



# OLATHE FIRE DEPARTMENT

## Progress Report

### YEAR 2016 PLAN OF ACTION

In 2016, 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 a quality and progressive safety environment.

**Understand Risks in Community (Strategic Plan Objective 5B, CFAI St. Rec. 4):** Update comprehensive community risk assessment and use the information to update Standard of Cover. Conduct company-level inspections of occupancies for life safety issues and fire code violations. Develop pre-plans for facilities with moderate or high potential for risks to community and/or responders.

**Verification:** As part of an ongoing effort to understand community risks and our community's expectations of the department to mitigate those risks, staff has been working on a comprehensive risk assessment and updated Standard of Cover. These documents will be finalized in the first quarter of 2017. More than 1,800 fire and life safety inspections were completed with some done as part of a revitalized company-level inspection program. Software was acquired for pre-planning of high-risk facilities. Full implementation of the pre-plan program will continue into next year.

**Emphasize Safety Measures (SP Obj. 2A, 2B, 2D):** Provide helmet replacements and uniform alternatives for firefighters. Create "no-go zone" policy to ensure safety at incidents. Implement other NIST best practices as appropriate.

**Verification:** Helmets were replaced with NFPA-compliant ones and firefighters were provided with alternate uniform options (APG 1-007). A Life Safety Hazard Marking policy (APG 4-192) requires that areas be clearly marked off limits at incident scenes when life-threatening conditions exist.

**Strengthen Psychological Support (SP Obj. 2D, NFFF's TAMPA2 Initiative 13):** Develop system to identify behavioral health needs and implement strategies (training, policy updates, resource lists, etc.) to ensure appropriate support.

**Verification:** The department offered several training opportunities related to behavioral health for firefighters and their families this year. Additionally, a Peer Support program was created to provide trained department members who can speak confidentially with other members who may have emotional, physical or behavioral health concerns. Also, the department retained services from two separate psychological services to ensure OFD members will feel comfortable seeking consultation services without concern that it may impact future promotional opportunities. Work around behavioral health support will remain a priority in 2017.

#### 2. Enhance emergency service delivery.

**Improve Emergency Medical Service (SP Obj. 4A, 4B):** Provide state-of-the-art, high-fidelity, hands-on simulation training for EMS procedures. Credential all EMS providers on i-gel® device to allow for rapid airway management and to reduce airway trauma.

**Verification:** Training began using the EMS simulation mannequin the department acquired in 2016. Additionally, an MOU was put in place with MidAmerica Nazarene University to conduct joint training simulations. I-gel credentialing was completed and the device has become part of routine airway management procedures.

**Build Efficiency (SP Obj. 3A, 3B; CFAI St. Rec. 5):** Upgrade mobile data terminals in apparatus to tablet-based technology that provides real-time data communication with dispatch center with improved reliability.

**Verification:** All MDTs were upgraded to tablets to provide more reliable communication with the Emergency Communications Center while in the field.

**Encourage Professional Development (SP Obj. 4A, 4B, 4C; CFAI St. Rec. 2):** Revamp Officer Development Program to better meet the needs of participants and organization. Offer International Code Council (ICC) certification training to building codes staff. Advance the development of the department's training center.

**Verification:** The Officer Development Program was reimagined into an academy-like format which improved the consistency of the training. The academy was piloted in 2016 as a week-long offering with an updated syllabus and content. This schedule also helped limit the time needed from instructors for the various modules. ICC certification training was offered and staff were encouraged to become certified to ensure they have the most relevant and up-to-date training for their roles. Land has been identified for the training center, but not yet purchased. Public Works is currently conducting a space-use study for the land.

### 3. Maintain a systematic process of improvement.

**Map the Road Ahead (SP Obj. 1A, 1C, 7A):** Update the department's Strategic Plan with input from community members and employees to confirm citizens' service expectations and to develop priorities for the next five years.

**Verification:** A new Strategic Plan (2016-2021) was published in September 2016 following workshops with community members and department employees. The plan can be found at <http://www.olatheks.org/government/fire/key-documents>.

**Reduce Response Times (SP Obj. 5F):** Identify ways to allow firefighters to remain aware of turnout times on a regular basis. Command staff will continue to use response time analysis and dynamic staffing models to improve service to customers.

**Verification:** Countdown timers were installed in stations to help firefighters gain awareness of their turnout times. A Daily Performance Report was developed that highlights response times over our established benchmarks. Two squads were deployed in 2016 to help improve the department's response capabilities in high-demand areas.

**Implement Technology Solutions (SP Obj. 3B):** Implement software that supports a more efficient permitting process.

**Verification:** The department is part of a citywide implementation of the selected software, EnerGov, which will document permitting and community enhancement activities. The implementation is expected to be complete in 2017.

**Engage Emerging Leaders (SP Obj. 4D, 5E):** Identify individuals to participate in NFA's Managing Officer program to support the department's focus on continuous improvement. Pair new captains with veteran officers who serve as experienced advisers.

**Verification:** Professional development continued to be a top priority for the department as it prepared for a period with transition in key leadership positions. In 2016, senior chief officers served as mentors for emerging leaders. Additionally, a battalion chief instructed on leadership as part of NFA's Managing Officer program.

### 4. Establish and foster effective community relationships.

**Plan Together (SP Obj. 6A, 6C):** Partner with Olathe Public Schools to develop Olathe West's 21<sup>st</sup> Century Public Safety High School Program.

**Verification:** The public safety curriculum has been developed and students are enrolling to begin in August 2017. The department received approval for an FTE to serve as a resource to the program (sharing the cost with the school district). The department looks forward to a successful launch of the Olathe West program and a continued strong partnership with Olathe Public Schools for many years to come.

**Promote Participation (SP Obj. 1A, 1B):** Reenergize the Board of Code Review comprised of Olathe citizens to support building codes implementation.

**Verification:** The Mayor of Olathe appointed new members to the Board of Code Review in 2016. The board will meet quarterly to make recommendations on building, property maintenance, and fire and life safety codes and hear any appeals to code cases.

**Seek Feedback (SP Obj. 1D, 6B, 6C):** Develop process to obtain customer feedback after fires and mechanism for Command Team to review this input on regular basis. Benchmark permitting process and solicit feedback from building codes customers to ensure improved performance.

**Verification:** Public input and feedback is an important measure of the department's success. Meeting customer expectations is a priority for all department members. In 2016, builders were engaged regarding how to improve the permitting process. Research was conducted on practical ways to obtain customer feedback after fires and other emergency incidents. Implementing a tool and monitoring feedback received will remain a priority in 2017.

## 2016 ACCOMPLISHMENTS

### STRONG COMMUNITY PARTNERSHIPS

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| <ul style="list-style-type: none"> <li>• Hosted Olathe Chamber of Commerce Coffee</li> <li>• Buddy program with students from Central Elementary</li> <li>• Olathe Library Kiosk at Station 56</li> <li>• Standbys at high school and MNU sporting events</li> <li>• Partnerships in support of the Mobile Integrated Healthcare program (Health Partnership Clinic, JoCo Mental Health, Olathe Medical Center)</li> <li>• Partnership with Johnson County Department of Emergency Management and Communications</li> <li>• Collaboration with Johnson County Sheriff's Office for improved evidence tracking and storage</li> <li>• Support of Olathe West Public Safety Program</li> <li>• Meetings related to detachments with JoCo Fire District #2</li> <li>• Planning and support for Olathe fireworks display</li> <li>• Pay studies reviewed for area</li> <li>• Served as host agency for Kansas Task Force 3</li> <li>• Offered CERT program for deaf community</li> <li>• Completed Spanish-language CERT Academies</li> <li>• Reenergized Board of Code Review</li> <li>• Led successful application of AFG regional grant for SCBA purchases</li> <li>• Continued public education outreach including Adopt-a-School program, FACS, Kindergarten visits to firehouse, Special Needs Day, Community Collaboration program with Olathe Public Schools</li> <li>• Old Settlers Days support with fire safety presentation and inspection</li> <li>• Heart Safe Hero Awards</li> </ul> | <ul style="list-style-type: none"> <li>• Collected Toys for Tots</li> <li>• Participated in Johnson County Public Safety Food and Toy Drive</li> <li>• Kindergarten guest reader program – Fire Chief</li> <li>• Bike helmet giveaways</li> <li>• Annual Open House (partnership with Atmos Energy, JoCo Safe Kids, Pilot Club)</li> <li>• Santa visit to Station 51</li> <li>• Family Fun Day</li> <li>• StoveTop Fire Stop installation program for city-owned housing</li> <li>• Crowd Manager training for special events</li> <li>• University of Eastern Kentucky internship program</li> <li>• Olathe North internship program</li> <li>• Fire protection engineering instruction for KU Architectural Engineering Program</li> <li>• Participated in Sysco's tabletop exercise</li> <li>• Remembered fallen firefighters</li> <li>• Participated in Career day at area schools</li> <li>• Center for Advanced Professional Studies (CAPS) program in Blue Valley schools</li> <li>• Johnson County Community College ride-alongs</li> <li>• Presentation to various community groups (Rotary, etc.)</li> <li>• Continued weather alerts and other key messages through social media</li> <li>• Exxon Mobile donated to CERT program</li> <li>• NextDoor used for community outreach</li> </ul> |
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### LEADERSHIP

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| <ul style="list-style-type: none"> <li>• Chief Mentor program</li> <li>• Updated Officer Development Program</li> <li>• Participated in development of City's Leadership Philosophy</li> <li>• Initiated StrengthsFinder 2.0 - Command Team</li> <li>• Reviewed City Employee Handbook</li> <li>• Weekly Operations Meetings</li> <li>• Weekly Staff Meetings</li> <li>• Quarterly Command Team Meetings</li> <li>• County Operations Meetings</li> <li>• Johnson County Fire &amp; Emergency Services Chief's Association meeting (monthly)</li> <li>• Participated in City's Homelessness Task Force</li> <li>• Maintained OFD staff at Kansas City Terrorism Early Warning Center (KCTEW) on part-time basis</li> <li>• Served on KCTEW Executive Board (Chief DeGraffenreid)</li> </ul> | <ul style="list-style-type: none"> <li>• Participated in various regional committees through MARC: MEMC, LEPC, RHSCC, LEPC Training, Training and Exercise, Regional Interoperability Subcommittee</li> <li>• Accreditation Peer Review – site visits to other depts.</li> <li>• Assisted outside agencies with promotional processes (North Kansas City, Topeka, Leawood, Lawrence)</li> <li>• Various positions on local, regional, state, national and international boards, committees and associations</li> <li>• KPERS Board of Trustees (Deputy Chief Hart)</li> <li>• Blue Card presentation for Topeka FD</li> <li>• Participated in City's supervisor forums</li> <li>• Assisted with development of City's On-boarding program</li> <li>• JCCC Fire Science Advisory Board</li> <li>• Received two national awards for MIH program</li> <li>• Obtained ISO 1 Classification</li> </ul> |
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## 2016 ACCOMPLISHMENTS

### POLICY AND PLANNING EFFORTS

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| <ul style="list-style-type: none"> <li>• Multiple APGs created or updated: Administrative Policy Guidelines (1-000), Organizational Expectations (1-002), Uniform Policy and Personal Appearance (1-007), Staffing Policy (1-008), Exchange of Time Policy and Guidelines (1-011), Ride-Along Policy (1-015), Ride-Along Policy for OFD Explorers (1-016), Overtime Policy and Procedure for Minimum Staffing (1-022), Qualifications for Acting Positions and Minimum Testing Requirements (1-031), Newborn Infant Protection (1-033), Training and Instructor Leave Request (1-081), Company Performance Benchmarks (1-082), Automatic Fire Alarm Systems (1-090), Suspicious Activity Reporting (1-094), Fire Extinguisher Program (2-205), Hose Testing (2-206), Johnson County Incident Command System Model Procedure (4-001), Accountability System (4-002), Near Miss and Close Call Reporting (4-011), Driving (4-143), High-Rise Plan (4-145), Incident Safety Officer (4-191), Life Safety Hazard Marking (4-192), Hostile Event Response Plan (4-193), EMS Protocols (4-202), Response to EMS Calls (4-205), EMS Quality Assurance/Improvement Program (4-208), Natural Gas Incidents (4-309), Public Education Program (6-001).</li> <li>• New Numbered Memos: Autopulse Guidelines (16-01), Company Inspections Program (16-02), HR Comp Time and Benefit Conversions SOP (16-03), Acting Fire Marshal (16-04), Squad Operations and Procedure (16-05), Documenting EOC Activation (16-06), Peer Support Program (16-07), Psychological Services for the OFD (16-08).</li> </ul> | <ul style="list-style-type: none"> <li>• Created new Strategic Plan 2016-2021</li> <li>• Updated Accreditation Self-Assessment Manual</li> <li>• Planned for EnerGov implementation</li> <li>• Automated key performance measures</li> <li>• Published Daily Performance Report</li> <li>• Helped roll-out new Text to 9-1-1 initiative</li> <li>• Submitted Annual Compliance Report to CFAIResponse Plan Yearly Update with ECC</li> <li>• Updated tender task force agreement</li> <li>• Held Continuous Improvement Team Meetings</li> <li>• 2017 Plan of Action developed; reported progress on 2016 Plan</li> <li>• Multiple City Council Action Items: siren replacement and maintenance; Explosive Ordinance Device equipment; etc.</li> <li>• Special Event Planning – Incident Action Plans and Cost Estimates</li> <li>• Participated in set-up of 2017 budget</li> <li>• Presented Community Enhancement information at City PerforMax meeting</li> <li>• Emergency Support Function Review with City Departments</li> <li>• Continued using <i>OlatheConnect</i> to allow citizens to interact directly with city staff on a variety of topics</li> <li>• Participated in What Works Cities Initiative</li> <li>• Updated Community Risk Assessment and Standards of Cover (in progress)</li> </ul> |
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### OPERATIONS

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| <ul style="list-style-type: none"> <li>• Responded to more than 10,800 calls for service (Fire, EMS and Rescue)</li> <li>• Placed two 40-hour squads in service in high-demand areas</li> <li>• Put plan in place to begin runway and hangar checks at Executive Airport in 2017</li> <li>• Placed new search and rescue canine in service</li> <li>• Conducted several Post Incident Analysis on various incidents</li> <li>• Added an administrative battalion chief</li> <li>• Chaired update of County model staging procedure</li> <li>• Updated internal drug-handling process</li> <li>• Completed 2015 Fire suppression program appraisal</li> <li>• Updated river maps for all apparatus</li> <li>• Hosted orientation night for interested applicants</li> <li>• Tender added for structures &gt; 1,000 ft. from hydrant</li> <li>• Tactical bomb technicians</li> <li>• Mayday model procedure update</li> </ul> | <ul style="list-style-type: none"> <li>• MOU on Tender Task Force with partner agencies</li> <li>• Planned for SCBA purchase in 2017</li> <li>• Put Carbon Dioxide extinguishers back on trucks</li> <li>• Moved spare BLS equipment to reserve units</li> <li>• Red/yellow crosslays as standard</li> <li>• Placed 10 new recruits on shift</li> <li>• Managed several major weather events</li> <li>• Operated under Incident Action Plans</li> <li>• Supported special events</li> <li>• Supported open-water swimming at Lake Olathe</li> <li>• Disseminated Daily Information Report</li> <li>• Continued Mobile Integrated Healthcare unit</li> <li>• Reviewed and updated apparatus specifications for new apparatus</li> <li>• Established KCJIS program for investigations</li> <li>• Issued more than 500 single-family residential permits</li> <li>• More than 1,800 fire and life safety inspections completed</li> </ul> |
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## 2016 ACCOMPLISHMENTS

### EQUIPMENT AND FACILITY INVESTMENTS

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| <ul style="list-style-type: none"> <li>• Station 52 remodel completed</li> <li>• Two new engines in service</li> <li>• Countdown timers installed in all stations</li> <li>• Replaced all fire helmets</li> <li>• Designed and ordered new EOD and HazMat units, 1 quint</li> <li>• Ordered new EOD equipment and suits</li> <li>• Two new battalion chief rigs in service</li> <li>• Started planning for EOC remodel</li> <li>• Ballistic vest purchase</li> <li>• Mercury monitor</li> <li>• New carbon monoxide monitors</li> <li>• Upgraded MDTs</li> <li>• Upgraded technology in Dept. Operation Center</li> <li>• High-fidelity EMS simulation mannequin</li> </ul> | <ul style="list-style-type: none"> <li>• Replaced staff vehicles as needed</li> <li>• Completed card reader access at fire facilities</li> <li>• Installed standing desks</li> <li>• Moved weight room at Fire Administration</li> <li>• Purchased new chairs for station day rooms</li> <li>• New warehouse storage racks</li> <li>• Station 51 bay painted</li> <li>• Six storm sirens replaced</li> <li>• Inspected all personal protective equipment</li> <li>• Credit Card equipment at front desk</li> <li>• Radio upgrades</li> <li>• Low level CO detectors for building codes and community enhancement staff</li> <li>• Purchased new EOD suits</li> </ul> |
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### WORKFORCE DEVELOPMENT

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| <ul style="list-style-type: none"> <li>• Hired 10 new firefighters</li> <li>• Promotional Processes - promoted Battalion Chiefs, Captains, Engineers</li> <li>• Improved interview scheduling process (in NeoGov)</li> <li>• Hosted Badge Pinning Ceremonies (Firefighters, Engineers, Captains and BCs)</li> <li>• Finalized Pay Plan</li> <li>• Held Annual Awards night</li> <li>• Celebrated service of several retirees</li> <li>• Updated guidance regarding nepotism and lateral transfers</li> <li>• Hosted Hero Day to promote woman in field</li> <li>• Graduates of KU CPM and Emerging Leaders Academy</li> </ul> | <ul style="list-style-type: none"> <li>• Participated in Leadership Olathe</li> <li>• Strengthened department's Behavioral Health Program</li> <li>• IAFF Peer Support training and program roll-out</li> <li>• Reorganized Community Risk Reduction section under new Assistant Chief</li> <li>• Fully staffed building codes inspections</li> <li>• Hired 40-hour Fire Captain/Inspector</li> <li>• Held Recruit Fire Academy</li> <li>• Hosted a Recruit Fire Academy Graduation Ceremony and dinner for families</li> <li>• Conducted preparedness training as part of City's new hire orientation</li> </ul> |
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### PROFESSIONAL DEVELOPMENT AND TRAINING

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| <ul style="list-style-type: none"> <li>• Hundreds of hours of training (160+ hours per firefighter)</li> <li>• Conducted live-burn training at South Platte</li> <li>• Exercises for each Emergency Support Function</li> <li>• CPSE Peer Assessor Training</li> <li>• Confined Space training</li> <li>• Recruit Academy for 10 new hires</li> <li>• Behavioral Health training for firefighters and their families</li> <li>• Position-specific ICS training</li> <li>• Tower Rescue training</li> <li>• Task Force training</li> <li>• ECC's radio roll call</li> <li>• Engineer class</li> <li>• Officer Development Academy – program revamped in 2016</li> <li>• Co-hosted Annual EMS Symposium</li> </ul> | <ul style="list-style-type: none"> <li>• USAR Structure Specialist</li> <li>• Several new ICC Code Certifications</li> <li>• New fire investigators in training</li> <li>• Hostile event training for local businesses</li> <li>• Building code and property maintenance inspector training</li> <li>• Participated in EFO Graduates Symposium</li> <li>• Participated in CPSE Excellence Conference</li> <li>• Participated in Fire-Rescue International Conference</li> <li>• Conducted Blue Card 3-day simulation labs for outside departments</li> <li>• Captains are Blue Card certified</li> <li>• Numerous EOD events and training events</li> <li>• Conducted distributed training via CentreLearn</li> <li>• Participated in several tabletop exercises</li> <li>• Hose Testing Completed (15 miles of hose)</li> <li>• ISO Class</li> </ul> |
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## 2016 ACCOMPLISHMENTS

- Hostile Event practical training
- Fit-testing and annual physicals
- NFA's Executive Fire Officer program
- Captain CTC training
- Attended FDIC conference
- Blue Card Instructor Recertification
- Multi-disciplinary EOC exercise
- Olathe security awareness training
- Fit-4-Fire
- MOU with MidAmerica Nazarene University for simulation lab training
- Paramedic training for a firefighter through CJCFPD
- Hosted regional Debris Management Course

- Driving Simulator training
- Extrication class
- KS Rescue Conference
- Metro-wide Boat Handlers course
- Swift water training at Worlds of Fun
- BC52 continued responsibilities as training liaison
- CIT, RDIT, Safety Committees SOG Coordination, KSTF3, Pay Taskforce
- Training on monitors
- Countywide EMS Training (Broadcast and Skills)
- Night drills
- SCBA skill verification
- Participated on design and facilitated at county EOC tabletop exercise