OLATHE FIRE DEPARTMENT

FIVE YEAR BUSINESS PLAN

Executive Summary

In the summer of 2011, the Olathe Fire Department (OFD) began its continuous improvement process that outlined the department’s strategic plan and risk analysis as part of the Center for Public Safety Excellence (CPSE) Accreditation. The Olathe Fire Department received Accreditation status August 2012.

As part of the continuous improvement/accreditation process, the Olathe Fire Department has published key documents to further supplement the 5-year goals and objectives outlined in the 2013-2017 Olathe Fire Department Business Plan:

1. **Community-Driven Strategic Plan** which provides the organization’s long-term direction and focus. External stakeholders from the community and internal stakeholders from the department participated in setting forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.

2. **Community Risk and Emergency Services Analysis (CRESA)** is an all-hazards approach to emergency response. The purpose of the document is to support the strategic plan, assess community risk, define performance standards, plan station locations, determine staffing levels and measure service delivery performance.

3. **Annual Action Plan** provides the department with yearly initiatives designed to meet the department’s mission, vision and goals.

Mission & Programs

The Olathe Fire Department has established the following Mission Statement:

*We proudly exist to protect and preserve life and property through dynamic emergency response and excellence in training, preparedness and prevention.*

The Olathe Fire Department values are to demonstrate **integrity, professionalism, leadership, communication,** and **compassion** to the citizens and visitors of Olathe. These values are met as the fire department continues to provide and improve upon the following essential core services:

- Providing an emergency response delivery system for the protection of life and property
- Providing the community of risk reduction and risk management services vital to the safety and livelihood of Olathe’s residents, visitors, businesses, institutions and industry
- Being a quality of life component for Olathe residents including a sense of safety and protection.

Each core service within the fire department is met through five functional areas, **Administration, Emergency Management, Community Risk Reduction, Emergency Services and Building Codes.** These functional areas and divisional responsibilities can further be expanded into programs that encompass all aspects of the fire
department’s core services that meet the citizens’ needs and the City’s objective of promoting community health, safety and welfare.

The fire department’s responsibilities fall into **fourteen** core programs:

<table>
<thead>
<tr>
<th>Fire Suppression</th>
<th>Emergency Medical Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Prevention/Life Safety</td>
<td>Rescue – Basic &amp; Technical</td>
</tr>
<tr>
<td>Community Education</td>
<td>Hazardous Materials Mitigation</td>
</tr>
<tr>
<td>Fire Investigation</td>
<td>Building Codes</td>
</tr>
<tr>
<td>Emergency Management</td>
<td>Bomb Squad</td>
</tr>
<tr>
<td>Training &amp; Occupational Safety</td>
<td>Logistics &amp; Support Services</td>
</tr>
<tr>
<td>Fire Administration</td>
<td>Community Enhancement</td>
</tr>
</tbody>
</table>

**Goals, Key Initiatives, and Activities**

The Olathe City Council has made it their priority that citizens feel and are safe in person and property. This goal is achieved through the City’s organizational goals:

- Promoting community health, safety & welfare
- Maintain/improve infrastructure and facilities
- Address priorities through sustainable business practices
- Promote stakeholder engagement
- Enhance employee engagement, satisfaction & well-being
- Recruit, develop & retain employees committed to excellence

The Olathe Fire Department realizes the importance of aligning of its department’s goals with the organization and council priorities. OFD has recognized that it has a direct influence on a number of City goals and has established the following departmental goals:
Some Key Initiatives and Activities to meet these goals have included since 2012:

- Achieving “Accredited Agency Status” in August 2012 from the Commission on Fire Accreditation (CFAI).
- Adoption of the 2012 International Codes package for implementation April 2013.
- Development of the Community Driven Strategic Plan that incorporates the objectives set by internal and external stakeholders.
- Published the Community Risk and Emergency Services Analysis and Standard of Cover (CRESA-SOC) in March 2012 that outlines community risk and OFD performance standards.
- Conducted and documented a self-assessment appraisal of the department.
- Partnered with the City’s Communications Department for Fire Safety House to provide targeted fire and life safety education to elementary age children.
- Updated all Fire Pre-Plans utilizing new software, policy and procedures.
- Communicating with the community after working fires by distributing informational door hangers (smoke alarms, etc.) to homes in the neighborhood surrounding significant house fires.
- Review and revise the smoke alarm assistance process and create a non-emergency, Smoke Alarm Helpline webpage.
- Established a series of incident-based company evolutions.
- Developed outdoor and indoor spaces for training that will continue to improve skills and bridge the department as OFD works towards a Fire Training Center.
- The City Emergency Operations Plan was approved by City key leaders in December 2012.
- Four OFD personnel completed the Chief Officer Mentoring Program which provides those involved the opportunity for greater understanding of the issues and topics of contemporary Fire Leadership.

Opportunities and Challenges

The Olathe Fire Department, through the Strategic Plan, has identified opportunities and challenges that will impact the department in the next five years:

**Opportunities**

<table>
<thead>
<tr>
<th>Achieving accreditation</th>
<th>Mid-America Regional Council (MARC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outside training (given and received)</td>
<td>Grants</td>
</tr>
<tr>
<td>Public relations events</td>
<td>Consolidations</td>
</tr>
<tr>
<td>Partnerships</td>
<td>Education</td>
</tr>
<tr>
<td>Foundation establishment</td>
<td>Political support</td>
</tr>
<tr>
<td>Evaluate best practices (formally)</td>
<td>Business growth</td>
</tr>
<tr>
<td>Marketing/branding</td>
<td>Technology</td>
</tr>
<tr>
<td>Funding/revenue</td>
<td>Training facility/partnerships</td>
</tr>
<tr>
<td>Public Safety Tax</td>
<td>Scholarships</td>
</tr>
<tr>
<td>Fees</td>
<td>Adding personnel</td>
</tr>
<tr>
<td>Bill backs</td>
<td>Codes and community enhancement</td>
</tr>
<tr>
<td>Revenue sharing</td>
<td></td>
</tr>
<tr>
<td>Community outreach program</td>
<td>Annexations</td>
</tr>
<tr>
<td>More civic involvement</td>
<td>Federal partnerships</td>
</tr>
<tr>
<td>Reputation</td>
<td>Community relationships</td>
</tr>
<tr>
<td>Olathe Fire Auxiliary</td>
<td>Full-service City</td>
</tr>
<tr>
<td>Media</td>
<td>Availability of Vehicle and Equipment Replace Fund</td>
</tr>
</tbody>
</table>
Challenges

<table>
<thead>
<tr>
<th>Economy</th>
<th>Terrorism – Global and Domestic</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Communications</td>
<td>Social changes</td>
</tr>
<tr>
<td>Weather/Environment</td>
<td>Grant funding/elimination of grant funds</td>
</tr>
<tr>
<td>Social views</td>
<td>Federal demands</td>
</tr>
<tr>
<td>Media</td>
<td>Healthcare costs</td>
</tr>
<tr>
<td>Management of the Vehicle and Equipment Replacement Fund</td>
<td>Challenged relationships with some City staff and key decision makers</td>
</tr>
<tr>
<td>Public perception of OFD local, national, state</td>
<td>State funding</td>
</tr>
<tr>
<td>Security</td>
<td>Increase responsibilities outside agency</td>
</tr>
<tr>
<td>Technology issues</td>
<td>Relationship with support services</td>
</tr>
<tr>
<td>Competition for funds within the City</td>
<td>Competing demands of a full-service City</td>
</tr>
<tr>
<td>Funding for technology replacements</td>
<td>Relationship with Johnson County Med-Act</td>
</tr>
<tr>
<td>Community growth without department growth</td>
<td>Balancing resources with external expectations</td>
</tr>
<tr>
<td>Consolidations</td>
<td>Annexations</td>
</tr>
</tbody>
</table>

Action Plan

The Olathe Fire Department, through its variety of programs, is able to meet such challenges and opportunities by establishing the following initiatives:

Customer

- Implement the 2012 International Codes.
- Increase SOG minimum staffing from 5 to 6 personnel per shift.
- Establish funding for positions in Public Education and Fire Inspections to aid in not only maintaining, but enhancing current fire prevention programs.
- Establish funding for positions in Building Codes/Community Enhancement to meet the increase demand for services as the City continues to grow.
- Continue to promote residential smoke alarms and fire sprinkler systems.
- Maintain partnerships with local, state, and national organizations of all aspects of the fire service.
- Update current storm sirens to high tech warning systems for better radius coverage.

Financial

- Establish funding, location, and construction of the Olathe Fire Department Training Center as outlined in the Capital Improvement Plan (CIP) and OFD Training Master Plan.
- Review life cycling of the computer replacement program to help alleviate downtime to computer failures.
- Complete an evaluation and needs assessment in relation to physical resources and improving upon current facility, fleet and equipment resources.
- Pursue grant resources when feasible to expand and sustain current programs.
- Adhere to the City’s policies and procedures on purchasing so that the needs of the department are cost effectively met.

Business Processes

- Continue to collaborate with the City's Communications Department on the implementation of fire safety education programs.
- Review and modify as needed revenue from permits and fees that meet the changing needs of business and citizens
- Develop and implement a multi-family and commercial structure fire policy.
- Implement a revised Countywide Model Protocol for mayday situations.
• Revitalize the delivery of regular and timely firefighting industry-wide safety information to department staff.
• Create a multi-family and commercial structure fire policy.
• Received an Insurance Services Office (ISO) redetermination.
• Encourage and collect community stakeholder feedback. Specific focus areas include Community Education, Building Codes, Community Enhancement, Residential Fire Response and EMS.
• Submit an Annual Compliance Report to the Commission on Fire Accreditation International (CFAI) as part of the department’s Accredited Status.
• Focus on newer technology to enhance service delivery of all aspects within the department (ie. building permits, EMS medical supplies, fire inspections).
• Keep the City of Olathe current on the emergency operations plan for City preparedness when an emergency or disaster happens.
• Encourage and collect community stakeholder feedback that includes the areas of Community Education, Building Codes, Community Enhancement, Residential Fire Response and EMS.
• Complete an administrative policy and review of benchmarks associated with incident-based company evolutions.

Employees
• Complete a workforce planning study to establish training and staffing needs.
• Provide communication to the Olathe Fire Department via social media, weekly reports, and videos.
• Increase the usage of the virtual environment for training.
• Embrace industry best practices as part of the chief officer job descriptions, selection processes and professional development including the Blue Card Program.
• Succession planning for prepare for retirement of fire service personnel.
• Review annual performance evaluations and accordingly adjust.
• Work with Human Resources on the Fire Step Pay Plan system to remain competitive within the workforce market.
• Conduct personal protective equipment safety checks.
• Seek courses that could be taught to all fire service personnel in-house to create consistent, uniform training.
• Adopt, train and implement the ICS position of command aid.
Olathe Fire Department – Mission, Values and Vision Statements

Mission, Values and Vision

It is important to know that the Mission and Values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Olathe Fire Department (OFD) are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Mission: We proudly exist to protect and preserve life and property through dynamic emergency response and excellence in training, preparedness and prevention.

Values: Establishing values and associated statement embraced by all members of the organization is extremely important. They recognize those features and considerations that make up the personality of the organization. OFD Internal Stakeholders agreed to retain the existing core values terms with some supporting statement modifications:

Integrity
We hold the public trust through established moral and ethical principles.

Professionalism
We possess the best of knowledge, competence and expertise to provide quality services.

Leadership
We value leaders focused on serving people through listening to, caring for, supporting and developing other.

Communications
We embrace the transparent and open flow of information between the members of the organization and the community.

Compassion
We always assist and serve our community and members in their time of need.

The vision provides a target of excellence that the organization will strive toward and provide a basis for its goals and objectives.

Vision: We envision that by 2016, the Olathe Fire Department will be widely recognized as an industry leader demonstrating best practices in emergency services program delivery to our community. This will be supported by our international accreditation which independently validates our commitment to excellence. We will demonstrate continuous improvement in the professional services our community trusts us to provide.

In honoring our community’s trust, we will conduct all operations in the most effective, efficient, and fiscally-responsible manner. Through expanded communications initiatives, internal and external stakeholders will be more vested in the agency, and partnerships will be cultivated to provide resource enhancements. Investments in
our human resources will ensure that our workforce is appropriately staffed, trained and professionally developed with a focus on safety. We will have well managed physical resources, along with relevant and responsible policies and processes to support the future success of the agency.

Through these efforts, we shall be viewed as an emergency service agency that clearly values integrity, compassion, professionalism, focused leadership and open communication as central to our success. The expectations of our community will be met or exceeded by holding one another accountable for carrying out our mission, living our values, and ensuring that this vision becomes reality.
**Department Programs** (as identified in the Olathe Fire Department 2011 – 2016 Strategic Plan)

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**Community Focus Areas Supported**

**Public Safety**

The Public Safety Community Focus Area was formed as a result of the finding and recommendations of the 2000 Strategic Planning Committee. To establish a platform which to work, the Public Safety Community Focus Area sought a working definition for “Public Safety” in Olathe:

> Public and private programs, activities and services that promote and provide for the general health, safety & welfare of the community and provide a sense of security and well-being.

While the committee recognized the broad nature of public safety, efforts have been directed on those elements of public safety that are provided directly through City of Olathe Services.

*Fire • Emergency Management • Police • Codes Administration • Municipal Court • Prosecutor*
**Department Scorecard**

**Department: Olathe Fire Department**

<table>
<thead>
<tr>
<th>Organizational Goal</th>
<th>Key Result Indicator</th>
<th>Promote Community Health, Safety &amp; Welfare</th>
<th>Actual 2011</th>
<th>Target 2012</th>
<th>Target 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare for, pursue, achieve and maintain international accreditation</td>
<td>Percent of cardiac arrest patients arriving to the hospital with a pulse</td>
<td>19%</td>
<td>16%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>Fire confined to room of origin</td>
<td>73%</td>
<td>70%</td>
<td>70%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property loss per capita</td>
<td>$45.47</td>
<td>$20.00</td>
<td>&lt;$15.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of code 1 emergency calls responded within 5 minutes from dispatch to arrival on scene of the first arriving unit</td>
<td>66%</td>
<td>65%</td>
<td>58%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of responses within 8 minutes of conclusion to dispatch to arrival on scene of effective response force for 1-2 family residential structure incidents</td>
<td>73%</td>
<td>35%</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total response time from call to arrival on scene of first arriving unit to an EMS call 90% of the time:</td>
<td>Metro/Urban Service Area (population &gt;2,000/mi)</td>
<td>6:35</td>
<td>6:30</td>
<td>6:30</td>
<td></td>
</tr>
<tr>
<td>• Suburban Service Area (population between 1,000 and 2,000/mi)</td>
<td>6:40</td>
<td>6:30</td>
<td>6:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Rural Service Area (population &lt;1,000/mi)</td>
<td>7:50</td>
<td>7:30</td>
<td>7:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total response time from call to arrival on scene of first arriving unit to a structure fire call 20% of the time:</td>
<td>Metro/Urban Service Area (population &gt;2,000/mi)</td>
<td>6:26</td>
<td>6:00</td>
<td>6:00</td>
<td></td>
</tr>
<tr>
<td>• Suburban Service Area (population between 1,000 and 2,000/mi)</td>
<td>6:33</td>
<td>6:30</td>
<td>6:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Rural Service Area (population &lt;1,000/mi)</td>
<td>9:08</td>
<td>9:00</td>
<td>9:00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The amount of time from being notified by dispatch to enroute to code 1 emergency calls 90% of the time (turnout)</td>
<td>Structure Fire</td>
<td>1:40</td>
<td>1:30</td>
<td>1:30</td>
<td></td>
</tr>
<tr>
<td>• Medical</td>
<td>1:34</td>
<td>1:30</td>
<td>1:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish and foster effective community partnerships</td>
<td>Percent of school officials rating overall satisfaction with the Adopt-A-School program as satisfied or very satisfied</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td></td>
</tr>
<tr>
<td>Number of stakeholders receiving annual CERT training</td>
<td>111</td>
<td>150</td>
<td>150</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Department Scorecard (con’t)

#### Financial

<table>
<thead>
<tr>
<th>Organizational Goal: Develop a Physical Resources Evaluation Plan to address conditions and needs of facilities, fleet, equipment/tools</th>
<th>Key Result Indicator</th>
<th>Actual 2011</th>
<th>Target 2012</th>
<th>Target 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of fire services per capita</td>
<td>$108.11</td>
<td>$110.00</td>
<td>&lt;$113.00</td>
<td></td>
</tr>
<tr>
<td>Cost of building inspections services per capita</td>
<td>$9.64</td>
<td>$11.00</td>
<td>&lt;$12.00</td>
<td></td>
</tr>
</tbody>
</table>

#### Business Processes

<table>
<thead>
<tr>
<th>Organizational Goal: Ensure effective communications with internal and external stakeholders</th>
<th>Key Result Indicator</th>
<th>Actual 2011</th>
<th>Target 2012</th>
<th>Target 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of local fire protection (ETC DirectionFinders)</td>
<td>93%</td>
<td>95%</td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>Quality of city’s fire prevention programs (ETC DirectionFinders)</td>
<td>88%</td>
<td>88%</td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td>Percent of citizens feel about how quickly fire personnel respond to emergencies as satisfied or very satisfied (ETC DirectionFinders)</td>
<td>93%</td>
<td>95%</td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>Quality of fire education programs (ETC DirectionFinders)</td>
<td>86%</td>
<td>88%</td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>Quality of building inspections</td>
<td>72%</td>
<td>75%</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>Overall citizens satisfaction of the enforcement of city codes and ordinances (ETC DirectionFinders)</td>
<td>71%</td>
<td>75%</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>Percent of city departments with completed Emergency Action Plans</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

#### Employee Learning & Growth

<table>
<thead>
<tr>
<th>Organizational Goal: Enhance Employees Engagement, Satisfaction &amp; Well-being</th>
<th>Key Result Indicator</th>
<th>Actual 2011</th>
<th>Target 2012</th>
<th>Target 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance a quality and progressive safety environment</td>
<td>Lost time injury rate per 100 sworn employees</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td>Number of on-the-job injuries</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizational Goal: Recruit, Develop &amp; Retain Employees Committed to Excellence</th>
<th>Key Result Indicator</th>
<th>Actual 2011</th>
<th>Target 2012</th>
<th>Target 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to evaluate, develop and maintain highly qualified emergency service and code enforcement professionals within the Olathe Fire Department</td>
<td>Total number of training education and development hours completed per firefighter</td>
<td>164</td>
<td>165</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>Total number of training education and development hours completed among civilian staff</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Provide a well-qualified and diverse workforce to meet the dynamic needs of the fire service organization</td>
<td>Actual number of life safety Inspections performed</td>
<td>2703</td>
<td>2500</td>
<td>2500</td>
</tr>
<tr>
<td></td>
<td>Number of building codes cases brought to voluntary compliance as a percentage of all cases initiated</td>
<td>81%</td>
<td>82%</td>
<td>82%</td>
</tr>
<tr>
<td></td>
<td>Number of calendar days from first building codes inspection to voluntary compliance of nuisance</td>
<td>1.27</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Number of calendar days from the first building codes inspection to voluntary compliance for housing</td>
<td>64</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>Number of calendar days from the first inspection to voluntary compliance of nuisance</td>
<td>14</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Employee Engagement &amp; Satisfaction Index</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>
**Department Goals, Objectives, Strategies and Tactics**

In order to achieve the mission of the OFD, realistic goals and objectives must be established to enhance strength, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community.

The department goals, objectives, strategies and tactics outlined in this business plan were developed in part of the Olathe Fire Department’s **2011-2016 Strategic Plan**.

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**Organizational Goal: Promote Community Health, Safety & Welfare**

**Department Goal:** Prepare for, pursue, achieve and maintain international accreditation

**Key Result Indicator(s):**

<table>
<thead>
<tr>
<th>Key Result Indicator</th>
<th>Actual 2011</th>
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<td>Percent of cardiac arrest patients arriving to the hospital with a pulse</td>
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<td>Property loss per capita</td>
<td>$43.47</td>
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<td>Percent of code 1 emergency calls responded within 5 minutes from dispatch to arrival on scene of the first arriving unit</td>
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<td>73%</td>
<td>35%</td>
<td>40%</td>
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**Total response time from call taken to arrival on scene of first arriving unit to an EMS call 90% of the time:**
- Metro/Urban Service Area (population >2,000/mi)
- Suburban Service Area (population between 1,000 and 2,000/mi)
- Rural Service Area (population <1,000/mi)

<table>
<thead>
<tr>
<th></th>
<th>Metro/Urban Service Area</th>
<th>Suburban Service Area</th>
<th>Rural Service Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>First arriving unit</td>
<td>6:35</td>
<td>6:30</td>
<td>6:30</td>
</tr>
<tr>
<td>Second arriving unit</td>
<td>6:40</td>
<td>6:30</td>
<td>6:30</td>
</tr>
<tr>
<td>Third arriving unit</td>
<td>7:50</td>
<td>7:30</td>
<td>7:30</td>
</tr>
</tbody>
</table>
Total response time from call taken to arrival on scene of first arriving unit to a structure fire call 90% of the time:
- Metro/Urban Service Area (population >2,000/mi)
- Suburban Service Area (population between 1,000 and 2,000/mi)
- Rural Service Area (population <1,000/mi)

<table>
<thead>
<tr>
<th></th>
<th>6:26</th>
<th>6:00</th>
<th>6:00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metro/Urban Service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suburban Service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rural Service</td>
<td>6:33</td>
<td>6:30</td>
<td>6:30</td>
</tr>
<tr>
<td></td>
<td>9:03</td>
<td>9:00</td>
<td>9:00</td>
</tr>
</tbody>
</table>

The amount of time from being notified by dispatch to enroute to code 1 emergency calls 90% of the time (turnout):
- Structure Fire
- Medical

<table>
<thead>
<tr>
<th></th>
<th>1:40</th>
<th>1:30</th>
<th>1:30</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure Fire</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical</td>
<td>1:34</td>
<td>1:30</td>
<td>1:30</td>
</tr>
</tbody>
</table>

Objectives:

- Measure and report operational performance and adjust systems as needed to ensure continuous improvement towards department benchmarks (ie. Improve turnout time of 1st responding unit to 1:30, 90% of the time for all code one emergency responses).
- Submit annually the Annual Compliance Report (ACR) to the Commission on Fire Accreditation International from the continuous improvement team in documenting the department’s performance in strategic areas.
- Utilize technology and data to be used in real time command level decision making.

Strategies and Tactics:

<table>
<thead>
<tr>
<th>Strategy:</th>
<th>To prepare a community driven strategic plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactics:</td>
<td>Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, departmental concerns and strengths perceived about the fire department</td>
</tr>
<tr>
<td></td>
<td>Provide internal stakeholder work sessions to evaluate and update if necessary the mission, vision and values, to determine internal strengths and weaknesses, determine goals and objectives to achieve over five years</td>
</tr>
<tr>
<td></td>
<td>Determine a work plan for the accomplishment of each goal and implement the plan</td>
</tr>
<tr>
<td></td>
<td>Annually evaluate objectives with the plan</td>
</tr>
<tr>
<td></td>
<td>Report annual plan progress to internal and external stakeholders</td>
</tr>
</tbody>
</table>
### Strategy: To conduct a community hazards and risk assessment and publish a Standards of Cover document

**Tactics:**
- Receive customized instruction on hazard and risk assessment, and standards of cover document preparation
- Perform community hazards and risk assessment
- Evaluate community emergency response performance and coverage
- Establish benchmark and baseline emergency response performance objectives
- Establish and publish Standards of Cover
- Maintain and annually update the Standards of Cover document

### Strategy: Conduct and document a self-assessment appraisal of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual Criteria

**Tactics:**
- Received customized instruction on writing a CFAI self-assessment manual
- Post self-assessment manual category and criterion writing to the CPSE Technical Advisor review and support
- Upon receipt of CPSE Self-Assessment Site Study Report, evaluate observations and recommendations to determine readiness for “Candidate Agency” status.
- Implement necessary adjustments as required for CFAI Candidate Agency status

### Strategy: Achieve agency accreditation by the Commission on Fire Accreditation International

**Tactics:**
- Apply for “Candidate Agency” status with the Commission on Fire Accreditation International
- Prepare for CFAI Peer Assessor Team visit
- Upload Strategic Plan, Standards of Cover and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team
- Host CFAI Peer Team site visit for accreditation review
- Receive CFAI Peer Team recommendation to CFAI for Accredited status
- Receive an Accredited status vote in the CFAI hearing, achieving International Accreditation

### Strategy: Maintain agency accreditation with the Commission on Fire Accreditation International

**Tactics:**
- Submit required Annual Compliance Report
- Attend regularly scheduled CFAI “Dayroom Discussion” web-meetings to ensure continued education on the CFAI model
- Participate in the Heart of America Fire Chief’s Accreditation Task Force for local networking and regional excellence
- Participate in the accreditation process by providing “peer assessors” for external agency review and identification of possible best practices
- Participate in the annual CPSE Excellence Conference for continued education and networking with other accredited agencies
- Establish succession development of internal accreditation team in preparation for next accreditation cycle
**Organizational Goal:** Promote Community Health, Safety & Welfare

**Department Goal:** Establish and foster effective community partnerships

**Key Result Indicator(s):**

<table>
<thead>
<tr>
<th>Key Result Indicator</th>
<th>Actual 2011</th>
<th>Target 2012</th>
<th>Target 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of school officials rating overall satisfaction with the Adopt-A-School program as satisfied or very satisfied</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
</tr>
<tr>
<td>Number of stakeholders receiving annual CERT training</td>
<td>111</td>
<td>150</td>
<td>150</td>
</tr>
</tbody>
</table>

**Objectives**

- Continue internal partnership with the Communications Department on the Fire Community Education Program and the implementation of Fire Safety House, PIER and the Third Grade Fire Safety Program.

**Strategies and Tactics:**

**Strategy:** Identify current and future partnerships

**Tactics:**

- Inventory current relationships
- Conduct a needs assessment to determine and seek out potential partners
- Review results and pair-up with potential partners

**Strategy:** Review/evaluate current partnerships/contracts to determine which to continue/add/improve

**Tactics:**

- Utilize internal survey to assess status of current partnerships
- Use community feedback
- Analyze partnership activity to determine if it had a positive outcome and met the Vision-Values-Mission needs of all parties involved

**Strategy:** Implement an effective partnership process that supports our mission

**Tactics:**

- Establish relative points of contact
- Open lines of communication
- Analyze partnership activity to determine if the outcomes met the needs of all parties involved
**Organizational Goal: Maintain/Improve Infrastructure and Facilities**

**Department Goal:** Develop a Physical Resources Evaluation Plan to address conditions and needs of facilities, fleet, and equipment/tools

**Key Result Indicator(s):**

<table>
<thead>
<tr>
<th>Key Result Indicator</th>
<th>Actual 2011</th>
<th>Target 2012</th>
<th>Target 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of fire services per capita</td>
<td>$108.11</td>
<td>$110.00</td>
<td>&lt;$113.00</td>
</tr>
<tr>
<td>Cost of building inspections services per capita</td>
<td>$9.64</td>
<td>$11.00</td>
<td>&lt;$12.00</td>
</tr>
</tbody>
</table>

**Strategies and Tactics:**

**Strategy:** Conduct a comprehensive evaluation and needs assessment of current physical resources.

**Tactics:**

- Conduct an analysis of facilities to determine current conditions, maintenance needs, functionality, future needs/upgrades, and re-evaluate plan
- Conduct an analysis of current fleet condition
  - Review current maintenance program
  - Functionality/safety concerns
  - Future needs (VERF)
  - Update and re-evaluate plan
- Conduct an analysis of current condition of equipment and tools
  - Review current maintenance program
  - Review effectiveness/efficiency of repair equipment
  - Review safety considerations for equipment
  - Identify future needs/upgrades
  - Update and re-evaluate plan

**Strategy:** Improve upon current facility, fleet and equipment programs

**Tactics:**

- **Facilities**
  - Form a Facilities Maintenance Committee consisting of SRMs and FM
  - Enhance communication with SRM and Facility Maintenance
  - Clarify building standards to identify out facility expectations
  - Develop departmental policies to ensure facilities are adequately maintained.
- **Fleet**
  - Review/update VERF plan
  - Develop policies to ensure fleet is adequately maintained
  - Assemble key players to prioritize repairs/replacement
  - Periodically review maintenance records
- **Equipment**
  - Review/revise our current equipment forms, bulletins and policies
  - Implement equipment policies
  - Prioritize equipment needs
  - Make purchases/uploads as funding allows
  - Re-evaluate and update plan
Organizational Goal: Promote Stakeholder Engagement

Department Goal: Ensure Effective Communications with Internal and External Stakeholders

Key Result Indicator(s):

<table>
<thead>
<tr>
<th>Key Result Indicator</th>
<th>Actual 2011</th>
<th>Target 2012</th>
<th>Target 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of local fire protection (ETC DirectionFinders)</td>
<td>93%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Quality of City's fire prevention programs (ETC DirectionFinders)</td>
<td>88%</td>
<td>88%</td>
<td>88%</td>
</tr>
<tr>
<td>Percent of citizens feel about how quickly fire personnel respond to emergencies as satisfied or very satisfied (ETC DirectionFinders)</td>
<td>93%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Quality of fire education programs (ETC DirectionFinders)</td>
<td>86%</td>
<td>88%</td>
<td>90%</td>
</tr>
<tr>
<td>Quality of building inspections</td>
<td>72%</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td>Overall citizens satisfaction of the enforcement of City codes and ordinances (ETC DirectionFinders)</td>
<td>71%</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td>Percent of City departments with completed Emergency Action Plans</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Objectives:

- Communicate with the community after working fires by distributing informational door hangers (smoke alarms, etc.) to homes in the neighborhood surrounding significant home fires.
- Encourage and collect community stakeholder feedback in areas of Community Education, Building Codes, Community Enhancement, Residential Fire Response and EMS.
- Finalize the “rapid damage assessment” process that will provide key City leaders with initial damage information immediately following a disaster.
- Move the Emergency Action Plan to an electronic format.

Strategies and Tactics:

**Strategy:** Identify stakeholders, along with needs and information desired.

**Tactics:**
- Group internal stakeholders, along with needs and information desired
- Determine informational needs by audience
- Group external stakeholders by audience
- Determine informational needs by audience

**Strategy:** Determine most effective communication method for each audience.

**Tactics:**
- Consult with each audience to determine methods of communication
- Determine feasibility and effectiveness
- Develop the media/program
<table>
<thead>
<tr>
<th>Strategy: Provide/deliver information to internal and external stakeholders.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tactics:</strong></td>
</tr>
<tr>
<td>• Identify responsible person with necessary skills to deliver information</td>
</tr>
<tr>
<td>• Package information in appropriate form</td>
</tr>
<tr>
<td>• Determine frequency</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy: Evaluate the effectiveness of communication.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tactics:</strong></td>
</tr>
<tr>
<td>• Assign current PIO to monitor effectiveness</td>
</tr>
<tr>
<td>• Develop survey or other feedback</td>
</tr>
<tr>
<td>• Analyze feedback</td>
</tr>
<tr>
<td>• Based upon feedback, adjust the plan as necessary</td>
</tr>
</tbody>
</table>
Organizational Goal: *Enhance Employee Engagement, Satisfaction & Well-Being*

Department Goal: Enhance a quality and progressive safety environment

Key Result Indicator(s):

<table>
<thead>
<tr>
<th>Key Result Indicator</th>
<th>Actual 2011</th>
<th>Target 2012</th>
<th>Target 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lost time injury rate per 100 sworn employees</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Number of on-the-job injuries</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Objectives:
- Conduct a personal protective equipment safety check.
- Implement a revised Countywide Model Protocol for mayday situations.
- Revitalize the delivery of regular and timely firefighting industry-wide safety information to department staff.
- Adopt, train and implement the Incident Command System position of command aid.

Strategies and Tactics:

**Strategy:** Evaluate and analyze current safety programs, policies and practices.

**Tactics:**
- Review current APGs for safety items
- Review current Safety Officer Program and Safety Committee for effectiveness
- Monitor actual work and job performance for safety items
- Establish/develop acceptable standards for safety

**Strategy:** Annually evaluate current Personal Protective Equipment (PPE) and equipment for safety deficiencies.

**Tactics:**
- Review PPE annually
- Identify PPE safety needs
- Utilize RDIT for new technologies and concepts related to safety
- Utilize Safety Committee to evaluate PPE and equipment safety needs

**Strategy:** Evaluate current staffing levels and deployment models for safety deficiencies.

**Tactics:**
- Review current deployment model and deployment matrix
- Look at current national standards in relation to current deployment
- Evaluation of injuries monthly and annually
- Investigate the use of grants for funding safety improvements

**Strategy:** Provide ongoing safety analysis, education, and implementation while keeping abreast of new best safety practices and standards.

**Tactics:**
- Provide annual safety training to department
- Conduct and orient all employees to new procedures and changes
- Educate City and elected officials to safety needs
- Utilize Safety Committee and RDIT to evaluate safety concerns
Organizational Goal: Recruit, Develop & Retain Employees Committed to Excellence

Department Goal: Continue to evaluate, develop and maintain highly qualified emergency service and code enforcement professionals within the Olathe Fire Department.

Key Result Indicator(s):

<table>
<thead>
<tr>
<th>Key Result Indicator</th>
<th>Actual 2011</th>
<th>Target 2012</th>
<th>Target 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of training education and development hours completed per firefighter</td>
<td>164</td>
<td>165</td>
<td>150</td>
</tr>
<tr>
<td>Total number of training education and development hours completed among civilian staff</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

Objectives:

- Complete an administrative policy and review of benchmarks associated with incident-based company evolutions.
- Increase the usage of the virtual environment for training by having all sworn personnel complete fire driving simulation training and other web-based or online services.
- Review annual performance evaluations and accordingly adjust.
- Embrace industry best practices as part of the chief officer job descriptions, selection process and professional development including the Blue Card program.

Strategies and Tactics:

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Evaluate training needs essentials to provide OFD core services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactics:</td>
<td>• Ensure training currently meets our mission statement and goal</td>
</tr>
<tr>
<td></td>
<td>• Ensure training is consistent with mandatory and legal requirements</td>
</tr>
<tr>
<td></td>
<td>• Conduct a needs assessment survey of personnel</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Research, develop and deliver existing and future training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactics:</td>
<td>• Ensure training facilities meet current and future needs</td>
</tr>
<tr>
<td></td>
<td>• Ensure training technology and equipment meet current and future needs</td>
</tr>
<tr>
<td></td>
<td>• Conduct workforce planning study to establish training and staffing needs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Construct a facility that meets the training needs of the organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactics:</td>
<td>• Evaluate the 2010 Olathe Fire Department Fire Training Academy master plan</td>
</tr>
<tr>
<td></td>
<td>• Ensure relevance of the 2010 facility study</td>
</tr>
<tr>
<td></td>
<td>• Seek partnerships to address funding needs</td>
</tr>
<tr>
<td></td>
<td>• Request CIP funding for land purchase</td>
</tr>
<tr>
<td></td>
<td>• Research and acquire suitable site for purchase and donation</td>
</tr>
<tr>
<td></td>
<td>• Follow City’s bid process and select builder</td>
</tr>
<tr>
<td></td>
<td>• Construction</td>
</tr>
<tr>
<td></td>
<td>• Workforce planning study</td>
</tr>
</tbody>
</table>
### Strategy: Continuously evaluate all programs and classes to ensure a highly qualified and professional workforce

### Tactics:
- Provide for the evaluation of individuals, crews, companies through performance based measurements
- Request feedback from participants
- Ensure program meets or exceeds current practices and established nationals standards
**Organizational Goal:** Recruit, Develop & Retain Employees Committed to Excellence

**Department Goal:** Provide a well-qualified and diverse workforce to meet the dynamic needs of a modern fire service organization.

**Key Result Indicator(s):**

<table>
<thead>
<tr>
<th>Key Result Indicator</th>
<th>Actual 2011</th>
<th>Target 2012</th>
<th>Target 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual number of life safety inspections performed</td>
<td>2703</td>
<td>2500</td>
<td>2500</td>
</tr>
<tr>
<td>Number of building codes cases brought to voluntary compliance as a percentage of all cases initiated</td>
<td>81%</td>
<td>82%</td>
<td>82%</td>
</tr>
<tr>
<td>Number of calendar days from first building codes inspection to voluntary compliance of nuisance</td>
<td>1.27</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Number of calendar days from the first building codes inspection to voluntary compliance for housing</td>
<td>64</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Number of calendar days from the first inspection to voluntary compliance of nuisance</td>
<td>14</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Employee Engagement &amp; Satisfaction Index</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

**Objectives:**
- Implement the 2012 International Codes beginning April 2013.
- Continue to enhance integration of Building Codes staff to support the department’s mission, vision and values.
- Create a multi-family and commercial structure fire policy.
- Receive an Insurance Services Office (ISO) redetermination.

**Strategies and Tactics:**

<table>
<thead>
<tr>
<th>Strategy:</th>
<th>Complete a comprehensive workforce audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactics:</td>
<td>• Determine if current staffing on apparatus is appropriate for the hazards, risks and tasks required to mitigate the hazard</td>
</tr>
<tr>
<td></td>
<td>• Complete a Demand Analysis</td>
</tr>
<tr>
<td></td>
<td>• Determine if Community Risk Management (CRM) staffing is appropriate to accomplish desired tasks and outcomes</td>
</tr>
<tr>
<td></td>
<td>• Determine if current administrative staff is appropriate to accomplish desired tasks and outcomes</td>
</tr>
<tr>
<td></td>
<td>• Determine if current building codes staff is appropriate to accomplish desired tasks and outcomes</td>
</tr>
<tr>
<td></td>
<td>• Determine if current special operations staffing is appropriate to accomplish desired tasks and outcomes</td>
</tr>
</tbody>
</table>
### Strategy: Evaluate a community risk and hazard analysis

**Tactics:**
- Determine the high hazard and risk locations of the community
- Determine the high occupancy locations of the community
- Utilize codes personnel to ensure we are informed of current and future hazard and risk locations
- Re-evaluate these locations annually and as needed

### Strategy: Complete an analysis on current fire service workforce standards as compared to present workforce future needs

**Tactics:**
- Review current standards
- Perform job audit for positions within each division
- Compare to like cities/departments
- Determine gaps
- Educate and inform City management as to needs

### Strategy: Provide a plan for an appropriate workforce to safely accomplish potential responses determined from the department’s all hazards risk and needs analysis

**Tactics:**
- Determine if the current workforce levels match needs to accomplish strategies and tasks
- Ensure training has provided appropriate knowledge, skills, and abilities (KSAs) for all staff in relation to hazards and risks that have been determined
- Utilize Safety Committee, RDIT and safety officers to seek out and provide new and up-to-date safety practices
- Educate and inform workforce in relation to hazard and risk safety policies, procedures and changes

### Strategy: Develop a plan for professional development and succession planning

**Tactics:**
- Review current workforce for separation dates
- Determine future needs and positions
- Review current programs: mentoring, officer development, chief officer mentoring

### Strategy: Evaluate deployment model in standards of cover document, relative to workforce needs

**Tactics:**
- Determine deployment gaps in current staffing as compared to deployment model in SOC document
- Inform and educate internal and external stakeholders as to gaps discovered
- Create timeline and objectives to decrease gaps

### Strategy: Re-evaluate comprehensive workforce audit and community hazards and risk assessment annually

**Tactics:**
- Perform annual review of workforce and community hazards and risks
- Inform and educate all internal and external stakeholders as to any changes or needs discovered
- Update as necessary the workforce management standard
## 2013 Business Technology Initiatives Section

### Primary Software/Technology in Use

<table>
<thead>
<tr>
<th>Technology</th>
<th>Current State</th>
<th>Future State</th>
<th>Business Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Xerox Firehouse</td>
<td>Hosted, internal and vendor supported</td>
<td>Program upgrade from current legacy system to .NET, mobile access for certain modules, internal and vendor support.</td>
<td>David Dock</td>
</tr>
<tr>
<td>PermitsPlus</td>
<td>Hosted, internal and vendor supported</td>
<td>Aging legacy program, Working with ITS on alternatives to permitting software.</td>
<td>John Kelly</td>
</tr>
<tr>
<td>FireWatch</td>
<td>Web based, vendor supported</td>
<td>Utilized to monitor system performance data and alerts in real time.</td>
<td>David Dock</td>
</tr>
<tr>
<td>FireView Dashboard</td>
<td>Web based, internal and vendor supported</td>
<td>Utilized to assist with data analysis to support decision-making process.</td>
<td>David Dock</td>
</tr>
<tr>
<td>FireView Desktop (ESRI)</td>
<td>Hosted, internal and vendor supported</td>
<td>Utilized to assist with data analysis to support decision-making process.</td>
<td>David Dock</td>
</tr>
<tr>
<td>WebEOC</td>
<td>Hosted, internal and vendor supported</td>
<td>To monitor emergency management events within the county and metro area.</td>
<td>David Dock</td>
</tr>
<tr>
<td>Vinelight</td>
<td>Web based, internal and vendor supported</td>
<td>Utilized to assist with data analysis to support decision-making process.</td>
<td>David Dock</td>
</tr>
<tr>
<td>Weatherbug</td>
<td>Web based weather station</td>
<td>Utilized to monitor local weather situations.</td>
<td>David Dock</td>
</tr>
<tr>
<td>Fatpot</td>
<td>County maintained and supported</td>
<td>Utilized to maintain system status awareness for PD, Fire, and EMS events within the county.</td>
<td>David Dock</td>
</tr>
<tr>
<td>Visinet/TriTech CAD</td>
<td>County maintained system and supported</td>
<td>No projected changes.</td>
<td>David Dock</td>
</tr>
</tbody>
</table>

### Projects in Progress

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Business Contact</th>
<th>Project Cost</th>
<th>Scheduled Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firehouse Inspector &amp; iPad integration</td>
<td>David Dock/Brad Henson</td>
<td>$10,500 (licenses and iPads)</td>
<td>End of 2013</td>
</tr>
<tr>
<td>Wifi at Stations</td>
<td>David Dock</td>
<td>$11,000</td>
<td>End of 2013</td>
</tr>
<tr>
<td>Paperless ticketing</td>
<td>Brad Henson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Philips Cardiac Monitor Interface</td>
<td>David Dock</td>
<td>$320,000</td>
<td>End of 2013 depending on funding availability</td>
</tr>
</tbody>
</table>
### Projects in Queue

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Business Contact</th>
<th>Budgeted Amount</th>
<th>Scheduled Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>FH.net upgrade</td>
<td>David Dock</td>
<td>No cost projected part of annual maintenance cost</td>
<td>4&lt;sup&gt;th&lt;/sup&gt; quarter 2013</td>
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<tr>
<td>Credit Card use for Building Codes</td>
<td>David Dock</td>
<td>City vendor RFP</td>
<td>Possible 4&lt;sup&gt;th&lt;/sup&gt; quarter 2013</td>
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<td>Web Page project</td>
<td>Maggie Outler/Mike Hall</td>
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<td>Weather Station</td>
<td>David Dock</td>
<td>$8,000</td>
<td>End of 2013</td>
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<td>Deccan Move-up Module</td>
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<tr>
<td>Autopulse data device connection and batteries</td>
<td>David Dock</td>
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### Projects Requested

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<tr>
<th>Project Name</th>
<th>Business Contact</th>
<th>Estimated Cost</th>
<th>Estimated Start</th>
<th>Estimated Completion</th>
<th>Criteria</th>
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**Current Challenges, Action Plan & Future Considerations**

**Customer: Promote Community Health, Safety & Welfare**

*Prepare for, pursue, achieve and maintain international accreditation*

**Fire Administration**

In 2012, the Olathe Fire Department (OFD) achieved the international standard of being an accredited fire department through the Commission on Fire Accreditation International (CFAI). Accreditation is a best practice, self-assessment process which the fire department is examined and compared to international models in order to make quality improvements and enhancement of service delivery. Accreditation provides the fire department with a continuous improvement process meeting the Council priority of feeling safe in person and property and the City’s goal of promoting community health, safety and welfare.

During the accreditation process, the department developed a Strategic Plan that identified key strategic initiatives/objectives providing guidance for the future direction of the department. This document encompasses all other aspects of the department, from yearly plans of actions to the five year business plan as it offers a road map for a justifiable and sustainable future. The strategic plan will be reviewed annually to determine if the department is meeting its goals outlined in the strategic plan and make adjustments accordingly.

The other aspect of the accreditation process was the development of the Community Risk and Emergency Services Analysis and Standard of Cover (CRESA-SOC). This 200-plus page documents the rational and systemic way of looking at services provided by an emergency response agency. The purpose of the document is to access community risk, define performance standards (ie. total response time of fire suppression units) and staffing levels, assist with future planning of station locations, and measure service delivery performance. The CRESA-SOC supports the department’s strategic plan. This document is reviewed and updated annually to meet accreditation guidelines and is used in assessing improvement in service delivery performance.

Overall, both the strategic plan and CRESA-SOC gives the Olathe Fire Department the ability to determine what its strengths and weaknesses are and how well the department stands in meeting its goals. Accomplishing both tasks and maintaining accredited status can provide a clearer picture on how to move forward towards council, organizational and departmental goals for a safer Olathe.

**Customer: Promote Community Health, Safety & Welfare**

*Department Goal: Establish and foster effective community partnerships*

**Emergency Management**

The Community Emergency Response Team (CERT) program continues to be a popular program for the citizens of Olathe and has trained over 100 people per year for the last four years. As the City grows in population, a major disaster event may delay emergency services to respond. This program aids citizens in helping each other immediately in the event of a disaster while waiting for emergency services to respond. It is anticipated that this program will continue to remain in high demand as it does prepare and train citizens in disaster planning, preparedness and survival. It will be important for Emergency Management to continue to provide high-level quality training to citizens to ensure the council priority of feeling safe in person and property is met.

**Community Risk Management**

The Public Education program within the Community Risk Management (CRM) division has had a strong relationship with the community in providing individual, community and business based services for fire and life
safety education related to the public. Community based programs include the Community Emergency Response Team (CERT), Helmet Head, Middle School, High School Food & Consumer Science (FACS), 3rd Grade Fire and Life Safety and the preschool Firefighter Friendly. Business based programs include the fire extinguisher and CERT programs. Individual programs include Youth Fire Safety Intervention Training (YFIT), CPR classes, Fire Explorer Post 2884 and fire station tours. The department also participates in community programs such as health and safety fairs, career fairs and civic events to provide additional public education opportunities.

Partnership opportunities will continue to take precedence as CRM looks to outside sources to assist with delivery of public education programs. Working with such agencies as Olathe Medical Center and the Olathe School District, OFD and the CRM division will help further establish the partnerships with the community and make an identity/brand of the department. One such program, the Helmet Head program, has allowed the Olathe Fire Department to work with Olathe Medical Center on bike helmet and bike safety by hosting a Bike Rodeo at the Olathe Medical Center campus.

It should be noted that not only does the Olathe Fire Department look ahead for more partnerships within the community, but OFD is also establishing relationships with internal City departments. In 2011, OFD’s full time public education specialist was moved from the department and reallocated to the City’s Communication and Customer Service Department (CCS). This has opened up an opportunity for another department within the City to assist OFD with staffing and resources necessary to continue with Community Public Education programs, such as the Fire Safety House and Third Grade Program. In 2013, the Olathe Fire Department will be working with CCS again on reestablishing the PIER (Public Information Education Relations) Team to assist with such things as presentations, stations tours, and special events.

In the next five years, the Olathe Fire Department will further review and reach out to the community to improve, identify, and implement on partnerships that supports OFD’s mission. This could be done through surveys and community feedback. Also, while the department has adequate access to the tools necessary to perform community education programs, the department must address in the next five years limited staffing due to attrition. The Olathe Fire Department will need to review and evaluate the Public Education program and work with the City leadership on funding for establishing adequate staffing levels.

**Organizational Goal: Maintain/Improve Infrastructure and Facilities**

*Develop a Physical Resources Evaluation Plan to address conditions and needs of facilities, fleet, and equipment/tools*

**Emergency Management**

Emergency Management will be faced with updating current storm sirens for entire City as the infrastructure continues to age. With the current warning system covering 94% of City, some of the warning systems are starting to reach the end of the twenty year life-cycle. The older warning system provides the City with a smaller coverage radius and put the City at risk for equipment malfunction. Replacement of the current warning systems will need to be addressed as newer technology provides the City better coverage radius and reduces the chances that equipment malfunction could occur in an event of severe weather.

In 2012, the City of Olathe had a tornado that impacted its southern City limits. Parts of the area did not have a warning system/siren in place within applicable coverage radius. The City of Olathe immediately facilitated the need for a warning system and one was placed in the area where there was no coverage during the storm. As the continues to grow, however, the Olathe Fire Department and the City of Olathe will need to address warning systems in newly incorporated and annexed areas where coverage is limited.
Community Risk Management & Building Codes

As with any revenue based program, fees associated with inspections, false alarms, and building permits will need to be assessed to make sure that services that Community Risk Management and Building Codes Division are comparable to other City entities. By making sure fees are comparable, the City can remain competitive in attracting new businesses and homeowners. The revenue from these fees should be revisited over the next five years by the department to determine City’s overall comparability and matching value for services.

Logistics & Support Services

The conditions of current buildings are areas of concern for the fire department in providing a safe environment for its personnel and citizens. Fire stations are constantly running and as such, there is a greater impact on the wear and tear of the buildings. Another problem that the department is faced with is the age of the fire stations with some stations older than 20 years. As structures continue to age, problems within infrastructure, such as mold, air conditioning, and cracks in the concrete, are a safety issue for the personnel that are stationed here. The constant wear and tear also runs the risk of shutting down a fire station for a period of time in order to make repairs. Closing a fire station effects deployment, standard of coverage and response time and can impact the department’s benchmarks of performance. To prevent the risk of station closures, the department is working with the City to address these conditions and find ways to improve building standards and expectations.

In addition to fixing current buildings, the Olathe Fire Department must also address future needs of services and growth. The fire department will work with the City to develop an implementation plan on when and where stations will be constructed based on information provided and funding availability.

Training & Occupational Safety

It will be critical for the organization to provide employees with the necessary skills as the department sees an increase in demands for services over the next five years. Currently the department doesn’t have a permanent place to train firefighters on the basics of firefighting.

The department has used City owned and privately owned vacant buildings for some of the hands on fire training when available. But, as the City continues to see growth, the likelihood of having access to these building will be minimal. To supplement further training, the department did build a training prop adjacent to the Fire Administration Building but that only provides the opportunity for firefighters to complete small evolutions and does not meet all the training needs that a fixed based training facility would for further evolutions.

As such, the Olathe Fire Department has to send personnel to outside locations such as Paola, Kansas, Lawrence, Kansas, or South Platte, Missouri, for larger firefighter evolutions such as laddering structures, victim rescues, fire extinguishment, etc. using their training facilities and training towers. The challenge that the department faces when traveling outside Olathe, is that it not adds only facilities cost for using their buildings but also back fill costs for staffing while crews are out of district.

In 2009, an outside firm completed a Training Master Plan that provides the department with a blueprint of a fixed based training facility within the City of Olathe. It will be important for the Olathe Fire Department to work with the City of Olathe on securing funding, location, and construction of a fixed based training facility which aligns with the department’s strategic recommendation and goals as part of being an accredited agency. In return, the department will see a more streamlined and cost efficient way of completing firefighting training.

Emergency Services/Special Operations Group

Olathe Fire Department carries a wide variety of technical rescue, EOD and haz-mat equipment. As the technical rescue capabilities of the department expand, so does the list of required equipment. Some of this newer technical rescue equipment has been acquired through grant funding. However, older non-technical rescue equipment has a
shelf life and will likely need to be replaced in the next five years. There are limited opportunities for replacing this type of equipment on a large scale. In addition, the fire department has limited funding within its operational budget to handle small replacement purchases. To alleviate the stress on the department budget, the department should look at options when it comes time to repair or replace the unit. It will also be necessary for the department to work with the City to find funding and grant opportunities in the event that equipment could not be replaced due to outdated technology or the cost of repairing outweighs the benefits. Along with funding opportunities, establishing a life cycle replacement of equipment will prevent the department from making large scale purchases to replace worn and outdated equipment. Having the most up to date equipment and technology is critical in providing quality emergency services and employee safety.

Furthermore, the Olathe Fire Department Special Operations is the first line of defense in any hazardous and probable terrorist event. It is the role of the first responders to be highly trained and equipped to arrive at the scene of a natural, terrorist or accidental emergency and take immediate action. To do so, emergency services will need to have the right technology and equipment to quickly mitigate the situation and communicate the information rapidly and effectively as other first responders arrive on scene. In order to meet such challenge, the fire department will look to its partnerships throughout the region and other financial opportunities to provide the right training and technology to prepare personnel for such an event.

Organizational Goal: Promote Stakeholder Engagement

Department Goal: Ensure Effective Communications with Internal and External Stakeholders

Fire Administration

The City of Olathe has a diverse demographic of citizens to which the Olathe Fire Department strives to reach within its community services and media announcements. In the past few years, the Olathe Fire Department has seen the City grow and change in diversity that included aging populations, strong community of people who are hearing impaired and an increase in the number of citizens that speak Spanish. The challenge that the Olathe Fire Department faces with the change in diversity is the how to communicate and relay the message of emergency services and fire prevention, like smoke alarms. It will be important in the next few years to engage the media and community on emergency services, emergency preparedness and fire prevention through communication methods that meet the changing needs of its citizens.

Emergency Management

Keeping citizens and employees safe during an emergency or disaster event is a priority with Emergency Management as well as the City of Olathe. Effective emergency preparedness and response during major events requires coordinated communication and planning efforts across all departments. The challenge comes when keeping current on emergency plans and contingencies. It will be important for Emergency Management to work with other City departments on contingency planning, City drills, and the upkeep of the City-wide Emergency Operations Plan. Furthermore, it will be important to work with county and regional emergency management committees on emergency preparedness, mitigation and deployment in the event of a disaster throughout the region and United States.

Community Risk Management & Building Codes

In the fall of 2012, the Olathe City Council adopted the 2012 International Code for fire and building codes for implementation in April 2013. This important adoption benefits the homeowners and businesses because of the many safety features and technologies that will make the City of Olathe safe in person and property. The adoption of the codes also brings the importance of communicating the new standards and its impact to stakeholders in Olathe. If Community Risk Management and Building Codes Divisions are unsuccessful in their communication and
enforcement of newer codes, then the impact can be seen in citizen satisfaction and overall perception of quality customer service at an overall City level.

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**Organizational Goal:** Enhance Employee Engagement, Satisfaction & Well-Being

**Department Goal:** Enhance a quality and progressive safety environment

**Training & Occupational Safety**

The incident commander has the ultimate responsibility for scene safety. On most small incidents the incident commander can assume this task while managing the incident. Large emergency scenes are complex and task heavy. By not assigning a safety officer or having this position automatically filled places extra burdens and responsibilities on one individual. The Olathe Fire Department has been fortunate in escaping any major injuries or worse yet, deaths to fire personnel in recent history. The last firefighter death was in 1975 during an open water diving accident.

According to the National Fire Protection Standard 1521, *Standard for Fire Department Safety Officer*, the scene safety officer must be a department officer with a wide range of abilities and knowledge. This individual must have the knowledge and skills to manage an incident safely and be aware of the hazards and safety involved in emergency operations. Other basic knowledge areas and duties are: basic fire dynamics, building construction, the accountability system used by the department, hazardous materials, technical rescue, emergency medical operations, and the scene rehabilitation section.

Six individuals with the Olathe Fire Department fulfilled the requirement and became nationally certified incident safety officers per NFPA 1521. Three of these individuals are shift investigators providing incident safety at most major fire service calls. Two chiefs and a training captain meet the other certified personnel and provide back up support for the shift investigators. The opportunity of having these individuals nationally certified is for the department to not only meet nationwide standards, but to promote the department’s commitment to scene safety and accountability. The goal in the next five years is to have more company and chief officers certified and recertified as Incident Safety Officers to further enhance the overall safety of the department.

The incident safety officer position is part of the National Incident Management System (NIMS) developed by the Secretary of Homeland Security through the Presidential Directive-5 (Feb. 28, 2003). The NIMS model was established by this directive because of the need for a universal nationwide emergency scene management system. *Fire departments nationwide are mandated to adopt this system*. The primary purpose of the incident safety officer is the safety of all the responders. The incident safety officer must have the ability, skill, and the knowledge to accomplish his/her role.

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**Organizational Goal:** Recruit, Develop & Retain Employees Committed to Excellence

**Department Goal:** Provide a well-qualified and diverse workforce to meet the dynamic needs of a modern fire service organization.

**Fire Administration/All Divisions**

The ability to grow within the department is another necessary step to retain qualified staff. The fire department should continue to provide employees the ability to expand their scope of services by providing training and education opportunities. Another aspect of retaining employees is having personnel engaged in their work and empowering them to be involved in various department decisions. Having employees involved on projects taps
into a wealth of resources from which to draw when contemplating future issues. Many of the employees are not only involved in various projects/committees within the department, but on committees within the City.

**Training & Occupational Safety**

The fire service is a complex profession with multiple job functions and high performance expectations. Members require unique knowledge and skills to perform the job safely and effectively. Standards allow for consistent information, instruction and delivery of training. Having a training program in place to monitor and standardize the delivery of training is advantageous in overseeing the continuing education of the firefighters, fire and building codes inspectors, administrative staff, and specialized services that are part of the Olathe Fire Department.

Standardization aids in the ability to meet training levels in such aspects as Codes, Fire, EMS, EOD, Investigations, Hazardous Materials and Special Operations. The Olathe Fire Department has established current training matrices that provide employees with continuing education in the above mentioned areas and bridge skills that will be required as Kansas State statutes, National Fire Protection Association, and International Codes Council recommendations dictate certain competency requirements for fire department personnel. The Training Program provides fire department personnel with the opportunity to not only receive in-house training, but the opportunity to attend courses outside the department, thus enhancing employee development.

The lack of not having a training program, or the standardization of a training program, would be inconsistencies in the kind of training that personnel receive. One risk includes personnel would not being able to meet the credit hours needed to remain certified within their profession, such as paramedics, fire investigators and EOD. For example, paramedics not meeting these requirements will not be able practice care on citizens, thus the standard of care and quality of emergency services will decrease. Other risks include grant ineligibility, inability to meet federal mandated training levels, not being able to complete inspections to the current standard, and risk of changes in the ISO insurance rating for the City.

**Organizational Goal: Recruit, Develop & Retain Employees Committed to Excellence**

*Department Goal: Continue to evaluate, develop and maintain highly qualified emergency service and code enforcement professionals within the Olathe Fire Department.*

**Fire Administration**

Workforce analysis will become an integral part of monitoring the demand for services in relation to how the supply of labor is allocated. It will be imperative over the next five years that workforce planning and processes be modified as the department faces more retirement of key personnel. Effectively allocating resources among the Olathe Fire Department in response to these demands and City/department objectives will be an ongoing activity as the business plan and budgets are revisited. Furthermore, the need to balance staffing levels with service delivery and employment costs will be critical as the City is being watchful on creating new positions and filling vacant positions.

Finally, the fire department must also be prepared for retirement of its fire services personnel. It will be important for the fire department to continue to work on a succession plan for the retirement of the numerous years of experience of its personnel. The fire department will need to revisit how the department recruits and promotes individuals in order to fill positions quickly with the appropriate qualified staff, including senior management positions.

**Community Risk Management**

Aside from medical, rescue and fire related calls, the fire department also provides a number of services that helps citizens with mitigating, preventing, and managing risks. Inspections to reduce fire hazards on commercial property will likely increase over the next five years as the City sees potential new business growth and the
adoption of 2012 International Codes by the City to manage such risks. This increase will impact workload taken on by emergency services personnel and fire inspectors. This will likely increase the length of time for personnel to complete fire inspections and in return, could delay businesses from opening in a timely manner.

To alleviate the increase in demand for services, the Olathe Fire Department will seek in the next five years funding for full-time and seasonal inspector positions. While some of the positions will supplement the anticipated four of the seven full-time positions set to retire in the next five years, an increase in personnel is needed as the demand for services continues to grow. The department will need to make sure the workforce analysis incorporates the need for inspections and public education services. In addition, seasonal positions are needed to assist the current full-time inspectors with the increasing demands for service and improve the turnaround time for an inspection. The return on investment by acquiring funding for these positions will be the improved customer service and turnaround time to businesses, which is rated yearly in the Citizen’s DirectionFinders Survey.

**Building Codes**

In 2011, the Building Codes Division of Development Services was realigned with the Olathe Fire Department. During that time, the Building Codes Division has seen a shift in personnel as part of the realignment as it continues to support OFD’s mission, values, and vision. The former Chief Building Official (CBO) retired in 2012 and a new CBO was hired that summer. Also that summer, the Zoning Enforcement Officer moved from Planning to Community Enhancement. The council approved a Community Enhancement Officer FTE position to assist with improving the DirectionFinders Survey scores on community enhancement and the CDBG funded, part-time Community Enhancement Officer position was reallocated to a full-time position. The division also reassigned the Code Enforcement Officer position to Community Risk Management to focus on fire and building codes issues.

With the adoption of the 2012 International Codes and continued growth, BCD will be faced with the challenge of increased workload when completing plan reviews, inspections, and code enforcement. The impact on this division could affect anything from turnaround time in completing inspections and customer service to overall communication and perception of the division. To meet such demands for service, the Olathe Fire Department will seek funding for full time personnel encompassing all aspects of the Building Codes, from customer service to enforcement. The return of investment, similar to CRM, will be improved customer service and turnaround time for inspections, which are key indicators on the Citizen’s DirectionFinders Survey.

**Emergency Services**

The fire department could see in the next few years more competition for fire and paramedic positions as other departments in the area are faced with similar workforce challenges. To be successful in recruiting and retaining quality staff, the Olathe Fire Department must be proactive in meeting the competitive nature of the workforce market and find qualified candidates. In addition, with the low number of available certified paramedics in the market today, it will be important to reassess how the department recruits and provides the necessary training opportunities for future paramedics. The fire department will need to look over the next few years at the scope of how the department recruits individuals for fire service and make necessary adjustments to meet the demand of the position.

Keeping employees is another crucial aspect of the City’s goal of retaining a qualified staff. Individuals leaving the department can impact day to day operations; from scheduling of inspections to minimum staffing on fire apparatus. Employee turnover not only affects retaining qualified staff, but it impairs the department’s objectives of prevention of property loss and getting to a scene quickly to mitigate an emergency. As a department, it is important that the needs of the employees are met. Remaining competitive with other area departments in respects to pay will be an ongoing project for the department. The department will continue to work with consultants, human resources and finance to maintain and adjust the fire step pay as market conditions fluctuate.
**Supporting Data**

**2012 Accomplishments**

Active with the City’s Leadership Team  
All Hazards Section courses: Finance/Admin, Incident  
Commander and Logistics  
Annual physicals  
Anti-Bully program with the Olathe School District  
Applied for and received state grant for the purchase of a two new storm sirens  
Assisted with outside promotional assessments  
Attend EFO Graduate symposium  
Attended County Operations Chiefs meetings  
Attended the ICC annual conference  
Attended the Leadership Mirror Training  
Attended the Microsoft Worldwide Public Safety Symposium  
Attended the NFPA Annual Conference  
Beta DOC training with select command staff.  
Bronto sale  
Building Codes assumed the responsibility of review, issuance, and inspection of sign permits from the City Planning Division  
Building codes staff achieved numerous professional certifications  
Building codes staff member earned the City of Olathe Leadership Through Service Award VVM  
Building Codes was certified in CPR  
Building inspector was recognized for assisting a resident with heat stroke  
Championed two county model procedures: Mayday Procedure and Staging for Known and Unknown Hostile Incidents  
Chief officer got the first Fire Marshal designation in Kansas  
Chief officers began Blue Card IC Certification Program  
City Employee Development Committee  
City safety fair at OMS  
Co-hosted an Olathe Chamber coffee  
Co-hosted EMS and Fire Symposium  
Command Staff meetings  
Communicated internally using Vimeo  
Community Assist Program  
Community CPR  
Completed 2013 training plan  
Completed human trafficking training  
Completed SCBA fit testing  
Conducted a captain’s promotional process  
Conducted BC promotional process  
Conducted live burns in May  
Conducted peer fitness indicator testing  
Coordinated the City’s tornado table top exercise  
Council Member Jim Terrones ride-along  
County LEPC training planning meeting  
Department received the Kansas Safe Kids Outstanding Partnership in Child Safety Award  
Digital vehicular repeater training  
Forecasted 2013 outside training (travel)  
FRA (Olathe) executive board  
FRA conference  
Grant helped purchased a driving simulator  
Great Save event at OPR  
Held post-incident reviews  
Helmet Head Bike Rodeo  
Hired a new chief building official  
Hired six firefighters  
Honor Guard attended several events  
Hose testing completed on all apparatus  
Hosted blood donor event  
Hosted Blue Valley CAPs program  
Hosted French students  
Hosted Olathe high school interns  
Hosted speaker and FDNY Captain Stephen Marsar (Can they be saved?)  
Hosted the second annual department awards ceremony  
Hydrant color coding for MDT project  
IAFC Conference  
IAP and standbys at special events (Old Settlers, BalloonFest, high school football, 4th of July, Summer Concert Series, etc.)  
Implemented 700 MHz radio system for City staff  
Implemented a new wireless phone program for the City  
Implemented the Prather conference room technology  
In-house EMS and fire training  
Initial certifications on new 100’ Platform  
Installed card access system at Station 1  
Installed fencing around fire admin training prop.  
Installed storm siren #37  
Installed WeatherBug weather station  
Interview process for JCCC Fire Academy students  
Made progress on resolution for two unsafe structures  
Maintained an open and positive relationship with the media  
MARC region luncheon  
Metro LEPC training subcommittee  
MLK Day dinner and awards  
Modified the cisco load on all apparatus  
Mounted equipment on two engines and one aerial  
National committee representation (IAFC Emergency Vehicle Management, ICC, NFPA, etc.)  
New contract of ALS monitor/defibrillators  
Numerous service awards  
Olathe School District annual breakfast

_Olathe Fire Department • Page | 33_
2012 Accomplishments (con’t)

Open House
Organized a building official Meet & Greet Luncheon and the 2012 Code Informational Luncheon
Participated in an EPA celebration of success related to the Chemical Commodities Incorporated site
Participated in the funeral procession for PFC Cale Miller
Participated in the JCCC Fire Academy Advisor Board
Participated with the JOCO Training Chiefs Committee
Participated with the KCTEW
Placed in-service two replacement BC units
RDIT
Received grant to create a special events bike team
Recruit academy
Regularly communicated externally via social media
Rehabilitation project at Station 1
Renewed DEA license for narcotics
Renewed FCC radio license
Repaired concrete ramps at Station 1 and 3
Replacement apparatus acceptance and training
Replacement fire trucks designed and purchased
Retirements
Staff became the secretary for the Johnson County Building Officials Organization
Staff chaired the KC Metro ICC Chapter Taskforce
Staffed the squad for special events and training coverage
Step plan updated
UASI training classes
Updated Safety Committee
Visited Pierce plant during apparatus manufacturing
Welcomed a new chaplain
Worked with KCTEAM on metro ID card system
Overall satisfaction with the quality of police, fire and ambulance service continues to receive the highest ratings for City services and has seen a **3% increase** from 2009 to 95% in 2010 and 2011. Building codes, however, continues to remain flat with 72% of citizens rating the quality of inspections as satisfied or very satisfied, but enforcement of codes and ordinances **dropping 2%** in citizen satisfaction.

The Olathe Fire Department looks to see citizen satisfaction improve over the next few years with additional staff in the Building Codes Division for the enforcement of codes or ordinances, as well as the implementation of the 2012 International Codes. Getting more staff will be necessary as the department sees City growth improving in the next five years with more new home and commercial permits being issued.
The overall quality of fire protection continues to improve as citizens move from being satisfied (4) with the Olathe Fire Department to very satisfied (5). The department has seen a **14% to 18% increase** in citizens rating fire safety services as **very satisfied**. The overall citizen perception on the quality and response of the fire department will continue to be a priority as it not only aligns with the department’s Strategic Plan and Community Risk Emergency Services Analysis – Standards of Covers (CRESA-SOC), but with the Council’s priority of feeling safe in person and property.

**2011 ICMA Comparative Cities/Annual Scorecard Key Result Indicators**

*Fire: One and Two-Family Residential Structure Fires Confined to Room or Structure of Origin*

*Graph created by ICMA Center for Performance Measurement – 2011 ICMA Comparative Cities Study*
2011 ICMA Comparative Cities/Annual Scorecard Key Result Indicators

**Fire:** Percentage of Fire Calls with Response Time of Five Minutes and Under, from Dispatch to Arrival on Scene

Graph created by ICMA Center for Performance Measurement – 2011 ICMA Comparative Cities Study

**Building Codes:** Average number of calendar days for case initiation to voluntary compliance

Graph created by ICMA Center for Performance Measurement – 2011 ICMA Comparative Cities Study
The fire department experienced a 2.3% increase in the call volume from 2011 to 2012. The department responded to a total of 9,365 calls in 2012 or 87 calls per sworn FTE. Due to the weather conditions in the spring and summer, the Olathe Fire Department seen a 23% increase in grass and other vegetation fires, which in return, increased the department overall fire calls from 328 to 371 for the year, or 13%. If weather conditions continue to be dry, the department will see another jump in vegetation fires in the next year. While the department has seen and increase in fires in the last few years, medical calls continue to account for over 60% of all fire service related calls. Overall, it is anticipated that the calls will increase roughly 2% each year and the fire department could have over 10,000 Calls for Service by 2016 with over 6,000 calls per year being related to medical services.
Station location is also important in meeting the demands for services to citizens and the ability to arrive on scene quickly and efficiently. Station 4 at 13301 South Mur-Len and Station 2 at 1725 N. Renner are the busiest stations with the City of Olathe as it has the highest population densities. Station 1 is third busiest station and it is expected to see the demand for services go up as more business and home growth happen in the southwest region of the City.

2012 New Residential Permits Issued

The Building Codes Division of the Olathe Fire Department has seen a rise in the number of new permits issued from 2011 to 2012. In the one year, new residential permits have increased 36%, from 329 to 447 new residential building permits issued. New commercial and industrial permits issued has also seen a sharp increase from the 24 permits issued in 2011 to 65 permits issued in 2012, a substantial increase of 170%.

It will be important for the Building Codes division to monitor the growth as it will effect workload of all the personnel in the division, from plan reviews, and scheduling to turnaround times for completing inspections. Building Codes will also monitor trends in the cost of permits and adjust accordingly so that the City remains within fair market value of permitting, as well as competitive with attracting new homeowners and businesses.

The Community Enhancement program of the Building Codes Division has also seen an increase in the calls for services. In 2012, Community Enhancement has seen a 15% increase from 3765 new cases in 2011 to 4421 new cases in 2012 and the voluntary compliance to correct violations also increased 15%. It is believed that the compliance rate increased significantly due to the new repeat ordinance and mortgage companies hiring contractors to take care of code violations on foreclosed homes.
The Community Risk Management Division of the Olathe Fire Department is responsible for overseeing the false alarm program in conjunction with the City’s Clerks Office billing of certain false alarm cases. In 2012, OFD responded to 1000 false alarm incidents. This is a 28.2% increase when compared to the previous 4 years. The following is a breakdown of the 2012 false alarm incidents:

- 38.2% fire alarm malfunctions
- 34.8% system functioned as designed
- 23.2% fire suppression units disregarded en route
- 3.8% maliciously activated

Average Number of Calls by Hour per Day

Call volume and demand for a specific kind of service is greatly influenced by the time of day. The Olathe Fire Department sees an increase in call volume between a thirteen hour time span from 8:00 AM to 9:00 PM, mostly non-fire (false alarms, assists) and medical emergencies. Fire calls, like cooking fires, have a peak time from 3:00 PM to 8:00 PM. It is important for the department to monitor these times on a regular basis and look to possible methods for deployment in order to meet peak demand times.

Property Loss Per Capita

Property loss per capita, the dollar fire loss divided by population, has fluctuated over the past four years in part to the type of structure involved in a fire incident. In 2011, the Olathe Fire Department seen the largest jump since 2006 ($78.03) in property loss as three major fires impacted the area. Although in 2012 the department had seen a jump in fires, the property loss of those fires were minimal. Property loss is influenced on various level such as population, demographics, working smoke detectors, age of structure, extent of the fire, response time of emergency services, and station location. Even though the fire over the last few years have made an impact on the City in regards to property, the City of Olathe still remains belows the median average of $46.00 fore the Midwest Region according to the National Fire Protection Association (NFPA).