



"...meeting community needs...enhancing quality of life."

APPLETON FIRE DEPARTMENT MID-YEAR REVIEW All figures through June 30, 2018

Significant 2018 Events

In 2018, the department had two retirements including the fire chief and a driver/engineer. The deputy chief was temporarily appointed to the position of Interim Fire Chief during the recruitment process with our new chief starting in mid-July. The driver/engineer vacancy was filled with an internal promotion. The department worked with Fox Valley Technical College's regional hiring process for the hiring of two recruit firefighters who started a six-week training academy in early June and will begin their careers on a 24-hour shift in mid-July. The Battalion Chief of Resource Development and Special Operations oversaw the recruit academy.

Members of the Appleton Fire Department worked with Outagamie County, the City of Appleton's Information Technology Department, and the computer-aided dispatch (CAD) vendor (Spillman) to implement the fire department's portion of the new CAD system. This included installing the necessary software and hardware in the fire vehicles and fire stations, testing the system and equipment for proper dispatching via automatic vehicle location (AVL), and providing training to all internal personnel. Unfortunately, the department had to temporarily discontinue their automatic aid agreement with Neenah-Menasha Fire Rescue since the CAD interface between the two systems will not communicate with one another. It is expected that the automatic aid will resume as soon as Winnebago County moves to their new CAD system later this year.

Internally, a Technology Committee, made up of both Fire Department and Information Technology staff members, evaluated and selected a new fire records management system (FRMS) for the Appleton Fire Department. The new FRMS must be implemented by year-end so staff members will be working on that transition and implementation for the remainder of the year.

In January, the department placed the order for the purchase of a 2019 Pierce Velocity pumper which is the second of four firetruck purchases from 2017 to 2020 that the department received permission to sole source. Not only are there cost savings advantages to sole sourcing the purchase, but there is a pre-payment discount as well. The department also completed the purchase and training of heavy rescue equipment within the first half of 2018.

The Fire Prevention/Public Education Divisions recently updated Chapter Six of the Appleton Municipal Code. The division is also transitioning to the International Fire Code 2015 edition of the model fire code. They have completed fire pre-plan drawings for all buildings owned by Lawrence University. The

building fire and in-ground tank inspections are finished for the first half of 2018. Targeting older adults, the division implemented a 'Home and Fire Safety Program' including the installation of smoke detectors, as needed. The division participated in many public education special events including the Citizen's Academy, UW-Oshkosh Advanced Fire Camp, and the Fourth Grade Poster Contest. The Firewise (Youth Firesetter) Program was reinvigorated with updated policies and procedures. This division is also responsible for the compilation of the department's annual report.

The Training and Resource Development Division has created a Health and Wellness Committee that will focus on all aspects of health and wellness for members of the Appleton Fire Department including training additional members on critical incident stress management. The department continues to focus on cancer prevention with the installation of additional turnout washers at St. # Three, Four, and Five through a generous donation from the community to the 'Friends of the AFD Foundation'. Other areas of training that the department has focused on include: heavy equipment rigging specialist training, Paratech rescue training, drone pilot training, task force training, and entry-level recruit training. The division is working together with other city departments to develop a City-wide drone program. The division also worked regionally on chemical safety training, haz-mat drills and the 'Dark Sky' statewide drill.

From an emergency management standpoint, the City was involved in a multi-jurisdictional tabletop and functional exercise. The City's Emergency Operations Center (EOC) was part of the state-wide 'Dark Sky' exercise. Emergency management began working with Wisconsin Emergency Management's online software for emergency incidents (WebEOC) and will continue to train remaining City EOC staff.

ADMINISTRATION

Objectives

- Identifying currently provided service levels and evaluating their effectiveness and customer value.
- Addressing service needs created by continued city growth.
- Maintaining staffing levels as detailed in the table of organization and approved by the Common Council.
- Continuing the development of joint service opportunities and regional relationships with neighboring fire departments.
- Enhancing internal and external communications and working relationships.
- Continuing to implement the records management system (RMS) for improved reporting capabilities.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>2018 Projected</u>	<u>Actual 2018</u>
Client Benefits/Impacts					
Staff and schedule to provide consistent emergency response within the community.					
▪ Average first-in response time.	4.4 min.	4.4 min.	4.4 min.	4.4 min.	4.4 min.
Strategic Outcomes					
Lives and property protected.					
▪ Fire per 1,000 residents.	1.8	1.7	1.6	1.3	.67
Percent of dollar loss in					
▪ inspected vs.	21%	47%	59%	25%	4%
▪ non-inspected	79%	53%	41%	75%	96%
Work Process Outputs					
Enhance internal communications.					
▪ # of employee, department, union-management meetings.	118	132	144	112	56
Enhance regional relationships					
▪ # of meetings and activities with regional partners.	102	107	176	170	85

FIRE SUPPRESSION

Objectives

- Utilizing data gathered through mobile data computers to monitor department response times to emergency and non-emergency calls for service.
- Identifying and developing pre-fire plans for new structures and update pre-fire plans for existing structures, which present potential risks within the community.
- Proactively pursuing, with our regional partners, the enhancement of our current mutual aid agreements and potential automatic aid agreements, evaluation of shared resources, updating of emergency management planning, and cooperative training exercises to help reduce the threats to our regional security and economy
- Utilizing data gathered from department records, automated external defibrillator (AED) information, Gold Cross Ambulance records, and hospital information to monitor the percentage of cardiac patients who were discovered in ventricular fibrillation that survived and were discharged from the hospital.
- Identifying and developing employee safety programs, practices, and training for reducing the impact of lost time work-related injuries.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>2018 Projected</u>	<u>Actual 2018</u>
Client Benefits/Impacts					
Qualified, quick response to request for services.					
▪ Response to emergency calls for service within four minutes.	63%	63%	66%	65%	65%
Strategic Outcomes					
Enhance community safety.					
▪ Reduction in fire loss.	\$1,187,603	\$1,867,519	\$1,378,269	\$737,250	\$368,629
▪ Reduction in the number of fire-related deaths.	0	1	0	0	0
Work Process Outputs					
Calls responded to					
▪ # of emergency calls	3,865	4,028	3,717	3,600	1,800
▪ # of non-emergency calls	526	662	1,057	1,000	498
Reduction in lost time work-related injuries					
▪ # of lost time days	49	19	62	20	0

SPECIAL OPERATIONS

Objectives

- Providing for local hazardous materials response in jurisdictions as defined by contract.
- Seeking grant opportunities for equipment and training available through city and state organizations.
- Maintaining necessary equipment and skill levels for local incidents.
- Participating on the county Local Emergency Planning Committee.
- Continuing the partnership with Winnebago County (Oshkosh Fire Department) and Brown County (Green Bay Fire Department).
- Providing specialized emergency response to include: emergency medical care, local hazardous materials response, confined space rescue, water rescue, structural collapse response, and trench rescue

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>2018 Projected</u>	<u>Actual 2018</u>
Client Benefits/Impacts					
Provisions of appropriate hazardous materials response service					
▪ % of satisfactory post-incident critiques	100%	100%	100%	100%	100%
Strategic Outcomes					
Lives and property protected					
▪ # of civilian injuries	0	0	0	0	0
Work Process Outputs					
Educational programs delivered.					
▪ # of outreach programs delivered	3	4	2	5	5
▪ # of assists given	1	3	2	10	10
▪ # of specialty training hours	5,811	3,390	3,500	3,100	2,328
Program funding					
▪ # of grant applications completed	2	2	2	1	1
▪ # of grants received	2	2	2	1	1

RESOURCE DEVELOPMENT

Objectives

- Providing 100% of federal and state mandatory classes that apply to the Fire Department.
- Researching and encouraging attendance at specialized training to expand personal growth and development.
- Facilitating and coordinating the Safety Committee meetings for the department to promote health and safety among the department employees.
- Providing initial tactical decision-making training.
- Providing advanced firefighter rescue skills and technique training to all personnel.
- Seeking opportunities to train personnel, internally and externally, in leadership and command.
- Continuing to define our role as fire and EMS providers at active shooter incidents.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>2018 Projected</u>	<u>Actual 2018</u>
Client Benefits/Impacts					
Trained personnel that meet requirements.					
▪ % of employees trained as required by classification					
Firefighter	100%	100%	100%	100%	100%
Driver	100%	100%	100%	100%	100%
Officer	100%	100%	100%	100%	100%
Strategic Outcomes					
Enhanced community safety.					
▪ % of fires contained to room/area of origin in residential structures	25%	58%	50%	43%	43%
Work Process Outputs					
Educational programs delivered.					
▪ Average number of hours of training per employee	177	134	175	150	70

EMERGENCY MEDICAL SERVICES

Objectives

- To provide timely, state of the art pre-hospital care to all people within our service area that are subject to illness or injury.
- To provide quality, consistent pre-hospital medical training to all employees of the Fire Department resulting in all employees being certified at the emergency medical responder level.
- To provide the Fire Department emergency medical responders with current equipment and supplies needed to fulfill the scope assigned to the responders.
- To actively participate in local and statewide committees to promote positive change in how we provide service.
- To maintain compliance with department, local and State codes, laws, guidelines, and regulations.
- To ensure continuous program development and quality improvement.
- Utilize automated external defibrillator (AED) data gathered from department records, Gold Cross Ambulance records, and hospital information to monitor the percentage of cardiac patients who were discovered in ventricular fibrillation that survived and were discharged from the hospital.
- To participate with other fire departments, Gold Cross, and other agencies during medical training or exercises.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>2018 Projected</u>	<u>Actual 2018</u>
Client Benefits/Impacts					
▪ Trained personnel that meet State of Wisconsin license requirements	100%	100%	100%	100%	100%
Work Process Outputs					
▪ # of identified advanced medical skills delivered	121	184	314	328	164
▪ # of hours spent on emergency medical continuing education	2,500	890	1,700	2,100	1,126

FIRE PREVENTION & PUBLIC EDUCATION

Objectives

- Performing all state-mandated fire and life safety inspections in all buildings.
- Performing all plan reviews of state and local required fire protection systems.
- Processing all license applications for compliance with the provisions of the Fire Prevention Code.
- Protecting groundwater from petroleum product contamination through completion of annual inspections of installations, operations, and removal of petroleum storage tank systems.
- Developing a procedure manual for standardization of fire investigations.
- Continuing proactive involvement with all City departments, as well as surrounding community departments to create a more consistent and cohesive code enforcement process throughout our community.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>2018 Projected</u>	<u>Actual 2018</u>
Strategic Outcomes					
Assets/resources for businesses and homeowners safeguarded.					
▪ \$ amount of losses for year	\$1,187,603	\$1,867,519	\$1,378,269	\$1,248,058	\$368,629
▪ Losses as % of assets protected	.025%	.038%	.028%	.025%	.0126%
Citizens with safer city environment					
▪ % of schools meeting required evacuation	100%	100%	100%	100%	100%
Enhanced community safety					
▪ Number of participants in educational programs.	10,654	16,700	14,181	14,310	7,155
▪ Number of special events	63	187	279	246	123
Work Process Outputs					
Permit and license applications processed					
▪ # of permits processed	1,204	1,100	985	1,000	861
▪ # of online permits	623	700	722	750	624
Fire detection and suppression plan review					
▪ # of plans processed	136	138	126	115	57

TECHNICAL SERVICES

Objectives

- Providing and tracking all preventive, scheduled, and emergency maintenance on all non-motorized fire equipment to meet applicable standards.
- Researching, purchasing, and distributing equipment needed by the Fire Department.
- Providing on-going technical training for fire personnel.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>2018 Projected</u>	<u>Actual 2018</u>
Client Benefits/Impacts					
Fire equipment that meet customer needs					
▪ % of hose lengths passing annual testing	99%	98%	99%	100%	99.2%
Strategic Outcomes					
Responsiveness to equipment and facilities maintenance					
▪ Work orders processed and coordinated					
- Central Equipment Agency	729	827	616	734	367
- Facilities Management	449	566	421	450	227
Work Process Outputs					
Equipment records database management					
- # of ladders tested	38	36	37	37	37

Areas of Primary Concentration in 2018:

In 2018, the Appleton Fire Department will concentrate on the following:

- Continue the review of issues and potential solutions to the drop in response time performance within the city and to seek opportunities to increase effective use of existing resources.
- Recruit and train employees to fill vacant positions within the authorized table of organization.
- Continue work with Outagamie County and other fire agencies on the replacement of the fire service records management system.
- Continue working with our automatic aid partners--the Town of Grand Chute and the Cities of Neenah and Menasha.

Budget Performance Summary

**City of Appleton Fire Department
Mid-Year Budget Report
For the Period Ending June 30, 2018**

Description	Year-to-Date Expense	Full Year Amended Budget	Percent of Amended Budget
Administration	\$197,690	\$477,285	41.4%
Fire Suppression	\$4,195,647	\$9,151,853	45.8%
Special Operations	\$61,500	\$160,093	38.4%
Resource Development	\$111,887	\$265,884	42.1%
Fire Prevention/Public Education	\$501,439	\$1,180,810	42.5%
Technical Services	\$182,152	\$390,821	46.6%
Fire Department Total	\$5,250,315	\$11,626,746	45.2%