

WEST BRIGHTON FIRE PROTECTION DISTRICT
AND
TOWN OF BRIGHTON EMERGENCY MEDICAL SERVICES STUDY

REPORT TO THE TOWN BOARD
TOWN OF BRIGHTON, NEW YORK

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BACKGROUND

The West Brighton Fire Protection District (WBFPD), acting through the Supervisor and Town Board of Brighton, has requested MMA Consulting Group, Inc. to conduct a study of fire and rescue services by gathering data, conducting interviews and analyzing the collected information to assist local officials in determining and prioritizing various service options for the provision of fire protection and other related emergency response services in the District.

In conducting this analytical study, the consultants have worked with a Community Task Force to explore alternative organizational structures for service delivery. The Task Force is chaired by the Chair of the Town's Public Safety Committee and is comprised of representatives of the West Brighton Fire Department (WBFD) Board of Directors and line officers, four West Brighton Neighborhood Associations, Monroe Community College, the chairs of both the Brighton Fire District Commission and the Henrietta Fire District Commission, Brighton Volunteer Ambulance and the Town of Brighton's Finance Director.

A primary function of the consulting team has been to analyze local statistics and other information to determine existing emergency service delivery levels, especially in terms of both response times and numbers of trained and qualified emergency responders. Additionally, local service levels were compared with national standards and recommended practices, OSHA and other regulations, American Medical Association and American Heart Association recommended response times for emergency medical treatment, and service levels in those larger areas of the Town served by the Brighton Fire Department (BFD).

The consultants' experiences in many similar communities in New York and other states have provided normative data. For example, in a survey of 146 communities of less than 100,000 population, the average (mean) number of "on-duty" firefighters was .5 per 1,000 population. The total personnel responding to a detached dwelling fire call in those communities averaged 12.09, with 13.13 responding to a commercial call.

Because the Fire Protection District was undergoing a review by the Insurance Services Office (ISO) at the time of the study, a consultant met with the ISO Field Examiner and Town officials to review ISO findings. The immediate purchase of some additional equipment items, along with the purchase of a used aerial ladder truck, should enable the District to retain a Class 4 rating.

Additionally, because the response of BFD personnel to augment the services of the Brighton Volunteer Ambulance has been very necessary and useful, and because similar fire department response in the West Brighton area is desired, the study was expanded to include a review of town-wide emergency medical services (EMS) delivery.

This report provides the technical information necessary for all concerned to fully consider the limited number of alternative service delivery organizational structures available under New York State laws. Included with the technical information and prioritized consultant recommendations are financial projections compiled by the Town's Finance Director. Local officials and West Brighton citizens, after considering the cost variables, will need to determine the alternative that meets the desired service level.

The civil and line officers of the West Brighton Fire Protection District and the Fire Department, the civil and operational officers of the BVA, County 911 dispatch personnel, Town officials, Brighton and Henrietta Fire District Board Chairs, the Rochester City Fire Chief, the ISO representative, the Town Fire Marshal, and the members of the Task Force, were cooperative and willing to share information and views. Costs, tax rates, budget projections, and financial projections have been prepared and furnished by the Town's Finance Director.

This report is intended to enable the project to move to the next phase. Whatever alternative is selected, considerable time may be necessary to complete implementation. We note that New York State laws do not allow for "town fire departments." They do allow for municipal departments in cities and villages, for fire protection districts, for fire districts, and for the merger/consolidation of these organizations.

INTRODUCTION

This report presents the key findings, alternative structures, and recommendations of the consultants concerning two major focal points:

- Fire and rescue response capability in the West Brighton Fire Protection District
- Emergency medical response capability within the Town of Brighton

The purpose of this report is to provide information to the Town Board enabling it to achieve a consensus concerning the organizational and financial structure that should be adopted within the Town of Brighton, so that adequate, cost-effective fire protection will be available to the West Brighton area, and the delivery of emergency medical first responder and paramedic ambulance service can be delivered throughout the Town in a timely manner.

Several areas of concern were raised during the study, including adequacy, timeliness, and equity of emergency service delivery within the Town. These issues took on added importance when it became necessary to employ, on an interim basis, two part-time firefighter/EMTs for weekday duty at the West Brighton Fire Department Station #2, supplemented by response from the Henrietta Fire Department.

The Study Task Force has discussed the existing challenges of meeting adequate fire-rescue-first responder service delivery levels in the West Brighton District. It has also heard the concerns of the Brighton Fire District (BFD) relative to emergency medical response and the difficulties of the existing West Brighton Volunteer Fire Department to meet service demands and standards.

The current demographics of West Brighton reduce the ability of the department to recruit volunteers. Following the national trend, the membership of the WBFD declined from 48 in 1997 to 37 in July 2000. In September 2000, there were 38 active members, of which 33 were listed as firefighters, with approximately 10 classed as "exterior" firefighters only. Approximately nine members were older than age 55. Of the 38 members, 18 (41 percent) lived outside of West Brighton. In the 21 months prior to August 2000, West Brighton requested mutual aid from outside departments 50 times and provided mutual aid 21 times. From January 1999 to July 2000, 287 alarms occurred in West

aid 21 times. From January 1999 to July 2000, 287 alarms occurred in West Brighton between the hours of 8:00 a.m. and 5:00 p.m., and 237 between 5:00 p.m. and 8:00 a.m. During the month of July 2000, one alarm occurred between midnight and 8:00 a.m., 11 between 8:00 a.m. and 5:00 p.m., and eight between 5:00 p.m. and midnight (20 calls total).

We note that national fire statistics for 1999 indicate that 82 percent of all U.S. fire deaths occur in residences. Of 2,920 deaths in 1999, 66 percent were in one and two-family residences (2,375) and 14.6 percent in apartments (520). A high percentage of these deaths occur during the night.

The Brighton Volunteer Ambulance (BVA), responding from one station, with limited on-duty personnel is, understandably, not always able to meet medical standards for timely response, as the Task Force knows from its review of computer-generated response maps. The lack of the desired level of fire department response in West Brighton, coupled with occasional EMS ambulance response delays requires resolution. ②

Below we have summarized the goals of this project and the scope of the of the project.

GOALS OF THE PROJECT

- Determine desirable service delivery levels
- Increase levels of service if possible, and if needed
- Provide reasonably equitable service throughout the Town
- Maintain volunteerism at the highest level possible
- Reduce redundancies
- Save money wherever possible
- Provide recommendations to meet existing and future needs

SCOPE OF THE PROJECT

- Review fire protection and related service levels in the West Brighton Fire Protection District area and identify any feasible improvements
- Review emergency medical response levels in Brighton
- Identify feasible emergency response improvements for consideration

PRIMARY FINDINGS

Several primary findings result from the analysis:

1. Over the past several decades, commercial development in West Brighton has now occupied much of the vacant land within the Fire Protection District. Major office complexes and buildings, retail ventures, and Monroe Community College now dominate the landscape of West Brighton. With only about 750 single-family residences in the geographic area of the District, the WBFD has experience great difficulty in recruiting and retaining enough active and fully qualified volunteer members to meet the District's demand for fire protection.
2. All types of calls for fire department services have increased over the past several years throughout the entire Town. The assignment of two "career" firefighters to West Brighton Station #2 during week days (8:00 a.m. to 5:00 p.m.) and the response of a career fire crew and truck from a Henrietta station to structure fires, have been arranged temporarily to help alleviate the situation in West Brighton.
3. EMS calls throughout the Town of Brighton have increased, and the BVA "single station" response times are sometimes longer than recommended standards. Also, there are times when a mutual aid ambulance needs to respond because no local ambulance personnel are available. The Brighton Fire Department responds two to three times daily to EMS calls. There are two to four paid BVA responders on day-time duty (7:00 a.m. to 7:00 p.m.) with BVA but, at times, no personnel are available to handle simultaneous calls. Additional full-time personnel may be employed, and ambulances may be stationed in high demand areas at times. WBFD should run timely EMS first responder service in its area 24 hours a day, seven days a week, but can only be reasonably relied upon to do so when two paid personnel are on duty weekdays.
4. A high level of dispatch and response coordination is necessary between BVA and the Brighton Fire Department, plus West Brighton responders, so that response workload is controlled and priority calls are answered within the New York State/regional (and national)

EMS time frame throughout the Town in at least 90 percent of the calls.

5. A paid crew responds from a Town of Henrietta station on a quint vehicle for any reported structure fire in West Brighton. No payment to the Henrietta Fire District for this regular and continuing mutual aid is made. The Henrietta Fire Commissioners are understandably concerned about this burden.
6. ISO recently reviewed West Brighton and advised of the possibility of a decrease in the ISO rating because of equipment problems and aerial capability concerns. The ISO study did not take the current, reality-based response statistics into account. Also, they considered West Brighton Station #1 as an active station, which it is not.

ASSUMPTIONS

- The desired service level for West Brighton should be the same level currently enjoyed by property owners located in the current Brighton Fire District.
- The remaining and declining number of WBFD volunteers are unable to provide the desired level of service delivery.
- The Brighton "combination" fire department is experiencing problems covering as EMS first responders under current conditions. 2
- BVA is trying out improved operating and dispatch methods in order to provide faster and more coordinated response with the Brighton Fire District and the West Brighton Fire Department.
- The volunteer aspect of the BFD, WBFD, and BVA is desirable and should be preserved.
- The Henrietta Fire District "belongs" to another Town, and while its continuing mutual aid is of great benefit to West Brighton, a significant burden has been placed on the Henrietta Fire District.
- The Brighton Fire District appears well managed and effective, with the capability of expanding under New York State law to incorporate the West Brighton Fire Protection District.

FACTS WHICH REQUIRE CONSIDERATION

- New, permanent, organizational and operational arrangements are necessary to establish and maintain the desired fire/rescue service standards in West Brighton.
- In New York State, annual personnel costs for four crew members on 24/7 duty are typically at least \$1 million.
- Coordinated, and possibly combined, BFD and BVA (and WBFD) dispatch is highly desirable and is being discussed by BVA and BFD officers.
- The recommended four-minute (90 percent) response of qualified EMS first responder (BLS-AED) personnel throughout the Town requires fire department involvement, simply because of geographic considerations.
- Methodologies for a desirable reduction in the running times for ambulances are currently being discussed. They include "posting" ambulances in the higher demand areas, such as West Brighton, the Twelve Corners area, and eastern Brighton when on-duty crews are working.
- A test period of new BVA protocols for requesting a BFD response to EMS calls is ongoing. It appears that this testing has initially reduced required responses by BFD.
- Increased volunteer recruitment efforts by BVA, including a video tape, are underway.

**ALTERNATIVE STRUCTURES TO IMPROVE FIRE PROTECTION
IN WEST BRIGHTON**

A series of alternatives, A through H, have been considered during this study process.

	Alternative	Comment
A	Revitalize the existing West Brighton Volunteer Fire Department.	Not feasible
B	Place two paid firefighters 24/7 in the West Brighton station as part of the WBFPD and contract for response from Rochester or Henrietta.	Possible
C	Place four paid firefighters 24/7 in the West Brighton station as part of the WBFPD and contract for response from Rochester or Henrietta.	Costly
D	The Henrietta Fire District absorbs the West Brighton Fire District.	Complex commingling of Town agencies would cost Henrietta taxpayers a rate increase and would still require two firefighters, 24/7.
E	Rochester provides all protection to West Brighton.	Stations are distant; potential union issues; costly; and mutual aid may still be needed.
F	Contract with Brighton Fire District to provide 24/7 coverage at West Brighton station, plus response from Brighton Fire District.	Potential contract problems; union issues; complex interface with West Brighton volunteer group; different standards, etc.
G	No change.	<p>Not recommended. Standards cannot be achieved. <i>"To be classified 'other than Class 10': 'The Department shall have sufficient membership to assure the response of at least four (4) members to fires in structures.' (ISO rating manual)</i></p> <p>In reality, a sufficient number of volunteers from West Brighton may not be available at all times at the fire incident to perform search-rescue and initial fire attack.</p>

H	Merge the Brighton Fire District and the existing West Brighton Fire Protection District territory <i>into</i> , and as an <i>integral part of</i> , the (then enlarged) Brighton Fire District.	Possible. This approach necessitates two firefighters, minimum 24/7 in West Brighton station and assimilation of at least some current Wbfd members. The West Brighton Fire Protection District would dissolve and the area would become part of the Brighton Fire District. West Brighton volunteers would be encouraged to become Brighton Fire Department volunteer members assigned primarily to the existing West Brighton Station #2. Provisions would be needed to "save harmless" West Brighton volunteer award program monies, etc. Sale of the Wbfd Station #1 could result in funds to "save harmless." West Brighton Fire Department Station #2 would become an active station of the Brighton Fire District system, as would existing apparatus, equipment, reserve funds, etc. Two Brighton Fire District firefighter-EMTs would be assigned 24/7 to the West Brighton station.
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RECOMMENDATION

The consultants have identified and reviewed several theoretically possible methodologies for bringing an adequate level of fire protection to West Brighton. No viable recommendation could be identified which revitalizes the existing volunteer department. The nature of the District has changed such that the number of volunteer firefighters living within a reasonable distance of a fire station is limited. Indeed, volunteer neighborhood Station #1 has not functioned for some years, and Station #2 at times draws from zero to two volunteers for a first alarm. (The ISO review counted as "present" any volunteer member, interior-certified or not, who signed in at the station *any time* prior to the "fire out" signal. The number which should be significant, however, is the number of interior certified firefighters who respond in time for the "initial-attack.")

Solutions which depend on enhancing the existing volunteer department with paid, on-duty crews at a sufficient level are costly and would not result in a full-service department. The cost of assigning four firefighters 24/7 (20 @\$50,000) adds \$1,000,000 to the current annual budget, which would result in a large tax increase for West Brighton Fire Protection District rate payers. Additionally, the existing volunteer group would still be insufficient in size to

provide full service delivery without calling mutual aid to many working incidents.

Solutions which depend on the continuing response of nearby fire departments, such as Henrietta, Brighton, or Rochester, call unfairly upon the goodwill of agencies which are obligated to protect their own territories, except for occasional necessary mutual aid, within their own budget constraints. Further, mutual aid stations are more distant; thus, an adequate response cannot be expected to respond at all times with all necessary resources.

For fire-rescue purposes, the consulting team judges that the most viable option available to improve emergency fire response in the West Brighton area is to provide the area with a small group of paid on-duty firefighters 24/7, backed up by the response of Brighton Fire District vehicles and combination personnel, and also the response of West Brighton area volunteers using vehicles housed at the West Brighton station. The only viable structure for accomplishing this would be the single agency fire protection option, having the Brighton Fire District encompass the entire Town, which is possible, with a referendum, under New York State laws. ①

Therefore, the consulting team recommends that this solution be endorsed by the Town Board. It has the power to enhance West Brighton fire-rescue protection and provide two additional firefighter/EMTs, each shift, available to the entire Town, as well as the West Brighton area.

We note that, no matter which solution is applied to the West Brighton fire protection problem, a tax increase to the current West Brighton tax payers will be necessary. The recommended option attempts to consider service needs and costs. Buildings, vehicles, equipment, and any financial assets of the West Brighton Fire Protection District should, of course, be applied to the cost of enhancing protection to the Town. A policy objective should be to provide equality of service delivery throughout the Town.

The consulting team recognizes that, under the recommendation described, the Brighton Volunteer Ambulance organization will need to continue its efforts to enhance service delivery, while increasing coordination with the fire department. The resulting increase in service delivery ability must

be seen as the primary goal. The volunteer aspects of both existing fire departments and the ambulance squad should be preserved and continued as effective and highly desirable aspects of the Brighton community.

The consultants also recognize that the West Brighton volunteer fire group will need to be incorporated in the most sensitive ways, since their continuing involvement will be necessary in order to have a cost-effective, Town-wide protection system.

The table on the following page illustrates the increased costs of several alternatives considered, as well as the tax impacts of the alternatives. Following the table, a series of notes explaining the cost analysis is provided.

WestBrightonFireProtectionAlternativeCostComparison

**TOWN OF BRIGHTON - WEST BRIGHTON FIRE PROTECTION DISTRICT
COST ANALYSIS OF ALTERNATIVE SERVICE OPTIONS (See Accompanying Notes)**

Cost Component:	Existing WBFD Contract (2 PT 8AM-5PM)	Merge WBFPD w/ Brighton Fire Dist and Hire 2 FT 24/7	Adequate (2 FT 24/7) Supplement WBFD w/ HFD/City Contract	Preferred (4 FT 24/7) Supplement WBFD w/ HFD/City Contract
Full-Time Firefighters w/ Benefits (2 FT = 10 Hires)	\$0	\$525,000	\$525,000	\$1,050,000
Part-Time Firefighters (2) w/ FICA, W Comp Only	\$87,355	\$0	\$0	\$0
PT Clerical Support (1) w/FICA, W Comp Only	\$14,575	\$0	\$0	\$0
Service Awards Pgm (Est. 66% Participation w/ Merger)	\$24,000	\$16,000	\$24,000	\$24,000
Sub-Total of Paid Staffing Costs	\$125,930	\$541,000	\$549,000	\$1,074,000
Fire Station Debt Service Reserve (Expires in Dec. '02)	\$130,000	\$0	\$0	\$0
Purchase of Fire Apparatus or Reserve Funding (Based on \$500,000 Amortized at 5.5% for 10 Yrs)	\$0	\$65,000	\$65,000	\$65,000
Fire Equipment Excl. Trucks (10% Savings w/ Merger)	\$42,500	\$38,250	\$42,500	\$42,500
Furniture/Fixtures for Fire Station	\$19,000	\$19,000	\$19,000	\$19,000
Sub-Total of Equipment/Capital Outlay Costs	\$191,500	\$122,250	\$126,500	\$126,500
Insurance (Save 10% w/ Merger, Add 10% w/ Contract)	\$50,000	\$45,000	\$55,000	\$55,000
Contract w/ Henrietta or City for Structure Response	\$0	\$0	\$30,000	\$30,000
Fire Station Utility Costs (Gas, Electric, Phone, etc)	\$35,400	\$35,400	\$35,400	\$35,400
Fire Station Maintenance Costs	\$34,000	\$34,000	\$34,000	\$34,000
Fire Apparatus Maintenance Costs	\$25,000	\$25,000	\$25,000	\$25,000
Legal, Audit, Professional Svcs (Save 50% w/ Merger)	\$15,000	\$7,500	\$15,000	\$15,000
Firefighter Training (Save 10% w/ Merger)	\$12,000	\$10,800	\$12,000	\$12,000
Fire Equipment Maintenance Costs	\$10,000	\$10,000	\$10,000	\$10,000
Supplies, Other Misc Costs (Save 10% w/ Merger)	\$8,300	\$7,500	\$8,300	\$8,300
Medical Management Costs (Save 10% w/ Merger)	\$5,000	\$4,500	\$5,000	\$5,000
Firefighter Uniforms and Turnout Gear	\$5,000	\$7,500	\$7,500	\$7,500
Fire Apparatus and Equipment Fuel Costs	\$5,000	\$5,000	\$5,000	\$5,000
Sub-Total of All Other Operational Costs	\$204,700	\$192,200	\$242,200	\$242,200
Total Estimated Costs in the Fire Protection District	\$522,130	\$855,450	\$917,700	\$1,442,700
Increased Cost for Alternative Service Options	N/A	\$333,320	\$395,570	\$920,570
Tax Impacts of Alternative Options in WBFPD and Brighton Fire Dist.				
W Brighton Fire Protection District Taxes per \$100,000 AV	\$140.70	\$178.76	\$247.37	\$390.69
Alternative Service Tax Increase per \$100,000 AV		\$38.06	\$106.67	\$249.99
Alternative Service Tax Increase as a Percent		27.05%	75.82%	177.68%
Brighton Fire District Taxes per \$100,000 AV	\$167.42	\$178.76	N/A	N/A
Combined Dist. Tax Increase (in BFD) per \$100,000 AV		\$11.33	N/A	N/A
Combined Dist. Tax Increase (in BFD) as a Percent		6.77%	N/A	N/A

(U)

*TOWN OF BRIGHTON-WEST BRIGHTON FIRE PROTECTION DISTRICT
NOTES REGARDING THE COST ANALYSIS OF ALTERNATIVE SERVICE OPTIONS*

- Regardless of the alternative ultimately chosen, at least two full-time, fully-certified firefighters, on duty 24/7 will be required. The consultants would prefer the employment of four full-time firefighters if the WBFPD is to continue, because of the relatively small number of fully certified volunteer firefighters available (both now and projected for the future) in the Wbfd.
- Any alternative chosen will require an annual investment (debt service, reserve funding, or cash capital) in fire apparatus. In this analysis, a principal amount of \$500,000 amortized over a 10-year period at 5.5 percent interest is assumed.
- The cost to acquire or replace equipment, other than fire trucks, as well as all other O&M costs associated with providing fire protection in West Brighton will continue at currently budgeted levels, regardless of the alternative chosen. There would be, however, economies of scale resulting from a merger with the Brighton Fire District (as estimated on the worksheet).
- With a combined Town-wide Brighton Fire District, the total taxable assessed value of the current District would increase by 18 percent. This means that approximately one-fifth, or \$502,800 of the District's \$2,799,000 tax levy in Brighton would be paid by West Brighton, and that future tax levies would be apportioned in the same manner. However, property owners in the current Brighton Fire District would assume 82 percent of the \$855,450, or \$701,450, of the total estimated cost for fire protection in West Brighton. The net increase in cost to the current Brighton Fire District would be \$198,650.
- With a combined Town-wide Brighton Fire District, the existing District would gain two full-time firefighters at less cost than would otherwise be paid by the existing District taxpayers, because property owners in the current West Brighton Fire Protection District

would pay 18 percent of the cost. In addition, even if only one-half of the existing certified interior firefighters of West Brighton were to join a merged Brighton Volunteer Fire Department, the merger would add ten volunteers to the existing volunteer base of the Brighton Fire District.

- With a combined Town-wide Brighton Fire District, the current District would be the beneficiary of the current assets of the West Brighton Fire Department, including the two fire stations, all fire trucks and fire equipment, the Capital Reserve Fund, etc. According to their 2000 financial statements, the “book value” of the Wbfd’s fixed assets (net debt and depreciation) is about \$1.1 million. However, Station #2 alone is valued on the Town assessment roll at \$1.3 million, so the “market value” of all fixed assets is clearly more than the \$1.4 million “book value.”
- The possible merger of the West Brighton Fire Protection District with the Brighton Fire District, to create a Town-wide Brighton Fire District, is the most cost-effective alternative for West Brighton. It would provide tangible benefits to the existing Brighton Fire District, and would further promote community unity.
- With a merger, West Brighton Fire Protection District property owners would pay an additional \$38.06 (27.05 percent) per \$100,000 of assessed value for much improved service, while Brighton Fire District property owners would pay \$11.33 (6.77 percent) more for an even stronger Fire Department (in terms of available personnel and other resources).

APPENDIX

KEY CONCEPTS, DEFINITIONS, AND ISO INFORMATION

This appendix describes minimum standards, and common phrases or concepts relating to fire and rescue service delivery.

In most communities today, the standard for response time is driven by emergency medical needs, which is why so many fire departments provide at least "first responder" EMS. Wbfd has begun this service; the BFD provides such services in support of the BVA, which serves the Town.

Concept	Description and Comment
Total Response Time	This refers to the time period which begins when the phone rings at the 9-1-1 "public safety answering point" (PSAP), or an automatic alarm is transmitted, and ends when the first <i>firefighting or EMS vehicle</i> arrives at the scene. In reality, a chief's car does not "count," and arrival at the curb does not accomplish any work task. EMS time demands (four minutes for Basic Life Support and nine for Advanced Life Support) are close to what is being advanced as a national standard for fire response. (Structural fire "flashover" typically occurs in from seven to ten minutes.) This will likely be six minutes for the first engine company or eight minutes for the entire first alarm assignment, for those departments which have "career" personnel.
Running Time	The time it takes an emergency vehicle to go from its station to the incident. (Often confused with "total response time.")
Reaction (or "get-out") Time	The time taken between when the station alarm or the volunteer pagers sound and the time the first firefighting or EMS vehicle leaves the station. Obviously, having people at the station shortens this time considerably.
Call Handling Time	The time between the phone ringing at the PSAP and the station alarm or pager alarm sounding.
Response Capability	The measure of a department's ability to get from the station to the incident quickly and safely, with sufficient trained, "certified," and equipped crew members to initiate needed mitigation (often termed "initial attack").
Response Capacity	The ability of a department to back up the initial crew with sufficient personnel to continue an effective, safe operation as long as required (often termed "sustained attack").

2 In - 2 Out	The OSHA requirement that, except under certain rare and stipulated circumstances, a minimum of two interior certified firefighters must be ready outside an involved structure to go to the aid of trapped firefighters. Interior firefighters must operate in pairs.
F.A.S.T. Group or Rapid Intervention Team (R.I.T.)	A team of firefighters (four are desired), not <i>working</i> at the scene, but standing by, ready to enter to rescue downed firefighters.
Incident Command	The on-scene management system, which must have a qualified Incident Commander.
Safety Officer	The required qualified person who oversees safety at working incidents.
Mutual Aid	Help from other departments, summoned from the scene of the incident when it is apparent that assistance is needed.
Automatic Mutual Aid	The simultaneous summoning of the "home" department plus another department(s), by pre-arrangement, for a target hazard.
Insurance Services Office (ISO)	The organization which evaluates certain aspects of the community protection system (alarm handling, water supply, fire department) for the purpose of recommending local fire insurance rates to insurance companies.
National Fire Protection Association (NFPA)	The organization which promulgates national "industry" standards relating to fire protection and firefighting.
NFPA Standard 1500	Relates to health and safety measures and typically has the weight of law, even when not adopted by local ordinance.