truck	ALS	Task Analysis
Fire – Commercial Building	3	4	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>), Engine (<i>on deck</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	4	2	1	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>), Engine (<i>on deck</i>), Truck (<i>rescue/ventilation/forcible entry</i>), Truck (<i>RIT</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	4	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>), Engine (<i>on deck</i>), Truck (<i>rescue/ventilation/forcible entry</i>), Truck (<i>RIT</i>), ALS (<i>EMS treatment/transport</i>)
Fire – Grass		1			Engine (<i>fire suppression</i>)
Fire – High Life Hazard	3	4	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>), Engine (<i>on deck</i>), Truck (<i>rescue/ventilation/forcible entry</i>), Truck (<i>RIT</i>), ALS (<i>EMS treatment/transport</i>), ALS (<i>EMS treatment/transport</i>)
Fire – House, Duplex or Garage	3	4	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>), Engine (<i>on deck</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	Chief	Engine	Truck	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 + 4 Engines + 2 Trucks + 1 ALS 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 + 4 Engines + 2 Trucks + 1 ALS Unit
Chemical Spill (Get Chemical Info or Guide #)	Chemical Spill- CS	1 Chief + 2 Engines + 1 Truck + 1 ALS Unit
Confined Space Rescue - Ocurring In WA	EMD Card 22 or Fire Code- ES	2 Chiefs + 3 Engines + 1 Truck + 1 ALS Unit
Drowning (Swimming Pool)	EMD Card 14 or Fire Code DR	Engine + ALS Unit
Drowning (Lagoon, Fell through Ice)	Fire Code DR	1 Chief + 2 Engines + 1 Truck + 1 ALS Unit
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	ALS Unit + Engine
Explosion-LARGE	Fire Code- EXP	3 Chiefs + 4 Engines + 2 Trucks + 1 ALS Unit
Extrication (Vehicle or Machinery)	EMD 40D1 or PIT	2 Chiefs + 1 Engine + 1 Truck + 1 ALS Unit
Fluid Flush	Non-Emergency Service- NES	1 Engine
Fire - Apartment Building	Apartment Fire- FAPT	3 Chiefs + 4 Engines + 2 Trucks + 1 ALS Unit
Fire - Appliance	Appliance Fire - FAPPL	1 Chief + 2 Engines + 1 Truck + 1 ALS Unit
Fire - Business	Business Fire - FBUS	3 Chiefs + 4 Engines + 2 Trucks + 1 ALS Unit
Fire - Vehicle	Vehicle Fire- FVEH	Engine + Truck
Fire - Vehicle Inside/Adjacent to a Structure	Use Structure Fire Code	3 Chiefs + 4 Engines + 2 Trucks + 1 ALS 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 + 4 Engines + 2 Trucks + 1 ALS Unit
Fire - Grass	Miscellaneous Fire- FMISC	Engine
Fire - High Life Hazard	Fire Code- FHLH	3 Chiefs + 4 Engines + 2 Trucks + 3 EMS Units
Fire - High Rise	Fire Code- FHR	4 Chiefs + 4 Engines + 4 Trucks + 1 Rescue + 2 ALS Units
Fire - High Rise 2nd Alarm	Fire Code- FHR2	8 Chiefs + 8 Engines + 8 Trucks + 2 Rescues + 4 ALS
Fire - House, Duplex or Garage	Fire Code- FHOUSE	3 Chiefs + 4 Engines + 2 Trucks + 1 ALS Unit
Fire - Pull Station Alarm	Pull Station Fire Alarm - FPULL	1 Chief + 2 Engines + 1 Truck
Fire - Working Structure 2nd Alarm	Fire Code - FWS2	4 Chiefs + 6 Engines + 3 Trucks + 1 ALS Unit + Utility 55
Fire - Working Structure 3rd Alarm	Fire Code - FWS3	4 Chiefs + 8 Engines + 4 Trucks + 1 ALS Unit + 1 Rescue
Fire - Street Light, Electric Pole etc.	Miscellaneous Fire- FMISC	Engine
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- Immediately notify WE
Natural Gas Leak - Outside	Natural Gas- NGOUT	1 Chief + 1 Engine + 1 Truck- Immediately notify WE
Smoke Investigation - Inside a Structure	Smoke Investigation - SMOKE	1 Chief + 2 Engines + 1 Truck + 1 ALS Unit
Smoke Investigation - Smell of Smoke Outside	Miscellaneous Fire- FMISC	Engine + Truck
Wires Arcing (Electric Power Lines)	Emergency Service- ES	Engine
Wires Down w/o Arcing (Electric Power Lines)	Emergency Service- NES	Engine

SECTION VI:

DISTRIBUTION OF RESOURCES



WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVER

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, Ambulance 62, Engine 62 and Tower 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.*

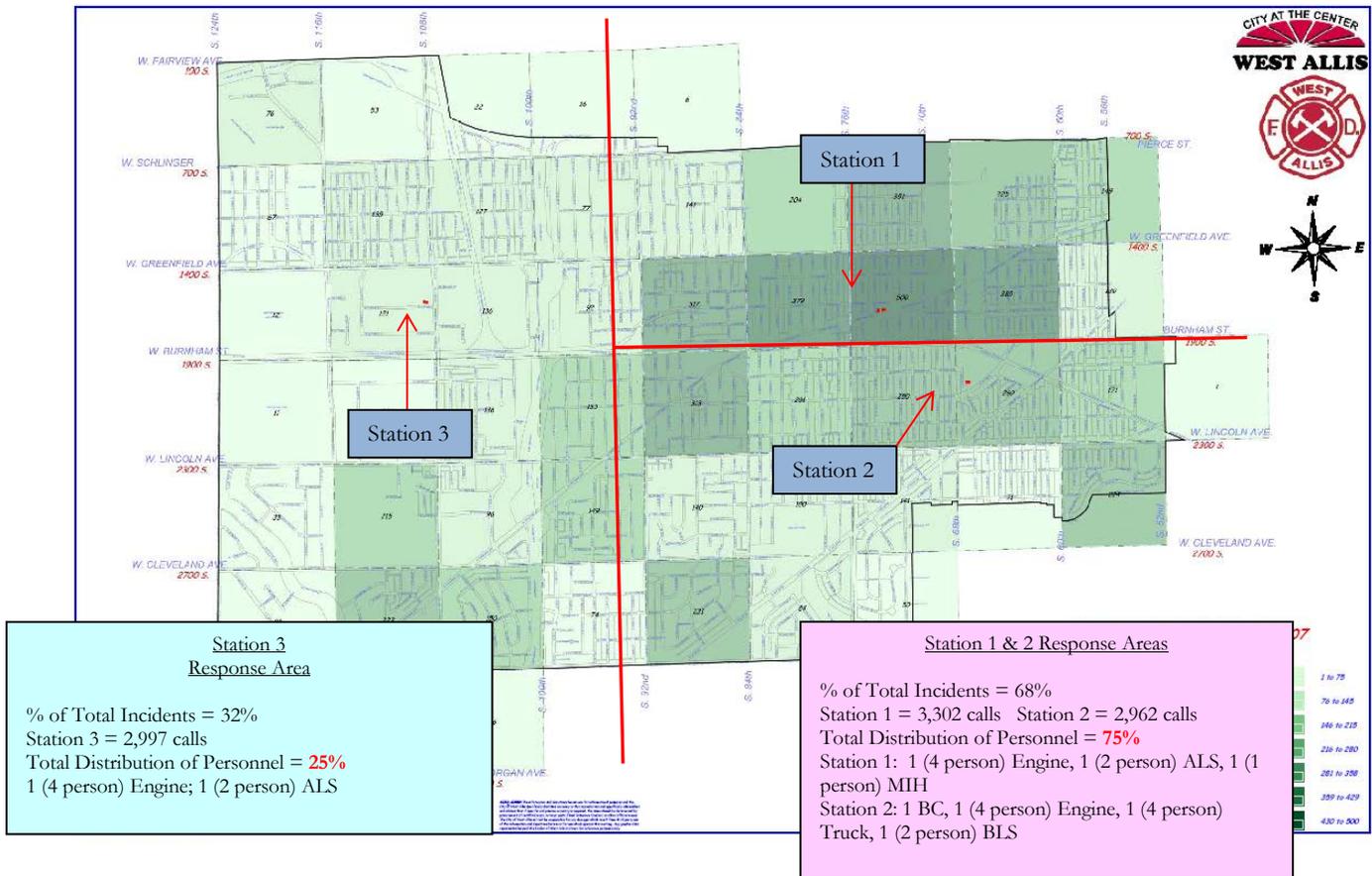
RESPONSE STANDARDS

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 9 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, four engine companies, two truck companies, and one ALS ambulance. As a result, a minimum of 29 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 engine company, one truck company and one command officer from a neighboring jurisdiction.

Response Times by Station Response Areas (Dispatch To Arrival)										
EMS - 5 Min.	2014		2015		2016		2017		2018	
Fire - 5 Min. 20 sec.	EMS	FIRE								
Records Analyzed	6,848	127	7,339	139	3,543*	121	3,554*	98	3,339*	98
Station 1 Area	93.40%	95.70%	88.00%	97.80%	91.30%	84.60%	92.50%	90.60%	84.90%	81.60%
Station 2 Area	89.50%	91.40%	83.30%	95.50%	86.30%	97.40%	85.80%	87.50%	84.50%	80.00%
Station 3 Area	80.60%	78.40%	72.50%	77.60%	74.70%	95.20%	80.40%	85.00%	77.30%	71.40%

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.

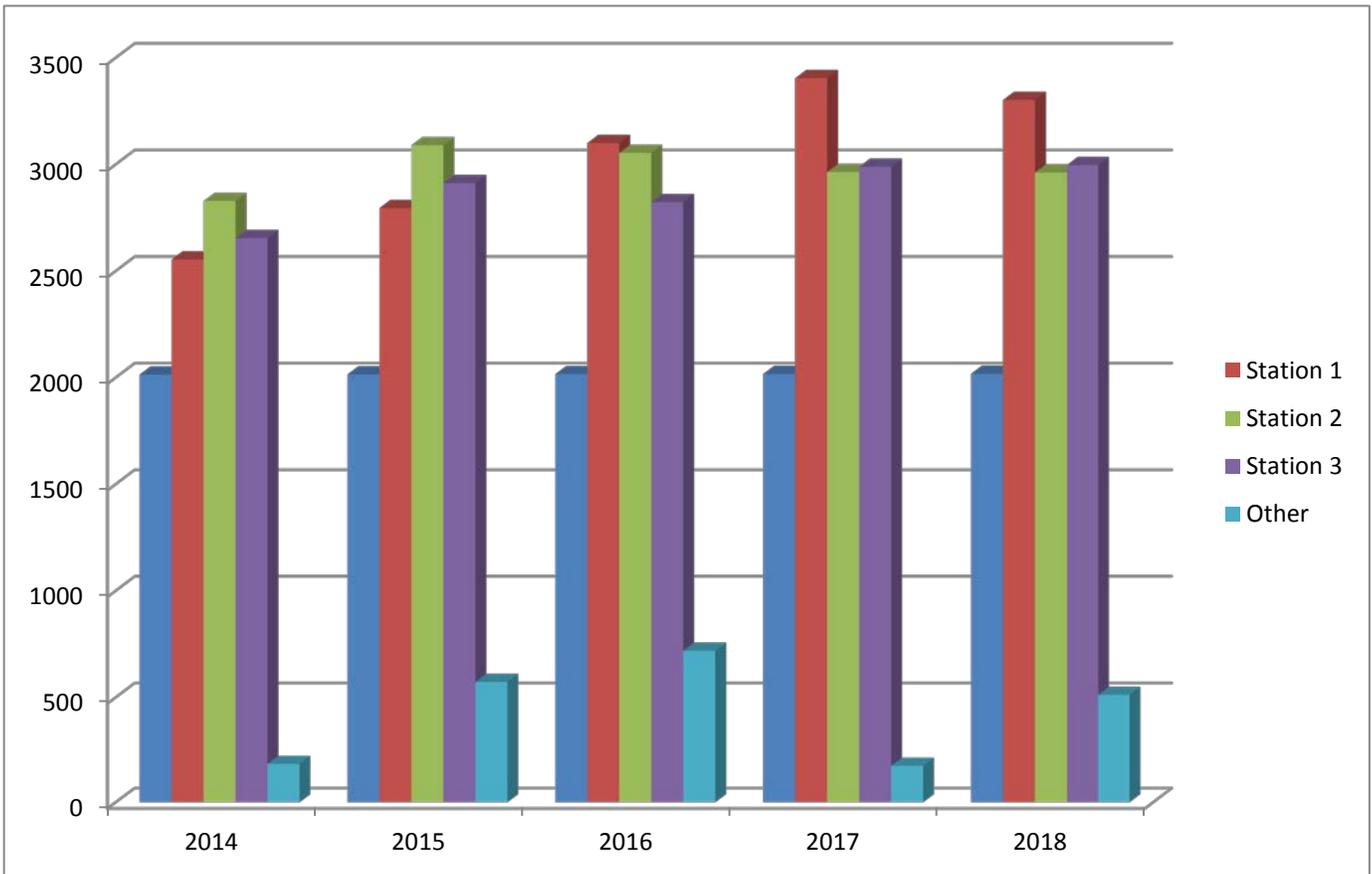
Both halves of the city are roughly the same size, the western half being slightly larger, but containing only 33% of the total population. The west end is protected by one engine company and one ALS ambulance providing a minimum of six personnel per shift. The east end is protected by two engine companies,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

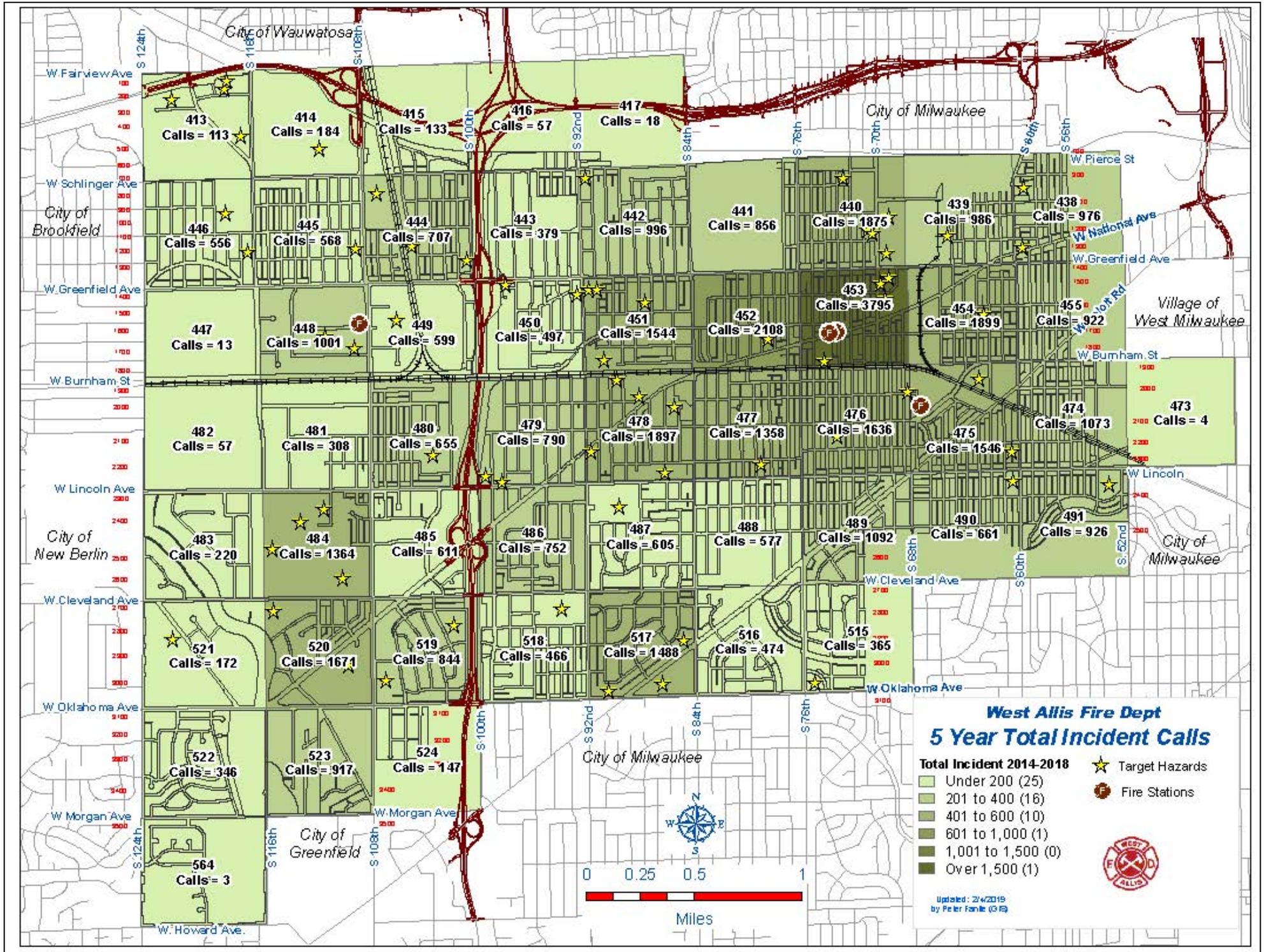
Station	2014	2015	2016	2017	2018	Total
Station 1	2,554	2,795	3,100	3,404	3,302	15,155
Station 2	2,828	3,090	3,054	2,964	2,962	14,898
Station 3	2,654	2,912	2,823	2,989	2,997	14,375
Other	183	572	719	174	512	2,160
Total	8,219	9,369	9,696	9,531	9,773	46,588

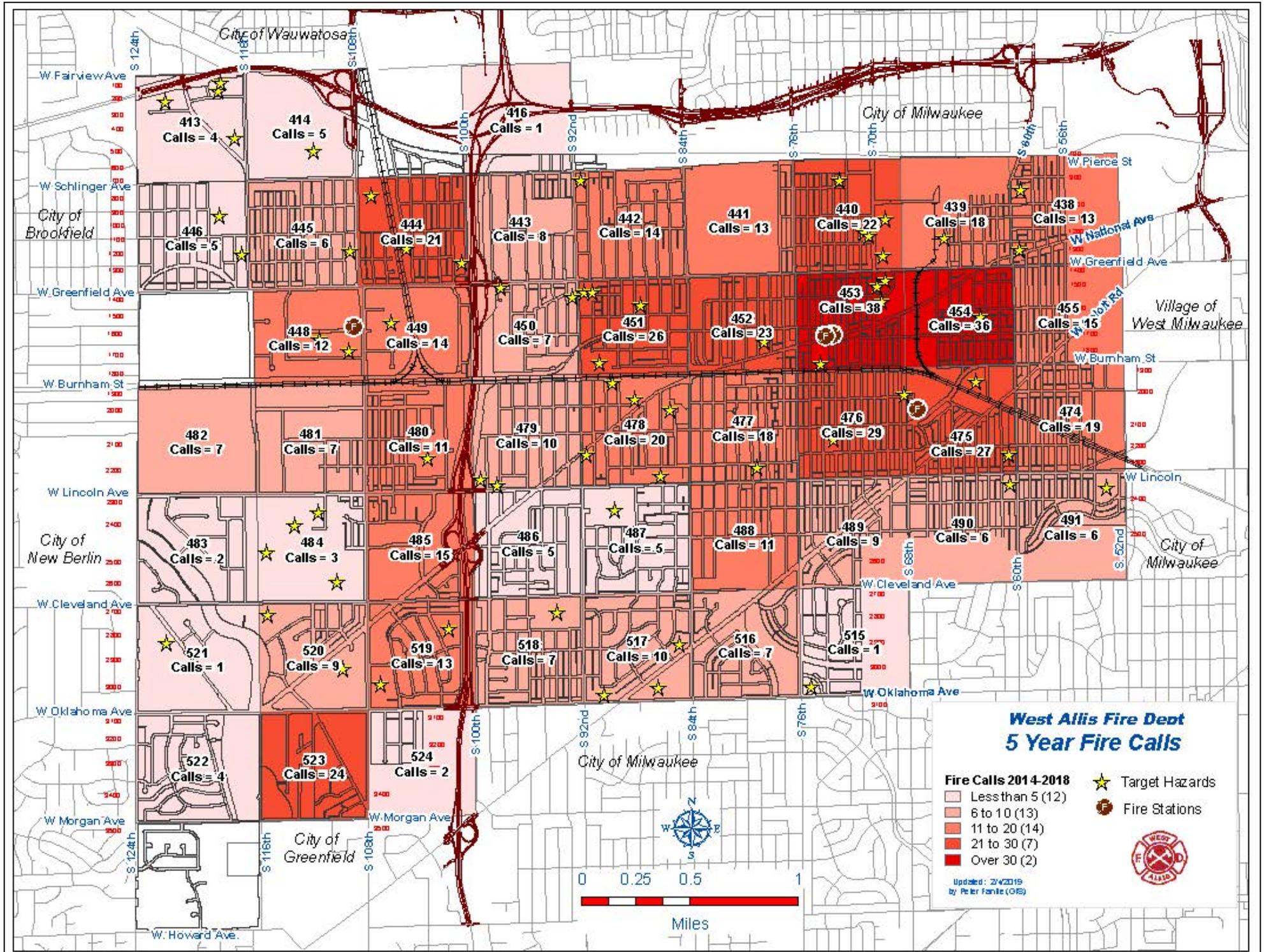
2014-2018 CALL VOLUME BY STATION AREA



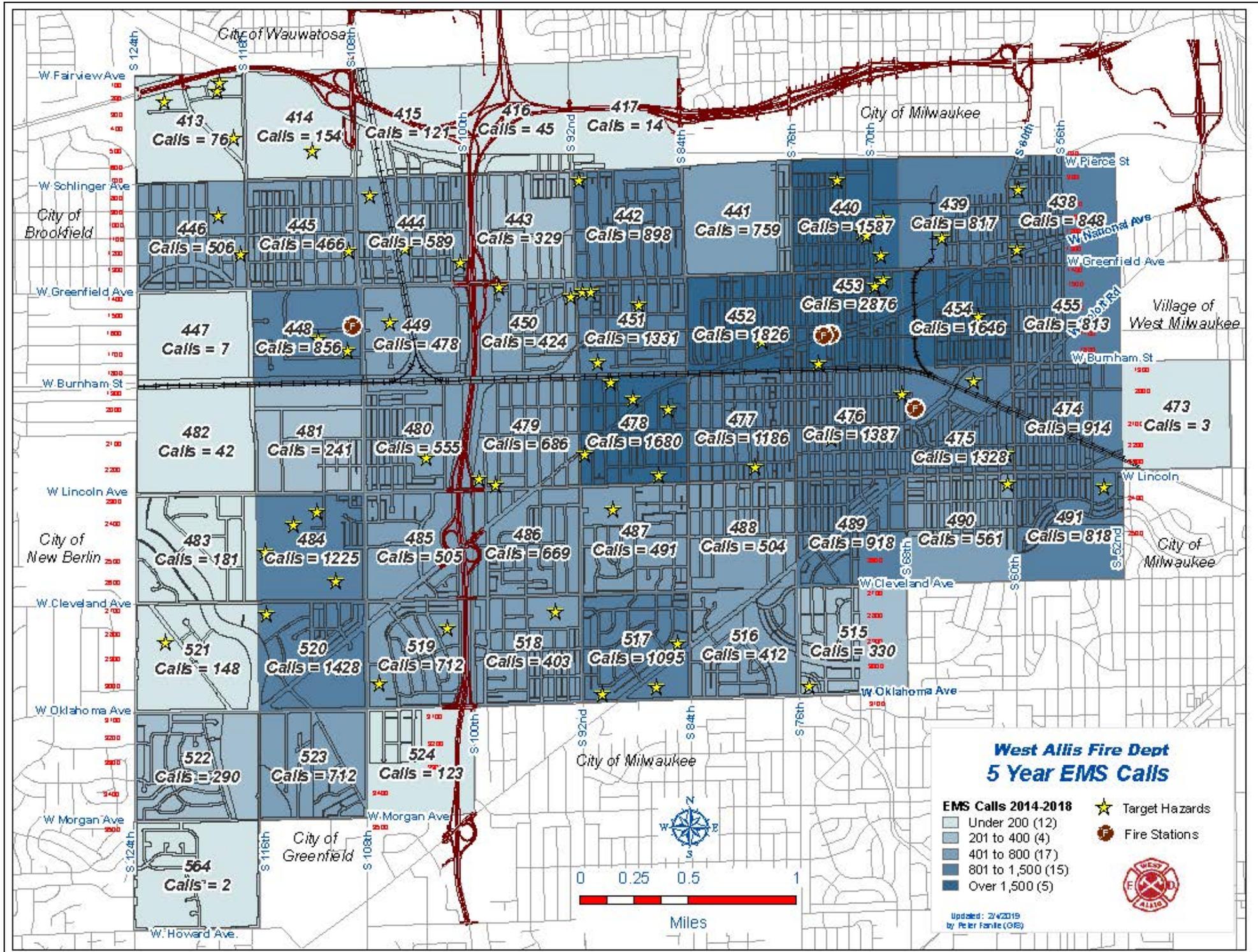
NUMERIC COUNT OF INCIDENTS BY DISTRICT BY INCIDENT TYPE
(JANUARY 2014 – DECEMBER 2018)

CALL VOLUME BY DISTRICT/STATION											
STATION 1	District	Fire	EMS	Other	Total	STATION 3	District	Fire	EMS	Other	Total
	417	0	14	4	18		413	4	76	33	113
	438	13	848	115	976		414	5	154	25	184
	439	18	817	151	986		415	0	121	12	133
	440	22	1587	266	1875		416	1	45	11	57
	441	13	759	84	856		443	8	329	42	379
	442	14	898	84	996		444	21	589	97	707
	451	26	1331	187	1544		445	6	466	96	568
	452	23	1826	259	2108		446	5	506	45	556
	453	38	2876	881	3795		447	0	7	6	13
	454	36	1646	217	1899		448	12	856	133	1001
	455	15	813	94	922		449	14	478	107	599
	Total	218	13,415	2,342	15,975		450	7	424	66	497
	STATION 2	District	Fire	EMS	Other		Total	479			
473		0	3	1	4	480	11	555	89	655	
474		19	914	140	1073	481	7	241	60	308	
475		27	1328	191	1546	482	7	42	8	57	
476		29	1387	220	1636	483	2	181	37	220	
477		18	1186	154	1358	484	3	1225	136	1364	
478		20	1680	197	1897	485	15	505	91	611	
487		5	491	109	605	486	5	669	78	752	
488		11	504	62	577	518	7	403	56	466	
489		9	918	165	1092	519	13	712	119	844	
490		6	561	94	661	520	9	1428	234	1671	
491		6	818	102	926	521	1	148	23	172	
515		1	330	34	365	522	4	290	52	346	
516		7	412	55	474	523	24	712	181	917	
517	10	1095	383	1488	524	2	123	22	147		
Total	168	11,627	1,907	13,702	Total	203	11,971	1,953	14,127		





Block Number	Fire Calls (2014-2018)	Target Hazards (★)	Fire Station (🚒)
413	4	2	
414	5	1	
416	1	0	
446	5	1	
445	6	1	
444	21	1	
443	8	1	
442	14	1	
441	13	1	
440	22	2	
439	18	1	
438	13	1	
453	38	1	1
454	36	1	
455	15	1	
448	12	1	
449	14	1	
450	7	1	
451	26	1	
452	23	1	
482	7	0	
481	7	0	
480	11	1	
479	10	1	
478	20	1	
477	18	1	
476	29	1	
475	27	1	
474	19	1	
483	2	1	
484	3	1	
485	15	1	
486	5	1	
487	5	1	
488	11	1	
489	9	1	
490	6	1	
491	6	1	
521	1	1	
520	9	1	
519	13	1	
518	7	1	
517	10	1	
516	7	1	
515	1	1	
522	4	1	
523	24	1	
524	2	1	



SECTION VII:

CONCENTRATION OF RESOURCES



WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVER

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.

AUTOMATIC AND MUTUAL AID AGREEMENTS

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 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 of automatic aid resources 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. In January of 2018 this program was expanded to add a third alarm level for structure fire and major disaster incidents. The third alarm brings an additional two engine companies, one truck company and one heavy rescue to the scene via automatic aid agreements. Above the third alarm, up to five MABAS box alarms may be requested.

The West Allis Fire Department's benchmark calls for an effective response force (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. The balance of the first alarm and up to seven additional alarm levels are readily available to supplement the initial ERF via automatic aid and MABAS agreements.

DEPARTMENT NAME: West Allis		BOX ALARM TYPE: Structure Fire			EFFECTIVE DATE: December 17, 2018		MABAS DIVISION 107
BOX ALARM # 1-11		LOCATION OR AREA: Citywide			AUTHORIZED SIGNATURE: 		
LOCAL DISPATCH AREA:							
ALARM LEVEL	ENGINES	TRUCKS	SQUADS	AMBULANCES	CHIEFS	SPECIAL EQUIPMENT	CHANGE OF QUARTERS* (Station #)
Smoke /Appl Assignment	2	1		1	1		
Full Structure Fire	2	1		1	2		*COQ upon IC request OR automatic on 2nd alarm
2nd Alarm Structure Fire	2	1			1	Wauwatosa Utility 55	*Milwaukee Engine (Sta. 1) *City of Brookfield Engine (Sta.3)
3rd Alarm Structure Fire	2	1	1				

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	Milw. Fire Bell Milw. Command Post	New Berlin Engine (Sta.1) Greendale Engine (Sta.3) North Shore Truck (Sta.3)
2ND	New Berlin Greendale	North Shore		Wauwatosa ALS	New Berlin City of Brookfield		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)
4TH	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 106	2nd Choice 102	3rd Choice			

INFORMATION
West Allis Station 1 - 7300 W. National Avenue (Engine 61, Med 1, MIH 61)
West Allis Station 2 - 2040 S. 67th Place (3 blocks north of Lincoln Avenue) (Battalion 6, Engine 62, Tower Ladder 62, Ambulance 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 17, 2018	MABAS DIVISION 1				
BOX ALARM # 1-13	LOCATION OR AREA: Citywide	AUTHORIZED SIGNATURE: 					
LOCAL DISPATCH AREA:							
ALARM LEVEL	ENGINES	TRUCKS	SQUADS	Ambulances	CHIEFS	SPECIAL EQUIPMENT	CHANGE OF QUARTERS (Station #)
				EMS (ALS)	EMS (BLS)		
Extrication Assignment	1	1		1		2	
Full Assignment	3	1		1		1	
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)
2ND	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
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)
4TH	T. of Brookfield (w/ext)	North Shore (w/ext)		North Shore Greendale Milwaukee	Hales Corners Franklin	Elm Grove Cudahy Hales Corners	North Shore Engine (Sta. 3)
5TH	S. Milwaukee	Milwaukee (w/ext)		Milwaukee New Berlin City of Waukesha	St. Francis Town of Waukesha	T. of Brookfield South Milwaukee St. Francis	
INTERDIVISIONAL REQUEST		1st Choice 106	2nd Choice 102	3rd Choice			
INFORMATION							
West Allis Station 1 - 7300 W. National Avenue (Engine 61, Med 1, MIH 61)							
West Allis Station 2 - 2040 S. 67th Place (3 blocks north of Lincoln Avenue) (Battalion 6, Engine 62, Tower Ladder 62, Ambulance 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: 2014 - 2018

NFIRS Category	<u>1st Unit</u> Fire 5:20	<u>1st Unit</u> Arrival Time (90%)	<u>2nd Unit</u> Fire 9:20	<u>2nd Unit</u> Arrival Time (90%)	<u>3rd Unit</u> Fire 9:20	<u>3rd Unit</u> Arrival Time (90%)	<u>4th Unit</u> Fire 9:20	<u>4th Unit</u> Arrival Time (90%)	<u>5th Unit</u> Fire 9:20	<u>5th Unit</u> Arrival Time (90%)	<u>6th Unit</u> Fire 9:20	<u>6th Unit</u> Arrival Time (90%)	Notes
Fires (100's)	89.5% (153)	5 Min. 25 Sec.	98.8% (85)	7 Min. 12 Sec.	95.2% (80)	8 Min. 39 Sec.	100% (34)	6 Min. 42 Sec.	95.5% (21)	8 Min. 55 Sec.	100% (6)	7 Min. 27 Sec.	There are 2,856 Apparatus records being analyzed. * 473 records were ignored because of a zero time value. * 69 records were ignored because they were more than limit of 900 seconds.
NFIRS Category	<u>1st Unit</u> EMS 5:00	<u>1st Unit</u> Arrival Time (90%)	<u>2nd Unit</u> EMS 9:00	<u>2nd Unit</u> Arrival Time (90%)	<u>3rd Unit</u> EMS 9:00	<u>3rd Unit</u> Arrival Time (90%)	<u>4th Unit</u> EMS 9:00	<u>4th Unit</u> Arrival Time (90%)	<u>5th Unit</u> EMS 9:00	<u>5th Unit</u> Arrival Time (90%)	<u>6th Unit</u> EMS 9:00	<u>6th Unit</u> Arrival Time (90%)	Notes
Emergency Medical Service (300's)	83.7% (7,797)	5 Min. 42 Sec.	97.4% (932)	7 Min. 12 Sec.	97.9% (93)	7 Min. 57 Sec.	100% (17)	8 Min. 53 Sec.	100% (3)	5 Min. 00 Sec.	100% (1)	5 Min. 00 Sec.	There are 49,617 Apparatus records being analyzed. * 2,098 records were ignored because of a zero time value. * 388 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, ambulances (M1, AMB62, 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 (2014-2018)

Fire Station One		
	Engine 61	Med 1
2014	1,607	2,193
2015	1,877	2,548
2016	2,015	2,719
2017	1,836	2,708
2018	1,757	2,705

Fire Station Two				
	Battalion 6	Engine 62	Tower 62	Med 62
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
2018	642	1,821	1,177	2,657

Fire Station Three		
	Engine 63	Med 63
2014	1,734	2,139
2015	1,870	2,256
2016	1,855	2,278
2017	1,820	2,266
2018	1,660	2,281

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	
	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%
	2018	1,757	33.5%	1,821	34.8%	1,660	31.7%

ALS Ambulance Responses w/ Percentage of Total Responses By Unit Type	Year	Med 1		Med 62		Med 63	
	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%
	2018	2,705	35.4%	2,657	34.8%	2,281	29.8%

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 COVER

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 24 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

2018 Analysis							
RELIABILITY	Engine 61	Engine 62	Engine 63	Tower 62	Med 1	Med 62	Med 63
All Incidents							
Calls For Service (from Demand Matrix)	1,757	1,821	1,660	1,177	2,705	2,657	2,281
Number of 1st Arrivals (from Demand Matrix)	423	441	488	66	1,281	1,137	1,037
Percentage of First Arrivals **	24.1%	24.2%	29.4%	5.6%	47.4%	42.8%	45.5%
1st Arrivals In Their Area (Reliability)*	95.70%	94.1%	93.5%	NA	84.9%	83.6%	87.9%

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

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

2014 – 2018 Reliability Comparison

RELIABILITY	Engine 61	Engine 62	Engine 63	Tower 62	Med 1	Med 62	Med 63
2014 Reliability in Home Territory	90.6%	91.8%	93.2%		85.3%	84.1%	86.8%
2015 Reliability in Home Territory	88.6%	93.8%	94.6%		88.8%	87.7%	88.7%
2016 Reliability in Home Territory	91.0%	93.5%	93.4%		84.5%	86.8%	88.5%
2017 Reliability in Home Territory	85.8%	94.9%	91.1%		81.1%	86.2%	86.8%
2018 Reliability in Home Territory	95.7%	94.1%	93.5%		84.9%	83.6%	87.9%

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 26.75 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	
2014	22.52
2015	25.69
2016	26.56
2017	26.11
2018	26.75

Engine & Tower Ladder Response to EMS		
Year	Engine	Tower Ladder
2014	55%	2.9%
2015	60%	2.9%
2016	57%	3.2%
2017	55%	3.5%
2018	52%	2.1%

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.

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%

2018 RESPONSE OUT OF FIRST-DUE TERRITORY

	M1	M62	M63	E61	E62	E63
Out of Station	855	1,047	561	404	526	345
Total	2,705	2,657	2,281	1,757	1,821	1,660
Percentage	32%	39%	25%	23%	29%	21%

West Allis Fire Department Station 1

Apparatus responses to other station areas: 712

Responses given for Fires: 37 Percentage: 5.20%

Responses given for EMS: 560 Percentage: 78.65%

Responses given for Other: 115 Percentage: 16.15%

Apparatus responses from other station areas: 1,327

Responses received for Fires: 119 Percentage: 8.97%

Responses received for EMS: 816 Percentage: 61.49%

West Allis Fire Department Station 2

Apparatus responses to other station areas: 1,559

Responses given for Fires: 116 Percentage: 7.44%

Responses given for EMS: 944 Percentage: 60.55%

Responses given for Other: 499 Percentage: 32.01%

Apparatus responses from other station areas: 958

Responses received for Fires: 52 Percentage: 5.43%

Responses received for EMS: 638 Percentage: 66.60%

Responses received for Other: 268 Percentage: 27.97%

West Allis Fire Department Station 3

Apparatus responses to other station areas: 388

Responses given for Fires: 39 Percentage: 10.05%

Responses given for EMS: 297 Percentage: 76.55%

Responses given for Other: 52 Percentage: 13.40%

Apparatus responses from other station areas: 1,135

Responses received for Fires: 73 Percentage: 6.43%

Responses received for EMS: 640 Percentage: 56.39%

Responses received for Other: 422 Percentage: 37.18%

**2014 - 2018 RESPONSE OUT OF FIRST-DUE TERRITORY
SUMMARY TABLE**

	M1	M62	M63	E61	E62	E63
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
2018	855	1,047	561	404	526	345

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.

2018 CONCENTRATION First Unit Arrival (Call To Arrival)	1st Engine Arrival		2nd Engine Arrival		3rd Engine Arrival		1st Truck Arrival	
	Number of Incidents*	Time	Number of Incidents	Time	Number of Incidents	Time	Number of Incidents	Time
Station 1	1,206	4:54	47	5:29	13	7:36	49	6:35
Station 2	1,062	5:05	39	5:26	4	5:58	80	6:00
Station 3	1,114	5:37	32	7:47	9	7:47	34	10:05

**data only considers emergent incidents*

2018 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	1,675	4:57	39	6:28	1	4:12
Station 2	1,337	5:01	25	6:14	0	N/A
Station 3	1,401	5:51	16	7:19	0	N/A

**data only considers emergent incidents*

DRAW DOWN

2014-2018 CONCURRENT INCIDENTS

January 1, 2014 - December 31, 2018 (1 call existing, 2nd call comes in)								
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00:00-00:59	24	4	10	14	12	19	16	99
01:00-01:59	10	18	11	9	16	12	24	100
02:00-02:59	10	16	17	12	13	12	15	95
03:00-03:59	8	18	12	9	8	12	9	76
04:00-04:59	9	2	9	10	0	8	9	47
05:00-05:59	15	8	11	10	5	10	13	72
06:00-06:59	16	15	16	13	16	12	6	94
07:00-07:59	28	25	17	20	17	17	17	141
08:00-08:59	32	43	22	15	33	33	26	204
09:00-09:59	51	34	42	55	39	36	30	287
10:00-10:59	66	49	51	46	56	38	39	345
11:00-11:59	41	47	46	54	59	53	38	338
12:00-12:59	58	60	45	64	60	49	41	377
13:00-13:59	78	61	60	69	71	63	40	442
14:00-14:59	50	61	42	64	67	47	40	371
15:00-15:59	62	43	64	56	48	49	42	364
16:00-16:59	55	75	68	57	52	41	48	396
17:00-17:59	46	55	46	50	50	48	53	348
18:00-18:59	34	46	49	51	37	49	46	312
19:00-19:59	25	41	48	32	49	49	38	282
20:00-20:59	28	34	46	37	37	39	27	248
21:00-21:59	37	28	21	29	35	38	36	224
22:00-22:59	21	22	25	20	18	34	26	166
23:00-23:59	6	27	15	13	27	20	16	124
Total	810	832	793	809	825	788	695	5,552

January 1, 2014 - December 31, 2018 (2 calls existing, 3rd call comes in)								
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00:00-00:59	9	0	2	4	2	4	7	28
01:00-01:59	4	6	1	1	6	5	6	29
02:00-02:59	4	2	3	2	2	2	6	21
03:00-03:59	0	4	6	2	1	3	2	18
04:00-04:59	1	0	1	2	0	1	1	6
05:00-05:59	5	3	1	0	1	2	3	15
06:00-06:59	6	7	5	2	4	6	0	30
07:00-07:59	8	9	1	5	5	6	5	39
08:00-08:59	15	19	5	4	9	9	11	72
09:00-09:59	19	16	14	16	19	17	8	109
10:00-10:59	33	28	23	23	22	18	17	164
11:00-11:59	20	16	25	24	26	18	18	147
12:00-12:59	26	23	24	31	21	24	15	164
13:00-13:59	36	26	36	31	34	28	18	209
14:00-14:59	25	25	16	31	33	14	15	159
15:00-15:59	31	12	24	30	18	24	15	154
16:00-16:59	28	37	45	27	24	15	14	190
17:00-17:59	19	26	23	26	28	21	22	165
18:00-18:59	12	20	20	23	14	23	25	137
19:00-19:59	7	16	18	17	22	22	16	118
20:00-20:59	12	13	24	9	11	15	12	96
21:00-21:59	15	8	5	9	18	17	9	81
22:00-22:59	4	4	6	6	6	13	12	51
23:00-23:59	1	10	4	5	7	6	5	38
Total	340	330	332	330	333	313	262	2,240

January 1, 2014 - December 31, 2018 (3 calls existing, 4th call comes in)								
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00:00-00:59	1	0	0	1	0	1	1	4
01:00-01:59	1	3	0	1	2	2	0	9
02:00-02:59	0	0	0	0	0	0	0	0
03:00-03:59	0	1	2	0	0	0	0	3
04:00-04:59	0	0	0	0	0	0	0	0
05:00-05:59	1	1	0	0	0	0	0	2
06:00-06:59	1	3	0	0	1	2	0	7
07:00-07:59	3	0	0	1	2	3	0	9
08:00-08:59	4	10	0	0	2	1	4	21
09:00-09:59	7	8	3	3	3	10	0	34
10:00-10:59	14	9	5	6	5	4	7	50
11:00-11:59	4	4	6	12	5	7	6	44
12:00-12:59	9	7	7	12	7	7	7	56
13:00-13:59	17	4	11	4	11	6	7	60
14:00-14:59	5	5	4	10	13	4	6	47
15:00-15:59	10	1	4	17	4	9	7	52
16:00-16:59	9	14	24	8	9	1	3	68
17:00-17:59	5	9	7	10	5	6	5	47
18:00-18:59	4	4	5	7	4	8	12	44
19:00-19:59	2	5	4	6	6	5	6	34
20:00-20:59	3	4	7	0	4	5	3	26
21:00-21:59	2	2	0	3	6	10	1	24
22:00-22:59	0	0	1	0	1	4	5	11
23:00-23:59	0	4	1	0	1	1	0	7
Total	102	98	91	101	91	96	80	659

January 1, 2014 - December 31, 2018 (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	0	0	1	1	0	0	2
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	1	0	0	0	0	0	1
07:00-07:59	1	0	0	0	1	1	0	3
08:00-08:59	0	2	0	0	0	0	1	3
09:00-09:59	3	3	1	1	0	2	0	10
10:00-10:59	5	1	1	2	1	1	2	13
11:00-11:59	3	1	0	0	0	2	2	8
12:00-12:59	4	2	0	0	4	1	1	12
13:00-13:59	6	0	5	0	0	1	0	12
14:00-14:59	1	1	0	1	9	1	4	17
15:00-15:59	0	0	1	4	1	3	5	14
16:00-16:59	1	6	9	2	2	0	1	21
17:00-17:59	1	3	2	3	1	1	0	11
18:00-18:59	3	0	1	2	1	2	2	11
19:00-19:59	0	0	1	1	0	1	1	4
20:00-20:59	0	2	1	0	1	1	0	5
21:00-21:59	0	0	0	0	4	4	0	8
22:00-22:59	0	0	0	0	0	0	0	0
23:00-23:59	0	2	0	0	0	0	0	2
Total	28	24	22	17	26	21	19	157

January 1, 2014 - December 31, 2018 (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	1	0	0	0	0	0	0	1
10:00-10:59	0	0	0	1	0	0	0	1
11:00-11:59	1	0	0	0	0	0	0	1
12:00-12:59	0	0	0	0	0	0	0	0
13:00-13:59	4	0	1	0	0	0	0	5
14:00-14:59	0	0	0	0	4	0	3	7
15:00-15:59	0	0	0	1	0	0	0	1
16:00-16:59	0	2	3	0	0	0	1	6
17:00-17:59	0	0	0	1	0	0	0	1
18:00-18:59	1	0	0	0	0	0	0	1
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	1	0	1
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	7	2	4	3	4	1	4	25

January 1, 2014 - December 31, 2018 (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	0	0	0	0	0	0
12:00-12:59	0	0	0	0	0	0	0	0
13:00-13:59	2	0	0	0	0	0	0	2
14:00-14:59	0	0	0	0	2	0	1	3
15:00-15:59	0	0	0	0	0	0	0	0
16:00-16:59	0	0	0	0	0	0	0	0
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	2	0	0	0	2	0	1	5

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.

2014 - 2018 AID RECEIVED				
	Fire	EMS	Other	Total
2014	27	95	12	134
2015	44	162	40	246
2016	28	136	44	208
2017	42	181	61	284
2018	43	191	64	298
Total	184	765	221	1,170

2014 - 2018 AID GIVEN					
	Fire	EMS	Other	Cancelled	Total*
2014	10	93	11	40	144
2015	80	214	20	167	481
2016	64	329	23	167	583
2017	48	241	26	165	480
2018	42	115	33	179	369
Total	244	992	113	718	2,057

**Total includes responses that were cancelled prior to scene arrival*

2014 - 2018 AID COMPARISON					
		Fire	EMS	Other*	Total
2014	Rec'd	27	95	12	134
	Given	10	93	51	144
2015	Rec'd	44	162	40	246
	Given	80	214	187	481
2016	Rec'd	28	136	44	208
	Given	64	329	190	583
2017	Rec'd	42	181	61	284
	Given	48	241	191	480
2018	Rec'd	43	191	64	298
	Given	42	115	212	369
Total	Rec'd	184	765	221	1,170
	Given	244	992	831	2,057

**Includes cancelled en route*

SECTION IX:

EVALUATION OF CURRENT DEPLOYMENT AND PERFORMANCE



WEST ALLIS FIRE DEPARTMENT
STANDARDS OF COVER

EVALUATION OF CURRENT DEPLOYMENT AND PERFORMANCE

2014-2018 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 2014-2018 have been analyzed to establish trends and community expectations.

**ANNUAL INCIDENT TOTALS
ALL INCIDENTS**

Year	Incidents
2014	8,220
2015	9,380
2016	9,709
2017	9,531
2018	9,773

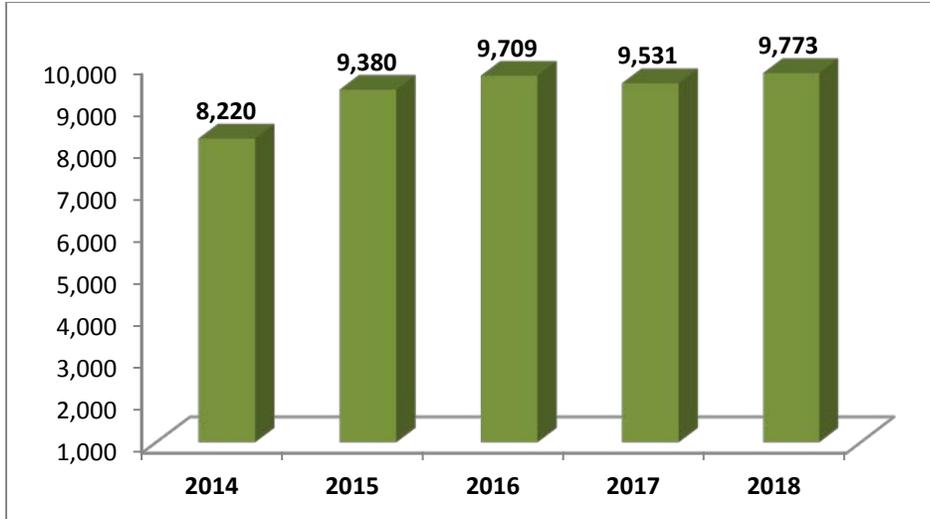
**ANNUAL INCIDENT TOTALS
WEST ALLIS INCIDENTS**

Year	Incidents
2014	8,067
2015	8,897
2016	9,114
2017	9,054
2018	9,375

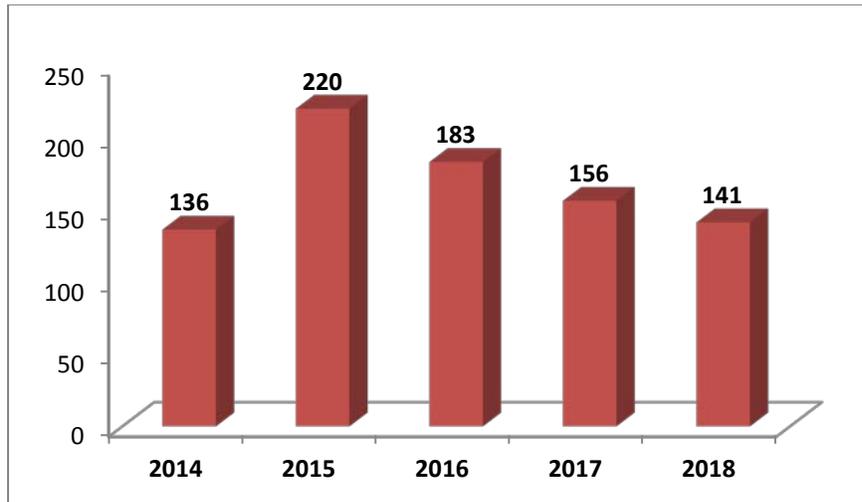
INCIDENT TYPE BY YEAR 2014-2018

	2014	2015	2016	2017	2018
Fire	136	220	183	156	141
Rupture/Explosion	0	8	11	10	8
EMS	7,021	7,625	7,951	7,899	8,090
Hazard Condition	239	250	259	212	203
Service	154	360	215	163	185
Good Intent	176	338	315	329	367
False Alarm	491	577	772	760	775
Severe Weather	1	0	1	0	1
Other	2	2	2	2	3
Total	8,220	9,380	9,709	9,531	9,773

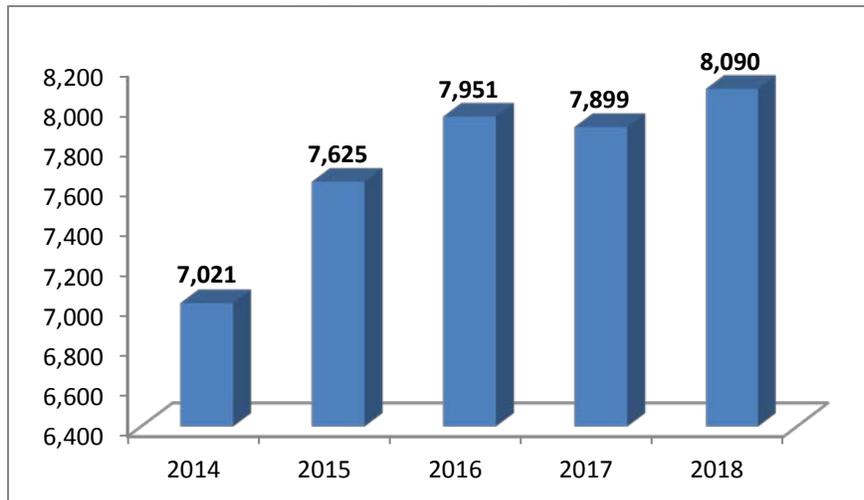
Total Incidents 2014-2018



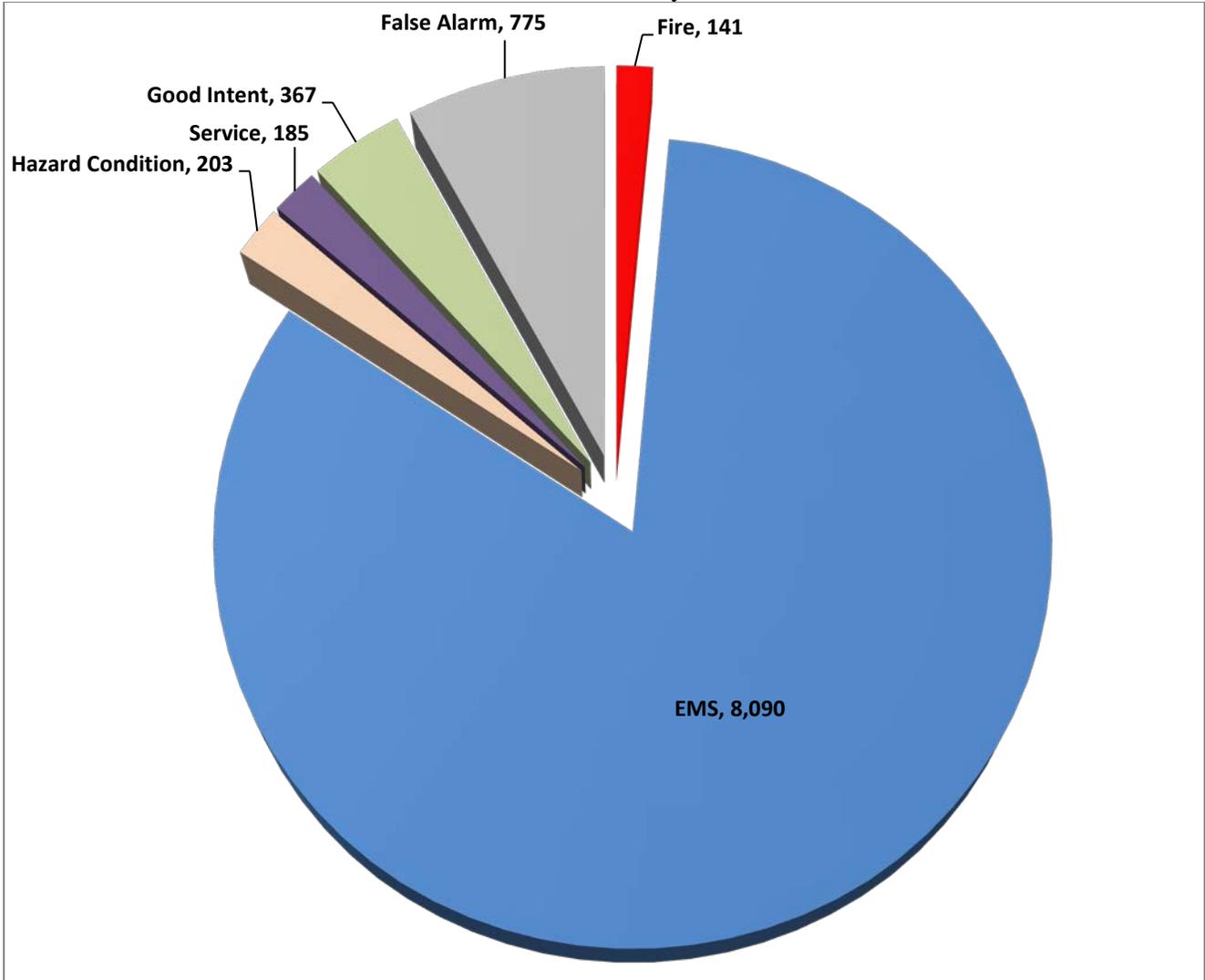
Fire Incidents 2014-2018



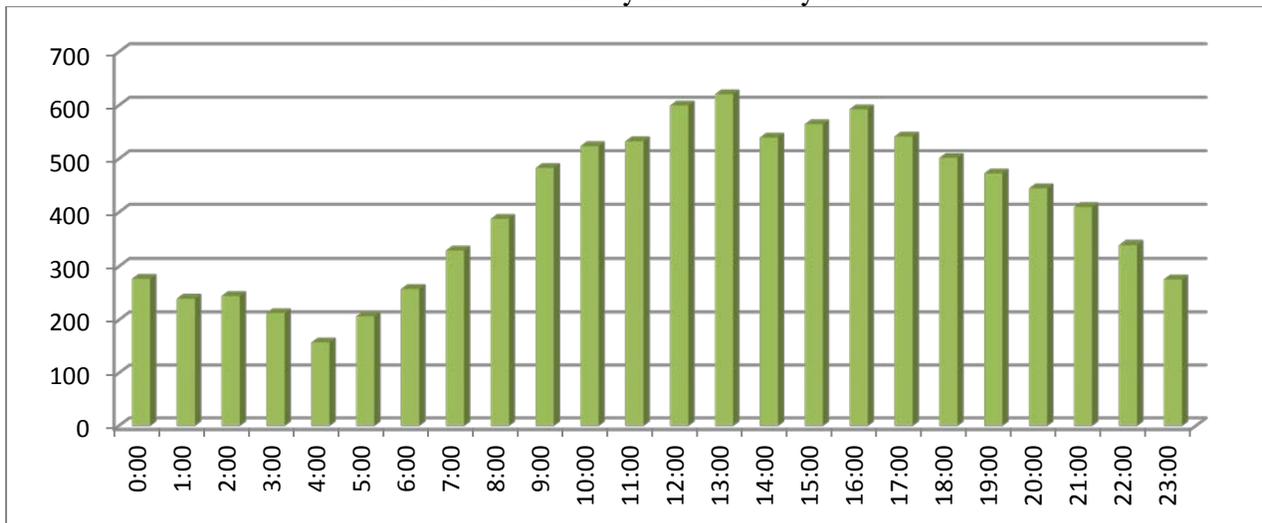
EMS Incidents 2014-2018



Incident Probability 2014-2018



Incident Count by Hour of Day 2018



2014 - 2018 NUMERIC OF INCIDENTS BY HOUR BY INCIDENT TYPE

2014					2015					2016					2017					2018				
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	267	8	216	43	0:00	272	2	235	35	0:00	262	3	220	39	0:00	277	5	230	42
1:00	207	3	190	14	1:00	227	4	192	31	1:00	231	2	200	29	1:00	230	2	204	24	1:00	240	0	208	32
2:00	192	7	160	25	2:00	213	6	186	21	2:00	217	6	187	24	2:00	227	4	190	33	2:00	245	7	213	25
3:00	166	4	141	21	3:00	180	9	152	19	3:00	193	6	164	23	3:00	199	3	171	25	3:00	213	4	185	24
4:00	158	1	146	11	4:00	172	3	148	21	4:00	171	4	142	25	4:00	187	7	149	31	4:00	158	1	141	16
5:00	147	3	126	18	5:00	171	6	145	20	5:00	201	5	173	23	5:00	187	0	159	28	5:00	207	4	176	27
6:00	193	4	167	22	6:00	207	8	167	32	6:00	228	5	182	41	6:00	230	3	190	37	6:00	258	7	211	40
7:00	269	6	234	29	7:00	305	5	262	38	7:00	336	0	290	46	7:00	320	7	267	46	7:00	330	3	275	52
8:00	353	2	301	50	8:00	426	6	335	85	8:00	437	4	351	82	8:00	414	3	347	64	8:00	388	5	331	52
9:00	404	6	353	45	9:00	458	6	344	108	9:00	450	2	373	75	9:00	467	8	382	77	9:00	483	8	401	74
10:00	438	8	375	55	10:00	507	7	398	102	10:00	563	5	466	92	10:00	541	8	459	74	10:00	524	8	451	65
11:00	424	8	364	52	11:00	524	10	404	110	11:00	568	9	463	96	11:00	567	10	467	90	11:00	533	7	424	102
12:00	456	8	390	58	12:00	514	15	416	83	12:00	526	12	428	86	12:00	551	3	457	91	12:00	600	7	492	101
13:00	438	11	376	51	13:00	545	13	435	97	13:00	588	12	472	104	13:00	573	7	474	92	13:00	621	9	509	103
14:00	476	8	408	60	14:00	558	8	446	104	14:00	501	9	411	81	14:00	549	8	451	90	14:00	540	6	440	94
15:00	446	11	381	54	15:00	537	18	419	100	15:00	533	14	425	94	15:00	562	14	446	102	15:00	565	8	465	92
16:00	508	11	425	72	16:00	520	9	432	79	16:00	574	12	478	84	16:00	480	6	395	79	16:00	593	9	480	104
17:00	504	17	410	77	17:00	538	18	441	79	17:00	530	14	422	94	17:00	510	5	433	72	17:00	542	7	436	99
18:00	473	13	389	71	18:00	487	13	417	57	18:00	503	7	409	87	18:00	498	12	394	92	18:00	502	9	393	100
19:00	464	12	406	46	19:00	462	12	369	81	19:00	495	10	389	96	19:00	472	14	384	74	19:00	473	9	385	79
20:00	387	11	328	48	20:00	458	12	382	64	20:00	473	15	373	85	20:00	437	6	362	69	20:00	445	11	357	77
21:00	349	5	297	47	21:00	441	9	372	60	21:00	437	11	366	60	21:00	399	12	336	51	21:00	410	3	349	58
22:00	292	8	256	28	22:00	378	11	314	53	22:00	378	10	306	62	22:00	383	8	307	68	22:00	340	2	295	43
23:00	267	3	235	29	23:00	281	6	229	46	23:00	291	9	236	46	23:00	286	4	251	31	23:00	276	2	233	41
	8220	136	7020	1064		9376	222	7621	1533		9709	185	7941	1583		9531	157	7895	1479		9763	141	8080	1542

2014-2018 RESPONSE COMPONENT PERFORMANCE

FIRE INCIDENT CALL PROCESSING 2018 - 1:00 BENCHMARK = 59.7%

	90%	80%	70%	60%	50%
2018	1:51	1:26	1:09	1:01	0:51
2017	2:12	1:48	1:35	01:20	1:13
2016	2:21	1:45	1:30	01:16	1:06
2015	2:00	1:35	1:20	01:08	1:01
2014	1:58	1:29	1:16	01:09	1:01

EMS INCIDENT CALL PROCESSING 2018 - 1:00 BENCHMARK = 10.7%

	90%	80%	70%	60%	50%
2018*	2:45	2:16	1:56	1:44	1:35
2017*	3:04	2:35	2:17	2:01	1:49
2016*	2:54	2:27	2:09	1:55	1:44
2015	2:53	2:24	2:05	1:51	1:39
2014	2:57	2:29	2:10	1:56	1:43

*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 did not continue 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 currently being addressed in the following two ways:

- The dispatch center's supervisory and managerial staff was civilianized in 2018. Sworn police sergeants have been phased out of the dispatch center and replaced with civilian dispatch supervisors. A civilian dispatch center coordinator was appointed in late 2018 to replace the police lieutenant that had occupied that position. Unlike the law enforcement officers who formerly filled these supervisory roles, the new civilian supervisors have a background in dispatch service and are thus better prepared to train, mentor and develop the skills of subordinate personnel.
- An automatic station alerting system was installed in 2018. Installation of this system was noted to have a significant impact on call processing performance in late 2018. This will continue to be carefully monitored in 2019.

FIRE INCIDENT TURNOUT
2018 - 1:20 BENCHMARK = 57.5%

	90%	80%	70%	60%	50%
2018	2:09	1:51	1:37	1:23	1:11
2017	2:00	1:35	1:24	1:13	1:01
2016	2:15	1:50	1:38	1:29	1:20
2015	2:04	1:42	1:31	1:22	1:12
2014	1:52	1:33	1:26	1:19	1:10

EMS INCIDENT TURNOUT
2018 - 1:00 BENCHMARK = 45.5%

	90%	80%	70%	60%	50%
2017*	1:57	1:36	1:22	1:12	1:04
2017*	1:54	1:31	1:17	1:07	0:57
2016*	1:54	1:34	1:21	1:11	1:02
2015	1:48	1:27	1:16	1:06	0:59
2014	1:45	1:27	1:15	1:06	0:58

*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. Mobile data terminals were upgraded in all response vehicles and an automatic station notification system was installed in 2018. The impact of these changes has been a slight elongation of turnout times as call processing has become more efficient and has been more accurately captured. This will be carefully monitored in 2019.

FIRE INCIDENT TRAVEL

2018 - 4:00 BENCHMARK = 82.1% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2018	4:26	3:59	3:23	3:10	2:42
2017	4:00	3:31	3:09	2:46	2:27
2016	3:44	2:58	2:44	2:28	2:15
2015	3:38	3:02	2:42	2:26	2:16
2014	3:57	3:22	3:01	2:20	2:21

EMS INCIDENT TRAVEL

2018 - 4:00 BENCHMARK = 84.5% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2018*	4:19	3:49	3:27	3:11	2:53
2017*	3:58	3:24	3:03	2:44	2:25
2016*	4:08	3:32	3:05	2:46	2:28
2015	4:50	3:56	3:26	3:01	2:42
2014	4:11	3:36	3:12	2:53	2:34

*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. That being said, travel times have been on an increasing trend over the past five years. It is believed that this is due in large part to increasing call volume which has negatively impacted availability of first-due units. See the following page for an explanation of the plan to address this issue in 2019.

FIRE INCIDENT DISPATCH TO FIRST ARRIVAL

2018 - 5:20 BENCHMARK = 76.9% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2018	5:52	5:31	4:57	4:23	4:04
2017	5:28	4:57	4:29	4:15	3:52
2016	5:14	4:38	4:06	3:42	3:32
2015	5:23	4:38	4:06	3:42	3:20
2014	5:26	4:45	4:12	3:57	3:34

EMS INCIDENT DISPATCH TO ARRIVAL

2018 - 5:00 BENCHMARK = 80.0% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2018*	5:37	5:00	4:39	4:21	4:03
2017*	5:23	4:49	4:23	4:01	3:43
2016*	5:20	4:43	4:17	3:56	3:37
2015	6:00	4:58	4:34	4:09	3:47
2014	5:18	4:43	4:19	3:56	3:37

*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 2019, 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

2018 - 6:20 BENCHMARK = 82.7% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2018	6:45	6:17	5:55	5:26	4:59
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

EMS INCIDENT CALL TO ARRIVAL

2018 - 6:00 BENCHMARK = 58.3% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2018*	7:40	6:55	6:26	6:05	5:45
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

*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.

Interestingly, the aggregate elongation of call to arrival time is not commensurate with the elongation of turnout and travel time segments. These have been balanced out by a significant decrease in call processing time due to installation of an automatic station notification system in late 2018.

2014-2018 EFFECTIVE RESPONSE FORCE PERFORMANCE

Call To Effective Response Force					
	2014	2015	2016	2017	2018
Building Fires - Total	55	118	87	79	72
All Structure Fires - West Allis	47	44	32	37	34
Working Structure Fires - Analyzed	27	26	22	19	20
Working Structure Fires - 10 Min. 20 Sec.	25	20	19	17	18
Working Structure Fires - 10 Min. 20 Sec. %	96.20%	76.92%	86.36%	89.47%	90.0%
<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 between 2016 and 2018, 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 may be attributed 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 – 2018 FIRE CONTROL BENCHMARK ANALYSIS

Incident Number	Address	On Scene	Contained	All Clear	Loss Stop	Containment Time
2018000129	1136 S 108 St	1/5/2018 8:56:45 AM	1/5/2018 9:26:00 AM	1/5/2018 9:01:25 AM	1/5/2018 9:43:27 AM	00:29:15
2018000204	1959 S 90 St	1/8/2018 12:24:42 PM	1/8/2018 1:01:19 PM	1/8/2018 12:40:30 PM	1/8/2018 1:06:13 PM	00:36:37
2018000569	1806 S 62 St	1/23/2018 2:37:44 AM	1/23/2018 3:02:00 AM	1/23/2018 2:39:00 AM	1/23/2018 3:24:00 AM	00:24:16
2018000894	6682 W Greenfield Ave	2/5/2018 5:16:23 PM	2/5/2018 5:23:30 PM	2/5/2018 5:23:30 PM	2/5/2018 5:26:28 PM	00:07:07
2018001259	6854 W Beloit Rd	2/19/2018 10:06:29 AM	2/19/2018 10:08:00 AM	2/19/2018 10:08:00 AM	2/19/2018 10:16:00 AM	00:01:31
2018002107	2385 S 93 St	3/24/2018 7:06:09 PM	3/24/2018 7:12:11 PM	3/24/2018 7:12:11 PM	3/24/2018 7:12:11 PM	00:06:02
2018002166	1820 S 75 St	3/27/2018 11:02:57 AM	3/27/2018 11:07:00 AM	3/27/2018 11:07:00 AM	3/27/2018 11:07:00 AM	00:04:03
2018002575	10315 W Greenfield	4/12/2018 7:11:09 AM	4/12/2018 7:21:09 AM	4/12/2018 7:19:32 AM	4/12/2018 7:29:16 AM	00:10:00
2018002650	8723 W Schlinger Ave	4/14/2018 11:45:47 PM	4/14/2018 11:46:00 PM	4/14/2018 11:46:00 PM	4/14/2018 11:46:00 PM	00:00:13
2018003390	1642 S 58 St	5/11/2018 10:51:02 AM	5/11/2018 11:04:00 AM	5/11/2018 11:04:00 AM	5/11/2018 11:10:00 AM	00:12:58
2018003738	2233 S 67 Pl	5/24/2018 1:04:51 PM	5/24/2018 1:14:00 PM	5/24/2018 1:14:00 PM	5/24/2018 2:00:00 PM	0:09:09
2018003845	1424 S 79 St	5/28/2018 12:13:10 PM	5/28/2018 12:22:15 PM	5/28/2018 12:27:00 PM	5/28/2018 12:40:00 PM	00:09:05
2018004309	7935 W Manitoba St	6/13/2018 8:40:38 PM	6/13/2018 8:49:00 PM	6/13/2018 8:40:40 PM	6/13/2018 8:49:00 PM	00:08:22
2018004800	9130 W Greenfield Ave	6/29/2018 11:41:25 AM	6/29/2018 11:45:19 AM	6/29/2018 11:41:30 AM	6/29/2018 11:45:00 AM	00:03:54
2018005062	2461 S 68 St	7/8/2018 5:25:31 AM	7/8/2018 5:30:11 AM	7/8/2018 5:30:11 AM	7/8/2018 5:30:11 AM	00:04:40
2018005187	1417 S 56 St	7/12/2018 5:23:23 PM	7/12/2018 5:33:00 PM	7/12/2018 5:35:00 PM	7/12/2018 5:45:00 PM	00:09:37
2018005218	1226 S 104 St	7/13/2018 7:36:49 PM	7/13/2018 7:58:01 PM	7/13/2018 7:37:49 PM	7/13/2018 7:58:01 PM	00:21:12
2018006210	8917 W Mitchell St,2	8/15/2018 3:58:13 PM	8/15/2018 4:04:00 PM	8/15/2018 4:05:00 PM	8/15/2018 4:12:00 PM	00:05:47
2018006275	2739 S 76 St	8/18/2018 8:46:48 AM	8/18/2018 8:50:00 AM	8/18/2018 8:50:00 AM	8/18/2018 8:58:00 AM	00:03:12
2018006804	8507 W Becher St	9/8/2018 9:45:27 AM	9/8/2018 9:49:27 AM	9/8/2018 9:49:27 AM	9/8/2018 9:57:55 AM	00:04:00
2018007365	1729 S 75 St	9/28/2018 11:10:24 PM	9/28/2018 11:35:52 PM	9/28/2018 11:35:00 PM	9/28/2018 11:47:00 PM	00:25:28
2018007724	1444 S 71 St	10/12/2018 3:52:25 PM	10/12/2018 4:00:38 PM	10/12/2018 4:00:38 PM	10/12/2018 4:00:38 PM	00:08:13
2018008656	1336 S 63 St	11/19/2018 1:48:17 PM	11/19/2018 1:57:00 PM	11/18/2018 2:03:00 PM	11/18/2018 2:03:00 PM	00:08:43
2018008713	10942 W Wildwood Ln	11/21/2018 10:59:30 AM	11/21/2018 11:04:00 AM	11/21/2018 11:04:00 AM	11/21/2018 11:04:00 AM	00:04:30
2018009322	1220 S 114 St	12/14/2018 9:54:02 AM	12/14/2018 9:56:00 AM	12/14/2018 9:56:00 AM	12/14/2018 9:56:00 AM	00:01:58
2018009539	7705 W Lincoln Ave,8	12/22/2018 9:01:17 AM	12/22/2018 9:08:27 AM	12/22/2018 9:09:00 AM	12/22/2018 9:18:27 AM	00:07:10
2018009635	5822 W Scott St	12/26/2018 5:44:36 AM	12/26/2018 5:49:37 AM	12/26/2018 5:59:46 AM	12/26/2018 5:53:49 AM	00:05:01

Total Structure Fires: 27
Under Control <10 Min: 21
Performance: 77.8%

RMS REPORT – 2018 FIRE SPREAD ANALYSIS

Incident Number	Alarm Date & Time	Arrival Date & Time	Response Time	Location	Fire Spread
2018000129	Jan 5 2018 8:53AM	Jan 5 2018 8:56AM	00:03:3	1136 S 108	2 - Confined to room of origin
2018000204	Jan 8 2018 12:19PM	Jan 8 2018 12:24PM	00:04:5	1959 S 90 St	4 - Confined to building of origin
2018000569	Jan 23 2018 2:33AM	Jan 23 2018 2:37AM	00:03:5	1805 S 61 St	5 - Beyond building of origin
2018000894	Feb 5 2018 5:12PM	Feb 5 2018 5:16PM	00:04:1	6682 W Greenfield	2 - Confined to room of origin
2018001259	Feb 19 2018 10:03AM	Feb 19 2018 10:06AM	00:02:3	6854 W Beloit Rd	1 - Confined to object of origin
2018001639	Mar 6 2018 9:49AM	Mar 6 2018 9:52AM	00:02:2	2611 S 108 St	1 - Confined to object of origin
2018002107	Mar 24 2018 7:01PM	Mar 24 2018 7:06PM	00:04:4	2385 S 93 St	1 - Confined to object of origin
2018002166	Mar 27 2018 10:59AM	Mar 27 2018 11:02AM	00:03:0	1820 S 75 St	2 - Confined to room of origin
2018002374	Apr 3 2018 8:01PM	Apr 3 2018 8:04PM	00:03:1	1437 S 72 St,LOWER	2 - Confined to room of origin
2018002575	Apr 12 2018 7:08AM	Apr 12 2018 7:11AM	00:03:0	10315 W Greenfield	2 - Confined to room of origin
2018002650	Apr 14 2018 11:40PM	Apr 14 2018 11:45PM	00:05:3	8723 W Schlinger Ave	2 - Confined to room of origin
2018003073	Apr 30 2018 6:00PM	Apr 30 2018 6:02PM	00:02:3	1200 S 77 St	2 - Confined to room of origin
2018003390	May 11 2018 10:48AM	May 11 2018	00:02:5	1642 S 58 St	2 - Confined to room of origin
2018003738	May 24 2018 1:02PM	May 24 2018 1:04PM	00:02:3	2233 S 67 Pl	5 - Beyond building of origin
2018003845	May 28 2018 12:10PM	May 28 2018	00:02:3	1424 S 79 St	2 - Confined to room of origin
2018004309	Jun 13 2018 8:36PM	Jun 13 2018 8:40PM	00:04:1	7935 W Manitoba St	4 - Confined to building of origin
2018004800	Jun 29 2018 11:38AM	Jun 29 2018 11:41AM	00:03:0	9130 W Greenfield	3 - Confined to room of origin
2018005062	Jul 8 2018 5:21AM	Jul 8 2018 5:25AM	00:04:1	2461 S 68 St	2 - Confined to room of origin
2018005187	Jul 12 2018 5:18PM	Jul 12 2018 5:23PM	00:05:1	1417 S 56 St	1 - Confined to object of origin
2018005218	Jul 13 2018 7:34PM	Jul 13 2018 7:36PM	00:02:4	1226 S 104 St	2 - Confined to room of origin
2018006210	Aug 15 2018 3:55PM	Aug 15 2018 3:58PM	00:02:3	8917 W Mitchell St,2	2 - Confined to room of origin
2018006275	Aug 18 2018 8:42AM	Aug 18 2018 8:46AM	00:04:0	2739 S 76 St	2 - Confined to room of origin
2018006804	Sep 8 2018 9:41AM	Sep 8 2018 9:45AM	00:03:2	8507 W Becher St	2 - Confined to room of origin
2018007365	Sep 28 2018 11:06PM	Sep 28 2018 11:10PM	00:04:0	1729 S 75 St	3 - Confined to floor of origin
2018007724	Oct 12 2018 3:49PM	Oct 12 2018 3:52PM	00:02:2	1444 S 71 St	2 - Confined to room of origin
2018008022	Oct 24 2018 9:37PM	Oct 24 2018 9:48PM	00:10:2	2106 S 109 St	1 - Confined to object of origin
2018008656	Nov 19 2018 1:46PM	Nov 19 2018 1:48PM	00:01:2	1336 S 63 St	1 - Confined to object of origin
2018008713	Nov 21 2018 10:52AM	Nov 21 2018 10:59AM	00:07:0	10942 W Wildwood	1 - Confined to object of origin
2018008831	Nov 25 2018 8:40PM	Nov 25 2018 8:45PM	00:04:4	5626 W National Ave	2 - Confined to room of origin
2018009322	Dec 14 2018 9:49AM	Dec 14 2018 9:54AM	00:04:1	1220 S 114 St	1 - Confined to object of origin
2018009539	Dec 22 2018 8:57AM	Dec 22 2018 9:01AM	00:03:3	7705 W Lincoln Ave,8	2 - Confined to room of origin
2018009635	Dec 26 2018 5:39AM	Dec 26 2018 5:44AM	00:05:2	5822 W Scott St	2 - Confined to room of origin

Total Structure Fires: 32
Confined to Room of Origin: 27
Performance: 84.4%