

North Shore Fire/Rescue 2014 Annual Report



Photo Credit: John OHara

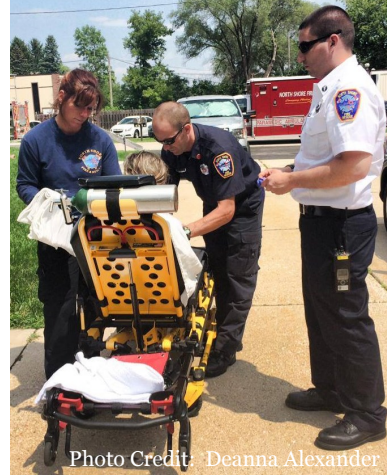


Photo Credit: Deanna Alexander



Photo Credit: John OHara

Words from the Fire Chief

I'm deeply honored to lead North Shore Fire/Rescue at such an exciting time. We are quickly approaching our 20th year of service to the seven communities we serve. Through that time we have continued to innovate and be leaders in provision of fire and life safety services to the seven communities that make-up Milwaukee's North Shore. Our ability to innovate and lead is a direct reflection on our excellent staff and the elected and appointed governing bodies that serve the communities we represent. In 2014, the Department concentrated its efforts on a self-evaluation process in preparation for seeking accreditation through the Center for Public Safety Excellence. Currently, there are just under 200 fire service agencies accredited around the world and only five of them are in Wisconsin. While accreditation may be considered by some as an award for the agency, it is more than that. Accreditation is a tool that creates a process to achieve the end goal of improving the quality of service provided to the communities served. The process begins with a self-assessment of the agency and the risks in the community. One of the most important pieces of the process is a community survey of expectations which provides community input on what the goals of the agency should actually be. All of that information is gathered and a strategic plan is developed which provides a documented plan on how to not only sustain, but improve the quality of services provided. In the end, all of the information is verified and validated through an outside peer review process that is impartial and objective, and if successful, accreditation is achieved. Our progress in 2014 has positioned us to be prepared for our peer site visit and hopeful appearance in front of the Commission on Fire Accreditation International in 2015.

My experience in researching and learning about agencies that have gone through the accreditation process demonstrates that the process reinforces the fact that the agency should be focused on continuous organizational improvement and uses data as an important factor in making decisions about the direction of the organization. Focusing on continuous improvement means that the organization never "rests on its laurels" and is constantly evaluating itself to make sure the citizens are receiving the service they desire in the most economical manner.

The organization is truly proud of its 2014 goals and accomplishments and is well-positioned to tackle 2015. In 2014, the department continued to expand its paramedic staff in an effort towards achieving its goal of having at least one paramedic on every responding vehicle. The Department received its first ever Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association demonstrating the transparency in reporting and high quality of our financial management. Continued enhancement of our shared services initiatives occurred in 2014 as area fire departments continue to work together to ensure the citizens receive the best service from the closest available responders, no matter what agency they come from.

In closing, while 2014 was a highly successful year for the organization, we look forward to an even more successful 2015 as we celebrate our 20th anniversary and many other good things to come. All of this success would not be possible without the support of the members of the Department, the elected and appointed officials that represent the communities served and most importantly, the citizens we serve.

Respectfully,

Robert Whitaker

Robert Whitaker
Fire Chief



Mission Statement

To provide a range of programs designed to educate and protect the lives and property of all North Shore residents from adverse effects of fires, sudden medical emergencies, or exposure to dangerous conditions created by either man or nature.



North Shore Fire/Rescue



@NorthShoreFire

Board of Directors

The North Shore Fire/Rescue Board of Directors is responsible for setting Department policy, approving the annual budget, negotiating contracts and conducting long range planning. The Board of Directors holds regular monthly meetings.

2014 Board of Directors

Village of Bayside:	Sam Dickman
Village of Brown Deer:	Carl Krueger
Village of Fox Point:	Michael West
City of Glendale:	JoAnn Shaw
Village of River Hills:	Robert Brunner
Village of Shorewood:	Guy Johnson
Village of Whitefish Bay:	Julie Siegel

Vision Statement

It is the vision of North Shore Fire/Rescue to be nationally recognized as an all-hazards, all-risk service provider by developing and maintaining strategic community partnerships, hiring and training exceptional people, developing efficiencies in service provision to ensure fiscal sustainability for the entire organization and maintaining our core infrastructure.

Fire Commission

The North Shore Fire Commission is responsible for Firefighter recruitment, promotions, discipline, and terminations. In 2014, the Fire Commission held eight meetings. The Fire Commission created two promotional lists, one for Fire Captain and one for Heavy Equipment Operator. Throughout the year, the following promotions were reviewed and approved: Battalion Chief James Mayer; Captain Timothy Keller; Fire Lieutenants Eric Riechert, David Quackenbush, and David Bernal.



Chairman Padway swears in LT David Quackenbush at his promotional ceremony in February.

2014 Fire Commission

Village of Bayside:	Phil Santacroe
Village of Brown Deer:	Thomas Conlin
Village of Fox Point:	Robert Fetherston
City of Glendale:	Elliott Moeser
Village of River Hills:	M. Nicol Padway
Village of Shorewood:	Timothy Cotter
Village of Whitefish Bay:	Kenneth Berg

Administrative Staff

Office of the Fire Chief:

Fire Chief/Administrator: Robert C. Whitaker
 Assistant Chief: Andrew J. Harris
 Administrative Coordinator: Kerry Wenzel

Operations Division:

Battalion Chief: Richard Boehlke (ret.)
 Battalion Chief: Steven Brennan
 Battalion Chief: Peter Busalacchi
 Battalion Chief: James Mayer

Administrative Division:

Finance Director: Lynn Burton, CPA
 Administrative Assistant: Donna Flint

Support Services Division:

Battalion Chief: Toby Carlson
 Battalion Chief: John Maydak
 Fire Marshal: Matthew Mertens
 Master Mechanic: Scott Bell



Battalion Chief Rick Boehlke is greeted by his son, Fire-fighter Jeremy Boehlke , upon arrival to his retirement ceremony in October.

Support Services



L to R: Chaplains Robert Dick, Deborah McGregor, and David Barash provide support and assistance both on the scene and in the firehouse.

Chaplains:

Pastor Robert Dick
 Cantor David Barash
 Deborah McGregor

The Department's Chaplain program continues to provide support to our Department and communities. In 2014, the Department was excited to welcome Deborah McGregor as a third Chaplain to the program. The group calculated over 125 hours in ride-along time and 18 hours spent on scene during a traumatic fire or EMS incident. Their on-scene work includes comforting family members and sharing information and materials specific to their needs.

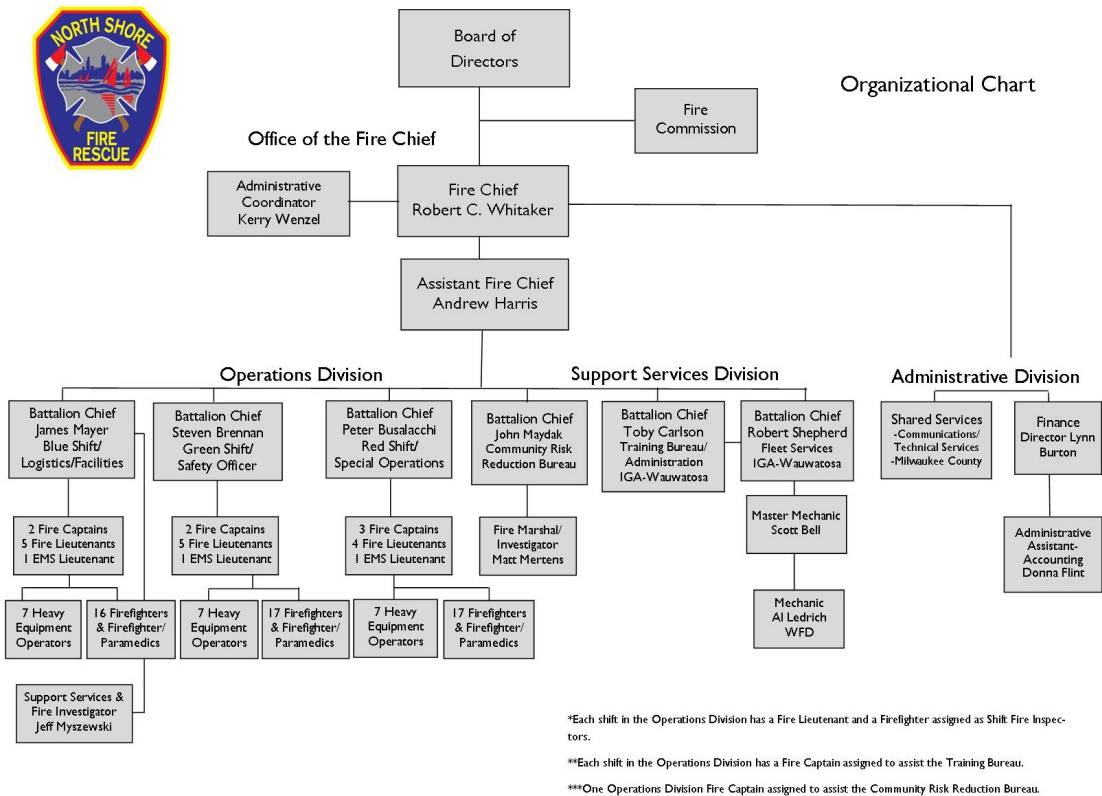
Support Services Fire Investigator:

Jeff Myszewski

Photographers/ Videographers:

William Mokros
 Bill Tennesen
 Jonathan Shearer

Organizational Chart



Shared Services

Scheduling and conducting training with in-service firefighters and emergency medical responders has always been a challenge for fire and emergency medical service agencies. Staff charged with coordinating training schedules must balance maintaining response times that meet the organization’s goals and the need to accomplish training while limiting costs related to conducting training off-duty. The Department recently partnered with all thirteen Milwaukee County municipal fire departments and the Milwaukee County Office of Emergency Management/Division of Emergency Medical Services (EMS) to apply for a \$1.1 Million Federal Emergency Management Agency Grant to provide funding for installation and operation of a video conferencing network that would connect every fire station in Milwaukee County and the County EMS Training Center.

The grant application was approved and over the Summer of 2014, video conferencing equipment was installed in over sixty fire stations and facilities throughout the County. Education over the network went live in October and has been successfully ongoing since then. The Department acquired nearly \$100,000 in high definition quality equipment and services from the grant. The Department’s match for this grant was 20%.

The Department is currently working with other area fire departments to share training programs and training resources with other agencies over the video network in addition to the current use for emergency medical service training with the County and internal training programs. Future use plans include use for preparing for large scale events, conducting meetings over the network to reduce travel costs and sharing of training throughout the Midwest as the network provider builds out their own network of user fire departments.



2014 Organizational Goals & Accomplishments

Strategic Goal #1: Provide service that meets or exceeds the communities' expectations as North Shore Fire/Rescue's contribution towards public safety's overall mission of keeping communities safe.

- Continued CPSE Accreditation Process
- Ensured adequate staff levels of paramedics for desired service levels
- Enhanced IT Support

Strategic Goal #2: Develop and maintain partnerships in the community as a means to educate the public on how to keep their communities safe and receive feedback on the service provided by North Shore Fire/Rescue.

- Evaluated responses from community based strategic plan survey and updated the process

Strategic Goal #3: Ensure North Shore Fire/Rescue is a fiscally sound organization.

- Updated five year financial and capital improvement plan
- Demonstrated compliance with GAAP through audit
- Received GFOA Distinguished Budget Presentation Award
- Completed GFOA CAFR

Strategic Goal #4: Recruit and maintain well trained and educated employees dedicated to providing service to the North Shore communities.

- Implemented phase II of the joint training program with Wauwatosa Fire
- Improved communications with first-linen supervisors
- Expanded paramedic capabilities through partnership with Fire/Rescue Foundation
- Completed HEO promotional process
- Completed joint Firefighter recruitment process
- Improved employee health awareness and prevention via Wellness Program

Strategic Goal #5: Facilities, apparatus and equipment will be maintained and replaced to the efficiencies and limits of available resource allocations

- Enhanced information technology programs with Bayside Communications
- Maximized risk management with assessment of turnout gear upgrades
- Began implementation of two-way radio replacement in order to improve radio operations and to achieve compliance with federal standards

Accreditation

The Department continued to work on their Accreditation documents throughout 2014. The year culminated with a mock-assessment with members from the Great Lakes Fire Accreditation Managers Association. The assessment was utilized to simulate an Accreditation team site visit and review the NSFD Accreditation documents. Staff received positive, valuable feedback from the process.

CPSE's Accreditation Program, administered by the Commission on Fire Accreditation International (CFAI) allows fire and emergency service agencies to compare their performance to industry best practices in order to:

- Determine community risk and safety needs and develop community-specific Standards of Cover.
- Evaluate the performance of the department.
- Establish a method for achieving continuous organizational improvement.

The Department will complete the required pieces of accreditation in 2015 and be prepared for the peer assessment portion of the process in early 2015. After the peer assessment, the Department will seek Accredited Status from the Commission in August 2015.



2014 Financial Information

The North Shore Fire Department is organized through an Intergovernmental Agreement that calls for the Department to be funded primarily through contributions from each member community. Additional funding sources include fees for services and state revenues and grants.

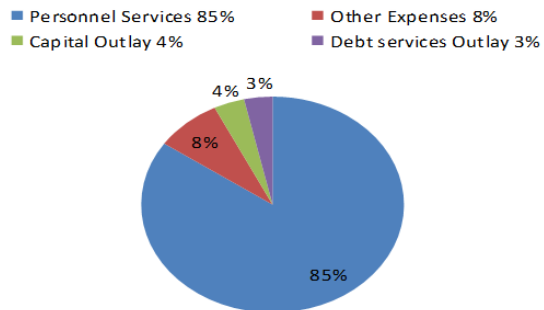
2014 Budgeted Revenue Summary

2014 Operating Budget Community Allocation:	\$11,620,643
Public charges (fees for service):	\$ 2,005,000
2% Dues/State Grants/Miscellaneous:	\$ 355,760
2014 Capital Services Community Allocation Funding:	\$ 568,832
2014 Debt Service Community Allocation Funding:	\$ <u>528,007</u>
Total 2014 Budgeted Revenues	\$15,078,242

The Intergovernmental Fire Services Agreement called for the following formula allocations to be applied to the community funding for the seven municipalities, (based on population, equalized values and usage) for 2014:

Village of Bayside:	6.20%
Village of Brown Deer:	17.69%
Village of Fox Point:	10.31%
City of Glendale:	28.16%
Village of River Hills:	2.94%
Village of Shorewood:	17.45%
Village of Whitefish Bay:	17.25%

2014 Budget Summary



2014 Budgeted Expenditure Summary

Personnel Services:	\$12,750,700
Other Expenses:	\$ 1,230,703
Capital Fund/Outlay:	\$ 568,832
Debt Service Fund/Outlay:	\$ <u>528,007</u>
Total 2014 Budgeted Expenditures	\$15,078,242



The Government Finance Officers Association (GFOA) announced that the North Shore Fire Department received the GFOA's Distinguished Budget Presentation Award for the 2014 budget. This award represents a significant achievement by the Department and it reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting.

Community Relations

Injuries from falls for senior citizens can be devastating. Not only do they commonly have long term effects on the senior's lifestyle, they require the senior to look for more assistance from their family, friends and neighbors. As an emergency medical services provider, the emergency responders from North Shore Fire/Rescue see first-hand the impacts falls have on seniors every day they come to work. In fact, 85% of our emergency medical calls that are a result of a traumatic injury for people over the age of 65 are caused by falls.

With those statistics in mind and our mission of not only emergency response, but prevention of injuries, fires and other emergencies, the Department's Community Risk Reduction, in conjunction with the North Shore Health Department applied for and received a grant from the National Fire Protection Association (NFPA) for support of the NFPA's "Remembering When" Program. "Remembering When" is a fire and fall prevention program for older adults that was developed by the NFPA and the Centers for Disaster Control and Prevention (CDC) to help older adults live safely at home for as long as possible.



This past fall, the Department met Karen, a Shorewood resident, at an event hosted by the Shorewood Senior Resource Center. The Department was attending the event to educate seniors about home safety and offering home safety assessments for the attendees. The firefighters speaking with Karen learned that she was having with challenges with falls in her home. She explained that she was falling multiple times a week, but that luckily she hadn't suffered any injuries, except in one case where she dialed 911. The firefighters quickly assisted Karen in scheduling a home safety assessment. When they arrived, they not only learned more about Karen's fall concerns, but she told them she was

running into trouble finding reliable help to assist her with grocery shopping and shoveling snow at her home. Firefighters also found that there were no working smoke detectors in the home.

Using established partnerships in the community, the firefighters were able to schedule the North Shore Health Department to come out who helped the resident realize that many of her falls were likely a result of the schedule she ate meals on and took her diabetes medication. The Shorewood Senior Resource Center provided her with information on options for free grocery delivery and snow removal. As part of the home safety assessment, the firefighters also discussed fire safety in the home and installed smoke alarms on every level of her home. While there, they also developed a home escape plan for her in case a fire broke out.

With the adjustments to the medications and meals taking effect, Karen reports feeling much better and indicates she is not experiencing the same frequency of falls she had before. Additionally, she has made changes in her home to reduce other trip and fall hazards and increase her likelihood of being alerted to a fire with the smoke detectors that were installed. She has also found help with grocery shopping and snow shoveling.

Preventing an emergency like a fall or a fire from happening is best for the citizen and for the Department. In light of that, North Shore Fire/Rescue perceives our role in the seven communities we serve as more than emergency response. We want to prevent the emergency from ever occurring. Programs like the home safety assessment are just one of many tools the Department's Community Risk Reduction Division uses to prevent tragic events. Those tools and established partnerships with agencies such as the North Shore Health Department and Shorewood Senior Resource Center help keep the communities we serve safe and thriving.



EMS Performance

It was just before 1 PM on November 3, 2014 when Michael, a 56 year old man working at a home in Bayside, began not feeling well and experiencing jaw pain and arm numbness. A co-worker placed a 911 call on his cell phone that was quickly answered at the Bayside Communications Center, the 911 Communications Center for North Shore Fire/Rescue. Within fifty seconds, Engine 85 and Med 81 were dispatched and on their way to the call. Two minutes later, Engine 85 arrived on scene to initiate patient care and gather more information about the patient. The responding crew of emergency medical technicians found that the man was experiencing chest pressure, nausea and was diaphoretic and anxious. Med 81, staffed by two paramedics, joined Engine 85 on scene and learned that the man had a previous myocardial infarction, commonly known as a heart attack.

EMS Lieutenant/Paramedic Ed Mead and Firefighter/Paramedic Brian Sullivan, assisted by Lieutenant Bryan Calvert, Acting Heavy Equipment Operator Patrick Curtis and Firefighter Eero Wasserman treated the patient following standard protocol with oxygen, aspirin, and nitroglycerin and established an intravenous line in the patient's left arm. In addition to the treatment provided, paramedics obtained a 12 Lead Electrocardiogram (EKG). Based on the information from the EKG, the paramedics determined it was likely Michael was having a heart attack affecting his left anterior descending artery. The paramedic crew on scene had the Milwaukee County Emergency Medical Services Communication Center immediately notify Columbia St Mary's-Ozaukee Hospital's Emergency Department that they would be bringing the patient to their hospital shortly. The emergency responders were on high alert because heart attacks affecting the left anterior descending artery are commonly referred to as "widow makers" because of their grave consequences.

While the emergency responders were preparing the patient for transport, the Emergency Department Staff at Columbia-St. Mary's was alerting the cardiac catheterization team of the imminent arrival of the patient. Med 81 began transporting the patient and arrived at the hospital within ten minutes. Eleven minutes later, the patient was taken to the catheterization lab in the hospital and subsequently had a stent placed to open blood flow in the left anterior descending artery.

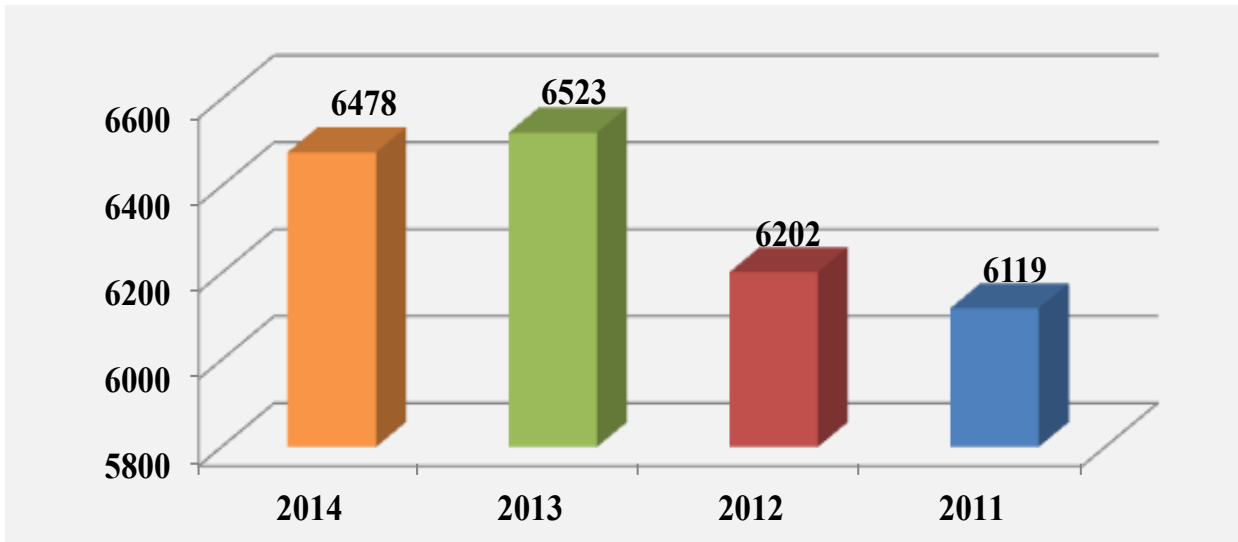
In the health care world, the saying "time is muscle" is commonly used when talking about heart attack patients. In essence, this saying means that the shorter the patient is suffering from blockage of an artery, the better the chance for a full recovery. Emergency responders, paramedics and area emergency departments continually strive to beat the clock as it continually ticks – the quicker the team got Michael to a cardiac catheterization lab, the greater the chance of his full recovery. The North Shore Fire/Rescue team had Michael in the emergency department in thirty-two minutes from the time they arrived on scene and he had the stent placed twenty-nine minutes after he arrived in the emergency department, well under the American Heart Association Standard of 90 minutes (time of EMS arrival until stent placement).

Coordinating a system that allows for such a peak level of performance requires significant planning, training and partnerships. When the clock is ticking, minutes mean lives. North Shore Fire/Rescue's commitment to rapid response, planning and training with our partners in emergency response played out in this situation and is continually demonstrated in calls for service every day. Michael was eventually transferred to the intensive care unit and then subsequently released from the hospital to continue living his life.

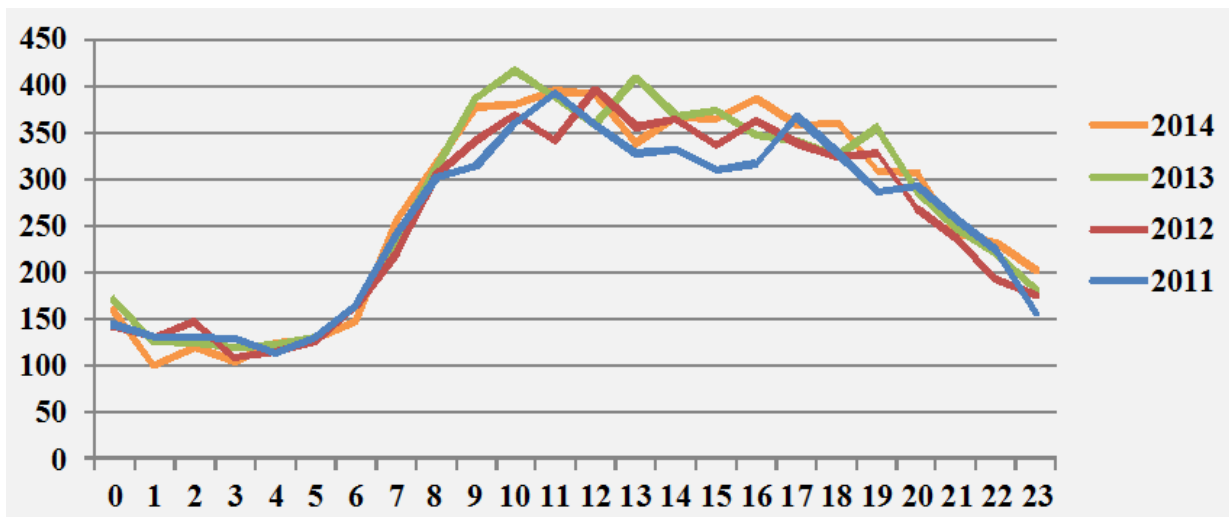


Minimizing the time from first contact with the patient to the time the blocked vessels are re-perfused is critical. A myriad of factors exist to be successful; a patient who understands the signs and symptoms of a heart attack, trained 911 operators who recognize the signs and symptoms of critical patients and efficiently dispatch appropriate EMS responders, rapid response from EMS providers that are well trained and equipped and hospitals that have the established clinical pathways and equipment to treat these patients. All of these systems require appropriate support that includes medical direction, quality assurance and system coordination. Maintaining these systems require community support and education all of which North Shore Fire/Rescue is fortunate enough to have.

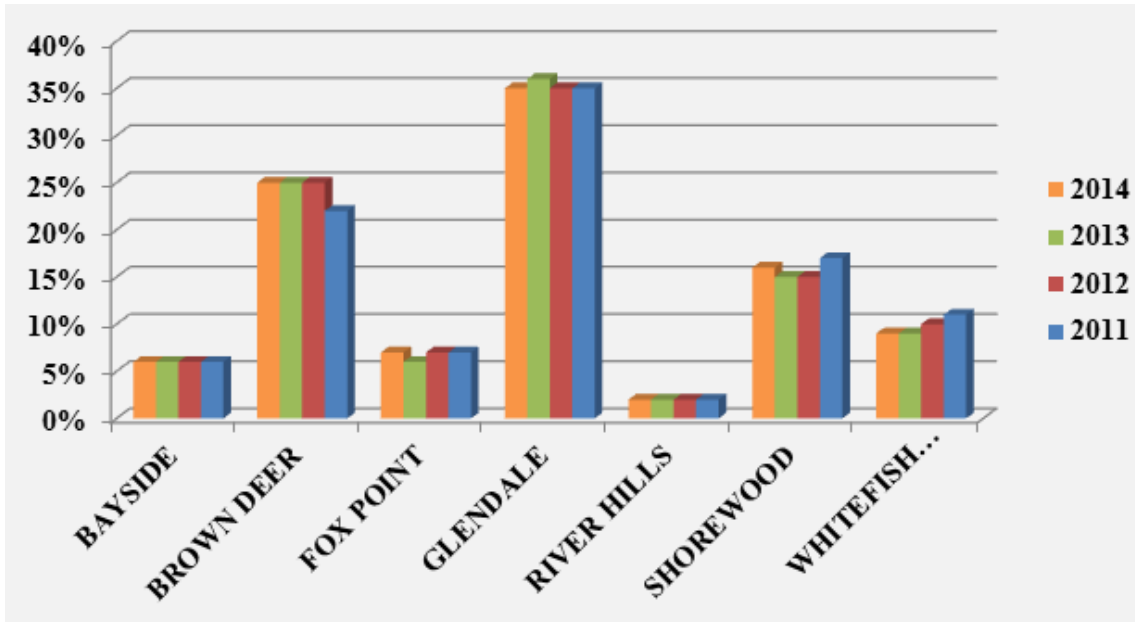
Annual Calls for Service



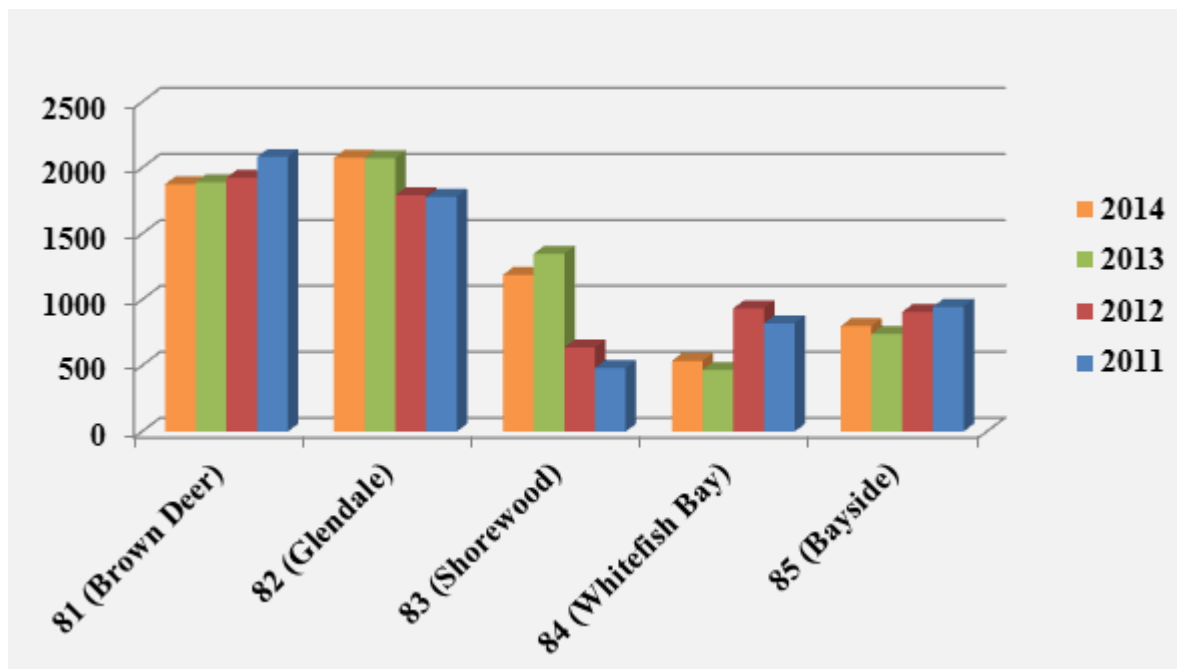
Calls for Service by Hour of Day



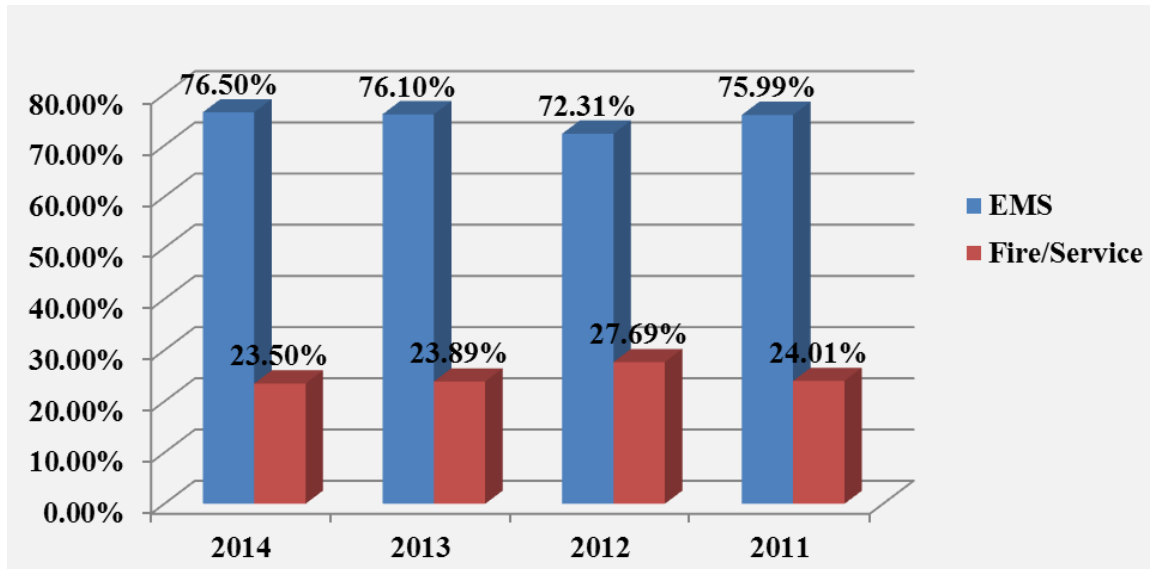
Calls for Service by Community



Responses by Station



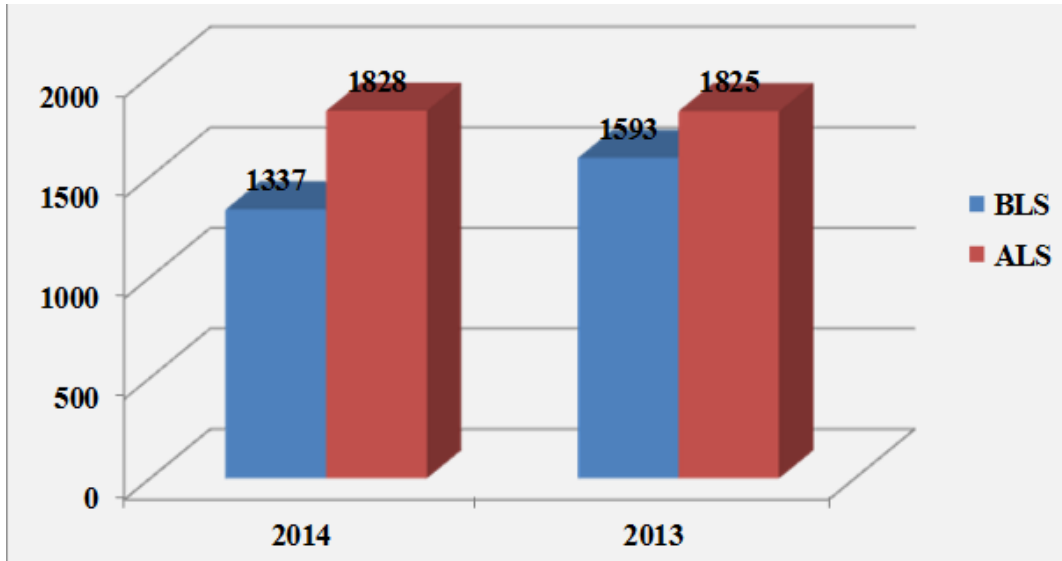
Calls for Service by Incident Type



Fractile Response Times Analysis

All Emergency Calls - 90th Percentile Total Response Time – Entire Area		Benchmark	Aggregate	2014 (5599 calls)	2013 (5955 calls)	2012 (5448 calls)	2011 (5573 calls)
Dispatch Time	Pick-up to Dispatch	1:00	1:31	1:40	:54	1:39	1:36
Turnout Time	Turnout Time 1 st Unit	1:30	2:02	2:04	2:07	2:08	1:46
Travel Time	Travel Time 1 st Unit Distribution	4:00	4:40	4:53	4:44	4:32	4:30
Total Response Time	Total Response Time 1 st Unit on Scene Distribution	6:30	7:02	7:31	6:48	6:55	6:48

EMS Transports



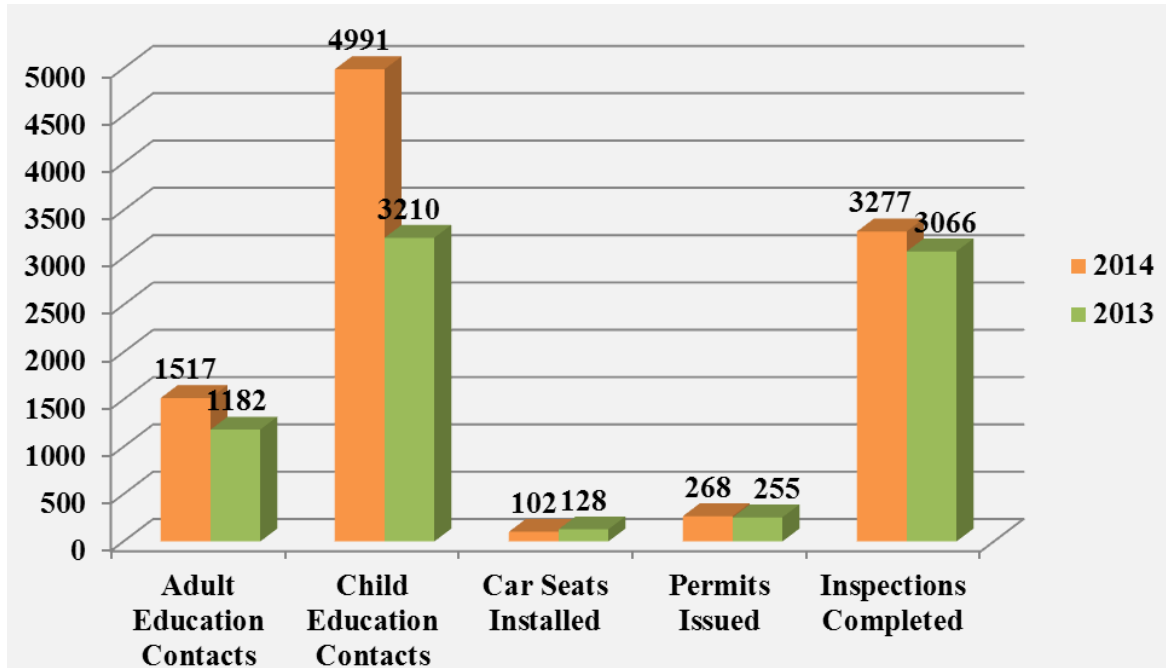
EMS Patient Data

Year	Total Patients	Transports	Cardiac Arrests	Return of Spontaneous Circulation
2013	4,981	3,418	75	27%
2014	4,888	3,165	80	25%

Studies indicate approximately 15% of patients found in cardiac arrest by EMS experience a return of spontaneous circulation nationwide.

Excellence in Patient Care			
Date	Patient	Fire Medical Contact to Reperfusion	Hospital
American Heart Standard: 90 Minutes			
8/15/2014	56 y/o male	66 minutes	CSM Ozaukee
9/4/2014	83 y/o female	63 minutes	CSM Ozaukee
11/3/2014	56 y/o male	61 minutes	CSM Ozaukee
12/10/2014	59 y/o male	42 minutes	CSM Ozaukee
12/19/2014	65 y/o male	58 minutes	CSM Milwaukee

Community Risk Reduction Activities



Chuck Liedtke Photo

Above: NSFD Crews assist Greenfield Fire during a MABAS incident.



Above: Members participate in the "Climbing for a Cure" stair climb at the US Bank building to raise funds for the Cystic Fibrosis Foundation of Wisconsin.

2014 Line Staff

Blue Shift

Captain

Scott Gonwa

Timothy Keller, Paramedic

Scott Kreuzer

Fire Lieutenant

David Bernal

Bryan Calvert

Daniel Juga

Jerry Lambrecht

David Quackenbush

Gregory Sikora

EMS Lieutenant

Edward Mead, Paramedic

Heavy Equip. Operator

Marc Formolo

Jon Holcomb, Paramedic

Chris Kadow, Paramedic

Jerry Kleppin

Scott Provencher

Richard Rutley

Firefighter/Paramedic

Ryan Bialk

Kevin Bonnell

Cal Chapman

James Gefke

Emmanuel Hess

Brian Sullivan

Joe Wucherer

Firefighter

Charles Baldarotta

Mark Bojar

Keith Gardner

Gregory Goetz

Robert Krauss

Chad Semrow

Chris Wahlen

Eero Wasserman

Green Shift

Captain

David Meyer

Michael Weber

Fire Lieutenant

Andrew Ashley

Peter Brierton, Paramedic

Daniel Farkas

Michael Purcell

Eric Riechert, Paramedic

Steven Salerno

EMS Lieutenant

Tom Syburg, Paramedic

Heavy Equip. Operator

Sean Bauer

Michael Ekstrom

Gregg Hendrickson

Mark Hoffman

John Mayer

Kevin Seyferth, Paramedic

Mark Stampfl

Firefighter/Paramedic

Andrew Allen

Josh Dibb

Randall Hammock

Andrew Holzer

Stephen Leahy

Christopher Miller

Roy Spielmann

Firefighter

Patrick Curtis

Joel Erickson

David Glanz

David Keckeisen

Robert Lange

Brian Sayeg

Joel Schneider

Red Shift

Captain

Thomas Race, Paramedic

Brian Wisniewski

Fire Lieutenant

Scott Borchert

Don Cofta

Joseph Gosse

Ken Jankowski

Steven Tucker

EMS Lieutenant

Daniel Tyk, Paramedic

Heavy Equip. Operator

Christopher Chiappa

James Conti

Jerry Kane, Paramedic

Jeffrey Osterbeck

Arlen Spicer

Keven Stelzel

Steven Tippel

Firefighter/Paramedic

Alyssa Cahoon

Robert Jones

Jason Katz

Paul Lange

Daniel Muller

Troy Schoessow

Paul Taleck

Firefighter

Jeremy Boehlke

Kevin Eggert

Adam Janotta

Marcus Looker

Sean Phelps

Curtis Podd

John Rushmer

Peter Ziegelbauer

Station #81/Administrative Headquarters

4401 W. River Lane
Brown Deer, WI 53223
414-357-0113
Captain Timothy Keller

Station #82/Battalion Headquarters

5901 N. Milwaukee River Parkway
Glendale, WI 53209
414-357-0113
Captain Scott Kreuzer
Captain Mike Weber
Captain Brian Wisniewski

Station #83

3936 N. Murray Avenue
Shorewood, WI 53211
414-357-0113
Captain Thomas Race

Station #84

825 E. Lexington Boulevard
Whitefish Bay, WI 53217
414-357-0113
Captain Dave Meyer

Station #85

665 E. Brown Deer Road
Bayside, WI 53217
414-357-0113
Captain Scott Gonwa