

OLATHE FIRE DEPARTMENT 2020 PLAN OF ACTION PROGRESS REPORT

In 2020, the Olathe Fire Department focused on the following action items that supported objectives in the department's Strategic Plan and the Commission on Fire Accreditation International (CFAI)'s Accreditation Recommendations. This report documents progress made on the following initiatives:

1. Ensure effective emergency service response.

Optimize Service Delivery (Strategic Plan Objectives 1.2, 1.4, 1.5, 1.8; CFAI Recommendation 2C.2): Review response plans for multi-patient/mass casualty incidents as well as events with large public gatherings. Develop response plan for 119th St. overpass closure. Review electronic fire dispatch and implement LiveMUM to ensure appropriate resource commitment. Strengthen wildland firefighting capability by opening task books to ensure members meet federal standards; investment in needed engines; reviewing deployment procedures; and, providing training to all firefighters (progressive hose lays). Deliver public information officer training to staff. Evaluate HAAS Alert trial data and determine feasibility of use. Place in service replacement engine and squad. Address increasing service demand with construction of permanent Station 58 and hosting a recruit academy for new firefighters.

Verification: MCI plans were reviewed and updated. The impact of 119th St bridge closure was analyzed to determine optimal resource deployment. OFD continues to work with ECC to encourage evaluation of Electronic Fire Dispatch. LiveMUM has been live in the County since July; a team continues to work to refine the system to best meet needs. Two Type 6 wildland engines were ordered. COVID-19 pandemic sidelined efforts to open task books, but this will occur in 2021 following an after-action review from a recent wildland team deployment. Training for all firefighters on wildland techniques was rescheduled to 2021. Senior management team received PIO training. Reviewed HAAS Alert capability and plan to ensure all new apparatus are equipped with this system. Construction on St. 58 began in the summer. A recruit academy was held last winter/spring.

Prepare Our People (SP Obj. 5.1, 5.4, 6.3): Open OFD's first dedicated Fire Training Center and finalize outside use policy for Center. Participate in training to prepare for Complex Coordinated Terrorist Attacks. Focus on company readiness through monthly company-level training, individual skill verification and quarterly drills. Develop plan for consistent revenue from training programs (Blue Card, Sim Lab, FTC, etc.).

Verification: The Olathe Fire Academy construction began in summer. The Academy with its 4-story training tower will be completed in 2021; associated policies will be completed next year. CCTA training opportunities were limited due to pandemic; 2 staff attended the CCTA Community Outreach Train-the-Trainer class. Several CCTA trainings scheduled for 2021. Monthly training plans were developed to incorporate all levels of training. Training was largely company focused in 2020 as the COVID-19 pandemic limited some training opportunities. Much of the training with revenue potential was cancelled in 2020; planning for additional revenue in these programs will continue in 2021.

2. Deliver outstanding care to community.

Improve Emergency Medical Service (SP Obj. 1.3, 2.4, 3.3, 3.5): Expand use of EMS simulation lab to provide high-fidelity EMS training. Evaluate central system for medical direction in County and understand its impact on OFD's service delivery. Contribute to plan for EMS credentialing within County. Implement patient safety practices that promote information sharing to prevent medical errors and patient harm. Continue to offer employees the opportunity to complete paramedic program. Provide training for EMS instructors to develop this cadre. Stock accessible Stop the Bleed kits at fire stations and City Hall.

Verification: EMS Sim Lab use was more limited due to pandemic. Plans to standardize the lab with others in the County will continue next year with an emphasis on building a strong cache of instructors. Contract drafted to receive medical direction through County; this will be finalized in January 2021. Countywide EMS Credentialing plan was created, and process will begin in 2021. Work continued on patient safety initiative; countywide rollout is expected in early 2021. Three employees completed a paramedic program. Stop the Bleed kits were placed in all stations, Fire Admin and City Hall.

Integrate Approach to Community Health (SP Obj. 4.1): Consider opportunities to expand Mobile Integrated Health program working with community partners. Improve MIH cross-department collaboration to leverage existing City resources.

Verification: The MIH team supported Olathe's pandemic response through collaboration with Olathe Public Schools as the team partnered with school nurses to do home and telephone visits to check on medically/socially vulnerable students when school closed unexpectedly in the spring. The team also partnered with Olathe Health to provide follow-up, in-home care to COVID-19 patients that had been discharged from OMC's emergency department. Work will continue in 2021 to determine other possible opportunities to work with community partners to best serve Olathe.

3. Provide system that supports employees.

Focus on Employees (SP Obj. 3.1, 3.4; Rec 7F.5): Update wellness program to include training on resiliency and financial management. Ensure EAP provider addresses unique needs of first responders. Formalize emergency services occupational safety & health program. Advocate for HR Business Partner to support employees. Open online uniform store that meets employee's needs. Reinforce culture with plan to celebrate OFD's 150th year in 2021.

Verification: The wellness program update has been prioritized for 2021. The City of Olathe added an on-site counselor to support employees. Work will continue to advocate for first responder-specific services. The OFD received commitment for a dedicated HR business partner as part of citywide reorganization; employee will begin in early 2021. Work continued on the online uniform store which will launch fully in early 2021. Plans were developed to celebrate the department's anniversary in 2021; this will rollout in January 2021 and includes a commemorative logo design.

Improve Planning & Support Systems (SP Obj. 1.4, 3.6, 7.1, 7.2; Rec 5G.1, 7C.1): Ensure OFD's key activities support Olathe 2040 focus areas. Develop tools to improve departmentwide communication. Plan for expanded internship program based on CRR pilot intern program. Plan for move of OFD content from Ozone. Modernize and organize OFD forms. Evaluate records management systems to determine how best to meet OFD requirements.

Verification: The department reviewed all activities and ensured alignment with Olathe 2040 focus areas as part of budget planning work in March; the 2021 Plan of Action was drafted to emphasize these linkages. Increased department communication centered around the COVID-19 response efforts and included daily briefings and frequently updated numbered memos to members. The internship program was placed on hold for 2020; expect to resume with CRR intern in summer 2021. Forms on the Ozone were reviewed, and some were updated to streamline submission and eliminate unnecessary emails (PPE tracker, VHF Radio test, 911 phone test, etc.); more will be transitioned to MS Forms next year. Initial Request for Information was completed for records management system; this will help refine scope of work for RFP for new system in 2021.

4. Mitigate risk in Olathe through prevention and planning.

Ensure Safe Building Practices (SP Obj. 2.5, 3.6): Revamp website for building codes/permitting information to improve customer experience. Institute over-the-counter plan reviews. Update user interface in EnerGov system to allow for digital plan submissions. Develop internships in CRR to support those interested in careers in fire prevention/codes. Evaluate sign permitting and other zoning enforcement processes. Implement electronic check-in for building codes customers. Use electronic ticketing in Community Enhancement and fire inspections.

Verification: The OFD worked with IT and Communications to revamp the website to better serve customers. Residential plans can now be submitted entirely online. This functionality should expand to commercial plans next year. Currently, customers can upload commercial plans online after an application has been received. Sign permitting and other zoning enforcement processes were evaluated as part of a citywide reorganization. Changes to these processes will occur after the transition to another workgroup. A version of electronic customer check-in was put in place and modified to meet COVID-19 safety protocols. Evaluation of electronic ticketing for Community Enhancement and fire inspections continued as the department worked with IT and Courts to gauge its cost effectiveness for use by both groups.

Plan for the Worst (SP Obj. 1.5, 2.6, 6.3): Provide Department Operations Center (DOC) and Emergency Operations Center (EOC) overview for OFD Senior Management Team. Develop duty officer task book to quickly orient staff to role and responsibilities during activations. Implement myEOP for Emergency Operations Plan access and maintenance. Update hazmat billback procedures to improve consistency and increase shared awareness of process.

Verification: The Senior Management Team received an overview of DOC and EOC operations at the February 2020 Quarterly Command Staff meeting. Checklists and activation forms were created and added to Duty Officer Handbook in the DOC. MyEOP app is now available to download and includes City's EOP. Policy for hazardous materials response was updated to reflect new spill reporting procedures and new billback form/procedure created.
The following tables of accomplishments are representative of the work of OFD staff. It is not intended to be all-inclusive.

STRONG COMMUNITY PARTNERSHIPS

- More than 600 people trained in Heartsaver/AED CPR and Sidewalk CPR courses (number reduced due to pandemic)
- Compiled Pay Study of area fire departments
- Chamber of Commerce Luncheon 2/21
- Received ISO Class 1 rating
- Annual Open House offered on Social media due to pandemic
- Partner with Mid America Nazarene University on training for nursing students, standby at sports events, annual fire/life safety training for resident advisors.
- Collaboration with Olathe Public Schools on Olathe West Public Safety Program, 3rd grade fire safety program (reduced due to pandemic) CPR training (reduced), sports activity standby.
- Planning and support for Olathe fireworks display.
- Participated in Johnson County Fire and Burn Youth
 Firesetter Intervention program updates and planning.
- Worked with JoCo Airport Commission to provide hanger inspections and runway checks.
- Provided CPR and First Aid courses specifically for foster parents (reduced due to pandemic)
- Provided Accelerant Detection K-9 expertise for several jurisdictions in the metro KC area.
- Provided visible smoke alarms and bed shakers for deaf community
- Created a fire prevention and building safety internship program (could not be filled due to pandemic)
- Participated in Easter Kansas Multi-County Arson Task Force.
- Participated in KC Metro Arson Task Force
- Coordinated Board of Code Review
- Hosted forums for fire alarm contractors and other interested parties for UL Fire Alarm program.
- Hosted and participated in HBA quarterly forums.
- Maintained comprehensive list of fire department contacts in 11-county region
- Participated in promotional processes for area fire agencies

- Provided senior citizen fire/life safety program through Olathe Library.
- Hosted Olathe Chamber of Commerce Coffee
- Participated in Communities That Care (CTC) Coalition to encourage positive youth development
- Served as sponsoring agency for Kansas Task Force 3
- Participated in Johnson County Fire and Burn (YFIT) planning
- Worked with Kansas State Fire Marshal's Office on inspections, Task Force 3, wildland firefighting, and JoCo Task Force 1
- Worked with JoCo Airport Commission to provide runway checks and hangar inspections
- Participated in Heart Safe Hero Awards
- Leadership in Kansas City Regional Fusion Center
- Provided analyst in Fusion Center (through regional grant partnership)
- Encouraged citizen participation in PulsePoint application
- Partnership with Johnson County Department of Emergency Management and Communications
- Remembered fallen firefighters
- Center for Advanced Professional Studies (CAPS) program in Blue Valley schools
- Presentation to various community groups
- Continued weather alerts and other key messages through social media
- Participated in City's initiatives around open data
- Collected Toys for Tots
- Provided information for ISO reclassification review
- Participated in Johnson County Public Safety Food and Toy Drive
- Contributed to and distributed Johnson County Yearbook
- Actively participated in Olathe 2040 strategic planning
- Hosted Lenexa officials for EOC tour
- Received Leadership Impact Award from Health Partnership Clinic
- Received 2020 Mission Lifeline: Gold Plus Award from American Heart Association

- Hosted Officer Development Program Academy
- Hosted Engineer Academy
- Promoted department values with recognition cards
- Supported City's onboarding program
- Continued Chief Mentor program
- Increased support for various citywide initiatives
- Accreditation Peer Review of other depts.
- Presented at CPSE Excellence Conference
- New company officer orientation
- Weekly Executive and Senior Management Team Meetings
- Hosted full-day Senior Management Team meeting
- County Operations Meetings
- Johnson County Fire & Emergency Services Chief's Association meeting (monthly)
- Provided staff to Kansas City Regional Fusion Center (KCRFC) on part-time basis
- Provided staff on assignment to Joint Terrorism Task
 Force
- Served on KCRFC Executive Board (Chief DeGraffenreid)
- Assisted outside agencies with promotional processes
- Participated in regional effort to plan for Complex Coordinated Terrorist Attack (CCTA)
- Kansas State Association of Fire Chiefs
- International Association of Fire Chiefs
- IAFC Elections Committee
- Various other positions on local, regional, state, national and international boards, committees, and associations
- KPERS Board of Trustees (Firefighter Ryan Trader)

- Participated in City's supervisor forums
- Participated in various regional committees through MARC: MEMC, LEPC (committee chair), RHSCC, LEPC Training, Training and Exercise, Regional Interoperability Subcommittee
- Added additional Extended DISC trainer
- Heart of America Accreditation Consortium (Captain Hall, Vice Chair)
- Fire Education Association of Kansas (Captain Mosher, NE Trustee)
- Kansas Fire Service Training Commission (Captain Mosher, Vice Chair)
- Kansas Association of Public Information Officers (Captain Hall, Founder)
- Fire Marshal's Association of Kansas (Chief Wassom, Vice-President)
- Johnson County Building Officials Association (Chief Wassom, Vice-President)
- ICC Fire Service Membership Council Governance Committee (Chief Wassom)
- ICC Building Code Fire Safety Code Development Committee (Chief Wassom)
- Eastern Kansas Arson Task Force (Captain Linot, Board Member)
- Kansas Chapter of the International Association of Arson Investigators (Captain Linot, Board Member)

POLICY AND PLANNING EFFORTS

- APGs reviewed and updated as needed.
- New Numbered Memos created
- Finalized 2021 Pay Plan
- Maintained agency accreditation from CFAI (through 2021); submitted annual compliance report)
- Participated in regional Threat and Hazard Identification and Risk Assessment (THIRA) work
- FEMA acceptance of Region L Hazard Mitigation plan
- Program provider for Kansas State Board of EMS
- Participated in focus area workgroups for Olathe 2040 plan
- Hosted public meeting for Fire Station 8
- Worked with City planners to successfully detach formerly annexed areas in Olathe
- Participated 2021 budget process; quarterly budget updates presented to executive team
- Participated in Kansas State Wildland Task Force
- Maintained Continuity of Operations (COOP) plan for department

- New Council Member orientation
- Led countywide effort to plan for implementation of LiveMUM software to facilitate resource-sharing during significant events
- Created OFD Telecommuting Agreement for remote work due to pandemic.
- Updated process for hazardous materials incident billing.
- Implemented online permitting for residential building permits
- Developed online permitting for commercial building permits for rollout in 2021.
- Developed online inspection request for full transition in 2021.
- Implemented over-the-counter plan review for selected projects.
- Upgraded Energov permitting program to enhance online functionality.
- Enhanced building codes and fire prevention remote

- Maintained MySidewalk Performance Dashboard
- Worked with county partners to update/review response matrix
- 2021 Plan of Action developed; reported progress on 2020 Plan
- Special Event Planning Incident Action Plans and Cost Estimates
- Maintained OFD master vehicle inventory
- Encouraged firefighters' wellness program participation

- work capabilities in response to the pandemic.
- Began conversion of public education programs to digital delivery in response to the pandemic.
- Building Codes customer service satisfaction survey tool.
- Developed a quarterly fire inspection training program for rollout in 2021.
- Initiated implementation of NFORS software for exposure tracking.
- Finalized contract for medical direction through County (to be approved in 2021).
- Updated MOU with Med-Act.

OPERATIONS

- Responded to more than 12,200 emergency calls of service (decrease due to COVID-19 pandemic)
- Issued 580 1&2-family residential permits
- Actioned 6,676 community enhancement cases which included 20,834 inspections
- Completed more than 1,496 initial fire and life safety inspections on commercial properties in Olathe and 1,066 reinspections
- Managed several major severe weather events
- Assisted with staffing and coordinated Mutual Aid with West Peculiar LODD
- Promoted Deputy Chief
- Promoted Asst Chief Emergency Services
- Promoted Asst Chief Planning & Admin
- Promoted Division Chief Professional Development
- Promoted Battalion Chiefs
- Promoted Captains
- Promoted Engineers
- Acquired the alarm coordinator position from OPD
- Sent 3 members to Paramedic school
- Assist KCFD in command post during Chiefs parade and station coverage
- Revised response matrix
- UAV pilots conducted routine flights for construction projects
- Transitioned morning shift conference call and most Senior Management Team meetings to MS Teams
- Continued PulsePoint Verified Responders program to inform off-duty OFD members of cardiac arrests near them.

- Reported performance for SAFER grant-funded firefighters
- Supported many special events in community (high school graduations, etc.)
- Continued leadership in County Tender Task Force
- Conducted several Post Incident Analysis on various incidents
- Placed new recruits on shift
- Used Watchguard scene video from Battalion Chief vehicles in post-incident analysis
- Used Everbridge/Notify JoCo to notify staff and community of key messages
- Completed annual physicals on commissioned members
- Completed testing of hose, pumps, and ladders
- Completed PPE checks
- Operated under Incident Action Plans
- Disseminated Daily Information Report and Weekly Activity Report
- Received and trained new arson canine from ATF program
- Added an additional tactical bomb technician
- Continued Mobile Integrated Healthcare unit and expanded program to include School nurse unit and to provide support to COIVD-19 patients from OMC (piloted patient monitoring product)
- Secured funding from Olathe Health to maintain MIH unit for four years
- See accomplishments specifically related to COVID-19 response below.

- Broke ground on Station 8 (to be completed in 2021).
- Broke ground on Olathe Fire Academy (to be completed in 2021).
- Two type 6 brush rigs ordered.
- Engine 58 ordered.
- SQ50 replaced.
- Built tables for Command Training Center
- Library Kiosk installed at Station 57
- Built customer counters for Fire Admin Lobby
- Laptop computer investment for building inspectors and community enhancement officers
- Conducted Request for Information for new records management system.
- Supported City's effort on procurement of new HR software.

- Began Station 3 & 6 modernization projects
- EMS Personal protective equipment ordered with CARES funding
- Upgraded A/V equipment in conference rooms
- Extractors installed at Fire Admin
- Continued to implement uniform management solutions
- Purchase staff vehicles as needed
- Replaced bunker gear as scheduled
- Sharps containers in fire stations and at Fire Admin
- Stop the Bleed kits in fire stations, Fire Admin and City Hall
- Touchless doors, faucets, and toilets installed
- See other accomplishments specifically related to COVID-19 response below.

WORKFORCE DEVELOPMENT AND EMPLOYEE ENGAGEMENT

- Hired 12 firefighters.
- Hired Purchasing Coordinator
- Hired Fire Protection Engineer
- Helped coordinate Olathe West Public Safety program.
- Hired Building Plans Examiner
- Posted Public Education Specialist Position
- Posted Building Inspector Position
- Hired HSEM Planning Technician
- Posted HSEM Operations Technician position
- Promotional Processes
- Provided onboarding presentations to new City employees
- Participated in City's Leadership Philosophy Steering Committee
- Offered virtual Hero Day opportunity to promote woman in field (canceled with low enrollment)
- Celebrated service of several retirees
- Participated in City's Workplace including Live events
- Supported Public Service Recognition Week
- Collected recipes for OFD family cookbook
- Found alternate way to celebrate holiday meals
- Honored department's line-of-duty deaths on anniversaries

- Created and implemented a quarterly fire investigation training program.
- Two members completed fire investigator training.
- Two members began fire investigator training
- Building Codes Staff earned new ICC certifications.
- Maintained (1) Fire Marshal designation from CFAI
- Structures Specialist (Chief Wassom) completed StS-2 Advanced Structures Training.
- Kansas IAAI Conference
- KC Arson Task Force Conference.
- Building Codes and Fire Prevention Staff attended JoCo Contactor's Education Seminar.
- Peer Support team responded as needed for employees and external partners
- Held Recruit Fire Academy
- Hosted a Recruit Fire Academy Graduation Ceremony
- Held candidate information night for potential firefighter applicants
- Encouraged personnel to receive flu shots and annual health screenings
- Encouraged protective measures related to COVID-19 including vaccination of commissioned personnel

- Work began on a Professional Development and Safety Mission Statement, Motto, and Logo
- Work began on developing a Training Division Podcast
- 4 retiree interviews completed
- Olathe Fire Academy construction began with groundbreaking on 7/23
- ModX live fire training and NFPA 1403 certification of personnel
- Zoll X Series Monitor implementation
- KSEMT & NREMT Recertifications
- Attended NAEMSP Conference Dr. Ruthstrom, Captain Solberg & Captain Ring
- Blue Card Certifications and Re-Certifications
- Assisted with the MNU Nursing Sims
- Monthly Training Book continued throughout year and re-imagined
- 3 Chief Officers completed the Chief Officer Leadership Symposium presented by the Colorado Fire Chiefs and IAFC
- Added 360 Peer Evaluation to BC and Fire Captain Promotional Process
- Added Live Scenarios to Fire Captain Promotional Process
- Safety Stand Down Week completed
- Completed several trainings in Acquired Structures
- Skills and Sims conducted at Fire Administration until shut down by COVID
- Provided many Virtual Outside Training Opportunities for members
- Completed Officer Development Academy for seven members
- Completed ODP Acting Captain Training Daily Evaluation and Numbered Memo
- Continue to participate as a member of the JOCO Training Chiefs
- Completed many Acting Engineer, Acting Captain, and Acting Battalion Chief qualifications.
- Added an instructor for the Laerdal manikins
- Retired members files scanned by Division staff
- Explorer Program moved under
- Met with Jill Maxfield, Learning and Development Specialist for the City - Collaboration on training between FD and City
- Served on QA panel for "Beginning Your Leadership Journey" class for City
- LAFD Leadership Academy Chief Brooks attended until COVID shut it down. Barnum attended LAFDLA webinar

- Completed Request for Training Forms and Educational Reimbursements for many members
- Revamped Outside Travel Documents
- NFPA 8151 Gear Inspection Class completed by 2 chief officers
- Snowplow Training Collaborated with Streets department
- Extrication Training Conducted at Stations –
 Collaborated with Streets department to pick up cars in Spring Hill and deliver to stations
- 15 classes distributed through Target Solutions in 2020 and numerous videos from the Chief.
- "Work at Home Document" updated and maintained
- SOG Swift Water Class conducted at Worlds of Fun for 18 members
- Trench Operations Level T-T-T completed by 3 SOG Captains and Captain Trader
- Captain Trader Completed training to become a Drone Pilot
- Division Staff attended many meetings on planning for the EMS Credentialing Process in 2021
- Driver Simulator used to train new recruits
- Driver Simulator computer "imaged" to protect against hardware failure
- LODDs added to Monthly Training Books (MTB)
- Created Quarterly MTBs for the Stations
- 3 department members completed Paramedic School
- Participated in Advisory Board Meeting for Olathe West Public Safety Program
- The Division started using CANVA.COM to develop the MTB
- Met with representative of LifeStar of Kansas Air Medical Response - now running out of Executive Airport
- Division Staff assisted with updating the Fire Officer Orientation Book and the 2020 Pay Study
- Just Culture Training completed by Supervisors
- Wildland Team Developed a Progressive Hose Lay Class for the department
- Assisted Topeka Fire Department with their Battalion Chief and Shift Commander Promotional Process
- Drone Footage obtained for the Wildland Urban Interface Areas of the City
- Forcible Entry Props at Fire Stations

- Created Improvement Plan based on focus groups of OFD employees to capture COVID Lessons Learned
- Daily briefings started March 17 June 1; November 12
 ongoing
- EOC activation city/county
- Situation reports created daily for City
- Provided regular briefings to City Council
- Identified Protocol 36 calls and other possible COVID patients marked in FH for follow-up
- Provided guidance on isolation/quarantine requirements to employees
- Managed isolation and quarantine of employees (determined time off needed, testing, monitored for symptoms, etc.)
- Procured quickly PPE needed for COVID response worked with City, county, regional partners
- Provided instructions on PPE use
- Implemented enhanced cleaning practices at all OFD facilities
- Provided Numbered Memo for key communication to staff
- Developed plans for alternate sites for isolation/quarantine of employees if needed
- Supported community testing sites held in Olathe
- Implemented online plan review process to allow customers to not have to come to office
- CRR staff worked primarily from cars to minimize time in office
- MIH team provided follow-up care to COVID patients discharged from OMC Emergency Dept.
- Implemented Massimo units for COVID patients
- Installed extractors at Admin
- Sprayers for all facilities

- Hosted webinar for outreach to Latino community with major government partners and social service organizations
- Distributed donated hygiene kits
- Distributed/managed donations received food for first responders, masks, etc.
- Worked to implement NFORS exposure tracking tool (will be completed in 2021)
- Managed furloughs of department's command and administrative staff
- Tracked all calls related to COVID for exposure tracking purposes
- Applied for grant funding to support COVID response efforts
- Implemented CARES Act-funded projects including bunkroom configuration and EMS PPE/gear purchases
- Installed temperature monitoring stations and check-in procedures for those in OFD facilities
- Limited in-person visitors, staff and delayed/canceled training to reduce risk to employees
- Hosted Recruit Graduation and ground-breaking ceremonies with COVID-precautions in place
- Set employees up with equipment/resources needed to work remotely as feasible
- Developed MIH unit focused on follow-up of Olathe students working with school nurses
- Developed plan for vaccination of commissioned personnel through community partners