



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

**APPLETON FIRE DEPARTMENT
MID-YEAR REVIEW
All figures through June 30, 2020**

Significant 2020 Events

In 2020, the department had four retirements: a deputy chief, a civilian fire inspector, and two driver/engineers. A deputy chief hiring process was conducted and a successful candidate was promoted from within the organization. A hiring process is underway for that vacated battalion chief position. Working with the Human Resources Department, the civilian fire inspector position was filled with an external candidate. The two driver/engineer vacancies were filled through internal promotions. The department participated in the regional hiring process for the hiring of five recruit firefighters who started in early April and have joined the ranks of the front-line operations staff.

The Fire Prevention Division implemented paperless fire inspections in the first quarter of 2020 by training all personnel on the use of tablet computers. Fire inspectors are able to access the fire records management system (ImageTrend) in the field to complete fire inspections. The division also continues work on the community risk reduction project by evaluating and identifying those properties most susceptible to risk.

In response to the COVID-19 pandemic, Appleton Fire Department personnel committed a significant amount of resources to staffing the City's Emergency Operations Center (EOC) and developing policies and procedures to ensure a safe work environment for fire department personnel. Fire department personnel spent several hours acquiring and tracking personal protective equipment to ensure that personnel have the equipment needed for both emergency response and station and apparatus decontamination throughout the pandemic. Fire department support staff worked remotely from mid-March through May in an effort to eliminate exposure for essential staff. All public education activities were cancelled and fire inspections were postponed. The department adjusted the annual schedule and conducted required training, hose testing, and ladder testing in the spring versus fall to make the best use of time during the pandemic while limiting their exposure to on-duty personnel.

On May 15, 2020, the department recognized the one-year anniversary of the line-of-duty death of Driver/Engineer Mitchell Lundgaard. The department's Memorial Committee has been meeting over the past year to develop plans to memorialize this tragic day that will never be forgotten. Due to the coronavirus pandemic, several of those plans were not able to happen. However, modifications were made to record a ceremony that paid tribute to the ultimate sacrifice by Driver/Engineer Lundgaard. In addition, the unveiling of the Lundgaard Park near Appleton Fire Station # Six occurred that morning. Other marks of respect that day included all flags flown at half-staff at all fire stations, department

members were present at his gravesite from sun up to sun down, and the dispatch center read a statement over the radio observing his time of death with the sounding of horns three times from firetrucks across the City. To date, the department has not received the final report from the National Institute of Occupational Health and Safety (NIOSH) who performed their own investigation which is characteristic of firefighter line-of-duty fatalities.

In 2020, the Administration Division had funding approved to develop a long-term strategic plan for the fire department. A contracted consultant led the department through the strategic planning process to include updating the department's key performance indicators, developing on-going measurement tools utilizing current technology, and identifying strategic goals and objectives. The division received the response from the Insurance Services Office (ISO) from last year's department audit resulting in the Public Protection Classification being unchanged.

The Resource Development and Special Operations Division provided an aerial/operator state certification class for eleven members of the department utilizing an in-house instructor. An Emergency Services Instructor class was also provided for nineteen department personnel. The Emergency Medical Services Division delivered another Emergency Medical Technician – Basic bridge class to eleven 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.

The Health and Wellness Committee continues to focus on all aspects of health and wellness for members of the Appleton Fire Department. Mental health assessments were completed by a local trauma and crisis counselor in early 2020. These mental health assessments were made possible through grant funding received from the International Association of Clear Thinking (I'ACT) through the Friends of the Appleton Fire Department.

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 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>2020 Projected</u>	<u>Actual 2020</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.	4.3 min.	4.2 min.	4.2 min.
Strategic Outcomes					
Lives and property protected.					
▪ Fire per 1,000 residents.	1.6	1.4	1.3	1.3	.7
Percent of dollar loss in					
▪ inspected vs.	59%	19%	66%	29%	29%
▪ non-inspected	41%	81%	34%	71%	71%
Work Process Outputs					
Enhance internal communications.					
▪ # of employee, department, union-management meetings.	144	188	124	116	58
Enhance regional relationships					
▪ # of meetings and activities with regional partners.	176	197	235	240	120

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.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>2020 Projected</u>	<u>Actual 2020</u>
Client Benefits/Impacts					
Qualified, quick response to request for services.					
▪ Response to emergency calls for service within four minutes.	66%	68%	69%	70%	70%
Strategic Outcomes					
Enhance community safety.					
▪ Reduction in fire loss.	\$1,378,269	\$946,420	\$1,530,420	\$550,000	\$273,040
▪ Reduction in the number of fire-related deaths.	0	0	1	0	0
Work Process Outputs					
Calls responded to					
▪ # of emergency calls	3,717	4,385	3,130	2,864	1,514
▪ # of non-emergency calls	1,057	643	2,866	2,694	1,253
Reduction in lost time work-related injuries					
▪ # of lost time days	62	14	0	50	40

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 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>2020 Projected</u>	<u>Actual 2020</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 specialty training hours	3,457	3,933	2,264	2,626	1,308
Program funding					
▪ # of grant applications completed	2	2	2	3	3
▪ # of grants received	2	1	2	3	3

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 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>2020 Projected</u>	<u>Actual 2020</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	52%	67%	79%	85%	91%
Work Process Outputs					
Educational programs delivered.					
▪ Average number of hours of training per employee	148	140	119	168	84

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.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>2020 Projected</u>	<u>Actual 2020</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	314	379	666	690	344
▪ # of hours spent on emergency medical continuing education	1,700	1,173	4,479	5,042	3,780

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.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>2020 Projected</u>	<u>Actual 2020</u>
Strategic Outcomes					
Assets/resources for businesses and homeowners safeguarded.					
▪ \$ amount of losses for year	\$1,378,269	\$946,420	\$1,530,420	\$550,000	273,040
▪ Losses as % of assets protected	.028%	0.018%	.027%	.010%	.005%
Citizens with safer city environment					
▪ % of schools meeting required evacuation	100%	100%	100%	100%	100%
Enhanced community safety					
▪ Number of participants in educational programs.	14,181	17,675	16,017	313	298
▪ Number of special events	279	290	171	20	9
Work Process Outputs					
Permit and license applications processed					
▪ # of permits processed	985	1,040	996	1,100	1,003
▪ % of online permits	73%	71%	75%	97%	95%
Fire detection and suppression plan review					
▪ # of plans processed	126	96	72	100	47

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 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>2020 Projected</u>	<u>Actual 2020</u>
Client Benefits/Impacts					
Fire equipment that meet customer needs					
▪ % of hose lengths passing annual testing	99%	99%	98.4%	99%	99%
Strategic Outcomes					
Responsiveness to equipment and facilities maintenance					
▪ Work orders processed and coordinated					
- Central Equipment Agency	616	719	772	850	420
- Facilities Management	421	471	436	354	177
Work Process Outputs					
Equipment records database management					
- # of ladders tested	37	40	43	46	46

Areas of Primary Concentration in 2020:

In 2020, 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, 2020**

Description	Year-to-Date Expense	Full Year Amended Budget	Percent of Amended Budget
Administration	\$248,715	\$554,902	45%
Fire Suppression	\$4,525,059	\$9,498,691	48%
Special Operations	\$2,271	\$165,418	1%*
Resource Development	\$68,609	\$260,653	26%
Emergency Medical Services	\$211,621	\$686,893	31%
Fire Prevention/Public Education	\$441,689	\$1,307,288	34%
Technical Services	\$140,883	\$419,634	34%
Fire Department Total	\$5,639,393	\$12,893,479	44%