

City of Madison  
**FIRE**  
Department



Honesty, Integrity, Caring,  
Compassion, Respect



**2021**  
ANNUAL REPORT



**MADISON**

FIRE ADMINISTRATION  
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FIRE



EMS



EDUCATION  
& PREVENTION



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# A MESSAGE FROM FIRE CHIEF STEVEN A. DAVIS

## Welcome to the City of Madison Fire Department's 2021 Annual Report



As it was for many people, the year 2021 was a bit of a repeat performance of 2020 for the Madison Fire Department.

The MFD continued to provide a strong COVID pandemic response in our community and our organization. I am continually impressed by how our organization continues to adapt to the challenges the pandemic continues to throw at us; from the ever-shifting sands of patient care, to the variant strains of the virus that ran through our community, the Madison Fire Department met each challenge head-on and adapted very well.

May of 2021 saw North America's first electric-powered fire engine placed into service—right here in Madison. Housed at Fire Station 8 on the city's east side, the Volterra, built by Pierce Manufacturing in Appleton, Wisconsin, is powered by batteries and responds and functions like a normal diesel-powered fire engine. The department partnered with Pierce to employ the vehicle as a learning and development project. The technology will revolutionize the fire service moving forward. Madison Gas and Electric also was a partner on the

project to ensure the vehicle has the proper electric charging system so it is always ready to respond on the next call for service.

In September we launched the Community Alternative Response Emergency Services (CARES) Team. The team members completed more than 170 hours of training and are equipped to respond to non-violent behavioral health emergency calls. Made up of one paramedic and one crisis response worker, the team is dispatched through the 911 center as an alternative to a police or medical emergency response. The team works with the patient to ensure the proper care for a mental health crisis is provided.

Lastly, in October I announced my upcoming retirement from the City of Madison Fire Department. My last day in the office will be April 1, 2022. It has been an absolute pleasure serving the City of Madison the last 32 years; the final 10 years as your Fire Chief. I have appreciated the support I have received from our community, City leaders, and fire department members over the years. As I leave office, I am still amazed at what a great city we enjoy.

Stay safe!  
All the best,

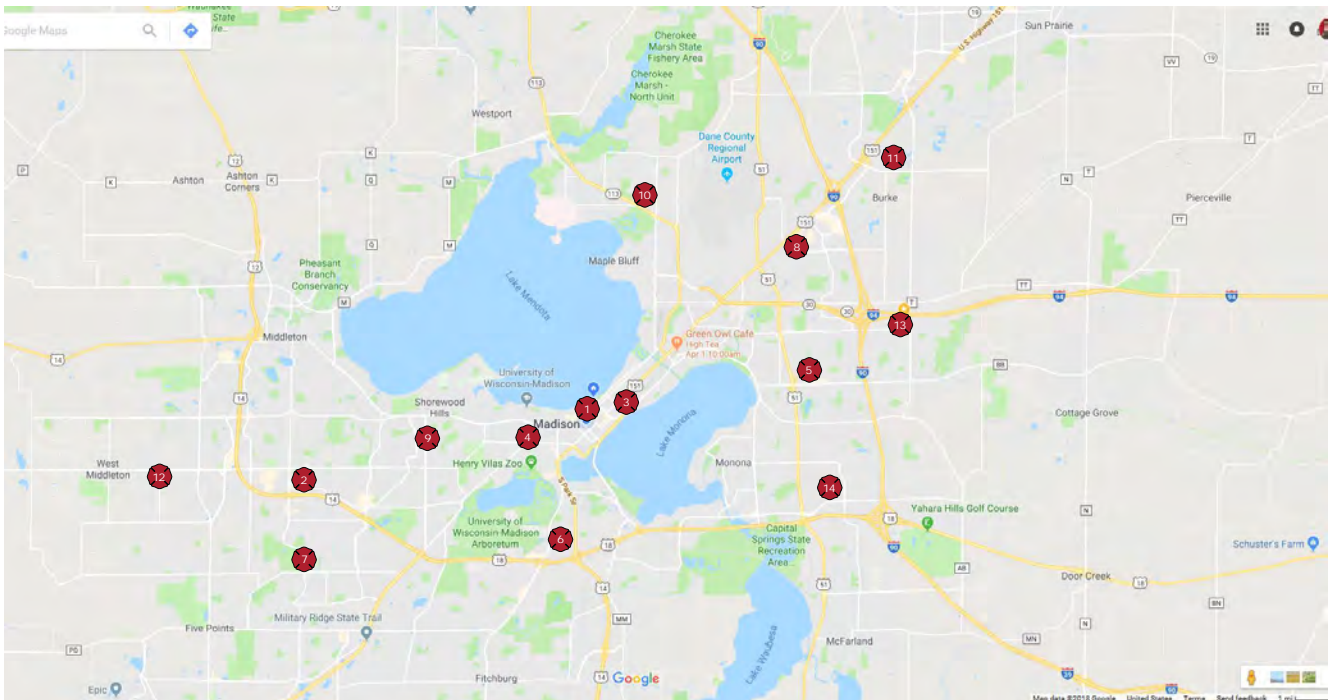
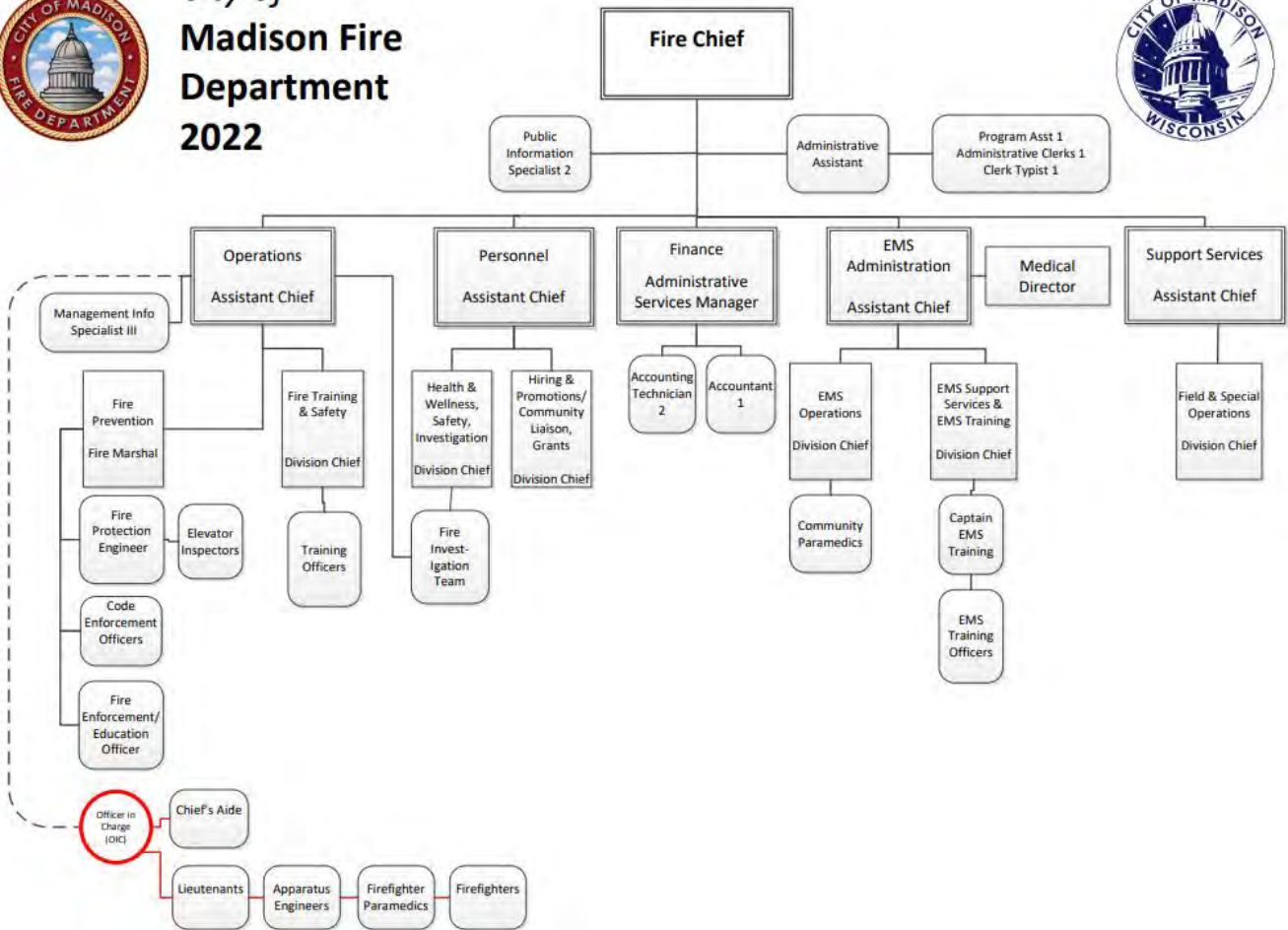
Steven A. Davis  
Fire Chief

City of Madison Fire Department

# WHO WE ARE



City of  
**Madison Fire  
Department  
2022**





# WHO WE ARE

## Comissioned Employees

Title	Actual Occupied Positions*
Chief	1
Assistant Chief	4
Division Chief	6
Captain	2
Community Paramedic (comissioned)	1
Lieutenant	68
Apparatus Engineer II (Chief's Aides)	3
Apparatus Engineer	55
Firefighter/Paramedic II	18
Firefighter/Paramedic	64
Firefighter	164

## Civilian Employees

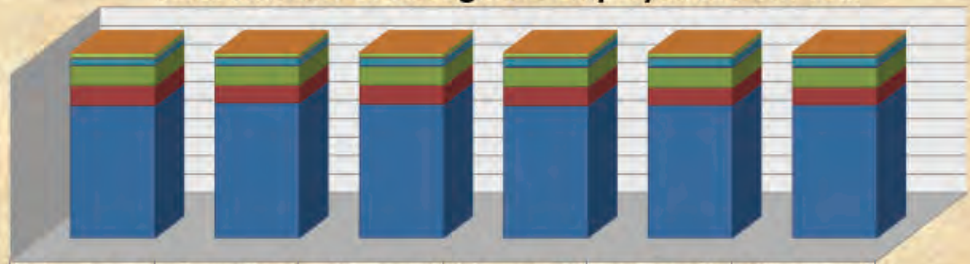
Title	Actual Occupied Positions*
Administrative Services Manager	1
Administrative Assistant	1
Accountant	1
Account Tech	1
Administrative Clerk	3
Clerk Typist	1
Community Paramedic	3
Elevator Code Enforcement Officer	3
Fire Code Enforcement Officer	10
Fire Education Enforcement Officer	1
Fire Marshal	1
Fire Protection Engineer	1
Management Information Specialist	1
Program Assistant	1
Public Information Officer	1

**Total Comissioned: 386**

**Total Civilian: 30**

*\*as of March 1, 2022; includes 17 recruits in Academy Class 12*

**City of Madison Fire Department  
Total Number of Firefighters Employed in Each Year**



	2017 total = 372	2018 total = 392	2019 total = 393	2020 total = 389	2021 total = 382	March 2022 total = 386
Other/Multi Racial	1	1	1	1	1	2
Unknown/Did not answer	0	0	0	0	0	0
Hawaiian or Other Pacific Islander Women	0	0	0	0	0	0
Hawaiian or Other Pacific Islander Men	9	8	8	8	8	5
Native American Women	1	1	1	1	1	1
Native American Men	1	1	1	1	1	1
Hispanic Women	1	1	1	1	1	2
Hispanic Men	12	14	15	16	16	17
Black/African American Women	1	2	2	3	3	3
Black/African American Men	40	41	40	40	41	41
White/Caucasian Women	40	37	40	40	36	36
White/Caucasian Men	266	286	284	278	274	276



# OPERATIONS

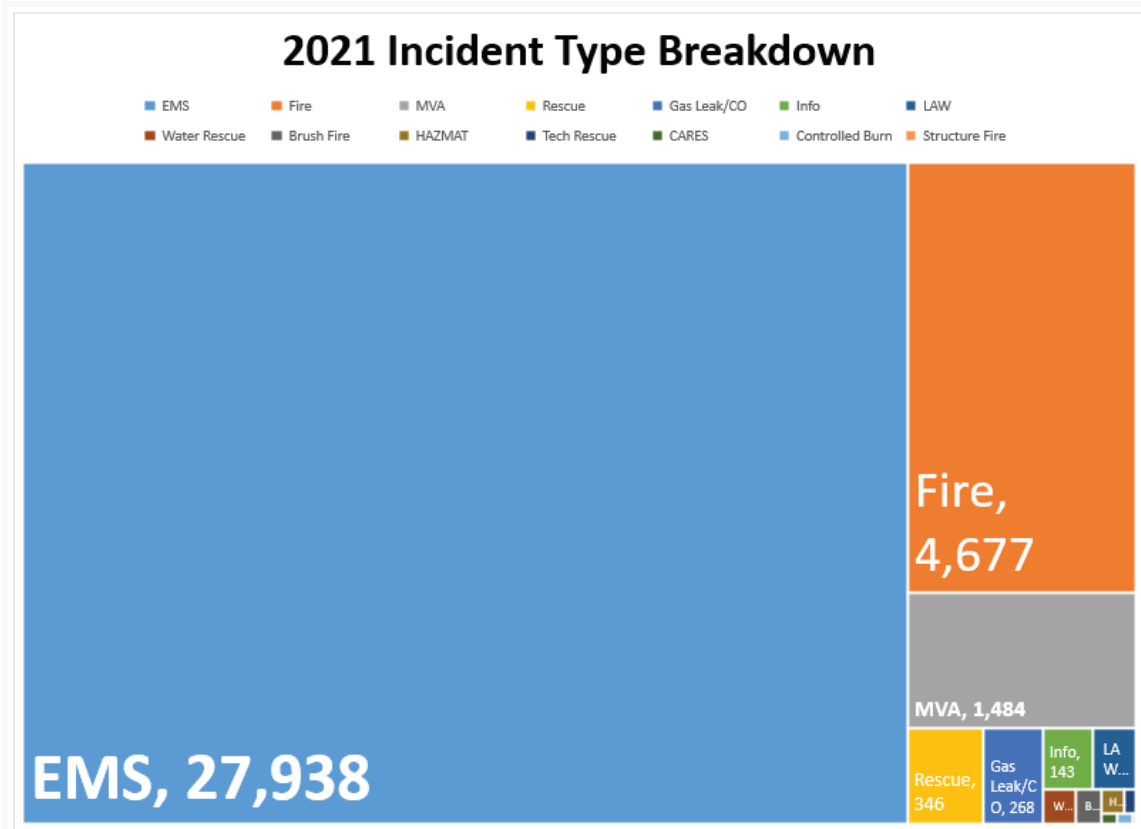
## Emergency Responses

The Madison Fire Department, with the additions of priority dispatching in recent years for fire, emergency medical services, and other emergencies, continues in its plans to reduce its overall response times.

With the addition of Station 14 in the Southeast area of the city there has been a reduction of the adjacent territories of Stations 5, 6, and 13. Station 5 territory has been reduced from 8.1 to 3.0 sq. miles; Station 6 territory has been reduced from 7.2 to 6.4 sq. miles; and Station 13's territory has been reduced from 12.4 to 9.8 sq. miles.

Station 14 is located centrally within its service area at 3201 Dairy Drive. This strategic placement has reduced travel times by 2 minutes to all locations within its territory. This will continue to allow the MFD to improve the ability to save lives and property in the City of Madison.

In 2021, MFD was dispatched to 35,130 calls for service, with Emergency Medical Services (EMS), accounting for nearly 79% of call volume with 27,938 calls.



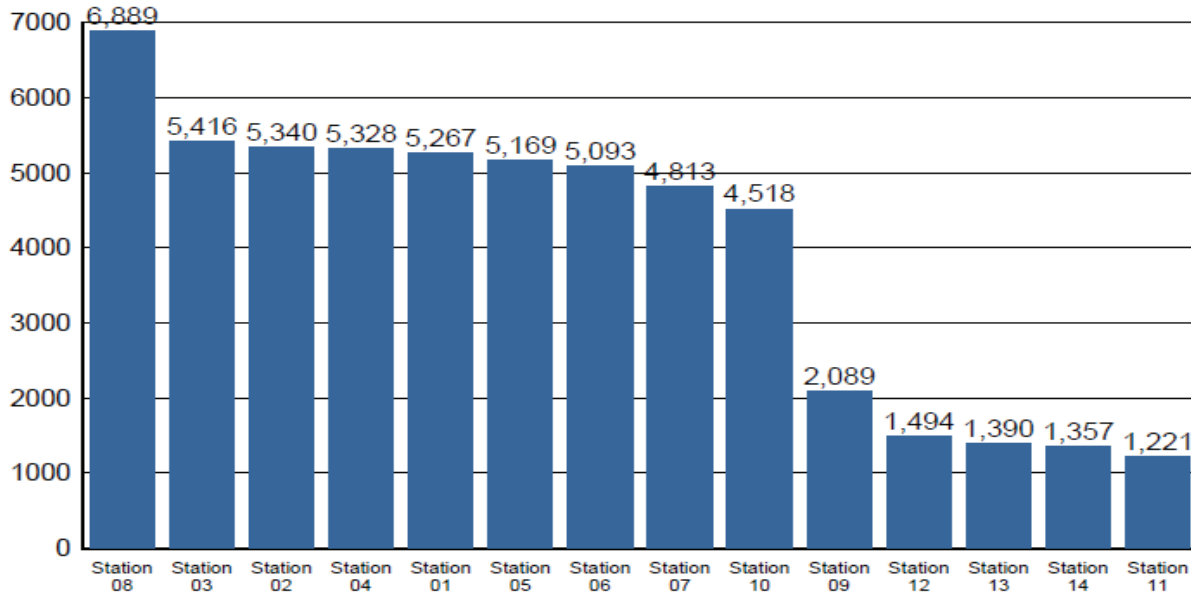
Note: MVA= Motor Vehicle Accident; LAW=Law Enforcement Call

continued...



# OPERATIONS

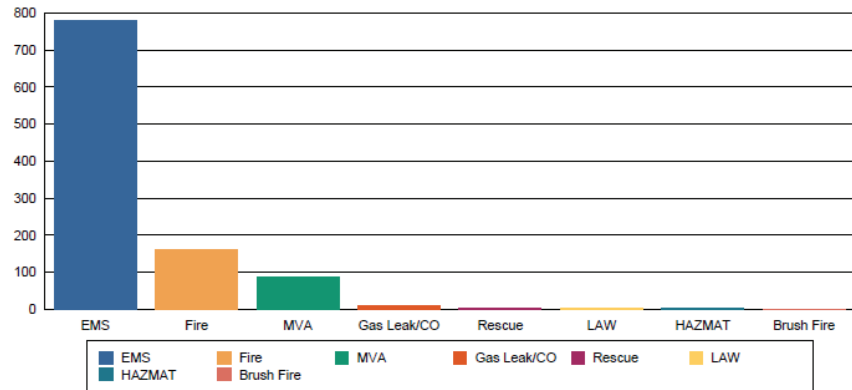
## Station breakdown



## Town of Madison

With the intergovernmental agreement and pending annexation, the City of Madison Fire Department will provide comprehensive services for the Town of Madison. Services include, but are not limited to, Fire Suppression, Emergency Medical Services, Lake Rescue and other Special Teams, Fire Prevention Services, Emergency Management, and permitting and inspections of new construction. The MFD will provide all of the necessary services to protect life, property, and the environment in the Town of Madison.

### Town of Madison Incident Breakdown



## COVID-19 Directives & Staffing

Our strict guidelines on symptom monitoring, mask wearing, distancing, and disinfecting our common work areas helped us to minimize the effects on staffing levels so we could maintain the level of services we provide for the City of Madison.



# SUPPORT SERVICES

## Highlights from 2021

### EMS and Fire Apparatus

The Madison Fire Department again partnered up with Pierce, Reliant Fire Apparatus and MG&E to place the first electric fire engine into service in North America. The Pierce Volterra demonstration unit has been successfully operating on Madison's east side out of Fire Station #8 on Lien Road since May 21, 2021. Within six months the Volterra has successfully responded to over a thousand calls for service in the City of Madison. Without operational issues or compromise, many gallons of diesel fuel have been saved, while dramatic emissions reductions are being achieved daily with the Volterra's electric drive. The fire crew continues to provide needed feedback to ensure this technology will continue to revolutionize the fire service. We are confident that this truck will work well, and we expect to add more Volterras to the Madison Fleet as soon as they move from prototype to production. This type of innovation is an exciting time for the fire service and the Madison Fire Department is proud to be a huge part of it.



*North America's first electric fire engine in service!*



### See a video of the Volterra in action:

[https://www.youtube.com/watch?v=kCG8Yam\\_Ieg](https://www.youtube.com/watch?v=kCG8Yam_Ieg)

The department also continued to upgrade our front line fire apparatus by adding two new Pierce Enforcer fire engines. The Enforcer chassis replaced the long used Pierce Quantum model at Fire Station 4 (Monroe Street) and Fire Station 9 (Midvale Blvd). Both apparatuses were designed with Idle Reduction Technology (IRT) to reduce the amount of energy wasted while the truck is idling. Reducing or avoiding idling time altogether has several benefits, including:

- Savings in fuel costs.
- Decreased engine maintenance costs.
- Increased time intervals between required preventative maintenance.
- Extending the fire truck's engine life.
- Improving operator well-being by reducing noise levels.
- Decreasing emissions that are harmful to the environment.

***continued...***





# SUPPORT SERVICES

*...continued*

## **Fire Station upgrades**

**Fire Station #5** (4418 Cottage Grove Road) just completed a small remodel to a workspace. Two small offices were redesigned into one large work area to offer a more usable space for report writing and training. **Fire Station #12** (400 South Point Road) was recently upgraded to the newest Alerting System technology. As a public safety leader, the Madison Fire Department strives to provide the best quality care to our community within a certain amount of time. This new enhancement will reduce the chance of missing emergency calls even during power failures due to the multiple pathway options and a backup power supply. **Fire Station #6** (825 W. Badger Road) remodel has made its way through the design and approval phases. The project goals were to:

1. Focus on health and wellness of Fire personnel.
2. Energy and Sustainability.
3. Community Involvement.

The construction project will take an estimated 12-14 months. During this time, the fire crews will be responding to calls within their territory from the old Town of Madison Fire Station. This will ensure the South Side of Madison will continue to receive the best quality of care from the Madison Fire Department.



*Artist's rendering of remodeled Fire Station 6.*



# FIELD OPERATIONS

## Lake Rescue Team:

Since Madison's several large lakes offer outdoor recreation year-round, we need to be trained in every water rescue contingency, from swimmers and boaters in summer to people falling through the ice in winter. This is vital when you consider the popularity of water recreation in Madison year-round and the fact that Madison's five lakes comprise nearly 20% of the city's total area.

The City of Madison Lake Rescue Team is staffed with 57 Rescue Divers with a minimum of five Rescue Divers each day ready to respond at a moment's notice.

Each Rescue Diver must complete hundreds of hours of training, including 32 certification dives, to become a member. Each year the Lake Rescue Team trains on topside, underwater, ice rescues, recoveries, vehicle recovery, and responds to assistance calls from the City of Madison Police Department, Dane County Sheriff's Office, and other local fire departments.



*In one of our more unusual rescues of 2021, in March the MFD Lake Rescue Team was called to assist McFarland Fire and Rescue with three deer that fell through the ice of Lake Waubesa. One of the deer was in the lake approximately 300 yards off the bike path. Lake Rescue approached and grabbed hold of the deer using equipment provided by the Wisconsin DNR. They moved the deer over to open shallow water, where it was able to swim to shore, followed by the other two deer.*

## Hazardous Incident Team (HIT):

The City of Madison Hazardous Incident Team (HIT) is located at Fire Station 7 on McKenna Boulevard. The team consists of 57 highly trained individuals to respond to any hazardous material emergency that affects life safety, property, and environmental conservation. These individuals train each week on all types of hazardous scenarios: Material spills, chemical leaks and releases, radiological emergencies, and unknown substances or odors. HIT is a part of the State of Wisconsin Regional Hazardous Materials Response Team and is designated as a Level II team responsible for responding across the state if requested by local authorities. HIT operates 24 hours a day, 365 days a year.

*continued...*



# FIELD OPERATIONS

*continued...*

## Heavy Urban Rescue Team (HURT):

The Heavy Urban Rescue Team (HURT) is a specialized team of 57 dedicated firefighters ready to respond 365 days a year. The MFD's HURT deals with the location, rescue (extrication), and initial medical stabilization of trapped individuals. They specialize in five primary rescue disciplines: trench rescue, building collapse, high/low angle rescue, confined space rescue, and grain bin rescue.

Based at Fire Station 8 on Lien Rd., HURT is ready to respond to any specialized emergency, whether it is a window washer trapped on a high-rise building or a utility worker injured in a confined space deep underground. Any emergency across the city or even the state that requires technical rescue, HURT will respond at a moment's notice 24 hours a day, 365 days a year. HURT is based out of Fire Station #8 on Lien Road.



In May, the HURT was sent to the Kettle Moraine State Forest late Saturday night to assist Whitewater Fire following a plane crash. The team was notified that a small plane experienced an engine problem, prompting the pilot to deploy a parachute to slow the plane's descent. The plane landed in a tree, resting approximately 100 feet off the ground.

MFD HURT was assigned to assist Janesville Fire's on-the-ground technical rescue team. Up above, harnesses were applied to the occupants of the airplane— three in total. Miraculously, no one was injured. All three were successfully lowered to the ground and able to walk themselves to safety to be evaluated by EMS.



### Special Teams Incidents in 2021:

**Hazmat/CO/Gas Leak: 294**

**Water Rescue: 53**

**Technical Rescue: 13**



# FIRE INVESTIGATION

## Investigations

The Madison Fire Department Fire Investigation Team is responsible for investigating and determining the origin, cause and circumstances of all fires in the city. In 2021 the FIT continued to work closely with MFD crews, Madison Police, and the Department of Criminal Investigation, just to name a few, to determine the cause of many types of fires in the city. FIT also works with Fire Prevention and the Public Information Officer to share information to minimize any threats to public safety and firefighters by getting out information needed to reduce risk.

## 2021 Accomplishments

With a full year since moving to a 21-person Fire Investigation Team, the department has accomplished a more efficient, productive, and much safer way to conduct fire investigation work. The FIT responds out of Firehouse 11 on the far east side of the city and houses an investigation vehicle (Car 80) along with a team of 4 to respond to fire investigation incidents. In 2021, the FIT completed fire investigation reports for approximately 70 incidents across the City of Madison.





# EMERGENCY MEDICAL SERVICES DIVISION - EMS

## EMS in the Time of COVID

The EMS Division continued a frenzied year of sourcing and acquiring personal protective equipment (PPE) and medical devices in the midst of the continuing COVID Pandemic. While our responses began to become the new normal, the challenge of obtaining the needed equipment was as difficult as ever. Through multiple networks, the EMS Division was able to successfully maintain an adequate supply of medical equipment to ensure that our organization could effectively respond to all of the calls for service. Some examples of the equipment sourced in 2021 were:

- Surgical Masks: 40,540
- N95 Masks: 5,360
- Boxes of Gloves (100 each): 3,011

## EMS Training

Despite the ongoing pandemic, the EMS Training Division was able to continue with rigorous training for our Paramedics and EMTs. We continued to deliver an innovative quarterly Paramedic Training program through our collaboration with UW Hospital and our Medical Director, Dr. Megan Gussick. Each quarter, our medics train on didactic content, hands-on skill practice, and culminate with a simulated medical or trauma scenario to put it all together. These quarterly sessions cover topics such as respiratory issues, cardiac complaints, airway management, medication delivery, and a number of other critical assessments and medical procedures. Our EMTs receive monthly presentations from our medical director, as well as engaging with our Paramedic 2s and our EMS Training Division for hands-on skill practice.

In 2021, we added 8 new paramedics to our staff. They spent 5 months of intensive training in the classroom and simulation center at Madison College, followed by another 2 months of field training on our MFD ambulances. They were challenged by the continuing COVID pandemic; however, they were able to navigate this additional hurdle and have now become full-practice medics within the system. We also had another 9 MFD members begin paramedic school in the fall of 2021, and we expect that they will successfully complete their training and be riding on our ambulances by summer 2022.

## Equipment Upgrades

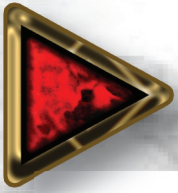
We went through a lengthy evaluation process to determine the next Cardiac Monitors that will serve the MFD and the Madison Community for the next 7-10 years. Our paramedics field tested various monitors to determine which device would place them in the best position to deliver the highest quality care possible. These new cardiac monitors and AEDs will be placed into service in the first quarter of 2022.

Our EMTs serving on the Engines and Ladders received updated medical response bags, which was the most significant update to their repertoire in over 10 years.

The MFD also worked collaboratively with the UW Hospital to seek a grant, providing 6 LUCAS chest compression devices. These devices will allow uninterrupted, high-quality chest compressions to be provided to an already outstanding cardiac arrest response program. In 2021, the MFD was privileged to be able to participate in the saving of 16 lives from cardiac arrest!



Through a collaborative process with many City leaders and interested parties, a new additional ambulance was approved in the 2022 budget process. M14 came on-line to serve the southeast side of the City in January of 2022.



# EMS SPECIAL TEAMS

## Tactical Emergency Medical Services (TEMS)

The City of Madison Fire Department TEMS Team consists of 12 highly-trained paramedics who possess additional education and practical training in tactical combat casualty care. These individuals provide medical care and support for both law enforcement and civilians during high-risk situations.

TEMS conducts their missions through personnel readiness, professional development, and collective training. Our members are empowered and prepared to assume responsibility for the execution of training and missions. A collective climate of respect, trust and professionalism ensures team and supported agency continuity.



### Incidents:

- In 2021, TEMS activated more than 100 times to provide support. TEMS was embedded with law enforcement agencies to provide immediate care for SWAT members and to provide immediate medical care in the event of an officer or civilian rescue.

### Training:

- *Mission Essential Tasks*
  - o Basic Management Plan for Care Under Fire/Threat, Basic Management Plan for Tactical Field Care, Airway Management, Respiration/Breathing, Circulation, Inspection and Dress Known Wounds, Cardiopulmonary Resuscitation (CPR) in a Tactical Environment, Communication, and Prepare for Evacuation
- *Full-Team Exercises*
  - o May 2021 Spring Training – Tyrol Basin, Mount Horeb, WI
    - \*\*\*Agency Partners: City of Madison SWAT, UW Health Med Flight, Mount Horeb Area Joint Fire Department, and Dane County Communications Center
  - o October 2021 Fall Training – Truax Field, Madison, WI
    - \*\*\*Agency Partners: City of Madison SWAT, 115th Fighter Wing Security Forces, Dane County Sheriff's Department, Truax Field/Dane County Regional Airport Fire Department, and Dane County Communications Center



*Left: TEMS Team Medics Eric Schrader and Angelo Aguirre train with the MPD SWAT and Med Flight at Tyrol Basin.*



# EMS SPECIAL TEAMS

## Community Paramedicine

### Internal Referrals:

Our office received well over 150 patient referrals from other Madison Fire first responders in 2021. Patients are referred to our office for a variety of reasons to include unsafe living conditions, addiction, substance misuse, mental health reasons, and isolation. The majority of these patients are also high utilizers of 911. Our team puts a great deal of time into research, chart merging, and locating the correct resources for each of these referrals. We work with our citizens to address each of their individual needs.

### UPH Meriter Partnership:

The Community Paramedicine Office continued their partnership with UnityPoint Health Meriter's Emergency Department to support, educate, and empower at-risk individuals to improve their overall health and satisfaction with the healthcare system. Our paramedics coordinated care, problem solved barriers, installed air conditioners, picked up groceries, and assisted in picking up medications for those unable to get them. We also stay connected by making phone calls and/or a visit on a weekly basis to weigh the needs of each patient and lessen anxiety. Community Paramedics work directly with UPH Meriter ED staff for case review of patients and to link resources. The program graduated 10 members in 2021 and took on 15-20 new patients over the year.

### Addiction Resource Team:

One of the newly added outreach support systems within our Community Paramedic division is the Addiction Resource Team, part of the **Pathways to Recovery Program**. This team's approach is designed to have boots-on-the-ground outreach, and bring information about local substance misuse recovery resources and harm reduction techniques directly to community members. Each time the group goes out, they are represented by a Certified Peer Specialist from Safe Communities of Madison and Dane County, an Addiction Resource Officer from Madison Police, and a Community Paramedic from Madison Fire. This team is designed to be non-confrontational, by the choice of the contact, and openly conversational, with a goal of delivering recovery information, overdose reversal agents, and safety mechanisms for people continuing to use substances. We take the approach that any individual's recovery path is implemented by their own choices, design, and wishes. We acknowledge that with the timeliness of a person's journey to wellness, they must receive encouragement and an open-ended offering of a bridge to resources. Since May of 2021, the team has responded to 153 referrals.

### Community Alternative Response Emergency Services (CARES):

The CARES program launched on September 1st, as a Phase 1 response model for behavioral emergencies that would traditionally get a fire and/or police response. CARES crews are trained and equipped to respond to non-violent emergency calls. The response team is made up of one MFD Community Paramedic and one Crisis Worker from Journey-Mental Health. CARES' goal is to provide an alternative resource that can make a meaningful difference in bridging gaps in the continuum of care, making a positive impact on the health and well-being of our patient population, and facilitating access to more appropriate and equitable care to historically underserved communities. The CARES role in these calls is the integration of medical and behavioral care from the onset of crisis intervention, with the goals of improving outcomes and diverting patients from emergency rooms and justice system contacts. Most importantly, CARES can provide an initial intervention then transport and provide a warm hand-off to the appropriate mental health service in the community. In a partnership with Dane County Human Services and Madison Dane County Public Health, CARES data is being gathered and evaluated to determine effectiveness and next steps for Team growth. By the end of 2021, CARES has responded to over 120 calls and has now expanded to provide city-wide coverage.





# FIRE TRAINING DIVISION

## 2021 Highlights

Fire Training in 2021 began with new territory to protect and training on rural water supply operations. With the addition of fire protection duties for the **Town of Madison** that include some areas without fire hydrants, we sharpened our skills by training with neighboring fire departments from Fitchburg and McFarland. Our counterparts have a lot of experience in this area and we learned a great deal from them. Much of this area is located in Station 6's territory on the south side of Madison.

On March 5th, 2021 **Recruit Class 11** began their Fire Training Academy. Our new recruits trained very hard with top notch instructors on fire suppression, physical fitness and emergency medical services and more. By June their hard work was rewarded by beginning their new careers and serving as City of Madison firefighters!

One of the most dangerous and challenging calls we face are fires originating in basements. They present conditions that we must prepare to mitigate. High heat, collapse potential, and very low visibility are just some of these hazards. Fire ground tactical coordination between Ladder and Engine Companies becomes imperative so multiple repetitions and training are the keys to safety and success.

Madison Gas and Electric utility company (MGE) presented valuable training to the MFD this past year on natural gas and electrical emergencies. MGE regularly responds with us to various emergency calls and are the experts we



rely on for assistance with downed power lines, gas leaks, and general utility control. In

order to reach as many of our personnel as possible, MGE personnel dedicated multiple days to deliver this training. The MFD is grateful to them for their dedication to training and their cooperation during emergency calls.

When fires burn throughout a building, sometimes normal access to trapped victims (through doors and hallways) is cut off. In cases like these we can rescue people through windows in unburned areas utilizing ladders and other tools. In the spring of 2021, instructional videos and practical scenarios were created by our Training Division to reinforce good technique and tactical decision making in this type of rescue operation.



*continued...*





# FIRE TRAINING DIVISION

*...continued*

Some of the most valuable training available for our recruits and front line personnel is utilizing acquired structures for hands on drills and live fire scenarios. Some structures are residential, some are commercial. These buildings are typically scheduled to be torn down for new housing or businesses. Last year presented many of these opportunities. The most significant of which was the building formerly known as Westgate Mall. The Training Division was able to provide multiple types of training including live fire, forcible entry, search and rescue, ventilation and hose advancement. More than 300 hours were dedicated to hands on training in this building alone. MFD is very grateful to the folks who consider donating these structures to us. They help us immensely to become better at what we do for our community.

Here is a breakdown types and hours of training performed in 2021:

- **Facilities and Acquired structures: 2,697**
- **Company level: 20,761**
- **Company Officer: 1,287**
- **Apprentice: 1,038**
- **Recruit: 6,864**

**Total: 32,647 hours of training!**



*Crews training at the former Westgate Mall on the city's near west side.*



# HIRING & PROMOTIONS

## Hiring

In 2021, the City of Madison Fire Department completed various hiring and promotional processes to fill the staffing needs of the department.

The Firefighter hiring process includes an initial written exam, multiple rounds of interviews consisting of a community panel, Fire Department panel, and concludes with an interview with the Fire Chief, background checks, and medical exam with our occupational health provider.

A group of eight personnel were hired in March 2021 for **Recruit Class 11**. These individuals completed an intensive sixteen-week Fire Training Academy preparing them to serve the Madison community. We also ran a Firefighter hiring process to select recruits for 2022 **Recruit Class 12**.

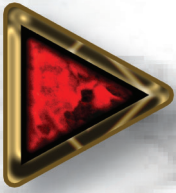


*Recruit Classes 10 & 11 at the Graduation Ceremony, June 4, 2021. (Because Class 10 was a small class and due to COVID concerns, they celebrated with Class 11 in a joint ceremony at the Garver Feed Mill.*

## Promotions

Four members of the department were promoted to the rank of **Apparatus Engineer**. AEs are responsible for the safe operation of our Engines and Ladders. Some of their responsibilities include daily vehicle checks, driving the apparatus for emergency responses, as well as the operations of a given apparatus at an emergency scene.

A **Lieutenant** Promotional process was also administered, creating a list of candidates to fill current and future vacancies within the department. The process consisted of two parts. First, candidates must pass a written exam covering numerous aspects of tactics, policies, Standard Operating Guidelines, and leadership (just to name a few). Second, a "hands-on" assessment center with four practical areas including scenarios for fire, EMS, and employee relations, along with delivery of a training topic rounds out the assessment process. Each candidate was assessed by a panel of internal and external fire service peers. A group of ten members of our department were ultimately promoted to the rank of Fire Lieutenant after completion of this process along with members of our 2019 process. Congratulations to all who participated with our Hiring and Promotional Processes.



# PERSONNEL DIVISION

**The Personnel Division** is responsible for daily administration of the Fire Department and City of Madison personnel rules and Mayor’s Administrative Procedure Memoranda. The Assistant Chief of Personnel supervises two Division Chiefs (Health and Wellness, Hiring and Promotions), works closely with MFD Payroll, City Human Resources, and serves as Leadership Team representative with regard to Labor Relations. In addition, the Chief of Personnel meets with and provides a monthly report to the Police and Fire Commission.

**The Asst. Chief of Personnel has oversight of the following processes:**

- All departmental hiring, resignation, and termination activities
- New hire background checks
- Promotional processes, Personnel Evaluations
- Complaint Investigations
- Assignment and transfer process
- Maintenance of personnel records



**Leadership Team Changes (2020 – 2021)**

- March 20, 2021 – Asst. Chief Michael Popovich - Retired
- March 21, 2021 – DC Scott Bavery to Assistant Chief – Support Services
- March 21, 2021 – DC Liza Tatar to Division Chief – EMS Operations
- March 21, 2021 – LT Jeff Larson to Division Chief – Hiring and Promotions



**2021 Separations**

Firefighter Paramedic Tyler Goff  
 Lieutenant Steven Tennant  
 Lieutenant Jeffrey Marchillo  
 Lieutenant Thomas Frederick  
 Admin. Clerk Lori Kief  
 Firefighter Paramedic Jason Olson  
 Firefighter Paramedic Brian Blaskowski



Firefighter Lisa Van Buskirk  
 Lieutenant Douglas Freese  
 Firefighter Paramedic Tami Heilberger  
 Asst. Chief Michael Popovich  
 Firefighter Jennifer Gullickson  
 Apparatus Engineer Jon Byrd  
 Apparatus Engineer Sam Hodo

**2021 Military Deployments**

The Madison Fire Department focuses recruitment efforts in several areas to ensure we are successful in communicating to and attracting a diverse group of applicants for hiring processes. Our military recruitment events have been instrumental in affording us the opportunity to recruit several former and active military personnel. 13 MFD members were deployed in 2021 for periods of time ranging from one week to eight months.

**2021 Significant Events**

- Promotion and Recognition Ceremony – September 17, 2021
  - Forty-seven Fire Department Employees representing all Divisions were recognized for promotions or reclassifications that occurred between Oct. 2019 to July 2021
- Mayor’s APM 3-5 Prohibited Harassment and/or Discrimination Policy Training
  - Mandatory Reporter Training conducted for all Supervisors and Lead Workers
- City of Madison Proof of COVID Vaccination Status for all City Employees
  - Getting vaccinated and/or submitting to weekly COVID-19 testing is deemed a condition of employment with the City
- City Employee Check-In Process
  - The City began a new employee/supervisor check-in process in 2021. The goal is to provide more support to employees.



# HEALTH & WELLNESS

## COVID-19 Response

The Health and Wellness division continued to have its hands full with COVID testing, quarantines, tracking and attempting to keep personnel safe at work and at home. The department had only 43 positive COVID cases in 2021, but so far into 2022 we've seen 45 new cases. The numbers dramatically decreased in early February 2022, and we're hopeful we keep trending in that direction. Keeping the department safe from the pandemic is an ever changing scenario, but working together with Chief Davis, EMS/Medical Affairs, Personnel, and EMS Logistics has made this an effective team to wade through the challenge.



## Occupational Health Exams

As the department's Occupational Medical provider, SSM Health Dean Medical Group provides MFD with all its medical services based on the NFPA 1582 Standard on Comprehensive Occupational Medical Program for Fire Departments. Medical exams are offered to every commissioned member of the department on a yearly basis and most have taken advantage of this opportunity. Dean Medical also administered flu shots to department members.



# HEALTH & WELLNESS

## Peer Fitness

The MFD Peer Fitness Team consists of five members whose purpose is to identify, educate, and develop members of the department in the area of Health & Wellness. By promoting a healthy lifestyle and staying fit assists the department in reducing injury costs and lost time wages. Peer Fitness Team members assist in department exercise equipment inventory and the purchase of new equipment. They have also assisted several MFD members with personal workouts and nutritional plans to speed up recovery times for injured personnel. The team utilizes the department's computer training platform, Vector Solutions, to provide a multitude of health related information.

## Rebound

MFD extended the contract with Rebound , which is a program designed to assist our members and their families in expediting the medical process associated with injuries that occur unexpectedly. Rebound has been active in the department for four years and has made a significant impact on lost wages due to injuries.



## Cancer Initiative

Madison Fire continues to support cancer prevention and, along with the Cancer Prevention Committee, strives to incorporate innovative ideas to make our work and living quarters' environment safer. Working with the department, the cancer committee is continuing to add gear washers and extractors to stations and to educate the department about the importance of clean gear and physical fitness.

*The Madison Fire Department is steadfastly committed to the health and well-being of its employees to better assist in the care we provide to the City of Madison and its visitors.*



# PEER SUPPORT

The MFD Peer Support Program is a core group of personnel who are trained to provide support, information, and referrals to employees, retirees and family members who are seeking assistance, whether it is related to a critical incident, day-to-day work stress, or personal life.

In 2021 the program provided many presentations so all employees were familiar with and knew how to request assistance from the Peer Support Team, the Employee Assistance Program (EAP), or activating Critical Incident Stress Debriefing.

## PEER SUPPORT

As a unit that promotes resiliency and comradery, the team was pleased to host the Local 311 family picnic, which had a great showing while following pandemic safety guidance. The team stays connected to our staff and their families both while employed and after retirement, offering a further reminder of why we call our place of work a fire house.





# EMERGENCY MANAGEMENT

The Emergency Operation Center wrapped up operations for the city's COVID response in August with a transition to the Mayor's COVID Task Force. The EOC activated in March of 2020 to facilitate a coordinated response to the pandemic, safeguard and protect employees and the community, identify essential services, address leave policies, acquire and distribute PPE, and many other activities. As city agencies and the community adapted to the new normal, it became evident the EOC structure was no longer needed and after 17 months, the EOC was deactivated. The City of Madison is fortunate to have so many dedicated and skilled staff that stepped out of their normal responsibilities to apply their skills to a pandemic response.

During 2021, many city agencies participated in nine interrelated tabletop exercises. The series of tabletops focused on a large devastating tornado, from response through recovery. Tabletops examined how departments such as the Police Department, Fire Department, and Streets would respond to and coordinate their staff to support life-saving and property protection activities. Other tabletop exercises looked at unified command and EOC operations. Plans for debris management, volunteer coordination, inclusionary community response, and community economic recovery were also tested and evaluated. The contracted facilitator, Pre-Emergency Planning LLC, was impressed with how well city agencies worked together. As is the intent of emergency management exercises, some areas of improvement were identified.

Future Emergency Management tasks will address some of the areas of improvement from the 2021 exercises. About 50 city staff will participate in an Emergency Management and EOC Orientation in March of 2022. The Emergency Planning Staff Team will prioritize and work through some suggested enhancements.



## City of Madison Emergency Management



# FIRE PREVENTION

Like other services of the Madison Fire Department, the Fire Prevention Division provides services for the City of Madison, Town of Madison, Shorewood Hills, Blooming Grove and the UW Madison Campus. Services include:

<b>Fire Inspections</b>	<b>Elevator Inspections</b>	<b>Tank Inspections</b>
<b>New Construction Inspections</b>	<b>Plan Review</b>	<b>Key Vault Installations</b>
<b>Occupant Services Unit</b>	<b>Safety Checks for Special Events</b>	<b>Bar &amp; Beer Garden Safety/Capacity Checks</b>
<b>Community Education</b>	<b>Permits for Special Hazards &amp; Occupancies</b>	<b>Scheduling Station Visits &amp; Community Engagement Events</b>

As anticipated, the additional workload of the Town of Madison Inter-Governmental Agreement significantly impacted the workload of the Division. Close to 500 properties were added to the list of buildings that must be inspected in accordance with state mandates. The numerous and varied events at the Alliant Energy Center also added to the work of the Division. Personnel worked with Alliant Energy Staff to make sure events were planned, set-up, and operated with an emphasis on safety.

Last year provided a unique opportunity. With pandemic restrictions in place, the state amended inspection requirements. Subsequently, the MFD was able to change how often inspections were conducted and which staff performed the inspections. During late 2020 and early 2021, all properties were inspected by the Code Enforcement Unit of the Division. Code Enforcement Officers have a broader skill set in the area of fire prevention that allows them to expand beyond the basic of identifying the more imminent risks. Additionally, with Fire Prevention as their primary duty, they spend more time with owners and operators updating contact information, educating on the reason behind the codes, and developing the business relationship.

For 2022, the Division looks forward to facilitating a return to “normal” (whatever that means) by bringing Safety Saturday back to the Capitol Square. The safety and injury prevention themed event brings about 30 public and private agencies to the Square during a Farmer’s Market in June. Planning for the October Fire Truck Parade is moving forward in collaboration with the State Street Business Improvement District. The MFD and BID plan to add some family-oriented activities to the event and engage businesses to support business development during the parade.





# FIRE PREVENTION

## Code Enforcement Unit

The Code Enforcement Unit of the Fire Prevention Division is made up of ten Fire Code Enforcement Officers. The Code Enforcement Unit has the primary responsibility to provide the highest possible safety for all our residents, property owners, employees, and visitors by performing quality fire and life safety inspections. The Unit uses a mix of fire safety education, plan review using the latest engineering principles, and code enforcement activities to ensure all multi-unit residential and commercial buildings in our communities are operated and maintained safely.

Challenges continued this year with the pandemic affecting many of the ways the unit conducts business, such as performing inspections by moving back to face-to-face code education and enforcement. The Fire Prevention staff along with the fire crews, returned to performing the state required inspections on a semi-annual basis. Staff still provided a valued service of virtual code consultations and meetings, continuing the education portion of our responsibilities. This past year the Code Enforcement Unit, along with the assistance from many firefighters on light-duty, took on the daunting task of researching, updating, and correcting the responsible party contact information for every property we inspect within the City of Madison, Town of Madison, Shorewood Hills, and Blooming Grove. This allows for efficiency and improvement in delivering emergency services, in setting up inspections, and getting the correction notices to the proper persons.

Excluding new construction-related inspections, our Code Enforcement Officers conducted over 11,000 inspections over the course of the year including 8,000 routine inspections, 2,600 compliance related re-inspections, and more than 100 special inspections. Staff verified and updated more than 500 responsible party's contact information in the Town of Madison to improve our level of service to the Town of Madison's residents and building owners. Fire station crews also conduct inspections through the year, bringing the total number of inspections for 2021 to nearly 18,000.

The Prevention Division also performed 15 tank installation inspections, 24 tank removal inspections, and 92 code compliance inspections on above-ground and underground (AST, UST) flammable and combustible liquid storage tanks.

Inspection Type	Count(Inspection Type)
10 Day Notice Reinspection	83
Prevention Reinspection	258
Prevention Review	432
Reinspection	2,141
Routine	7,999
Special	101
	<b>11,014</b>

## Inspections conducted by Fire Prevention Staff

Inspection Type	Inspection Status	Blair	Dahl	Galvez	Hornung	Kneifel	Kruser	Lampe	Milks	Seifert	Strassburg	Total
10 Day Notice Reinspection	Corrected	21	9	0	26	5	3	3	0	0	2	69
10 Day Notice Reinspection	Not Corrected	2	0	0	6	3	0	0	0	0	0	11
10 Day Notice Reinspection	Scheduled	2	0	0	0	0	1	0	0	0	0	3
Prevention Reinspection	Corrected	25	32	1	92	52	1	28	4	0	0	235
Prevention Reinspection	Not Corrected	1	0	0	19	1	0	2	0	0	0	23
Prevention Review	10 Day Notice	38	13	0	30	18	5	4	0	1	8	117
Prevention Review	Citation	2	0	0	2	0	0	0	0	0	0	4
Prevention Review	Re-Issue Orders	23	49	0	122	66	1	40	7	1	2	311
Reinspection	Corrected	322	319	24	399	151	162	310	73	72	89	1,921
Reinspection	Not Corrected	54	5	0	90	40	4	11	0	0	2	206
Reinspection	Rescheduled	0	0	0	0	0	0	0	1	0	0	1
Reinspection	Scheduled	2	0	2	0	0	6	1	2	0	0	13
Routine	No Violation	552	596	99	706	837	453	715	612	269	167	5,006
Routine	Vacant Exterior	26	49	6	27	28	6	56	97	32	14	341
Routine	Verbal Orders	1	0	0	2	0	47	9	10	4	14	87
Routine	Written Orders	443	377	22	505	250	307	326	134	66	135	2,565
Special	Citation	0	0	0	2	0	0	0	0	0	0	2
Special	No Violation	2	3	0	1	2	0	5	0	0	2	15
Special	Verbal Orders	0	0	0	0	0	0	1	0	0	0	1
Special	Written Orders	5	6	5	35	11	4	10	1	3	3	83
		<b>1,521</b>	<b>1,458</b>	<b>159</b>	<b>2,064</b>	<b>1,464</b>	<b>1,000</b>	<b>1,521</b>	<b>941</b>	<b>448</b>	<b>438</b>	<b>11,014</b>



# FIRE PREVENTION

## Community Education Unit

The City of Madison Fire Department Community Education Division had to adapt like many others, because of COVID.

We took the technological approach and conducted live virtual fire station tours. The students asked firefighters great questions. A lot of them were able to see Fire Station #14, our newest station which is also our Training Center.

All schools from 4K to 12th graders were invited, including parochial and home schooled families. Some kids were able to 'ride along' with an engine company.

Family engagement kicked in during the virtual tours and siblings of all ages were able to join in too. Everyone enjoyed the tours, especially the firefighters!

Birthday "drive by" appearances were a hit again this year! Parents or guardians would call the Madison Fire Department Community Education Unit to ask for a birthday drive-by. Most of the time, the child had no idea the call was made to the Madison Fire Department. Imagine the look on the child's face when a fire truck drives by their house with lights and sirens to wish the child a Happy Birthday!

Being creative and adapting to new ideas has its challenges during COVID, but everyone seemed to have readjusted.

Kids love to learn and they stayed engaged with the Madison Fire Department through advanced technology in 2021.

**Stay Safe and Stay Healthy!**





# FIRE PREVENTION

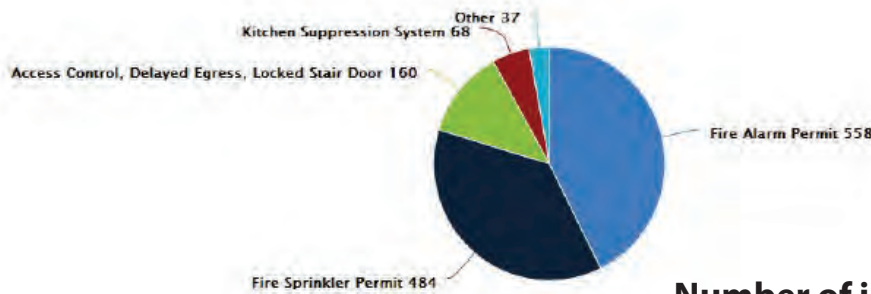
## Fire Protection Engineering Unit

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 construction documents, and inspecting and testing installations of site access, fire suppression, fire alarm, controlled egress, smoke control, and fire command centers.

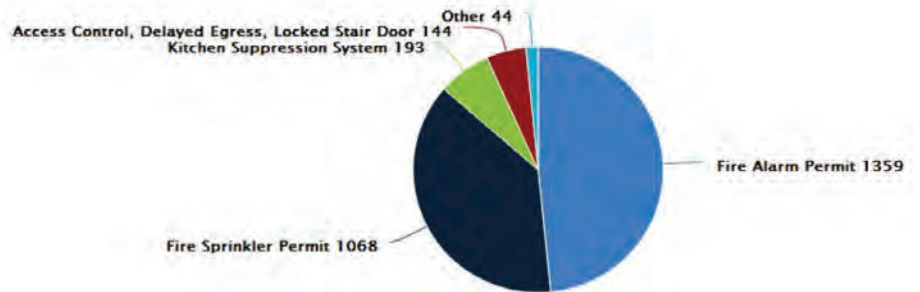
In 2021 plan review generated \$554,807 in revenue with fire alarm and fire sprinkler systems being the largest at \$275,742 and \$214,265 respectively.

Fire Prevention processed a total of 1,307 permits and Inspectors completed 2,808 inspections for these permits.

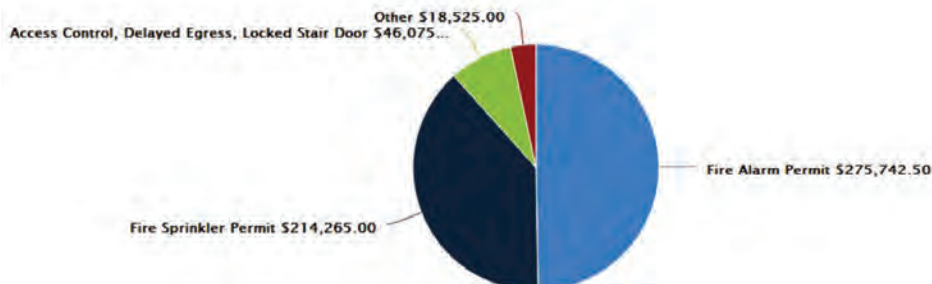
### Number of permits processed:



### Number of inspections:



### Amount of revenue generated:





# FIRE PREVENTION

## Elevator Inspection Unit

The MFD's Elevator Inspection Unit consists of three State of Wisconsin Certified Elevator Inspectors. The unit works to ensure the safe installation, alteration, and operation of conveyances, which includes elevators, escalators, platform lifts, chairlifts, and dumbwaiters.

Our primary focus is on timely plan review, accurate and safe new installations, and annual inspections to issue the required permit to operate.

2021 was a year of progress for the Elevator Inspection Unit, and staff worked hard to keep the new elevators inspected safely, and the existing elevators operating properly. We also hired an outside consulting firm to assist with annual inspections. In 2021, almost 2,700 elevator inspection activities were logged, including 57 new installations. The City of Madison continues to see an increase in new elevators every year. Currently, the City records inspections on over 3,000 conveyances, all of which require an annual visit.

Due to the steady increase in new elevator installations since the Elevator Inspection Unit began in 2009, the 2022 operating budget includes an additional Elevator Inspector position. The additional inspector will help with new installation and annual inspections. The Elevator Unit also plans to resume providing the Firefighter Elevator Rescue Training Program.





# FINANCE

## 2021 OPERATING BUDGET AS OF MAR 9, 2022

	Adopted Budget	Actual with Encumbrances	Balance
*Permanent & Premium Salaries	\$ 39,870,074.00	\$ 38,224,699.00	\$ 1,645,375.00
Hourly wages	3,010	5,473	(2,463)
Overtime Salaries	1,356,773	4,225,134	(2,868,361)
Special Duty	108,200	79,430	28,770
*Benefits	14,348,322	15,602,724	(1,254,402)
Other Grants/Transfers	-	109,865	(109,865)
Purchased Services	1,470,978	1,357,334	113,644
Materials & Supplies	1,177,236	953,529	223,707
Inter-Agency Charges	4,957,792	4,487,939	469,853
Capital Assets	-	-	-
Inter-Departmental Billings	-	-	-
*Revenue	(1,797,443)	(2,077,725)	280,282
<b>Net Budget</b>	<b>\$ 61,494,942.00</b>	<b>\$ 62,968,402.11</b>	<b>\$ (1,473,460.11)</b>

\* Includes Grant Funding

## 2021 CAPITAL BUDGET

PROJECT	AMOUNT
Fire Station 6 Remodel	\$ 427,000
Fire Equipment	500,000
Communications Equipment	470,000
Minor Building Improvements	70,000
<b>TOTAL</b>	<b>\$ 1,467,000</b>





# INFORMATION TECHNOLOGY

The Madison Fire Department Division of Information Technology has one full-time staff member responsible for managing and coordinating the diverse technology needs of the Madison Fire Department.

## Technology Changes in 2021

- In 2021 we faced many challenges with COVID-19 and having to adjust to different work environments between the office and work from home support. This included continued and new support of remote users working from home as well as office maintenance.
- In 2021 we started upgrading our current fleet of vehicle routers (Cradlepoint Routers) to newer routers that are FirstNet ready. The entire process will take a few years but once the process is complete we will have the ability to change over to the FirstNet network in the future.
- We continued to change over our current Mobile Data Computer (MDC) fleet to the Dell Rugged computers.
- Due to issues with COVID-19, we changed our quarterly updates of MedVaults and KeySecures to twice a year.
- In 2021 we started upgrading our MedVaults and KeySecure in all 41 frontline units. The new devices come with Knox's Cloud Connect service. This service along with the new equipment will allow for enhanced security, optimal auditing results, and fast updating of the devices.
- Assisted with technology plans for Station 6's remodel.
- Continued management, mobilizing, and demobilizing of Command Post for Citywide events and training.
- 2021 also brought change to move away from Polycom. This included working with City IT and other city agencies on the approval of new equipment and a project plan on implementing the new video conferencing system.
- Completed the implementation of the National Fire Operations Reporting System (NFORS) dashboard system.
- Zoom implementation and integration.
- Help with the planning and testing of a major upgrade to Telestaff.
- With the need to continue being flexible with in-person training and meetings, we implemented the use of Chromebooks for recruit classes. This option has given us the ability to load the Chromebooks with necessary training documents and allow for remote learning with the recruits.
- Continued work and coordination with City IT.
- Coordinated with IT and vendors regarding upgrading equipment:
  - Upgraded 8 mobile data computers.
  - Migrated several desktops to more compact micro desktop style.



*continued...*



# INFORMATION TECHNOLOGY

*continued...*

## New Projects for 2022

- FirstNet – We will continue to implement FirstNet ready technology. This will include testing of new equipment, coverage areas, and analysis of data usage and costs.
- City IT will be migrating our SharePoint site to the latest version. This will include a complete redesign of our current site.



- Continue to work with City IT and Dane County 911 to enhance connectivity for emergency vehicles and cloud-based applications utilized on vehicles.

- Will continue to roll out new video conferencing equipment.
- Will work with Dell on testing new MDC and tablet technology that will hopefully make the department more efficient.
- With the collaboration of City IT we are looking to implement a new ticketing system that will allow us to migrate from using SharePoint for technology work orders and potentially other things like fitness work orders and vehicle work orders. The new system will allow for better management of notifications, devices, and collaboration with other city agencies.

