

OLATHE FIRE DEPARTMENT 2021 PLAN OF ACTION PROGRESS REPORT

In 2021, 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 the OFD is Future-Ready.

Continue to Innovate, Adapt and Plan. (Strategic Plan Objectives 1.1, 3.6, 4.1, 4.2, 5.4; CFAI Recommendation 8C.1): Ensure OFD priorities support Olathe 2040 Strategic Plan. Open permanent Station 8 to meet service demands in SW Olathe. Open Olathe Fire Academy to improve training. Host recruit academy. Modernize existing stations to ensure they meet near-term needs. Reimagine public education programs with emphasis on digital delivery. Plan for internship program based on CRR pilot intern. Work with partners to increase staffing of MIH program.

Verification: A crosswalk was completed of all department programs and activities to ensure they support Olathe 2040 focus areas. Permanent Station 8 opened in September on Lakeshore Drive. The Olathe Fire Academy opened in May. Several projects were completed to improve conditions in stations including private bunk rooms at Station 3 and a new roof at Station 6. The department's third grade program was converted to a digital platform to allow remote delivery and improved student interaction and performance measurement. A CRR intern assisted with fire inspections and other risk mitigation activities. Various ways to augment MIH staffing were explored. This work will continue in 2022.

Ensure a Strong Future. (SP Obj. 1.1, 1.2): Create OFD's 5-year Strategic Plan to guide future priorities. Complete Community Risk Assessment to include review of structures, demographics, etc. Evaluate services provided in Standard of Cover. Identify/reserve land for next 3 fire stations as service demand increases. Design Phase 2 of Olathe Fire Academy based on best practices and evidence-based research.

Verification: The latest 5-year Strategic Plan was published in September and shared with community stakeholders. Work began on a Community Risk Assessment and Standard of Cover. This combined document will be published in first quarter 2022. A Capital Improvement Plan project in 2022 was funded to allow for land acquisition for the next four fire stations. Formal site evaluations of potential sites will occur in 2022. Improvements were made to the Olathe Fire Academy as limited remaining funding allowed; a Phase 2 plan was submitted for Capital Improvement Plan consideration to include an additional building on the academy campus to accommodate classroom training.

2. Offer exceptional service to the community.

Focus on Continuous Improvement (SP Obj. 1.2, 1.4, 1.5, 2.1, 2.3, 3.1): Celebrate 150 years of exceptional service to Olathe. Procure new records management system; plan for full implementation in 2022. Continue to assess and improve OFD's response to COVID pandemic. Review Emergency Operations Plan for updates needed due to pandemic. Evaluate new technology for storm sirens in outdoor places with large crowds. Add 2 Fire Investigator I's and provide ISO-required training to all investigators. Improve data collection/analysis on smoke alarms. Identify grants to augment smoke alarm program.

Verification: The department celebrated milestone anniversary throughout the year through various activities including a family fun night/awards ceremony at the new Olathe Fire Academy, publishing an updated OFD cookbook, and distributing commemorative challenge coins, special uniform shirts, ball caps, and badges. Funding is secured for the new records management system; the City's IT department will be collecting technical requirements needed for RFP and vendor selection in early 2022. Full implementation is planned for 2023. The department continued to navigate the evolving COVID pandemic with a focus on employee safety. Emergency Support Functions in the Emergency Operations Plan were reviewed. Portable outdoor sirens were researched that could be placed in areas with large crowds; no funding mechanism exists for this capability at this time. Two fire investigators were added; however, the required 40-hour training was limited due to pandemic. Reporting on smoke alarms was improved to capture location when installed. The department was awarded a generous grant from FM Global for smoke alarm distribution.

Improve Emergency Medical Service (SP Obj. 1.3, 2.4, 3.3, 3.5): Standardize EMS Sim Labs in County and build instructor cadre. Implement EMS credentialing program. Rollout Just Culture initiative to improve patient safety. Continue to send current employees to paramedic program.

Verification: The four largest departments in the County have tried to standardize training and equipment for EMS simulation activities. Work will all county agencies is delayed due to limited funding. OFD paramedics completed their first countywide credentialing program; all EMTs will complete the process in 2022. Patient safety initiative has been implemented. The County medical director's office receives notification of potential patient safety issue and OFD EMS staff investigate, and follow-up as needed. Two members completed requirements and were selected to attend paramedic school in 2022.

3. Provide resources to promote quality service delivery.

Ensure Support in Place (SP Obj. 1.2, 3.1, 3.4, 4.3): Support implementation of Citywide HR software. Develop facility agreement with Med-Act. Reinvest this revenue in fire stations. Create patch exchange policy to address security considerations. Advocate for more funded behavioral health visits for public safety personnel. Update wellness program to communicate resources effectively. Align timeline/policy to ensure OW Public Safety graduates meet requirements for hire.

Verification: The department supported work to implement Workday software; this work will continue in the future and includes transition to new staffing solution which will be trialed in 2022. Work to outline facility use agreement with MedAct will take place in 2022. Assessed need for patch exchange policy and determined it was not needed at this time. City provided onsite counselor available to employees to increase behavioral health support. The department distributed the CordicoFire app to members in January 2022 that shares information and immediate access to wellness program supports. CPAT testing equipment was purchased to decrease barriers for potential applicants and support OW students directly.

Provide Tools for Capabilities (SP Obj. 1.4, 3.1, 6.2): Distribute EMS PPE gear for improved protection. Place in service 1 new engine, 2 Type 6 engines, and 2 BC vehicles equipped with Watchguard capability. Purchase replacement engine. Ensure new apparatus are equipped with HAAS alert system. Determine SCBA maintenance plan to include plan for compressors. Identify needs and available resources for Fire Admin workspace reconfiguration.

Verification: EMS PPE was distributed to all firefighters. One engine and two Type 6 engines were placed in service. Two battalion chief vehicles were ordered but delayed due to pandemic supply issues. Additional replacement engine is currently being built. All current and future front-line heavy apparatus include HAAS alert system capability. Vendors were contracted to maintain SCBA air packs and compressors. Renovations needed to improve Fire Admin workspace was included in Citywide space needs study which will continue in 2022.

4. Emphasize professional development and safety.

Prepare our People (SP Obj. 3.4, 5.4): Issue policies for Olathe Fire Academy to include live fire instruction and use by outside agencies (with revenue plan). Conduct night drills and mutual-aid training. Train all firefighters on wildland firefighting techniques. Support training/deployment to strengthen wildland capability.

Verification: Olathe Fire Academy live fire instruction policies and an agreement for use with fee schedule were developed. Night drills and mutual aid training were limited in 2021 due to COVID pandemic. OFD firefighters received Introduction to Wildland course and training on progressive hose lays and the new Type 6 engines. Wildland team members' training focused on check offs in their task books and included deployments to wildfires in Kansas, Nebraska and California.

Strive for Excellence (SP Obj. 2.1, 3.6, 7.1; Rec 8A.1): Use NFORS tool to support firefighter health and safety. Replace messaging boards to improve communication. Incorporate Extended DISC and StrengthFinders tools into development programs for all employees.

Verification: OFD members were trained on the NFORS app and encouraged to use it for exposure tracking. Set-up work was completed to transition message boards to First Arriving software; changeover will be complete in early 2022. Extended DISC assessment will be added to future Officer Development Programs and Recruit Academies.

STRONG COMMUNITY PARTNERSHIPS

- Almost 700 people trained in Heartsaver/AED CPR and Sidewalk CPR courses (number reduced due to pandemic)
- Compiled Pay Study of area fire departments
- Hosted Olathe Chamber of Commerce Coffee
- Maintained ISO Class 1 rating
- Annual Open House offered on social media due to pandemic
- Participated in City of Olathe scouting open house
- 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.
- Hosted an intern in Community Risk Reduction section
- Planning and support for Olathe fireworks display.
- Participated in Johnson County Fire and Burn Youth Firesetter Intervention Team.
- Worked with JoCo Airport Commission to provide hanger inspections and runway checks.
- Provided Accelerant Detection K-9 expertise for several jurisdictions in the metro KC area.
- Provided free smoke alarms and battery replacements for residents
- Provided visible smoke alarms and bed shakers for deaf community
- Participated in Easter Kansas Multi-County Arson Task Force.
- Participated in KC Metro Arson Task Force
- Hosted forums for fire alarm contractors and other interested parties for UL Fire Alarm certification program.
- Maintained comprehensive list of fire department contacts in 11-county region

- Provided senior citizen fire/life safety program
- Participated in Communities That Care (CTC) Coalition to encourage positive youth development
- Served as sponsoring agency for Kansas Task Force 3
- Worked with Kansas State Fire Marshal's Office on plan review and inspections, KS US&R Task Force 1 & 3, and wildland firefighting
- Participated in Heart Safe Hero Awards
- Leadership in Kansas City Regional Fusion Center
- Encouraged citizen participation in PulsePoint application
- Partnership in numerous public events and presentations to community groups
- Received grant from FM Global to augment smoke alarm distribution
- Participated in mentoring through Olathe Public Schools' the SPOT
- Hosted an open house at new Station 8
- Provided fire safety, CPR and first aid training for day care providers and foster care parent groups
- Partnership with Johnson County Department of Emergency Management and Communications
- Remembered fallen firefighters
- Presentation to various community groups
- Continued weather alerts and other key messages through social media
- Collected Toys for Tots
- Participated in Johnson County Public Safety Food and Toy Drive
- Received 2021 Mission Lifeline: Gold Plus Award from American Heart Association
- Provided NIMS training for KC chapter of American Public Works Association
- Received custom low rider bike from Olathe Low Rider Bike Club

LEADERSHIP

- Hosted Officer Development Program Academy (with Blue Card certification) – 9 students
- Hosted Engineer Academy 10 students
- Promoted department values with recognition cards
- Supported City's onboarding program
- Continued Chief Mentor program (15 participants)
- Accreditation Peer Review of other depts.
- Provided Blue Card classes for other fire agencies in County
- Hosted Career Survival training
- Weekly Executive and biweekly Senior Management

- Conducted weekly Shift Officer Meetings
- Provided orientation for new city council member
- Conducted Fire Officer Orientation program
- Participated in City's supervisor forums
- Participated in Leadership Olathe
- Participated in various regional committees through MARC: MEMC, LEPC (committee chair), RHSCC, LEPC Training, Training and Exercise
- Heart of America Accreditation Consortium (Captain Hall, Vice Chair)
- Fire Education Association of Kansas (Captain Mosher,

Team Meetings

- Hosted full-day Senior Management Team meeting
- County Operations Meetings (Chair and Vice Chair positions)
- Board member on JCCC EMS Advisory Board (Hartig)
- 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)
- 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

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)
- 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)
- KPERS Board of Trustees (Firefighter Ryan Trader)

POLICY AND PLANNING EFFORTS

- APGs reviewed and updated as needed.
- New Numbered Memos created
- Finalized 2022 Pav Plan
- Published new 5-year Strategic Plan
- Maintained agency accreditation from CFAI (through 2021); submitted annual compliance report)
- Program provider for Kansas State Board of EMS
- Signed Cooperative Agreement with Kansas Forest Service for wildland firefighting
- Worked with City planners to successfully detach formerly annexed areas in Olathe
- Participated 2022 budget process; quarterly budget updates presented to executive team
- Participated in advocating for passage of Michael Wells Bill
- Participated in Kansas State Wildland Task Force
- Maintained Continuity of Operations (COOP) plan for department
- Maintained MySidewalk Performance Dashboard
- Participated in pilot program with the National Fire
 Sprinkler Association for Community Risk Assessment
- Worked to verify data on commercial properties as part of community risk assessment process
- Converted 3rd grade public education programs to a digital platform to allow remote delivery and improved student interaction and performance measurement.
- Began conversion of other public education programs to digital platforms.
- Completed transition to countywide medical direction

- Worked with county partners to update/review response matrix
- Led countywide effort to plan for implementation of LiveMUM software to facilitate resource-sharing during significant events; transferred project back to ECC staff
- Implemented NFORS software for exposure tracking.
- Approved contract for medical direction through County.
- Contracted with LACIE to increase health information sharing for Mobile Integrated Health team.
- Created videos for Fire Academy and Recruit Graduation
- 2022 Plan of Action developed; reported progress on 2021 Plan
- Special Event Planning Incident Action Plans and Cost Estimates
- Maintained OFD master vehicle inventory
- Encouraged firefighters' wellness program participation
- Transitioned hazardous materials permits to the City's new licensing module in Energov
- Upgraded Energov for improved online functionality
- Reviewed squad deployment and provided information to City Manager
- Participated in LifeScan physicals on a trial basis
- Progressed with online permitting working toward the elimination of paper submittals in 2022
- Provided guidance on COVID isolation/quarantine requirements to employees

OPERATIONS

- Responded to more than 14,200 emergency calls for service
- Placed new recruits on shift
- Completed more than 4,269 fire and life safety inspections on commercial properties in Olathe, including 2,431 initial inspections and 1,838 reinspections
- Completed 221 runway inspections and 133 airport hangar inspections
- Performed 1,622 fire code plan reviews for construction, open burn, blasting and hazardous materials permits
- Issued 466 annual hazardous materials permits
- Supported the issuance of 204 commercial building permits, with 24 new commercial structures and 33 new, multi-family residential structures
- Conducted annual physicals of commissioned personnel
- Managed several major severe weather events
- Purchased and placed in-service NFORS Career Diary –
 Exposure Tracker for all employees
- Sent 2 members to Paramedic school
- Assisted other departments with coordination of station coverage during funerals
- Revised response matrix
- Deployed wildland team to provide aid to other communities (3 occasions – KS, NE, CA)
- Conducted morning shift conference call in MS Teams
- Continued PulsePoint Verified Responders program to inform off-duty OFD members of cardiac arrests near them.

- Encouraged reporting of potential patient safety issues in VERGE system for follow-up
- Conducted reviews of Emergency Support Functions (ESFs)
- 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
- 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 testing of hose, pumps, and ladders
- Completed PPE checks
- Operated under Incident Action Plans
- Disseminated Daily Information Report and Weekly Activity Report
- Continued Mobile Integrated Healthcare unit
- Offered virtual fire and building safety inspections (due to ongoing COVID pandemic)
- Assisted with COVID vaccine and booster clinics
- Supported Air Show in Gardner

EQUIPMENT AND FACILITY INVESTMENTS

- Opened Station 8 in September
- Opened Olathe Fire Academy in May
- Placed E58 in service
- Placed to Type 6 wildland engines in service
- Ordered fire engine for delivery in 2022
- Ordered two battalion chief apparatus
- Ordered one chief officer vehicle
- Completed NFPA-compliant ladder inspections and pump testing
- Library Kiosks installed at Station 6 and 8
- HAAS alerting system installed on all front-line fire apparatus
- Purchased new ipads for fire inspectors for mobile inspections
- Purchased new tools and safety equipment for fire investigators
- Supported City's effort on implementation of new HR software.

- Completed Station 3 & 6 modernization projects
- Station 6 received new roof
- Provided EMS-specific PPE to prevent daily uniform from being soiled
- Invested in remote work equipment for 40-hour staff
- Added two extractors at Fire Admin
- Installed security cameras at all OFD facilities
- Restored plymo-vent direct capture exhaust systems on all front-line apparatus
- Repaired/replaced curbs and performed asphalt repairs and seal coating at all fire stations
- Added Karcher floor scrubbers to each fire station
- Added Truck wash (soap) dispensers to each fire station
- Added ChlorKing Hypogen self-sustainable for cleaning solutions
- Ordered 3 UTVs to enhance mobility and access
- Ordered new cardio fitness equipment for all facilities
- Ordered two new Achilles inflatable boats

- Purchased equipment needed for CPAT exam
- Created picnic area at Fire Admin
- New DJI Matrice 300 RTK drone purchased
- Knox boxes upgraded for narcotics
- Purchased new hose
- Wildland gear for all firefighters
- Served as test site for Adashi Command software
- Served as pilot for Squishy Robots technology
- Enhanced sonar and 3D imaging for water rescue/recovery (Garmin Panoptix LiveScope)
- Purchased new Paratech equipment and lifting bags

- First Arriving monitors were wired and installed in all FDSMT offices
- Contracted with First Arriving for their dashboards
- Contracted with WestNet to upgrade alerting systems at all fire stations
- Continued to implement uniform management solutions
- Received demonstration of Avive defibrillators
- Fire HUD devices piloted during recruit academy to monitor biometrics

WORKFORCE DEVELOPMENT AND EMPLOYEE ENGAGEMENT

- Hired 11 firefighters.
- HR Business partner now dedicated to OFD
- Recruited for Captain Investigations
- Recruited and hired Fire Service Data Analyst
- Recruited for Fleet Technician
- Hired civilian Fire Inspector
- Hired part-time Fire Protection Engineer Technician
- Helped coordinate Olathe West Public Safety program
- Hired Public Education Specialist
- Hired Public Education Technician (part-time)
- Hired HSEM Planning Technician
- Hired HSEM Operations Technician position
- Hired CRR intern for summer
- Promotional Processes 2 captains, 1 engineer
- Six new SOG members
- Four new members of Wildland team
- Provided onboarding presentations to new City employees
- Hosted virtual Hero Day opportunity to promote woman in field
- Celebrated service of several retirees
- Participated in City's Workplace including Live events
- Supported Public Service Recognition Week
- Compiled recipes into OFD family cookbook
- Hosted annual holiday meal
- Honored department's line-of-duty deaths on anniversaries
- Held Promotional Ceremony in April for those promoted in previous year
- Hosted annual awards ceremony and family night at new Olathe Fire Academy
- Celebrated OFD's 150 years

- Five new Blue Card instructors
- Added three new qualified members to Special Operations Group
- Three members completed paramedic school; sent two more to begin program
- Three members trained in fire investigations
- CRR staff completed fire inspector training and certification
- Maintained (1) Fire Marshal designation from CFAI
- 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
- Added outdoor seating space for Fire Admin staff

PROFESSIONAL DEVELOPMENT AND TRAINING

- Completed a Professional Development and Safety Mission Statement, Motto, and Logo
- Foundry logo approved; flags purchased
- Researched feasibility of Training Program podcast
- Olathe Fire Academy (OFA) opened with Uncoupling Ceremony on May 26, 2021
- Info tours of OFA were provided in July 2021
- Completed more than 75 live burns in training tower
- Training at OFA included: Live burns, Vertical Vent training, forcible entry, hose stretches and water supply, and advanced ropes training
- Purchased tools and equipment needed at OFA
- September 11th 20th Anniversary Stair Climb held at OFA
- OFA training video created
- OFA Outside Use fee structure presented to city council
- OFD and Lenexa recruits used ModX building for live fire training
- Foundry Training Model began in 4th quarter 2021
- NFPA Certification of two personnel
- KSEMT, NREMT, and Paramedic Recertifications completed
- EMS Credentialing program began
- 2021 Recruit Academy completed
- Blue Card Certifications/ReCerts 3 in-house training; 4 sessions for outside departments
- Blue Card Instructor Certification 5 members
- Blue Card May Day Management 3 members
- Blue Card SAFE Train-the-trainer class hosted here.
- Purchased metal "doll house" for fire behavior training prop
- Assisted with MNU Nursing simulations
- Safety Stand Down Week completed
- Provided many virtual outside training opportunities
- Participated in JoCo Training Chiefs meetings
- Completed many Acting Engineer, Acting Captain, and Acting Battalion Chief qualifications
- Completed extrication training at stations (collaborated with Streets crews to deliver cars)
- Driver Simulator used for recruit training
- Just Culture Training completed by Supervisors
- Collaborated with City Learning and Development Team on course development and delivery
- Two doll houses built in partnership with Olathe Advanced Technical Center
- Orientation with 73rd Civil Support Team at OFA
- Participated in HazMat Drill with 73rd CST in October 2021
- Participated in Olathe West Public Safety Program Open House

- Completed Request for Training Forms and Educational Reimbursements for many members
- Extrication Training Conducted at Stations –
 Collaborated with Streets department to pick up cars in Spring Hill and deliver to stations
- 3 department members completed Paramedic School
- Participated in Advisory Board Meeting for Olathe West Public Safety Program
- Safety Committee reengaged and began meeting again in 2021
- Presented to ECC new hires on role of dispatch
- Chief Scott Thompson training on Functional Fire Company
- Training on autism
- Harrass Mat training from Career Survival Group delivered to replace City-required Respectful Workplace Training
- County Fire Tactics Conference Water on Fire; 3 members attended
- Helicopter and Landing Zone training with Life Star
- Invested in subject matter expert training for personnel
- Training with Evergy on electrical safety
- West Coast Post Trauma Retreat for Peer Support member
- ICS 300 and 400 training completed for command staff members
- Investigator class delivered for all crews
- Acquired Structure training delivered in many downtown structures
- Rapid Intervention Training delivered in acquired structures
- 2022 Training Plan developed
- Purchased new forcible entry prop
- 12 classes in Target Solutions
- Completed on average 189 hours of training per sworn member
- Tower, trench and swift water training for tech rescue
- Red Card recertification completed for most wildland team members
- Tasks books items completed by several wildland members
- Training during prescribed burn in Ord, NE
- Obtained two training cell towers for internal and exterior cell tower rescue training from Faith Technologies