

2012

Annual Report



City of Sheboygan
Fire Department

Message from the Chief of the Department



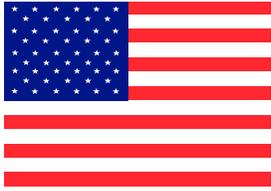
The Sheboygan Fire Department consists of a staff of 72 sworn personnel and 1.5 civilian employees. The average age of the sworn personnel is 44 years old ranging from 22 to 60 years. The average number of years of service is 14 years ranging from 4 months to 32 years of service. These dedicated individuals have chosen a career path centered on helping people, in both emergency and non-emergency situations. We deliver our service to the community out of five fire stations with eight front line pieces of apparatus - five fire trucks and three ambulances. We are dedicated to providing our services to the community in the most cost effective manner possible, utilizing some of the most up-to-date equipment and training methods available today. As budgets have become tighter and staffing levels have decreased, we have continued a strong emphasis on fire prevention education and safety measures aimed at reducing the number of fires and hazardous situations in our city. We continue to provide both emergency and non-emergency medical transport and first responder services, with 30 highly trained paramedics currently on staff.

Based on questions I have received in the community I believe some may be unaware of the diversity and volume of services provided by your fire department: to the extent that “fire” department does not adequately describe or encompass all that we do. In this report we will attempt to highlight and explain the “other” services provided by the fire department.

As we look to the future of the Sheboygan Fire Department, I reference a recently released report on fire services in the United States. The report predicts that “population, economic, and healthcare changes will demand that the fire and emergency services of the future adopt EMS as a primary mission. Innovation in the fire service is essential to meeting the increased demand for service as well as the expectations of the public for additional services in the future. We have seen this trend of increased calls for service in 2012 with a 16% (639) increase in the number of calls responded to.

It is an honor and pleasure to serve the citizens and visitors of my home town, Sheboygan, in the capacity of Fire Chief.

Jeff Heermann



Department Mission

The Sheboygan Fire Department is dedicated to serving all who live, visit, work and invest in the City of Sheboygan through excellence in fire protection, rescue, emergency and non-emergency medical services, code enforcement and education, at the highest professional level in a compassionate, ethical, and cost effective manner.

Department Vision

The Sheboygan Fire Department will continue to provide response times consistently within the guidelines of NFPA 1710, with up to date emergency vehicles/equipment and an adequate number of highly trained personnel, focused on saving lives and preventing property damage. A movement towards a regional based fire protection/shared services system would stabilize the cost of fire/EMS protection for the citizens of Sheboygan, drastically improve response times and fire/EMS protection in the neighboring communities, and increase the availability of timely resources for the entire area. This cooperative effort would bring together local governments, citizens, firefighters and EMS personnel working together towards a common goal of saving lives, property, and community assets, while protecting the investments and employment base of private enterprise.



FIREFIGHTERS ADVANCING A HOSE LINE FOR INTERIOR FIRE ATTACK. APRIL 2012



FIREFIGHTER DELIVERS FIRE SAFETY PROGRAM WITH THE ASSISTANCE OF HER DOG NELLIE.

Sheboygan Fire Department Management and Administrative Staff



FIRE CHIEF – JEFFREY HERMANN
CHIEF OF THE DEPARTMENT



ASSISTANT CHIEF – VERNON KOCH
ASSISTANT CHIEF OF THE DEPARTMENT



DEPUTY CHIEF – CHARLES BUTLER
EMS/HEALTH AND SAFETY
EMERGENCY MANAGEMENT



COMMANDER – KEITH RISSE
SHIFT COMMANDER A SHIFT
TRAINING



COMMANDER – DEAN KLEIN
SHIFT COMMANDER B SHIFT
SUPPORT SERVICES



COMMANDER – GARY KOLBERG SHIFT
COMMANDER C SHIFT
CODE ENFORCEMENT

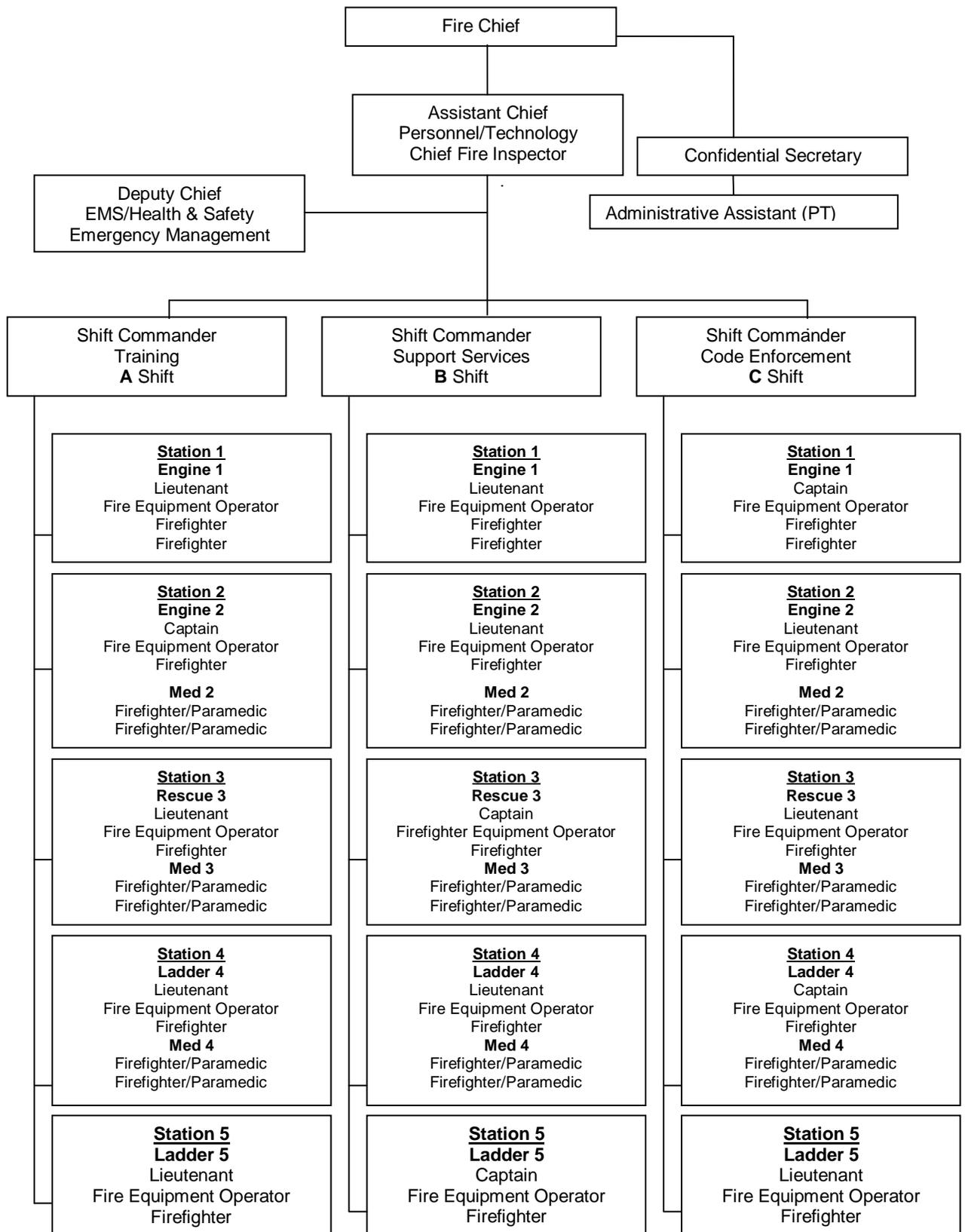


CONFIDENTIAL SECRETARY
LISA HORN



ADMINISTRATIVE ASSISTANT
JENNIFER ALBRIGHT

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Sheboygan Fire Department Stations



Fire Station #1
833 New York Avenue
Engine 1
Trench Rescue Trailer
Fire Boat

Average Daily Staffing: 3

Fire Station #2
2413 South 18th Street
Engine 2
Med 2
Mobile Operations Command Post Vehicle

Average Daily Staffing: 4



Fire Station #3
1326 North 25th Street – Department Headquarters
Rescue 3
Med 3
Shift Commander Car

Med 6 (Reserve Ambulance)

Average Daily Staffing: 4

Fire Station #4
2622 North 15th Street
Ladder 4
Med 4
Engine 6 (Reserve Engine)

Average Daily Staffing: 4



Fire Station #5
4504 South 18th Street
Ladder 5
Engine 7 (Reserve Engine)

Average Daily Staffing: 2

Services Provided by the Sheboygan Fire Department

Fire Suppression and Rescue
Rope Rescue
Excavation Rescue
Confined Space Rescue
Water/Ice Rescue
Automobile and Industrial Extrication
Emergency Management
Advanced Life Support Response
Fire Safety Building Inspections

Code Enforcement
Building Plan Review
Fire Safety Training for Businesses
Medical Transports
Public Service/Assistance
Hazardous Materials Response
School Fire Safety Education
Special Event Standby

Equipment, Facilities, and Vehicles Status Update

Equipment

- New 5 inch large diameter hose for water supply was purchased in 2012. The remainder of the department's 1 ¾ and 2 ½ inch fire hose is in good operating condition.
- All ladders and pumps were tested in November and received passing grades.
- The thermal imaging cameras are a year old, flashlights are two years old, and the K12 and chain saws, generators and ventilation fans are in good operating condition.
- The departments SCBAs have been flow tested and certified and tanks are routinely hydrostatically tested. SCBAs are scheduled to be replaced in 2017.
- The 10 year replacement of protective clothing is staying on schedule per NFPA standards. Approximately ½ of the department's boots were replaced in 2012 with the help of a manufacturer's trade in allowance. The replacement of helmets will be undertaken in 2013.
- Communications equipment for the department is working and is currently being maintained as needed. There are major updates and changes on the horizon as the systems and equipment age and countywide infrastructure needs updating.

Facilities

- The completion of the remodeling of the administrative offices at Station 3 was completed at a minimal cost. Firefighters supplied the majority of the labor, which consisted of painting, carpet removal, and minor repairs required to complete the project.
- A face lift of the 40 year old Station 3 kitchen was completed. The project consisted of painting, adding a dishwasher, new kitchen sink and countertop, new drawer guides, and the painting of the drawer and door fronts. The updating brought the kitchen into compliance with current health and safety requirements.
- Approximately 40% of the department's 30 year old furniture was updated and replaced.
- The department's computers were updated to meet the city's information technology department 5 year replacement schedule.
- Neglected Station maintenance will continue to be addressed within the scope of the Buildings and Grounds budget in future years. The Fire Department facilities as a whole are in good repair.

Vehicles

- As part of the fire department's 2013 budget, a report was given on the ages and expected replacement schedule for all front line vehicles. At present time the average age of all fire department vehicles is 12.4 years old. The average age of the front line pieces of fire apparatus is 9.4 years old. Engine 1, a 1998 Pierce Sabre, is scheduled to be placed in reserve in 2014. Ladder 5, a 1998 105' Pierce Aerial Ladder is scheduled to be replaced in 2015. The replacement

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of the Ladder Truck can be delayed due to the fact it was nearly completely rebuilt after an accident in 2006.

- The average age of the department's small vehicles is 11 years old. The Shift Commanders Suburban was scheduled for replacement in 2012, while the Chief's car, a 2000 Malibu, was scheduled for replacement in 2010, neither has taken place.
- The Fire Boat, a 2002 Sonic Jet, and the Command Post, a 2004, should have many years of useful service remaining.
- The three front line Med units are not scheduled for replacement until 2017 and 2018.
- Major repairs in 2012 included new tires for two of the Med units, new tires for Ladder 5, new rear leaf springs for Engine 2, new front leaf springs for Engine 1, a new gas tank for Engine 2, a new power steering pump for Engine 2, The two main drive engines on the fire boat were replaced in 2012, with Thomson Marine taking over the service and care for the boat.



SHEBOYGAN FIRE DEPARTMENT MOBILE OPERATIONS VEHICLE SERVES AS A COMMAND POST FOR CITY AND COUNTY EMERGENCY AND NON EMERGENCY EVENTS



THE SHEBOYGAN FIRE BOAT SERVES AS A SEARCH AND RESCUE PLATFORM AND ALSO HAS WATER BASED FIREFIGHTING CAPABILITY WITH A 750 GPM PUMP AND MASTER STREAM NOZZLE.



1995 SUBURBAN COMMAND CAR WAS DUE TO BE REPLACED IN 2012.



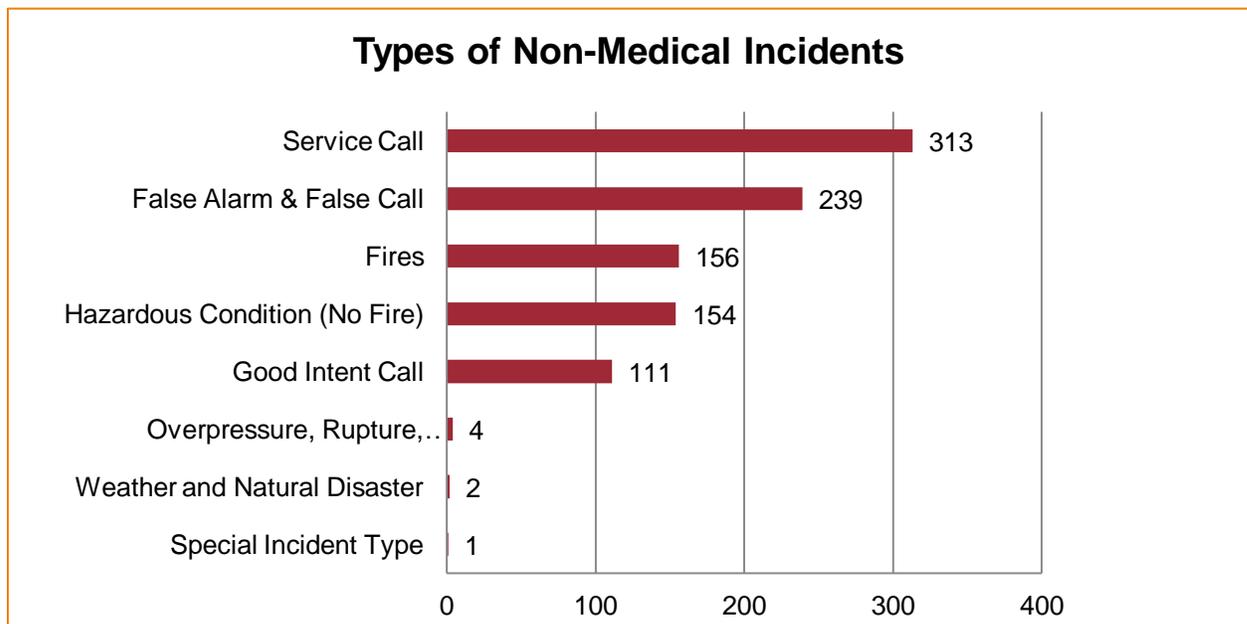
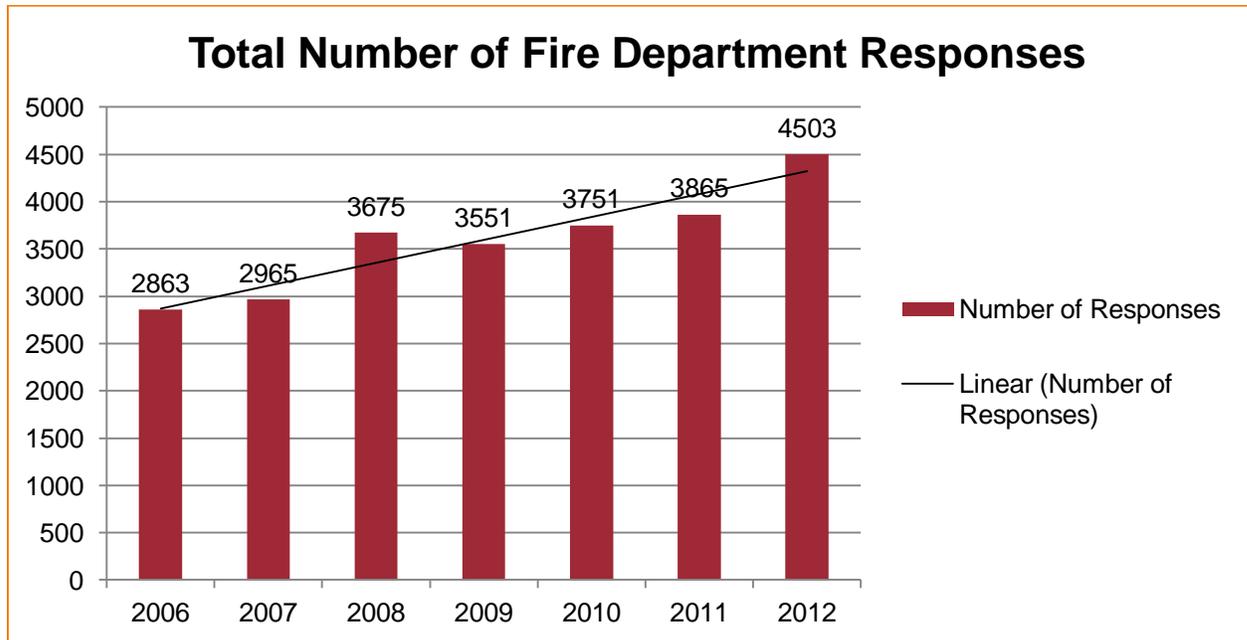
2000 MALIBU CHIEF'S CAR WAS SCHEDULED FOR REPLACEMENT IN 2010.

Major Accomplishments and Changes in 2012

- With the purchase and implementation of the Spillman Computer Aided Dispatch (CAD) and Emergency Reporting Software (ERS), the department has regained National Fire Incident Reporting (NFIRS) compliance by electronically reporting fire incident data to both the State and Federal agencies for the purpose of tracking fire incidents across the nation. The records management package in ERS has aided the department in many ways including better records maintenance for training, equipment maintenance, important documents, schedules, and communication between personnel. As we enter 2013, it is expected that a better building profile and inspection system will be in place as part of ERS as well.
- The fire investigation capabilities of the fire department have been upgraded through a collaborative relationship with the Sheboygan Police Department and the Sheboygan County Fire Investigation Unit. This team approach better utilizes the skills and resources of each agency to better investigate causes of fires and to prosecute individuals successfully if necessary in arson cases.
- With the elimination of the fire department mechanic position, the duties of fleet management and maintenance have been shifted to the mechanic staff of the Department of Public Works.
- As a result of the elimination of three fire prevention positions, the responsibilities and duties of that division have been reorganized and divided to other positions within the department. The ordinance-mandated designation of Chief Fire Inspector has been given to the Assistant Chief of the Department. Day-to-day duties of the fire prevention division are shared among staff including plan review and occupancy inspections, liquor license inspections, public education program planning and delivery, code compliance and citation authority, fire investigation, violation resolution with property owners, inspection training delivered to the department line staff, and all other duties historically handled by that division.
- The school fire prevention program delivered by the fire department was completely reorganized and expanded in 2012 with increased materials and presentations to Sheboygan school students in kindergarten through fourth grade.
- The work schedule for Shift Commanders has been altered to be a hybrid schedule that allows those individuals to work both 8 hour days and also 24 hour shift rotations. This facilitates administrative time in the office to better handle the additional duties delegated due to the elimination of administrative positions in the department. Weekend responsibilities of the 24 hour Shift Commander rotation are being covered by a Shift Captain as part of their normal shift rotation.
- The Survive Alive House was completely rebuilt to better deliver public education programs through the use of updated technology. This work was completed by department personnel to help the project be a success in tight budget times.
- A transition was made to a new medical director for medical oversight. Dr. Steven Zils has taken those responsibilities for the department.
- Response plans for the Mutual Aid Box Alarm System (MABAS) Division 113 have been redone to better plan for multiple-agency incidents in a more coordinated, effective, and efficient manner.

Response Statistics

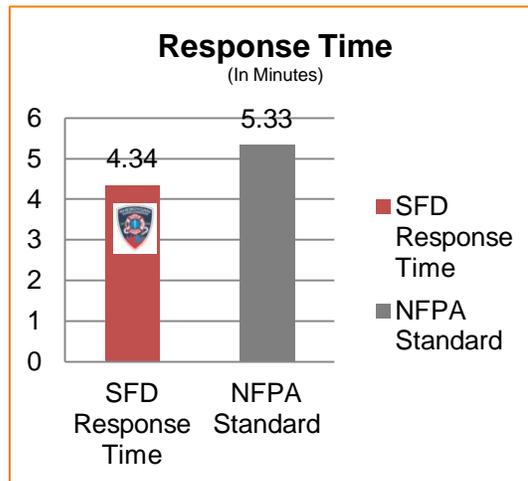
Total Number of Responses



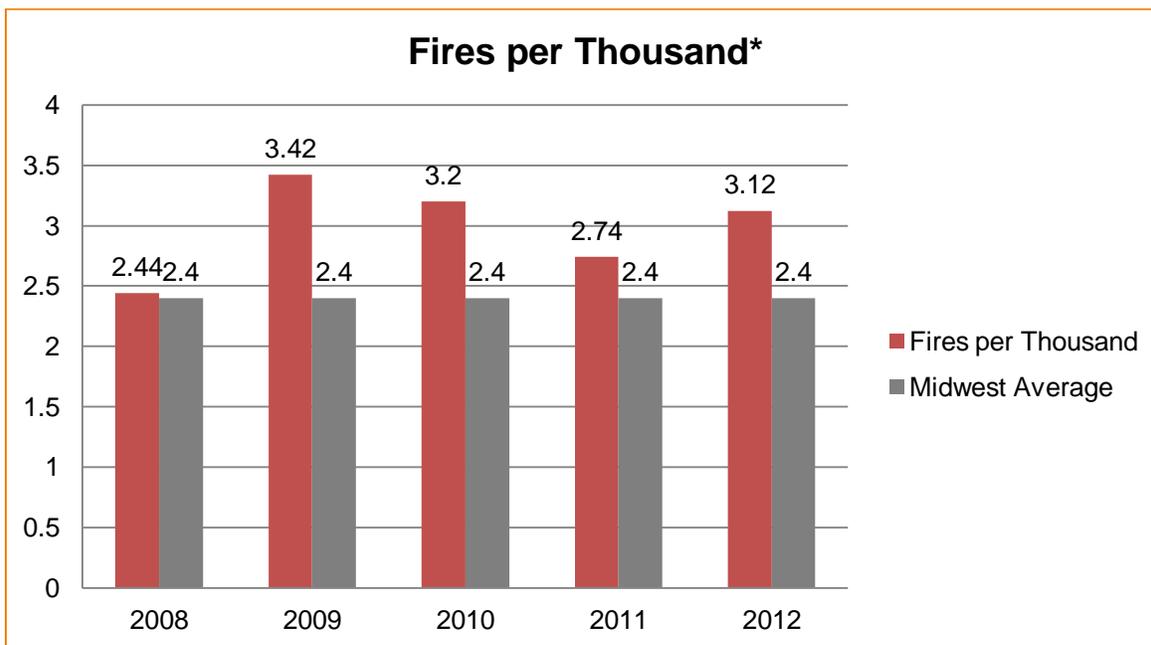
*It should be noted as well that for a large number of responses coded as EMS, that the fire department also provides for additional duties related to those calls beyond EMS specific care such as hazardous material and debris clean up, general scene security and safety, fire protection, etc. Adjustments are being made for 2013 in the reporting software procedures to better measure those types of situations where the fire department provides for other duties over and above EMS care on incidents coded as EMS responses.

Response Time

The measure of any organization's effectiveness in a given area requires determining what is expected of that organization by some standard and to then determine the organization's position relative to that standard. For fire department effectiveness in the realm of mitigating emergency incidents such as fire and EMS delivery, an enormous factor is response time. The Sheboygan Fire Department has been proactive and diligent in assuring that response time to requests for help meets or exceeds the standards established by the National Fire

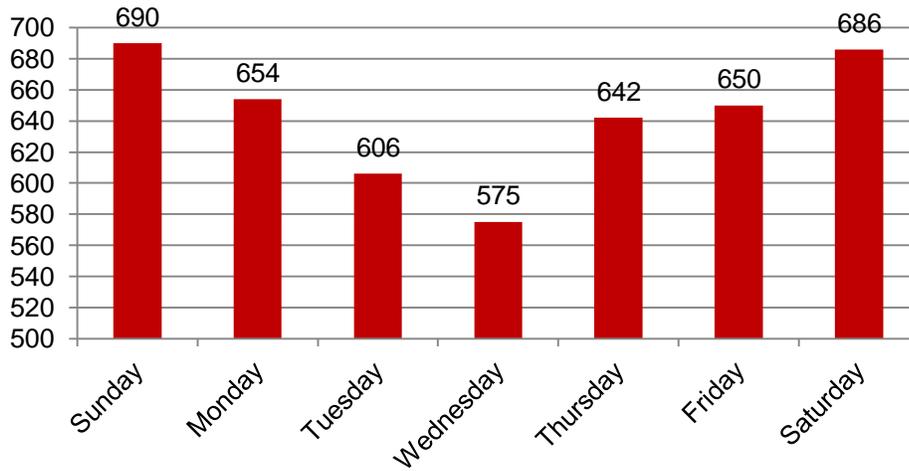


Protection Association (NFA) for career departments. In fire and EMS response, the time from the occurrence of an emergency situation to the time the department can arrive and begin to correct the problem is literally a matter of life and death. For EMS responses it is a matter of correcting a potentially life-threatening situation before the situation becomes irreversible or in the case of a fire, reaching potentially viable fire victims prior to being unable to escape and to contain a growing fire to its area of origin as soon as possible. Above is representation of the Sheboygan Fire Department's average response time to all incidents in the City of Sheboygan relative to the standard set forth by NFA for career departments. This includes both EMS and Fire responses.



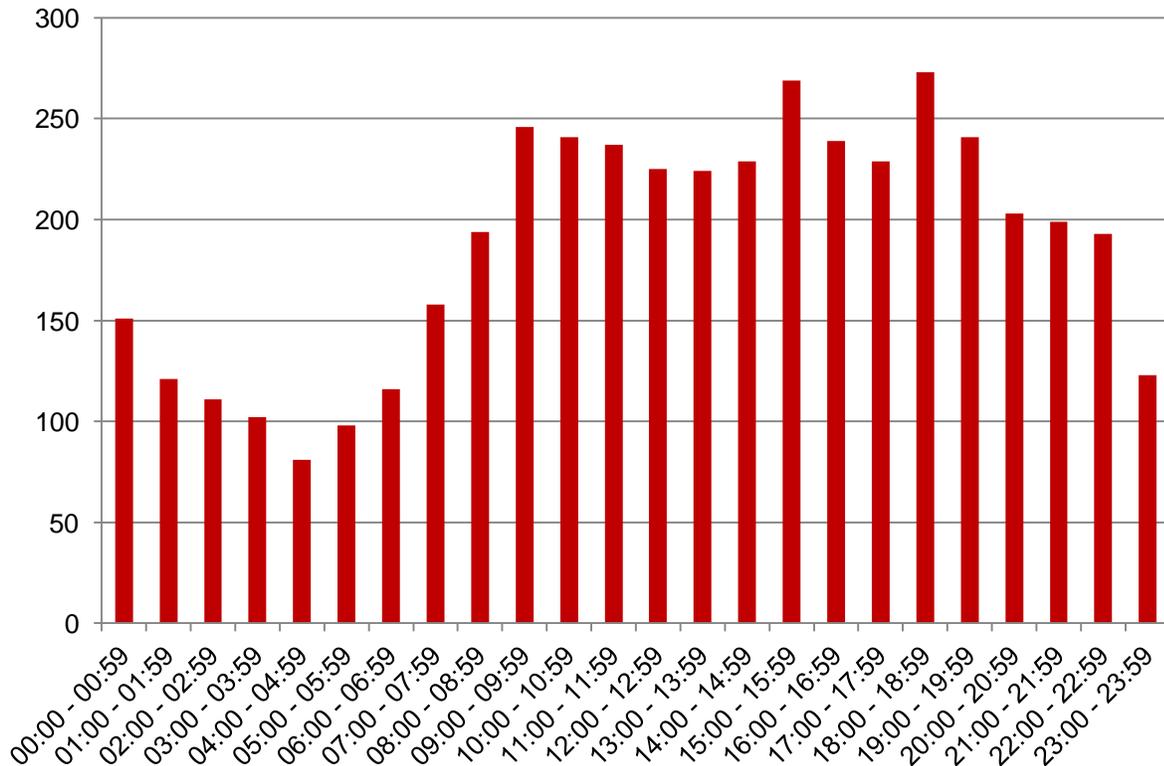
*Data for Average is from 2011 NFA survey of fire departments U.S Fire Experience for Midwest Cities 50,000-99,000.

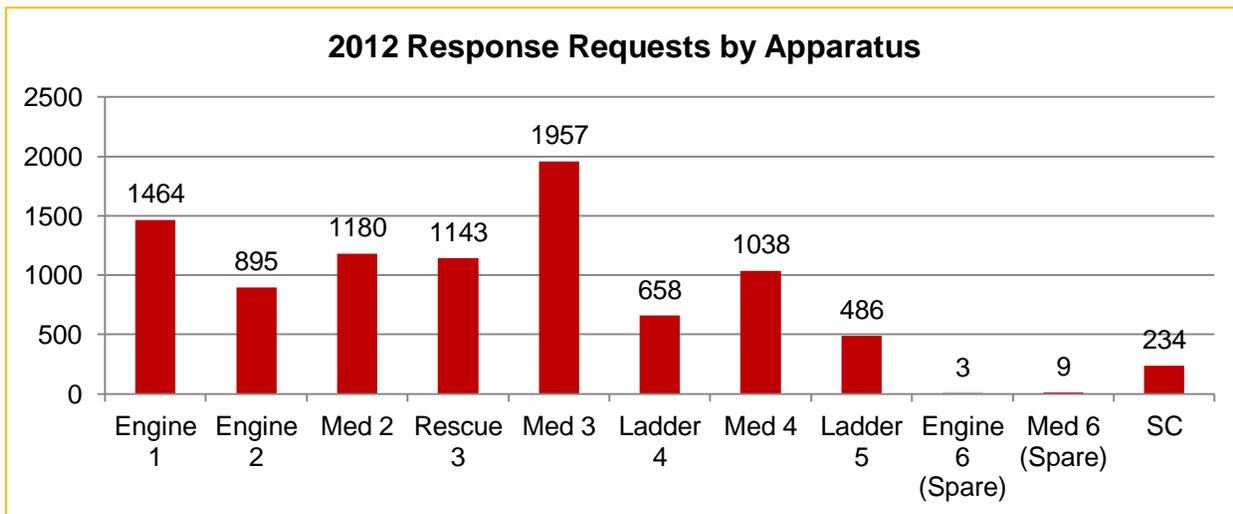
2012 Calls by Day of Week



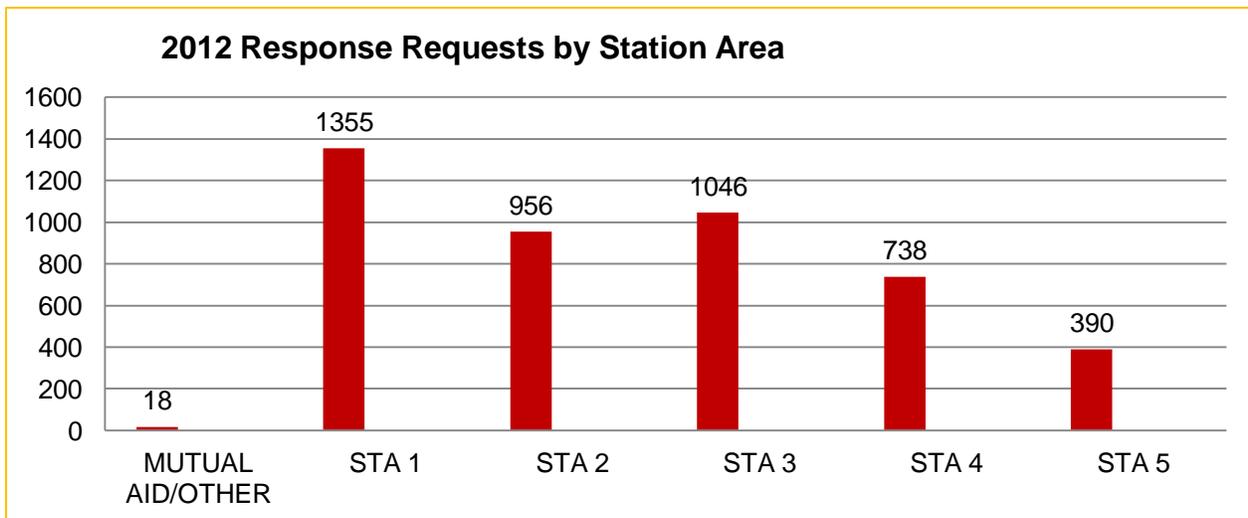
The *Calls by Day of Week* and *Calls by Time of Day* graphs are indicators of when requests for the Fire Department occur in Sheboygan. While there are some patterns that are seen, these graphs match trends nationally overall and also indicate that requests happen at all times.

2012 Calls by Time of Day





The *Response Requests by Apparatus* graph is a representation of the total number of times that a specific fire unit was dispatched as part of a response. This is an indicator of the multiple unit assignments that occur rather than a one-for-one apparatus response to call number. The average number of vehicles assigned is 2.3 apparatus per response. The majority of fire department responses are assigned two units primarily due to the number of emergency medical call response requests. More complex incidents will require more vehicles and manpower and working fire responses may have as many as 10 units assigned.



The *Response Requests by Station Area* graph is the total number of incidents for 2012 as divided by Fire Station Single Alarm response area as designated by the fire department. These response areas are established to maintain appropriate response times as set forth by the National Fire Protection Association (NFPA).

2012 Fire Loss in Dollars*

| Total Pre-Incident Value | Losses | Value Protected |
|--------------------------|-----------------------|----------------------|
| \$482,910,243.00 | \$1,643,408.00 | \$481,266,835 |

*Total Pre-Incident Value is estimated from a number of factors including market value, assessed value, owner statements, etc. Losses are estimated from a number of factors including personal knowledge, insurance payouts, owner information, etc.

2012 Mutual Aid Given/Received

| | |
|------------------------------------|---|
| Incidents with Mutual Aid Received | 5 |
| Incidents with Mutual Aid Given | 8 |
| Other Responses Outside of City | 5 |

2012 Concurrent Calls

| | |
|--|-----|
| 2 Calls at Once | 753 |
| 3 Calls at Once | 97 |
| 4 Calls at Once | 72 |
| All resources assigned, no available units | 65 |

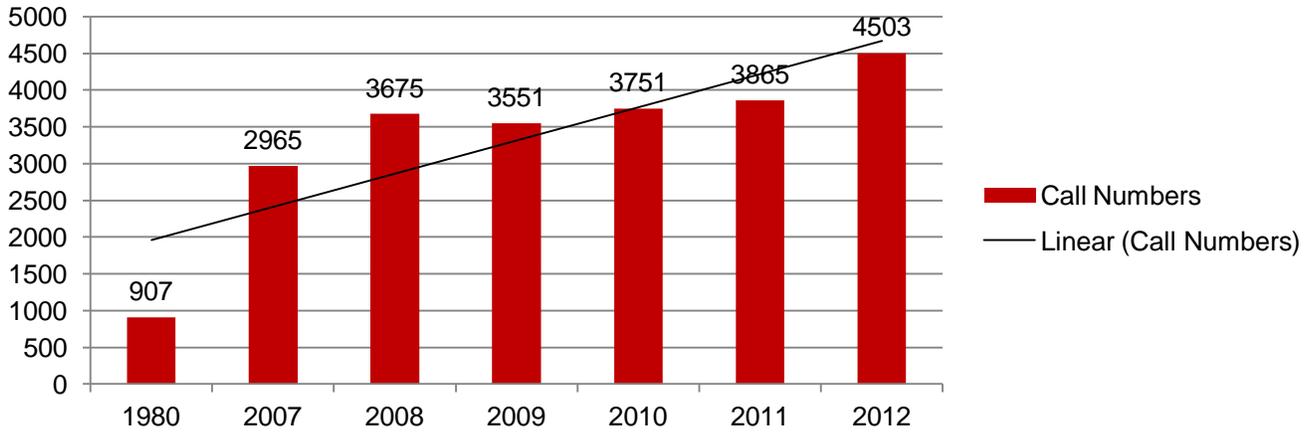
2012 Events Requiring Call-Back

| | |
|---|----|
| Incidents with Call Back Initiated | 35 |
| Total Number of Individuals Called Back | 53 |

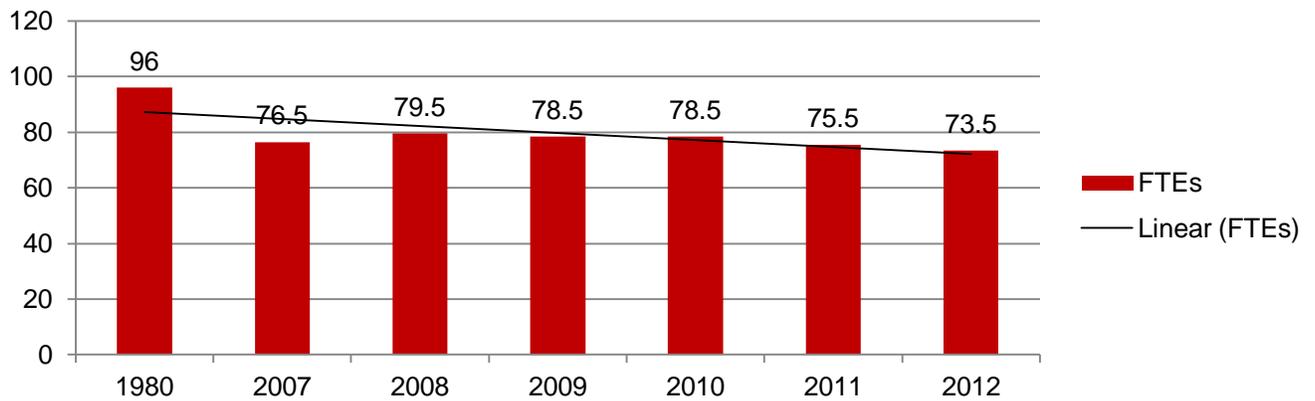
2012 Fire Deaths

| | |
|-------------|---|
| Fire Deaths | 0 |
|-------------|---|

Fire Department Call Numbers

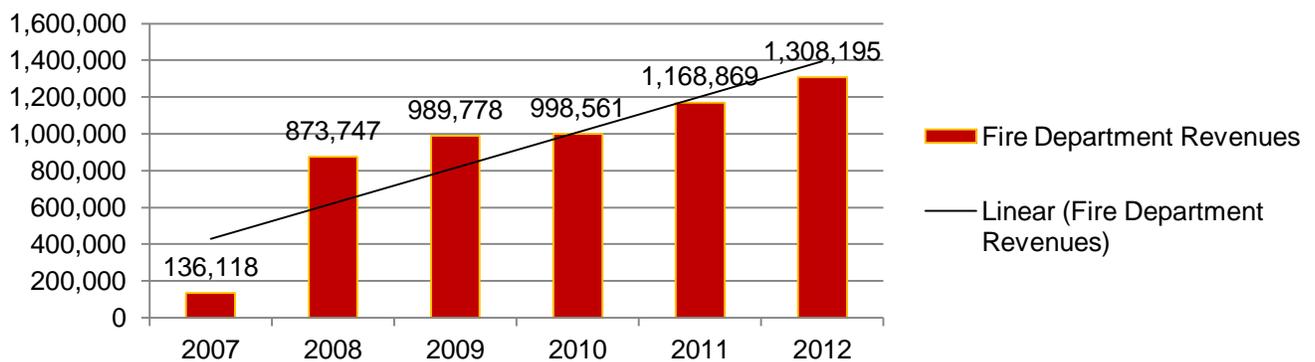


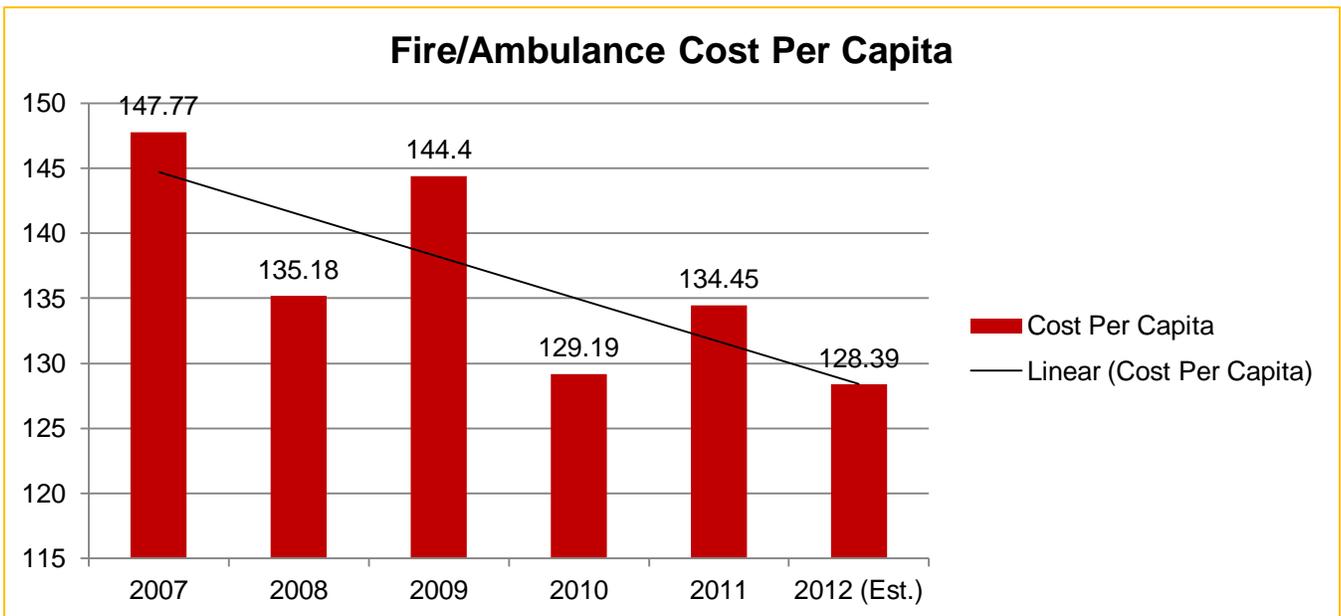
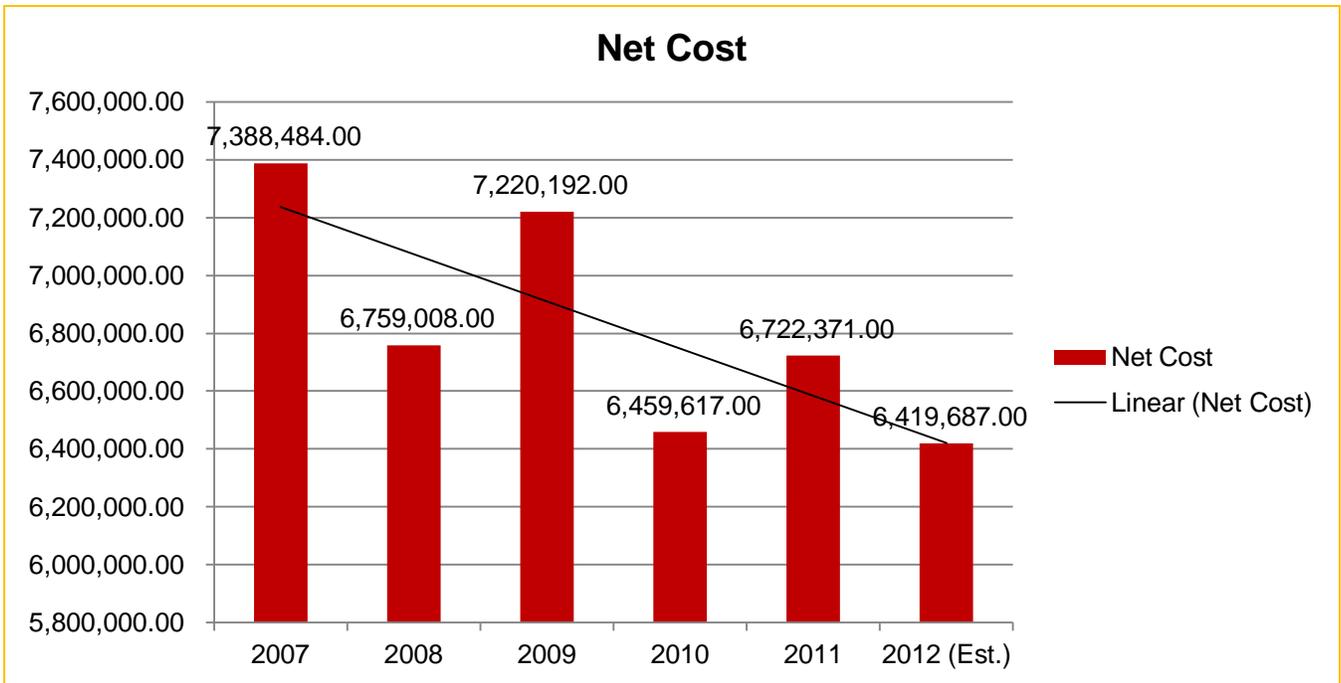
Fire Department FTEs



Fire Department Revenues

(From City of Sheboygan Finance Department)





According to Ehlers Financial Advisors State Median Fire and Ambulance is \$182.00.

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| Detailed Breakdown by Incident Type | | |
|--|-------------|------------|
| INCIDENT TYPE | # INCIDENTS | % of TOTAL |
| 111 - Building fire | 48 | 1.07% |
| 112 - Fires in structure other than in a building | 3 | 0.07% |
| 113 - Cooking fire, confined to container | 52 | 1.15% |
| 118 - Trash or rubbish fire, contained | 1 | 0.02% |
| 130 - Mobile property (vehicle) fire, other | 1 | 0.02% |
| 131 - Passenger vehicle fire | 15 | 0.33% |
| 138 - Off-road vehicle or heavy equipment fire | 1 | 0.02% |
| 140 - Natural vegetation fire, other | 1 | 0.02% |
| 141 - Forest, woods or wildland fire | 4 | 0.09% |
| 142 - Brush or brush-and-grass mixture fire | 5 | 0.11% |
| 143 - Grass fire | 4 | 0.09% |
| 151 - Outside rubbish, trash or waste fire | 6 | 0.13% |
| 154 - Dumpster or other outside trash receptacle fire | 5 | 0.11% |
| 160 - Special outside fire, other | 11 | 0.24% |
| 162 - Outside equipment fire | 1 | 0.02% |
| 251 - Excessive heat, scorch burns with no ignition | 4 | 0.09% |
| 300 - Rescue, EMS incident, other | 18 | 0.40% |
| 311 - Medical assist, assist EMS crew | 164 | 3.64% |
| 321 - EMS call, excluding vehicle accident with injury | 3168 | 70.35% |
| 322 - Motor vehicle accident with injuries | 114 | 2.53% |
| 323 - Motor vehicle/pedestrian accident (MV Ped) | 23 | 0.51% |
| 324 - Motor vehicle accident with no injuries. | 12 | 0.27% |
| 331 - Lock-in (if lock out , use 511) | 3 | 0.07% |
| 341 - Search for person on land | 3 | 0.07% |
| 342 - Search for person in water | 1 | 0.02% |
| 350 - Extrication, rescue, other | 1 | 0.02% |
| 352 - Extrication of victim(s) from vehicle | 7 | 0.16% |
| 353 - Removal of victim(s) from stalled elevator | 6 | 0.13% |
| 411 - Gasoline or other flammable liquid spill | 18 | 0.40% |
| 412 - Gas leak (natural gas or LPG) | 34 | 0.76% |
| 413 - Oil or other combustible liquid spill | 10 | 0.22% |
| 422 - Chemical spill or leak | 20 | 0.44% |
| 424 - Carbon monoxide incident | 15 | 0.33% |
| 440 - Electrical wiring/equipment problem, other | 1 | 0.02% |
| 442 - Overheated motor | 14 | 0.31% |
| 443 - Breakdown of light ballast | 4 | 0.09% |
| 444 - Power line down | 13 | 0.29% |
| 445 - Arcing, shorted electrical equipment | 18 | 0.40% |
| 463 - Vehicle accident, general cleanup | 5 | 0.11% |
| 500 - Service Call, other | 3 | 0.07% |
| 510 - Person in distress, other | 1 | 0.02% |
| 511 - Lock-out | 14 | 0.31% |
| 512 - Ring or jewelry removal | 1 | 0.02% |
| 520 - Water problem, other | 2 | 0.04% |

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| | | |
|--|-------------|----------------|
| 522 - Water or steam leak | 7 | 0.16% |
| 531 - Smoke or odor removal | 1 | 0.02% |
| 542 - Animal rescue | 12 | 0.27% |
| 551 - Assist police or other governmental agency | 17 | 0.38% |
| 552 - Police matter | 2 | 0.04% |
| 553 - Public service | 8 | 0.18% |
| 554 - Assist invalid | 163 | 3.62% |
| 561 - Unauthorized burning | 83 | 1.84% |
| 600 - Good intent call, other | 8 | 0.18% |
| 611 - Dispatched & cancelled en route | 20 | 0.44% |
| 621 - Wrong location | 1 | 0.02% |
| 622 - No incident found on arrival at dispatch address | 24 | 0.53% |
| 631 - Authorized controlled burning | 22 | 0.49% |
| 641 - Vicinity alarm (incident in other location) | 1 | 0.02% |
| 651 - Smoke scare, odor of smoke | 16 | 0.36% |
| 652 - Steam, vapor, fog or dust thought to be smoke | 5 | 0.11% |
| 671 - HazMat release investigation w/no HazMat | 16 | 0.36% |
| 700 - False alarm or false call, other | 1 | 0.02% |
| 710 - Malicious, mischievous false call, other | 2 | 0.04% |
| 712 - Direct tie to FD, malicious false alarm | 1 | 0.02% |
| 714 - Central station, malicious false alarm | 5 | 0.11% |
| 715 - Local alarm system, malicious false alarm | 5 | 0.11% |
| 721 - Bomb scare - no bomb | 1 | 0.02% |
| 731 - Sprinkler activation due to malfunction | 4 | 0.09% |
| 732 - Extinguishing system activation due to malfunction | 1 | 0.02% |
| 733 - Smoke detector activation due to malfunction | 43 | 0.95% |
| 734 - Heat detector activation due to malfunction | 2 | 0.04% |
| 735 - Alarm system sounded due to malfunction | 36 | 0.80% |
| 736 - CO detector activation due to malfunction | 32 | 0.71% |
| 740 - Unintentional transmission of alarm, other | 3 | 0.07% |
| 741 - Sprinkler activation, no fire - unintentional | 8 | 0.18% |
| 742 - Extinguishing system activation | 1 | 0.02% |
| 743 - Smoke detector activation, no fire - unintentional | 37 | 0.82% |
| 744 - Detector activation, no fire - unintentional | 9 | 0.20% |
| 745 - Alarm system activation, no fire - unintentional | 42 | 0.93% |
| 746 - Carbon monoxide detector activation, no CO | 6 | 0.13% |
| 812 - Flood assessment | 1 | 0.02% |
| 813 - Wind storm, tornado/hurricane assessment | 1 | 0.02% |
| 911 - Citizen complaint | 1 | 0.02% |
| TOTAL INCIDENTS: | 4503 | 100.00% |

Emergency Medical Services

The Sheboygan Fire Department has provided emergency medical care for the citizens of Sheboygan for many years and as of January 1st, 2008 has been a licensed ambulance service provider with the State of Wisconsin. The personnel of the fire department are cross-trained in both fire services and emergency medical care. This duality of skills and equipment provides a very efficient model for providing both EMS and fire services to the community at a very high level. Response time requirements based on progression timelines for both critical medical events and fires are very similar which makes the medical response pair well with the existing fire department infrastructure. When responding to fire and technical rescue related responses, the cross-trained firefighter can apply the necessary skills to the problem at hand whether it is fire or an injured person, or both.



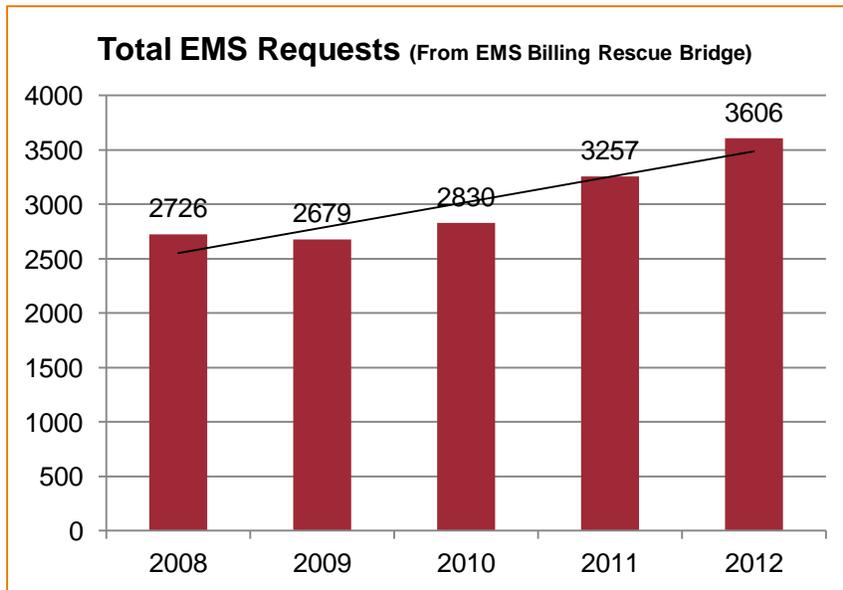
Asher Heimerman-Incident Response

In 2012 the fire department responded to approximately 3600 medical calls. A breakdown of those requests by year over the past five years can be seen in the graph below. Of those responses, approximately 83% of those patients get transported to either a local facility, or to a facility outside of the city in order to get a higher level of care.

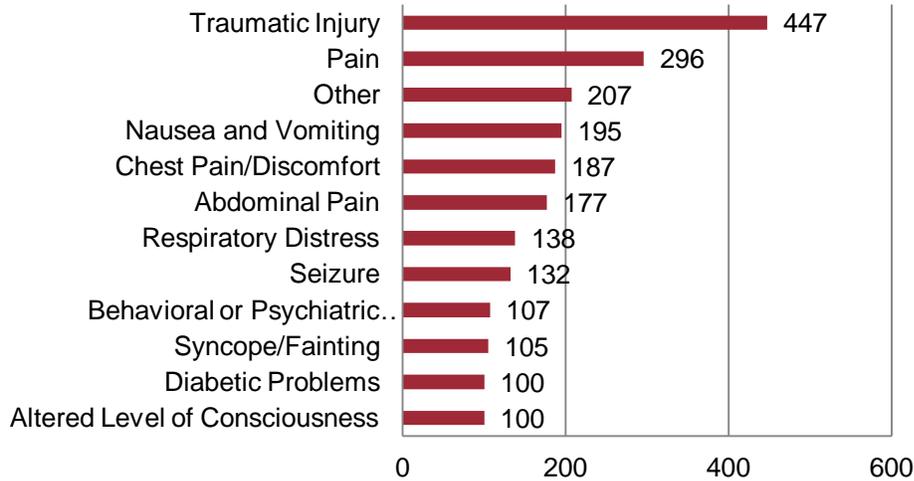
Also in 2012, the fire department changed medical directors. Dr. Steven Zils has agreed to fulfill the responsibilities of Service Medical Director. As a result of that new relationship the department has been able to continue serving at a high level and also move forward with new medical protocols, more consistent training, and as of January 1st, 2013 licensure as a Critical Care Service. The upgrade in

training and equipment will increase the department's ability to manage certain critical patients in the field and during interfacility transports.

The number of EMS responses by the fire department compared to other types of requests is very consistent with departments across the country according to the National Fire Protection Association statistics for fire responses. This holds true even for departments who do not provide ALS transport services. This is due largely to the fact that those departments provide for first response and other supportive duties to those incidents as well.



Top 12 EMS Call Types*



*DATA IS FROM RESCUE BRIDGE REPORTING SOFTWARE BY PROVIDER IMPRESSION

Health, Wellness and Safety

The personnel of the fire department are its most valuable asset. The importance of the health and well being of those individuals cannot be overstated. The ability of firefighters to carry out their mission in service to the public requires that they be physically fit, protected from injury, and cared for properly if injuries or exposures would occur. Like any quality business, the safety of its employees is at the top of the priority list and is probably mandated through statute and industry standards. The Sheboygan Fire Department is dedicated to protecting the safety of its employees.

The use of respirators is vital to the service provided by the department and the Sheboygan Fire Department maintains an Occupational Health and Safety Administration (OSHA) compliant respiratory protection program complete with all of the requirements including education, medical testing, fit testing of respirators, equipment purchasing, and maintenance and testing of all equipment including respirators and air supplies.



In 2012, the department entered into a cooperative relationship with Johnsonville Sausage for the purchase of a new Portacount® fit testing machine to replace the department's outdated and inadequate tester which was traded in to the seller for a \$1500.00 credit. This is a necessary and expensive piece of equipment that both organizations have need for. A donation by Johnsonville Sausage for \$6500.00 made it possible for the department to purchase the \$12,000.00 machine. The equipment is maintained at the Sheboygan Fire Department and the use of the machine is shared with Johnsonville Sausage. In addition, the Sheboygan Fire Department has been performing fit tests for Sheboygan County Public Health and hopes to

provide for fit testing to other fire departments in 2013. This unit is expected to last approximately 10-12 years.

As part of the respiratory protection program, the department provides for medical clearance and testing to assure that employees are fit to be wearing and working using respirators. In 2012 all department personnel required to use respiratory protection were tested and cleared.

Safety Committee

The Sheboygan Fire Department safety committee is composed of representatives from all stations as well as staff of the department. The group meets several times throughout the year to discuss and address matters of safety concern for the employees of the department. Items such as day-to-day procedures, fireground operations, and station safety are just some of the topics discussed.

Fire Prevention and Public Education

In an effort to reduce the loss of life, injury, and property loss in the City of Sheboygan, the Sheboygan Fire Department is dedicated to providing education to the public as part of its mission.



As the hazards presented to the public change, so will the program offerings to the public. It is the department's intent to keep the education of our firefighters current to better offer training to the public about the hazards faced by members of the public and how to better avoid them.

While it is a core mission of the Sheboygan Fire Department to respond to and mitigate incidents in the City of Sheboygan, it is also the department's mission to reduce the number and severity of those incidents by proper code development and enforcement, effective and efficient response, and ongoing public education. It is through this continuous and comprehensive program of education that the department maintains a culture of safety in the community.

This general program area of public education is vital to the success of the fire department mission.

The funding for the materials used for the school programs is largely generated through a program developed and operated by the National Fire Safety Council (NFSC). Each year, local businesses are solicited for donations toward the program by NFSC on the department's behalf and those funds are used by the department to purchase all of the fire prevention materials used in the public education programs delivered in the schools.

In 2012 the Sheboygan Fire Department continued to expand its role in the area of public education in schools, businesses, and public events. The following is a synopsis of those efforts to aid in the fostering of a culture of safety in our community.

Elementary School Programs

The Sheboygan Fire Department provides for fire and general safety education to students in grades kindergarten through fourth grade through a comprehensive program that reaches every school age child in the City of Sheboygan for five years running. This program uses materials from the National Fire Safety Council and is delivered by station personnel in the schools. In 2012, the Sheboygan Fire Department gave approximately 120 individual programs in the schools and had personal contact with approximately 4500 children with fire safety messages and activities. This continued program is a major contributing factor to the culture of safety in this community.



FAMILIES PARTICIPATE IN ACTIVITY GAME DESIGNED AND BUILT BY DEPARTMENT MEMBER

2012 Fire Academy



Asher Heimerman-Incident Response

The Fire Academy program is held once a year as part of the department's complete school program delivery with the intent of educating children in a progressive manner about fire safety and accident prevention. This program is held at Fire Station #3 and is primarily geared toward smaller schools and home schooled children. This year nearly 200 students, teachers, and parents attended this year's Fire Academy.

The overall benefit to the community is the continued safety awareness education of our children. This particular program specifically benefits the smaller schools as well as the department by providing an efficient way to meet the needs of these schools that have limited enrollments.

Safety Town

The fire department participates annually with other emergency response entities to educate children about various safety topics and behaviors. This includes educational activities as well as exposure to the fire department through the use of tours and interactive activities.

The direct benefit of the program is the increased safety awareness for those who are in attendance. The indirect benefit is a better working relationship and interaction between the various local response agencies involved in the program.

Fire Extinguisher Training Program

The department has special props designed for the purpose of teaching fire extinguisher safety and use to businesses and organizations and their employees

The department fire extinguisher training program is designed to increase awareness, skill, safety and confidence for members of the public in the area of fire extinguishers, thus increasing safety and

decreasing fire loss. In 2012, 7 different local companies participated in the training with the fire department.

Rockets for Schools Program

The Sheboygan Fire Department works cooperatively with the organizers of the Rockets for Schools program in an effort to provide a safe environment with closely staged medical and fire protection for the rocket launch events. This program is considered an activity that has an increased potential for incident due to the propellants used for the rockets.

The benefit of having the fire department stage fire and EMS resources is a reduction in response delay in the event of any incident as well as a general safety presence to proactively address any unsafe conditions or acts. At the Horace Mann site, an engine company is provided and at the South Pier site, a fire apparatus and an EMS unit are provided.

2012 Leukemia Society Scenic Shore 150

The *Scenic Shore 150* is a 150 mile, two day bike ride/race that raises funds for the Leukemia Society. The ride begins in Milwaukee and moves through Sheboygan with a lunch/rest stop at King Park in Sheboygan. Generally there are almost 1,000 riders participating in the event.

Parades (4)



The Sheboygan Fire Department participates with 1-2 vehicles in the Fourth of July Parade, Sheboygan Bratwurst Day Parade, Memorial Day Parade, and the Holiday Parade.

The Sheboygan Fire Department has been a long standing participant in the parade events in the City of Sheboygan. Our involvement in these events promotes a sense of community by displaying various pieces of apparatus in parades and generally supporting parade events to help with their continued success. The fire department's presence creates an awareness of the fire department in the community and aids in the positive promotion of safety.

Medical and Fire Stand Bys

The fire department plays a huge role in the general safety of the community and the events that take place in our community. Some of those events for 2012 where the department played a role in providing medical and fire protection coverage were:

- The Polar Bear Plunge
- The Fourth of July festivities including the fireworks and the Cardboard Boat Regatta
- The Miesfeld's Lakeshore Weekend Kids Fest
- The XTerra Triathlon
- The Home Brewers Club event at the Sheboygan Quarry
- Boys and Girls Club Block Party
- Political Dignitary Stand bys
- Acuity Health Challenge
- North High School Homecoming Fireworks
- Sheboygan International Day/Bike Race

Sheboygan Youth Football Program

The Sheboygan Fire Department works cooperatively with the Sheboygan Youth Football program to educate their coaches and volunteers as well as provide emergency medical stand by units at their games and practices.

Football poses an increased potential of injury for the players. Also, spectators are likely, which make having an emergency medical response unit positioned closely a benefit.

North and South Varsity Football Games

The Sheboygan Fire Department works cooperatively with the training staff of the North and South High School programs. The department provides a non dedicated stand by ambulance and paramedic crew at North and South High School football games.

Football has been identified as a sport with a significant number of injuries with an increased potential for severe injuries as well. There are also increased numbers of spectators gathered at these events. Having medical resources placed strategically for immediate care when needed is certainly beneficial.

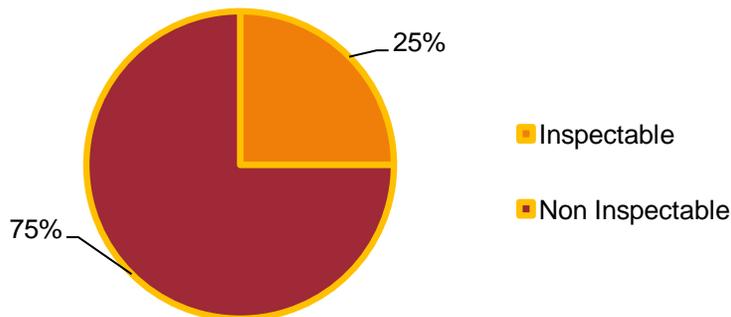
Station Tours

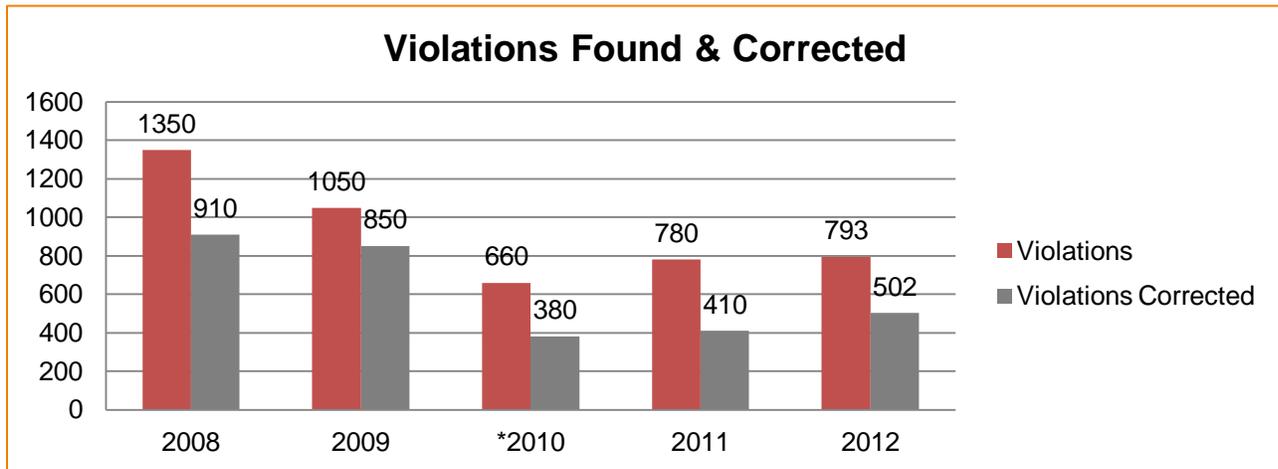
As always, the fire department has provided tours of the fire stations and apparatus to families and organizations from the City of Sheboygan. This gives the fire personnel the opportunity to showcase the fire department to the public and to reach out to small children and families with the message of fire safety.

Fire Inspection

As mandated by statute, the Sheboygan Fire Department inspects all businesses and residential facilities of three family and larger for potential fire violations and general safety concerns. These inspections are carried out primarily by line firefighters as a normal part of their annual duties. In 2012, 1843 inspections were completed by line personnel. These twice-per-year inspections by line personnel began in 1986 and as a result of that process there has been increased awareness of violations and safety issues by property owners in Sheboygan and numerous corrections made for existing violations. Value added components to these inspections are better relationships with business owners in general and better awareness and familiarity for firefighters with buildings in the City of Sheboygan.

2012 Structure Fires by Inspectable/Non Inspectable Properties





*In 2010, inspections were reduced to once per year for most occupancies in the City of Sheboygan.

Fire Investigation

As a result of the elimination of positions in the fire prevention bureau and the subsequent redistribution of duties, the fire investigations by the department are being performed by a core of investigation trained personnel from within the fire department and the police department. The department also has participation and membership with the Sheboygan County Fire Investigation Unit which is a county team comprised of investigation trained individuals from various fire departments within the county. Members from our department assist



BURNED INTERIOR ROOM IN A LOCAL RESIDENCE.

with investigations in the areas of the county outside of the city and also members from outside of the city assist our department from time to time with large investigations in the city. This relationship utilizes the concept of shared resources to properly perform mandated investigations of fires for cause and origin as well as potential criminal investigation if necessary. A working relationship with the City of Sheboygan Building Inspection Department is also a very important part of our investigation process that utilizes expertise and experience in other areas of building inspection to determine causes of fires.



BURNED REMAINS OF A BED IN A LOCAL RESIDENCE

Members of the Investigation Team must complete an initial 20 hour basic class in investigation which is presented by the Wisconsin Chapter of the International Association of Arson Investigators (IAAI). Additional training is gathered through seminars, additional classes through the IAAI, and meetings of the Sheboygan County Fire Investigation Unit.

Sheboygan Fire Department Annual Report | 2012

In 2012, members attended 80 hours of basic and advanced fire investigation classes. An additional class was held at Acuity and was attended by 4 of our members.

Fire Investigators for the City of Sheboygan are:

- Assistant Chief Vernon Koch
- Deputy Chief Charles Butler
- Captain Ken Molitor
- FF/Paramedic Nic Noster
- FF/Paramedic Tyler Meyer
- FF/Paramedic Michael Lubbert
- Detective Cameron Stewart



Asher Heimerman-Incident Response

Significant Fires Investigated in 2012

According to State statute it is the responsibility of the Fire Chief to investigate all fires for origin and cause. 140 fires were investigated and documented accordingly by the Incident Commander in charge of those fires. At times, additional assistance and expertise is utilized to investigate fires. In those cases outside investigators or members of the Sheboygan County Fire Investigation Unit are requested.

In 2012, over 156 hours were spent on the investigation of significant fires and the completion of follow up reports and other pertinent documentation.

- 1530 North 7th Street
- 531 South 8th Street
- 319 Niagara Avenue
- 2304 Indiana Avenue
- 2218 Julson Court
- 1139 Dillingham Avenue
- 933 Indiana Avenue
- 1627 South 12th Street
- 1618 Huron Avenue
- 1942 North 12th Street
- 1934 North 6th Street/1917 North 7th Street
- 1417 Erie Avenue
- 2629 Erie Avenue
- 618 Erie Avenue



1990 PIERCE ARROW PUMPER SCHEDULED FOR REPLACEMENT IN 2014.

Training and Resource Development



CREW PRACTICES TECHNIQUES IN AUTOMOBILE STABILIZATION FOR EXTRICATION. ASHER HEIMERMAN-INCIDENT RESPONSE

The nature of the responsibilities of a fire department requires continuous training of its personnel to assure the best possible chance of a positive outcome when critical incidents occur. This is especially important when those events do not happen very often and you get one chance to get it right. Training and preparation is tailored to create effectiveness, efficiency, and safety when the fire department responds to incidents. The Sheboygan Fire Department provides for training of its employees through many different programs using a variety of methodologies that are designed to best meet the needs of the department both fiscally and operationally. Because of the inherent dangers present in the job, many of the training areas are statutorily mandated for the protection of both the employee and the citizens they serve.

The elimination of staff positions within the department has made it necessary to alter how the department plans, prepares, and delivers training. The duties have been redistributed to numerous personnel in an effort to maintain adequate training and monitored compliance with mandatory training requirements. One of the ways the Sheboygan Fire Department works to maintain cost effective training is through the development and utilization of in-house instructors. These instructors are from both the line and staff of the fire department. Twelve of the department's instructors are certified through the Wisconsin State Technical College System in various areas including Emergency Medical Services, Technical Rescue, Firefighting, and Incident Management. Where no qualified instructor is available from within the department the department will occasionally send an individual to train-the-trainer education for that topic, or an outside instructor is brought to the department.



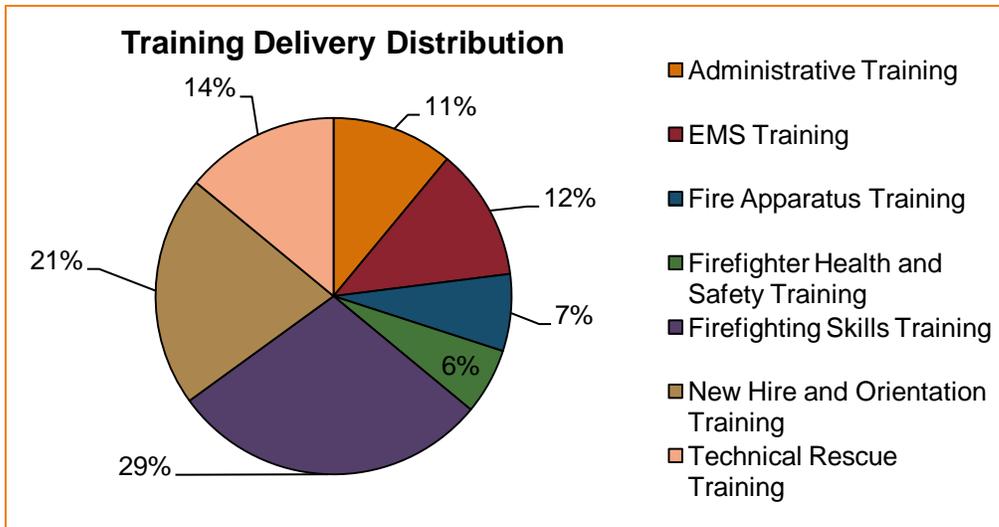
FIRE CREWS PRACTICE EXTRICATION TECHNIQUES ON AUTOMOBILES PROVIDED BY GUS HOLMAN Co. ASHER HEIMERMAN-INCIDENT RESPONSE



JOINT LADDER TRAINING WITH OOSTBURG, CEDAR GROVE AND BLACK RIVER FIRE DEPARTMENTS. ASHER HEIMERMAN-INCIDENT RESPONSE

The following is a list of the major training topics delivered in 2012:

- Ice Rescue Training
- Thermal Imaging Camera Familiarization and Use
- New Hire Orientation and Training (6 new hires in 2012)
- Confined Space Rescue Training
- Rapid Intervention Team Training
- Marina Firefighting Training
- New EMS Equipment Familiarization Training
- Workplace Harassment Training
- CPR Recertification
- MABAS Box Alarm Training and Drill



FIRE DEPARTMENT TRAINING DISTRIBUTION BY CATEGORY FOR 2012

| CATEGORY | # CLASSES | TOTAL DURATION |
|--|-----------|----------------|
| Administrative Training | 23 | 62.25 |
| EMS Training | 30 | 65 |
| Fire Apparatus Training | 22 | 37.25 |
| Firefighter Health and Safety Training | 15 | 31.5 |
| Firefighting Skills Training | 98 | 164.25 |
| New Hire Training and Orientation | 23 | 117.5 |
| Technical Rescue Training | 45 | 80.75 |
| Total Class Time | | 558.5 |
| TOTAL MAN HOURS of TRAINING | | 4757.50 |

Because responses to incidents require the sharing of resources and teamwork between various departments and agencies, the Sheboygan Fire Department often trains with outside agencies as part of its preparation for response. In 2012, the department had training with neighboring fire departments, city and county law enforcement, Alliant Edgewater rope rescue team, and the United States Coast Guard.

The fire department also has members on the Sheboygan County Hazardous Materials Response Team which holds monthly training in the response to Hazardous Materials Incidents.

Technical Rescue

Technical Rescue can be defined as, “The aspects of saving life and property that employ the use of special knowledge, skills, and tools that go above and beyond those normally utilized during structural firefighting and emergency medical responses.”

There are currently 13 disciplines that are considered to fall under the umbrella of Technical Rescue. Rope rescue, confined space rescue, trench rescue, structural collapse, vehicular and industrial extrication, and ice rescue are a few examples.

It is federal law that employers which require their employees to perform confined space entries, must have a designated rescue team. The Sheboygan Fire Department is the designated rescue team for other city workers.

In 2012, the Sheboygan Fire Department conducted confined space training in both the spring and fall. The spring session consisted of a review of the tools available to the department, as well as a review of the specific skills necessary to perform this type of rescue. The fall session involved a live confined space rescue scenario conducted at the wastewater lift station on 7th and Kentucky. Personnel were also able to utilize high angle rope rescue skills during this training session, due to the physical nature of the building.

The fire department further utilized rope rescue skills while conducting training along the lakeshore. The rescue of a person that had suffered injury after falling down the bluffs was simulated. Ropes, a stokes basket, and an aerial ladder were utilized to successfully, and safely, bring the victim back to street level.

Vehicular extrication is an ongoing training process. Several times per year, crews are able to gather at Gus Holman and practice the various techniques necessary to remove a patient from a vehicle using the Jaws of Life.

In cooperation with the Coast Guard, the department conducted ice rescue training at the marina. Required skills and tools were reviewed and used to rescue an individual that had fallen through the ice. This cooperative and department wide training is an annual event.

At the request of a local company, the department reviewed the tools, policies, and procedures that they had in place that their employees were to utilize during a confined space emergency. Fire department personnel were able to work in conjunction with company representatives, in order to improve upon these issues.

In 2013, the fire department plans to meet with other city departments in order to review their rescue response plans. It is also in the plan to continue working with private industry as they request our assistance. Finally, the fire department will continue to improve and update our knowledge, skills, and equipment as they pertain to the Technical Rescue disciplines necessary in the community.

Fire Department Intern and Ride-Along Programs

In 2012 the Sheboygan Fire Department entered into a mutually beneficial agreement with Fox Valley Technical College (FVTC) to provide a site for firefighting students to serve in an intern capacity with the Sheboygan Fire Department.

Individuals who are interested in being interns with the department must express their wishes to FVTC and they are to submit a resume along with pertinent information such as a medical

physical and a drug screen. Final decision to allow the individual into the intern program lies with the Fire Chief.

Interns are fully functional firefighters that are able to assist at fires, participate in training, and do station work. They are not permitted to drive fire department vehicles or fill a full-time firefighter's position. This is considered part of their course work with the technical college so they are not compensated for their time with the department. They are considered additional personnel only and are under the day-to-day supervision of the Company Officer of the Unit to which they are assigned.

In 2012 there were two fire interns placed in the department. A similar agreement is being developed for firefighter/paramedic interns from Lakeshore Technical College.



**FIREFIGHTER INTERNS
JORDAN WATSON AND
ALEX TISLAU**

In similar agreements, the fire department continues to have a ride-along program for paramedic students or nurse-to-paramedic students from Lakeshore Technical College. These students are required to have a prescribed number of mentored hours and patient contacts as part of their coursework with the paramedic program. These students work with department preceptors to gain field experience and knowledge in their quest for paramedic licensure.

The benefit of these types of programs is great and varied. These programs allow the department to get first-hand exposure to potential employment candidates prior to a hiring process. The interaction with students in a mentoring role helps to strengthen our own staff by being current and up-to-date with what is being taught in the technical colleges. These additional hands on the apparatus are very helpful in certain situations that require more manpower to be as efficient and effective as possible. This is also a great way to assure that a well-trained core of potential workers in the area is available to serve the community.

Support Services and Maintenance

Maintenance

The proper preventative maintenance and repair program for fire department vehicles and stations is critical to ensure that they are in a continuous state of readiness and that they are completely reliable when in service and responding to incidents. Proactive maintenance schedules, daily, weekly and monthly equipment and vehicle checks are key elements to this program.

Maintenance of Sheboygan Fire Department vehicles and stations is coordinated by Shift Commander Dean Klein. With the retirement of the Fire Department's dedicated mechanic and the subsequent changes in the assignment of duties, the Fire Department has worked



**FIRE DEPARTMENT LADDER UNDERGOES
ANNUAL TESTING TO ASSURE PROPER
OPERATION AND SAFETY.
ASHER HEIMERMAN-INCIDENT RESPONSE**

cooperatively with the Department of Public Works to develop a maintenance program for fire department vehicles. This has been a challenging process for both departments, but to this point, the process has been successful.

Because the mechanics at the Department of Public Works have limited training and experience with certain fire department specialty equipment such as pumps, ladders, etc., it is necessary to use outside vendors at times for repairs and maintenance on those pieces of equipment. The department is investigating the possibility of further training in those areas for public works mechanics to be able to bring some of those maintenance needs in-house as well.

The expected service life for fire apparatus is twenty five years for engines and ladders and ten years for ambulances. That is remarkable service considering the demanding use of these vehicles. According to the National Fire Protection Association (NFPA), front line fire apparatus should be replaced every 15 years and moved to reserve status for an additional 10 years and no fire apparatus should be in service for more than 25 years.

Support Services

In 2012 the department worked with the City/County purchasing agent to sort through and liquidate items that are no longer of use to the department utilizing the web-based auction site Wisconsin Surplus. In 2012, liquidation of items from the department placed nearly \$4000.00 back into the general fund for the city.

As a result of the new records management system for the department, the fire department now has a much more effective system to catalog and track department assets. This reporting software will allow for better tracking of purchase prices, expected replacement timelines, cost and frequency of repairs, and other general benefits of better budget planning and inventory control.

The rising cost of outside vendors for maintenance and inspection of department equipment and the loss of the department mechanic has created an opportunity for the department to move some of those programs in house. In 2012, two areas were addressed with the development of an internal program to meet those needs and maintain safety and compliance.

For the department Self Contained Breathing Apparatus (SCBA), almost all repair issues were being sent to an outside vendor for the repair or they were being handled by the department mechanic who was certified for basic repairs. Through training of other departmental personnel, these basic needs are being handled in-house as much as possible.

In the EMS area, the maintenance and inspection of the cots and stair chairs used to move patients was handled by an outside vendor. Now that cost has been saved and a program has been established in house to address those needs and maintain safe and manufacturer compliant inspections and repairs.

Firefighter Protective Clothing

According to the National Fire Protection Association (NFPA) All firefighter protective clothing for structural firefighting should be replaced every ten years regardless of condition and sooner if condition is such that it no longer provides for adequate protection for firefighters. In an effort to maintain pace with that replacement schedule, the fire department replaces approximately seven complete sets per year at a cost of about \$1800.00 per set.

Grants Awarded and Significant Donations

- The Sheboygan Fire Department submitted a grant proposal to Georgia Pacific Corporation as part of their Bucket Brigade program. As a result of the proposal, the department received a \$2500.00 check to be used toward the purchase of equipment. The monies will be used toward the replacement of outdated helmets worn by the firefighters.
- A cooperative agreement with Johnsonville Sausage resulted in a \$6500.00 donation which assisted with the replacement of a new fit test machine to replace the outdated and inadequate unit previously used by the department.

Other Significant Activities

The Sheboygan Fire Department also continues to be involved in projects and programs that are beneficial to the community. In 2012, off duty personnel assisted with the construction and maintenance of the ice rink at the South Pier District, provided support and a location for Safe Kids to do car seat checks, assisted the Salvation Army in their Bell Ringing Campaign, participated in the local United Way fundraising campaign, and assisted with the food collection at Washington School.



FIREFIGHTER ADDS A FRESH LAYER OF WATER TO THE ICE RINK



OFF DUTY FIREFIGHTERS VOLUNTEERED MANY NIGHTS FOR SALVATION ARMY BELL RINGING CAMPAIGN. ASHER HEIMERMAN INCIDENT RESPONSE



OFF- DUTY FIREFIGHTERS ASSISTED WITH FOOD DRIVE AT WASHINGTON SCHOOL. ASHER HEIMERMAN

New Firefighter/Paramedic Recruits in 2012



NICHOLAS HOEPFNER



ADAM LOOSE



LUCAS SIEWERT



CHRISTOPHER ST. PIERRE



JORDAN JUDY



BRIAN FREUND

New Hires for the department in 2012 all attended a comprehensive three week training academy to build upon their own education and qualifications. This program familiarizes them with the policies, procedures, and operations of the Sheboygan Fire Department and the City of Sheboygan. This concentrated training program in both fire/rescue and Emergency Medical Services continues through their first year and beyond to assure that they are competent to serve the community. The Sheboygan Fire Department is pleased with their progress and hopes for many years of continued service to the City of Sheboygan.

Promotions in 2012



**ASSISTANT CHIEF
VERNON KOCH**



**DEAN KLEIN
COMMANDER**



**KEVIN ANHALT
CAPTAIN**



**RANDY BAUER
CAPTAIN**



**JEFFREY WESSEL
LIEUTENANT**



**EFREM CAPETILLO
LIEUTENANT**



**PATRICK NICOLAUS
LIEUTENANT**



**BRENT ADAMSON
LIEUTENANT**

In Memoriam



**Donald Daehn
(1953-1985)**

**Born: 1929
Appointed: 1953
Retired: 1985
Retired as Motor Pump Operator
Returned to Quarters: 2012**



**Joseph Murray
(1961-1989)**

**Born: 1934
Appointed: 1961
Retired: 1989
Retired as Fire Equipment Operator
Returned to Quarters: 2012**

Frequently Asked Questions about the City of Sheboygan Fire Department

1. How big is the Sheboygan Fire Department?

We currently staff with 72 professional firefighters (31 are Paramedics)

- 1 Fire Chief
- 1 Assistant Fire Chief
- 1 Deputy Chief
- 3 Shift Commanders
- 66 Fire suppression/EMS Firefighters

2. Why is the Sheboygan Fire Department's goal of 3.5 to 4 minute response time so critical?

The current staffing and apparatus placement allow us to maintain an average response time of 4.34 minutes. This is critical for many reasons. The following are examples where studies have shown:

*Infant/pediatrics who experience oxygen deprivation begin to suffer permanent brain damage at 4 minutes (choking, drowning, sudden cardiac arrest, etc).

*In just 2 minutes, a structure fire can become life threatening. In 5 minutes, a residence can become engulfed in flames. Fires double in size every 1-2 minutes, so response time is critical for search and rescue to take place.

*A 3.5 to 4 minute response time enables a responding fire department to limit fire damage to the room of origin, limiting excessive fire loss.

*Adult Oxygen Deprivation begins to cause brain death at 4-6 minutes. Brain death is assured at 10 minutes.

*CPR, if begun within 4 minutes of cardiac arrest and followed by electric defibrillation within 10 minutes, can increase chances of survivability by 40%. In cardiac arrest, with every passing minute, the chances for the victim's survival decrease by 10%. Defibrillation is more successful when performed within 8 minutes of the cardiac arrest, and most successful if performed within 5 minutes.

*With trauma patients, the "Golden Hour" is the time from the point of traumatic injury to the time they receive definitive medical care. Studies have proven that getting a patient to a trauma center's operating room within the first 60 minutes of injury drastically increases chance of survival. Every minute matters for survivability, especially within the first "Golden Hour".

*For trauma patients who are trapped in a vehicle from a motor vehicle accident or an industrial machinery accident, their extrication time is also included in the "Golden Hour". All Sheboygan fire and medical apparatus carry professionally trained rescue firefighters and two fire apparatus carry extrication equipment (Jaws of Life).

3. What types of shifts do the Sheboygan firefighters work?

24 hour shifts beginning at 7 am each morning. 56 hours per week, ten or eleven 24 hour shifts per month. These shifts/hours help reduce costs for the city by not having overtime costs associated with 8 hour shifts and 40 hour work weeks. Firefighters do not receive overtime for hours worked over 40 hours. Fire stations are staffed 24/7/365 days a year.

4. Why not three 8 hour shifts instead of one 24 hour shift? Wouldn't that be more cost effective?

Actually, it is most economical for the city to have their firefighters work 24 hour shifts. Sheboygan firefighters work an average of 56 hours per week. If staffed with 8 hour shift employees, it would require overtime for anything above 40 hours. There would need to be 30% more firefighters, or significant overtime, to provide the same daily staffing levels as is currently maintained.

In addition, this does not take into consideration the added overtime costs when firefighters respond to an incident near the end of their shift. They are duty-bound to stay late and complete the emergency incident, on overtime. With 8 hour shifts, there would be three times the opportunity for this to occur which would drastically affect overtime costs as well.

5. Why do firefighters sleep at the fire station?

Sheboygan firefighters, along with virtually every full-time firefighter in North America work 24 hour shifts. Unlike 8 hour employees, the 24 hour employee's shift is dictated by run volume and calls. Regardless of what time of the day a call for help comes in, firefighters will respond 24/7 and 365 days a year. All of the station duties and training is completed throughout the day. The firefighters in Sheboygan responded to over 4,500 calls for help in 2012. At night, if they are able, they are permitted to sleep in order to maintain energy and a sharp mind if requested for response.

6. How many stations and pieces of apparatus does the Sheboygan Fire Department have and how are they normally staffed?

| | |
|---|---|
| Station 1 (833 New York Ave) | Engine 1 (3 Firefighters) Fireboat – Located at the marina April – October |
| Station 2 (2413 S. 18th St) | Engine 2 (2 Firefighters) Med 2 (2 Firefighters) |
| Station 3 (1326 N. 25th St) | Rescue 3 (2 Firefighters) Med 3 (2 Firefighters) Shift Commander |
| Station 4 (2622 N. 15th St) | Ladder 4 (2 Firefighters) Med 4 (2 Firefighters) |
| Station 5 (4504 S. 18th St) | Ladder 5 (2 Firefighters) |

In addition, the Sheboygan Fire Department has available for use: **2 Spare Engines, 1 Spare Ambulance, a Tech Rescue Trailer and a Command Post.**

7. Are there always firefighters staffed at all of the fire stations?

Yes, unless firefighters are out on a call, training, conducting fire inspections or delivering public education programs, they are always ready to respond at a moment's notice from all stations. During the times they are out of the station, they are either "in service" in their response area and ready to respond, or another station will cover their call.

8. What services does the Sheboygan Fire Department provide?

Fire suppression
Rescue and extrication
Hazardous materials response
Advanced life support medical transport services
Emergency management and incident mitigation
Fire safety building inspections
Code enforcement
Public education
Public service/assistance

9. How many calls does the Sheboygan Fire Department run every year?

| Year | Medical | Fire | Total |
|-------------|----------------|-------------|--------------|
| 2002 | 1597 | 727 | 2324 |
| 2005 | 1988 | 928 | 2916 |
| 2008 | 2735 | 940 | 3675 |
| 2011 | 2913 | 952 | 3865 |
| 2012 | 3520 | 980 | 4503 |

* 2008 was the first year of the SFD Ambulance Service

** Each call equals one incident scene. Many times there are multiple apparatus and stations on one scene.

10. Who determines which apparatus are needed for a determined call?

The Sheboygan Fire Department dispatch center is located in the police station. Many times the type of situation found upon arrival is very different from the situation portrayed to dispatch over the 911 phone call. People experiencing an emergency may be under stress at the moment and understandably may not always accurately describe their situation to dispatch. Units are dispatched according to information received by dispatch. Dispatch works to reasonably dispatch for the worst case scenario. This helps to prevent the firefighters from arriving at an emergency understaffed or underequipped. It is better for the incident commander to return staffing, apparatus and equipment back to the station than to realize more help was needed and not have it available on scene. Experience has taught the department that it is better to have too much help initially than not enough.

11. Why do fire trucks with full lights and sirens go through red lights at intersections and then, after they go through, they turn off their lights and sirens and slow down?

Emergency lights and siren are only used when responding to a call and occasionally when transporting a critical patient to the hospital. Sometimes several units are dispatched to the same incident. When the first unit arrives on scene, that crew may assess the situation and inform the dispatcher that they can handle the emergency alone. All other responding units are then cancelled and put back into service, ready to take another call, which may be the cause for the shutdown of emergency lights and siren.

12. Why do so many fire apparatus respond to simple incidents?

A "Standard Response Plan" policy is utilized on all responses. This system is a pre-designated formula that determines the amount and type of equipment that may be needed and sent to the incident. For example, a residential structure fire includes a minimum of a shift commander, 1 ladder truck, 2 engines, a rescue truck and 2 med units. If these units are not needed, they are released by the incident commander.

13. Why do fire apparatus respond on medical runs with an ambulance?

The Sheboygan Fire Department ambulances are staffed with 2 paramedics. The fire apparatus are staffed with 2 or 3 personnel, many of them paramedics. If the person calling 911 describes a situation that sounds like a serious medical emergency to the dispatcher, both an ambulance and a fire apparatus (first responder) are sent. The Sheboygan firefighters are bringing the emergency room to you. When you are in an emergency room at a hospital, there are multiple people helping a critically ill patient. Firefighters/Paramedics are no different. They also need to have multiple personnel on scene to adequately provide the highest level of services for the patient.

14. Why doesn't the city hire separate EMS workers or privatize EMS? They could work for less than firefighters and work 8 hour shifts. Shouldn't firefighters only put out fires?

Dual trained Firefighter/Paramedics have become the national standard for fire departments, with over 70% of EMS in the country provided by fire departments. The traditional "fire department" has now evolved into more of an EMS/fire department. Dual skills are required in many of the emergencies responded to by fire departments. Extractions, technical rescues, hazardous material incidents, fires, water emergencies, and the wide range of other calls answered by fire departments all have a better chance for a positive resolution when responded to by dual trained personnel. As an example, having a paramedic directly involved with automobile extrication places critical medical care at the patients side when it is desperately needed.

Studies have shown that there is a less than 1% chance of a fire and an EMS call occurring at the same time. Having dual trained personnel allows a municipality to maximize the efficiency and effectiveness of its employees. The revenue generated from EMS assists fire departments in the maintenance of adequate staffing to respond to fires. Having dual trained Firefighter/Paramedics creates versatility and enables the fire department the ability to provide the highest level of services available for public safety.

15. Why do firefighters break windows and cut holes in roofs when the fire is inside a building? It seems that they are causing more damage than the fire.

Fire in a building creates a tremendous amount of heat and smoke. In many instances, firefighters must remove this heat and smoke before they can get close enough to the fire to extinguish it. The reduced heat and improved visibility allow firefighters to safely and quickly rescue trapped occupants and

extinguish the fire. Heat and smoke rise, so cutting a hole in the roof and breaking out windows in strategic locations allows the superheated-black smoke to vent out and cool air to enter the structure from below. This process is called “ventilation”. It also reduces the possibilities of backdraft (an explosion of heated gases) and flashover. By venting the window of a room that is on fire, it actually helps to contain the fire to the room of origin. Otherwise, superheated gases spread throughout the inside of a structure and spread the fire further. Breaking a window actually prevents much more damage than it causes. Sheboygan Fire is proud of the fact that by utilizing these tactics in a timely manner (response times) we are able to contain a structure fire to its room of origin over 90% of the time.

16. Why do firefighters retire a little younger than other professions?

Firefighting is a physically demanding job that does not make it a safe and effective work situation into your golden years. Firefighters do not receive social security benefits and the City does not pay into the social security system for them. Firefighters pay into the state pension system along with the city.

17. Why not have a hybrid department comprised of full-time and volunteer firefighters in Sheboygan? Wouldn't that be more efficient?

There are a variety of fire department models to provide public protection and safety; Volunteer, Paid-on-Call, Combination, Career, or Contracted. Each model comes with its own level of expectations and proficiency. A combination or volunteer department cannot be expected to produce the same level of service as a full-time career department.

The Sheboygan Fire Department responded to 4503 calls in 2012, with an average response time of 4.34 minutes. The other 24 departments in Sheboygan County combined responded to 688 calls.

While a hybrid “Career/Paid-on-Call” Fire Department may be less expensive to operate, it comes with its own set of issues. Nationally, and in the State of Wisconsin, it has become increasingly difficult to recruit and retain dedicated members as paid-on-call firefighters. The training required by the State of Wisconsin and the time commitment to maintain that level of training makes it difficult for most people to take on the responsibility. The requirement to remain in close proximity to a fire station can prove to be impossible in today’s mobile society. In addition, more and more employers are becoming less than willing to allow employees to leave their primary jobs to respond to fire calls at a moment’s notice.

While a hybrid department may save money, it comes at the cost of longer response times, and the inability to place 15 firefighters on scene within 8 minutes of the time of call. Response times are vital to survival rates on emergency medical calls. The ability to extinguish a fire in its earliest stage before it can spread to the entire structure or adjacent buildings saves lives and property. Having 15 firefighters on scene in less than 8 minutes allows the Sheboygan Fire Department to operate in a very aggressive offensive firefighting approach. This means getting inside the building to extinguish the fire while it is still manageable. This saves lives, property, tax base, and jobs. It has been shown that when a home or business burns down it is rarely rebuilt, leaving a hole in the community. With longer response times a switch to a more defensive approach to fire tactics would need to be initiated in many instances. This means protecting exposures, with a greater amount of damage and loss of property in the initial involved structure.

18. Why do some cities comparable in size to Sheboygan have fewer fire stations?

Many comparisons have been made in the past regarding staffing levels and number of stations. The City of Sheboygan is long and narrow rather than square or circular in its shape. Where three or four strategically placed stations might only be needed in a city whose shape is somewhat square or circular, 5 stations are needed to sufficiently cover the City of Sheboygan and also maintain the desired 3.5 to 4 minute response times. In addition, Sheboygan is unable to take advantage of "Automatic Aid" responding from its surrounding borders. Automatic aid enables the fire department to be supplemented by the surrounding cities career departments. These surrounding departments are dispatched at the same time as the host department and respond immediately with on-duty career personnel. On the contrary, Sheboygan is the only "city" in the area, surrounded by small towns and villages with all volunteer departments. These departments do not have personnel, ready to respond, at their stations. Therefore, they are unable to supplement Sheboygan Fire in their immediate response. They will eventually be able to assist, but it usually takes approximately 20 minutes for them to arrive. By that time, the initial fire attack has been completed.

Other factors that need to be considered when comparing station and staffing numbers include: How many fire apparatus are housed in each station? How many firefighters are assigned to and respond with each fire apparatus? Not including ambulances, Sheboygan currently has 1 fire apparatus responding from each of its 5 strategically placed stations. "Comparable" cities may have 2 or more fire apparatus responding from fewer stations. Also, a majority of the time Sheboygan Fire has 2 firefighters responding on a fire apparatus. In many cases, "comparable" cities will have 3 or 4 firefighters responding on a fire apparatus. So, when comparisons are made between cities with similar populations, all of these factors must be included for the comparison to be accurate.

19. Why does it take more than one firefighter to conduct a fire inspection?

The City of Sheboygan firefighters are ready to immediately respond to an incident 24/7. This requires them to remain close to their assigned apparatus at all times. Therefore, when performing fire inspections, they must take their assigned apparatus with them. You will notice that they are never too far away from their apparatus in anticipation of an immediate response. Depending on the particulars of a given property being inspected, the firefighters will either split up and do separate properties, or inspect a building together.

20. Does the City pay for or provide meals for on duty firefighters?

No. Firefighters each bring to work enough food for their 24 hour shift. There are kitchens in the fire stations for the firefighters to prepare their meals. On occasion a "shift" will chip in and prepare a meal together. This occurs most frequently on Holidays. With today's busy schedules, microwave and delivery meals are very prevalent in the stations. Firefighters also pay for their own TV's, newspapers, and cable in the stations.