



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

**APPLETON FIRE DEPARTMENT
MID-YEAR REVIEW
All figures through June 30, 2017**

Significant 2017 Events

In 2017, the department had four retirements including a deputy chief, battalion chief, lieutenant, and driver/engineer. All of these positions were filled with internal promotions. The department worked in conjunction with Fox Valley Technical College's regional hiring process for the hiring of five recruits who started a six-week training academy in April. With the absence of a training officer, other management staff took on the program management of the recruit school including the direct supervision of the recruits, instruction, curriculum development and delivery. The recruits were assigned to an operations shift with an eighteen-month probationary period. After the recruitment of a Battalion Chief of Training was unsuccessful, the management team reviewed the table of organization and proposed a reorganization with a Battalion Chief of Resource Development and Special Operations along with a civilian Training and Resource Development Specialist position. This proposal reduced the number of Battalion Chiefs from six to five. The staff also agreed to reduce the number of captains from eight to six through attrition. The overall number of FTEs remained the same with the approved reorganization.

The department hosted an in-house State of Wisconsin Certified Fire Officer I class for 27 members. This is a forty-hour class that was delivered by a staff member, who is also an instructor for Fox Valley Technical College. The coursework included a State written exam and practical testing. Students also worked with a mentor on the department to assist them in developing their skills as an officer. All 27 passed and are now certified as Fire Officer 1. In addition, the department sponsored four employees to take a 40-hour Emergency Services Instructor class at Fox Valley Technical College in February.

In 2016, Outagamie County notified the fire department that it would be researching a new Computer Aided Dispatch (CAD) software and discontinuing their commitment to provide a Fire Records Management System to fire agencies within the county. In 2017, the evaluation and selection of a new county-wide computer-aided dispatch system was completed. Internally, a Technology Committee, made up of both fire department and Information Technology staff members, is tasked with evaluating and selecting a new Fire Records Management System for the Appleton Fire Department.

Operationally, the department has been working with GIS to identify areas in the city that the department may be lacking relating to meeting our response time goals per NFPA standards. The department is continuing its commitment to provide incident command training, which is a continuation of the 2016 "Calming the Chaos" training that Shift Commanders attended in February 2016. The department

received permission to sole source the purchase of the 2017 replacement firetruck along with an additional cost savings for four future replacement trucks.

The department continues our commitment to recruitment and promoting careers in the fire service through our active involvement in career fairs and the fire camps offered through UW-Oshkosh. In addition, our department actively participates in events such as Mile of Music, Oktoberfest, and the Farmer's Markets.

Several years ago, the department became more proactive regarding keeping fire fighters safe from the byproducts of combustion in post-fire environments. Every fire fighter received a second set of personal protective equipment (PPE). This past year, it became mandatory that immediately after every fire, each individual needed to wash their gear if it became soiled with the byproducts of combustion and their backup set of gear was placed into service. The department purchased a second helmet liner and ear flaps for all personnel so their soiled liner could be washed. Historically, after the fire was extinguished, our staff would monitor for carbon monoxide and a few other chemicals. If the levels were low enough, our personnel could work without self-contained breathing apparatus (SCBA). Currently, any time within an hour after the fire has been extinguished, all personnel need to be wearing SCBAs. After an hour of fresh air ventilation, fire investigators can wear a lower level of respiratory protection.

In early June, eight members of the Appleton Fire Department were deployed to the explosion in Cambria, Wisconsin. This is a result of the department's participation in and significant training with Wisconsin Taskforce 1 (WI-TF1). Under that agreement, the department is reimbursed for staff members deployed as well as those that were called in to backfill those positions. This additional training assists the department with disaster preparedness for events that may occur in the City of Appleton and keeps our overall costs to a minimum.

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 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>2017 Projected</u>	<u>Actual 2017</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	4.4 min.	4.4 min.
Strategic Outcomes					
Lives and property protected.					
▪ Fire per 1,000 residents.	1.7	1.8	1.7	1.6	.8
Percent of dollar loss in					
▪ inspected vs.	17%	21%	47%	69%	69%
▪ non-inspected	83%	79%	53%	31%	31%
Work Process Outputs					
Enhance internal communications.					
▪ # of employee, department, union-management meetings.	163	118	132	146	73
Enhance regional relationships					
▪ # of meetings and activities with regional partners.	82	102	107	118	59

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.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>2017 Projected</u>	<u>Actual 2017</u>
Client Benefits/Impacts					
Qualified, quick response to request for services.					
▪ Response to emergency calls for service within four minutes.	64%	63%	63%	63%	63%
Strategic Outcomes					
Enhance community safety.					
▪ Reduction in fire loss.	\$919,546	\$1,187,603	\$1,867,519	\$1,873,000	\$924,966
▪ Reduction in the number of fire-related deaths.	0	0	1	0	0
Work Process Outputs					
Calls responded to					
▪ # of emergency calls	3,779	3,865	4,028	3,936	1,968
▪ # of non-emergency calls	494	526	662	576	288
Reduction in lost time work-related injuries					
▪ # of lost time days	41	49	19	60	32

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 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>2017 Projected</u>	<u>Actual 2017</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	4	3	4	1	2
▪ # of assists given	3	1	3	1	2
▪ # of specialty training hours	5,392	5,811	3,390	3,200	1,578
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.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>2017 Projected</u>	<u>Actual 2017</u>
Client Benefits/Impacts					
Trained personnel that meet requirements.					
▪ % of employees trained as required by classification					
Firefighter	98%	100%	100%	100%	100%
Driver	95%	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%	25%	58%	50%	50%
Work Process Outputs					
Educational programs delivered.					
▪ Average number of hours of training per employee	156	177	134	150	101

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.
- Utilize automated external defibrillator (AED) data gathered from department records, 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.
- To participate with other fire departments, Gold Cross, and other agencies during medical training or exercises.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>2017 Projected</u>	<u>Actual 2017</u>
Client Benefits/Impacts					
▪ Trained personnel that meet State of Wisconsin license requirements	100%	100%	100%	100%	100%
▪ First responders on scene with AED within four minutes	New measure		66%	68%	68%
Work Process Outputs					
▪ # of identified advanced medical skills delivered	New measure	121	184	175	144
▪ # of hours spent on emergency medical continuing education	New measure	2,500	890	1,800	1,091

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.

<u>PERFORMANCE INDICATORS</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>2017 Projected</u>	<u>Actual 2017</u>
Strategic Outcomes					
Assets/resources for businesses and homeowners safeguarded.					
▪ \$ amount of losses for year	\$919,546	\$1,187,603	\$1,867,519	\$1,873,000	\$924,966
▪ Losses as % of assets protected	.020%	.025%	.038%	.015%	
Citizens with safer city environment					
▪ % of schools meeting required evacuation	90%	100%	100%	100%	100%
Enhanced community safety					
▪ Number of participants in educational programs.	12,839	10,654	16,700	17,000	5,922
▪ Number of special events	64	63	187	190	117
Work Process Outputs					
Permit and license applications processed					
▪ # of permits processed	994	1,204	1,100	1,150	897
▪ # of online permits	352	623	700	750	676
Fire detection and suppression plan review					
▪ # of plans processed	125	136	138	150	30

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 2015</u>	<u>Actual 2016</u>	<u>Actual 2016</u>	<u>2017 Projected</u>	<u>Actual 2017</u>
Client Benefits/Impacts					
Fire equipment that meet customer needs					
▪ % of hose lengths passing annual testing	98%	99%	98%	98%	98%
Strategic Outcomes					
Responsiveness to equipment and facilities maintenance					
▪ Work orders processed and coordinated					
- Central Equipment Agency	821	729	827	650	321
- Facilities Management	366	449	566	550	275
Work Process Outputs					
Equipment records database management					
- # of ladders tested	38	38	36	37	37

Areas of Primary Concentration in 2017:

In 2017, 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, 2017**

Description	Year-to-Date Expense	Full Year Amended Budget	Percent of Amended Budget
Administration	\$302,295	\$536,607	56.3%
Fire Suppression	\$4,047,546	\$8,611,368	47.0%
Special Operations	\$53,694	\$153,918	34.9%
Resource Development	\$79,805	\$272,889	29.2%
Public Education	\$78,601	\$177,939	44.2%
Fire Prevention	\$442,307	\$948,815	46.6%
Technical Services	\$168,701	\$372,589	45.3%
Fire Department Total	\$5,172,949	\$11,074,125	46.7%