



Message from the Fire Chief

The year 2012 came and went very quickly. The past year saw many changes in the City of Madison Fire Department that are detailed in the pages that follow. I received a great deal of advice from many people in the community. As many of you can imagine, some of the advice has been good, some not so good. Regardless, I really enjoy the conversations and listening to all the ideas.

As we look eagerly to the future, I thought I would take a moment to list some of the positive changes that have already occurred. The first and biggest change was the reorganization of the Command Staff. I set a goal for staff to increase efficiency and focus on field operations. The staff met numerous times, with internal and external advisors and developed a system of increased consistency for companies that deliver fire and rescue services. This initiative for improvement is ongoing. We are constantly evaluating progress toward meeting our goals. As the year 2013 progresses, we will still discuss increased efficiencies and consistency for field operations.

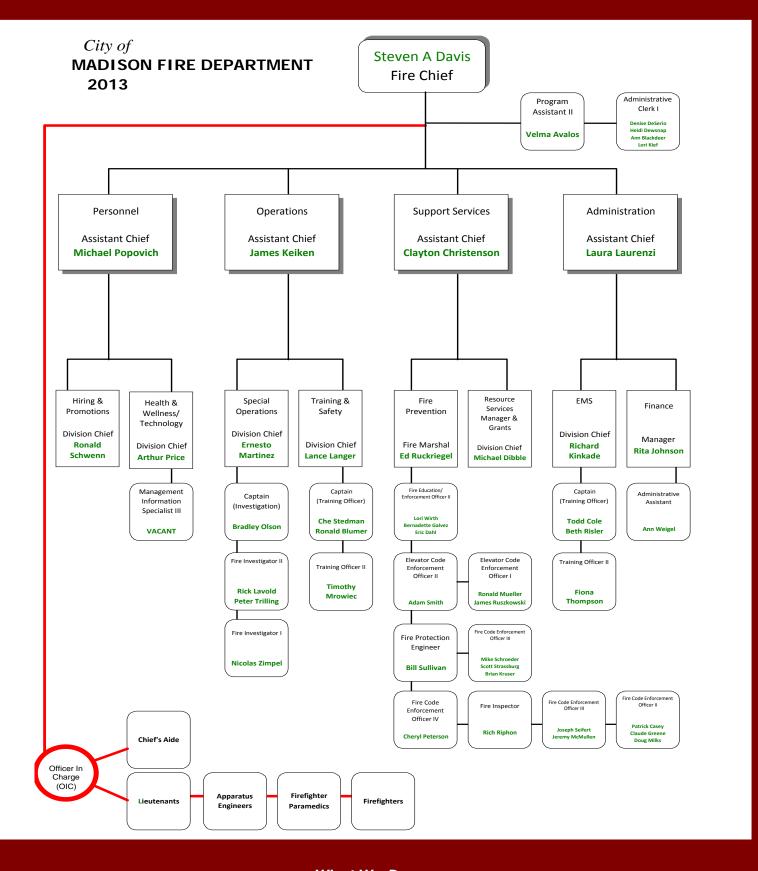
The Department recently created a Human Relations Committee. We had several meetings, open to all members, to explore areas in which we can improve organizational and interpersonal communications and interactions. The Department appointed a steering committee that looks at overall issues and gives guidance toward the sub-committees that were formed. The sub-committees consist of Recruitment, Internal Education, Mentoring, Health and Wellness, and Community Outreach. There were some significant findings that came from these discussions, and I am very enthusiastic for this initiative to move forward and we start to see more support for our #1 resource: the Department members.

This year we also hired 20 new employees in the commissioned ranks. 18 of the 20 positions are being funded by a SAFER grant (Staffing for Adequate Fire and Emergency Response) that was acquired through the federal government. Those 18 positions are earmarked for the opening of Fire Station 13, which will be located on the city's east side on Town Center Drive. This project is in the planning phase and construction should start in June 2013.

Improving communication throughout the organization is the main focus and goal in 2013. Our staff is constantly exploring areas of increasing communication, recognizing jobs well done, and striving to resolve issues as they arise. Thank you for allowing me to be your leader of this organization. I feel incredibly blessed to have such a great support network, both within the Department and the community. I look forward to working with each and every one of you in the future.

Steven A. Davis Fire Chief





What We Do:

- > Fight Fires to Save Lives and Minimize Property and Environmental Damage.
- Provide Emergency Medical Services.
- Investigate Cause and Origin of Fires.
- Enforce Public Safety Codes.
- Conduct Fire Safety Presentations and Events.

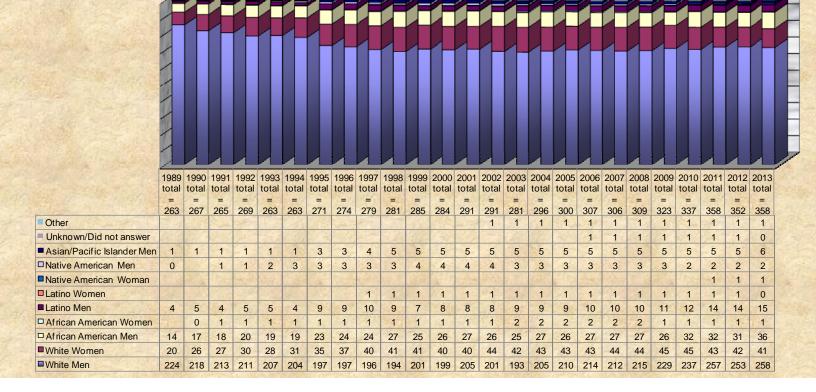
Who We Are:

Commissioned Employees

Non Commissioned Employees

·	<u>Actual</u>		<u>Actual</u>
<u>Title</u>	Occupied	<u>Title</u>	<u>Occupied</u>
	Positions		<u>Positions</u>
Fire Chief	1	Administrative Services Manager	1
Assistant Chief	4	Administrative Assistant	1
Division Chief	6	Program Assistant II	1
EMS Training Officer II	3	Administrative Clerk I	4
Fire Training Officer II	3	Code Enforcement Officer II	3
Fire Investigator I	1	Code Enforcement Officer III	5
Fire Investigator II	2	Code Enforcement Officer IV	1
Fire Inspector	1	Elevator Code Enforcement Officer I	2
Lieutenant	58	Elevator Code Enforcement Officer II	1
Apparatus Engineer	58	Fire Education/Code Enforcement II	3
Apparatus Engineer II	3	Fire Protection Engineer	1
Firefighter/Paramedic	51	Fire Marshal	1
Firefighter/Paramedic II	23		
Firefighter	144		
Total Commissioned:	358	Total Non-Commissioned	24

City of Madison Fire Department
Total Number of Firefighters Employed as of January 1st of Each Year

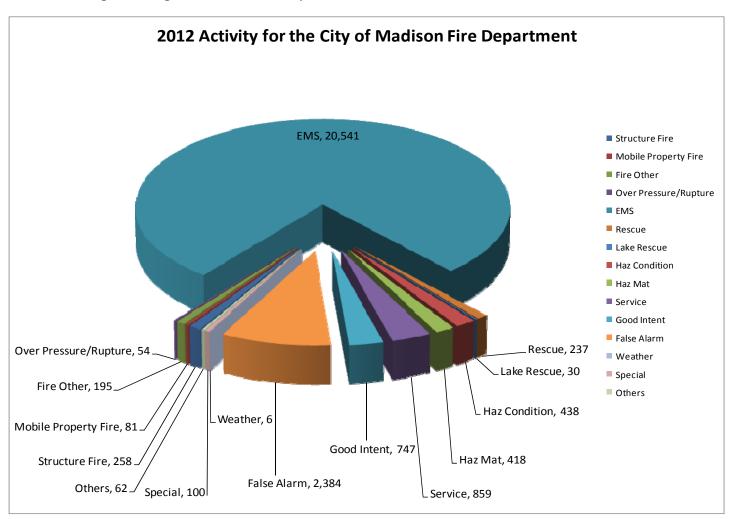


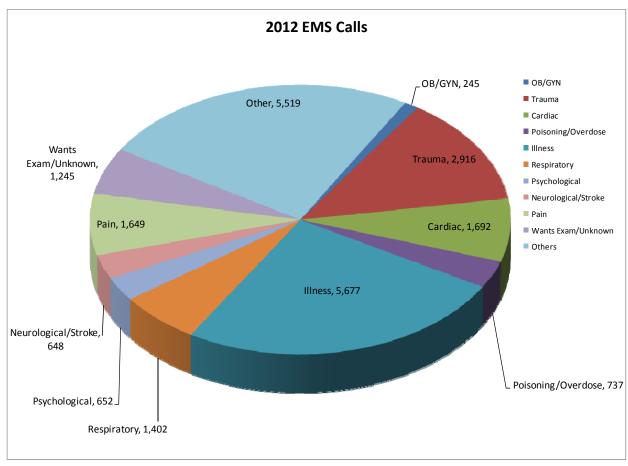
Services Provided:

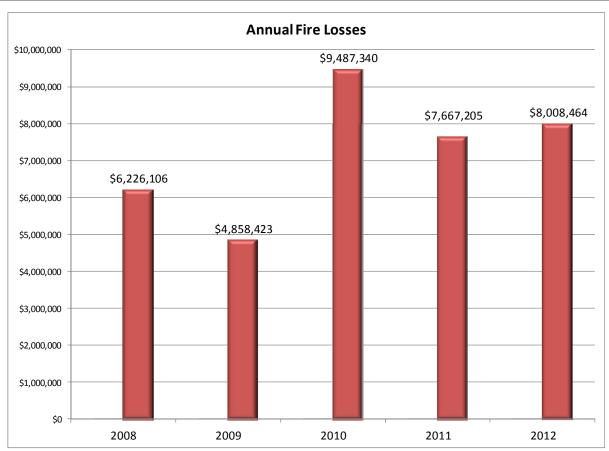
The Madison Fire Department currently operates out of 12 Fire Stations throughout the City with a staffing of 78 personnel on duty each day. There are 10 engine companies, 5 ladder companies, 8 paramedic units and 1 command vehicle in service every day to serve the citizens of and visitors to the City of Madison.

In 2012 the City of Madison Fire Department responded to 26,410 calls for service. The largest single type of call was Emergency Medical calls and they accounted for 20,541 of this total.

The Madison Fire Department worked on a number of projects to enhance the level of service to the community. The largest project is the transition to a new computer aided dispatch (CAD) system with the Dane County 911 Center. This system is slated to come online in the second quarter of 2013 and will be a significant upgrade to the system. The MFD planned and implemented a number of special events. These included multiple visits by President Obama. These events required additional staffing by the command staff, firefighters, paramedics, TEMS medics, and Haz Mat team members. The Department continues to staff an extra Medic Unit at Station #4 on Monroe Street on UW football home game days. This Medic unit averaged 12 calls a day on the seven Saturdays that the UW had home football games. Even with the addition of the eighth medic unit, this extra unit is invaluable to maintain balanced coverage to the City of Madison during those high-demand event days.







	2012 OPERATI					
	AS OF FEBRUARY 21, 2013					
	Adopted	Actual with				
	Budget	Encumberances	Balance			
Permanent & Premium Salaries	\$ 26,919,756	\$ 26,706,390	\$ 213,366			
Hourly Wages	-	11,063	(11,063)			
Overtime Salaries	739,343	780,476	(41,133)			
Special Duty	-	63,435	(63,435)			
Benefits	11,490,683	11,893,978	(403,295)			
Purchased Services	1,310,127	1,240,579	69,548			
Materials & Supplies	1,034,744	956,130	78,614			
Inter-agency Charges	3,316,338	3,269,776	46,562			
Capital Assets	7,100	7,072	28			
Inter-departmental Billings	-	(1,813)	1,813			
Revenue	(1,505,949)	(2,061,591)	555,642			
Net Budget	\$ 43,312,142	\$ 42,865,495	\$ 446,647			
Expenses are reduced due to increased revenue, staffing equalization program,						
and lower utilities expense.						
·						

2012 CAPITAL BUDGET				
PROJECT	AMOUNT			
Training Center	1,400,000			
Station NoGrand Canyon Dr	1,244,000			
Fire Equipment	138,000			
Minor Building Improvements	50,000			
*New Far East Station-Design	360,000			
**FEMA Grant Projects	409,845			
TOTAL	3,601,845			
Less FEMA Reimbursement	(327,876)			
Net Total	3,273,969			
*Reauthorization from 2011				
** \$327,876 federal reimbursement & \$81,969 City Share				

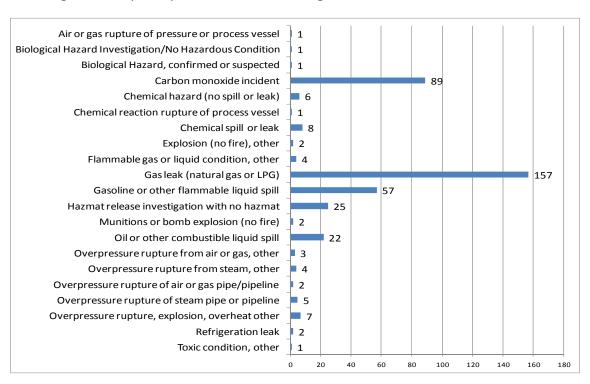
HAZMAT:

Madison's Hazmat Team is housed at Station 7 and consists of 69 members. All MFD commissioned personnel are required to complete 80 hours of Hazmat Technician Training during their recruit academy. Hazmat Team members maintain their core competencies by weekly training, site surveys, and outside presenters/guest speakers. Members of the department participated in over 460 hours of Hazmat training in 2012.

Madison continued to be one of eight Regional Response Teams for the State of Wisconsin providing Level A response capabilities for Columbia, Dane, Dodge, Green, Grant, Iowa, Lafayette, Rock, and Sauk counties. The Team is also responsible for Level B and mass decontamination responses in Dane County.

The Madison Hazmat Team helped to investigate and mitigate 12 reportable incidents as a County Team. These calls ranged from telephone consults, sampling of unknown substances, leak containment, and investigation of improperly discarded chemicals/products.

The chart below shows the various number and types of "hazardous condition" responses the Madison Fire Department responded to involving Overpressure/Rupture/Explosions, Hazardous Conditions, gas leaks/spills, spills, and air monitoring.



In August, the team participated in a full-scale exercise with the U.S. Postal Service to test response capabilites in the event of an incident requiring mass decontamination. This exercise involved multiple City and County agencies as well as postal inspectors.

The team provided Hazmat outreach throughout Dane County to over 380 county firefighters by offering eight hazmat awareness training sessions and ten mass decon training sessions.

Lake Rescue:

The City of Madison Fire Department has 50 trained scuba divers, certified by the Professional Association of Diving Instructors (PADI). On-duty divers respond year-round to topside, underwater, and ice rescues and recoveries, vehicle recovery, and assistance calls from the City of Madison Police Department and Dane County Sheriff.



In 2012, we responded to 30 total Lake Rescue calls. This number is down slightly from 32 in 2011. We had 3 drowning deaths in the City of Madison, of which at least two involved alcohol. Fortunately, we were successful in saving several other people whom we rescued from the lakes. We also saved a number of canoes, sailboats, and ATVs from danger and kept them from sinking to the bottom of our lakes.

Lake Rescue Team members are working jointly with the Dane County Sheriff's Department and the

University Lifesaving station to share resources and training, including training in the use of the County's Airboat.

New equipment purchased in 2012 included 4 new masks, 2 new buoyancy compensating vests, 4 new Pinnacle II wetsuits, 2 communication full-face pieces, and a new Triton Lite for night rescue.

HURT:

In 2012, the Heavy Urban Rescue Team (HURT) participated in several presentations and trainings, including a 4-hour Tree Rescue presentation to The National Arborist Association and training with new grain rescue equipment at Landmark Services Cooperative in Cottage Grove (one of the largest grain co-ops in the Midwest).

The team also participated in a Tour and Target Hazard review with Findorff, Inc. contractors at Epic Systems in Verona and also led 40 hours of instruction for ten new team members in Structural Collapse Operations.



Arson:

In 2012, the Fire/Arson Investigation Division (FID) investigated 108 fires with an estimated dollar loss in excess of 4.7 million dollars. Of those fires, 21 were determined to have been intentionally set. Of those 21 fires, five (5) people were arrested on arson-related charges.

Several significant fire investigations were conducted in 2012. On January 8, two (2) improvised explosive devices were detonated in a residential yard in retaliation from a previous disagreement. Members of the MFD/MPD Fire Arson Task Force identified three people responsible, two (2) juveniles and one (1) adult. All three (3) were charged and found guilty of Possession of Improvised Explosives, a Class "H" Felony.

On April 24, a multi-alarm, multi-million dollar loss structure fire occurred at 900 John Nolen Drive. MFD-MPD Fire/Arson Task Force along with Special Agents from the WI State Fire Marshal's Office and Special Agents from the Bureau of Alcohol, Tobacco, Firearms, and Explosives conducted a comprehensive investigation into the origin and cause of the fire. An area of origin was identified in an interstitial space between the foundation and first floor. Investigators were unable to rule out an electrical malfunction within an electrical appliance as a cause for this fire.



An investigation of a fatal fire was conducted on June 21 where firefighters located and removed an unresponsive occupant from a second-floor apartment. Aggressive efforts to resuscitate the occupant by Firefighters and Paramedics were unsuccessful. The MFD-MPD Fire/Arson Task Force, along with Detectives from UWPD and Special Agents from the Bureau of Alcohol, Tobacco, Firearms, and Explosives investigated the circumstances surrounding this fire. An area of origin was identified; however, investigators were unable to exclude discarded smoking materials or an electrical malfunction within several electrical components as a cause of the fire.

On July 16, MFD was dispatched to a reported house explosion with several people injured. In total, four (4) people were injured, two (2) critically and two (2) with minor injuries. The investigation into the cause and circumstances surrounding the incident remains active.

During the early morning hours of August 12, numerous trash bins and dumpsters were ignited in the UW Campus area. Information provided to members of the MFD-MPD Fire Arson Task Force and UWPD Detectives were able to develop a suspect description. Attempts to locate the person responsible were unsuccessful.

Our goal for 2013 is to continue to provide a safer community through the identification of product failures, arrest and prosecute people responsible for incendiary fires, and to educate the citizens of Madison to prevent future fires. Additional emphasis will be improving our fire investigative capabilities and professional development for the betterment of the department, the citizens we protect, and the people visiting the City of Madison.

EMS & Support Services:

In 2012, we purchased 68 New SCBAs with integrated firefighter locator. These were purchased from an Assistance to Firefighters Grant (AFG). Included with the SCBAs in this grant were:

- o 3 Handheld receivers Used to track the SCBAs (firefighter).
- o 64 Additional facepieces
- o 128 SCBA bottles

The Department was in dire need of these SCBAs and equipment. They replaced the older SCBAs that were demanding more and more maintenance and money to be kept up and working properly. Some older SCBAs were very expensive to maintain, costing over \$2,000 a year in maintenance and repairs.

We also completed a retrofit sprinkler project at Station #4 on Monroe Street. This also was accomplished with the aid of the AFG grant. This was the final station in the city that was in need of a sprinkler system. As of this date, all twelve stations within the city have complete building sprinkler systems.

Station #2 on Grand Canyon Drive underwent remodeling in 2012. This remodel was a complete building remodel along with an expansion of the kitchen/dining area, watch room, and the addition of a patio and pergola.

New boilers and heating system were installed by inter-city personnel in Station 5 on Cottage Grove Road. This station is one of the older stations in the city, having been built in 1963.

Plans for the construction of a new Fire Station #13 are progressing. The location of this new station will be on Town Center Road on the city's East side. Station 13 is in the final stages of planning and is slated to go to bid in the spring of 2013. Construction should begin in the summer of 2013 with completion and the staffing of an engine at this site in the spring of 2014.

The Fire Department Administrative Offices downtown are being included in the plans for demolition and construction of a new multi-use high rise building. Local developer Hovde Realty is working on the proposal for the new building. The City of Madison and the Fire Department are working on plans to sell our existing Administrative building and land and to work with the private developer to build and purchase a new administrative space within the new high-rise. In conjunction with this, a Station #1 remodeling project is in the works and anticipated to begin in the summer/fall of 2014.

To increase efficiency in both the Community Education and Code Enforcement Divisions, the Community Education Officers are now cross-trained with the ability to perform Fire Code Enforcement duties. This change will allow for these positions to have more expertise in building codes along with the ability to present safety information to citizens. We also developed a new position description for the future position of Fire Public Information Officer.

EMS & Support Services cont:

The MFD established a new Recruit Mentoring Program. This program is a formal effort by the Madison Fire Department to widen the support network in a non-evaluative manner for the new firefighter. It is an opportunity for the new firefighter to gain valuable information about our organization and have a contact for information and assistance. For the mentor, it is an opportunity to develop leadership skills, coaching styles, teaching techniques, and foster each of those abilities. Both parties, individually and collectively, can benefit from this program. The mentoring program is currently being expanded to include probationary Firefighters and new Paramedics. It will also include Apparatus Engineers and Lieutenants in the near future.

The Paramedic program had a very busy and productive year. With regard to personnel, six students completed the paramedic program from Madison College in May, and two additional medics were activated from the field. In the fall, 8 students were selected and started paramedic training with the UW EMS Training Center. We also refined and conducted a Paramedic 2 process, with 7 paramedics advancing to PM2. PM2s work as preceptors for the training of new paramedics, CPR instructors, conduct quality assurance, provide EMT Training to all members, and more. We also conducted a CPR instructor course, which nine students completed.

ImageTrend patient and fire reporting software was developed with training of field personnel occurring in the fall of 2012 and a go live date of 1/2/13.

There were a lot of equipment and supply changes and upgrades in 2012, including new Zoll X-series cardiac monitors for the Medics, and upgrades to the cardiac monitors on the engines and ladders to include CPR Pucks (an adjunct to give rescuers immediate feedback on the quality of the CPR that is in progress). The King Vision laryngoscope was introduced. This is a device used by paramedics to directly visualize the vocal cords on a video screen during endotracheal intubation. We purchased a power load and power cot as a pilot project. It's in place on Medic 6 and Medics and field personnel were trained in its operation. We also bought new equipment to enhance field training, including Trachea necks and needles, and upgraded Side stream and main stream Capnography. Red Airway Bags were rolled out (removed airway supplies from standard EMS bag and placed in the dedicated Airway Bag). We also purchased a small fleet of bicycles for the Bike Medic program to be rolled out in 2013.

As always, there was a lot of continuing training in the EMS division. Department members completed 2010-2012 EMT Refresher (379 total students, airport & MFD) and we started 2012-2014 EMT Refresher with new Transition Course. All field medics participated in a High Fidelity Simulation Lab at the UW Sim Center, and Recruit Class 1 started EMS training.

Projects in 2012 included continuing work on the Dane County Consortium, progress on the patient tracking/scanner grant project, and outside training with City Forestry. In addition, we continued to address drug shortages and medication utilization (including billing), which saved the City over \$3,000.

TEMS:

Our Tactical Emergency Medical Services (TEMS) team has been trained specifically to accompany the Madison Police Department Special Weapons And Tactics (SWAT) Team when they are deployed to highlevel risk calls such as high-risk warrants, standoffs, etc. In 2012 there were 12 activations of the TEMS platoon (which included 2 visits by President Obama).

We held a competitive process to replace two TEMS Team members, who then participated in SWAT orientation provided by the Madison Police

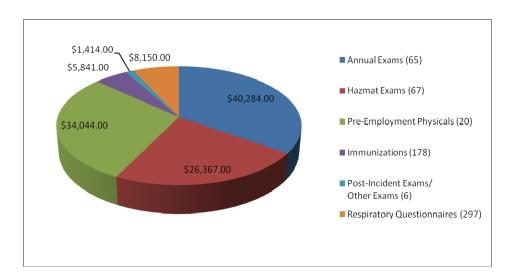


Department. TEMS was also integrated as an actual platoon of SWAT operations.

Nine members (and Dr. Lohmeier) participated in a 40-hour Tactical EMS course provided by a grant through Wisconsin Hospital Emergency Preparedness. Several team members also participated in full-scale multi-day drills in the spring and fall. In addition, MFD developed and implemented a quarterly drill program for on-duty TEMS members. We also established a Casualty Collection Point concept, now being integrated in SWAT operations plans for each incident.

Health & Wellness:

Medical exam costs in 2012 totaled \$89,704 in following categories:



All of our **Peer Fitness Trainers** (PFTs) were recertified in 2012. We also upgraded some station exercise equipment, purchasing two new treadmills and also installing a new functional trainer system at Station 2 in conjunction with the remodel. We also worked on the development of an **MFD Fitness Challenge** for implementation in 2013.

Personnel:

The 2011 Hiring Process established an eligibility panel of 200 candidates. In 2012 we interviewed candidates from that list and selected those to be hired in 2012. Also in 2012, MFD conducted Apparatus Engineer, Division Chief, and Assistant Chief promotional processes. In addition, All MFD field personnel completed the Firefighter Skills Assessment Evaluation, ensuring that they have the skills and fitness to perform at emergencies.

Training:

In 2012, the first class under Chief Davis (Recruit Class 1) began. With this class, we changed the focus of the academy to a "flipped classroom" where lecture and reading portions were 20% and practical applications were given 80% of time in class. This increases the hands-on portion, thereby increasing the reps for recruits.

For other personnel, we continued in-field delivery of "real time" Combat Training program based on various fire ground scenarios. We also implemented air bag bus training, in which companies rotated through a scenario which simulated someone being pinned under a large vehicle.





Recruitment:

New members joined the Recruitment Committee, which included the addition of the new "Recruitment Coordinator" position, who works on a hybrid schedule.

We also began research and development of a Request for Proposal (RFP) for a new vendor for our Hiring Process; the RFP is to be processed in 2013. We are also working on a new marketing campaign for recruiting applicants.

Grants:

The Madison Fire Department was awarded a \$2.6 million Staffing for Adequate Fire and Emergency Response (SAFER) Grant. This grant enabled the Department to hire 18 personnel from federal funding and proceed with building Station 13 on the City's far east side.

2012 was the final full year of funding for the SAFER grant awarded in 2008 that allowed the City to increase staffing to add an additional ladder at Station 7. The original \$1.9 million award in 2008 provided federal funding for staffing for 5 years.

Emergency Planning and Community Right-to-Know Act (EPCRA) – The Department's Hazardous Materials Team received \$8,300 for equipment and items related to County responses.

In 2011, the Department was awarded an Assistance to Firefighters Grant (AFG) for \$338,400 for 68 new SCBAs with face piece and bottles and \$72,000 for sprinkler installation at an existing firehouse. Equipment was acquired and sprinkler installation was completed in 2012.

The Department was again successful in securing the Assistance to Firefighters Grant (AFG) in 2012 to equip two of the City's ambulances with power lift equipment for transporting bariatric patients. The 2012 award will also enable the Department to purchase an incident command-training simulator and a mobile forcible entry training prop. The total award through the AFG Equipment Grant for 2012 was \$170,323.

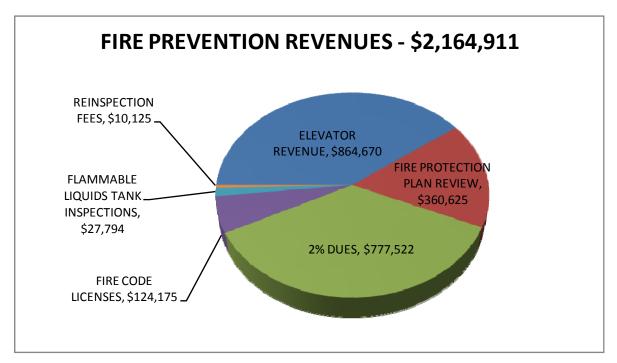
Technology:

A lot of work was done in 2012 to bring our Mobile Data Computers (MDCs) up to date. This included a new Computer-Aided Dispatch (CAD), and in turn, we worked on the development of the interface between the CAD and ImageTrend, our new Records Management System (RMS), set to go live on 1/2/2013. We also developed the interface between the CAD and Visinet Mobile, our new Mobile Data

system (to replace our TX-Messenger system), scheduled to go live in April of 2013, and setup WiFi Cards that will be implemented as part of the new Mobile Data System.

Fire Prevention:

Fire prevention services are provided through four work units: Community Education, Elevator Inspections, Code Enforcement, and Fire Protection Engineering.



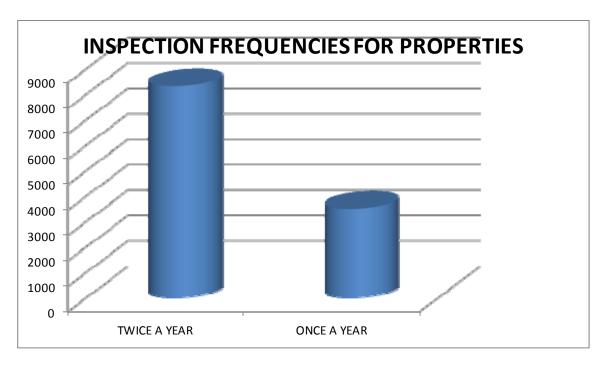
The Fire Prevention Division accomplished many things in 2012 (above and beyond routine inspections and presentations). We implemented ACCELA enterprise software training for firefighters, met State inspection mandates and generated considerable revenue. Thanks in part to prevention initiatives and pre-planning, there were no significant firefighter injuries and no firefighter fatalities in 2012.

In addition, we continued to support field personnel with training to enhance the inspection experience for both the firefighter and the property owner while at the same time, worked on better understanding the perspectives of development community (owners, developers, contractors) relative to the Fire Department's roles and responsibilities.

In 2013, we plan to start work to adopt 2012 International Fire Code (IFC), complete an elevator safety video for firefighters, and work with Dane County and others to formalize an extreme weather emergency management plan. In addition, we are working to develop and present an educational program for the development community which outlines the FD roles, responsibilities and processes, develop an inspection quality assurance program, secure funding for execution of a tabletop multi-agency emergency exercise, and work with City IT on the development of ACCELA citizen access.

In the meantime, we have applied for an AASPIRE Intern to complete two or three projects, continue to build depth of coverage for EOC operations, integrate Comm. Ed. Inspectors into the Inspection Unit workload, and re-district inspection areas for FPD staff.

Code Enforcement unit activities focus on making sure buildings and facilities are operated and maintained safely. The primary tool for this initiative is fire safety inspections. Inspections are conducted in multi-unit residential buildings and all commercial facilities. The inspections are performed by firefighters and Code Enforcement Officers. Department personnel conducted 24,050 inspections. The inspections revealed 10,492 violations, all of which were corrected.



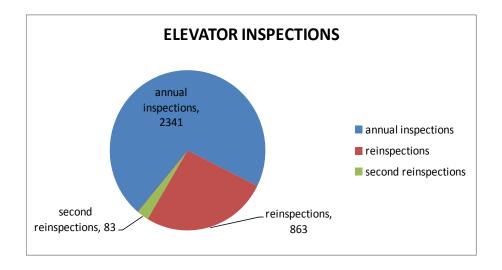
The **Fire Protection Engineering** unit is responsible for ensuring site development, new construction, and alteration projects comply with the building and fire codes as well as Madison General Ordinances. This is accomplished by working with owners, developers, and contractors in the design phases of projects, reviewing of construction documents, and inspecting and testing installations of site access, fire suppression, fire alarm, controlled egress, smoke control, and fire command centers.

In 2012, fire prevention staff processed 883 work permits for fire protection systems, including new installations and alterations to existing systems. Staff also conducted or witnessed 1,811 inspections and acceptance tests. The plan review process generated \$360,625 in revenue. The revenue increase from 2011 may be a good indicator the economy is improving.

Type of System	# Plan Review	
Alarm	387	
Alt Fire Suppression	7	
Controlled Egress	57	
Fire Command Center	0	
Kitchen Hood	52	
Smoke Control Panels	1	
Smoke Heat Vents	0	
Sprinkler	375	
Standpipe	4	
Total	883	

The **Elevator Inspection program** works to ensure the safe operation of conveyances, which includes elevator, escalators, chair lifts, and dumbwaiters. The elevator program conducted 2341 annual inspections resulting in 863 reinspections of which 83 needed to have a second reinspection. A total of 3,455 inspections were performed. Second reinspections were down by 18% for 2012. Reinspections in 2012 resulted in \$34,610 in revenue. The reduction in second reinspections is an indicator that code enforcement and associated fees are successful in increasing compliance.

Total revenue for the year was \$864,670. The program performed plan reviews on 55 new installations and 17 modernizations of conveyances. New installations were up 10%, and modernizations were down 60%. This may be an indicator of an improving economy. In 2013 we will continue our education and training for the firefighters with regard to elevator entrapments and emergency operations.



The **Community Education Unit** reaches out to residents though educational programming. The emphasis is on children and older adults, both at higher risk for fire-related injuries and fatalities.

In 2012, Community Education Unit presented to more than 15,000 men, women, and children in schools, workplaces, residential facilities, and community organizations.

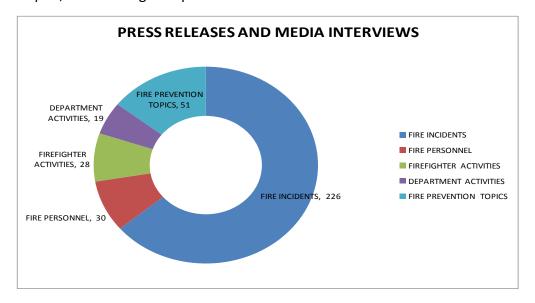
These presentations included:

- Fire Extinguisher Training
- Falls Prevention for Older Adults
- Safety Town
- Madison Metropolitan School District classroom visits
- Car Seat Checks provided in partnership with Madison Area Safe Kids Coalition.



The Community Education Unit also schedules and coordinates Station visits. Stations reported a total of 3,417 people visiting City firehouses in 2012.

The Community Education Unit recorded more than 350 media impressions in 2012. Media impressions include press releases for fire and EMS incidents, subject matter interviews, safety education topics, and coverage of special teams.



The MFD and the Madison Area Safe Kids Coalition sponsored 22 car seat checks at fire stations. In 2012, the partnership provided 204 car seats, at no cost, to families in need. More than 500 car seats were checked for proper installation.



