



OLATHE FIRE DEPARTMENT

Progress Report

YEAR 2015 PLAN OF ACTION

In 2015, the Olathe Fire Department focused on the following action items that supported objectives in the department's 2011-2016 Strategic Plan (available at OlatheKS.org/Fire/KeyDocuments) 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.

Physical Resources Plan (Strategic Plan Objective 3A; CFAI St. Rec. 5, Sp. Rec. 6A.1, 6B.2): Develop a Physical Resources Plan to determine conditions of department facilities, maintenance needs, functionality, and future needs/upgrades.

Verification: A Physical Resources Plan was created for all fire department facilities. This was part of a larger effort citywide to identify current conditions and needs of all city buildings.

Plan for Significant Safety Equipment Purchases (SP Obj. 3B; CFAI St. Rec. 5): Identify SCBA and radio needs and develop plan for acquiring equipment for emergency services personnel.

Verification: SCBA equipment requirements have been identified and a plan to purchase this equipment has been developed. SCBA equipment will be funded through an equipment replacement fund (similar to how vehicles are purchased currently). Some funds have been earmarked for radio purchases as well. Command Staff are working with city budget officials to ensure funding is adequate for the necessary investment.

Promote Stress Resilience (SP Obj. 2D, NFFF's TAMPA2 Initiative 13): Encourage personnel to recognize emotional stress in themselves and others and implement strategies (training, policy updates, resource lists, etc.) to ensure appropriate response when issues are identified.

Verification: Training was provided to all firefighters on Stress First Aid for First Responders through the National Fallen Firefighters Foundation. This topic will remain a priority issue in 2016 with more training and consideration of program and/or policy changes to ensure strong support is in place for our staff related to emotional well-being.

2. Enhance emergency service delivery.

Workforce Analysis (SP Obj. 5A, 5C, 5D; CFAI St. Rec. 4 & 7, Sp. Rec. 5C.2): Complete a comprehensive workforce analysis to determine resource needs based on community's expectations and risk picture. Document workflow of various processes (i.e. permitting).

Verification: A variety of activities helped Command Staff better understand the resource requirements needed to meet the needs of our community. Analysis was done to identify deployment strategies for dynamically-staffed squads (to be placed in service in 2016). Staffing strategies were reviewed with HR to determine resources required to meet community expectations for excellent service (i.e. hiring additional personnel vs. incurring overtime costs). Work also began in 2015 to better understand the workflow of the permitting process. In 2016, issues identified in this process mapping will be addressed to improve efficiency and customer experience.

Professional Development (SP Obj. 4B, 5E): Provide training and certification opportunities to help ensure delivery of core services. Captains to achieve Blue Card certification to further institutionalize incident management principles. Be deliberate about continued succession planning for command staff positions.

Verification: Most captains are now Blue-Card certified and have been through simulation labs to practice incident management. Additionally, the department provided an orientation on the Blue Card program to other chiefs in the County and at the Kansas State Fire Chiefs Conference. This helps promote standardized communication and management practices with aid partners which makes working together safer and more efficient. The department's chief mentoring program, Command Staff planning discussions and newly revamped Officer

Development Program help engage emerging leaders in administrative activities. In May, Command Staff hosted a day-long workshop that provided an orientation to local, regional and state plans as a way to educate those who will be leaders in the future.

Program Evaluation (SP Obj. 4B): Evaluate policies, plans and procedures in a robust training and exercise program focused on emergency management, rapid damage assessment, incident management and mayday procedures.

Verification: The department continued to provide exercise opportunities to evaluate plans, policies and procedures. Exercises focused on EOC operations, incident management, and hazardous materials response (Bakken crude oil). Personnel from the department also participated in county and regional exercises focused on emergency management, private-public relationships, damage assessment and incident management.

Training Center (SP Obj. 4B, 4C; CFAI St. Rec. 6): Continue development of a department training center. In the interim, maximize opportunities for hands-on training with internally-developed training props.

Verification: Through a partnership with Olathe Public Schools and Farmers Insurance, the department constructed a SCBA confidence course to provide hands-on training opportunities. The training props (next to the Fire Administration Building) were used for forcible entry, search, ladder, ventilation and confined space training. Command staff members went to St. Louis to look at various training towers for the department's training center that remains on the City's Capital Improvement Plan.

3. Maintain a systematic process of improvement.

Data-Based Decision Making (SP Obj. 2C, 4D, 7B): Command staff will use response time analysis and other performance measures to inform decisions aimed at improving service to customers. Improve data through quality control process and training for report authors.

Verification: Command staff regularly reviewed information on performance metrics to help influence decision-making. Analysis was conducted on overtime costs, mutual aid responses, DirectionFinder results, response times within coverage areas and other topics as needed. The Command staff held four quarterly meetings to discuss complex issues using data to inform the discussion. Some improvements to the quality control process were implemented in 2015. Battalion chiefs now have responsibility for the reports on their shift. Work will continue next year to refine the process and the quality of data collected.

Implement Technology Solutions (SP Obj. 3B): Work to improve data connectivity and use of software systems including a new permit software system and new inspection-tracking system (Brycer's The Compliance Engine). Inventory IT programs currently in use department-wide.

Verification: The department began using Brycer's Compliance Engine in the summer. Since then, reports submitted via the system have increased significantly each month. The software helps with the administrative management of routine inspections of fire systems (sprinklers, hoods, etc.). An IT inventory of all programs was completed and shared with city IT staff.

4. Establish and foster effective community relationships.

Partnership (SP Obj. 6A, 6C): Continue implementation of the Mobile Integrated Healthcare Program with partner organizations. Establish evaluation framework to document program's success in improving health of our community.

Verification: The Mobile Integrated Healthcare program continued to grow in 2015. The paramedic team continued to see patients and do community outreach. A nurse practitioner worked with the team for a brief period. A new NP has been hired. Program development work continued with a new logic model identifying expected outcomes and goals for the program. A poster was developed to help explain the program's intent and goals to various audiences. Key areas were identified to help focus the program's efforts (i.e. lift assists, patients with congestive heart failure). In 2016, work will continue to document plans and procedures and analyze data regarding program success.

Collaboration (SP Obj. 1A, 1B): Reenergize the Board of Code Review comprised of Olathe citizens to support building codes implementation. Participate in development of new 21st Century Public Safety High School Program for Olathe West.

Verification: Fire department personnel actively participated in planning related to the new high school's Public Safety program. Exciting opportunities exist that will provide benefits to both the students and the fire department. The department hired a Chief Building Official who will make engaging the Board of Code Review a priority in the next year.

Encourage Feedback (SP Obj. 1D, 6B, 6C): Develop process to obtain customer feedback after fires and other emergencies. Solicit feedback regularly from building codes customers and those attending public education programs. Use information gathered in decision-making process.

Verification: Much work is done to consider feedback as the department develops or reviews programs and policies. This was a particular emphasis in our public education program in 2015. For example, based on teacher feedback, the fire education portion of “Family and Consumer Science” courses at the middle schools was reworked to better align with curriculum goals and to make the program more engaging. Customer feedback was also a primary driver in the work done to process map the permitting process to identify ways to make it more customer-friendly. This work will continue in 2016. Outlining a process to solicit feedback after a fire will also remain important work next year.

2015 ACCOMPLISHMENTS

STRONG COMMUNITY PARTNERSHIPS

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| <ul style="list-style-type: none"> • Adopt-A-School program • Several Honor Guard Events • Martin Luther King, Jr. Legacy and Scholarship Awards Committee Dinner (attendees) • Olathe Latino Coalition Town Hall • 2015 State of the City Luncheon • Hosted Olathe Chamber of Commerce Coffee • Attended School District Foundation breakfast • Emergency Management meeting with Mid America Nazarene University • Olathe School District Crisis Management Team • Conducted CERT exercise for volunteers • Sidewalk CPR classes • CPR and CERT courses offered in Spanish • Operation Prom Night at Olathe high schools • Helmet Head Program • Hosted Open House for more than 2,000 people • Hosted 9/11 Ceremony • Braden’s Hope • Johnson County Public Safety Toy and Food Drive • Toys for Tots • Easter Egg Hunt for Visually-Impaired Children • Arbor Creek PTO Fundraiser • Boot Block to support MDA • Offered meeting space in stations to community; offered numerous station tours to various groups; attended block parties • Participated in Leadership Olathe • Olathe Latino Coalition • Bomb squad support of Kansas City Chiefs, Sporting KC and KU | <ul style="list-style-type: none"> • Planning for Olathe West Public Safety Program • Bike helmets for homeless kids • Santa at City Hall • Community Collaboration • HERO (big brother) • Spanish CERT • Central School Buddy Program • Donated use of large flag for community events • Remembered fallen firefighters • Participated in Career day at area schools • Center for Advanced Professional Studies (CAPS) program in Blue Valley schools • Johnson County Community College ride-alongs • Hosted French Student from the University of Bordeaux • Presentation to various community groups (Rotary, etc.) • Continued weather alerts and other key messages through social media • Partnerships in support of the Mobile Integrated Healthcare program (Health Partnership Clinic, JoCo Mental Health, Olathe Medical Center) • Exxon Mobile donated to CERT program • Farmers Insurance supported construction of SCBA confidence course built by students from Olathe Advanced Technical Center – Building Trades program • KCK Community College • Boy Scout Summer Camp • Heart Safe Hero Awards • NextDoor application used for community outreach |
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LEADERSHIP

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| <ul style="list-style-type: none"> • Weekly Operations Meetings • Weekly Staff Meetings • County Operations Meetings • Johnson County Fire & Emergency Services Chief's Association meeting (monthly) • Participated in City’s Customer Service Subcommittee • Assigned OFD staff to Kansas City Terrorism Early Warning Center (KCTEW) on part-time basis to support information sharing (grant-funded) • Served on KCTEW Executive Board (Chief DeGraffenreid) | <ul style="list-style-type: none"> • Participated in various regional committees through MARC: MEMC, LEPC, RHSCC, LEPC Training, Training and Exercise, Regional Interoperability Subcommittee • Accreditation Peer Reviewers – 2 OFD site visits to other departments • Assisted outside agencies with promotional processes (Longmont, CO; North Kansas City; Ottawa; Shawnee) • Various positions on local, regional, state, national and international boards, committees and associations • KPERS Board of Trustees (Deputy Chief Hart) • Blue Card Presentation for Johnson County Fire Chiefs and Kansas State Fire Chiefs Conference |
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POLICY AND PLANNING EFFORTS

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| <ul style="list-style-type: none"> • Multiple APGs created or updated: Records Management System (1-006), Uniform Policy and Personal Appearance (1-007), Staffing Policy (1-008), Field Communications (3-002), Near Miss and Close Call Reporting (4-011), Refusal Policy (4-210). • New Numbered Memos: ALICE Training for Olathe School District (15-01), SCBA ID Bands (15-02), Removal of Morphine from Olathe FD Apparatus (15-03), Johnson County – EMS Protocol Changes 5.6.15 (15-04), Johnson County – EMS Transport of Burn Patients Protocol 5.11.15 (15-05), Johnson County – EMS System Care for Injured Athletes (15-06), Battalion 53 and Battalion 54 (15-07), Certifications for Building Code Division Personnel (15-08), Taxi Vouchers (15-09). • Add Self-Assessment Manual references to APGs • Completed Category 5 program assessments in SAM • 271 sites included in Asset Protection and Response System • Participated in initial phase of re-visioning of Olathe’s website • Staff mapped permitting process to identify areas for greater efficiencies | <ul style="list-style-type: none"> • Response Plan Yearly Update with ECC • Updated water rescue plan to include NWCFD area • Conducted four Command Staff Planning Meetings • Continuous Improvement Team Meetings • 2015 Plan of Action developed; reported progress on 2014 Plan • Multiple City Council Action Items: Use of third-party software to administer inspection program; Explosive Ordinance Device vehicle replacement; etc. • Special Event Planning – Incident Action Plans and Cost Estimates • Annual Compliance Report for Accreditation • Continued integration of accreditation framework in data analysis • Participated in 2016-2017 Budget process • Emergency Support Function Review with City Departments • Maintained map of Youth Firesetters for use on fire investigations • Continued using <i>OlatheConnect</i> to allow citizens to interact directly with city staff on a variety of topics (www.olatheks.org/olatheconnect/topics) |
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OPERATIONS

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| <ul style="list-style-type: none"> • Responded to more than 10,500 calls for service (Fire, EMS and Rescue) • Conducted several Post Incident Analysis on various incidents • Upgraded portable radios • Placed new recruits on shift (from 2014 and 2015 academies) • Managed several major weather events • Operated under Incident Action Plans (Garmin Marathon, Old Settlers, Scout Camps, Football standbys, Summer Concert Series, Fishing Derby, etc.) • Supported funeral of OPD Officer Kern • Bike team deployed • Supported open-water swimming at Lake Olathe • Disseminated Daily Information Report to Command Team • Continued Mobile Integrated Healthcare unit • i-Gel Protocol implemented | <ul style="list-style-type: none"> • Placed Sq57 in service and updated response plan • Quality Control Improvement committee met regularly • Completed an evaluation of all personnel protective gear for fire personnel • Inspectors moved to 24-hour shift schedules • Reviewed and updated apparatus specifications for new apparatus • Planning and roll-out of new inspection and pre-plan programs • New roof ladders in service • SCBA ID bands placed in service • Flash flood planning with operational staff • Analysis of structures more than 1000 feet from hydrants (response plan updates identified). • 499 residential units permitted with average value of \$300K • More than 2,500 fire and life safety inspections completed |
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EQUIPMENT AND FACILITY INVESTMENTS

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| <ul style="list-style-type: none"> • Station 52 remodel (in progress) • Station 54 restroom remodel, bay floor repair and epoxy • Fire Admin – hallway carpeted and painted • Completed training props at Fire Admin • Completed warehouse rooms and painted walls at Fire Admin • Repaired and replaced WeatherBug camera • Repaired and monitored city storm sirens • Phillips Wi-Fi installed | <ul style="list-style-type: none"> • Wi-Fi Knox Box installed • Replacement fire apparatus designed and ordered (2 engines, 1 hazmat, 2 squads, 1 BC unit) • Purchased new hose testing equipment Purchased lifeguard and waterfront equipment • SCBA ID bands purchased • High-rise packs updated Met with Public Works to discuss hydrant pressures and maintenance • Went to St. Louis to review training towers • Met with Garmin regarding new technology |
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WORKFORCE DEVELOPMENT

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| <ul style="list-style-type: none"> • Hired 6 new firefighters and 3 new firefighter-paramedics • Promotional Processes - promoted a Battalion Chief, new Captains, Engineers and a Training Captain • Hosted Badge Pinning Ceremonies (Firefighters, Engineers, Captains and BC) • Pay Plan reviewed by Task Force • Held Annual Awards night • Celebrated service of several retirees • Workforce analysis completed with HR and City Manager • Participated in Alliance for Innovation exchange – BC to Las Vegas, Nevada | <ul style="list-style-type: none"> • Added volunteer in Emergency Management program to support HAM radio operations Chief Officer Mentoring Program • Recruited for Chief Building Codes Official • Hired Fire Protection Engineer • Filled Senior Building Codes Inspector position • Augmented staff with contract Building Codes Inspector • Held Recruit Fire Academy • Hosted a Recruit Fire Academy Graduation Ceremony • Hired Emergency Management Technician (Seasonal) • Conducted preparedness training as part of City's new hire orientation |
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PROFESSIONAL DEVELOPMENT AND TRAINING

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| <ul style="list-style-type: none"> • Hundreds of hours of training • Recruit Academy for 9 new hires • Conducted Blue Card 3-day simulation labs for OFD staff and outside departments (Lawrence, Lenexa, Overland Park, Paola) • All captains are Blue Card certified • Live-burn training at Overland Park • The Annual Pipeline Safety Seminar • Numerous EOD events and training events • Conducted distributed training via CentreLearn • Conducted hazard-zone training for Battalion Chiefs • Bakken Train Derailment Exercise • Participated in several tabletop exercises • Annual confined space drill • Radio Roll Call with ECC • Hose Testing Completed (15 miles of hose) • Basic explosives training • Engineer Class • ISO Class • Co-Hosted EMS Symposium with Miami County EMS • FDIC – BCs | <ul style="list-style-type: none"> • Executive Fire Officer Participation (1 graduate; 1 in progress) • Department physicals and Fit-testing • Company Performance Benchmarks evaluated (CPB) • BC52 continued responsibilities as training liaison • CIT, RDIT, Safety Committees SOG Coordination, KSTF3, Pay Taskforce • City-wide drill for emergency management • Kansas National Guard - Training • KU Certified Public Manager • SOG Competent Tower Rescue • Training on monitors: Responder ID, Responder RCI, RAD • Garmin Nuvi training • New CPR instructors • Position-specific NIMS classes • Audited NIMS training records for department staff • Countywide Incident Safety Class KU • HazMat training with Civil Support Team and FBI • Conducted Hostile Event Training (County-wide partnership) |
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- FDNY Conference
- Driving Simulator training for city personnel and other departments
- Extrication class
- KS Rescue Conference
- SUSAR
- Continued training on DVR
- Metro-wide Boat Handlers course
- Swiftwater training at Worlds of Fun
- One employee completed the Emerging Leaders program at KU

- Countywide EMS Training (Broadcast and Skills)
- Night drills with JoCo Fire District #1
- Class provided by Atmos Energy
- SCBA skill verification
- Provided two days of WebEOC training for city employees (approximately 60 trained)
- Participated in KCLISRE regional tabletop exercise (MARC)
- Participated on design and facilitated at county EOC tabletop exercise
- HazMat Incident Commander Course