

OLATHE FIRE DEPARTMENT 2019 PLAN OF ACTION PROGRESS REPORT

In 2019, 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. Enhance delivery of high-quality services.

Ensure Effective Emergency Service Response (Strategic Plan Objectives 1.2, 3.2): Place two Type 6 engines in service to address increasing wildfire risk. Work with Communications Center to implement Electronic Fire Dispatch protocols and associated response plan changes. Monitor impact of changes on response times to fire calls. Credential Safety Officers through countywide effort to ensure safety at incident scenes. Revive VHF radio capability to provide redundant communications. Change OFD hose load to the Modified Minuteman Load to improve efficiency in getting the hose in service on fires.

Verification: Specifications were developed for two wildland engines to replace brush trucks from the 1990s. The purchase of these vehicles has been postponed as part of citywide cost-savings measures. Electronic Fire Dispatch was implemented, and its impact is monitored regularly by OFD operations staff and various county-level committees. OFD receives monthly performance reports from communications center. A meeting to review critical tasking and response matrices is set for early 2020. Training on the role of Incident Safety Officer was delivered throughout the county. OFD command team members (acting battalion chiefs and above) have instructed and/or participated in this course. The department has established a monthly test of the VHF radio system to ensure personnel are familiar with the back-up communication method and equipment is in proper working order. Hose load changes are complete.

Build the Future (SP Obj. 1.4, 1.5, 5.4; CC8C.1): Begin 24/7 operations at existing Station 58 and work with architect to design new Station 58. Plan for, design and begin construction on the Fire Training Center. Host Recruit Academy for new firefighters including those hired with SAFER grant funds.

Verification: Station 58 began 24-hour operations in June 2019. Design plans for the permanent Station 58 location have received approval from city council and will continue to be developed early next year. Construction is expected to begin in summer 2020. The Fire Training Center is in the design process as well. Construction is expected to begin in late spring 2020 with the center being complete in later that same year. Eighteen recruits graduated from an academy in first quarter 2019.

2. Create an environment and culture that best supports employees.

Emphasize Employee Support (SP Obj. 3.5, 5.2): Provide opportunity for OFD members to attend paramedic programs. Roll out online system for uniform management that is responsive to employee's needs. Use updated employee performance review form to improve feedback. Advocate for department HR Business Partner to provide direct support to employees. Promote OFD culture and community by designing department flag.

Verification: Three Olathe members completed prerequisite coursework so that they can enroll in a paramedic program that begins in 2020. Research on and testing of uniform management systems was completed in 2019; the department will transition to new system in 2020. Employee evaluation forms were reviewed in 2019 as part of a citywide initiative; some minor changes were made. An HR business partner was submitted as a budget request, but did not receive funding due to other priorities; it will be submitted in 2020 as well. Design is underway on a department flag; it is expected to be complete in 2020.

Deliver Quality Training (SP Obj. 2.4; CC8C.3): Promote extended company-level training opportunities to build on individual skills. Increase number of members with Red Card certification to support wildland firefighting. Upgrade multimedia capabilities in training rooms for more enhanced delivery. Remodel Command Training Center for more versatile use of space.

Verification: Training books were distributed monthly to provide direction for company-level training. Fifteen people have received Red Card certification. Training rooms received audio/visual upgrades to improve training deliveries and the Command Training Center was remodeled to better support Blue Card courses and other trainings.

3. Maintain a systematic process of improvement.

Improve Patient Outcomes (SP Obj. 1.2, 1.3; CC2C.2): Reinforce safety culture that promotes information sharing to prevent medical errors and patient harm. Evaluate patient privacy practices to ensure alignment with industry best practices. Acquire next-generation heart monitors. Extend partnership with ambulance transport partner. Continue to increase number of citizens trained in CPR and enrolled as PulsePoint responders.

Verification: OFD received training on safety culture practices and log-ons to system to document patient safety issues. Privacy policies were drafted with legal consultant. This work will continue to be an emphasis in 2020. New heart monitors were purchased and deployed in December 2019. The OFD and Med-Act discussed an updated agreement that is pending formal approval. Work to define cost-sharing relationship will begin in 2020. More than 1,700 community members were trained in CPR in 2019; More than 5,200 people have signed up to receive OFD information in the PulsePoint app; 2,250 people have enabled CPR alerts through the PulsePoint app.

Reduce Risk in Olathe (SP Obj. 1.4; CC5B.1): Implement 2018 International Building Codes to ensure safe construction. Transition to e-ticketing for property maintenance and fire safety violations. Update hazardous materials permitting process. Analyze data on smoke alarms in all structure fires. Conduct community survey to understand residents' knowledge of fire risks. Review public education efforts based on survey results. Deliver education focused on senior residents.

Verification: Olathe City Council adopted the 2018 building code in June 2019, and it became effective in September 2019. E-ticketing is part of changeover involving multiple departments; the full transition is pending based on review of cost-effectiveness. The hazardous materials permitting process was revamped in 2019 using the EnerGov system; this new process will be reviewed for improvements in 2020. An analysis of smoke alarms in structure fires was completed and shared with the senior management team. A community survey was not completed in 2019. More work remains to identify key questions for a representative panel of residents to assess perceived risks in the community. Public education curriculum was reviewed and updated to ensure useful content was shared in appropriate ways. Education specifically for senior residents on key safety issues was delivered in 2019; OFD staff has partnered with the library to plan for offering the program more in 2020.

4. Maximize relationships to support department's mission.

Promote Community's Resilience (SP Obj. 1.5, 2.2, 2.6): Train on newly updated City's Emergency Operations Plan and orient city staff to newly remodeled Emergency Operations Center. Install additional storm sirens to ensure optimal coverage. Preplan for emergency incidents at Olathe's highest risk occupancies.

Verification: Training was conducted for OFD and other city staff on the updated Emergency Operations Plan. The plan was exercised in a full-city EOC exercise in September 2019. Storm sirens purchased and encoding complete to provide nearly 100% coverage in Olathe. Fire prevention staff created new template for pre-plans and completed 125 plans for some of Olathe's high-risk infrastructure.

Leverage Partnerships to Improve Community (SP Obj. 2.6, 4.1): Collaborate with Parks &Rec to manage lifeguards supporting revitalized Lake Olathe. Work with community partners to expand Mobile Integrated Health (MIH) program. Develop internship opportunities to decrease risks and improve health of community.

Verification: Lake Olathe's beach area opened in 2019; OFD provided specially trained open water lifeguards and a manager to run response operations at the Lake over the summer season. Discussions continued regarding possible partnerships to evolve the MIH program. Agreements will be finalized in 2020 for this important work. Job descriptions were created for two intern positions in Community Risk Reduction; these positions are expected to be filled for summer 2020.

STRONG COMMUNITY PARTNERSHIPS

- Collaboration with Olathe Public Schools on several initiatives including Olathe West Public Safety program, Community Collaboration, 3rd grade fire safety program, school safety, CPR and extinguisher training, etc.
- Hosted Olathe West public safety capstone interns
- Partnerships in support of the Mobile Integrated Healthcare program (Health Partnership Clinic, JoCo Mental Health, Olathe Health)
- Annual Open House (with participation from Olathe Health, Atmos Energy, Safe Kids Johnson County and Pilot Club of Shawnee Mission, Olathe Police, CERT, Olathe Parks & Recreation)
- Helmet Head Bike Rodeo (in partnership with Olathe Health, Atmos Energy, Safe Kids Johnson County and Pilot Club of Shawnee Mission)
- Provided support for Lenexa Fire Department following line-of-duty death
- Vaccinations in partnership with Olathe Health
- Partner with Mid America Nazarene University on training for nursing students, standbys at games and extinguisher training for resident advisors
- Collaboration with Salvation Army (Fire Chief serves on board; coordinate regarding MIH program)
- Planning and support for special events in Olathe (including annual fireworks display)
- 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
- Training and coordination with UASI Technical Rescue teams; instructed as part of regional tower rescue program
- 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
- Created comprehensive list of fire department contacts in 11-county region
- Participated in promotional processes for area fire agencies (Lawrence, KCK, Liberty, Central Jackson County, Topeka, Gladstone and Shawnee)
- Supported Olathe Civic Academy
- Provided CPR courses for foster parents

- More than 1,700 people trained in Heartsaver/AED CPR and Sidewalk CPR courses
- Participated in Eastern Kansas Multi-County Arson Task
 Force and KC Metro Arson Task Force
- Compiled Pay Study of area fire departments
- Old Settlers Days support with fire safety presentation and inspection
- Participated in Heart Safe Hero Awards
- Provided visible smoke alarms for deaf community
- Instructed as part of KU's fire protection engineering course
- Leadership in Kansas City Regional Fusion Center
- Provided analyst in Fusion Center (through regional grant partnership)
- Encouraged citizen participation in PulsePoint application (including with ads before movies at AMC theater)
- Partnership with Atmos Energy to provide training
- Partnership with Johnson County Department of Emergency Management and Communications
- Crowd Manager training for Olathe library
- Partnership with library to offer senior citizen fire/life safety programs
- Hosted French student from University of Bordeaux
- Olathe North internship program
- Remembered fallen firefighters
- Participated in Career day at area schools
- Center for Advanced Professional Studies (CAPS) program in Blue Valley schools
- Ride-alongs for students of local fire service programs
- Presentation to various community groups
- Continued weather alerts and other key messages through social media
- Coordinated Board of Code Review
- Hosted forums for builders in Olathe
- Participated in City's initiatives around open data
- Fire executive team met with community partners
- Standbys at high school and MNU sporting events
- Collected Toys for Tots
- Provided information for ISO reclassification review
- Participated in Johnson County Public Safety Food and Toy Drive
- Took department photos for inclusion in Johnson County Yearbook
- Actively participated in Olathe 2040 strategic planning

LEADERSHIP

- Two chiefs completed Los Angeles Fire Department's Leadership Academy
- Leadership Olathe participant
- Hosted Officer Development Program Academy
- Hosted Engineer Academy
- Participated in City's Innovation 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 site visits to other depts.
- Presented at CPSE Excellence Conference
- Recognized with national award for excellence in accreditation (Captain Hall)
- Led CPSE Dayroom Discussion (nationwide audience)
- 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
- 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 (Chief DeGraffenreid, President of Pro Chiefs Section)
- International Association of Fire Chiefs (Chief DeGraffenreid, KS Director to MO Valley Division)
- IAFC Elections Committee
- Society of Fire Protection Engineers (Chief Wassom, Past President)
- 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)
- JoCo Building Officials Association (Chief Wassom, Vicepresident)
- Kansas Association of Public Information Officers (Captain Hall, Founder)
- ICC Fire Service Membership, Council Governance Committee (Chief Wassom)
- Eastern Kansas Arson Task Force (Captain Linot, Board member)
- 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

POLICY AND PLANNING EFFORTS

- APGs reviewed and updated as needed.
- New Numbered Memo created Pay Plan, Request for Advancement – Category C (19-01)
- Finalized 2020 Pay Plan
- Maintained agency accreditation from CFAI (through 2021); submitted annual compliance report)
- Enrolled in yfires.com for improved documentation and information sharing for youth set fires
- Developed over-the-counter plan review procedure for rollout in early 2020
- Developed delivery plan for senior citizen safety course/program "Remembering When"
- Created "after the fire" door hangers in Spanish
- Completed 5-year audit for city on OFD vehicles
- Partnered with other agencies to submit grant application for radios
- Participated in regional Threat and Hazard Identification and Risk Assessment (THIRA) workshop

- Adopted and implemented 2018 International Building Code
- Worked with City planners to successfully detach formerly annexed areas in Olathe
- Participated 2020 budget process; quarterly budget updates presented to executive team
- Participated in Kansas State Wildland Task Force
- Prepared and documented deployments for hurricanes
- Created task groups for various public education programs
- Maintained Continuity of Operations (COOP) plan for department
- Launched MySidewalk Performance Dashboard
- Worked with county partners to update/review response matrix
- 2020 Plan of Action developed; reported progress on 2019 Plan
- Special Event Planning Incident Action Plans and Cost

- Updated and adopted Region L Hazard Mitigation plan
- Program provider for Kansas State Board of EMS
- Participated in new ECC "Comm Ops" committee
- Participated in various workgroups, planning sessions for Olathe 2040 plan
- Hosted public meeting for Fire Training Center
- KPERS Average Hours report
- Building Codes Customer Satisfaction survey tool
- Participated in citywide succession planning

Estimates

- Maintained OFD master vehicle inventory
- Encouraged firefighters' wellness program participation
- Audit of narcotic control measures
- Analysis of smoke alarm use in structure fires
- Led countywide effort to plan for implementation of LiveMUM software to facilitate resource-sharing during significant events

OPERATIONS

- Responded to almost 13,500 emergency calls for service (7% increase from 2018)
- Station 8 began 24/7 operations in June 2019
- Staffed lifeguards and program manager at Lake Olathe
- Managed several major severe weather events
- Deployed FirstNet capability at Garmin marathon
- Deployed new heart monitors on all apparatus
- Red Card certification of wildland team members
- Deployed personnel to assist in southeast US for hurricane Dorian
- Revised response matrix
- Deployed staff to Linwood and Elwood, KS following tornado impact
- Completed several post-incident analyses
- Ordered new squad and engine
- Created tactical medics capability
- Updated policy and practice for firefighter rehab
- New drone pilots in place; increased awareness of capability with Drone Deployment Week
- EOD members designated through sheriff's office
- Continued PulsePoint Verified Responders program to inform off-duty OFD members of cardiac arrests near them
- Reported performance for SAFER grant-funded firefighters
- Added multiple radio talkgroups (law enforcement)
- Ensured 100% VHF radio capability for redundant communication method
- Supported many special events in community (Garmin marathon, Olathe triathlon, 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 all commissioned members
- Studied different models of heart monitors to assess best product for department
- Updated department member photos
- Completed testing of hose, pumps and ladders
- Completed PPE checks
- Operated under Incident Action Plans
- Supported open-water swimming at Lake Olathe
- Updated HazMat permitting process
- Disseminated updated Daily Information Report and Weekly Activity Report
- Continued Mobile Integrated Healthcare unit
- Used Uber Health to support MIH patients
- Issued 376 1&2-family residential permits
- Actioned 7,819 community enhancement cases which included almost 22,000 inspections
- Completed more than 4,150 fire and life safety inspections on commercial properties in Olathe
- Completed 5,427 reviews of various plan and permit types (includes building codes reviews, development, sign permits, hazardous materials, fire prevention systems, etc.)

EQUIPMENT AND FACILITY INVESTMENTS

- Planned and designed Fire Station 8 (projected opening in 2021)
- Planned and designed Fire Training Center (projected opening in 2020)
- Remodeled Emergency Operations Center
- Placed engine in service at Station 8
- Purchased new heart monitors
- Watchguard cameras installed in Battalion Chief vehicles
- Offered FirstNet subscriptions to employees
- FirstNet dispatch console installed
- New mobile data terminal computers
- Trialed helmet cameras
- Radio system for bomb squad
- Westnet alerting system installed at stations
- Operational on KCJIS system
- CERT/HAM radio upgrades completed
- SOG Personal protective equipment ordered
- New A/V equipment in training rooms
- Purchased ladders for training division
- Purchased a new large US flag
- Continued work to improve exhaust systems at stations
- Storm sirens installed to provide nearly 100% coverage in Olathe

- New phones installed at Fire Admin
- Trial of HAAS alerting system on apparatus
- Training tower specifications developed
- Commander One
- ECC Field Ops
- Detergent systems for extractors in place
- Raincoats for fire inspectors
- Winter coats for Honor Guard
- Station 6 used as voting station
- Bomb magazine for Station 6
- Driver simulator move
- Remodeled Command Training Center
- Reviewed uniform management solutions
- Implemented program to seal apron concrete at stations
- Planned for replacements of structure gear
- Wallpaper removed/painting at Fire Admin
- Purchase staff vehicles as needed
- Replaced bunker gear as scheduled
- Harris mobile radios purchased
- Annual station inspections completed
- Additional equipment purchased for wildland team
- New thermal imaging camera for bomb robot

WORKFORCE DEVELOPMENT AND EMPLOYEE ENGAGEMENT

- Hired 18 firefighters
- Added community enhancement position
- Promotional Processes promoted Battalion Chief, Captains and Engineers
- Hosted Badge Pinning Ceremonies (Firefighters, Engineers, Captains, Battalion Chief)
- Upgraded hiring process to electronic format (Neogov)
- Provided onboarding presentations to new City employees
- Staff completed Level 1 of Leadership Academy
- Participated in City's Leadership Philosophy Steering Committee
- Held Annual Awards Ceremony
- Celebrated service of several retirees
- Hosted Hero Day to promote woman in field
- Participated in Fresh Air lunches with City Manager's Office
- Supported Public Service Recognition Week
- Hosted dinner at local restaurant for employees and families
- Honored department's line-of-duty deaths on anniversaries

- Participated in various career fairs throughout the area
- Participated in 2019 Career Expo at Bartle Hall
- Graduates of KU CPM and Emerging Leaders Academy
- Participated in Leadership Olathe
- Peer Support team responded as needed for employees and external partners
- Hired permit technician and permit services manager
- Hired KC Regional Fusion Center Fire/EMS Analyst
- Held Recruit Fire Academy
- Hosted a Recruit Fire Academy Graduation Ceremony and dinner for families
- Held candidate information night for potential firefighter applicants
- Encouraged personnel to receive flu shots and annual health screenings
- Hosted holiday dinner and Santa at the Big House
- Family Fun Day
- Participated in employee experience, internal DirectionFinder and EMS culture surveys
- Hosted memorial 9-11 ceremony

PROFESSIONAL DEVELOPMENT AND TRAINING

- Hundreds of hours of training (accomplished target of more than 175 hours per firefighter)
- Held live burn training in ModX's burn room
- Distributed monthly training manuals to all stations
- Enhanced Officer Development Program
- Co-hosted EMS Symposium
- Minuteman hose load implementation
- KU Fire Officer 1 course
- Hosted Fire Investigators course (five members attended)
- Building Codes staff received ICC certifications
- Certified additional CPR instructors to augment program
- Maintained or received (1) Chief Officer Designation from CFAI
- Maintained (1) Fire Marshall Designation from CFAI
- Senior Management Team and all captains received training from Career Survival Group
- Conducted live-burn training at South Platte
- Incident Safety Officer curriculum delivered
- Certified ALERT train-the-trainer (2)
- Attended FDIC, FRI, FRI-Med, DECCAN conferences
- Attended Blue Card Command Conference
- Attended monthly county training meetings
- Used Moodle (via county medical director's office)
- Hosted acquired structure trainings
- Ongoing SOG training (rescue and HazMat)
- Conducted Security Awareness and legal training for all department staff
- Safety messages delivered via SCALA boards in stations
- IAFF Peer Support Training
- Numerous EOD events and training events
- Participated in several tabletop exercises
- Extrication class
- Swift water training at Worlds of Fun
- Countywide EMS Training (Broadcast and Skills)
- Offered chief officer mentoring program
- New captains began Blue Card training
- Conducted Blue Card 3-day simulation labs for six outside departments
- All acting captains enrolled in Blue Card program
- Blue Card overview with entire department
- High-rise training for officers
- Taught command strategy tactics
- Mayday training
- Two new fire investigators trained
- New ICC Certifications for building codes staff
- Youth Firesetter Specialist & Program Manager training

- SCBA skill verification (twice annually)
- Members completed Red Card certification for wildland firefighting
- Wildland team members attended Eastern Nebraska Wildland Workshop
- Attended IAFC's Wildland Urban Interface Conference
- Participated on IAFC's Communications Committee
- Two additional UAV pilots received certification
- Five staff credentialed in conducting live burns
- Attended Colorado State Leadership Conference
- Ladder training
- Blood draw program updates and training
- Routine radio roll calls
- Class A licensing
- JCCC CDL Training for HazMat 52
- MNU Nursing Program Training
- KU Women's Leadership Conference
- Canine Search Specialist course
- CCTA tabletop exercise (MARC)
- Kansas Tech Rescue Conference
- Kansas IAAI Arson Conference
- KC Arson Task Force Conference
- NFPA Conference attendees
- Fit-testing and annual physicals
- NFA's Executive Fire Officer program
- Offered 51 Fire program
- Presented at CPSE Excellence Conference
- Designed and facilitated at county EOC tabletop exercise
- Tabletop exercise regarding courthouse
- Hosted Officer Development Academy
- Developed program for Acting Battalion Chiefs
- Held an Engineer Academy for new drivers
- Orientation for new Fire Officers
- Site visit to Olympia, WA for best practices
- Wichita HOT conference
- Training on 2018 building codes
- Colorado Leadership Challenge
- Provided fire training for Lenexa recruit academy
- Hosted Kansas Pipeline Safety Seminar
- JoCo Mental Health Training
- Tower rescue
- Anhydrous Ammonia training
- SOG Advanced Ropes training
- Advanced explosive disposal training
- Hazardous Devices School
- Attended EMS World Conference (MIH track)
- MIH Conference
- Trench training through KUFRTI