



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

## **APPLETON FIRE DEPARTMENT MID-YEAR REVIEW All figures through June 30, 2021**

### **Significant 2021 Events**

In 2021, the department had two driver/engineer retirements that were filled through internal promotions. The department participated in the regional hiring process for the hiring of four recruit firefighters who started in early April and have joined the ranks of the front-line operations staff after a six-week recruit academy. The Resource Development and Special Operations Division offered a relief driver class for six personnel resulting in six additional members qualified to drive fire apparatus. In addition, the department provided an acting officer class for six members of the department utilizing in-house instructors. All six members successfully completed the training and may fill the company officer role as needed. In January, the department took delivery of a new fire engine. Training on the new engine occurred and it has been placed into service at Fire Station # One.

Early 2021 brought about a drastic reduction in COVID-19 mitigation strategies for the Appleton Fire Department due to the widely distributed vaccine. Inspections were able to be started as scheduled, training opportunities have increased, and emergency operations are quickly returning to normal. The fire department was able to help facilitate vaccine distribution by providing standby emergency medical services for the Outagamie County Vaccine Clinic for the entirety of the operation and will continue this involvement with the City of Appleton clinics through the end of August. Fire department support staff continued to work remotely for the first quarter of 2021 until the vaccine was available. Public education activities will commence in the fall.

On May 15, 2021, the department recognized the two-year anniversary of the line-of-duty death of Driver/Engineer Mitchell Lundgaard. The department's Memorial Committee has been meeting over the past two years to develop plans to memorialize this tragic day that will never be forgotten. The memorial events in Colorado Springs, Colorado and Emmitsburg, Maryland that were originally cancelled due to the pandemic will take place this summer/fall. Several members of the Appleton Fire Department plan to attend. An architectural firm has been selected to design Lundgaard Park. The firm held listening session with the fire department, the Lundgaard family, and the community as part of the master planning process.

The department worked diligently with the City's GIS staff to develop key performance indicator dashboards to correlate with our strategic objectives identified through the department's strategic planning process. The dashboards allow department personnel to 'filter' the results so that the data is meaningful by position/role/location.

The Emergency Medical Services Division increased the department's service level from First Responders to Emergency Medical Technicians (EMT) at the beginning of 2021 improving the level of care provided to citizens and visitors in the City of Appleton. The department is currently in the process of transitioning to a new medical director.

The Special Operations Division worked with Manitowoc County on an agreement to provide them county hazardous materials services. The Appleton Fire Department provides this service for Outagamie and Calumet Counties. The department currently is contracted with the State to provide Type II haz-mat response for the East Central region of the state.

Sadly, fire crews discovered a citizen fire fatality when responding to a residential structure fire in May in the City. During an automatic aid incident with Grand Chute Fire Department, Appleton fire crews were the first on scene for a fire fatality in Grand Chute's jurisdiction. Due to the nature of the dispatch, multiple AFD units responded to no avail into Grand Chute. The Wisconsin Department of Justice Division of Criminal Investigation State Fire Marshal's Office and the Outagamie County Coroner's Office assisted on scene of these incidents which is standard procedure when a fire fatality occurs.

After a three-year project, the department was able to finalize the transition out of substandard hose. It was discovered that some of our 1 3/4" interior fire attack hose may have had a manufacturing deficiency causing the inside liner to prolapse resulting in excessive resistance to needed water flow requirements. With the large amount of hose in our inventory, this was not able to be replaced simultaneously. Currently, all interior firefighting hose is 2018 or newer. The intent going forward is to replace all 2 1/2" hose bringing it to the current NFPA standard so that attack hose is less than 20 years old. Due to a reduction in hose loads, reduction in station inventories, and new hose purchases, we should meet this objective.

## 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 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>	<b><u>2021 Projected</u></b>	<b><u>Actual 2021</u></b>
<b>Client Benefits/Impacts</b>					
Staff and schedule to provide consistent emergency response within the community.					
▪ Average first-in response time.	4.4 min.	4.3 min.	4.2 min.	4.2 min.	4.2 min.
<b>Strategic Outcomes</b>					
Lives and property protected.					
▪ Fire per 1,000 residents.	1.4	1.3	1.6	1.3	.6
Percent of dollar loss in					
▪ inspected vs.	19%	66%	27%	29%	9%
▪ non-inspected	81%	34%	73%	71%	91%
<b>Work Process Outputs</b>					
Enhance internal communications.					
▪ # of employee, department, union-management meetings.	188	124	121	116	49
Enhance regional relationships					
▪ # of meetings and activities with regional partners.	197	235	335	250	126

## FIRE SUPPRESSION

### Objectives

- 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 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.
- 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 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>	<b><u>2021 Projected</u></b>	<b><u>Actual 2021</u></b>
<b>Client Benefits/Impacts</b>					
Qualified, quick response to request for services.					
▪ Response to emergency calls for service within four minutes.	68%	69%	77%	77%	76%
<b>Strategic Outcomes</b>					
Enhance community safety.					
▪ Reduction in fire loss.	\$946,420	\$1,530,420	\$1,466,162	\$1,500,000	\$752,579
▪ Reduction in the number of fire-related deaths.	0	1	1	1	1
<b>Work Process Outputs</b>					
Calls responded to					
▪ # of emergency calls	4,385	3,130	3,247	3,150	1,576
▪ # of non-emergency calls	643	2,866	2,662	2,825	1,411
Reduction in lost time work-related injuries					
▪ # of lost time days	14	0	100	40	19

## 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 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>	<b><u>2021 Projected</u></b>	<b><u>Actual 2021</u></b>
<b>Client Benefits/Impacts</b>					
Provisions of appropriate hazardous materials response service					
▪ # of special operations responses	80	124	79	60	29
<b>Strategic Outcomes</b>					
Lives and property protected					
▪ # of civilian injuries	0	0	0	0	0
<b>Work Process Outputs</b>					
Educational programs delivered.					
▪ # of specialty training hours	3,933	2,264	2,068	2,626	686
Program funding					
▪ # of grant applications completed	2	2	9	9	9
▪ # of grants received	1	2	4	6	4

## 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 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>2021 Projected</u>	<u>Actual 2021</u>
<b>Client Benefits/Impacts</b>					
Trained personnel that meet requirements.					
▪ # of hours of training as required by ISO					
Firefighter	New measure.	175	141	200	109
Driver	New measure.	187	141	205	89
Officer	New measure.	187	141	205	121
<b>Strategic Outcomes</b>					
Enhanced community safety.					
▪ % of fires contained to room/area of origin in residential structures					
	67%	79%	69%	70%	65%
<b>Work Process Outputs</b>					
Educational programs delivered.					
▪ Average number of hours of training per employee					
	140	119	141	168	106

## 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.
- Utilizing data gathered from our medical director 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 Ambulance, and other agencies during medical training or exercises.

<b><u>PERFORMANCE INDICATORS</u></b>	<b><u>Actual 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>	<b><u>2021 Projected</u></b>	<b><u>Actual 2021</u></b>
<b>Client Benefits/Impacts</b>					
▪ % of employees certified as paramedics	New measure.		12.2%	15.6%	15.6%
▪ EMTs on scene within four minutes	New measure.			77%	76%
<b>Work Process Outputs</b>					
▪ # of Narcan administration		12	20	30	16
▪ # of hours spent on emergency medical continuing education	1,173	4,479	4,002	5,042	520

## 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.
- 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 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>	<b><u>2021 Projected</u></b>	<b><u>Actual 2021</u></b>
<b>Strategic Outcomes</b>					
Assets/resources for businesses and homeowners safeguarded.					
▪ \$ amount of losses for year	\$946,420	\$1,530,420	\$1,466,162	\$550,000	\$752,579
▪ Losses as % of assets protected	0.018%	.027%	.025%	.010%	.013%
Citizens with safer city environment					
▪ % of schools meeting required evacuation	100%	100%	Public: 0%* Private:100%	Public: 100% Private:100%	Public: 0%* Private: 0%*
Enhanced community safety					
▪ Number of participants in educational programs.	17,675	16,017	354	1,000	0
▪ Number of special events	290	171	12	50	1
<b>Work Process Outputs</b>					
Permit and license applications processed					
▪ # of permits processed	1,040	996	1,136	1,200	856
▪ % of online permits	71%	75%	93%	92%	91%
Fire detection and suppression plan review					
▪ # of plans processed	96	71	76	100	48

\*Due to the pandemic, routine drills were missed this school year.



## 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 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>	<b><u>2021 Projected</u></b>	<b><u>Actual 2021</u></b>
<b>Client Benefits/Impacts</b>					
Fire equipment that meet customer needs					
▪ % of hose lengths passing annual testing	99%	98.4%	98.3%	99%	*
<b>Strategic Outcomes</b>					
Responsiveness to equipment and facilities maintenance					
▪ Work orders processed and coordinated					
- Central Equipment Agency	719	772	751	825	403
- Facilities Management	471	436	386	350	175
<b>Work Process Outputs</b>					
Equipment records database management					
- # of ladders tested	40	43	43	46	43

- Hose testing has not occurred yet. It is scheduled for later this year.

**Areas of Primary Concentration in 2021:**

In 2021, 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 on implementation 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, 2021**

<b>Description</b>	<b>Year-to-Date Expense</b>	<b>Full Year Amended Budget</b>	<b>Percent of Amended Budget</b>
Administration	\$278,795	\$571,993	48.7%
Fire Suppression	\$5,075,549	\$9,776,162	51.9%
Special Operations	\$11,911	\$168,735	7.1%
Resource Development	\$121,419	\$246,202	49.3%
Emergency Medical Services	\$270,180	\$707,085	38.2%
Fire Prevention/Public Education	\$480,136	\$1,297,018	37.0%
Technical Services	\$141,268	\$426,880	33.1%
<b>Fire Department Total</b>	<b>\$6,379,258</b>	<b>\$13,194,075</b>	<b>48.3%</b>