



# Germantown Fire Department 2017 Annual Report

*Gary L. Weiss, EFO, CFO, CEMSO, FM  
Fire Chief*

*John A. Delain  
Deputy Fire Chief*

*Amy Lerch  
Administrative Assistant*

## TABLE OF CONTENTS

<b>VILLAGE OFFICIALS</b>	<b>3</b>
<b>LETTER FROM THE CHIEF</b>	<b>4</b>
<b>MAJOR ACCOMPLISHMENTS</b>	<b>5</b>
<b>CHAIN OF COMMAND</b>	<b>6</b>
<b>STRATEGIC OBJECTIVES</b>	<b>7</b>
<b>KEY PERFORMANCE INDICATORS</b>	<b>7</b>
<b>OPERATIONAL</b>	<b>8</b>
1 -GAIN EARLY CONTROL OF EMERGENCY INCIDENTS BY PROVIDING RAPID RESPONSE	8
2 -MINIMIZE THE EFFECTS OF INJURIES AND ILLNESS AT EMERGENCIES	8
3 -CONTINUE TO RECRUIT AND RETAIN PAID-ON-CALL FIREFIGHTERS	9
4 -MINIMIZE PROPERTY DAMAGE FROM FIRE	9
5 -MINIMIZE DIRECT AND INDIRECT LOSS	10
6 -PROVIDE COST-EFFECTIVE EMERGENCY SERVICES	10
7 -PROVIDE FIRE AND SAFETY PUBLIC EDUCATION PROGRAMS	11
8 -ASSURE THE VILLAGE AND EMPLOYEES ARE PROTECTED BY PROVIDING RISK MANAGEMENT PROGRAMS	11
9 -UPGRADE THE DEPARTMENT EMS TO THE PARAMEDIC LEVEL	12
10 - RECOMMEND ANOTHER STAFFING REFERENDUM	12
11 -CONTINUE TO SEEK GRANT OPPORTUNITIES	12
12 -BECOME A DATA DRIVEN SERVICE	13
<b>PERFORMANCE SCORECARDS</b>	<b>14</b>
RESPONSE VILLAGE-WIDE	14
COMMUNITY RISK REDUCTION	15
DEPARTMENT TRAINING	16



Steven R. Kreklow, Village Administrator

### Village Board of Trustees

Dean Wolter, Village President

Trustee	District #
David Baum	District 1
Terri Kaminski	District 1
Alan Campbell	District 2
Rick Miller	District 2
Robert Warren	District 3
Dennis Myers	District 3
Jeffery Hughes	District 4
Art Zabel	District 4

### Village Public Safety Committee

Jeffery Hughes, Chairperson & Trustee District 4

Committee Member	Position
Robert Warren	Trustee District 3
Alan Campbell	Trustee District 2
Dennis Myers	Trustee District 3

### Police & Fire Commission

Scott Scheife, Chairperson

Committee Member	Position
Sam Schneider	Vice Chair
Dan Campbell	Secretary
Homer Jack Daniels	Member
Larry Owen	Member

# Letter from Chief Weiss

I am honored to present our 2017 Annual Report for your Germantown Fire Department.



It has been a busy and exciting year for the department and Village. In 2017 we had an increase of 7.9 percent in our emergency call responses, increased our Community Risk Reduction Section (formally Fire Prevention) contacts, and increased our overall customer service levels.

As you will see by this Performance-Based Annual Report for the department, the demands for your Fire Department continually increased.

But, you will also see that despite this increase in demand for service, your fire department has continued producing outcomes above benchmark levels. I once again have to credit this to the members that make up this department and their hard work putting the resources we have been provided by our Village into action.

To accomplish our mission, we utilize the strategic goals that we have developed to both lead our decisions and as a means of measuring our success. Ultimately our success is this: that we meet your expectations and do this while being good stewards of the communities tax dollars.

Some of the highlights for 2017 are:

- Converted our 4 part-time firefighters to full time, placing 3 on 24 hour shifts.
- Re-branded the Fire Prevention Bureau to the Community Risk Reduction Section. This better describes the goal and objective of the section.
- Hired a part-time Administrative Assistant.
- Trained over 2000 citizens in CPR and AED.
- Placed 2-refurburshed ambulances in service.
- Held a 2-day Leadership & Customer Service Symposium.
- Held an “Exceeding Customer Expectations” Program.

Finally, I would be remiss if I did not thank the Village Board of Trustee’s, Public Safety Committee and Police and Fire Commission for your support of the fire department and our programs.

For a prosperous and fire safe community, I am;

Gary L. Weiss, EFO, CFO, CEMSO, FM, MiFire

Fire Chief

# Germantown Fire Department

## Major Accomplishments

### 2017

- ❖ Reduced the ISO Rating to a 3.
- ❖ Received a grant for 50 smoke detectors.
- ❖ Monthly (first Tuesday) Blood Pressure & Glucose Monitoring at the Germantown Library & Senior Center
- ❖ Speaker Corporation donated \$16,000 for a Lucas 3 CPR Device.
- ❖ Alcami Corporation donated \$16,000 for a second Lucas 3 device.
- ❖ Added 3 full time shift firefighters.
- ❖ Re-furbished Ambulance 56 and 54.
- ❖ New restroom completed at station 1.
- ❖ Trained over 2000 residents in CPR / AED.
- ❖ Was notified that we have earned a Heart-Safe Designation from Heart Safe Wisconsin.
- ❖ Received an Award from the Southeast Regional Trauma Advisory Committee for our work with the Stop-the-Bleed Training Program.
- ❖ Sponsored a Leadership & Customer Service Symposium.
- ❖ Hosted the “Exceeding Customer Service Expectations” Program.
- ❖ Chief Weiss was appointed by Governor Walker to the State Emergency Medical Service Advisory Commission.
- ❖ Chief Delain completed his Fire inspector, Fire instructor and Fire Officer Certifications.
- ❖ Captain Hass was accepted into the National Fire Academies Leadership Program.





# Germantown Fire Department



# Germantown Fire Department FY2017

**Mission:** The Germantown Fire Department preserves property, saves lives, promotes public safety and fosters economic growth through a commitment to prevention, preparedness, response and recovery as an all-risk safety response provider.

## 2017 Strategic Objectives

Objective Number	Strategic Objectives
1	Rapid Response
2	Minimize the effect of injuries and illness at emergencies
3	Continue to recruit and retain paid-on-call firefighters
4	Minimize property damage from fire
5	Minimize direct and indirect loss
6	Provide cost effective emergency services
7	Provide fire and safety public education services
8	Assure the Village and employees are protected by providing risk management programs
9	Upgrade the department's EMS to the paramedic level
10	Recommend another staffing referendum
11	Continue to seek grant funding from multiple sources
12	Become a data driven service

## 2017 Key Performance Indicators

### RESPONSE TIME ANALYSIS

2017 Total Number of Incidents	NFPA 1710 Response Standard Average
1867	62%

### INSPECTION ANALYSIS

2017 Total Inspections	2017 Total Abatements
1049	143

### CIVILIAN/FIREFIGHTER INJURIES/DEATHS

Type	Month	Year to date
Civilian Injury	0	3
Civilian Death	0	0
Firefighter Injury	0	0
Firefighter Death	0	0

### TRAINING ANALYSIS

Total training hours for 2017
1879.3

2017 Operational

<b>1-Gain early control of emergency incidents by providing rapid response</b>			
Personnel	For 2017 we adjusted our "Duty Groups" to better distribute personnel. This assured we had Officers, Drivers, Firefighters, EMT's and AEMT's assigned to each of our three duty groups.		Daily Service
Firefighter Training & Development	Three members have completed the State Driver/Operator Training Program and received their WI Driver/Operator Certifications. We continue to dedicate one night of training a month to Driver Operator and Pumping issues.		Daily Service
Command Training & Development	Officers have reviewed policy regarding response and response guidelines. We updated our response guidelines to better distribute our resources. One major item was to have a secondary vehicle responding non-emergency. This reduces the possibility of accidents and increased the safety of our customers and members.		Daily Service
Risk Management	There was only one reportable vehicle accident this year.		Daily Service
Performance Management	We will continue to review our response times and response guidelines to assure we are providing the safest and highest levels of service.		Daily Service

<b>2-Minimize the effects of injuries and illness at emergencies</b>			
Personnel	By continually stressing safety during emergency and non-emergency situations, we had no reportable injuries in 2017.		Daily Service
Firefighter Training & Development	Training programs have been presented related to firefighter cancer awareness & prevention, SCBA use, proper hose handling, and Incident Command to increase the level of awareness and safety of our members.		Daily Service
Command Training & Development	Policy has been implemented for the de-con of bunker gear post members entering a IDLH Atmosphere to reduce the transmission of carcinogens. All officers have been trained in the policy and are empowered to enforce it.		Daily Service
Risk Management	By providing good equipment, good training and progressive policies we are developing a Safety Culture for our department.		Daily Service
Performance Management	Continue to stress the importance of situational awareness of all members to prevent any injuries both on and off emergency incidents.		Daily Service

<b>3-Continue to Recruit and Retain Paid-on-Call Firefighters</b>			
Personnel	For FY 2016 we added 3 new POC firefighters, but we unfortunately lost an equal number from members relocating out of the area.		Daily Service
Firefighter Training & Development	3 members completed EMT training 2 members attending Advanced EMT training 3 members completed Basic Firefighter Certification 1 firefighter completed Advanced Firefighter Certification 1 firefighter completed Fire Officer training 10 members completed RIC training		Daily Service
Command Training & Development	Held a Leadership & Customer Service Symposium Using simulations for Incident Command Training		Daily Service
Risk Management	N/A		Daily Service
Performance Management	While we remained "status quo" on membership, it is not for lack of programs: <ol style="list-style-type: none"> <li>1. Multiple social media posts for Recruitment.</li> <li>2. Recruitment Page on our website.</li> <li>3. Banners at each Station.</li> <li>4. Recruitment Table at NAC Night and Fire Safety Fair.</li> <li>5. Ads in the Recreation Department Brochure</li> </ol>		Daily Service

<b>4-Minimize property damage from fire</b>			
Personnel	By continued training in fire ground tactics, the use of transitional attack on fire we have been able to control most fires to the area of origin.		Daily Service
Firefighter Training & Development	Continued fire ground tactic training		Daily Service
Command Training & Development	Training in advanced Incident Command		Daily Service
Risk Management	Well trained staff will assist in reducing fire ground injuries.		Daily Service
Performance Management	Reduced fire ground injuries to our staff. Controlling fire in the incipient stage,		Daily Service

<b>5-Minimize direct and indirect loss</b>			
Personnel	Increased training in fire ground operations, INC, customer service, EMS, advanced EMS all work to foster a fire and EMS safe community		Daily Service
Firefighter Training & Development	Program like-CPR/AED/Stop-the-Bleed, Slip & Fall, Firefighter Are your Friends, Fire Safety Fair and other programs		Daily Service
Command Training & Development	By empowering officer to do what is right. As long as it is legal, morale and ethical our officers are empowered to do it.		Daily Service
Risk Management	Increased overall safety our customers and employees.		Daily Service
Performance Management	Response statistics.		Daily Service

<b>6-Provide cost-effective emergency services</b>			
Personnel	Reduced overtime in FY 17 from FY 16		Daily Service
Firefighter Training & Development	Conducting in house EMT refresher vs contracting it out. An approximate \$40,000 saving in salary & contracting costs.		Daily Service
Command Training & Development	All officer trained a Trainer in CPR/AED and Stop-the-Bleed		Daily Service
Risk Management	N/A		Daily Service
Performance Management	A fiduciary responsible fire department		Daily Service



<b>7-Provide fire and safety public education programs</b>			
Personnel	Multiple program have been presented by members of the fire department including, but not limited to: <i>Fire Safety Fair</i> - estimated 500 customers served. <i>CPR</i> - 2000 customers served <i>Stop-The-Bleed</i> – estimated 200 customers served <i>Fire Safety School Visits</i> - estimated 600 served <i>General Life Safety Programs</i> - estimated 200 served <i>Smoke Detector Installation</i> - 25 detectors installed		Daily Service
Firefighter Training & Development	10 Officers trained as Stop-the-Bleed Train the Trainers 2 GFD Members trained as CPR Instructors		Daily Service
Command Training & Development	Re-branded our Fire Prevention Division as the Community Risk Reduction Section. This title better describes the responsibilities of the section.		Daily Service
Risk Management	By conducting all of the training for our customers, we are putting additional first responders on the streets of Germantown.		Daily Service
Performance Management	Awarded a Heart Safe Designation for the Village of Germantown by Heart Safe Wisconsin.		Daily Service

<b>8-Assure the Village and employees are protected by providing risk management programs</b>			
Personnel	Utilizing FD instructors, all Village Employees have been trained in CPR-AED-Stop-the-Bleed		Daily Service
Firefighter Training & Development	Continue to train all firefighters as Stop-the-Bleed Instructors		Daily Service
Command Training & Development	All Officers have been trained as Stop-the-Bleed Train the Trainers, and 2 as CPR Instructors		Daily Service
Risk Management	By having all Village employees trained in CPR-AED and Stop-the Bleed, we are providing a high level of service to our employees and customers in the event of a major injury in an area were our employees can assist. We also placed Stop-the-Bleed Kits in Village vehicles.		Daily Service
Performance Management	All employees are better prepared to assist in the even of major event, i.e. active shooter.		Daily Service

<b>9-Upgrade the department EMS to the paramedic level</b>			
Personnel			Daily Service
Firefighter Training & Development	2 member attending Paramedic school 2 members attending Advanced EMT school 2 members attending EMT Basic school		Daily Service
Command Training & Development	Continue to train on our EMS Protocols. This year we changed our Medical Director from Dr. Byer to Dr. Post, who is currently reviewing our protocols to see if we can upgrade and add additional procedures.		Daily Service
Risk Management			Daily Service
Performance Management			Daily Service

<b>10- Recommend another staffing referendum</b>			
Personnel	Due to the passing of the School Board Referendum this Strategic Objective is impractical at this time.		Daily Service
Firefighter Training & Development	N/A		Daily Service
Command Training & Development	N/A		Daily Service
Risk Management	N/A		Daily Service
Performance Management	N/A		Daily Service

<b>11-Continue to seek grant opportunities</b>			
Personnel	N/A		Daily Service
Firefighter Training & Development	Wal-Mart Grant Received for a New Portable Water Tank. Grant received for 50 Smoke Detectors.		Daily Service
Command Training & Development	Firehouse Grant applied for "Blue Card" Incident Command Training		Daily Service
Risk Management	Additional equipment makes fireground operations safer		Daily Service
Performance Management	End of 2017, during the AFG Grant cycle, we will be applying for an AFG Grant for a second set of Bunker Gear for our Firefighters. We received a donation from Speaker Corp. and Alcami Chemical (\$16,000) each) for Lucas 3 CPR Devices for our ambulances.		Daily Service

<b>12-Become a data driven service</b>			
Personnel	Reviewing better methods to provide information to stakeholders. A Customer Service Committee has been established to make recommendations to the Fire Chief.		Daily Service
Firefighter Training & Development	Reviewing better methods to provide information to stakeholders. A Customer Service Committee has been established to make recommendations to the Fire Chief. Held a Leadership & Customer Service Symposium with national speakers.		Daily Service
Command Training & Development	A Customer Focused Section is now part of our monthly Command Staff Meeting. Held a Leadership & Customer Service Symposium with national speakers.		Daily Service
Risk Management	Planning on updating our Strategic Plan in 2018 to provide better data of outcomes of services.		Daily Service
Performance Management	In 2019, a new format for our monthly report will be instituted to better provided Village leadership a Performance Scorecard for their Fire Department. Additionally, in 2018 we are instituting a Customer Service Feedback Card. The data from this will be analyzed as a snapshot of our services.		Daily Service



# Performance Scorecard

## Response

### Village-Wide

**Operational Performance Measure:**  
To measure the associated Time of Call Processing by the Communication Center as related to NFPA 1221 Standards



**GFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** As listed in NFPA 1221, 7.4.1:  
95% of alarms received on emergency lines shall be answered within 15 seconds, and 90% of alarms shall be answered within 40 seconds.

**Current Report Period:** 2017 Review

**Data Source:** ProPhoenix Software

#### HISTORICAL ANALYSIS

2017 Reporting Period	Number of Incidents	NFPA Compliance
Jan	148	N/A
Feb	124	N/A
Mar	161	N/A
Apr	133	63%
May	148	80%
Jun	172	93%
Jul	161	82%
Aug	161	88%
Sep	162	89%
Oct	147	95%
Nov	166	94%
Dec	184	60%

#### Analysis:

Increase towards compliance in comparison to previous months.

#### GFD Call Reponse & NFPA Compliance Trends



# Performance Scorecard Community Risk Reduction

**Operational Performance Measure:**  
Efficient Deployment of resources to support Community Risk Reduction initiatives.



**GFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Risks in the community are minimized through a proactive community risk reduction system.

**Current Report Period:** 2017 Review

**Data Source:** ProPhoenix Software

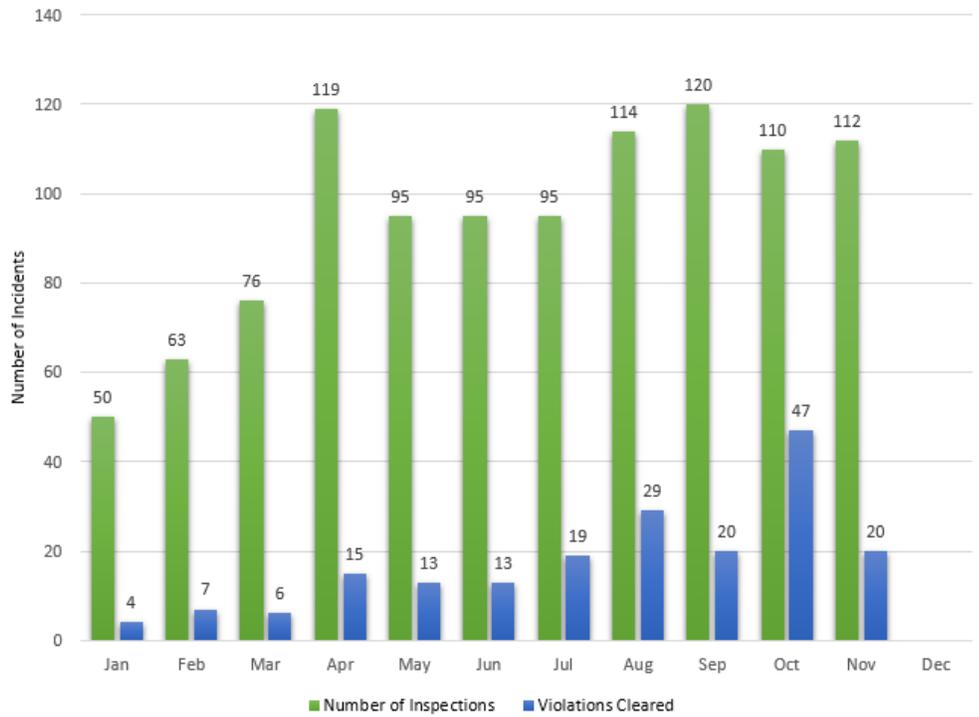
## HISTORICAL ANALYSIS

2017 Reporting Period	#Inspections	#Cleared
Jan	50	4
Feb	63	7
Mar	76	6
Apr	119	15
May	95	13
Jun	95	13
Jul	95	19
Aug	114	29
Sep	120	20
Oct	110	47
Nov	112	20
Dec		

### Analysis:

Increase towards compliance in comparison to previous months.

## GFD 2017 Inspections Overview



# Performance Scorecard

## Department Training

**Operational Performance Measure:**  
Internal/External Stakeholder Engagement - Increase Public/personnel in fire/EMS/Fire Prevention Skills.



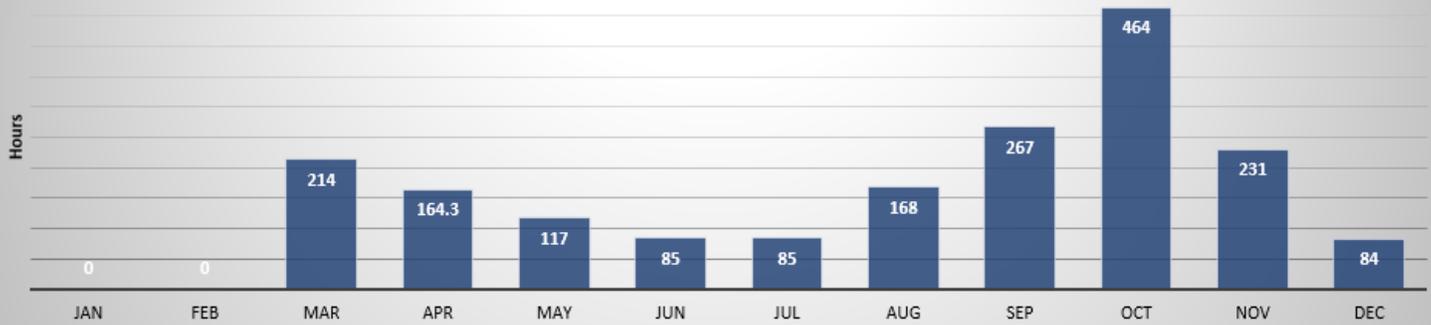
**GFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Adequately train members of the GFD in proficiency topics that assist with sharpening knowledge, skills and abilities.

**Current Report Period:** 2017 Review

**Data Source:** ProPhoenix Software

### GFD - 2017 Monthly Training Hours



#### Analysis:

Develop a better method to track training hours by subject. A request has been submitted to Pro-Phoenix Software.

#### Training Topics



#### Employee Overview:

- 8 Paramedic
- 2 Paramedic In-Training
- 8 AEMT
- 2 AEMT In-Training
- 11 EMT
- 11 Firefighters

