



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

**APPLETON FIRE DEPARTMENT
MID-YEAR REVIEW
All figures through June 30, 2013**

Significant 2013 Events

In 2013, both the Fire Chief and a Lieutenant retired from the Appleton Fire Department. The lieutenant position was filled through an internal promotion. Recruitment efforts are underway for the next fire chief with the intent of having the position filled by the end of the year. At this time, an interim fire chief has not been appointed. A recruit class was held in April for two recruit firefighters who were transferred to an operations role in the middle of May.

The department served as host agency for a county-wide regional radio project through the Federal Emergency Management Agency's (FEMA) Assistance to Firefighter's Grant. The county was awarded a \$1 million grant, of which the portion applicable to the Appleton Fire Department was approximately \$90,000. The radio equipment has been received and distributed to all participating fire and EMS agencies and will be put into service when the radio infrastructure is completed later this year.

In 2013, the department was awarded two FEMA Assistance to Firefighters Grant projects to include the continuation of a smoke detector program which provides a ten-year, tamperproof lithium battery powered smoke detector to homeowners and a self-contained breathing apparatus (SCBA) replacement project. The SCBA project had been budgeted within the department's capital improvement project budget so that borrowed amount will be reduced by \$332,000.

The department has automated its permit application process by making it available on the City's website. To date, approximately eight hundred permits have been issued--twenty-five percent were online applications. With the elimination of an administrative clerk with the 2013 budget, this was one item that staff identified as an area that could be streamlined for improved efficiency. The department expects the online application process to increase in future years.

The Resource Development and Special Operations Divisions conducted several training sessions on various topics including ice rescue, hazardous materials, EMS recertification, wildfire structural protection, confined space, rope rescue technician, structural collapse, extrication, swift water rescue, boat operations, etc. Training was also conducted with our automatic aid partners on incident operations. Hazardous material training was coordinated with St. Elizabeth's Hospital and Calumet Medical Center. The Fire Prevention Division hosted an Electrical Fire Investigation and a Fatal Fire Investigation class, which a number of our department personnel attended. Two employees attended the National Fire

Academy in Emmitsburg, Maryland--one for a two-week Chemistry for Emergency Response class and the other for a one-week Command and Control of Multi-Alarm Incident class.

The Public Education Executive Committee has been continuing its work with members of the community on the "Friends of the Appleton Fire Department" foundation. Again this year, the department is partnering with UW-Oshkosh, Fox Valley Technical College, and area fire departments, to provide various fire science exploration camps including a basic and advanced camp for area youth.

In conjunction with the facilities department, some updates were completed at Fire Station # Two, which was built in 1981. A fire sprinkler system was added, kitchen cabinets were replaced, and new ceilings were installed. At this time, all fire stations within the City have fire sprinkler systems.

On April 10, 2013, a winter storm came through Appleton leaving damage and power outages across the City. The Fire Department responded to 289 requests for service from 2:47 a.m. until 11:26 p.m. The breakdown of calls was as follows: 260 wires down, 5 fire alarms, 4 carbon monoxide responses, 6 medical emergencies, 2 structure fire responses, 3 vegetation fires, and 2 structural collapses (branches through roofs). As a result of the overload in the communication center, chief officers set up dispatch operations from the operations office at Fire Station # One. Fortunately, there were no injuries as a result of the storm and power was restored throughout the City by the following evening.

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.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>2013 Projected</u>	<u>Actual 2013</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.	4.0	4.5 min.
Strategic Outcomes					
Lives and property protected.					
▪ Fire per 1,000 residents.	1.9	1.7	1.7	0.0	.2
Percent of dollar loss in					
▪ inspected vs.	9%	70%	2%	25%	21%
▪ non-inspected	91%	30%	98%	75%	79%
Work Process Outputs					
Enhance internal communications.					
▪ # of employee, department, union-management meetings.	181	154	121	100	15
Enhance regional relationships					
▪ # of meetings and activities with regional partners.	27	42	26	25	7

FIRE SUPPRESSION

Objectives

- Utilize data gathered through mobile data computers to monitor department response times to emergency and non-emergency calls for service.
- Identify and develop pre-fire plans for new structures and update pre-fire plans for existing structures, which present potential risks within the community.
- Conduct quarterly reviews of the First Responder program to ensure it meets citizen's needs.
- Determine the readiness of emergency response units through the development of an evaluation instrument, which measures basic firefighting skills.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>2013 Projected</u>	<u>Actual 2013</u>
Client Benefits/Impacts					
Qualified, quick response to request for services.					
▪ Response to emergency calls for service within four minutes.	66%	64%	65%	90%	61%
Strategic Outcomes					
Enhance community safety.					
▪ Reduction in fire loss.	\$1,178,818	\$846,668	\$742,792	\$500,000	\$110,330
▪ Reduction in the number of fire-related deaths.	0	0	0	0	0
Work Process Outputs					
Calls responded to					
▪ # of emergency calls	2,953	3,026	3,238	3,000	1,665
▪ # of non-emergency calls	570	490	463	500	248
Reduction in lost time work-related injuries					
▪ # of lost time days	4	0	0	0	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.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>2013 Projected</u>	<u>Actual 2013</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	6	7	4	10	0
▪ # of assists given	3	0	3	5	2
▪ # of specialty training hours	6,007	5,909	4,020	6,000	3,464
Program funding					
▪ # of grant applications completed	3	2	2	2	2
▪ # of grants received	2	2	2	2	2

RESOURCE DEVELOPMENT

Objectives

- Providing 100% of federal and state mandatory classes that apply to the Fire Department.
- Investigating and encouraging attendance at specialized training to expand personal growth and development.
- Recruiting entry-level candidates to fill vacant positions within 120 days of the third vacancy.
- Providing recertification for First Responders.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>2013 Projected</u>	<u>Actual 2013</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	65%	72%	61%	90%	60%
Work Process Outputs					
Educational programs delivered.					
▪ Average number of hours of training per employee	131	101	108	130	64

PUBLIC EDUCATION

Objectives

- * Developing, implementing, coordinating, and evaluating life safety programs designed to meet community needs.
- * Coordinating, developing, and maintaining intervention programs for juvenile fire activity.
- * Serving as department liaison/coordinator between schools, community organizations, and Fire Department staff.
- * Directing public education training for department personnel and supervising and maintaining department records relating to those activities.
- * Implementing Public Education Team concept utilizing existing resources.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>2013 Projected</u>	<u>Actual 2013</u>
Strategic Outcomes					
Enhanced community safety					
▪ Number of participants in educational programs.	8,595	7,728	2,706	7,000	1,892
▪ Number of special events	74	95	18	80	28
Work Process Outputs					
Juvenile Firesetter Program					
▪ % of children referred to program per child set fires	100%	100%	100%	100%	100%

FIRE PREVENTION

Objectives

- Performing all state-mandated fire and life safety inspections in all buildings.
- Protecting groundwater from petroleum product contamination through completion of annual inspections of installations, operations, and removal of petroleum storage tank systems.
- Processing all license applications for compliance with the provisions of the Fire Prevention Code.
- Developing a procedure manual for standardization of fire investigations.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>2013 Projected</u>	<u>Actual 2013</u>
Strategic Outcomes					
Assets/resources for businesses and homeowners safeguarded.					
▪ \$ amount of losses for year	\$1,178,818	\$846,668	\$423,282	\$500,000	\$110,330
▪ Losses as % of assets protected	.024%	.018%	.008%	.010%	
Citizens with safer city environment					
▪ % of schools meeting required evacuation	93%	100%	100%	100%	*
Work Process Outputs					
Permit and license applications processed					
▪ # of permits processed	917	864	706	700	766
▪ # of licenses processed	232	289	87	250	99
▪ % processed within seven work days of application and license recommendation to Clerk's office	100%	99.7%	100%	100%	100%
Fire detection and suppression plan review					
▪ # of plans processed	203	195	70	200	67

*The schools have not submitted their final evacuation records for the 2012-2013 school year so this information isn't available.

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 2010</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>2013 Projected</u>	<u>Actual 2013</u>
Client Benefits/Impacts					
Fire equipment that meet customer needs					
▪ % of hose lengths passing annual testing	95%	98%	96%	100%	*
Strategic Outcomes					
Responsiveness to equipment and facilities maintenance					
▪ Work orders processed and coordinated					
- Central Equipment Agency	710	669	352	700	393
- Facilities Management	421	653	328	625	202
Work Process Outputs					
Equipment records database management					
- # of ladders tested	39	41	41	40	41

- Annual hose testing is scheduled for late August in 2013.

Areas of Primary Concentration in 2013:

In 2013, 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 implementation of the fire service records management system.
- Implement automatic aid agreements with 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, 2013**

Description	Year-to-Date Expense	Full Year Amended Budget	Percent of Amended Budget
Administration	290,298	512,655	56.6%
Fire Suppression	4,099,810	8,626,697	47.5%
Special Operations	6,512	148,777	4.4%
Resource Development	119,499	268,636	44.5%
Public Education	9,986	169,512	5.9%
Fire Prevention	156,325	634,871	24.6%
Technical Services	146,511	458,085	32.0%
Fire Department Total	\$4,828,941	\$10,819,233	44.6%