



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

**APPLETON FIRE DEPARTMENT  
MID-YEAR REVIEW  
All figures through June 30, 2019**

**Significant 2019 Events**

On May 15, 2019, the department suffered their first line-of-duty death since 1933 when Firefighter Mitchell Lundgaard responded with his crew to a medical emergency at the Valley Transit Center. After patient care was rendered, the situation escalated, and gunfire was exchanged. Firefighter Lundgaard suffered a gunshot wound and later died at a local hospital from his injuries. Because City of Appleton police officers were involved, the Green Bay Police Department handled the investigation working with the Outagamie County District Attorney's office. The department conducted its own investigation of the incident. Subsequently, the National Institute of Occupational Health and Safety (NIOSH) is performing their own investigation which is characteristic of firefighter line-of-duty fatalities. At this time, the department will refrain from making any changes to policies or procedures until these investigations are complete and recommendations are identified.

In 2019, the department had five retirements: a battalion chief of fire prevention and public education, two captains, and two lieutenants. Working with the Human Resources Department, a battalion chief hiring process was conducted and a successful candidate identified with an expected start date in July. The captain and lieutenant vacancies were filled through internal promotions which prompted two internal promotions to the position of driver/engineer. The department worked with Fox Valley Technical College's regional hiring process for the hiring of four recruit firefighters who started a six-week training academy in early April and have joined the ranks of the front-line operations staff.

The 2018 capital improvement budget included funds for a fire records management system. The fire department selected a product called ImageTrend and has been using it for incident reporting and fire inspections since January 1st. During the second half of the year, the department will transition from paper inspections to utilizing tablets. Other modules of the software will be implemented throughout the year. In addition, the department went live with a scheduling software product, CrewSense, which automates scheduling, overtime call ins, and tracks the daily roster. CrewSense also has an interface with the incident reporting software so that crew and staffing details are auto-populated within the incident report. A significant amount of time has been devoted to implementing and training on the new software programs.

After taking delivery of a 2019 Pierce Velocity rescue engine in December of 2018, the department focused on placing equipment and training on that new engine. In January, the department placed the order for another purchase of a 2019 Pierce Velocity engine with delivery expected in July. This engine

will be the third 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.

In 2019, the Administration Division recognized the need for an equipment replacement and funding plan to foster the systematic replacement of equipment. Department personnel identified criteria for equipment to be included and inventoried those items. This equipment replacement plan will be used for budget planning purposes for years to come.

The Health and Wellness Committee continues to focus on all aspects of health and wellness for members of the Appleton Fire Department. Late last year, all staff were introduced to a local trauma and crisis counselor which proved beneficial recently as several employees sought out counseling after our recent tragedy. The department continues to focus on cancer prevention with the installation of the remaining detoxification chambers at the stations through a generous anonymous donation. The department placed an order for particulate blocking hoods for all personnel, which were purchased through a donation from the 'Friends of the Appleton Fire Department'.

The Training and Resource Development Division provided an 'acting officer' and 'relief driver' class for members of the department in the first half of the year. This training prepares existing personnel to temporarily fill in as an officer or driver to cover for vacancies in those positions. The Emergency Medical Services Division delivered the Emergency Medical Technician – Basic class to fourteen department personnel. The class was instructed by department personnel and will help the department provide a greater level of care to those who live, work, and visit the City of Appleton.

## 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 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>2019 Projected</u></b>	<b><u>Actual 2019</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.	4.4 min.	4.4	4.5	4.5
<b>Strategic Outcomes</b>					
Lives and property protected.					
▪ Fire per 1,000 residents.	1.7	1.6	1.4	1.4	.7
Percent of dollar loss in					
▪ inspected vs.	47%	59%	19%	80%	80%
▪ non-inspected	53%	41%	81%	20%	20%
<b>Work Process Outputs</b>					
Enhance internal communications.					
▪ # of employee, department, union-management meetings.	132	144	188	136	68
Enhance regional relationships					
▪ # of meetings and activities with regional partners.	107	176	197	200	97

## 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 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>2019 Projected</u></b>	<b><u>Actual 2019</u></b>
<b>Client Benefits/Impacts</b>					
Qualified, quick response to request for services.					
▪ Response to emergency calls for service within four minutes.	63%	66%	68%	63%	63%
<b>Strategic Outcomes</b>					
Enhance community safety.					
▪ Reduction in fire loss.	\$1,867,519	\$1,378,269	\$946,420	\$2,865,778	\$1,194,074
▪ Reduction in the number of fire-related deaths.	1	0	0	1	1
<b>Work Process Outputs</b>					
Calls responded to					
▪ # of emergency calls	4,028	3,717	4,385	4,478	2,239
▪ # of non-emergency calls	662	1,057	643	638	319
Reduction in lost time work-related injuries					
▪ # of lost time days	19	62	14	45	23

## 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 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>2019 Projected</u></b>	<b><u>Actual 2019</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	0	0	0	1	1
<b>Work Process Outputs</b>					
Educational programs delivered.					
▪ # of specialty training hours	3,390	3,457	3,933	2,175	1,079
Program funding					
▪ # of grant applications completed	2	2	2	4	2
▪ # of grants received	2	2	1	4	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 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>2019 Projected</u></b>	<b><u>Actual 2019</u></b>
<b>Client Benefits/Impacts</b>					
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%
<b>Strategic Outcomes</b>					
Enhanced community safety.					
▪ % of fires contained to room/area of origin in residential structures	58%	52%	67%	73%	73%
<b>Work Process Outputs</b>					
Educational programs delivered.					
▪ Average number of hours of training per employee	134	148	140	190	96

## 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, and other agencies during medical training or exercises.

<b><u>PERFORMANCE INDICATORS</u></b>	<b><u>Actual 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>2019 Projected</u></b>	<b><u>Actual 2019</u></b>
<b>Client Benefits/Impacts</b>					
▪ Trained personnel that meet State of Wisconsin license requirements	100%	100%	100%	100%	100%
<b>Work Process Outputs</b>					
▪ # of identified advanced medical skills delivered	184	314	379	562	281
▪ # of hours spent on emergency medical continuing education	890	1,700	1,173	3,095	2,631

## 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.

<b><u>PERFORMANCE INDICATORS</u></b>	<b><u>Actual 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>2019 Projected</u></b>	<b><u>Actual 2019</u></b>
<b>Strategic Outcomes</b>					
Assets/resources for businesses and homeowners safeguarded.					
▪ \$ amount of losses for year	\$1,867,519	\$1,378,269	\$946,420	\$2,865,778	\$1,238,274
▪ Losses as % of assets protected	.038%	.028%	0.018%	0.050%	.025%
Citizens with safer city environment					
▪ % of schools meeting required evacuation	100%	100%	100%	100%	100%
Enhanced community safety					
▪ Number of participants in educational programs.	16,700	14,181	17,675	13,058	6,528
▪ Number of special events	187	279	290	144	72
<b>Work Process Outputs</b>					
Permit and license applications processed					
▪ # of permits processed	1,100	985	1,040	975	834
▪ % of online permits	64%	73%	71%	79%	79%
Fire detection and suppression plan review					
▪ # of plans processed	138	126	96	100	48



## 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 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>2019 Projected</u></b>	<b><u>Actual 2019</u></b>
<b>Client Benefits/Impacts</b>					
Fire equipment that meet customer needs					
▪ % of hose lengths passing annual testing	98%	99%	99%	98.4%	99%
<b>Strategic Outcomes</b>					
Responsiveness to equipment and facilities maintenance					
▪ Work orders processed and coordinated					
- Central Equipment Agency	827	616	719	838	419
- Facilities Management	566	421	471	521	260
<b>Work Process Outputs</b>					
Equipment records database management					
- # of ladders tested	36	37	40	43	43

**Areas of Primary Concentration in 2019:**

In 2019, 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, 2019**

<b>Description</b>	<b>Year-to-Date Expense</b>	<b>Full Year Amended Budget</b>	<b>Percent of Amended Budget</b>
Administration	\$268,536	\$564,096	47.6%
Fire Suppression	\$4,452,147	\$9,420,236	47.3%
Special Operations	\$6,429	\$163,500	3.9%
Resource Development	\$115,169	\$267,372	43.1%
Emergency Medical Services	\$195,225	\$472,231	41.3%
Fire Prevention/Public Education	\$467,030	\$1,213,112	38.5%
Technical Services	\$210,378	\$396,407	53.1%
<b>Fire Department Total</b>	<b>\$5,714,914</b>	<b>\$12,496,954</b>	<b>45.8%</b>