In 2017, the Olathe Fire Department focused on the following action items that supported objectives in the department’s Strategic Plan and the Commission on Fire Accreditation International (CFAI)’s Accreditation Recommendations. This report documents progress made on the following initiatives.

1. Ensure a quality and progressive safety environment.

   Promote Wellness Measures (Strategic Plan Objective 3.1): In addition to existing wellness efforts, leverage specially-trained peer support team members to provide assistance to employees related to physical, emotional or behavioral health matters. Continue Peer Fitness program and recent efforts focused on behavioral health.

   **Verification:** The Peer Support team was reenergized in 2017. New members were identified and trained. New policy (APG 1-041) was created. Team members provided support internally and to members of partner agencies as needed. Department continued efforts to support behavioral health including dinner with new recruits and their families; distributed video on stress at the holidays and seeking support; and, continued relationship with care providers for referrals as needed. The department’s peer fitness program has new members and is identifying priority tasks.

   Implement Best Practices (SP Obj. 3.1): Develop policies related to gear cleaning to reduce firefighters’ exposure to carcinogens. Update policies to promote good health (i.e. sleeping on-duty). Make ballistic vests available to employees.

   **Verification:** Ballistic vests are available on front-line apparatus. Ballistic helmets are available in Battalion Chief’s vehicles. Cancer-prevention efforts have been implemented in a variety of ways. Sent two chiefs to symposium to learn about best practices. Placed extractors in all stations for gear cleaning. A cancer-prevention policy will be distributed in the first quarter of 2018. Sleeping policy (APG 1-104) was updated.

   Invest in Safety (SP Obj. 3.1): Replace Self-Contained Breathing Apparatus (SCBA) to ensure equipment meets NFPA standards.

   **Verification:** Department’s SCBA and fill stations replaced in 2017. Coordinated a regional grant award to purchase the new equipment that meets NFPA standards.

2. Enhance emergency service delivery.

   Understand Community Expectations (SP Obj. 1.1, 1.2): Publish comprehensive Community Risk Assessment and Standards of Cover (CRESA-SOC). Review deployment strategies to ensure alignment with community expectations.

   **Verification:** Published the CRESA-SOC in first quarter 2017. CRESA-SOC made available online and training video issued to educate department personnel on document. Process in place to update key parts of document annually and confirm response plans continue to align with expectations of Olathe residents.

   Ensure Effective Deployment of Resources (SP Obj. 1.2, 5.1): Place third squad in service to improve response times in high-demand areas. Assess impact of squads on response system. Deploy new EOD and HazMat apparatus for specialized response needs. Incorporate in-depth analysis of civilian and firefighter injuries or death into formal After-Action Review process. Crosswalk Company Performance Benchmarks with NFPA drills to ensure priority tasks are included. Work with partner agencies to implement radio benchmarks to better document actions at incident scene.

   **Verification:** Heavy Squad 58, HazMat 56 (EOD) and HazMat 52 placed in service in 2017. Preliminary information on impact of squads presented to command staff and elected officials. More detailed analysis is in progress. Have included prompts for injuries/deaths in After-Action process paperwork. CPBs reviewed against NFPA standards (1410). Developed priority list of CPBs needed based on this review. Numbered memo to be drafted to outline expectations for radio benchmarks.

   Reduce Risks in Community (SP Obj. 1.4, 2.5): Implement a comprehensive software solution for permitting process. Transition paper-based plan review process to an all-electronic one. Use application to allow inspectors to record, schedule and sync fire inspection data in the field. Provide runway checks and hangar inspections for Executive Airport allowing firefighters to better
understand unique needs/risks of the facility. Develop program to encourage carbon monoxide alarm use in multi-family housing.

**Verification:** EnerGov permitting software scheduled for 1st quarter 2018 launch. Will work on transitioning plan review to electronic process following EnerGov launch. Inspectors using software in field has helped automate report-writing and scheduling. Storm damage impaired runway checks and hangar inspections at Executive Airport. Battalion chiefs trained and checks implemented more regularly in last quarter of year. A flyer is under development to share with property managers to encourage carbon monoxide alarm use in multi-family housing.

**Prepare for the Worst (SP Obj. 1.5):** Begin update to the City’s Emergency Operation Plan (EOP) to be finalized in 2018. Develop Continuity of Operations Plan (COOP) for department to serve as template for other City departments.

**Verification:** City’s EOP update was initiated following Johnson County’s EOP update process completed in 2017. A timeline and project plan were created to be used in the City’s update in 2018. The department’s COOP plan was created. Command Staff training on the plan is slated for January 2018. The plan will be shared with other city departments.

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

**Monitor Performance (SP Obj. 2.1):** Continue to improve analytic process to evaluate department’s effectiveness. Collaborate with City leadership team on an in-depth analysis of response times. Participate in City’s open data initiative.

**Verification:** Automated several response time reports to improve analysis. Presented results of analysis to City’s Executive Team on response times as part of PerforMax meetings. Staff contributed to City’s open data efforts. Early work included drafting citywide policy for open data.

**Share Information (SP Obj. 2.1, 6.4, 7.1):** Identify ways to improve information-sharing within the department and with the public. Develop internal tools for communicating key messages. Develop fire performance dashboard on public website.

**Verification:** Tools were used to share information internally (displays in every station; daily, weekly reports) and meetings were reformatted to better share information across department. Several Citywide efforts focused on enhanced communication with external audiences (open data, information via virtual assistants, etc.). “Olathe Performs” dashboard includes fire performance metrics and is available here: [http://olathe.clearpointstrategy.com/](http://olathe.clearpointstrategy.com/).

**Set a Course (SP Obj. 3.5):** Train staff on City’s Leadership Philosophy. Work to ensure continuity during a time of transition in key leadership positions.

**Verification:** Several staff trained on Leadership Philosophy. Philosophy incorporated into hiring and promotional processes. Recognition cards created to reinforce philosophy to all employees. Successfully transferred five administrative chiefs into new roles as chiefs with long-held positions retired.

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

**Plan Together (SP Obj. 4.1):** Partner with other city departments and social service agencies to better address needs of vulnerable populations in Olathe.

**Verification:** The department’s Mobile Integrated Health team continued to provide care to some of Olathe’s underserved. Command staff participated in County’s Community Health Assessment meetings. Emergency Services personnel worked with Community Enhancement personnel when needed to support those with significant maintenance or hoarding issues. Department reviewed 3-1-1 call data to identify highest concerns of those in Olathe using system. As part of community risk assessment process, looked at language barriers, income disparity and other demographic data for each fire service zone to become more familiar with needs and risks across Olathe. Began planning for a First Responder Safety Workshop in conjunction with police department and Persons with Disabilities Advisory Board. Workshop scheduled for February 2018.

**Seek Feedback (SP Obj. 4.5):** Implement process to obtain customer feedback after fires and ensure appropriate follow-up. Review the input received regularly to identify areas for improvement.

**Verification:** Process created, tested and implemented in late 2017 to seek customer feedback regarding department’s performance on structure fires. Information will be reviewed on quarterly basis and changes made as necessary.
## STRONG COMMUNITY PARTNERSHIPS

- Partnerships in support of the Mobile Integrated Healthcare program (Health Partnership Clinic, JoCo Mental Health, Olathe Health)
- Collaboration with Salvation Army (Fire Chief serves on board; coordinate regarding MIH program)
- Collaboration with Johnson County Sheriff’s Office (ex. evidence room, tactical bomb technician program)
- Collaboration with Olathe Public Schools on several initiatives including Olathe West Public Safety program, Community Collaboration, 3rd grade fire safety program, etc.
- Planning and support for special events in Olathe (including annual fireworks display)
- Compiled Pay Study of area fire departments
- Served as sponsoring agency for Kansas Task Force 3
- Training and coordination with UASI Technical Rescue teams; instructed as part of regional tower rescue program
- Worked with Olathe Public Works on trench rescue plan
- Worked with Kansas State Fire Marshal’s Office on inspections and Task Force 3)
- Partnered with JoCo Airport Commission to provide runway checks and hangar inspections
- Served as lead agency on grant-funded SCBA purchase for several regional departments
- Continued public education outreach including Adopt-a-School program, FACS, Kindergarten visits to firehouse, guest reader program, Special Needs Day, Community Collaboration program
- Old Settlers Days support with fire safety presentation and inspection
- Participated in Heart Safe Hero Awards
- Provided visible smoke alarms for deaf community
- Provided Heartsaver/AED CPR and Sidewalk CPR courses to community free of charge
- Instructed as part of KU’s fire protection engineering course
- Leadership in Kansas City Regional Fusion Center
- Coordinated Fire/EMS involvement in metro Career Expo 2017

- Supported regional deployment of PulsePoint application
- Partnership with Johnson County Department of Emergency Management and Communications
- Helmet Head Bike Rodeo (in partnership with Olathe Health, Atmos Energy, Safe Kids Johnson County and Pilot Club of Shawnee Mission)
- Annual Open House (with participation from Olathe Health, Atmos Energy, Safe Kids Johnson County and Pilot Club of Shawnee Mission, Olathe Police, CERT, Olathe Parks & Recreation)
- Completed installation of fire suppressors in kitchens of City-owned housing
- Worked with 73rd Civil Support Team members and Olathe Police to test monitoring equipment during Old Settlers
- Crowd Manager training for special events
- University of Eastern Kentucky internship program
- Hosted French student from University of Bordeaux
- Olathe North internship program
- Remembered fallen firefighters
- Participated in Career day at area schools
- Center for Advanced Professional Studies (CAPS) program in Blue Valley schools
- Johnson County Community College ride-alongs
- Presentation to various community groups (Rotary, etc.)
- Continued weather alerts and other key messages through social media
- Planning for 2018 First Responder Safety Workshop with Police Department and Persons with Disabilities Advisory Board
- Participated in City’s initiatives around open data, smart cities, programming for virtual assistants and mobile advisory team
- Fire executive team met with community partners
- Hosted Olathe Chamber of Commerce Coffee
- Standbys at high school and MNU sporting events
- Collected Toys for Tots
- Participated in Johnson County Public Safety Food and Toy Drive
### 2017 ACCOMPLISHMENTS

#### LEADERSHIP

- Promoted acknowledgement of those who uphold department values with new recognition cards
- Supported City’s new onboarding program
- Hosted Officer Development Program Academy
- Incorporated City’s Leadership Philosophy in hiring and promotional practices
- Increased communication with department’s senior management team
- Updated meeting format for executive and senior management teams
- Trained senior management on StrengthsFinder 2.0
- Senior management team received presentation from Dr. John Nalbandian on working in the political-administrative gap
- Continued Chief Mentor program
- Preparation for accreditation/peer visit involved numerous department members; created model tools for accreditation work that have been shared nationally
- Increased support for various citywide initiatives
- Accreditation Peer Review – site visits to other depts.

- Weekly Executive and Senior Management Team Meetings
- Quarterly Senior Management Team Meetings
- County Operations Meetings
- Johnson County Fire & Emergency Services Chief’s Association meeting (monthly)
- Participated in City’s Homelessness Task Force
- Maintained OFD staff at Kansas City Regional Fusion Center (KCRFC) on part-time basis
- Served on KCRFC Executive Board (Chief DeGraffenreid)
- Assisted outside agencies with promotional processes (Topeka, Lawrence, Med-Act)
- Various positions on local, regional, state, national and international boards, committees and associations
- KPERS Board of Trustees (Firefighter Ryan Trader)
- Participated in City’s supervisor forums
- Sent two chiefs to Los Angeles Fire Department’s Leadership Academy
- Participated in various regional committees through MARC: MEMC, LEPC, RHSCC, LEPC Training, Training and Exercise, Regional Interoperability Subcommittee

#### POLICY AND PLANNING EFFORTS

- Multiple APGs created or updated: Mission, Vision, Values and Leadership Philosophy (1-001), Records Management System (1-006), Department Exercise Equipment (1-017), Smoking Policy (1-026), Job Descriptions (1-027), Qualifications for Acting Positions and Minimum Testing Requirements (1-031), Station Resource Manager (1-035), Peer Support Program (1-041), Training and Evaluation Standards (1-053), Take-Home Guidelines for Staff Vehicles (1-062), Public Information (1-065), Captured Audio, Images and Video (1-066), Fire Administration Building Security and Operations (1-067), Family/Employee Care Plan (1-080), Company Performance Benchmarks (1-082), External Agency Agreement Reviews (1-092), General Station Routine and Security (1-103), Supervising Less Tenured Firefighters (1-107), Procedures for Equipment Repair and Replacement (2-204), Air Monitoring Program (2-207), Field Communications (3-002), Cell Phone Communications (3-003), Mobile Data Transfer Policy (3-010), Portable Radios (3-012), Accountability System (4-002), Post Incident Analysis (4-006), Station Radio Monitoring (4-009), Exterior Mounted Emergency Phones (4-020), Ballistic Protective Equipment (4-054), Personal Protective Clothing Equipment (4-055), Leather Helmet Usage (4-070), Structure Fire Control (4-101), Electrical Substation Emergencies (4-107), Airport

- New Numbered Memos: Citizen Assist Program (17-01), Safety Bulletin (17-02), Rescind APG 3-011 (17-03), Radio Numbers (17-04), Definition of FD Executive and Senior Management Teams (17-05)
- Received agency accreditation from CFAI (through 2021)
- Participated in 2018/2019 budget process
- Developed Continuity of Operations (COOP) plan for department
- Purchased pre-plan software
- Implemented mobile fire inspection program
- Planned for EnerGov permitting software implementation
- Published Community Risk and Emergency Services Assessment and Standard of Cover (CRESA-SOC)
- Completed community risk assessment which included updated OVAP scores for commercial properties and analysis of data for each emergency service zone
- Renewed StormReady® Community Designation
- Department reorganization increases capacity for planning
- Development work continued for fire training center with burn tower
- Contributed to revisions of City’s employee handbook
- Participated in development of public performance dashboard
2017 ACCOMPLISHMENTS

Response (4-110), Vehicle Fires (4-137), Vehicle Extrication (4-138), Risk Management and Incident Operational Strategies (4-190), Incident Safety Officer (4-191), EMS Protocols (4-202), Response to EMS Calls (4-205), Helicopter Landing Zones (4-206), EMS Quality Assurance/Improvement Program (4-208), Management of Controlled Substances (4-209), Request for Blood Specimen by Law Enforcement (4-220), General Guidance for Hazardous Materials Response (4-301), Bulk Fuel Storage Facilities (4-311), Explosives Range and Storage (4-401), Special Operations Group Overview (4-500), Water Rescue (4-501), Trench Rescue (4-502), Structural Collapse (4-503), Confined Space Rescue (4-504), High Angle/Rope Rescue (4-505), Fire Inspection Program (6-018), Pre-Incident Planning (6-019), Fire investigations (6-023), Premise Record Model Procedure (6-070), Building Codes Inspection Program (7-001),

- Review of storm siren coverage, encryption, needs for upgrades, etc.
- Hyperwall installation in department operations center
- 2018 Plan of Action developed; reported progress on 2017 Plan
- Special Event Planning – Incident Action Plans and Cost Estimates
- Completed report on emergency management for council members
- Presented at City PerforMax meeting on response times and community enhancement issues
- Emergency Support Function Review with City Departments
- Created OFD master vehicle inventory
- Participated as Budget and VERF “super” users
- Resolved duplicate blood draw issue for firefighters’ annual physicals and wellness program participation
- Began collecting customer feedback following structure fires

OPERATIONS

- Responded to more than 11,800 calls for service (Fire, EMS and Rescue)
- Opened Station 58 (October 2017)
- Placed third 40-hour squads in service at station 58
- Began runway and hangar checks at Executive Airport
- Activity Calendar access for all captains
- Completed technical specifications for new engine, quint and inspector vehicles
- Replaced EMS bags
- Responded to major incidents including water rescues, storm damage and Overland Park fire conflagration
- More fully used Everbridge/Notify JoCo
- Renamed CR57 and HS58
- Continued leadership in County Tender Task Force
- Conducted several Post Incident Analysis on various incidents
- Placed 16 new recruits on shift
- Count-up timers working in all stations
- Completed testing of hose, pumps and ladders
- Completed 2016 Fire suppression program appraisal
- Hosted orientation night for interested applicants
- Managed several major weather events
- Operated under Incident Action Plans
- Supported special events
- Supported open-water swimming at Lake Olathe
- Disseminated updated Daily Information Report and Weekly Activity Report
- Continued Mobile Integrated Healthcare unit
- Issued more than 500 single-family residential permits
- Actioned almost 5,300 community enhancement cases which included 15,300 inspections
- Completed almost 2,700 fire and life safety inspections
- Reviewed more than 2,000 occupancies in Firehouse records system
2017 ACCOMPLISHMENTS

EQUIPMENT AND FACILITY INVESTMENTS

- HM56, HM52, S52, S50, S55 – new and placed in service
- HS58 repaired and placed in service at St. 58
- Information display screens (SCALA boards) in every station
- Lenel system administrators trained
- Station Resource Managers reestablished
- Station 52 HVAC issue addressed
- Station 52 concrete work completed
- Station 51 flagpole and lights installed; sign rebuilt
- Station 51 PA system updated
- Fire Admin Building security cameras
- Researched best plan for full bay ventilation systems
- Ice machines moved out of bays and into stations
- Bi-annual audit completed on electronics
- New portable radios issued to all firefighters
- New SCBA issued and fill stations installed
- New EOD SCBA acquired
- Purchased Community Assistance Trailer
- Replaced bunker gear as scheduled
- Took receipt of KSTF3 trailer and equipment
- Extractors installed at all stations for gear cleaning
- New trauma bags placed in service
- Ordered new engine and quint
- Ballistic vests and helmets placed on apparatus
- IPads placed on engines
- Dedicated radio room established at Fire Admin
- Firefighter wipes purchased
- Purchases made for MCI trailer and equipment
- Storm siren encoder in place
- EMS simulation room outfitted
- Helmet and WatchGuard camera trials underway
- Unmanned Aerial Systems purchased
- Firearm replacement for investigators
- New fire extinguisher training prop
- Replaced staff vehicles as needed
- New kitchen table and wall décor at Fire Admin

WORKFORCE DEVELOPMENT

- Hired 16 new firefighters
- Promotional Processes - promoted Deputy Chief, Assistant Chiefs, Division Chiefs, Battalion Chiefs, Captains, Engineers
- Hosted Badge Pinning Ceremonies (Firefighters, Engineers, Captains, BCs, Admin Chiefs)
- Finalized 2018 Pay Plan
- Vacant bomb technician position filled
- Seven new members added to Special Operations Group
- Established Peer Fitness Task Force (6 members)
- Participated in City’s Leadership Philosophy Steering Committee
- Innovation Academy member (FF Griffin)
- Improved annual health screening process
- Held Annual Awards night
- Celebrated service of several retirees
- Hosted Hero Day to promote woman in field
- Participated in various career fairs (including Hutchison, KCMO and Olathe)
- Graduates of KU CPM and Emerging Leaders Academy participated in Leadership Olathe
- Peer Support team responded as needed for employees and external partners; added 4 new members to team
- Created EMS Captain position
- Hired Logistics Technician/Delivery Driver
- Hired Budget and Purchasing Coordinator
- Hired administrative support staff (seasonal)
- Promoted Strategic Initiatives Administrator
- Recruited for Fire Services Data Analyst
- Held Recruit Fire Academy
- Hosted a Recruit Fire Academy Graduation Ceremony and dinner for families
- Conducted preparedness training as part of City’s new hire orientation

PROFESSIONAL DEVELOPMENT AND TRAINING

- Hundreds of hours of training (170+ hours per firefighter)
- Added IFSTA manuals in library
- Hosted Hostile Event training for county
- Conducted live-burn training at South Platte
- Continued plan for development of training center
- Exercises for each Emergency Support Function
- Implemented Target Solutions software
- Recruit Academy for 16 new hires
- Training on Qualtrics system
- Routine radio roll calls
- KU Women’s Leadership Conference
- Canine Search Specialist course
- CCTA tabletop exercise (MARC)
- Kansas Tech Rescue Conference
- LEPC HazMat Carrier workshop
- Lunch and learn for Fire Admin staff
- Fit-testing and annual physicals
### 2017 ACCOMPLISHMENTS

<table>
<thead>
<tr>
<th>Achievements</th>
<th>Details</th>
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<tbody>
<tr>
<td>Staff attended USAR – Structures Specialist Course</td>
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<td>Three new fire investigators trained</td>
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<td>New ICC Code Certifications</td>
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<td>Incident Safety Officer training</td>
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<td>ICS 300 and 400 instruction</td>
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<td>Attended FDIC</td>
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<td>Attended Blue Card Command Conference</td>
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<td>Wichita HOT</td>
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<td>Training completed on new SCBA and fill stations</td>
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<td>Training completed on new portable radios</td>
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<td>Bomb technician to Hazardous Devices school</td>
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<td>Held Engineer academy</td>
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<td>Company Performance Benchmarks evaluated</td>
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<td>Trained police department on Narcan use</td>
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<td>Class A driver class (x 2)</td>
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<td>Simulation Saturday training</td>
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<td>Peer Support team training (16-hour IAFF)</td>
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<td>Hosted EMS Symposium</td>
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<td>KBEMS recertification received</td>
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<td>ISO class</td>
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<td>Used Moodle (via county medical director’s office)</td>
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<td>Hosted several acquired structure trainings</td>
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<tr>
<td>Ongoing SOG training (rescue and HazMat)</td>
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<td>NFA’s Executive Fire Officer program</td>
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<td>Captain CTC training</td>
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<td>Multi-disciplinary EOC exercise</td>
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<td>Offered Fit With Fire program</td>
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<td>Paramedic training for a firefighter through CJCFPD</td>
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<td>Participated in CPSE Excellence Conference</td>
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<td>Participated in Fire-Rescue International Conference</td>
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<tr>
<td>Conducted Blue Card 3-day simulation labs for outside departments</td>
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<tr>
<td>Captains are Blue Card certified; staff recertified as necessary</td>
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<tr>
<td>Numerous EOD events and training events</td>
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<td>Participated in several tabletop exercises</td>
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<td>Hose Testing Completed (15 miles of hose)</td>
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<td>Extrication class</td>
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<td>Swift water training at Worlds of Fun</td>
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<td>CIT, RDIT, Safety Committees SOG Coordination, KSTF3, Pay Taskforce</td>
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<tr>
<td>Countywide EMS Training (Broadcast and Skills)</td>
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<td>Night drills</td>
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<td>SCBA skill verification</td>
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<tr>
<td>Participated on design and facilitated at county EOC tabletop exercise</td>
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