



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

## **APPLETON FIRE DEPARTMENT MID-YEAR REVIEW All figures through June 30, 2016**

### **Significant 2016 Events**

The department continues to review our firefighter rehabilitation process to improve the health and safety of our employees while operating at emergency incidents. Firefighter rehabilitation is a process of medical evaluation, resting, hydration and calorie intake while conducting high-stress, high-physical activities. Partnering with the Outagamie County Community Emergency Response Team (CERT) Rehabilitation Unit since 2013, the department identified the need for additional rehabilitation equipment and applied for a Department of Homeland Security Federal Emergency Management Agency (FEMA) Assistance to Firefighters' Grant in the amount of \$18,000. With the grant funding, the department purchased additional equipment including a rehabilitation tent with HVAC and lighting, a carbon monoxide pulse oximeter, and thermometer to enhance the rehabilitation capabilities for the department as well as other county departments. Additionally, the department removed from service a 1996 tow vehicle and trailer that was donated to the CERT for upgrading their vehicle capabilities.

With the increase of violent events nationwide, the department continues to facilitate the development of a multi-discipline task force comprised of law enforcement, emergency medical services, and fire departments in developing standard operating procedures for response to violent active shooter events. This process included joint training between the Appleton Fire Department, Appleton Police Department, and Gold Cross Ambulance in the concepts of the rescue task force. This process provides a more rapid inclusion of fire department and ambulance personnel into the incident to provide medical care as law enforcement addresses the threat. In cooperation with the Police Department, the Fire Department provided two additional Tactical Emergency Medical Service (TEMS) paramedics from existing staff for a total of three. These medics will be utilized alongside the APD SWAT team during high-risk events to provide medical care to the SWAT members and anyone else in harm's way.

As a component of on-going department evaluation of operations and strategic planning, the department continues the self-assessment process for Fire Department accreditation by the Center for Public Safety Excellence and the Commission on Fire Accreditation International. The senior staff continues with the self-assessment process which will be beneficial in assisting with evaluating current service levels, programming, and to establish benchmarks for future department improvement.

The Appleton Fire Department continues to collaborate with the Appleton Police Department and Outagamie County Sheriff's Department in training throughout the year. This paid dividends as all agencies worked well together at a water rescue incident involving a burglary suspect in the Fox River.

As the result of a retirement and resignation, the department offered employment to two recruit firefighters. Recruit class is a six-week program conducted internally by department staff under the guidance of the Training Battalion Chief. The program provides an opportunity to enhance existing skills and teach new skills and practices for the recruit firefighters. The school will be completed mid-July at which time the recruit firefighters will be assigned to an operations shift. Due to an internal transfer, the Battalion Chief of Training position became vacant. A review of both internal and external applicants occurred with an internal promotion resulting from the search.

With the increase of opiate overdoses, the department trained all employees in the administration of the nasal inhalator, Narcan, which can significantly improve the survival from an opiate overdose. This process was done in conjunction with Gold Cross Ambulance. Additionally, the department identified other advanced medical skills that we could provide to enhance patient safety and recovery. The department initiated the ability to test glucose levels within patients and provide oral glucose when required, administer aspirin for patients when indicated, and provide respiratory treatments to combat respiratory illnesses requiring rapid intervention.

The Appleton Fire Department's Hazardous Materials Team was awarded an equipment grant from Wisconsin Emergency Management for the purchase of additional radiological meters. These meters will help with both emergency response incidents to identify any potential radiological material, but can also be utilized on a daily basis to help monitor for radiological sources. One meter will be specifically used to identify the exact isotope of radiological material.

Department personnel participated in the National Guard's annual large scale emergency response exercise, which incorporates civilian responders receiving assistance from National Guard units. Simulated emergencies included hazardous materials, search and rescue, and law enforcement issues. AFD personnel were part of the Wisconsin Task Force 1 group, for a two-day search and rescue operation, as well as part of a joint State Hazardous Materials Team that participated one of the days. The exercise was called "Miles Paratus" and took place over five days at Volk Field and Fort McCoy.

During the spring of 2016, the department participated in a training called "Calming the Chaos" taught by a Battalion Chief from the City of Sacramento. The class was delivered to all Chief Officers and captains and training will be provided to other officers in 2016.

The Prevention Division worked with other City agencies to accommodate three political visits in 2016. There has been an increase in pre-plans completed and 22 fire investigations conducted. The department has reached over 27,000 citizens with an informational letter regarding the recall of several dehumidifiers. The department continues to expand its social media presence with 4,750 likes on Facebook and 1,800 followers on Twitter.

## 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.

<b><u>PERFORMANCE INDICATORS</u></b>	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>2016 Projected</u></b>	<b><u>Actual 2016</u></b>
<b>Client Benefits/Impacts</b>					
Staff and schedule to provide consistent emergency response within the community.					
▪ Average first-in response time.	4.5 min.	4.4 min.	4.4 min.	4.4 min.	4.4 min.
<b>Strategic Outcomes</b>					
Lives and property protected.					
▪ Fire per 1,000 residents.	1.4	1.7	1.8	1.6	.8
Percent of dollar loss in					
▪ inspected vs.	47%	17%	21%	70%	66%
▪ non-inspected	53%	83%	79%	30%	34%
<b>Work Process Outputs</b>					
Enhance internal communications.					
▪ # of employee, department, union-management meetings.	117	163	118	120	60
Enhance regional relationships					
▪ # of meetings and activities with regional partners.	17	82	102	150	84

## 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 shred 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.

<b><u>PERFORMANCE INDICATORS</u></b>	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>2016 Projected</u></b>	<b><u>Actual 2016</u></b>
<b>Client Benefits/Impacts</b>					
Qualified, quick response to request for services.					
▪ Response to emergency calls for service within four minutes.	63%	64%	63%	62%	61%
<b>Strategic Outcomes</b>					
Enhance community safety.					
▪ Reduction in fire loss.	\$744,375	\$919,546	\$1,187,603	\$1,200,000	\$1,175,832
▪ Reduction in the number of fire-related deaths.	0	0	0	1	1
<b>Work Process Outputs</b>					
Calls responded to					
▪ # of emergency calls	3,404	3,779	3,865	3,800	1,918
▪ # of non-emergency calls	511	494	526	648	324
Reduction in lost time work-related injuries					
▪ # of lost time days	31	41	49	5	1

## 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

<b><u>PERFORMANCE INDICATORS</u></b>	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>2016 Projected</u></b>	<b><u>Actual 2016</u></b>
<b>Client Benefits/Impacts</b>					
Provisions of appropriate hazardous materials response service					
▪ % of satisfactory post-incident critiques	100%	100%	100%	100%	100%
<b>Strategic Outcomes</b>					
Lives and property protected					
▪ # of civilian injuries	1	0	0	0	0
<b>Work Process Outputs</b>					
Educational programs delivered.					
▪ # of outreach programs delivered	5	4		5	1
▪ # of assists given	3	3		5	1
▪ # of specialty training hours	3,977	5,392	5,811	5,328	2,664
Program funding					
▪ # of grant applications completed	2	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.
- 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.

<b><u>PERFORMANCE INDICATORS</u></b>	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>2016 Projected</u></b>	<b><u>Actual 2016</u></b>
<b>Client Benefits/Impacts</b>					
Trained personnel that meet requirements.					
▪ % of employees trained as required by classification					
Firefighter	100%	98%	100%	100%	100%
Driver	100%	95%	100%	100%	100%
Officer	100%	100%	100%	100%	100%
<b>Strategic Outcomes</b>					
Enhanced community safety.					
▪ % of fires contained to room/area of origin in residential structures	62%	65%	25%	75%	73%
<b>Work Process Outputs</b>					
Educational programs delivered.					
▪ Average number of hours of training per employee	122	156	177	175	87

## 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.
- \* Providing public information at emergency incidents and throughout the year.
- \* Defining media relationship strategy as method/vehicle to communicate prevention messages.
- \* 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 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>2016 Projected</u>	<u>Actual 2016</u>
<b>Strategic Outcomes</b>					
Enhanced community safety					
▪ Number of participants in educational programs.	13,733	12,839	10,654	13,000	6,992
▪ Number of special events	77	64	63	75	37
<b>Work Process Outputs</b>					
Juvenile Firesetter Program					
▪ % of children referred to program per child set fires	91%	100%	100%	100%	100%

## FIRE PREVENTION

### 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.

<b><u>PERFORMANCE INDICATORS</u></b>	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>2016 Projected</u></b>	<b><u>Actual 2016</u></b>
<b>Strategic Outcomes</b>					
Assets/resources for businesses and homeowners safeguarded.					
▪ \$ amount of losses for year	\$744,375	\$919,546	\$1,187,603	\$1,250,000	\$1,175,832
▪ Losses as % of assets protected	.015%	.020%	.025%	.026%	.024%
Citizens with safer city environment					
▪ % of schools meeting required evacuation	93%	90%	100%	100%	Not yet available.
<b>Work Process Outputs</b>					
Permit and license applications processed					
▪ # of permits processed	1,026	994	1,204	1,250	906
▪ # of online permits	239	352	623	650	596
Fire detection and suppression plan review					
▪ # of plans processed	126	125	136	150	75



## 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.

<b><u>PERFORMANCE INDICATORS</u></b>	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>2016 Projected</u></b>	<b><u>Actual 2016</u></b>
<b>Client Benefits/Impacts</b>					
Fire equipment that meet customer needs					
▪ % of hose lengths passing annual testing	95%	98%	99%	99%	99%
<b>Strategic Outcomes</b>					
Responsiveness to equipment and facilities maintenance					
▪ Work orders processed and coordinated					
- Central Equipment Agency	740	821	729	900	452
- Facilities Management	399	366	449	450	220
<b>Work Process Outputs</b>					
Equipment records database management					
- # of ladders tested	41	38	38	38	38

**Areas of Primary Concentration in 2016:**

In 2016, 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, 2016**

<b>Description</b>	<b>Year-to-Date Expense</b>	<b>Full Year Amended Budget</b>	<b>Percent of Amended Budget</b>
Administration	\$ 245,690	\$ 678,353	36.2%
Fire Suppression	\$3,975,428	\$ 9,055,077	43.9%
Special Operations	\$ 60,436	\$ 151,782	39.8%
Resource Development	\$ 119,245	\$ 266,238	44.8%
Public Education	\$ 76,587	\$ 182,046	42.1%
Fire Prevention	\$ 585,973	\$ 632,884	92.6%
Technical Services	\$ 182,134	\$ 368,909	49.4%
<b>Fire Department Total</b>	<b>\$5,245,493</b>	<b>\$11,335,289</b>	<b>46.3%</b>