Annual Compliance Report
9th Edition

Lawrence-Douglas County Fire Medical
1911 Stewart Avenue
Lawrence, Kansas
USA 66046

This Report Prepared on February 14, 2020
By
Tom Fagan, Division Chief of Administration
For The
Commission on Fire Accreditation International

This Report Represents the Agency’s Status
As It Relates To Its Accreditation Report
Dated June 8th, 2018
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Preface

The accreditation report submitted to the Commission on Fire Accreditation International (CFAI) enabled the commission to award accreditation status to your agency. Part of the requirements to retain accredited agency status is your commitment to quality improvement by keeping CFAI informed of any significant changes or developments in activities, direction, or programming. This is accomplished by the preparation and submission of an annual compliance report.

The accreditation report is the internal control document of the commission to record your agencies commitment to the quality improvement process. The annual compliance report is the document used by the Commission to monitor your status as it relates to your standards, procedures and practices as well as the progress made toward addressing strategic and specific recommendations.

Each section must be completed and documentation provided for all changes identified. Examples of appropriate documentation are: certified copy of the governing body minutes, CEO written directives, copies of Federal or State Statutes, copies of local ordinances or resolutions, copies of purchase orders, copies of signed contracts, copies of Federal or State administrative rules, copies of Federal or State regulatory agency ordered action or settlement agreement, copies of court ordered action or settlement agreement, copies of local government charters, or copies of voter approved referendum. Copies of any supporting documentation that was used by the agency to effectuate a change should also accompany the compliance report. Examples of supporting documentation are: feasibility studies, ISO grading reports, position papers, legal opinions, recommendation memos, or consultant’s reports.

**Updating Agency Information:** CPSE is tracking much of your agency information and demographics in our database. In order to keep this information current, we request that you **update your agency profile before submitting your ACR**.

The agency head, accreditation manager and department assistant will have multiple identities (personal and agency) and can switch between the two. Login to the portal using your email address.

Click **here** to login to the portal.

The annual compliance report is due 45 days before the anniversary date of your agency’s most recent award of accreditation.

Any questions regarding the report, its content or length should be directed to the [CFAI Program Director](mailto:cfaiprogramdirector@cfait.org).
Agency Information

Enter the CPSE portal and update your agency information

Agency Name: Lawrence-Douglas County Fire Medical
Agency Address: 1911 Stewart Avenue
Agency Website: www.lawrenceks.org/fire_medical
Agency Head: Shaun Coffey, Fire Chief
Agency Head E-Mail: scoffey@lawrenceks.org
Agency Head Phone: 785-830-7000
Accreditation Mgr: Tom Fagan, Division Chief of Administration
Accred. Mgr. E-Mail: tfagan@lawrenceks.org
Accred. Mgr. Phone: 785-830-7002
Date of most recent Award of Accreditation: August 2018
Annual Compliance Report due date: February 15, 2020
Annual Compliance Report Number (1-4): 2
Current ISO Rating: 1
If your agency has a split ISO rating please document below:
ISO: NA (No split)
Current Population: 122,000
Department Type: Career

Number of Fire Stations: 7
Number of Full Time Personnel: 140
Number of Part Time (Volunteer/Paid on call) Personnel: 12
ACR Reporting Period: 1/1/2019 to 12/31/2019
Agency/Jurisdiction Changes

1. Has there been a change in key positions of the agency during the past reporting period? Yes

In March 2019, the vacancy for the Professional Standards Coordinator FTE was filled. This position was later retitled Fire Medical Analyst and moved into an FLSA exempt status in 2019. The Fire Medical Analyst works within the administration division and is heavily involved in accreditation processes. The Fire Medical Analyst has been shadowing the departments Accreditation Manager and will be co-presenting at the 2020 CPSE Excellence Conference.

In June 2019, Shaun Coffey was appointed to the position of Fire Chief by City Manager Tom Markus. Chief Coffey had been serving as the Interim Fire Chief since the unexpected passing of Fire Chief Mark Bradford in July of 2018.

In December 2019, the vacancy for the Division Chief of Training was filled. This position had been vacant since July of 2018. Chief Coffey (previous Division Chief of Training) had been filling the role of Interim Fire Chief since that time.

In December 2019, the department expanded its capacity for operational command and control with the addition of three Operations Battalion Chiefs; one per shift. The Battalion Chiefs provide command and control support to the three Operations Division Chiefs (shift commanders). This expansion was a recommendation by the CFAI and an enhancement to the department's operational capability.

2. Has there been a change in the governance of the agency? No

3. Has there been a change in the area/population the agency protects? No

4. Have there been any changes in resources (i.e. equipment, stations, apparatus, etc)? Yes
   a. Engine 1 was replaced with a strategically reimagined new design to more effectively serve its densely populated primary response district and community as a whole. Additional safety features were added to including, but not limiting to, a warm rinse tank for gross decontamination and more grab bars in locations to prevent falls. See exhibit #1.
   b. The remodel of fire station one was completed in 2019. Enhancements were made to the historic building including the addition of two fire poles (four now in total), safety features, and the addition of an elevator. See exhibit #2.

5. Have there been any changes in programs/services? No

6. Describe any significant changes to your annual budget? Yes
   a. The department’s budget increased by 5.9% in 2020 from 2019. Influencing factors were the new Memorandum Of Understanding (MOU) with the International Association of Firefighters (IAFF) Local 1596, the addition of the three Operations Battalion Chiefs, and the new addition of internal services costs (IT, HR, Legal, etc.). See exhibit #3.
Accreditation Model Annual Compliance

A. Is your agency in compliance with all core competencies? Yes

If you are not in compliance, identify and explain all core competencies and then provide your plan for improvement during the next year (see example below). Ensure you provide exhibits as necessary. Note that during the phone interview regarding your ACR, the reviewer may have questions regarding these competencies and request additional exhibits.

B. Agencies will provide exhibits for the following core competencies each year:
   a. 2D.6 (Annual Response Performance Gaps) See exhibit #4
   b. 3D.1 (Updated Goals and Objectives) See exhibit #5
   c. 5A.5 (Risk Reduction Program Appraisal) See exhibit #6
   d. 5B.3 (Public Education Program Appraisal) See exhibit #7
   e. 5C.5 (Fire Investigation Program Appraisal) See exhibit #8
   f. 5E.3 (Fire Suppression Program Appraisal) See exhibit #9
   g. 5F.7 (EMS Program Appraisal) See exhibit #10
   h. 5G.3 (Technical Rescue Program Appraisal) See exhibit #11
   i. 5H.3 (Hazardous Materials Program Appraisal) See exhibit #12
   j. 5I.2 “NA” (Aviation Program Appraisal)
   k. 5J.2 “NA” (Marine Fire and Rescue)
   l. 5K.2 (Coroner Scene Investigations Program Appraisal) See exhibit #13
   m. 5L.2 (Tactical Medical Program Appraisal) See exhibit #14
   n. 9B.10 (Emergency Communications Program Appraisal) See exhibit #15

C. Have there been any changes in compliance to non-core competencies? No

   1. 5D.3 The agency identifies and documents outside agency support.

   It is recommended that the department secure all plan agreements in writing.

   Identify and explain:

   In 2019, the department continued work to evaluate, renegotiate, and revise the EMS Cooperative Agreement with Douglas County, Kansas. This agreement impacts several others and will include clear provisions for services, obligations, and direction for emergency communications, coroner scene investigations, emergency medical services, technical rescue, and hazardous materials. Negotiation processes were paused at the request of the Interim County Administrator. See exhibit #16.

   Plan for improvement:

   It is a goal for the City of Lawrence to complete the new Inter-local Emergency Medical Services Agreement with Douglas County Kansas in 2020.
2. **5D.7** The agency has a documented Continuity of Operations Plan (COOP) that is reviewed and updated at least every 5 years, to ensure essential operations are maintained.

It is recommended that the department continue the processes to ensure adequate management, review, and updating of the continuity of operations plan.

Identify and explain:
The department has obtained credentials through the Kansas Department of Emergency Management (KDEM) to update and store the COOP. The COOP was not updated in 2019, but still retains credentials through KDEM. See exhibit #17.

Plan for improvement:
The Division Chief of Administration will work with the Fire Chief to have the COOP updated annually and housed within the KDEM records management system. This process will be completed by October of 2020.

3. **5F.8** The agency has developed a plan or has already implemented a cardiopulmonary resuscitation (CPR) and public access defibrillation program for the community.

It is recommended that the current program for identification and distribution of automatic external defibrillation (AED) units throughout the City of Lawrence be expanded to include Douglas County.

Identify and explain:
In 2019, the department added or replaced eight public access ZOLL AED’s within county or city buildings. A full audit was not performed by the program manager in 2019.

Plan for improvement:
The program is still in need of further inventory and maintenance auditing. Continued research and feasibility of pursuing a county-wide program that would include both City and County government buildings and their public access AED’s would enable the program to maintain inventory control. If the county utilizes the PulsePoint AED platform, the oversight by LDCFM of public access AED’s will enhance and strengthen the chain of survival for cardiac arrest victims. PulsePoint is funded in the 2020 budget. See exhibit #18.

4. **6D.2** The maintenance and repair facility is provided with sufficient space and equipped with the appropriate tools.

It is recommended that the department work with the public works division to obtain a larger repair facility that is capable of providing sufficient space.

Identify and explain:
On June 18th, 2019, the City of Lawrence posted a request for proposals for Architectural and Engineering Services for Field and Operations Facility. This is the first step towards the construction of a new facility for the Municipal Services and Operations department, which potentially includes a new vehicle maintenance facility. See exhibit #19.
Plan for improvement:
In 2020, the department will continue to communicate with the Municipal Services and Operations (MSO) department towards improvements at the apparatus maintenance and repair facility or the construction of a larger, more suitable facility for services.

5. **6F.2**  Distributed safety equipment is sufficient for the functions performed.

It is recommended that the department consider the acquisition of a second set of firefighter turnout gear for those situations when the primary set is damaged, contaminated, or out for advanced cleaning.

Identify and explain:
A second set of personal protective gear was purchased through the capital improvement program (CIP) in 2019. See exhibit #20.

Plan for improvement:
The department has developed a policy for the storage, management, and maintenance of the gear. Division Chief Fagan will work with Captain Gutsch to develop a plan for the distribution of the gear which arrives in late February 2020.

6. **7D.6**  The agency has a leadership development program and/or succession plan.

It is recommended that the department develop a formal leadership development program.

Identify and explain:
The department's training program team has identified a need for professional development. Task books for the positions of Acting Officer, Lieutenant, Captain, and Acting Shift Commander have been developed. The task books are currently being reviewed to ensure the content is relevant to the position. The department normally holds a promotional assessment center in the fall of each year. It is the goal of the training program team to implement the task books after the fall assessment center for any newly promoted officers. See exhibit #21.

The department updated SOP 604.11 Educational Assistance, to reflect the department's commitment to excellence by providing funding for department managers to complete the Commission on Professional Credentialing application. The department continues to support the effort and goal of credentialing all department managers. See exhibit #22.

Plan for improvement:
The department's training program team will implement the use of task books and evaluate their content for relevance in 2020.

7. **8B.4**  The agency analyzes student evaluations to determine reliability of training conducted.

It is recommended that the department institute a training evaluation system to capture student feedback for fire training offerings.

Identify and explain:
The training division facilitates a roster for all training and evolutions are completed for each training offering. Each roster and evaluation is documented and maintained in Target
Solutions. This had been previously recorded only for EMS offerings, but now is conducted for all training. See exhibit #23.

Plan for improvement:
The training division will evaluate the system of training feedback to help develop future offerings. In 2020, the division will pull evaluation records to determine the effectiveness of the training and records system.

8. **10A.4 A conflict resolution process exists between all external organizations with whom the agency has a defined relationship.**

   It is recommended that all agreements have a conflict resolution process formalized.

Identify and explain:
Beginning in late 2018, the City and department began to review agreements that exist between the City of Lawrence and Douglas County. The department will work with the City Manager’s Office and City Legal to incorporate language for a process of conflict resolution. The department continues to communicate with the County, in efforts to update interlocal agreements. See exhibit #16.

Plan for improvement:
The department will continue to advocate for including language for conflict resolution in its agreements.

9. **10B.2 The agency has a process by which their agreement are managed, reviewed, and revised.**

   It is recommended the department evaluate the cooperation agreement between the City of Lawrence and Douglas County for providing ambulance, hazardous materials, technical rescue, and emergency communications services.

Identify and explain:
In 2019, the department continued the review process of the agreement which exists between the City of Lawrence and Douglas County for the provision of ambulance, hazardous materials, technical rescue, and emergency communications. The initial provision being discussed is the financial equity between the City and County for the provision of EMS. See exhibit #16.

Plan for improvement:
The timeline for the County agreement’s completion is not fixed, however, there is a goal for its completion to be in effect for the development of the 2021 budget.
Performance Monitoring

Are you currently meeting the following performance indicators? Yes

If yes, please provide the exhibit. If no, describe your plan for doing so in the future.

2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.

Identify and explain:
On July 2nd, 2019, the department gave a presentation to the City of Lawrence City Commission and City Manager’s Office (CMO) in an open community meeting. In this presentation, the department presented response performance baseline data and where that measured against agency benchmarks, as documented in the standards of cover. Recommendations were presented by the department to address these gaps along with any congruence with the recommendations from the 2018 CFAI Accreditation Report and Annual Compliance Report. The department also presented to the Douglas County Commission related to EMS provisions and performance gaps on August 14th. See exhibits #24 and #25.

Plan for improvement:
The department will continue to communicate annually to the AHJ on its capabilities and capacities, particularly any gaps in its ability to mitigate risks identified in its standards of cover. This communication will come in the form of an annual presentation by the Fire Chief and Accreditation Manager to the CMO and a request to present to the City of Lawrence Commission.

2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps between current capabilities, capacity, and the level of service approved by the AHJ.

Identify and explain:
On July 2nd, 2019, the department gave a presentation to the City of Lawrence City Commission and CMO in an open community meeting. In this presentation, the department presented response performance baseline data and where that measured against agency benchmarks as documented in the standards of cover. Recommendations were presented by the department to address these gaps along with any congruence with the recommendations from the 2018 CFAI Accreditation Report and Annual Compliance Report. The department also presented to the Douglas County Commission related to EMS provisions and performance gaps on August 14th. See exhibits #24 and #25.

Plan for improvement:
The department will continue to present information to the AHJ to formally notify them of departmental gaps and the level of service approved by the AHJ. This information will come in the form of an annual presentation by the fire chief and accreditation manager to the CMO and a request to present to the City of Lawrence Commission.
2D.10 The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders’ and AHJ’s expectations for types and levels of services provided by the agency.

Identify and explain:
In 2019, the department facilitated an internal exercise to identify external stakeholder groups and communication strategies. A report was created with the findings from the exercise. The department also has worked with the CMO in preparation for the new publication of the City of Lawrence Strategic Plan. The new City Strategic Plan will have a heavy emphasis on being community-driven and is developing a communication strategy to most effectively solicit community input. Interaction with the external stakeholders, other than the annual presentation to the AHJ in the community meeting, did not occur for community expectations in 2019. See exhibit #26.

Plan for improvement:
The department will develop a specific process to reengage external stakeholders annually. This plan will be developed by the Accreditation Manager in collaboration with the Fire Chief and Fire Medical Analyst in 2020. This model could capitalize on the networking connections established by the City in their strategic planning work.
Agency Performance Tracking

Please fill out the spreadsheets below to track and identify your performance in the programs identified below.

Benchmark Performance: Fire Suppression Services Program

Distribution / First unit to stop loss
For 90 percent of all low, moderate, and high risk fire responses, the total response time for the arrival of the first-due unit, with a minimum of 3 firefighters and 1 officer, (4) total, shall be: 6 minutes and 30 seconds within urban areas and 12 minutes and 30 seconds in rural areas. The first arriving unit shall be capable of: establishing command; completing an initial size up; establishing water supply; and initiating fire attack and/or rescue. These operations shall be performed utilizing safe operational procedures.

Concentration / Effective Response Force
For 90 percent of all low risk fire responses, the total response time for the arrival of the effective response unit (ERF), with a minimum of 3 firefighters and 1 officer, (4) total, shall be: 6 minutes and 30 seconds within urban areas and 12 minutes and 30 seconds in rural areas. The first arriving unit shall be capable of: establishing command; completing an initial size up; establishing water supply; and initiating fire attack and/or rescue. These operations shall be performed utilizing safe operational procedures.

For 90 percent of all moderate risk fire responses, the total response time for the arrival of the effective response force (ERF), with a minimum of 7 firefighters and 3 officers; (10) total, shall be: 10 minutes and 30 seconds within urban areas and 18 minutes and 30 seconds in rural areas. The ERF shall be capable of: establishing command; providing a water supply; advancing an attack line and a backup line for fire control; complying with the requirements of two in-two out; searching and rescuing at-risk victims. These operations shall be performed utilizing safe operational procedures.

For 90 percent of all high risk fire responses, the total response time for the arrival of the effective response force (ERF), with a minimum of 10 firefighters and 6 officers; (16) total, shall be: 10 minutes and 30 seconds within urban areas and 18 minutes and 30 seconds in rural areas. The ERF shall be capable of: establishing command; safety; providing an uninterrupted water supply or rural water operation; advancing an attack line and a backup line for fire control; complying with the requirements of two in-two out; establishing a rapid intervention team; completing forcible entry; searching and rescuing at-risk victims; evacuation; ventilating; exposure protection; controlling utilities; and performing salvage and overhaul. These operations shall be performed utilizing safe operational procedures.
Baseline Performance: Fire Suppression Services Program

Fire Distribution / First Unit to stop loss

For 90 percent of all low risk fire responses, the total response time for the arrival of the first-due unit, with a minimum of 3 firefighters and 1 officer, (4) total, is: 9 minutes and 42 seconds within urban areas and 15 minutes and 13 seconds in rural areas. The first arriving unit is capable of: establishing command; completing an initial size up; establishing water supply; and initiating fire attack and/or rescue. These operations are performed utilizing safe operational procedures.

For 90 percent of all moderate risk fire responses, the total response time for the arrival of the first-due unit, with a minimum of 3 firefighters and 1 officer, (4) total, is: 9 minutes and 39 seconds within urban areas and 14 minutes and 49 seconds in rural areas. The first arriving unit is capable of: establishing command; completing an initial size up; establishing water supply; and initiating fire attack and/or rescue. These operations are performed utilizing safe operational procedures.

For 90 percent of all high risk fire responses, the total response time for the arrival of the first-due unit, with a minimum of 3 firefighters and 1 officer, (4) total, is: 8 minutes and 41 seconds within urban areas and 13 minutes and 58 seconds in rural areas. The first arriving unit is capable of: establishing command; completing an initial size up; establishing water supply; and initiating fire attack and/or rescue. These operations are performed utilizing safe operational procedures.

Concentration / Effective Response Force

For 90 percent of all low risk fire responses, the total response time for the arrival of the effective response unit (ERF), with a minimum of 3 firefighters and 1 officer, (4) total, is: 9 minutes and 36 seconds within urban areas and 14 minutes and 43 seconds in rural areas. The ERF is capable of: establishing command; completing an initial size up; establishing water supply; and initiating fire attack and/or rescue. These operations are performed utilizing safe operational procedures.

For 90 percent of all moderate risk fire responses, the total response time for the arrival of the effective response force (ERF), with a minimum of 7 firefighters and 3 officers; (10) total, is: 10 minutes and 42 seconds within urban areas and 14 minutes and 24 seconds in rural areas. The ERF is capable of: establishing command; providing a water supply; advancing an attack line and a backup line for fire control; complying with the requirements of two in-two out; searching and rescuing at-risk victims. These operations are performed utilizing safe operational procedures.

For 90 percent of all high risk fire responses, the total response time for the arrival of the effective response force (ERF), with a minimum of 10 firefighters and 6 officers; (16) total, is: 13 minutes and 17 seconds within urban areas and 20 minutes and 31 second in rural areas. The ERF is capable of: establishing command; safety; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the requirements of two in-two out; establishing a rapid intervention team; completing forcible entry; searching and rescuing at-risk victims; evacuation; ventilating; exposure
protection; controlling utilities; and performing salvage and overhaul. These operations are performed utilizing safe operational procedures.

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Benchmark Performance: Emergency Medical Services Program

Distribution / First unit to stop loss

For 90 percent of all low, moderate, high, and maximum risk emergency medical incidents, the total response time for the arrival of the first due unit, with a minimum of 1 Advanced Emergency Medical Technician (AEMT); (1) total, shall be: 6 minutes and 30 seconds in urban areas, and 12 minutes and 30 seconds in rural areas. The first due unit shall be capable of establishing command; performing cardiopulmonary resuscitation; and utilizing an automated external defibrillator. These operations shall be performed utilizing safe operational procedures.

Concentration / Effective Response Force

For 90 percent of low risk emergency medical incidents, the total response time for the arrival of the effective response force, with a minimum of 1 paramedic and 1 AEMT; (2) total, shall be: 6 minutes and 30 seconds in urban areas and 12 minutes and 30 seconds in rural areas. The ERF shall be capable of: establishing command; conducting initial patient assessment; obtaining vitals and patient’s medical history; performing cardiopulmonary resuscitation; and utilizing an automatic external defibrillator. These operations shall be performed utilizing safe operational procedures.

For 90 percent of all moderate risk emergency medical incidents, the total response time for the arrival of the ERF (ALS unit), with a minimum of 1 paramedic and 1 AEMT; (2) total, shall be: 10 minutes and 30 seconds in urban areas, and 18 minutes and 30 seconds in rural areas. The ERF shall be capable of: establishing command; conducting primary and secondary patient assessment; triaging the patient; electrocardiogram interpretation; medication administration; bio-com communications with medical control; application of standing and physician orders; patient and equipment packaging for transport; and transportation to the hospital. These operations shall be performed utilizing safe operational procedures.

For 90 percent of all high risk emergency medical incidents, the total response time for the arrival of the ERF (ALS unit), with a minimum of 1 paramedic, and 2 AEMTs; (3) total, shall be: 10 minutes and 30 seconds in urban areas, and 18 minutes and 30 seconds in rural areas. The ERF shall be capable of: establishing command; communicating with family or other witnesses; scene documentation; conducting primary and secondary patient assessment; triaging the patient; electrocardiogram interpretation; medication administration; bio-com communications with medical control; application of standing and physician orders; patient and equipment packaging for transport; and transportation to the hospital. These operations shall be performed utilizing safe operational procedures.

For 90 percent of all maximum risk emergency medical incidents, the total response time for the arrival of the ERF (ALS unit), with a minimum of 2 paramedics and 2 AEMTs; (4) total, shall be: 10 minutes and 30 seconds in urban areas, and 18 minutes and 30 seconds in rural areas. The ERF shall be capable of: establishing command; communicating with family or other witnesses; scene documentation; conducting primary and secondary patient
assessment; triaging the patient; electrocardiogram interpretation; medication administration; bio-com communications with medical control; application of standing and physician orders; patient and equipment packaging for transport; and transportation of multiple patients to the hospital. These operations shall be performed utilizing safe operational procedures.

Baseline Performance: Emergency Medical Services Program

Distribution / First unit to stop loss

For 90 percent of low, risk emergency medical incidents, the total response time for the arrival of the first due unit, with a minimum of 1 AEMT; (1) total, is: 19 minutes and 28 seconds in urban areas, 26 minutes and 28 seconds in rural areas. The first due unit is capable of establishing command; performing cardiopulmonary resuscitation; and utilizing an automated external defibrillator. These operations are performed utilizing safe operational procedures.

For 90 percent of moderate, risk emergency medical incidents, the total response time for the arrival of the first due unit, with a minimum of 1 AEMT; (1) total, is: 10 minutes and 17 seconds in urban areas, 19 minutes and 57 seconds in rural areas. The first due unit is capable of establishing command; performing cardiopulmonary resuscitation; and utilizing an automated external defibrillator. These operations are performed utilizing safe operational procedures.

For 90 percent of high, risk emergency medical incidents, the total response time for the arrival of the first due unit, with a minimum of 1 AEMT; (1) total, is: 9 minutes and 58 seconds in urban areas, 21 minutes and 57 seconds in rural areas. The first due unit is capable of establishing command; performing cardiopulmonary resuscitation; and utilizing an automated external defibrillator. These operations are performed utilizing safe operational procedures.

For 90 percent of maximum, risk emergency medical incidents, the total response time for the arrival of the first due unit, with a minimum of 1 AEMT; (1) total, is: 15 minutes and 35 seconds in urban areas, 18 minutes and 23 seconds in rural areas. The first due unit is capable of establishing command; performing cardiopulmonary resuscitation; and utilizing an automated external defibrillator. These operations are performed utilizing safe operational procedures.

Concentration / Effective Response Force

For 90 percent of low risk emergency medical incidents, the total response time for the arrival of the effective response force, with a minimum of 1 paramedic and 1 AEMT; (2) total, is: 19 minutes and 29 seconds in urban areas and 24 minutes and 32 seconds in rural areas. The ERF is capable of: establishing command; conducting initial patient assessment; obtaining vitals and patient's medical history; performing cardiopulmonary resuscitation; and utilizing an automatic external defibrillator. These operations are performed utilizing safe operational procedures.
For 90 percent of all moderate risk emergency medical incidents, the total response time for the arrival of the ERF (ALS unit), with a minimum of 1 paramedic and 1 AEMT; (2) total, is: 11 minutes and 6 seconds in urban areas, 20 minutes and 21 seconds in rural areas. The ERF is capable of: establishing command; conducting primary and secondary patient assessment; triaging the patient; electrocardiogram interpretation; medication administration; bio-com communications with medical control; application of standing and physician orders; patient and equipment packaging for transport; and transportation to the hospital. These operations are performed utilizing safe operational procedures.

For 90 percent of all high risk emergency medical incidents, the total response time for the arrival of the ERF (ALS unit), with a minimum of 1 paramedic, and 2 AEMTs; (3) total, is: 11 minutes and 45 seconds in urban areas, 24 minutes and 54 seconds in rural areas. The ERF is capable of: establishing command; communicating with family or other witnesses; scene documentation; conducting primary and secondary patient assessment; triaging the patient; electrocardiogram interpretation; medication administration; bio-com communications with medical control; application of standing and physician orders; patient and equipment packaging for transport; and transportation to the hospital. These operations are performed utilizing safe operational procedures.

For 90 percent of all maximum risk emergency medical incidents, the total response time for the arrival of the ERF (ALS unit), with a minimum of 2 paramedics and 2 AEMTs; (4) total, is: 18 minutes and 58 seconds in urban areas, 22 minutes and 54 seconds in rural areas. The ERF shall be capable of: establishing command; communicating with family or other witnesses; scene documentation; conducting primary and secondary patient assessment; triaging the patient; electrocardiogram interpretation; medication administration; bio-com communications with medical control; application of standing and physician orders; patient and equipment packaging for transport; and transportation of multiple patients to the hospital. These operations shall be performed utilizing safe operational procedures.

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**Benchmark Performance:** **Technical Rescue Services Program**

**Distribution / First unit to stop loss**
For 90 percent of all low, moderate, high, and maximum risk technical rescue incidents, the total response time for the arrival of the first due unit, with a minimum of 2 firefighters and 1 officer; (3) total, shall be: 6 minutes and 30 seconds in urban areas. The first due shall be capable of: establishing command; assessing scene safety; performing a scene assessment; requesting additional resources; These operations shall be performed utilizing safe operational procedures.

**Concentration / Effective Response Force**
For 90 percent of all low risk technical rescue incidents, the total response time for the arrival of the first due unit, with a minimum of 2 firefighters and 1 officer; (3) total, shall be: 6 minutes and 30 seconds in urban areas. The first due shall be capable of: establishing command; assessing scene safety; performing a scene assessment; requesting additional resources; These operations shall be performed utilizing safe operational procedures.
For 90 percent of all moderate risk technical rescue incidents, the total response time for the arrival of the first due unit, with a minimum of 4 firefighters and 2 officers; (6) total, shall be: 10 minutes and 30 seconds in urban areas. The effective response force shall be capable of: establishing command; assessing scene safety; performing a scene assessment; requesting additional resources; hazard mitigation; providing patient care; providing transportation to the hospital. These operations shall be performed utilizing safe operational procedures.

For 90 percent of all high risk technical rescue incidents, the total response time for the arrival of the first due unit, with a minimum of 6 firefighters and 4 officers; (10) total, shall be: 10 minutes and 30 seconds in urban areas. The effective response force shall be capable of: establishing command; assessing scene safety; performing a scene assessment; requesting additional resources; hazard mitigation; performing mechanical extrication; providing patient care; providing transportation to the hospital. These operations shall be performed utilizing safe operational procedures.

For 90 percent of all maximum risk technical rescue incidents, the total response time for the arrival of the first due unit, with a minimum of 10 firefighters and 6 officers; 4 being technician level rescuers; (16) total, shall be: 10 minutes and 30 seconds in urban areas. The effective response force shall be capable of: establishing command; assessing scene safety; performing a scene assessment; requesting additional resources; hazard mitigation; performing mechanical extrication; performing air-quality analysis; performing a confined space rescue; performing a trench rescue; performing a water/ice rescue; performing a high angle rescue; providing patient care; providing transportation to the hospital. These operations shall be performed utilizing safe operational procedures.

Baseline Performance: Technical Rescue Services Program

Distribution / First unit to stop loss

For 90 percent of all low risk technical rescue incidents, the total response time for the arrival of the first due unit, with a minimum of 2 firefighters and 1 officer; (3) total, is: 9 minutes and 33 seconds in urban areas. The first due is capable of: establishing command; assessing scene safety; performing a scene assessment; requesting additional resources; These operations are performed utilizing safe operational procedures.

For 90 percent of all moderate risk technical rescue incidents, the total response time for the arrival of the first due unit, with a minimum of 2 firefighters and 1 officer; (3) total, is: 8 minutes and 59 seconds in urban areas. The first due is capable of: establishing command; assessing scene safety; performing a scene assessment; requesting additional resources; These operations are performed utilizing safe operational procedures.

For 90 percent of all high risk technical rescue incidents, the total response time for the arrival of the first due unit, with a minimum of 2 firefighters and 1 officer; (3) total, is: 8 minutes and 41 seconds in urban areas. The first due is capable of: establishing command; assessing scene safety; performing a scene assessment; requesting additional resources; These operations are performed utilizing safe operational procedures.
For 90 percent of all maximum risk technical rescue incidents, the total response time for the arrival of the first due unit, with a minimum of 2 firefighters and 1 officer; (3) total, is: 12 minutes and 55 seconds in urban areas. The first due is capable of: establishing command; assessing scene safety; performing a scene assessment; requesting additional resources; These operations are performed utilizing safe operational procedures.

Concentration / Effective Response Force

For 90 percent of all low risk technical rescue incidents, the total response time for the arrival of the effective response force (ERF), with a minimum of 2 firefighters and 1 officer; (3) total, is: 9 minutes and 38 seconds in urban areas. The first due is capable of: establishing command; assessing scene safety; performing a scene assessment; requesting additional resources; These operations are performed utilizing safe operational procedures.

For 90 percent of all moderate risk technical rescue incidents, the total response time for the arrival of the effective response force (ERF), with a minimum of 4 firefighters and 2 officers; (6) total, is: 10 minutes and 13 seconds in urban areas. The effective response force is capable of: establishing command; assessing scene safety; performing a scene assessment; requesting additional resources; hazard mitigation; providing patient care; providing transportation to the hospital. These operations are performed utilizing safe operational procedures.

For 90 percent of all high risk technical rescue incidents, the total response time for the arrival of the effective response force (ERF), with a minimum of 6 firefighters and 4 officers; (10) total, is: not applicable because there were no qualifying incidents in urban areas. The effective response force is capable of: establishing command; assessing scene safety; performing a scene assessment; requesting additional resources; hazard mitigation; performing mechanical extrication; providing patient care; providing transportation to the hospital. These operations are performed utilizing safe operational procedures.

For 90 percent of all maximum risk technical rescue incidents, the total response time for the arrival of the first due unit, with a minimum of 10 firefighters and 6 officers; 3 being technician level rescuers; (16) total, is: 32 minutes and 54 seconds in urban areas. The effective response force is capable of: establishing command; assessing scene safety; performing a scene assessment; requesting additional resources; hazard mitigation; performing mechanical extrication; performing air-quality analysis; performing a confined space rescue; performing a trench rescue; performing a water/ice rescue; performing a high angle rescue; providing patient care; providing transportation to the hospital. These operations are performed utilizing safe operational procedures.

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Benchmark Performance: **Hazardous Materials Services Program**

**Distribution / First unit to stop loss**

For 90 percent of all low, moderate, and high risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, with a minimum of 3 firefighters and 1 officer, (4) total; shall be: 6 minutes and 30 seconds in urban areas and 12 minutes and 30 seconds in rural areas. The first-due unit shall be capable of: establishing command; performing an initial scene assessment; performing air quality analysis; assisting with an evacuation; ventilating a structure; performing gross decontamination; and requesting additional resources. These operations shall be performed utilizing safe operational procedures.

**Concentration / Effective Response Force**

For 90 percent of all low risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), with a minimum of 3 firefighters and 1 officer, (4) total; shall be: 6 minutes and 30 seconds in urban areas and 12 minutes and 30 seconds in rural areas. The effective response force shall be capable of: establishing command; performing an initial scene assessment; performing air quality analysis; assisting with an evacuation; ventilating a structure; performing gross decontamination; and requesting additional resources. These operations shall be performed utilizing safe operational procedures.

For 90 percent of all moderate risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), with a minimum of 4 firefighters and 2 officers, (6) total; shall be: 6 minutes and 30 seconds in urban areas and 18 minutes and 30 seconds in rural areas. The effective response force shall be capable of: establishing command; performing an initial scene assessment; performing air quality analysis; assisting with an evacuation; ventilating a structure; performing gross decontamination; providing a hose line for protection; providing advanced medical care; transporting the patient to the hospital; and requesting additional resources. These operations shall be performed utilizing safe operational procedures.

For 90 percent of all high risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), with a minimum of 10 firefighters and 6 officers, (16) total, 4 being hazardous materials technicians; shall be: 6 minutes and 30 seconds in urban areas and 18 minutes and 30 seconds in rural areas. The effective response force shall be capable of: establishing command; performing an initial scene assessment; establishing a hazard zone; establishing a hazmat group; performing research; performing air quality analysis; assisting with an evacuation; ventilating a structure; performing gross decontamination; performing technical decontamination; providing a hose line for fire protection; providing advanced medical care; transporting the patient to the hospital; and requesting additional resources. These operations shall be performed utilizing safe operational procedures.
Distribution / First unit to stop loss

For 90 percent of all low risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, with a minimum of 3 firefighters and 1 officer, (4) total; is: 9 minutes and 33 seconds in urban areas. The first-due unit is capable of: establishing command; performing an initial scene assessment; performing air quality analysis; assisting with an evacuation; ventilating a structure; performing gross decontamination; and requesting additional resources. These operations are performed utilizing safe operational procedures.

For 90 percent of all moderate risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, with a minimum of 3 firefighters and 1 officer, (4) total; is: 10 minutes and 14 seconds in urban areas. The first-due unit is capable of: establishing command; performing an initial scene assessment; performing air quality analysis; assisting with an evacuation; ventilating a structure; performing gross decontamination; and requesting additional resources. These operations are performed utilizing safe operational procedures.

For 90 percent of all high risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, with a minimum of 3 firefighters and 1 officer, (4) total; is: 12 minutes and 35 seconds in urban areas 29 minutes and 57 seconds in rural areas. The first-due unit is capable of: establishing command; performing an initial scene assessment; performing air quality analysis; assisting with an evacuation; ventilating a structure; performing gross decontamination; and requesting additional resources. These operations are performed utilizing safe operational procedures.

Concentration / Effective Response Force

For 90 percent of all low risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), with a minimum of 3 firefighters and 1 officer, (4) total; is: 9 minutes and 52 seconds in urban areas. The effective response force is capable of: establishing command; performing an initial scene assessment; performing air quality analysis; assisting with an evacuation; ventilating a structure; performing gross decontamination; and requesting additional resources. These operations are performed utilizing safe operational procedures.

For 90 percent of all moderate risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), with a minimum of 4 firefighters and 2 officers, (6) total; is: 11 minutes and 2 seconds in urban areas. The effective response force is capable of: establishing command; performing an initial scene assessment; performing air quality analysis; assisting with an evacuation; ventilating a structure; performing gross decontamination; providing a hose line for protection; providing advanced medical care; transporting the patient to the hospital; and requesting additional resources. These operations are performed utilizing safe operational procedures.

For 90 percent of all high risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), with a minimum of 10 firefighters
and 6 officers, (16) total, 4 being hazardous materials technicians; is: 30 minutes and 25 seconds in urban areas and no qualifying performances in rural areas. The effective response force is capable of: establishing command; performing an initial scene assessment; establishing a hazard zone; establishing a hazmat group; performing research; performing air quality analysis; assisting with an evacuation; ventilating a structure; performing gross decontamination; performing technical decontamination; providing a hose line for fire protection; providing advanced medical care; transporting the patient to the hospital; and requesting additional resources. These operations are performed utilizing safe operational procedures.

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## Strategic Recommendations

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<th>IMPLEMENTED</th>
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<tr>
<td>CC 2C.5 It is recommended that the department continue working collaboratively with Douglas County Emergency Communications to establish time-based performance objectives for alarm answering and alarm processing.</td>
<td>ACR 2019- The department met with DCECC twice in 2018 to work collaboratively towards alarm handling and answering benchmarks. As of January 2019, DCECC has not adopted the benchmarks proposed by the department. ACR 2020- The department met with DCECC again in 2019 to identify efficiencies in performance. As of January 2020, DCECC has yet to adopt benchmarks proposed by the department. See exhibit #27.</td>
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<td>CC 2C.5 It is recommended that the department continue its ongoing efforts to add a second line operations chief officer that is included in daily minimum staffing county-wide emergency resources.</td>
<td>ACR 2019- The department has requested the second operations chief per shift for two consecutive years</td>
<td>ACR 2020- The City funded three new Operations Battalion Chiefs in 2020. This position has been added to minimum daily staff</td>
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<tr>
<td>CC 2C.5</td>
<td>It is recommended that the department continue its ongoing efforts to replace the rescue unit with three members to a rescue-engine with four members.</td>
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<tr>
<td>ACR 2019-</td>
<td>The department has requested the staffing expansion to bring the rescue up to four firefighters from three. This staffing expansion has not been funded. The replacement of the apparatus is funded in the 2020 CIP. The department will continue to advocate for this need in budget formulation for 2020.</td>
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<td>ACR 2020-</td>
<td>The department requested for the staffing expansion again for the 2020 budget. It was not funded. The 2020 CIP was approved to replace Rescue 5 in 2020. See exhibit #29.</td>
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| CC 2C.5 | ACR 2019- In the 2018 presentation to the AHJ, the department shared data to the City Commission surrounding the increasing risk in the northwestern portion of the City and the response performance gap which exists. A marker was created for CIP funding in 2023 for the construction of a new station to help provide coverage to that area of the City. Currently, that project is not funded but planned in 2023. Funding was attained to perform a station location study that will occur in 2019.

ACR 2020- The department developed and proposed a plan for a new station in the future which distributed costs for the project over three years. |

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<th><strong>CC 3D.2</strong></th>
<th>It is recommended that the department conduct a staffing review of the administrative division to ensure adequate staffing is available to meet current and future demand of the department.</th>
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<td><strong>ACR 2019</strong></td>
<td>Through collaboration with the Heart of America Accreditation Consortium, a comparative study was performed to identify administrative resources comparable to other accredited agencies in the region. The department has identified a need to grow as it relates to resources for the functions of administration and management, from operational tasking and capacity.</td>
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<tr>
<td><strong>ACR 2020</strong></td>
<td>Following the comparative study performed in 2018, the department requested</td>
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<td>two administrative FTE's in 2019 for the 2020 budget. They were not approved. The department will continue to advocate for resources needed in the administration division. See exhibit #29.</td>
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<tr>
<td>CC 5A.3 It is recommended that the fire prevention division conduct an evaluation of current manpower to determine if additional full-time employee(s) are needed to effectively mitigate required duties.</td>
<td>ACR 2019- Through collaboration with the Heart of America Accreditation Consortium, a comparative study was performed to identify administrative resources comparable to other accredited agencies in the region. The department has identified a need to grow as it relates to resources for the functions of administration and management, from operational tasking and capacity. The prevention division has identified and</td>
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<td><strong>Recommended Expansion Needs</strong></td>
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<td>their 2018 program appraisals which will be used in the budget formulation for 2020 and proposed through management channels. ACR 2020- The department requested one FTE for the 2020 budget which was not approved. The department will continue to advocate for needed resources in the prevention division. See exhibit #29.</td>
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**CC 8C.1** It is recommended that the department continue their efforts in capital planning to identify a larger training center, drill field, and additional classroom spaces.

**ACR 2019**- The training center drill field will be enhanced with new platting and a new Class A burn tower via 2019 CIP. The department will continue to communicate through management channels the need to improve the classroom space in the training center.
<p>| ACR 2020- The department was able to replace the Class A Burn Tower and all concrete at the training center through 2018 and 2019 CIP funds. The training center property was also replatted for future growth. The department requested a funding source to update the classroom area inside the training facility. It was denied for the 2020 CIP Budget. See exhibit #30. |
| CC 8C.2 It is recommended that the department continue the current processes of plan development to ensure consistent technical rescue education delivery. |
| ACR 2019- the department has a published training calendar which includes regular rescue training. |
| ACR 2020- The department published a training calendar in 2019 which included scheduled technical rescue training and has a plan for regularly scheduled modalities. See exhibit #31. |
| CC 8C.8 It is recommended that the process utilized to evaluate training material be formalized and documented. |
| ACR 2019- The training division facilitated a roster for all training |
| ACR 2020- The training division has developed and implemented a |</p>
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<th>and evolutions are completed for each training offering. Each roster and evaluation is documented and maintained in Target Solutions. This had been previous recorded only for EMS offerings, but now is conducted for all training.</th>
<th>system for the completion of a training roster and evaluation for each training offering. This documentation is entered into Target Solutions as a records management solution. See exhibit #22.</th>
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<td>CC 9C.1 It is recommended that the department conduct a staffing review of the administrative division to ensure adequate staffing is available to meet the current and future demands of the department.</td>
<td>ACR 2019- Through collaboration with the Heart of America Accreditation Consortium, a comparative study was performed to identify administrative resources comparably to other accredited agencies in the region. The department has identified a need to grow as it relates to resources for the functions of administration and management. This information will be</td>
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used in the development of the 2020 budget recommendations.

ACR 2020- Following the comparative study performed in 2018, the department requested two administrative FTE’s in 2019 for the 2020 budget. They were not approved. The department will continue to advocate for resources needed in the administration division. See exhibit #30.
Exhibit List

Exhibit #1: New Engine #1
Exhibit #2: Fire Station Remodel Images
Exhibit #3: Budget Differential from 2019 to 2020
Exhibit #4: Response Performance Gaps, High-Risk Fire and EMS
Exhibit #5: Updated Strategic Plan
Exhibit #6: 2019 Risk Reduction Program Appraisal
Exhibit #7: 2019 Public Education Program Appraisal
Exhibit #8: 2019 Fire Investigation Program Appraisal
Exhibit #9: 2019 Fire Suppression Program Appraisal
Exhibit #10: 2019 Emergency Medical Services Program Appraisal
Exhibit #11: 2019 Technical Rescue Program Appraisal
Exhibit #12: 2019 Hazardous Materials Program Appraisal
Exhibit #13: 2019 Coroner Scene Investigations Program Appraisal
Exhibit #14: 2019 Tactical Medic Program Appraisal
Exhibit #15: 2019 Emergency Communications Program Appraisal
Exhibit #16: EMS Agreement Meeting Agenda
Exhibit #17: Continuity of Operations Plan Credentials
Exhibit #18: 2020 Budget Funding of PulsePoint
Exhibit #19: Municipal Services and Operations (MSO) Facility RFP
Exhibit #20: 2019 Capital Improvement Plan Request
Exhibit #21: Officer Development Task Books
Exhibit #22: Education SOP 604.11 With Credentialing
Exhibit #23: Training Roster and Evaluation
Exhibit #24: City of Lawrence 2019 Annual Compliance Report Presentation
Exhibit #25: Douglas County 2019 Annual Compliance Report Presentation
Exhibit #26: 2019 Strategic Plan Update for Goal 4
Exhibit #27: 2019 Meeting Minutes from Emergency Communications Meeting
Exhibit #28: Promotion of New Battalion Chiefs
Exhibit #29: 2020 Budget Transmittal Memo
Exhibit #30: Training Center Renovation
Exhibit #31: Training Calendar Technical Rescue
ENGINE REDESIGN 2019
Fire Engine 1 $825,000

KEY SAFETY FEATURES

- Seatbelts
- Front and side airbags
- Side-view mirrors
- Roll-over protection
- Automatic safety management braking system
- Electronic stability control system
- Backup/side camera system for increased visibility
- NEW - Additional grab bars on doors to reduce falls
- NEW - Improved lighting around the truck for improved visibility while driving and on a scene
- NEW - Vehicle exhaust stack to keep fumes and contaminates away from firefighters working on a scene
- NEW - Lighting and traffic signs on doors to help with traffic control
- NEW - Gross-decontamination water tank to rinse off firefighters/gear with clean water
Lawrence-Douglas County Fire Medical
Fire Station 1 Remodel Images (Safety Elements)

New Poles

Exhaust Removal Systems

Elevator
### Lawrence-Douglas County Fire Medical
### City of Lawrence Budget Differential
### 2019-2020

City of Lawrence Budget Differential Exhibit

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<td>$19,884,000</td>
<td>$20,632,000</td>
<td>3.8%</td>
</tr>
<tr>
<td>Contractual Services Total</td>
<td>$2,359,000</td>
<td>$3,068,000</td>
<td>30.1%</td>
</tr>
<tr>
<td>Commodities Services Total</td>
<td>$925,000</td>
<td>$835,000</td>
<td>-9.7%</td>
</tr>
<tr>
<td>Sub Total</td>
<td>$23,168,000</td>
<td>$24,535,000</td>
<td>5.9%</td>
</tr>
</tbody>
</table>
2019 EMS High Risk Urban Benchmark (4:00 minute)
Lawrence Douglas County Fire & Medical Department
Lawrence, Kansas

Eudora, Kansas

Planning Zone EC
18 incidents
83.3% met

Baldwin City, Kansas

Planning Zone BC
8 incidents
75.0% met

Planning Zone 1
28 incidents
89.2% met

Planning Zone 2
23 incidents
82.6% met

Planning Zone 3
31 incidents
77.4% met

Planning Zone 4
17 incidents
82.3% met

Planning Zone 5
31 incidents
90.3% met

Map Date: 3/30/2020
2019 EMS High Risk Rural Benchmark (10:00 minute)
Lawrence Douglas County Fire & Medical Department
Douglas County, Kansas
### Lawrence-Douglas County Fire Medical

**2019 Strategic Plan Update**

**Exhibit**

### Goal 6

**Keep department policies, procedures and medical treatment protocols updated and relevant to reflect organizational needs in an evolving and changing environment.**

#### Objective 6A

**Evaluate current review process of policies, procedures, and medical treatment protocols.**

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Assigned to</th>
</tr>
</thead>
<tbody>
<tr>
<td>In progress</td>
<td>Executive Staff</td>
</tr>
</tbody>
</table>

#### Critical Tasks

- Identify and assign a manager of all policies, procedures, and protocols.
  - Prior to 2017 – The Accreditation Coordinator is assigned this task. In February 2018 the position became open and an operations captain was transferred to administration to manage this task until a "Professional Standards Coordinator" can be hired. In 2018, the Professional Standards Coordinator was filled, but resigned in the fall. The position is in the process of being filled again in early 2019.
- Review the current evaluation process.
  - Policy 104.02 – Standard Operating Procedures (SOP) and Policies Life Cycle was reviewed and updated on 4/4/2017. In 2018, all policies and procedures were reviewed as part of a requirement of the CFAL. Through attrition of the Professional Standards Coordinator, the evaluation process will be reviewed again in 2019.
- Assign a manager for policies, procedures, and protocols by division.
  - The Accreditation Coordinator and the fire chief assign policy/procedure updates to divisions based on topic. In progress again in 2019.

#### Funding Estimate

<table>
<thead>
<tr>
<th>Capital Costs</th>
<th>Consumable Costs</th>
<th>Contract Services Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Costs:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Objective 6B

**Review the current policy, procedure and medical treatment protocol matrix.**

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Assigned to</th>
</tr>
</thead>
<tbody>
<tr>
<td>In progress</td>
<td>Executive Staff</td>
</tr>
</tbody>
</table>

#### Critical Tasks

- Identify current review policy matrix deficiencies.
  - 2018 – a matrix has been updated to identifies all department Policy/Procedure. The current system is very basic (using Excel) as a RMS. This will be reviewed again in 2019.
- Conduct a needs assessment of the current policy matrix.
  - 2017-2018 – Assess LKPD use of "Power DMS" outcomes. In the 2018, the department and City IT department received a demo from "Power DMS". The City is investigating the possibility of incorporating a system like "Power DMS" city-wide for policy management.
- Review the new needs and implement recommended changes to the review matrix.
  - It is anticipated that the City will move to "Power DMS" citywide in 2019-2020.

#### Funding Estimate

<table>
<thead>
<tr>
<th>Capital Costs</th>
<th>Consumable Costs</th>
<th>Contract Services Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Costs:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Objective 6C

**Revise and implement new process if evaluation warrants.**

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Assigned to</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019 - 2020</td>
<td>Executive Staff</td>
</tr>
</tbody>
</table>

#### Critical Tasks

- Update existing policy or procedure.
- Distribute policy or procedure to members for Q&A.
- Review comments and make changes.
- Determine training needs prior to implementation.
- Create and deliver training curriculum in needed areas.
- Implement new policy.
- Evaluate outcomes, if applicable (e.g. procedural changes that may impact service delivery or tasking associated with the establishment of agency ERF).

2019 Program Appraisal

Program name: Community Risk Reduction

Performance Indicator: CC 5A.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measure performance against adopted loss reduction goals.

Appraisal author: Division Chief Christopher NW King

Date prepared: January 29, 2020

Program Purpose: The objective of the Fire and Life Safety Inspection Program is to protect lives and property by the elimination of fire and life safety hazards. To meet this objective it is important to gain the business or property owner's confidence and acceptance and to educate on the benefits of a fire safe environment. This is accomplished through multiple categories of life safety inspections throughout the community. The following are the categories identified but not limited to be provided in the current Community Risk Reduction Program: Assembly Inspections, Company Inspection Districts, Multifamily Inspections, Home Inspections, Congregate Residence Inspections and Fire Drills, Commercial Permit Inspections, and Referral / Complaint Inspections. The Lawrence-Douglas County Fire Medical Department has a memorandum of understanding with the Kansas State Fire Marshal's Office for occupancies to be inspected annually.

Inputs / Resources:

- Essential:
  - The department requires training from International Fire Service Training Association; Fire Inspector I, for ranks of all Captains and above through the Kansas Fire and Rescue Training Institute. The department provides the members of the Prevention Division with specialized training of adopted fire codes, national fire protection standards, as they relate to facilitating the fire plan review, and fire protection acceptance during permitting of any development within the City of Lawrence, KS. The Community Risk Reduction Program data is collected within the Firehouse® Records Management System (RMS), the City of Lawrence Innoprise COMDEV system, and programs provided by the State Fire Marshal’s Office. iPads are assigned to each front-line apparatus for utilizing Firehouse® Inspector which is synchronized with the RMS during company inspection district inspections. The City of Lawrence Information Technology Department is an essential part of the support needed to facilitate all technology provided to the Lawrence-Douglas County Fire Medical Department. The department’s technology group further supports the department.

- The Lieutenant and Captain assigned to the Prevention Division are provided workstation areas at Planning and Development Services Office and Lawrence-Douglas County Fire Medical Administration Office. The availability and utilization of electronic devices (iPad, iPhones, and PC workstations) provide the inspectors with essential tools to facilitate the needs of our customers every day. The Fire Prevention staff are also assigned a department administrative vehicle, due to the high volume of required inspections and assignments to carry out the mission of the department.

- Monetary:
  - Personnel salaries, budgeted commodities, and contracts

- Human:
  - The department currently has 15 Operation Division Captains that are assigned 37 separate inspection districts within the City of Lawrence. The department's Operations Division currently has 43 personnel certified to the level of Fire Inspector I through International Fire Service Training Association (IFSTA). The Prevention Division currently has three staff members from the ranks of Lieutenant, Captain, and Division Chief. The Lieutenant is currently certified as a Fire Inspector I, through the International Fire Service Training Association (IFSTA) and as a Fire Inspector I, through the International Code Council (ICC). The Prevention Captain is currently certified as a Fire Inspector I, through the International Fire Service Training Association (IFSTA). The Division Chief of Prevention is currently certified through the International Code Council as; Fire Inspector I, Fire Inspector II, and Fire Code Plans Examiner. The Division Chief of Prevention has further participated in National Fire Academy Courses; Plan Review for Fire and Life Safety and Water-based Fire Protection System Plans Review.
  - In the summer of 2019, the Prevention Division Lieutenant requested to return to the Operations division. Following the department's largest promotion process, the Prevention Division filled two openings with personnel.
  - In December 2019, Lt. Paul Schneider worked diligently to learn the processes, inspections, and initial review processes to facilitate his transition into the Prevention Division. This process was completed ahead of the anticipated timeline set by the Prevention Division. Lt. Schneider was assigned to full-time Prevention Division January 18, 2020. Newly promoted Captain Kevin Fussell, was assigned to Prevention Division starting January 6, 2020.
 Outputs:

In 2019, the department was scheduled to inspect approximately 3857 properties as assigned within the thirty-seven inspection districts. The Night Consultants conducted an additional 290 A-2 annual inspections. Over 98.8% of all inspections were performed in the annual time frame as assigned to the operations division. In 2019, the Prevention Division recorded 663 commercial permit inspections for the City of Lawrence. This number does not accurately reflect the numbers associated with annual reports provided. A further review of this is needed to identify the training necessary to record these inspections annually. The Prevention Division performed 366 commercial permit reviews in addition to 253 Planning Project plan reviews were provided during 2019. The Prevention Division inspection district was assigned 87 annual inspections in 2019. Only 34% of these inspections were completed due to current staffing levels. The Prevention Division is also assigned to conduct follow up inspections, referral inspections, and complaint inspections from internal or external stakeholders. The frequency of these referral inspections has increased to daily occurrences varying in numbers of referrals.

Responsibilities of the division. Currently the Operations Division has annual completion dates for their assigned inspection districts. A significant percentage of the Prevention’s workload involves services provided for Planning and Development Services. Most of these services are tracked through the Innoprise system to meet the expectations of the applicants that wish to provide development within the City of Lawrence. The benchmark goal established to perform initial plan reviews for commercial permits and planning projects is within 15 days of an application date. The benchmark of 7 days was the goal for the subsequent reviews following a response by the designer of the project.

Outcomes / Impacts:

Data collected from the Innoprise system provides that by year’s end of 2018, the prevention division was only completing 35.91% of the initial reviews being within the 15-day goal. The division experienced a transition phase that included training staff to acceptable levels to maintain the productivity of expected review times. By Years end of 2019, the division had increased productivity to 72.56%. This was a direct reflect of additional training and balancing the multiple responsibilities within the division for the newly appointed staff members. In 2019, due to limited staffing, newly appointed staff within the Prevention Division, staff was only able to complete less than 34% of the assigned Prevention inspection district.

The department’s technology group assisted with obtaining updates for Firehouse® Inspector for the iPads during the past year. This upgrade will improve the data collection needed to further improve the services in which the department provides.

Conclusions:

The Community Risk Reduction Program was very active in the community of Lawrence in 2019. There is a clear success of the Operations Division inspection districts. This will result in a higher level of safety throughout the community.
The Prevention Division has and is currently experiencing an increase in assigned reviews, inspections, program responsibilities, referral inspections, and training needs for the three staff members. The Prevention division will continue to complete assignments on priority-based means with existing staffing levels.

Recommendations / Next Steps:

- In 2019, the Prevention Division recorded 663 commercial permit inspections for the City of Lawrence. This number does not accurately reflect the numbers associated with annual reports provided to the Division Chief of Prevention. A further review of this issue is needed to identify the training necessary to record these inspections continuously throughout the year.

- The Prevention Staff will continue to improve services through continuing education and professional development during the 2020 calendar year. A plan for reorganization during the transition will be developed by March 2020. During the transition, all Prevention Staff trained to the appropriate level and reassessment of duties will need to be fluid to meet the service demands of the division. The Prevention Division will continue to support the Operations Division to maintain their success to a high level of service. We will also continue to explore opportunities to improve our division capabilities with the current staff.

- The Prevention Division will need to identify and recommend additional staffing for the division by March and December 2020. A staff report will be generated and propose needed staff for the division to be able to facilitate the needs externally as well as support the departments prevention needs. With the assistance of the Professional Standards Coordinator, assigned to the Administration division, the Prevention division will provide data to develop an informational graphic supported report that will present current staff levels, work load assignments, timelines, and other challenges of meeting expectations for the division. The results of this report will assist identifying the needs for additional inspectors and administrative staff for the division.

- Continued collaboration with the City’s IT staff, the department’s Technology group, possible identify improvements for our current RMS and technology opportunities that will be a meaningful and positive outcome for our department. It will be important to include both groups in the development of the any new RMS to be provided.

- 2020 will bring unique opportunity for improvements for the department, while transitioning to a new records management system. It was identified during 2019 that the department will need to identify and allocate staff to rebuild the Property and Inspections modules of the ESO records management system. This was based on detailed conversations from departments across the United States.

- A request was drafted and presented to the Executive staff to re-assign the Prevention inspection district, and annual fall inspections of fraternity / sorority inspections. Partial re-assignments were allowed to assist the Prevention Division. Thirty seven inspections were re-assigned to the operation inspection districts to assist with the workloads being experienced by the Prevention Division. It was the goal to re assign all 87 inspections and the fall fraternity
and sorority inspections to the operations divisions. It was decided that Prevention Division
would need to continue to work towards completing the fraternity / sorority inspections and
F-1 industrial inspections.

- As a part of risk analysis, the Prevention Division has created a plan to schedule annual F-1
  for weekly inspections and the thirty-three fraternity and sorority inspections for 2020.
2019 Program Appraisal

Program name: Public Education

Performance Indicator: CC 5B.3 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on the community assessment, standards of cover, and measures performance.

Appraisal author: Captain Aaron Flory, Division Chief Dennis Leslie

Date prepared: January 26, 2020

Program Purpose: The purpose of the public education program is to reduce life safety hazards and property loss through pro-active public education. The program is in place and directed toward reducing specific risks associated with the hazards of fire and medical emergencies. These risks are identified in a manner consistent with our commitment to “Saving and protecting lives and property”. A program priority is to raise the public’s awareness to the potential hazards they face and how they can combat them with proper knowledge and life safety awareness.

Inputs / Resources:

- Monetary:
  - Fire Safety educational materials – $730.
  - Six Public Education Specialists receive 5% incentive pay for performing public education events and documenting them in our records management system.
  - Public Education Specialists attend quarterly meetings for information exchange, scheduling of known events, collaboration and assignment distribution. Members not on duty attend the quarterly meeting on an overtime basis. In 2019 the six public education specialists received $698.35 in overtime dollars for attending meetings totaling 17.1 hours.
  - Some public education events are performed utilizing off duty public education specialists on an overtime basis depending on the size of the event or the availability of on duty public education specialists. In 2019 the six public education specialists worked 62.8 hours of overtime conducting education activities costing the department $2803.77.

- Physical:
  - Safe House and Fire Extinguisher Prop.

- Human:
  - 1 Program Manager (Program Chief Dennis Leslie), 1 Assistant Program Manager (Captain Flory), 6 Public Education Specialists (Lieutenant Seratte, Lieutenant Leach, Lieutenant Tuckness, Engineer Bull, Engineer Nissen, Engineer Regier)

- Essential:
  - Records management systems, Department email (Department policies, Vehicles for pulling safety trailer, handouts and promotional items)

- In June 2019, public education specialists completed the USFA webinar titled “Igniting Behavioral Change”.
- In November 2019, public education specialists attended the Youth Firesetter Intervention Seminar in Lenexa.

**Outputs:**

- In 2019, Lawrence Douglas County Fire Medical (LDCFM) members provided approximately 230 hours of fire and life safety education at 85 events.
- Approximately 4,458 individuals were reached by public education events performed by members of LDCFM throughout the community.
- Public Education members performed 8 fire extinguisher training events that increased the knowledge of how to use a fire extinguisher by 329 people.
- An administrative assistant is responsible for maintaining the department’s social media site. Posting safety messages related to weather emergencies, and other special situations has reached thousands of viewers. These messages play a vital role for community members planning out their daily activities or routes of travel and keep the community safe and informed.
- The department utilizes Facebook for a social media outlet. According to the data the department has 6254 followers and 5934 “likes”. In 2019, there were 14 educational posts related to prevention topics that reached a total of 36,827 views. Nine weather related posts reached a total of 33,003 views. Protocol and implementation posts reached a total of 33,681 views with eight different posts.
- The department will continue to reach our community through these posts to social media delivering information that is relevant to the public.

**Outcomes / Impacts:**

- The outcome is a better educated community, which is ultimately safer and better prepared in the event of a fire or other emergency. Providing timely, relevant information to the community has an impact on either responding to an incident that occurs in the home or avoiding an incident that has happened in the community.

**Conclusions:**

- The Public Education program in 2019 was able to provide information that better educated our community and prepared them for facing specific events. The citizens will utilize the knowledge gained and training received to better prepare themselves in the event they face the specific types of hazards delivered.
- Community members trained on how to use a fire extinguisher, those reached will be able to select the correct type of extinguisher to use, know how to use it safely using the PASS pneumonic.
- Students who are reached in the schools get to utilize our “safe house” and learn what to do and what not to do in the event of a fire in their home. Generally, the students are assigned the task of discussing with their parents a safety plan, meeting place and the “get out, stay
Professionalism. Respect. Integrity. Diversity. Excellence out” importance. These children are also exposed to what calling 911 is like so they are more likely to do so in the event of an emergency.

Recommendations / Next Steps:

1. Public Education Specialists will attend at least 1 continuing education training class in 2020. Captain Flory will research and identify a class no later than June 1, 2019.

2. A standardized fire safety power point presentation will be developed that targets college-aged students. The topic will be discussed at the first quarterly meeting. Engineer Bull has volunteered to develop the presentation and will be developed by September 1, 2019. This was a goal for 2018 and was not completed. Our Public Education Specialists will complete the power point presentation by April 1st, 2020.

3. By April 1st, 2020 a method of measurement will be developed and implemented to measure the increased knowledge level of participants. Public Education Specialist’s will also ask for “end-of-delivery” feedback. The feedback will be used to mold programs to the needs of the participants and make the programs more conducive to the audience.

4. The department has a CPR program that is not currently part of the public education program. A recommendation will be made to move the CPR program under the public education program so those hours and community members reached are tracked in a consistent manner with other public education events. In 2020, the program’s goal is to reach 2,500 through a Community CPR Empowerment campaign. Educating and training the community members on effective CPR will not only push to empower the community, but hopefully increase the public CPR intervention throughout Douglas County.

5. CPR training includes the use of an Automated External Defibrillator (AED). The department currently has an AED incentive position that documents the location of every AED purchased with department or County funds. Those AED’s and their supplies are also maintained by the AED incentive position. A proposal will be made to move the AED program under the public education program responsibilities.

6. Across our country, multiple events every year involve mass victims of violence. The public education program will investigate the possibility of developing a “stop the bleed” campaign. Training on tourniquet placement for higher risk locations throughout our community such as schools, highly attended sporting events and places of worship.

Benefit of Recommendations:

1. The benefit of attending continuing education include better trained public educators that are up to date with the latest teaching techniques, trends, challenges, and statistics that communities are facing with regards to life safety issues related to fire events.

2. The benefit of a standardized fire safety power point presentation for college-aged students is that it will provide the public educators a standardized approach and guidance to delivering training topics to an older student population. This approach can be tailored to fit the learning styles of college students by interactive quizzes and games that not only can
Professionalism. Respect. Integrity. Diversity. Excellence deliver a message or training topic but can also assist with verification that the student understood the information provided.

3. The addition of the CPR program and data into the public education program will allow the department to see a direct correlation between number of community members trained and an increase in bystander initiated CPR being performed prior to EMS arrival. Additionally, the department would see a correlation between an increase in bystander CPR and the survivability of a cardiac arrest event.

4. Along with CPR being performed, the proper use of an AED significantly increases the opportunity for patient survival of a cardiac arrest event. Since this is an integral part of cardiac arrest survivability, the maintenance of the equipment and supplies along with documentation of use of the device is important. The public education program will monitor AED usage, and identify additional locations in City and County facilities that would benefit from the addition of an AED.

5. Tourniquets can be lifesaving in the event of a mass casualty incident. Educating key groups within the community on how to use a tourniquet in a “stop the bleed” campaign will make mass casualty events more survivable. This education can be provided to school administration, members of places of worship, sporting event staff, industrial facility employees and other areas identified as potential risk locations. The equipment can be stored in AED cabinets in businesses in a discreet manner yet be available in the event of a mass casualty event.
2019 Program Appraisal

Program name: Fire Investigation

Performance Indicator: CC 5C.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program and its effort to reduce fires based on community assessment, standards of cover, and measures performance.

Appraisal author: Division Chief Christopher NW King

Date prepared: January 21, 2020

Program Purpose: The Fire Investigation program is charged with determining the origin and cause of fires within our jurisdiction, the City of Lawrence and as requested in Douglas County.

Inputs / Resources:
- Monetary:
  - The fire investigation program is comprised of both administrative staff and operations staff. Fire Investigators that are the rank of Lieutenant and below are paid an incentive for their duties as a fire investigator.
  - Incentive rate will be 2.5% effective with appointment as a fire investigator. Kansas State Fire Investigator II certification must be completed within a time frame agreed upon at the time of selection. Upon completion of training and certification as a Kansas Fire Investigator II, compensation will be 5%. Upon completion of two (2) years as a Kansas Certified Fire Investigator II, compensation will be increased to 7.5%.
  - The annual Kansas International Association of Arson Investigator (KSIAAI) conference is held the first week of February in either Topeka Kansas or Wichita Kansas. Another conference that is attended as needed is the Kansas City Arson Task Force (KCATF) conference occurring annually in March. All Fire Investigators attend either the KSIAAI or the KCATF on an annual basis to maintain training hours for recertification every three years. The department pays for dues for the KSIAAI and the International Association of Arson Investigators (IAAI) and certification/recertification fees.
  - More specialized training such as the Fire Investigation Technician (FTT), Evidence Collection Technician (ECT) and IAAI Certified Fire Investigator (CFI) certification are encouraged and paid for by the department. Continuous improvement through credentialing in the above areas has been identified in previous appraisals as a professional goal.
  - Total overtime cost is $33,187.96 though the 26 pay period of 2019.
    - $27,981.61 (603.3 hours) on fire investigations on-scene or follow-up investigations

- $2,002.36 (44.4 hours) for meetings
- $3,203.99 (70 hours) on training opportunities

- The exact number of other commodities and contractual services has not been identified, a list of commodities and contractual services will be developed and costs associated will be identified.
- Twice annually the fire investigators qualify with their duty weapons, the ammunition is provided by the department.

- Physical:
  - The department provides many physical assets for the investigator to utilize as necessary to perform the duties as a Fire Investigator. Each investigator is equipped with an investigation bag that contains specialized equipment for the duties performed such as a voice recorder, digital camera, handcuffs, baton, personal protective equipment, bullet proof vest, flash light, cellular phone and many other essential items.
  - The department also maintains an inventory of evidence collection materials, evidence storage facility and an investigation vehicle for prolonged scene investigations. Each investigator must qualify twice annually with their duty weapon, the ammunition for qualification is purchased by the department but the duty weapon is purchased by the individual.
  - Fire investigators document investigations using software purchased to enhance and streamline investigations. 921docs was recently updated and additional modules were purchased to assist in peer review documentation, contacts made during an investigation, follow up etc.

- Human:
  - The Fire Investigation Program is comprised of eight department members, Division Chief of Prevention (Fire Marshal), Prevention Captain and two investigators per shift.
  - Each investigator is responsible for investigating fires on their own shift and follow up as necessary for the completion of the investigation and documentation. If necessary, the investigators will come in on overtime to complete the follow-up, documentation, case preparation, case presentation to the District Attorney’s office, and testify in court cases.

- Essential:
  - The Fire Investigation Program is guided by State Law, Local ordinances, and Department Policy.
  - Fire Investigators meet monthly, on the first Thursday, to discuss cases worked over the previous month, insure case completion, and review of investigation practices.
  - The Records Management System (RMS) utilized to house the incident documentation is Firehouse®. Fire investigation information is stored on the department’s shared folders in FIU lead sheets which is password protected so that only Fire Investigators have access to this sensitive information. The Bomb and Arson Tracking System (BATS) is a program managed by the Bureau of Alcohol, Tobacco, Firearms and
Professionalism, Respect, Integrity, Diversity, Excellence
Explosives (ATF) where agencies from around the country enter their pertinent data from fire and explosive investigations to help with identifying patterns and explosive devices. Fire Investigators enter data into BATS as well as Firehouse®. The State of Kansas Office of the State Fire Marshal takes information from BATS to use for recertification of local investigators.

- Investigators utilize Department policy 113.10 Fire Investigation, 113.12 Firearms Use of Force for guidance on how to conduct themselves while performing their investigation duties.
- National Fire Protection Association (NFPA) 921 Guide to Fire and Explosion Investigations and NFPA 1033 Standard for Professional Qualifications for Fire Investigator are utilized as guides for on scene investigation reference and knowledge base. Each investigator is provided updated copies of both NFPA 921 and 1033.
- At times, during investigations, the need for heavy equipment arises to make the investigation safe or to assist in debris removal, for larger fires. The City of Lawrence provides heavy machinery, when it is requested, if the equipment and an operator are available. When the investigation requires cranes or larger equipment than what is available by the City of Lawrence, an excavation company is contacted for assistance. This heavy machinery comes at a cost, no matter who owns it or operates it. An agreement needs to be created and put in place identifying the cost of the equipment with an operator for budgetary purposes.
- The fire investigation vehicle is equipped with a laptop computer that is loaded with the 921docs program and all ancillary documents. This laptop is intended for use by the on scene fire investigator to complete the 921docs information at the scene.

Outputs:
- The Fire Investigation Program performed 78+ fire investigations in 2018. Fires investigated include all investigation levels identified within the Fire Investigation policy. Investigated fires resulted in the arrest of four individuals responsible for either damaging or destroying property by means of fire or explosion or placing unknown occupants of a structure in danger by means of fire or explosion within an occupied structure.
- Fire Investigators document the location of fires. During the monthly meetings, the team discuss specific cases to assist in linking investigations together, to potentially identify serial arson activity.
- Fire Investigators document and research products that are involved in the ignition of fires to identify if those products are subject to any product recalls or identification of a product used locally that is having repeat problems.
- All of the Fire Investigator activities mentioned, not only provide information for documenting the origin and cause determination of fires but is provided during a Post Incident Analysis (PIA) for members who responded to the incident.

- Information gathered during the fire investigation can have a direct impact on local firefighting tactics or decisions on future fires. The investigation also has an impact on the community as a whole. As fires are investigated and the cause is determined to be incendiary, those responsible are then arrested and prosecutorial proceedings are initiated.
- Fire investigators are required to complete their documentation of a fire and interviews within 7 days of the completion of the investigation unless there are underlying circumstances. The investigation reports are to be peer reviewed and corrections made within 10 days so the investigation can be released to interested parties.

Outcomes/Impacts:

- Success of this program is the ability to investigate the origin and cause of each fire within the City of Lawrence, come to a conclusion on the origin and cause of the fire (even if the cause is “undetermined”), document and prepare documentation for those affected by the loss and provide answers when possible.
- Success is taking arsonists off the streets through solid investigation, interview, evidence collection, documentation, case presentation and testifying in court. Success can also be measured in the number of arrests and convictions related to the number of incendiary fires throughout the year.
- Fire investigation origin and cause reporting has further identified trends that are either needed to prevent future events through public education, code enforcement, and/or proposed code changes. In 2019, an initiative to decrease community risk related to trash can fires and the hazards that may contribute was implemented. The department collaborated with the City’s Municipal Services and Operations Department to complete this task. An informational flyer was created and the department is working on efforts to disperse the flyer in various forms to the community (i.e. newsletters, accompanying bills from the utility department, social media posts, webpage posting, etc.).

Conclusions:

- The fire investigation program is a high functioning program within the department. The level of dedication by the City of Lawrence and the department is matched with the personal dedication of the Fire Investigators. The Investigators are provided good equipment, training, and education that allows them to perform at a high level. The end result of their effort is the successful conclusion and classification of the origin and cause of fires.
- One area that fire investigators need to improve is the completion of the documentation within the appropriate time frame. There may be several factors that delay the fire investigator in completing the documentation as required.
- Fire investigators worked an additional 717 hours of overtime during the first 26 pay periods of 2019 at cost of $33,187.96.
- Coverage gaps created by Fire Investigators on vacation and sick leave provide for additional opportunities for off-duty Fire Investigators to be “on-call”. While the Fire Investigator is
being compensated for their on-call time, their off-duty activities are limited because of the potential for responding back to work to perform those duties. The investigator has a limited amount of time, once notified, to respond to the scene to perform the investigation.

- The fire investigator department issued cellular phone is a flip phone with minimal technological options. Most investigators have the department cellular phone forwarded to their personal phone. This creates a problem when investigators are using their personal phone for business use. Personal phone information then becomes available to both witnesses and suspects alike.
- With the addition of 921docs, investigation reports have become more consistent however, all of the information that is gathered at the scene has to be transported to the station and entered at the station on a desktop computer. If information is needed through the use of 921docs, it may be difficult to obtain if the scene has been released. This also adds to the overtime demands of the Fire Investigator.

Recommendations / Next Steps:

1. It is recommended that the department identify the means of tracking member’s time for backfilling a position vacated by an investigator while performing investigations on shift. This overtime is directly related to the incident and investigation activities and can be used to more accurately predict budgetary numbers. The existing Executime clocks are in place to track this overtime however, the member working the overtime may not know exactly why they are working, and the correct code may not be used.

2. Upon future budgetary approval, one recommendation is to assign full-time fire investigation positions. The full-time fire investigation positions would mirror the shift schedule and provide a full-time investigator assigned to each shift whose duties would be to conduct fire investigations, perform follow up, document fire scenes, etc. When fire investigation activities are complete the fire investigator would perform other assigned prevention activities, inspections, and or other service needs of the department.

3. If a full-time Fire Investigator position is filled, the one shift investigator should be maintained. The full-time investigators will continue to investigate any new incidents that may occur. Having a full-time investigator on each shift would reduce the need for an on-call investigator. Having more investigators on scene will allow for completion of the 921docs information to be completed simultaneously with other scene documentation, evidence collection and preservation.

4. NFPA 921, the guide that is used by the department and viewed as a reference for best practices, recommends that a minimum of two investigators are utilized for fire investigations to account for investigator fatigue and safety.

5. Currently, the Fire Investigators are provided a cellular phone for communication with witnesses, suspects, attorneys and officers. The phone provided is a flip phone with no smart phone capabilities. Applications are available that can assist the investigator with measuring and scene documentation, viewing GIS maps, water distribution systems, hydrant locations
related to the incident, obtaining photographs, voice recordings, video recordings etc. All of
these abilities improve efficiencies and the quality of work.

6. The current Use of Force policy is under review by the City legal department and Douglas
County Sheriff’s Office. Streamlining this policy will enhance the workflow and provide
direction for Fire Investigators while conducting active fire investigations which align the DG
SO Sheriff’s Office’s current agreements. Developing an annual training plain is a main goal.

Benefit of Recommendations:

- Having dedicated full-time fire investigation positions could handle the challenges of the
  investigation beyond its current level. Currently, we have trouble completing peer review,
  Firehouse® reports, and other documentation required for each investigation in the time
  allotted.

- Full-time Fire Investigators can keep all cases moving forward and bring them to completion
  sooner, which makes the stacking up of investigations upon a single investigator less likely and
  less frequent.

- Providing full-time Fire Investigators to the team will relieve some of the daily responsibilities
  of the shift members and allow them to concentrate on saving and protecting lives and
  property in the most efficient and effective way possible.

- Adding a full-time investigator position would enhance operations and safety by having a
  member fulfill the Safety Officer role. Having a dedicated position within prevention that can
  double as the shift Safety Officer reduces the risk of not having a dedicated Safety Officer
  throughout the type I incident.

- The Fire Investigators would benefit greatly from having a smart phone device for
  communication during investigations, as well as using the phone for gathering investigation
  information. The smart phone gives the Fire Investigator the ability to access various
  information (GIS information, exchange of digital documents, potential digital evidence,
  photos, contacts etc.) that would bring efficiency to the scene. Smart phones also have many
  apps available for minimal or no charge. Some of these apps can assist in documenting the fire
  scene and improve accuracy in measuring. The smart phone is standard issue for other law
  enforcement personnel performing a similar function within the detective division of the
  Lawrence Police Department.

- The Prevention Division will coordinate with the Douglas County Sheriff’s Office Training
  Division to identify annual continuing education opportunities for Use of Force Training.
2019 Program Appraisal

Program Name: Fire Suppression

Performance Indicator: CC 5E.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire suppression program and its impact on meeting the agency’s goals and objectives.

Appraisal author: Division Chief Schwartz

Date prepared: January 21, 2020

Program Purpose: Fire Suppression services to City of Lawrence, Kansas and Grant Township

Inputs / Resources:

- Monetary:
  - In 2019, the total operating budget for Lawrence Douglas County Fire Medical (LDCF M) was $24,031,000, with 83% comprised of personnel services (salaries and benefits). In 2018 the operating budget was $21,828,000.

- Physical:
  - In 2019 the department operated from five fire stations within the city of Lawrence, one ambulance station in Baldwin, KS, and one ambulance station in Eudora, KS.
    - Replacement Engine delivered in 2019 – Engine 1 – Located at Fire Station #1
    - Two new replacement ambulances place in service in 2019 – Medic 2 / Medic 1 – units replaced put into reserve status
    - Station 1 Remodel – In 2017, a remodel of Fire Station #1 began and continued through 2018. Project completed in the 4th quarter of 2019. All personnel and apparatus assigned to station #1 began utilizing station in late 2019.

- Human:
  - In 2019, the Operations Division was comprised of three Battalions, X, Y, and Z. Each Battalion included a Division Chief, five Captains, eight Lieutenants, twenty-eight Firefighters, and extra board Firefighters. Thirty-eight uniformed personnel on-duty each day was the established minimum staffing. This provided for five, four-person engine/quint/truck apparatus, one three-person rescue apparatus, seven two-person medic units and one Operations Division Chief. In January 2019, a recruit class comprised of 12 Extra-Board firefighters began – class graduated in June 2019.

- Essential:
  - In 2019, the department utilized two primary record management systems (RMS) for data collection, Spillman® and Firehouse®. Spillman® was the computer aided
Professionalism. Respect. Integrity. Excellence
dispatch (CAD) system and Firehouse® was the database for the National Fire Incident Reporting System (NFIRS). The department utilized the Douglas County Emergency Communications Center for dispatching services. In 2019, a project team was formed to evaluate the effectiveness of the current RMS and to determine if there was a need for change. The project team evaluated several RMS and whether there was a need for change. The team evaluated several systems from various vendors and a recommendation to change the department RMS to ESO® Fire was submitted. The department currently utilizes ESO® for EMS patient reporting.

2018 Recommendations / Next Steps Update

1. **Continue to submit for additional shift commander through budget process in 2019 for budget year 2020.**
   Combining incident command functions with emergency resource management is no longer effective with a single shift commander for 13,361 incidents annually and serving 475 square miles.

Update:
During the 2020 budget process, the department submitted for (3) Assistant Shift Commander positions. Positions were approved for 2020 and promotional process concluded in December 2019. Three Battalion Chiefs began operations on January 1, 2020. This raised minimum staffing for each shift to 39 members. The addition of these Chiefs will increase the effectiveness of emergency resource management. It will also increase firefighter safety allowing the Incident Commander to focus on scene management activities.

2. **Continue to submit for additional firefighter positions to bring staffing of Rescue 5 to four personnel.**
   Currently the Rescue unit is not compliant with OSHA “2-in-2-out” rule for emergency rescue operations with firefighters engaged in interior structural firefighting.

Update:
During the 2020 budget process, the department requested (3) additional personnel to increase staffing on the Rescue Unit to be compliant with OSHA “2-in-2-out” rule for emergency operations. The positions were not approved for the 2020 budget. The department will continue to pursue filling these positions in future budget requests.

3. **Review available RMS systems that are available for the Fire Service. Evaluate all systems and implement by January 1, 2020.**

Update:
In 2019, the department formed a project team to evaluate our current RMS system (Firehouse®) and its effectiveness and in addition to research and evaluate other RMS systems available to the fire service. The team looked at several options and concluded

the best option was to make the transition to ESO fire. The department currently utilized ESO® for patient care reporting purposes. The transition from Firehouse® to ESO® Fire will occur in 2020.

4. Work collaboratively with Douglas County Emergency Communications to establish time-based performance objectives for alarm answering and alarm processing. The objectives should be formally established in a written agreement with Douglas County Emergency Communications.

Update:
In 2019, the department began discussions with Douglas County Emergency Communications to reference the above recommendation. These discussions will continue in 2020.

5. Due to the rapid growth in the northwestern portion of the city, the department should secure a funding source for fire station #6 and other resources to provide reliable, effective response coverage, consistent with other areas of the city.

Update:
In 2019 the department requested funding through the Capital Improvement Project planning process. The request was denied for 2020. The department will continue to submit for funding reference this project.

Outputs:
- Operations Activity: In 2019, the department responded to a total of 13,006 alarms. This is a 355 alarm decrease (2.7%) as compared to 2018’s 13,361 total alarms.
- In 2019, the department documented 40 structures fires (NFIRS-111) occurring within the City of Lawrence. This represents a 34% decrease in the number of reported structure fires (NFIRS-111) compared to 2018 where 61 structure fires were documented.
- 2019 represented the second consecutive year the department failed to meet it Travel Time goal of 4 minutes. In 2019 Travel Time was 6:02. For additional information – reference the 2019 Response Time Tables published in the 2020 CFAI Annual Compliance Report.
- 2019 represented the second consecutive year that Alarm Handling Time exceeded 2 minutes. For additional information – reference the 2019 Response Time Tables published in the 2020 CFAI Annual Compliance Report.

Outcomes / Impacts:
- Total property loss (property & contents) due to structure fires was $1,400,197.00, a 76% decrease compared to 2018.
- The department had zero injuries related to fire suppression in 2019.

Departments recognize the importance of containing structure fires and the negative effects generated as the fire grows from the object of origin. In Table A.5.2.2.2.1 “Loss Rates by Fire Spread in 2012-2016, Home Structure Fires” the NFPA contrasts fires contained to the object of origin, room of origin, beyond room of origin, floor of origin, and beyond the floor of origin and the effect on civilian deaths and injuries. The data suggests that a civilian is 14 times more likely to die in a home structure fire when the fire extends beyond the floor of origin as compared to the containment of the fire to the room of origin.

In 2018, the department reported Flame Spread Data based on extinguishment and did not consider the condition upon arrival. Recognizing the importance of keeping the fire contained to same area as the condition upon arrival, in 2019, the department collected conditions upon arrival data along with Flame Spread Data after extinguishment.

2019 Building Flame Spread Outcomes

![Graph showing flame spread outcomes]

<table>
<thead>
<tr>
<th></th>
<th>Fire Involvement on Arrival</th>
<th>Flame Spread Confined to</th>
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<td>Beyond Building</td>
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Totals
2020 Recommendations / Next Steps:

1. Continue to submit for additional firefighter positions to bring staffing of Rescue 5 to four personnel. Currently the Rescue unit is not compliant with OSHA “2-in-2-out” rule for emergency rescue operations with firefighters engaged in interior structural firefighting.

   **2017 Risk Assessment and Standards of Cover – Immediate recommendation**

   Continue to communicate through management channels the need to increase operational staffing on the rescue unit to be consistent with other fire apparatus. This request has been proposed each year since 2006. Currently, the rescue unit is not compliant with the OSHA “2-in 2-out” rule for emergency rescue operations with firefighters engaged in interior structural firefighting. Operational objectives cannot be maintained city-wide in an efficient, effective and safe manner with three-member staffing.

2. Implement ESO Fire Records Management System. Ensure appropriate data from Firehouse is transferred to new system. Develop and facilitate training on data entry to ensure the quality of information remains at a high level for performance and outcome measurements.

   **2017 Risk Assessment and Standards of Cover – Immediate recommendation:**

   Investigate solutions for improvements in performance monitoring processes on emergency response data to include both computer software and internal system controls.

   Develop and facilitate training on data entry to ensure the quality of information remains at a high level for performance and outcome measurements.

3. Work collaboratively with Douglas County Emergency Communications to establish time-based performance objectives for alarm answering and alarm processing. The objectives should be formally established in a written agreement with Douglas County Emergency Communications.

4. Due to the rapid growth in the northwestern portion of the city, the department should secure a funding source for fire station #6 and other resources to provide reliable, effective response coverage, consistent with other areas of the city.

5. In 2020, the department will implement a second set of bunker gear to each member.

6. In 2020, the department will enhance the performance objectives to include outcome measures for flame spread and loss of life.
2019 Program Appraisal

Program name: EMS Program

Performance Indicator: CC 5F.7 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the EMS program and its impact on meeting the agency’s goals and objectives. This should include an evaluation of the agency’s standard operating procedures, protocols, and equipment.

Appraisal author: Division Chief Kevin Joles

Date prepared: January 20, 2020

Program Purpose: The purpose of the EMS program is to oversee and ensure that Douglas County is provided high quality pre-hospital medicine, both ALS and BLS, from 7 strategically located stations (5-Lawrence, 1-Baldwin City, 1-Eudora) as well as through the care given by county first responders.

Inputs / Resources:

- Monetary:
  - All first response agencies have EMS equipment and supplies that are maintained and checked by first responders. Any needed supplies are ordered through McKesson or LDCFM Division Chief of EMS.

- Physical:
  - 12 ambulance referred to as Medic Units in the dispatch matrix. Four replacement ambulances were put into service in 2019. Two were purchased in December 2018 and were placed into service in January 2019 (Medic 1 and 4), and two others purchased in September were put into service in October and November.
  - 14 ZOLL X-Series Cardiac Monitors, 74 AED’s, 17 AutoPulse Mechanical CPR devices, 12 Stryker Power Cots and stair chairs.
  - 5 of the 17 mechanical CPR devices located strategically throughout the county provide high-quality CPR, 5 of those are located at first responder agencies who also utilize recitation equipment.

- Human:
  - All firefighters are either Advanced Emergency Medical Technicians (AEMT) or Paramedics. Each medic unit is staffed by a minimum of 2 department members, with one being an Officer and the other being a Paramedic or AEMT. One of the members must be a Paramedic to fulfill staffing requirements. The Lieutenant serves as the Officer and can either be a Paramedic or AEMT.

EMS Supply Officer: the Captain assigned to this position is responsible for managing EMS supplies and equipment.

- Essential:
  o ESO Patient Care Record Software, ESO Health Data Exchange, Firehouse® Software, ZOLL Case Review, McKesson Medical Supply

 Outputs:

In 2019, much like most fire-based EMS entities in this country, a majority of LDCFM’s calls were EMS calls in nature, which led to 8,600 patient encounters and 6,449 transports/transfers. EMS calls ranging from hypertensive emergencies, diabetic emergencies, behavioral health, chest pain, seizures, traumatic injuries round out the top-6 most responded to incidents in 2019.

Outcomes / Impacts:

Response time performance by risk category can be referenced in the 2019 CFAI Annual Compliance Report.

LDCFM entered into an agreement and program called Douglas County MyResource Connection (MyRC), which provides a scheduled daily surveillance data transfer information on incidents to a collaborative county server. The data is then connected to Douglas County HIPAA agencies, such as Behavioral/Mental Health, substance abuse entities, Health Department and Social Worker agencies. This connection of resources allows the right agency to reach out to system users to limit reoccurring usage of programs as well as finds solutions to the users’ most needed resources.

All AEMT’s and Paramedics receive EMS training/CEU’s through multiple avenues throughout the calendar year including Target Solutions Software, hands-on scenario-based training, skills assessments, medical lectures or attending conferences or classes. This education encourages LDCFM providers to have confidence in their skills and assessments while treating sick patients. Knowledge breeds the appetite to be better in every aspect including some of the following statistics in pre-hospital care:

- IV Success Rate Baseline (1st Attempt): 71% (2,589 successful, 758 unsuccessful)
  o 2020 Benchmark: 90%
- Intubation Rate Baseline (1st Pass): 70% (53 successful, 23 unsuccessful)
  o 2020 Benchmark: 90%

In early 2019, the LDCFM cardiac arrest protocol (C.A.P.E. - Cardiac Arrest Protocol for Excellence) was revised slightly, in efforts to fine tune the on-scene procedures performed by LDCFM staff. There was a lull in ongoing cardiac arrest-focused training for the members. The “Resuscitation Package” approach will see a significant overhaul regarding enhancing patient survival for Out-of-Hospital Cardiac Arrest (OHCA). Unfortunately, both the return of spontaneous circulation as well as patient survivability declined in 2019. LDCFM continues to collaborate with Lawrence Memorial Health (LMH) to provide data to the Cardiac Arrest Registry for Enhances Survivability registry (CARES) which provides standard outcome measures for OHCA locally, allowing for quality improvement

Efforts and benchmarking capabilities to improve care and increase survival. In 2019, the Return of Spontaneous Circulation (ROSC) for Douglas County was 47% and the percentage for patients returning home after a cardiac arrest event was 4%. The following committees continued to aid the EMS System:

- **EMS Supply Committee**: This committee has developed an inventory reduction system that should reduce average costs and inventory load at each station regarding their EMS supply cache.

- **EMS Protocol Review and Implementation Committee**: This group was formed in 2018 and has formulated a rotating schedule that reviews, advises, and implements all medical protocols throughout the calendar year. Utilization of subject matter experts, the Medical Director, and any current LDCF M member wishing to be involved in advancing pre-hospital medicine is encouraged to participate. Nearly 1/3 of the department protocols were reviewed, amended and approved by the physicians committee in 2019.

- **EMS Equipment/Bag Committee**: This committee researches and implements the highest quality and relative EMS products. In 2019 the department implemented a “one-bag” deployment model, which has allowed for members to ergonomically carry less as well as deploy needed supplies in a timely fashion.

**Conclusions:**

In 2019, the EMS system continued to move forward in creating a culture that embraced EMS and did not oppose the challenges that pre-hospital medicine can produce. The Medical Director stayed focused on ensuring that not only LDCF M members, but the county first responders received education that enhanced the EMS System as a whole. The Division Chief of EMS continues to attend local and regional meetings that assist in being connected and establish partnerships with like-sized and minded departments. The Medical Director has dedicated weekly office hours and ride-along times with crews. Many stroke and STEMI patients were identified and taken to area hospitals in time to receive definitive therapy and be restored to full function. The EMS Division continues to lead the way in quality improvement, program measurement, and innovation. In 2019, a Mobile Integrated Health concept in collaboration with LMH Health was pitched to the County Commission but ultimately denied due to insufficient funding and agreements for system personnel.

The approach to be more available for the EMS System will provide a connection with providers that will be appreciated by the providers and patients. EMS is a relatively young profession, being roughly only 50 years old. Every year new evidence-based medicine and science proves that what we are doing today will be rapidly out of date, tomorrow. Continuing to push the envelope and demand a high-level of care from our providers is important. Continuing to educate and practice quality medicine will be LDCF M’s highest priority.
Recommendations / Next Steps:

1. Charging forward to 2020, the primary focus will be revitalizing the CAPE protocol and ensuring that diligent and recurrent training takes place in collaboration with the Training Division. The program has set a Return of Spontaneous Circulation goal for 2020 of 50%. The County Commission has approved six ZOLL X-Series cardiac monitors for placement on first due fire apparatus, along with two ZOLL Z-Vent portable ventilators for use on hospital-to-hospital transfers.

2. Continuing to research, budget, plan, and implement a much-needed Mobile Integrated Health/Community Paramedicine program in Douglas County. A program that can focus on resource connections for patients, system reliability, decreasing hospital re-admissions, mental health population etc. Lawrence Memorial Hospital is interested in a partnership with LDCFM, providing a mid-level provider (Nurse Practitioner) and LDCFM providing a Paramedic.

3. Continue to research and purchase of a new narcotics locker will increase security and provide less liability to the Shift Commanders in regards to narcotic delivery and control.

4. Maintaining warranties and preventative maintenance programs for fourteen X-Series monitors and twelve Auto Pulses. Fifteen batteries were replaced utilizing the warranty and Auto Pulse battery replacement program, saving the department over $15,000.

5. The department will enhance the performance objective statements to include outcomes measures in 2020.

Benefit of Recommendations:

Purchasing a new narcotic locker with biometric technology will provide an electronic log of narcotic inventory which will replace the manual, handwritten delivery currently used. The Division Chief of EMS will be responsible for this purchase and program.

Warranty purchases from the ZOLL and Stryker products will ensure that equipment stays in service on a more frequent manner. The purchase of warranty and preventative maintenance programs for the ZOLL X-Series monitors and ZOLL Auto Pulses for the next 2 years will ensure LDCFM will have quality life-saving equipment in a ready state.

Creating and implementing a Mobile Integrated/Community Paramedic will reduce frequently run “loyalty customers” by connecting resources giving patients the best chance of a successful recovery and healing.
2019 Program Appraisal

**Program name:** Technical Rescue

**Performance Indicator:** CC 5G.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the technical rescue program and its impact on meeting the agency's goal and objectives. This appraisal must include a full-scale evaluation of the response components, including mutual aid when part of the deployment model.

**Appraisal author:** Division Chief Justin Temple and Operations Captains X, Y, Z Shifts

**Date prepared:** February 1, 2020

**Program Purpose:** LDCFM operates a Technical Rescue program to address rescue needs associated with Confined Space Rescue, Rope Rescue, Water/Ice Rescue, Trench Rescue, Structure Collapse Rescue, and Vehicle/Machinery Extrication Rescue.

**Inputs / Resources:**

- **Monetary:**
  - Specific line items within the department’s budget as well as City of Lawrence CIP.
  - NE Kansas Homeland Security Regional 5 Grant allocations.

- **Physical:**
  - 2009 PIERCE Velocity Rescue
    - Assorted equipment to address rescue needs and or incident stabilization.
  - 2012 H & H enclosed support trailer
    - Assorted equipment to support KSTF2 deployments.
  - (3) 2005 Rescue One boats
  - (1) 2005 Mercury Inflatable boat
  - Boat slip located at Clinton Lake Marina
  - Double deck boat trailer
  - Single boat trailer
  - (2) portable hydraulic pumps and combination cutter/spreaders
    - One is assigned to Utility 3
    - One is assigned to Medic 11

- **Human:**
  - Station 5 is designated as the Rescue Station. Minimum staffing at Station 5 is nine.

- **Essential:**
  - NFPA 1006 Standard For Technical Rescue Personnel Professional Qualifications

- NFPA 1670 Standard On Operations And Training For Technical Search And Rescue Incidents

**Outputs:**
- Identified trainers on X, Y, Z shifts facilitated Awareness/Operations level training in the following disciplines.
  - Confined Space Rescue, Rope Rescue, Water/Ice Rescue, Trench Rescue, Structure Collapse Rescue, and Vehicle/Machinery Extrication Rescue
  - See LDCFM TARGET Solutions training records
- LDCFM responded to Technical Rescue incidents in 2019. Most notable were the flash flooding events and the large tornado that impacted Douglas County.
  - LDCFM responded to 16 emergencies related to flooding in 2019. In prospective, that is 12 more than 2017 and 2018 combined.
  - See ACR data for low, medium and high risk incidents
- LDCFM participating members are continuing the individual rostering process with the Kansas State Fire Marshals Office
  - See Individual applications (Shared Folder>Agreements-Contracts>Kansas State Fire Marshals Office>Member Applications
- The need for a new Outboard motor for the 2005 Inflatable boat was identified. A request to upgrade to and purchase a new 30 HP Mercury Outboard motor was approved.
  - See approved PO request
- 10 Mustang Survival Rescue PFDs were purchased in support of the replacement program of all Department PFDs.
  - See approved PO request
- Division Chief Justin Temple was rostered and deployed in response to Hurricane Dorian for Kansas Task Force 1.
  - KSTF1 would stage in Jacksonville Florida and then Plymouth North Carolina

**Outcomes / Impacts:**
- Identified Trainers worked with the Training Division to facilitate Awareness and Operations training for identified disciplines.
- LDCFM continues to coordinate with the Technical Rescue Program Chief, the ongoing support of KSTF1, KSTF2 and the Office of the State Fire Marshal.
- LDCFM continues to respond to and mitigate emergencies related to Technical Rescue.
- LDCFM continues to support replacement cycles for expendables related to Technical Rescue.
  - Life Safety Rope
  - Rope Body Harnesses
  - Mustang Cold water PPE
  - Mustang PFDs

Conclusions:
- Available training hours continue to be impacted by call volume and other departmental identified expectations. Identified trainers will continue to work with the Training Division to facilitate Technical Rescue Training.
- LDCFM will continue as a participating agency for KSTF2.

Recommendations/Next Steps:
- The CFAI report recommended the following
  - 2C.5 The agency has identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.
    - It is recommended that the department continue its ongoing efforts to replace the rescue unit with three members to a rescue-engine with four members.
    - During the next budgetary cycle, there will be a recommendation of increased staffing.
    - Prior to the implementation of the CIP for Rescue replacement, a task force will evaluate current needs and determine if the Rescue-Engine is still the most effective platform for the delivery of service.
- The CFAI report recommended the following
  - 8C.2 The agency has instructional personnel with teaching qualifications and expertise to meet its needs.
    - It is recommended that the department continue the current processes of plan development to ensure consistent technical rescue education delivery.
      - The current delivery mythology of Technical Rescue Training will be discussed between the Technical Rescue Program Chief, the three Operation Captains assigned to station 5, and Training Division.
- LDCFM will continue to meet with Douglas County and address needs related to Technical Rescue, to include documentation within the MOU to identify levels of coverage and funding.
- The Technical Rescue Program Chief and or his designee will continue to meet regularly with other participating agencies of KSTF2 and Office of the State Fire Marshal
  - A copy of meeting minutes will begin to be kept and placed in appropriate folder.
- The Technical Rescue Program Chief and the three Captains assigned to station 5 will meet regularly to discuss the standing of the Technical Rescue program and plan/forecast needs.
  - Meeting minutes will be kept and placed in appropriate folder.
- Evaluation of training needs for newly assigned Station 5 personnel will be evaluated and prioritized.
  - In 2019, the Department experienced a need for a large number of promotions. This necessitated the need to reassign members from Station 5.

- The department continues to monitor the significant increase of Technical Rescue responses for water-related emergencies. Outside of these emergencies, LDCF must continue to monitor the risks related to the many different recreational areas that incorporate large bodies of water, as well as the continued risks of all Flooding events.
  - The department’s current boats that are utilized for response to these incidents were purchased in 2005.
  - The department should investigate the opportunity to submit an Assistance to Firefighters Grant (AFG) request for the replacement and upgrade of our water rescue resources.
  - If appropriate, the request should be submitted to the City for approval to apply for the AFG grant.

Benefit of Recommendations:

- The current level of LDCFMs Technical Rescue program will be impacted by the ongoing discussions related to the service MOU between the City of Lawrence and Douglas County. Current levels coverage and expectations will continue until a new MOU is agreed upon.
- The regular meetings between the Office of State Fire Marshal, KSTF2 participating agencies, as well as internal meetings will continue to shape the effectiveness of delivery of Technical Rescue.
- Evaluation of the training delivery mythology will identify if delivery of information is consistent across all three shifts, and if not, provide a recommendation to address the deficiencies.
- The identified Rescue replacement Task Force will perform a SWAT analysis and provide suggested options to the Chief of Department.
- If the department were awarded the AFG grant for boat replacement/upgrades, this would allow us to deploy more appropriate resources to specific target hazards. This opportunity would also replace the 15 year old boats that the department currently utilize.
2019 Program Appraisal

Program name: Hazardous Materials

Performance Indicator: CC 5H.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the hazardous materials program and its impact on meeting the agency’s goals and objectives. This appraisal must include a comprehensive evaluation of the response components, including mutual aid, when part of the deployment model.

Appraisal author: Captain Weaver

Date prepared: January 20, 2020

Program Purpose: To operate an adequate, effective, efficient, and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials.

Inputs / Resources:

- Monetary:
  - Douglas County provides a $60,000 annual budget for the purchase of equipment, durable goods, and outside training opportunities. The City of Lawrence and Douglas County provide moneys through an inter-local agreement for personnel costs.
    - Hazardous materials technician differential pay (SOP 104.52 Technician Differential Pay)
    - Douglas County hazardous materials resolution

- Physical:
  - Fire apparatus/hazardous materials apparatus (pumper), a tandem axle support trailer, and 3/4 ton pickup. Atmospheric monitors, IT equipment, PEAC-WMD software, additional equipment, and durable goods that enable members to safely mitigate hazardous material incidents. A complete list of physical assets is located under Firemed > Shared > HazMat Program > Equipment and Inventory.

- Human:
  - The department has:
    - 44 members IFSAC certified Hazardous Materials Technicians
    - 96 members IFSAC certified Hazardous Materials Operations
    - 17 Hazardous Materials Technicians and six Hazardous Materials Operations are assigned to the Hazardous Materials Team at Station No. 4

- Essential:
  - Hazardous material incidents are documented in Firehouse® record management system. Training hours are documented in Target Solutions record management system. Program information is located in Firemed > Shared > HazMat Program.
HazMat equipment and inventory is located under Firemed > Shared > HazMat Program > Equipment and Inventory, and in Firehouse®.

Outputs:

- The department was dispatched to 295 hazardous materials related incidents in 2019
  - 97 natural gas leaks, 77 hazardous materials investigations (nothing found), 35 carbon monoxide detector malfunctions, 25 flammable liquid spills, 24 carbon monoxide alarm activations (7 with sickness), 24 carbon monoxide detectors activations, 5 chemical hazard with no spill or leak, 3 combustible/flammable gas/liquid condition, 2 chemical spills/leaks, 1 refrigerant leak, and 1 biological hazard, malicious. The Firehouse® records management system provides incident details for response analysis.

- The department provides hazardous materials training annually in compliance with 29CFR 1910.120. Department members completed 1697.83 hours of HazMat training in 2019. Training consisted of three, four hour training sessions per shift.
  - Session one covered an equipment and location review (E-4/HazMat support trailer), monitoring skill verification, monitoring priorities, monitoring techniques, interpretation monitor readings, and ERG/NIOSH review.
  - Session two was a multi-company scenario. The scenario incorporated a first in company officers decision making skills, transition into Level 1 hazardous materials response.
  - Session three involved site visits to two Tier II facilities; API Foils, and ICL Performance Products. The visits enabled department members to familiarize themselves with the facilities, review of products manufactured, MSDS paperwork, facilities evacuation plan, and the facilities and departments’ mitigation plans.

- Department training hours were documented in Target Solutions record management system.

- The Hazardous Materials Program purchased equipment to enhance the team’s capabilities and sent three members to the IAFC HazMat Symposium in Baltimore, Maryland. Members attended the training in order to provide practical and valuable information to ensure the department successfully meets the demands of hazardous material incidents in today challenging environment.

- Equipment purchased, replaced degraded, outdated equipment, and enhanced our abilities to safely mitigate incidents. 2019 HazMat purchases are location under Firemed > Shared > HazMat Program > 2019 Budget.

- Hazardous Materials Program team routinely met in 2019 to review program goals and assign responsibilities. Agenda minutes are located under Firemed > Shared > HazMat Program > Agendas.

- A number of 2019 output goals were met throughout the year, are on-going, or not completed.
  - Annual equipment inventory (E4/trailer/monitors) – Completed
  - Department annual training plan – On-going

- Two members attended Hazardous Materials Technician training – On-going
- SOP annual review – Completed / On-going
- Outside training – Completed / On-going
- Five year budget plan for program/equipment needs – Not Completed / On-going
- Technician performance base skills – Not Completed / On-going
- Tier II inspections – Not Completed / On-going

- Two members assigned to the Hazardous Materials Team attended a Hazardous Materials Technician Course in September of 2019, one member achieved his IFSAC certification and one member will be required to re-test the written portion of the certification program to achieve IFSAC certification.

Outcomes / Impacts:

- In 2019, the program prioritized the need for improved technological training equipment. The equipment enables the training to stay relevant to hazards while also strengthening safety measures.
- The department has continued to keep up-to-date equipment including appropriate apparatus, trailer, monitors, software, and durable goods that are needed to conduct HazMat program activities. Ongoing, routine processes of equipment monitoring and evaluation helped determine minor (trailer) overweight issues that could potentially impact resource deployment. The issue has been resolved.
- Training was deemed a focus for the program. The program facilitated training to current, as well as new HazMat members which in return, increased the level of engagement and understanding throughout the department.
- In 2019, there were no personnel injuries related to hazardous material incidents.

Conclusions:
Overall the HazMat Program has operated effectively. Members assigned to Hazardous Materials Program Team completed a number of projects that were established in 2019. Through program team meetings, the HazMat program continues to make strides to improve the program. Department members meet annual training hours (hazmat/ISO), and the annual budget meets the programs equipment and training needs. The Program Appraisal process has been successful in identifying areas the program can make improvements.

Recommendations / Next Steps:
- Monetary:
  - Continue to evaluate and align program’s needs with the established annual budget to meet the mission of the department and community. By August 2020, the Hazardous Materials Programs will develop a draft five-year budget plan for future program needs.

- Physical:
  - Hazardous materials support trailer: The Hazardous Materials Program Manager will assign a Captain on the Hazardous Materials Team to evaluate the current support trailer and make recommendations to the Hazardous Materials Program Chief over the support trailers capabilities and the supports trailers potential replacement by September 1, 2020.
  - Captain Weaver will lead a project team to evaluate Engine 4’s equipment configurations and hazardous materials deployment operations to see if Engine 4 meets the hazardous materials needs of the department and community.
  - Equipment inventory system: The Program Manager will assign a Hazardous Materials Captain to review the hazardous materials equipment inventory system to ensure it meets the needs of the program regarding inventory recording keeping, testing and maintaining of equipment. This evaluation will assist with future equipment needs. The Captain will submit his recommendations to the Hazardous Materials Program Manager and Program Chief by August 2020.

- Human:
  - Department training: The Program Manager will oversee annual department hazardous materials training for department members; operations, and technician. A training plan with training objectives will be submitted to the Hazardous Materials Program Chief and Training Division by May 2020.
  - Technician training: The Program Manager will work with the departments Training Division to research training opportunities for Hazardous Material team and members who are not IFSAC certified Hazardous Materials Technicians. The Program Manager will submit a training a plan to the Hazardous Materials Program Chief and Training Division by May 2020.
  - Performance based skills (PBS): The Program Manager will develop and recommend minimum standard PBS requirements for members assigned to the Hazardous Materials Team. The Program Manager will submit his recommendations to the Hazardous Materials Program Chief and Training Division by June 2020. The Program Manager will develop a check sheet/evaluation for the minimum skills and knowledge listed below.
    - Incident Management: IC/HazMat Group Supervisor
    - Tech. Specialist: research PEAK software / forms ICS 214, 208 / safety brief
    - Entry Team: Team 1 and 2 / monitoring / line of site / incident objectives
    - Decontamination: Emergency / Gross / Technical / Decon Leader / Equipment
  - Tier II pre-planning: The Program Manager will work with the Prevention Division to develop a pre-plan form for Tier II facilities. The Program Manager will continue establish relationships and conduct pre-plans for Tier II facilities within the City of Lawrence and Douglas County. The Program Manager will submit his pre-plan form
Professionalism, Respect, Integrity, Diversity, Excellence
recommendations to the Hazardous Materials Program Chief and Training Division by June 2020.

- The pre-plans will be added to the IPad inspection checklist and include the following information:
  - Written emergency action plan from the facility required by 2012 IFC code chapter 50 section 5001.3.3.15.
  - Hazardous Material Management Plan from facility required by 2012 IFC code chapter 50 section 5001.5.1 / information shall include a facility site plan designation information outline in code.
  - Confirm up to date Tier II / 2012 IFC code chapter 50 section 5001.5.2 Hazardous Material Inventory Statement.

- Essential:
  - Hazardous material incidents are documented in Firehouse® record management system. Training hours are documented in Target Solutions record management system. Program information is located in Firemed > Shared > HazMat Program. HazMat equipment and inventory is located under Firemed > Shared > HazMat Program > Equipment and Inventory, and in Firehouse®.
  - Hazardous Materials Program folder: The Program Manager will assign a Hazardous Materials Captain to evaluate the hazardous materials program folder and make recommendations on the folders configured to make the folder more manageable for department members. The Captain will forward recommendations to the Hazardous Materials Program Manager and the Program Chief by September 2020. Firemed > Shared > HazMat Program.
  - Pre-planning: The Program Manager will assign to a Hazardous Materials Captain to work with the Prevention Division, department IT, and city IT to develop Tier II pre-plan files that can be installed on apparatus MDC’s. The Hazardous Material Program Team will submit their recommendations to the HazMat Division Chief by October 2020.
  - Training: The Program Manager will work with the Training Division to identify and establish minimum continuing education requirements/training hours outlined for ISO and in NFPA 472/473 for Hazardous Materials Technicians and Operations certified members. Work with the Training Division to develop a plan to ensure all members meet the minimum training requirements. The Hazardous Material Program Team will submit their recommendations to the HazMat Division Chief by October 2020.

Benefit of Recommendations:
- The program purpose and needs will be evaluated and re-aligned with the mission to identify potential areas for improvement. This will be linked to budgetary requests to maximize value optimization.

- By striving for an efficient system, evaluation of the support trailer and its contents will enable the program to identify strengths and weaknesses of operational capabilities.

- In high-risk incidents, there are many factors that have the potential to cause disruption. Training and pre-plans enable the members to be well-prepared and confident with their operations. With the continuing of these items, the program intends for members to stay safe and operate effectively. The main goal for the members is to continue with zero hazardous material related incidents.

- Proper and consistent documentation for training and incident trends will allow the program to capitalize on the collection and make improvements for the department, as a whole, moving forward.

2019 Program Appraisal

Program name: Coroners Scene Investigator

Performance Indicator: CC 5K.2 The agency conducts a formal and documented appraisal, at least annually to determine the effectiveness of the Coroner Scene Services program, to include its impact on meeting the agency’s goals and objectives

Appraisal author: Division Chief Christopher NW King

Date prepared: January 21, 2020

Program Purpose: The purpose of the Coroner Scene Investigator (CSI) program is to provide continuity of information between the prehospital setting and the Coroner’s office. All un witnessed, unexpected deaths that occur outside of the hospital setting or within 24 hours of hospital admission are investigated by the CSI’s. The CSI’s work with local law enforcement throughout the county and the University of Kansas. They collect information and document the death scene to provide an accurate representation of the scene to the coroner. The coroner utilizes the information gathered at the scene along with their autopsy results to determine the manner and cause of death.

Inputs / Resources:
- Monetary:
  - The department has six CSI’s, two per shift. All investigators are required to be certified by the American Board of Medicolegal Death Investigators (ABMDI). The investigators are also members of Kansas chapter of the International Association for Identification (KDIAI). Douglas County pays for the certification and association fees related to both agencies.
  - The six CSI personnel receive incentive compensation based on training and tenure as identified in the 2020 MOU. The CSI receives 2.5% for getting the position, an additional 2.5% after obtaining the ABMDI class completion and 2.5% after two years certified as ABMDI for a total of 7.5% incentive pay.
  - The CSI’s have monthly meetings to discuss the previous month’s cases, topics that the coroner wants to discuss and to get direction on, and department related changes.
  - The funding of the program is currently provided by Douglas County however there are negotiations underway to identify continued funding options between the City of Lawrence and Douglas County. During 2019, the County was billed $110,101.77 for CSI services.
  - There are expenses that are difficult to track and bill for, such as backfilling a CSI position while performing an investigation.
  - Douglas County also pays the transport charges incurred to transport the deceased to the coroner’s physical office for examination.

• Physical:
  o Douglas County provides iPads for the coroner scene investigators to assist with documentation, sending and receiving scene information and completing the documentation necessary. Each investigator is issued a digital camera to capture the scene, patient and surrounding factors that are related to the incident. Douglas County also provides cell phone, gear bag, measuring tapes, flash light, carbon monoxide monitor, personal protective equipment and compensation to the city for disposables needed for investigations such as body bags, tags, digital storage cards etc.

• Human:
  o The CSI program is managed by a Captain in the Prevention Division. The Captain of Prevention reports directly to the Prevention Division Chief
  o All operations CSI staff are required to maintain their certification as an ABMDI and Douglas County financially supports ongoing association with KDIAI. There are continuing education requirements for ABMDI that need to be met to maintain the certification. The KDIAI also has a conference on an annual basis which is attended by as many staff as possible, depending on the conference location. There other continuing education opportunities across the country but those can only be attended with approval for funding from Douglas County.
  o Monthly meetings are attended by the CSI members.

• Essential:
  o The CSI’s are guided by Standard Operation Procedure 113.20 which is evaluated annually for accuracy and completeness along with this program review. Changes are made as necessary and all involved are informed of the changes.
  o The Records Management System (RMS) for CSI calls is Firehouse®, Investigation information is entered into Frontierdidi which is managed by the coroner’s office. Douglas County issued iPads are used on scene for information gathering, and accessing the Frontierdidi website as necessary to upload scene and patient information.

Outputs:

• The Coroner Scene Program has grown to be a very busy program. According to the Coroner’s Frontierdidi website, there were 216 Coroner Scene Investigations in 2019. The scope of these cases ranges from a release case with that requires a minimal work to complete the case to homicide that requires many hours of work to document the scene, make phone calls, prepare the deceased for transport to the coroner’s office, documentation completion etc.

• It is necessary to have 24-hour coverage for this incentive. For this reason, it is necessary to cover vacancies with on-call coverage or overtime. When there is an on-call investigator and a CSI needs to respond for an incident, the CSI has a short time to respond to perform their investigation. During the response and throughout the investigation, the CSI member is then compensated with overtime pay.
Outcomes / Impacts:

- The department has experienced an increase in emergency calls for several consecutive years. The increase on calls for service means there are fewer hours per day for incentive work. As the CSI calls for service come in, at times, we are taking medic units out of the resources available to the community. In times where the CSI member is on a fire apparatus, the member responds to the scene in a utility vehicle. Their position on the fire apparatus is then replaced with an overtime person. Depending on the day of the week, time of day and location of the overtime replacement, the overtime replacement may take up to an hour to arrive for their assignment. While the CSI is waiting on a replacement either a department medic unit or law enforcement officer is standing by, waiting to continue the investigation. This process of managing the roster and keeping apparatus fully staffed and able to respond to calls requires a significant amount of time.

Conclusions:

- There is an expense to the community when an apparatus is taken out of the system to perform an investigation. With the rising call volume, the need for apparatus to be available to run calls is increasing. Utilizing a medic unit for CSI cases puts a strain on the department and reduces the reliability of the entire fire and EMS system for the City and County.

- A recurring problem is finding replacement members for overtime when there is an opportunity to backfill a position. Along with not filling spots on the apparatus, we have an increasing problem finding CSI staff who are willing to take on-call time, on a voluntary basis. The on-call time is compensated at 1 hour of overtime for every 12 hours of on call time.

- CSI members, as with other incentive positions are challenged to balance recertification hours along with continued department training.

Recommendations/Next Steps:

- A re-evaluation of the current level of service and discussion about options for service delivery will take place. There are several options that will be explored in 2020 that could enhance the level of service by our external stakeholders and not reduce the level of fire and medical service delivery.

- The department has identified that a new CSI model is necessary. The Captain of Prevention will work on proposal of the system and provide the proposal to Division Chief of Prevention by March 1, 2020.

Benefit of Recommendations:

- A comprehensive evaluation of all resources and programs will identify potential areas of improvement or alternative service models.
A new model for the CSI service is needed to be identified for Douglas County during 2020. Collaboration will need to occur between all internal stakeholders including Coroner's Office, Douglas County Administration, Lawrence Douglas County Fire Medical, Douglas County Sheriff's Office, and Lawrence Police Department, and any other law enforcement agency within Douglas County.
2019 Program Appraisal

Program name: Tactical Medic

Performance Indicator: CC.5L.2 The agency conducts a formal and documented appraisal, at least annually, that includes an analysis of response procedures, equipment, training, and after action reports to determine the effectiveness of the tactical medic program and meeting the agency’s goals and objectives.

Appraisal author: Division Chief Doug Green

Date prepared: January 15, 2020

Program Purpose: To provide medical support to the Lawrence Police Department’s Crisis Response Team (CRT). The primary mission is to provide emergency medical care in the field to law enforcement officers and citizens, injured or taken ill during high-risk law enforcement incidents.

Inputs / Resources:
- Monetary:
  - The department is responsible for member’s incentive and overtime wages, and ems equipment. The Lawrence Police Department is responsible for team uniforms and PPE.
- Physical:
  - Uniforms and PPE are supplied by the Lawrence Police Department, medical equipment and training are supplied and maintained by the Fire Medical Department.
- Human:
  - Five Fire Medical members hold the Tactical Medic incentive and one Division Chief is the Program Manager. Two members resigned from the team, one in January 2019 and one in December 2019 due to retirement and promotion. One position was filled in February 2019 and second vacancy will be filled by March 2020.
- Essential:
  - Activations are documented in Firehouse® (3811_Medical Standby for Law Enforcement). Training hours are documented in Target Solution. Program information is under Firemed > Shared > Tactical Medic Program. Which include the Tactical Medic Threat Matrix, and activation information.

Outputs:
- Tactical Medics were deployed 9 times in 2019; 8 high-risk warrants, and 1 barricaded subject. Response times are not tracked on activations. Tactical Medics are required to arrive at activation call-outs 30 minutes prior to the established brief time.
- Tactical Medics completed a total of 548.5 training hours in 2019 (avg. 91.4 hours per medic). Tactical Medics monthly training consisted of: physical fitness training, combat care, tactical
operations, range, wound care, medication overview, operator training, meetings, assault
training, dynamic entry, rescue carries/draugs, officer down, tourniquet use, IFAK training,
case reviews, eye injuries, equipment quiz, lowering systems, brain injuries, burns, scenarios,
GSW, prolonged field care, pharmacology. LEO combat causality care, and LEO use of
personal IFAK was a training emphasis in 2019 due to the turnover of the LEO operators.

- Our new member attended TEMS training with Johnson County Med Act and at Fort Dodge,
  Iowa through the Kansas City Metro Tactical Officers Association.
- Operation and training equipment was purchased in 2019 allowing medics to be better
  outfitted, operate safer, and train under realistic conditions. (Operations; SAM junctional
  tourniquet, and ballistic vests)
- A number of our 2019 output goals were met throughout the year or are on-going.
  - Inventory of Supplies – On-going
  - Protocol Review – Completed
  - Training plan – On-going
  - Physical Fitness Qualification Standards – Completed, waiting approval from the CRT
    Commander
  - Outside Training – On-going
- Resignation: Two team members resigned their position on the team one in January of 2019
  due to retirement, and one in December 2019 due to a promotion.
- Selection Process: In January 2019 a selection process was opened to fill the first opening (Jan.
  2019). Department members that meet the minimum established qualifications were allowed
to apply. Two members met minimum qualifications and participated in a physical fitness test,
and interview that was conducted on January 24, 2019, and background search that was
conducted by the Lawrence Police Department. A member successful completed the selection
process, and was added to the team. We will opened the selection process for the December
- A new Physical Fitness Qualification Standards (PFQS) for Tactical Medics implemented in
  April of 2019.

Outcomes / Impacts:

- Human:
  - Training of new Tactical Medic member assigned to the team.

- Physical:
  - Continually evaluate equipment needs.
  - The Program Manager will work with the CRT Commander to outfit the new member
    with a uniform, PPE, and medical equipment.

- Training:
  - Continued to evaluate the training needs for the program, individual, and LEO.

- Monitory:
  - The 2020 Tactical Medic Program has a $3000.00 budget line for equipment and
    training needs.

Conclusions:
Overall, the program operated successfully. Success was achieved by Tactical Medics engaged in programs, training, and activations. Support from the City and County for equipment met the needs and mission of the program. The team made quality strides in 2019 with the additional challenge of training a replacement Tactical Medic and new Law Enforcement operators over combat causality care, and the use of personal IFAK.

The team currently has one opening. Once a new member is selected, the team will focus on getting the member trained to operate and understand their role/responsibility on the team.

Recommendations / Next Steps:

- Human:
  - Replacement of the vacant Tactical Medic position. Interviews, physical testing, background checks, and member selection will be completed by March 2020. Final selection will be approved by the CRT Commander, Tactical Medic Program Chief, and Fire Chief.

- Training:
  - New member training. Training will start at the time of selection. The member will attend monthly training over their first year covering, physical training, combat causality care, tactical operations, range, wound care, medication overview, operator training, meetings, assault training, dynamic entry, rescue carries/drag, officer down, tourniquet use, IFAK training, M9 bag training, case reviews, eye injuries, equipment quiz, lowering systems, brain injuries, burn scenarios, GSW, prolonged field care, pharmacology. The member will attend an outside TEMS course when offered.
  - Research training opportunities regarding TEMS, and combat causality care. Team members will routinely review TEMS training opportunities and forward to the Tactical Medic Program Chief for approval.
  - Evaluate equipment/props. Team members will routinely review industry standards on equipment and props that may enhance the Tactical Medic Program. Potential enhancements to the team will be researched and evaluated by team members and ensure they meet the mission of the program including protocols and SOP’s. Requests will be submitted to the Tactical Medic Program Chief by October 2020
  - Develop mentorship training program for new medics. The mentorship training program was not completed in 2019, Team members will complete a recommend mentorship training draft submit their recommendations to the Tactical Medic Program Chief by September 2020.

- Physical:
  - Replacement of ballistic vests.
  - New ballistic vests were purchased and delivered in August 2019.

- Program:
  - Annually review protocols, SOP, and the threat matrix.

- Tactical Medic Members will complete a review of protocols, SOP, and the threat matrix by April 2020.

**Benefit of Recommendations:**

- **Human:**
  - Replacement of vacancy will put team and full staffing.

- **Training:**
  - Train new member to operate under department protocol and SOP, and with confidence on a team alongside LEO Operators.

- **Physical:**
  - To ensure members are equipped to operate safely.

- **Program:**
  - Continue evaluate of the program to ensure we meet the mission and requirements of the program.
2019 Program Appraisal

Program name: Emergency Communications

Performance Indicator: CC 9B.10 A formal and documented appraisal is conducted at least annually to determine the effectiveness of the emergency communications system, and its impact on meeting the agency’s goals and objectives.

Appraisal authors: Division Chief Fagan and Division Chief Temple

Date prepared: January 31, 2020

Program Purpose: To facilitate the processes of receiving and dispatching emergency calls to Lawrence-Douglas County Fire Medical (LDCFМ) units; provide operational communication support to LDCFМ, and facilitate as the emergency communications conduit for resources to supplement the mission of LDCFМ.

Inputs / Resources:

- Monetary:
  - Per agreement with Douglas County, the City of Lawrence pays for 66% of the operating cost of the Douglas County Emergency Communications Center (DCECC).
  - In 2019, the City of Lawrence split the cost of 66% ($1.6M) in half between the operating budgets for the fire medical department and police department. The 2019 budget expenditure for fire medical emergency communications services was $836,000.
  - In the 2019 Department Operating Budget, $23,000 was allocated for radio maintenance.

- Physical:
  - Hardware and software to facilitate service delivery of emergency communications in the DCECC and county (towers).
    - Motorola mobile radios and Motorola portable radios
    - DATA911 Mobile Data Computers

- Human:
  - A director and deputy director manage the DCECC. Minimum daily staffing is four with three call takers (one of which functions as the fire medical dispatcher county-wide) and one dedicated dispatcher for Lawrence Police.
  - An operations division chief provides CAD support for all Douglas County fire departments. The assigned chief is responsible for many other programs and tasks along with this.
  - Six operations personnel (funded by incentives) support a program manager who is also an operations captain.

- Essential:
  - Inter-local Agreement with Douglas County
  - The current CAD vendor is Spillman. Spillman CAD is shared with all law enforcement and fire and medical agencies county-wide.
  - Standard Operating Procedures: 202.00 Alarms and Responses, 205.00 Communications, and 103.00 Planning.
  - NFPA 1221, Standards for the Installation, Maintenance, and Use of Emergency Services Communications System.

Outputs:
- Administrative
  - A meeting was held on 9/24/2019 between LDCFM and DCECC related to the adoption of joint benchmarks for alarm answering, alarm handling, and PSAP transfer per the National Fire Protection Association (NFPA) 1221 Standard for Installation, Maintenance, and Use of Emergency Communications Systems and NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments.
    - Alarm handling (work-flow) procedures were reviewed in detail to identify opportunities for efficiency.
    - A technology integration request was made by LDCFM surrounding CAD. LDCFM requested CAD interface connection assistance for Pulsepoint, ESO Fire, and Esri Arc GIS.
    - DCECC is to research and develop benchmark ideas that would be attainable for alarm handling. A follow-up meeting is to be scheduled in the Spring of 2020.

- Operational
  - DCECC reported receiving 196,772 inbound calls; 41,329 of those calls received on the 911 emergency trunked system.
  - DCECC also initiated 38,664 outbound calls supporting 4 law enforcement agencies, 12 fire response agencies, emergency management, and the public.
  - Overall, DCECC facilitated as the communications center for 16 public safety agencies.
  - In 2019, DCECC reported a decrease of “priority one” calls of 8.7% overall when compared to 2018.
  - DCECC reported the top five calls types from Spillman CAD for LDCFM as:
    - Sick Person (1418)
    - Fire Alarm Level 2 (1315)
    - Falls (1085)

- Breathing Problems (766)
- Lift Assist (675)

Outcomes / Impacts:

- Resource Logistics / Management
  - DCECC states that they will not participate in support for resource logistics or management of emergency units within the City/County. They have stated they will announce the shortage of resources needed for an incident while dispatching the call when it occurs.
  - DCECC requested mutual aid support of resources from neighboring jurisdictions when requested by the LDCFM Shift Commander during times of high demand or large-scale incidents.
  - During times of high call volume/modified communications, LDCFM resources responded to DCECC to provide direction of resources to assist the dispatchers.

- Alarm Answering
  - DCECC reported an alarm answering performance time of an average answering time of four (4) seconds in 2018. This measure, at an average, is not in-line with NFPA Standards 1221 or 1710, which measures quality at the 90th percentile.

- Alarm Handling
  - DCECC does not track performance for alarm-handling at the 90th percentile.
  - LDCFM categorizes alarm-handling performance by risk classifications (fire, ems, rescue, and hazmat) and by risk category (low, moderate, high, and maximum). All tables are published in the 2019 CFAI Annual Compliance Report.
  - LDCFM applies a local business rule outlier policy to eliminate spawned calls by culling incidents, which have alarm handling performances less than ten (10) seconds or longer than five (5) minutes, in accordance to Standard Operating Procedures.

- High Risk Fire (Structure Fire) Alarm Handling in 2019
  - 02:30 at the 90th percentile versus the benchmark of 01:00
    - An elongation by twenty-four (24) seconds from 2018.

- High Risk EMS (Cardiac Arrest) Alarm Handling in 2019
  - 02:08 versus the benchmark of 01:00
    - An improvement by sixteen (16) seconds from 2018.

Conclusions:

- Administrative
  - Following the CFAI site-visit, LDCFM received a strategic recommendation associated with core competency 2C.5.
    - “It is recommended that the department continue working collaboratively with Douglas County Emergency Communications to establish time-based performance objectives for alarms answering and alarm processing.” – CFAI

- Meetings over the past two years have resulted in minor changes in processes. Both groups (LDCF and DCECC) disagree with the performance measurement methodology for fire medical dispatching services provided by agreement to the City of Lawrence and Douglas County.
  - DCECC has stated their services do not fall under the standards for fire and medical by the NFPA; they follow the National Emergency Number Association (NENA) and Association of Public-Safety Communications (APCO) standards.
  - DCECC has no formalized support for CAD management for fire and medical.
  - DCECC has not facilitated support for radio programming.
  - Technology support for CAD integration has been limited.

- Operational
  - DCECC’s alarm answering metrics are not in-line with the NFPA’s standards for performance monitoring and does not facilitate industry-specific quality measurement.
  - DCECC’s alarm handling performance, as evaluated by LDCF, has shown improvement in 2019 for the high-risk medical risk category, but an elongation in the high-risk fire category.
  - LDCF has facilitated resources to the DCECC in order for them to provide their services to the City and County for fire and medical dispatching, such as during severe weather events; i.e., the Douglas County Tornado Event in 2019.

Recommendations / Next Steps:

1. LDCF should continue to investigate and communicate options to the City and County leadership as to the service level provided by DCECC for the emergency communications provision, and how that relates to LDCF’s mission to the community. LDCF has been in contact with another regional communications center, which has adopted performance measures meeting NFPA standards, facilitate resource logistics, manage a quality assurance program, facilitate CAD and Radio support, and use LiveMUM. This center can automate the movement of resources in the county based on a drawdown in the system. Currently, DCECC will not facilitate this until prompted by the LDCF Shift Commander, who is often “task saturated” with multiple incidents or operating as the incident commander on a large-scale incident.

2. LDCF should continue to advocate for DCECC to move towards industry-specific performance standards.
   a. The fire chief and accreditation manager will continue to meet with DCECC leadership along with the leadership of the City and County related to performance measures and emergency communications. The next meeting will be scheduled before April 2020.

Benefits of Recommendations:

1. By providing options to city management, they will be able to provide direction as to the next move for LDCFM. The direction may result in the renegotiation of the City/County Emergency Communications Agreement or the transition to a different communications center altogether.

2. By continuing to meet with the DCECC leadership, and working to establish joint performance metrics, an emphasis on the importance of performance quality should result in continuous improvement.

3. The meeting in the Spring of 2020 with leadership from both the City and County should result in a more definitive direction for the service provision provided.
Lawrence-Douglas County Fire Medical

City of Lawrence and Douglas County
Interlocal Agreement for EMS

Meeting Agenda

Jan 24, 2019

1. Discuss charter
2. Revisit budget
3. List of services
4. Discuss comparison communities
5. Review status of gathering agreements
6. Other?
7. Schedule/next meeting and set agenda

February 7 10:30-12:00

February 21 10:30-12:00
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Addendum #1

RFP #R1905
Project #PW18B7CIP

CITY OF LAWRENCE
Municipal Services & Operations Department

Architectural & Engineering Services for Field Operations Facility – Phase 1

Date Posted: Tuesday, June 18, 2019
Project #  FM1920CIP  
Project Name: 645 Replacement Rescue 5 (incl equip)  

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**Description**

Total Project Cost: $986,000  

Replace a 2009 Pierce Velocity fire apparatus (Rescue Engine 5).

**Justification**

Replacement based on City vehicle replacement schedule.

**Expenditures**

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**Funding Sources**

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**Budget Impact/Other**

Cost reduced by possible trade in value - TBD
Proposed Capital Improvement Plan 2020 thru 2024
City of Lawrence, Kansas

Project # FM1811CIP
Project Name Fire Station Number 6

<table>
<thead>
<tr>
<th>Type</th>
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<tr>
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<tbody>
<tr>
<td>Contact</td>
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Total Project Cost: $6,885,000

Description
Land purchase, design, and construction of a district Fire Medical Station to provide adequate response capabilities in the identified area.

Justification
Per the 2017 Community Risk Assessment Standards of Cover, and per the 2018 Commission on Fire Accreditation International (CFAI) recommendation response performance enhancements are needed in the NW portion of the city.

See attached memo for response performance data and CFAI recommendation.

Expenditures

<table>
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<tr>
<th>Expenditures</th>
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Budget Impact/Other
Beginning in 2023 staffing requirements of 21 FTE will be needed. Douglas County cost share is currently 25.64%.
Proposed Capital Improvement Plan
City of Lawrence, Kansas

Project #
Project Name: FM1811CIP
Project Name: Fire Station Number 6

Type: Improvement
Useful Life: 1
Category: Buildings
Dept. Priority: 1 Critical
Unfunded

Department: Fire Medical
Contact: Fire Chief
Priority: 1 Critical
Address
GIS Coordinate
Status: Active

Description
Total Project Cost: $6,885,000
Land purchase, design, and construction of a district Fire Medical Station to provide adequate response capabilities in the identified area.

Justification
Per the 2017 Community Risk Assessment Standards of Cover, and per the 2018 Commission on Fire Accreditation International (CFAI) recommendation response performance enhancements are needed in the NW portion of the city.

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Budget Impact/Other

Beginning in 2023 staffing requirements of 21 FTE will be needed. Douglas County cost share is currently 25.64%.

Page 1
Thursday, April 25, 2019
Proposed Capital Improvement Plan

City of Lawrence, Kansas

**Project #** FM1811CIP
**Project Name** Fire Station Number 6

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**Department** Fire Medical
**Contact** Fire Chief
**Priority** Critical

**Address**
**GIS Coordinate**
**Status** Active

**Total Project Cost:** $6,885,000

**Description**
Land purchase, design, and construction of a district Fire Medical Station to provide adequate response capabilities in the identified area.

**Justification**

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**Budget Impact/Other**

Beginning in 2023 staffing requirements of 21 FTE will be needed. Douglas County cost share is currently 25.64%.
The material contained in this book accurately defines the performance expected of the position for which it was developed. This task book is approved for use as a position qualification document in accordance with the instructions contained herein.
1 PURPOSE

The purpose of this policy is to provide tuition reimbursement for those personnel attending a college or university, National Fire Academy, Emergency Management Institute (EMI), specialized technical training, conferences and seminars and to encourage all department personnel to obtain higher education and professional credentials in order to assist with their professional career development. In addition, the approved educational requests shall provide extra value to the department and City.

2 SCOPE

The scope of this policy applies to all department members and employees.

3 ACCREDITATION REFERENCE

8A Training and Education Program Requirements

4 POLICY

GENERAL

The Chief of Department has discretion to allow any employee/member to attend any professionally-related course the Chief of Department deems to be beneficial to the department, subject to departmental resources.

Eligible employees/members shall be reimbursed for tuition and cost of books for pre-approved courses, pursuant to the written policy or the discretion/approval of the chief of department.

If attendance is required by the Chief of Department, leave will be granted for regularly scheduled duty hours. The employee/member will be paid for classroom and travel hours that occur in addition to regularly scheduled duty hours.

Employees/members attending pre-approved courses outside the City may be granted reimbursement for meals and travel expenses.

APPROVED PROGRAMS

The department encourages personnel to obtain Associates, Bachelors and Masters Degrees in fire science, emergency medical service, business administration, public administration or other similar degree programs as recommended or required by job assignment. Most classes in these degree programs will be approved by the Chief of Department as long as department funding is available.

The department encourages the pursuit of industry related credentials such as those offered through the Center for Public Safety Excellence’s Commission on Professional Credentialing
(CPC). Those credentials include: Chief Fire Officer (CFO), Chief Emergency Medical Services Officer (CEMSO), Chief Training Officer (CTO), Fire Marshal (FM), and Fire Officer (FO).
Classes of other degree programs that may be beneficial to an emergency service career may be approved at the discretion of the Chief of Department.

College classes with accredited programs from nationally or regionally accredited institutions recognized by the U.S. Department of Education shall be considered.

Programs that have little or no benefit to an emergency service career will not be approved for reimbursement.

**REIMBURSEMENT AMOUNTS**

Personnel of Chief Officer Rank may receive full reimbursement for approved Associate, Bachelor, and Master Degree programs as approved by the Chief of Department.

All personnel of a rank other than Chief Officer shall receive the amount of reimbursement not to exceed the actual, “in-state” and “out-of-county” community college tuition cost of the class. All employees/members must achieve a 3.0 grade point or higher.

The City shall reimburse any employee/member the cost of books to be used in obtaining a fire science, EMS, or public administration degree if the books are not available from the Training Division. The books shall become the property of the department and must be turned in after the completion of each course.

Special educational offerings, as approved by the Chief of Department, may be reimbursed for the full amount.

Professional credentials through the Center for Public Safety Excellence may also receive full reimbursement for the ranks of captain and above, as approved by the Chief of Department. Members below the rank of captain, who are eligible to apply, are encouraged to pursue these credentials, but will not be reimbursed the cost.

**LOGISTICS**

Personnel desiring reimbursement should submit an email to their supervisor providing course name and estimated cost of reimbursement, well in advance of commencement of the class.

Personnel shall be prepared to furnish any additional requested information concerning a specific class or program.

**NATIONAL FIRE ACADEMY, EMERGENCY MANAGEMENT, SPECIALIZED TECHNICAL TRAINING**

National Fire Academy/Emergency Management Institute courses may be posted as
determined by the Chief of Department.

Application for training must be completed and submitted. Final acceptance decisions are made by the National Fire Academy or the Emergency Management Institute and the Chief of Department or his/her designee.

Reimbursement shall be made directly to the individual by the National Fire Academy (NFA) or Emergency Management Institute (EMI). The individual will then reimburse the department. Only one resident NFA or EMI program may be attended per federal fiscal year, October 1 to September 30.

Personnel attending a two-week program shall normally be granted city leave for the attendance of the program, including two calendar days prior to the beginning of and two calendar days following the conclusion of the program.

Personnel attending a one-week program shall normally be granted city leave for the attendance of the program, including one day prior to the beginning and one day following the conclusion.

**ATTENDANCE OF OUTSIDE TRAINING, CONFERENCES, AND SEMINARS**

The attendance of outside training and seminars shall follow the guidelines established by departmental policies. Determination of the sponsorship of personnel to specific programs shall be made by the Chief of Department.

The amount of financial support shall be determined prior to the announcement of approved seminars and training. The specific costs that shall be borne by the department and the type of leave or class of training will be specified.

Personnel attending seminars within the Kansas City or Topeka area lasting two days or less shall normally return to duty at the conclusion of the day’s programs if city leave is granted.

Personnel attending overnight programs outside the Kansas City or Topeka area or programs of three days duration or greater shall normally not be required to return to duty if city leave has been granted as determined by the Chief of Department.

Exception may be made at the discretion of the Chief of Department.

**PARAMEDIC PROGRAM**

Upon selection into the program, the individual will be allowed the following considerations:

- Paramedic Phase 1 and Phase 2 (classroom)
  - The department will allow time off with pay for members to attend the program only when mandatory attendance at the program is required and conflicts with scheduled duty
hours.

- Paramedic Phase 3 (clinical)
  - All clinical shall be scheduled on non-duty shift days. For clinical assignments beginning before 1000 hours on the day following a duty day, the member will be allowed to depart from duty up to two (2) hours before the end of their shift as necessary to arrive at the clinical assignment on time.

- Paramedic Phase 4 (field internship)
  - During this session, the student will be required to work on their assigned duty day as a student by the college at LDCFM for a maximum of 1.5 shifts. Field internships scheduled with other agencies shall be performed on non-duty shift days.
  - The student will be assigned as the third person on a medic unit within LDCFM.
  - During this phase the student may be required to participate as a working LDCFM member on normal duty shifts.
  - Field internships conducted with other organizations shall be performed on non-duty shift days.
  - On days of assigned field internship outside our department (LDCFM), the student will be allowed to leave up to two hours before the end of their shift as necessary to arrive at the clinical assignment on time.

Program Participation Costs

- The department and employee/member will enter into an Educational Assistance Agreement that summarizes the purpose, department and employee/member’s mutual promises, breach and termination, and miscellaneous terms. In addition, the agreement outlines the outcomes of breach and termination.

Length of Service

- Once initially obtained, the employee/member shall maintain, without lapse, all licenses and certifications necessary to legally work as a Paramedic in the State of Kansas during the employment tenure following completion of the department’s paramedic mentoring program.
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<th>Signature</th>
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<td>Chad Lisher</td>
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<td>Todd HERSHER</td>
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<td>Chris King</td>
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<tr>
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<td></td>
<td>2/19/62</td>
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<tr>
<td>Brian Patterson</td>
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Lawrence - Douglas County Fire Medical
Training Name: Cardiovascular Emergencies
Date November 7, 2019 Time 1000-1200
Instructor: Capt. Pat Talkington

1. Review the anatomy/physiology of the cardiovascular system.
2. Review the pathophysiology of cardiac ischemia and the complications.
3. Review the pathophysiology and other causes of strokes.
4. Review treatment, including pharmacology, of myocardial infarction, angina, and CVA’s.
5. Review placement and use of 4/12 lead EKG

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<td>Did the instructors allow for adequate interaction throughout the class?</td>
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A rating of 1=poor, 2=fair, 3=adequate, 4=good, 5=outstanding

Comments:____________________________________________________________
____________________________________________________________
AGENDA
City Commission Meeting
Tuesday, July 2, 2019 @ 5:45 PM
City Commission Room
First Floor of City Hall, 6 East 6th Street

In order to be included as part of the agenda packet, written communications must be received by the City Manager's Office by 12:00 p.m. on the day of the meeting. Communications received after 12:00 p.m. will be printed and given to the Commissioners at the meeting rather than being included as part of the online agenda. Please send correspondence electronically to ccagendas@lawrenceks.org if sending large attachments, please verify receipt by calling 785.832.3400.

A. APPROVE AGENDA

1. The City Commission reserves the right to amend, supplement, or re-order the agenda during the meeting.

   ACTION: Approve agenda

B. RECOGNITION/PROCLAMATION/PRESENTATION:

1. Recognition of Craig S. Owens, City Manager.

2. Proclaim the week of July 1 - 7, 2019 as Independents Week.

   Proclamation

C. CONSENT AGENDA:

NOTE: All matters listed below on the Consent Agenda are considered under one motion and will be enacted by one motion. There will be no separate discussion on those items. If discussion is desired, that item will be removed from the Consent Agenda and will be considered separately. Members of the public wishing to speak to an item that has been pulled off the Consent Agenda will be limited to three (3) minutes for comments.

C.1 APPROVE CITY COMMISSION MEETING MINUTES:

   a) Consider approving City Commission meeting minutes from 6/18/19.

   City Commission - Jun 18 2019 - Minutes - Pdf
   City Commission - Jun 18 2019 - Minutes - Html

C.2 CLAIMS:

   a) Consider approving all claims. The list of claims will be posted by the Finance Department on Monday prior to the meeting. If Monday is a holiday, the claims will be posted as soon as possible the next business day.

   ACTION: Approve claims.
C.3 APPROVE LICENSES AS RECOMMENDED BY THE CITY CLERKS OFFICE:

a) Consider Approving Licenses as Recommended by the City Clerk

**ACTION:** Approve Licenses as Recommended by the City Clerk

*Agenda Item Report 19-356 - Pdf*
*Agenda Item Report 19-356 - Html*

C.4 MAYOR APPOINTMENTS:

a) Consider approving appointments as recommended by the Mayor.

**ACTION:** Approve appointments.

*Agenda Item Report 19-367 - Pdf*
*Agenda Item Report 19-367 - Html*

C.5 BID AND PURCHASE ITEMS

* a) Consider approving Change Order #2 with USA Concrete, Inc. for Project CIP # PW19E4, Sidewalk Hazard Mitigation Program, in the amount of $3,360.00 and Project CIP # PW19E5, Sidewalk Hazard Mitigation Program, in an amount of $121,635.00.

Consider approving budget amendment increasing Project CIP # PW19E5 by an amount of $100,000 for a total budget of $300,000.

(Updated Attachment for Invoices - 06/28/19) (Moved this item to Bid and Purchase Items C.5 - 07/02/19)

**ACTION:**

Approve Change Order #2 for the Sidewalk Hazard Mitigation Program with USA Concrete, Inc. for Project CIP # PW19E4, Sidewalk Hazard Mitigation Program, in the amount of $3,360.00 and Project CIP # PW19E5, Sidewalk Hazard Mitigation Program, in an amount of $121,635.00.

Approve budget amendment increasing Project CIP # PW19E5 by an amount of $100,000 for a total budget of $300,000.

*Agenda Item Report 19-354 - Pdf (Updated 06/28/19)*
*Agenda Item Report 19-354 - Html (Updated 06/28/19)*

C.6 ADOPT ON SECOND AND FINAL READING, THE FOLLOWING ORDINANCES:

a) Consider adopting on second reading, Ordinance No. 9683 to rezone (Z-19-00140) approximately 3.27 acres from UR (Urban Reserve) District to RS5 (Single-Dwelling Residential) District, located at 3131 W 31st St. (PC item 2A; approved 9-0 on 5/22/19)
ACTION: Adopt on second and final reading, Ordinance No. 9683.
Agenda Item Report 19-330 - Pdf
Agenda Item Report 19-330 - Html

C.7 ADOPT THE FOLLOWING RESOLUTIONS:

a) Consider adopting Resolution No. 7290, authorizing the Mayor to execute a Cooperation Agreement between Sedgwick County, Shawnee County, and the City of Lawrence for continued participation in the Kansas Statewide Housing Assistance Program.

ACTION:
Adopt Resolution No. 7290.
Agenda Item Report 19-346 - Pdf
Agenda Item Report 19-346 - Html

C.8 GENERAL CONSENT ITEMS:

a) Authorize the City Manager to sign an Agreement for Capital and Operating Assistance Funds between the State of Kansas and the City of Lawrence, KS-Lawrence Transit.

ACTION:
Authorize the City Manager to sign an Agreement for Capital and Operating Assistance Funds between the State of Kansas and the City of Lawrence, KS - Lawrence Transit.

Agenda Item Report 19-334 - Pdf
Agenda Item Report 19-334 - Html

b) Consider authorizing the City Manager to execute Fiber Memorandum Addendum #4 between the City of Lawrence and Lawrence Memorial Health (LMH) for fiber to the LMH Health West, City Project PW1912--Overland Drive Fiber Project.

ACTION: Authorize the City Manager to execute Fiber Memorandum Addendum #4 between the City of Lawrence and LMH for fiber for the LMH Health West Project.
Agenda Item Report 19-344 - Pdf
Agenda Item Report 19-344 - Html

c) Receive a letter from the Transportation Commission relating to the review of Resolution No. 7224, adopting standard policies and procedures of Advisory Boards and Commissions.

ACTION: Receive correspondence from Transportation Commission.
Agenda Item Report 19-324 - Pdf
Agenda Item Report 19-324 - Html
d) Consider authorizing the Mayor to sign a Release of Mortgage for Ramona Hernandez and Maria Elena Pate, 504 River Bend Court.

**ACTION:**
Authorize the Mayor to sign a Release of Mortgage for Ramona Hernandez and Maria Elena Pate, 504 River Bend Court.

[Agenda Item Report 19-345 - Pdf](#)
[Agenda Item Report 19-345 - Html](#)

e) Consider authorizing the addition of regular agenda items to the July 9, 2019 City Commission meeting.

**ACTION:** Authorize the addition of regular agenda items to the July 9, 2019 City Commission meeting.

[Agenda Item Report 19-341 - Pdf](#)
[Agenda Item Report 19-341 - Html](#)

f) Receive LMH Health Governing Board meeting minutes from 04/17/19.

**ACTION:** Receive minutes.

[LMH Meeting Minutes 04-17-19](#)

g) Receive Lawrence-Douglas County Housing Authority meeting minutes of 06/03/19.

**ACTION:** Receive minutes.

[LDCHA Meeting Minutes 06-03-19](#)

h) Receive Public Transit Advisory Committee meeting minutes from 03/11/19.

**ACTION:** Receive minutes.

[PTAC meeting minutes 03-11-19](#)

---

**D. ITEMS REMOVED FOR SEPARATE VOTE:**

**E. PUBLIC COMMENT:**

**ADDRESSING THE COMMISSION:** The public is allowed to speak to any items or issues, except those scheduled on the consent agenda or regular agenda portions of the agenda, after first being recognized by the Mayor. Each person will be limited to three (3) minutes for public comment. As a general practice, the Commission will not discuss/debate these items, nor will the Commission make decisions on items presented during this time, rather they will refer the items to staff for follow up, if necessary. Individuals are asked to come to the microphone, sign in, and state their name and address. Speakers should address all comments/questions to the Commission.

**F. REGULAR AGENDA ITEMS:**
1. Receive recommendations from the Affordable Housing Advisory Board (AHAB) and the Public Incentives Review Committee (PIRC) on changes to the 826 Pennsylvania Street NRA Plan and consider authorizing changes to clarify administration and compliance requirements for affordable housing by adopting on first reading Ordinance No. 9688.

**ACTION:** Adopt on first reading, Ordinance No. 9688.

* [Agenda Item Report 19-229 - Pdf](#)
* [Agenda Item Report 19-229 - Html](#)

2. Receive recommendations from the Public Incentives Review Committee (PIRC) and the Affordable Housing Advisory Board (AHAB) and consider adopting Resolution No. 7289, approving revisions to the City's Economic Development Policy, clarifying administration and compliance requirements for affordable housing.

**ACTION:** Adopt Resolution No. 7289.

* [Agenda Item Report 19-231 - Pdf](#)
* [Agenda Item Report 19-231 - Html](#)

* 3. Consider providing staff direction on which option to pursue in revising the short term rental program and consider initiating a text amendment to revise the short-term rental program (Land Development Code and the Licensing and Inspection Program established by Ordinance No. 9560). UPDATED 07/02/19

**ACTION:** Provide staff direction on which option to pursue in revising the short term rental program and initiate a text amendment to revise the short-term rental program (Land Development Code and the Licensing and Inspection Program established by Ordinance No. 9560).

* [Agenda Item Report 19-296 - Pdf (Updated 07/02/19)](#)
* [Agenda Item Report 19-296 - Html (Updated 07/02/19)](#)

* 4. Consider approving the 2018 Safe Routes to School Phase 2 Project budget amendment in the amount of $150,000 from the 2019 Sidewalk/Bike/Ped Improvements/ADA Ramps funds (CIP# CI09) for construction of improvements. (Moved from Item 5 to Item 4) (Revised 07/01/19)

**ACTION:** Approve the 2018 Safe Routes to School Phase 2 Project budget amendment in the amount of $150,000 from the 2019 Sidewalk/Bike/Ped Improvements/ADA Ramps funds (CIP# CI09) for construction of improvements.

* [Agenda Item Report 19-348 - Pdf (Revised 07/01/19)](#)
* [Agenda Item Report 19-348 - Html (Revised 07/01/19)](#)

* 5. Consider approving the 21st Street and 13th Street Bicycle Boulevard Project final conceptual design and a project budget amendment in the amount of $250,000 from 2019 Sidewalk/ Bike/Ped Improvements/ADA Ramp funds (CIP# CI09) for construction of the improvements. (Moved from Item 4 to Item 5) (Revised 07/02/19)
ACTION: Approve the 21st Street and 13th Street Bicycle Boulevard Project final conceptual design and a project budget amendment in the amount of $250,000 from 2019 Sidewalk/ Bike/Ped Improvements/ADA Ramp funds (Project CIP# CI09) for construction of the improvements.

Agenda Item Report 19-368 - Pdf (Revised 07/02/19)
Agenda Item Report 19-368 - Html (Revised 07/02/19)


ACTION: Receive presentation

Agenda Item Report 19-343 - Pdf
Agenda Item Report 19-343 - Html

G. COMMISSION ITEMS:

1. Future agenda item to add.
2. Future work session item to add.
3. Other items.

H. CITY MANAGER’S REPORT:

1. Receive briefing on City response to water transmission main break along New York Street.

Agenda Item Report 19-365 - Pdf
Agenda Item Report 19-365 - Html


Agenda Item Report 19-333 - Pdf
Agenda Item Report 19-333 - Html


Agenda Item Report 19-339 - Pdf
Agenda Item Report 19-339 - Html

4. Future Agenda Items.

Agenda Item Report 19-351 - Pdf
Agenda Item Report 19-351 - Html

5. Future Work Session Items.

Agenda Item Report 19-352 - Pdf
Agenda Item Report 19-352 - Html

I. CALENDAR:

1. Review calendar items.
J. ADJOURNMENT
Commission Board Meeting on Wed, August 14, 2019 - 5:30 PM

Commission Board

Meeting Agenda:
BOARD OF COUNTY COMMISSIONERS OF DOUGLAS COUNTY, KANSAS

Public comment will be taken for each regular agenda item as each item is discussed. Individuals will be limited to one comment per agenda item. Individuals are asked to come to the microphone, sign in, and state their name. Speakers are asked to sign in so that the spelling of names is correct in the minutes of the meeting. Speakers should address all comments/questions to the Commission.

WEDNESDAY, AUGUST 14, 2019
Amended
5:30 p.m. BUSINESS MEETING

CONSENT AGENDA

1. (a) Consider approval of Commission Orders;
   (b) Consider approval of a resolution authorizing the levy of an annual tax for the speciaFbuilding fund and specifying the purposes for such tax (Cammy Owens);
   (c) Consider approval of a Cereal Malt Beverage License for White Tail Run Winery LLC located at 2327 N 400 Road, Edgerton, Kansas (Clerk's Office);
   (d) Consider approval to execute contract for the expansion of the Douglas County Correctional Facility (Jackie Waggoner);
   (e) Accept retroactive approval for the following Resolutions: Resolution 19-17 Disaster Resolution for August 1, 2019 flood event, Resolution 19-18 Disaster Termination Resolution for the April 28, 2019 flood, Resolution 19-19 Disaster Termination Resolution for the May 26, 2019 tornado, and Resolution 19-20 Disaster Continuance Resolution for the August 1, 2019 flood (Joe Hoetscher);
   (f) Consider approval of a County resolution that officially initiates the process to consider rescinding the "minimum maintenance" designation of a portion of N100 Road and direct Public Works staff to transmit the resolution to the Planning Department (Kevin Sontag);
   (g) Consider adoption of the amendments proposed in Home Rule Resolution 19-8-1 for Chapter 13, 13-107.41 Construction Codes (Tina Rhatz);
   (h) Authorize staff to purchase two SAN storage units with a three-year service agreement from CDW for a price of $219,600 utilizing funding in the Register of Deeds technology fund (Jim Lamson);
   (i) Consider approval of the minutes from June 5, June 19, June 26, July 24 and July 31, 2019; and
   (j) Accounts payable.

REGULAR AGENDA

2. Public Hearing to receive public comment on the 2020 Budget and consider approval of a County resolution expressing the property taxation policy of the Douglas County Commission with respect to financing the annual budget for 2020.

3. Accept the 2018 Audits and Financial Statements (Sarah Pinsky)

4. Annual Compliance for the LDCFM Agency Accreditation (Shelby Coffey); presentation

5. Consider entering the Douglas County lease with the Lawrence-Douglas County Housing Authority to a 99-year lease as a HUD requirement to receive state/federal funding (Sarah Pinsky)

6. Discussion and direction from the County Commission on Certificate of Survey's outside the Urban Growth Area (Tonya Voigt)

7. Consider additional project costs for 1008 New Hampshire (Pam Vilagand)

8. Discussion of hiring process for County Administrator position (no backup)
<table>
<thead>
<tr>
<th>Goal 4</th>
<th>Continue to strengthen and enhance relations with external partners to meet our mission.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 4A</strong></td>
<td>Identify new and existing relationships within the City and County.</td>
</tr>
<tr>
<td><strong>Timeframe</strong></td>
<td>Fall 2019</td>
</tr>
<tr>
<td><strong>Critical Tasks</strong></td>
<td></td>
</tr>
<tr>
<td>• Conduct internal focus group to get input on partnership goals.</td>
<td></td>
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<tr>
<td>• Create a working list.</td>
<td></td>
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<tr>
<td>• Identify potential partnerships.</td>
<td></td>
</tr>
<tr>
<td>A workshop will be conducted to evaluate existing and potential relationships/partnerships.</td>
<td></td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>Capital Costs:</td>
</tr>
<tr>
<td><strong>Estimate</strong></td>
<td>Personnel Costs:</td>
</tr>
<tr>
<td><strong>Objective 4B</strong></td>
<td>Conduct a needs analysis.</td>
</tr>
<tr>
<td><strong>Timeframe</strong></td>
<td>Fall 2019</td>
</tr>
<tr>
<td><strong>Critical Tasks</strong></td>
<td></td>
</tr>
<tr>
<td>• Review existing relationships/partnerships. In 2019, a workshop will be conducted to evaluate existing relationships and partnerships.</td>
<td></td>
</tr>
<tr>
<td>• Identify areas of deficiencies and potential growth. In 2019, the workshop will request internal entities to identify these items.</td>
<td></td>
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<tr>
<td>• Apply findings to list of potential partnerships.</td>
<td></td>
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<tr>
<td>• Report findings to Executive Staff and Managers.</td>
<td></td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>Capital Costs:</td>
</tr>
<tr>
<td><strong>Estimate</strong></td>
<td>Personnel Costs:</td>
</tr>
<tr>
<td><strong>Objective 4C</strong></td>
<td>Meet with potential partners.</td>
</tr>
<tr>
<td><strong>Timeframe</strong></td>
<td>Fall 2019</td>
</tr>
<tr>
<td><strong>Critical Tasks</strong></td>
<td></td>
</tr>
<tr>
<td>• Present proposed partnerships.</td>
<td></td>
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<tr>
<td>• Develop terms of partnership.</td>
<td></td>
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<tr>
<td>• Develop a working group to formalize partnership.</td>
<td></td>
</tr>
<tr>
<td>• Publish list of relationships/partnerships.</td>
<td></td>
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<tr>
<td><strong>Funding</strong></td>
<td>Capital Costs:</td>
</tr>
<tr>
<td><strong>Estimate</strong></td>
<td>Personnel Costs:</td>
</tr>
<tr>
<td><strong>Objective 4D</strong></td>
<td>Empower partnership.</td>
</tr>
<tr>
<td><strong>Timeframe</strong></td>
<td>Fall 2019</td>
</tr>
<tr>
<td><strong>Critical Tasks</strong></td>
<td></td>
</tr>
<tr>
<td>• Provide training associated with goals.</td>
<td></td>
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<tr>
<td>• Monitor and Q&amp;A.</td>
<td></td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>Capital Costs:</td>
</tr>
<tr>
<td><strong>Estimate</strong></td>
<td>Personnel Costs:</td>
</tr>
</tbody>
</table>
Discussion

1) Douglas County Emergency Communications Center (DCECC) Alarm Handling Time Quality and Process Improvement
   - No Longer Repeat Cross Streets Information: Cross streets are not being repeated by dispatchers, as of 3 weeks ago. This change should be able to decrease alarm handling times. The alarm handling time data is to be reviewed in 6 months (April or May).
   - Tech Updates: Additional dashboard that has tabs to include each separate screen for call takers and dispatchers. DCECC will utilize technology that will be able to calculate the deployment package in the background. Because Spillman pools time, resulting in inaccurate times, there is going to be an update to create an accurate time.
   - Station Alerting: Installing station alerting could possibly fix the delay between alarm handling time and turnout time.
   - Other Regional Practices - Johnson County
     o Johnson County: Fire – “What’s the address?” - Dispatched
     o Primary PSAP allows them to already know what the call’s classified as (Police, Fire, Medical).
       - Primary PSAP times are not combined with the secondary PSAPs alarm handling times.
     o Secondary PSAP doesn’t have to waste time to calm the caller down, caller is ready to answer questions, because they’ve already talked to the Primary PSAP.

2) Establish Joint Alarm Handling Benchmarks at the 90th Percentile
   - LDCFM recognizes National Fire Protection Association (NFPA) 1710 standards.
     i. National Fire Protection Association: Provides the minimum requirements relating to the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments.
   - DCECC recognizes National Emergency Number Association (NENA) and Association of Public-Safety Communications (APCO) standards.
     i. National Emergency Number Association: Professional organization solely focused on 9-1-1 policy, technology, operations, and education issues.
     ii. Association of Public-Safety Communications Officials: An international leader committed to providing complete public safety communications expertise, professional development, technical assistance, advocacy and outreach to benefit our members and the public.
iii. Per NENA and APCO, accuracy holds the highest importance for call-takers, not alarm handling time. NENA and APCO do not have alarm handling time standards.

iv. **EMD Compliant**: scripted questions to verify address and phone number. This hinders the DCECC from decreasing their performance time for alarm handling. Each additional question is assumed to take an additional 15-25 seconds.
   - There was a discussion related to the continuance of utilizing EMD and that the ECC has a hard stance, out of concerns of reliability.
   - Time Overview: DCECC records Alarm Handling Time at 1:13 (Avg.) and 1:15 (90th Percentile)
   - Standard Medical call 43 sec. (Avg.) to complete heavy screening of call
   - Fire Response Recommendation takes approx. 12-17 sec.

- **ACTION TO BE TAKEN**: DCECC will research and develop benchmark ideas that would be attainable, while not interfering with performance/accuracy. Data is to be reviewed in 6 months (April or May). A follow-up meeting will be scheduled to review alarm handling times and set new benchmarks.

3) **Integration**
   - **Pulsepoint**: Tony to check up on Rave (a DCECC system). Tony to follow-up on this interface connection.
   - **New RMS**: The CAD is managed by Tony and the Sheriff's IT. However, they do not manage data integration. LDCF to communicate with Brad (IT Manager DCS) to connect with Spillman to set up a date to integrate systems. Tony is to be included during the integration to ensure the correct data points are coming across from the CAD to the RMS.
   - **CAD – Esri Dashboard**: It has been suggested by Tony to have the software pull information similar to a crystal report in order to refresh automatically. The refresh rate will need to be determined, thus won't be "live" but will be close. Tony has suggested communicating with Bryce Hershman.

**DCECC Process Flow Review**
A review of the DCECC task workflow of processing data into CAD to dispatch fire medical resources.

**Critical Tasks for the DCECC**
- **Critical Task 1**: Locate an Incident & have a Phone Number
- **Critical Task 2**: Assign Unit to Call Package

**Initiate New Screen**
- 3 Times Recorded in Spillman:
  - Screen Opened (It is assumed that the RMS captures this): The report page may be opened before a call comes in. The first type action is recorded.
  - Spillman's time that is calculated to assume when the call was answered (formula)
  - In Received Mode the call is considered to be "dispatch-able" (It is assumed that the RMS captures this)
  - Filtered Spawned calls (dispatcher types in ATF (4 seconds))
  - 1:50-2:45 Alarm Handling for Transfers, system counts this as a real call, not a Transfer because it's not coded that way. This is a challenge.

**Processing**
Call Receive Mode: Nature, Address, & Phone Number that is verified (Industry standard and liability) NENA APCO Standards for PSAP

- 2-3 Seconds: syncing information throughout all consoles (Call Taker sending to FM Dispatcher/Call Taker)

- Incident goes to Fire Medical Dispatcher/Call Taker: Recommended unit plan request – tracks E, M, R, SC, each one is filtered, and best-case scenario and package is produced. This takes 12-17 seconds. Tech updates will help with this and do this in the background.

- 1:13 within the 90th percentile, without taking out any of the transfers

- 43 seconds (average on a good day) of this is dispatcher getting through script of call

**Dispatching**

- Before the change: address, cross streets, map reference, etc. Toned and keep the window open and then “accept.” By getting rid of the cross streets, the electronic notification: clock stops. Give this 6 months to look at the data. This change will elongate turnout time inaccurately.

- **Current:** Tone Level 2 Response “Accept” (ALARM HANDLING TIME ENDS), (TURNOUT TIME STARTS HERE) Engine 2, Medic 3, etc.

- **Perfect solution (might take education to dispatchers):** Tone Level 2 Response “Accept”, Engine 2, Medic 3, etc. (ALARM HANDLING TIME ENDS), (TURNOUT TIME STARTS HERE)

**DCECC Staff List**

1. Call Taker
2. Fire Medical Dispatcher (Second Call Taker)
   - Fire Dispatcher is a secondary Call Taker because Fire/Medical has a lower call volume. This may increase Alarm Handling time in certain situations where information is transferred from Call Taker to FM Dispatcher.
3. Information (Third Call Taker)
4. Dispatch (Fourth Call Taker)

**Possible Solutions**

- **Opportunities for Improvement** – notified sooner to get someone on-scene faster
  - **Get rid of EMD:** which DCECC believes would degrade care. How do we lower the 43 seconds? EMD protects the dispatchers. Responsibility is shifted.

- **Hybrid Process with Early Deployment**
  - **Ask “Police, Fire, or Medical?”**
  - **Current Process:** Heavy screen on the front
  - **Suggested Process:** Hybrid (Fire call = dispatch a fire truck), then screen call to dispatch the remaining units needed.
    - Fire: 1 engine (5-8 seconds) Structure Fire Level 1: (12-17 seconds) recommendation for full deployment
  - **Pros:** Build the system to get the first unit out the door in the quickest manner.
  - **Cons:** Tony says the time will not change because the verification of the address and phone number are the items that take a long time. The second dispatched crew will be much later than the current time it takes. This could work if the FM dispatcher is the call taker. When these roles are different people, then the timeline gets delayed and could potentially have updates go unnoticed by the dispatcher. Limitations with technology with upgrading the call will be a mess on the radio and might have issues with the CAD because the system is not dynamic. If the call goes to the call taker, then has to be funneling information to the FM
dispatcher, it would be adding another step by interrupting the questioning process to push info to dispatch the first unit.

- **Additional Possibility:** Structure Fire is a Structure Fire, no specification of level
  - **Reduce Number of Call Types:** The more ECC has to process for the initial dispatch, the longer it takes.
  - **Resource Management**
    - DCECC believes that the quickest way would be for LDCFM to manage
    - Response Plans are all tied to nature
    - Current process is that the closest unit is dispatched, DCECC are curious on if LDCFM would want the AVL system to dispatch the remaining units or LDCFM.

**Action Items**

- LDCFM and DCECC will schedule a follow up meeting in the spring of 2020 to review effectiveness and impact of the recent changes.
- DCECC agreed to establish joint performance benchmarks, however, DCECC preferred to wait until spring 2020 to see impact of recent changes.
**Shift Commander Reliability in 2018**

The Shift Commander (SC) manages thirteen fire medical resources (five fire trucks, seven ambulances, and one rescue truck) which respond in Lawrence and Douglas County. When resources are drawn down, the SC requests additional resources from neighboring counties, then manages them when they arrive, extending out their span of control. The SC also responds to high-risk events such as Structure Fires, Shootings/Stabbings, Cardiac Arrests, Technical Rescues, and Hazardous Material incidents as the incident commander. With this role, the SC holds the responsibility of developing and implementing the incident action plan to mitigate incidents. The SC’s reliability is essential to remaining resilient against the depletion of resources county-wide in addition to ensuring the safety of emergency responders.

**Quick Facts**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shift Commander on Shift Daily</td>
<td>1</td>
</tr>
<tr>
<td>Shift Commander Span of Control</td>
<td>1:13 Units</td>
</tr>
<tr>
<td>Number of Times the Shift Commander was Assigned to an Incident</td>
<td>402</td>
</tr>
<tr>
<td>Number of Times the Shift Commander was Assigned to an Incident While Managing Other Incidents</td>
<td>365</td>
</tr>
<tr>
<td>Number of Times Simultaneous Incidents Needed a Shift Commander</td>
<td>26</td>
</tr>
<tr>
<td>Number of Calls that Occurred While the Shift Commander was Assigned to an Incident</td>
<td>972</td>
</tr>
</tbody>
</table>

**Incidents Needing a Shift Commander in 2018**

- **402 Count**

  - 91% Simultaneous Emergency Incidents
  - 365 Count
  - 9% Independent of Emergency Incidents
  - 37 Count

**Case Studies – Simultaneous Incidents Needing a Shift Commander**

**Case Study 1**

- Incident Number: 18-0004501
- May 6th, 2018
- 14 Incidents

**Case Study 2**

- Incident Number: 18-0007774
- August 3rd, 2018
- 22 Incidents

**Case Study 3**

- Incident Number: 18-0000520
- January 10th, 2018
- 42 Incidents

**Simultaneous Incidents during a Structure Fire**

- High Risk Incident Shift Commander Needed

**Incident Count**

- 0
- 1
- 2
- 3
- 4
- 5
- 6
- 7

- Abdominal Pain
- Alarm Fire LV 2
- Alarm Medical
- Alcohol Poison
- Allergic Reac
- Breathing Proh
- CO Alarm
- Convulsion
- Dumpster Fire
- Fall Lift Assis
- Falls
- Fires/C/Bl
- Heat/Cold Expos
- Med Transfer
- Medical Stab
- Multi Ag
- Multi Wat
- Overdose Alco
- Sick Person
- Smoke
- Struc Fire LV 3
- Traumatic Injur
- Unconscious
- Unknown Medical
**Personnel Order**
Lawrence-Douglas County
Fire Medical Department

TO:       All Department Members and Employees
FROM:     Chief Shaun Coffey
DATE:     December 5,2019
SUBJECT:  Personnel Promotion

I am pleased to announce that on December 8, 2019 the following promotions will be effective:
Extraboard Cameron Jacques will be promoted to fulltime on X-shift
Extraboard Clinton Forbes will be promoted to fulltime on Y-shift

I am also pleased to announce that on December 22, 2019 the following promotions will be effective:
Captain Joe Hardy will be promoted to Battalion Chief, with last day on Z-shift 1/4/2020 and first day on X-shift 1/7/2020
Captain Brandon Holloman will be promoted to Battalion Chief, last day on X-shift 12/31/2019 and first day on Z-shift 1/4/2020
Captain Zane Morgan will be promoted to Battalion Chief, last day on Z-shift 12/28/2019 and first day on Y-shift 1/1/2020

Lieutenant Earl Barnes will be promoted to Captain, last day at Admin 12/20/2019 and first day on Z-shift 12/24/2019
Lieutenant Nathan Coffman will be promoted to Captain, last day on Z-shift 12/28/2019 and first day on Y-shift 1/1/2020
Lieutenant Kevin Fussell will be promoted to Captain, last day on X-shift 12/31/2019 and first day Prevention Division 1/6/2020
Lieutenant Dean Garrison will be promoted to Captain, last day on X-shift 12/29/2019 and first day on Y-shift 1/1/2020

Engineer Matt Bahnmaier will be promoted to Lieutenant
Engineer Brendon Crain will be promoted to Lieutenant
Engineer Jeff Krall will be promoted to Lieutenant
Engineer Russ Prothe will be promoted to Lieutenant

Extraboard Tom Muiller will be promoted to fulltime on X-shift
Extraboard Connor Shuck will be promoted to fulltime on Y-shift
Extraboard Jake Weatherred will be promoted to fulltime on Z-shift

Congratulations to all!
Cc: Department Personnel File
Memorandum
City of Lawrence
Fire Medical

TO: Tom Markus, City Manager
FROM: Shaun Coffey, Interim Fire Chief
CC: Diane Stoddard, Assistant City Manager; Casey Toomay, Assistant City Manager; Brandon McGuire, Assistant to the City Manager; Jeremy Willmoth, Director of Finance.
DATE: April 26th, 2019
RE: FY 2020 Budget – Transmittal Letter

Background
The Fire Medical Department’s FY 2020 Budget Request has been entered into the City’s OpenGov Financial System. The previous budgetary divisions (2210 and 2220) were consolidated into the 2220 division in coordination with the finance department for calendar year 2019 and thereafter. Our Operating/CIP and program improvement requests reflect both City Critical Success Factors through the alignment of Priority-Based Budgeting (PBB) and Department Strategic Goals.

Results of the 2019 PBB process identified fourteen of the department’s twenty programs as either Quartile (Q) 1 or 2. The Proposed FY 2020 budget supports these programs to ensure the department is able to meet the expectations of the community in its mission of saving and protecting lives and property.

Revenue
The department receives revenue from three sources, ambulance user fees, special event medical standby services, and contractual agreements with both Douglas County, Kansas and Grant Township.

• In 2018, special event standby services resulted in a total of $159,107.96
  o University of Kansas: $145,015.47
  o Other: $14,092.49

• The agreement with Grant Township indicates an amount due of $150,000 for fire protection services in 2020. This revenue could be used, if approved, towards essential staffing needs of the department in 2020.

• The current agreement with Douglas County compensates 25.64% of the proposed 2020 Lawrence-Douglas County Fire Medical Department operating budget to the City of Lawrence. As part of the joint agreement, Douglas County also pays for medical claims staff at 100%, Coroner Services incentive and overtime, and staffing for the ambulance stationed in Eudora at 100%. The revenue identified in this line will be influenced on the approved department budget by the City Commission.

2 2018 Shift Commander Reliability Infographic, single page.
4 2018 Heart of America Accreditation Consortium Administration Staffing Infographic, single page.
5 2017 Community Risk Assessment - Standards of Cover, Executive Summary, pages 4-6.
Projections from personal services (including expansions), contractuals, commodities, and insurances included in the FY 2020 proposed budget as described above would be: $6,336,921.40 from Douglas County.

Projections from personal services (without expansions), contractuals, commodities, and insurances included in the FY 2020 proposed budget as described above would be: $6,041,162.25 from Douglas County.

**Revenue Enhancements / Fee Opportunities**

As you are aware, the City and County are negotiating a new agreement for the provisions of ambulance service, hazardous materials, and technical rescue response. I also recommend reviewing the emergency communications agreement, as other options may exist at a reduced cost.

Lastly, I recommend assessing fees associated with responses to false automatic fire alarms, and re-inspections of all types.

**Program Improvements**

The 2020 Budget Request reflects the Department's base budget requirements and a number of essential needs that have been set out in this Transmittal Memo. Several exhibits are cited and have been uploaded into the Opengov system:

- 2019 Commission on Fire Accreditation International (CFAI) Annual Compliance Report
- 2018 Shift Commander Reliability Study Infographic
- 2018 CFAI Accreditation Report
- 2018 Administration Staffing Infographic
- 2017 Community Risk Assessment - Standards of Cover

The 2020 expansion requests include the following, in priority order.

<table>
<thead>
<tr>
<th>2020 Expansion Requests</th>
<th>Priority</th>
<th>Starting Salary</th>
<th>Benefit %</th>
<th>HC</th>
<th>Total Salary/Benefits</th>
<th>City Expense</th>
<th>County Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Shift Commander / Battalion Chief (3)</td>
<td>1</td>
<td>$104,368</td>
<td>23.78%</td>
<td>$11,000</td>
<td>$426,560</td>
<td>$312,729</td>
<td>$107,832</td>
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<tr>
<td>Civilian Administrative Support (3)</td>
<td>2</td>
<td>$36,126</td>
<td>17.66%</td>
<td>$33,000</td>
<td>$53,506</td>
<td>$39,787</td>
<td>$13,719</td>
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<tr>
<td>Civilian Mobile Integrated Health Paramedic (1)</td>
<td>3</td>
<td>$52,893</td>
<td>17.66%</td>
<td>$33,000</td>
<td>$71,233</td>
<td>$54,457</td>
<td>$16,777</td>
</tr>
<tr>
<td>Civilian Inspector (1)</td>
<td>4</td>
<td>$58,182</td>
<td>17.66%</td>
<td>$33,000</td>
<td>$78,457</td>
<td>$59,084</td>
<td>$20,373</td>
</tr>
<tr>
<td>Rescue Engine Firefighter Paramedic (3)</td>
<td>5</td>
<td>$59,285</td>
<td>23.78%</td>
<td>$33,000</td>
<td>$233,728</td>
<td>$163,390</td>
<td>$65,338</td>
</tr>
<tr>
<td>Civilian Public Information Officer (1)</td>
<td>6</td>
<td>$58,182</td>
<td>17.66%</td>
<td>$33,000</td>
<td>$78,457</td>
<td>$59,084</td>
<td>$20,373</td>
</tr>
<tr>
<td>Deputy Fire Chief (1)</td>
<td>7</td>
<td>$117,717</td>
<td>23.78%</td>
<td>$33,000</td>
<td>$150,512</td>
<td>$111,927.49</td>
<td>$38,594</td>
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</table>

Subtotal FTE Expansion Request

<table>
<thead>
<tr>
<th>Credentialing Expansion (non MOU)</th>
<th>$62,242</th>
<th>23.78%</th>
<th>$77,000</th>
<th>$1,074,463</th>
<th>$800,458</th>
<th>$276,005</th>
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</thead>
<tbody>
<tr>
<td>TOTAL EXPANSION REQUEST</td>
<td>$534,995</td>
<td>23.78%</td>
<td>$77,000</td>
<td>$1,351,507</td>
<td>$837,748</td>
<td>$295,759</td>
</tr>
</tbody>
</table>

**Emergency Operations** – The demand for operational calls for service increased 6% in 2018, totaling 11% in the past two years. As identified in the 2019 CFAI Annual Compliance Report, response performance has negatively trended with an increase in call volume.

The department was required to reduce staffing levels previously, which resulted in the elimination of three shift commanders, and the deputy chief. The department is requesting the return of these positions due to critical need.

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2 2018 Shift Commander Reliability Infographic, single page.
4 2018 Heart of America Accreditation Consortium Administration Staffing Infographic, single page.
5 2017 Community Risk Assessment - Standards of Cover, Executive Summary, pages 4-6.
• **Assistant Shift Commander / Battalion Chief (3)** – One shift commander alone can no longer effectively manage the thirteen emergency resources as indicated in the 2019 CFAI Annual Compliance Report\(^1\), 2018 Shift Commander Reliability Study\(^2\), and the 2018 Accreditation Report\(^3\). Shift commanders are task saturated during high-risk operations incidents. These incident types have longer commit times on resources; during these calls, remaining fire medical resources do not have an on duty emergency resource manager. 

  City Critical Success Factor – Commitment to Core Services; Safe, Healthy and Welcoming Neighborhoods. Fire Department Strategic Goal – ensure staffing levels meet the expectations of the community and the risk assessment model. Salary and benefits $420,560.

  o Priority-Based Budgeting (PBB) program alignment: Emergency Medical Services EMS (Q1), Fire Suppression (Q1), Employee Health, Safety, and Wellness (Q1), Domestic Preparedness (Q2), Technical Rescue (Q2), Hazardous Materials (Q2), Tactical Medic (Q3), and Coroner Services (Q4).

• **Rescue Engine – Firefighter / Paramedic (3)** – Since 2006, the department has requested three FTE to establish minimum staffing on the City’s only rescue truck to four firefighters. In the 2020 CIP, the Rescue will be replaced as a Rescue Engine and will need to be staffed with a minimum of four firefighters. The Rescue Engine will improve response time reliability in planning zone five and distribution times overall in the City. Operational objectives cannot be maintained city-wide in an efficient, effective and safe manner with three-member staffing. This expansion is also recommended by the CFAI in the 2018 Accreditation Report\(^3\). City Critical Success Factor – Commitment to Core Services; Safe, Healthy and Welcoming Neighborhoods. Department Strategic Goal – ensure staffing levels meet expectations of the community and future agency needs. Salary and benefits $227,568.

  o PBB program alignment: EMS (Q1), Fire Suppression (Q1), Technical Rescue (Q2), and Hazardous Materials (Q2).

• **Deputy Fire Chief (1)** – The span of control for the fire chief is currently at eight. With the increasing demands in all department divisions, the replacement of the deputy chief is critical to ensure emergency operations remain succinct in their delivery of service. This position, would reduce the span of control of the fire chief to six, improving organizational efficiency. City Critical Success Factor – Commitment to Core Services; Safe, Healthy and Welcoming Neighborhoods. Department Strategic Goal – ensure staffing levels meet the expectations of the community and the risk assessment model. Salary and benefits $149,413.

  o PBB program alignment: EMS (Q1), Fire Suppression (Q1), Emergency Communications Management (Q1), Employee Health, Safety, and Wellness (Q1), Accreditation Management (Q1), Domestic Preparedness (Q2), Technical Rescue (Q2), Hazardous Materials (Q2), Domestic Preparedness (Q2), Tactical Medic (Q3), Hazardous Materials (Q3), and Coroner Services (Q4).

**Administration Division** – The department cannot meet the administrative requirements in an expected manner with the current staffing levels. An FTE was eliminated from the FY 2017 budget.

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\(^1\) 2019 CFAI Annual Compliance Report, pages 28-29, and 31.
\(^2\) 2018 Shift Commander Reliability Infographic, single page.
\(^3\) 2018 CFAI Accreditation Report, Recommendations and Observations, pages 10, 11, 16-18, 21-22, and 49.
\(^4\) 2018 Heart of America Accreditation Consortium Administration Staffing Infographic, single page.
\(^5\) 2017 Community Risk Assessment - Standards of Cover, Executive Summary, pages 4-6.
as part of a workforce reduction. The impact was significant to the administrative operations of the department\(^2\). The current ratio or span of control for administrative staff to operations staffing is 1 to 11.33, the highest in the regional comparison study\(^4\).

- **Administrative Support - Civilian (1)** – The replacement of this position would allow the department to meet timelines for administrative needs and provide effective customer interaction as a receptionist for county-wide provisions, consistent with a professional administration. City Critical Success Factor – Effective Performance and Professional Administration. Salary and benefits $53,506.
  - PBB program alignment: Community Education and Public Relations (Q2)

- **Public Information Officer / Public Educator - Civilian (1)** - In order to more effectively communicate community risk countermeasures, a full-time public educator is essential. Currently, the department is the only direct community service department without a dedicated public information position. The training division has not been able to meet the needs of the community, relative to providing public education due to mounting tasks. This individual would facilitate as the department public information officer, public educator, and manage the social media program. City Critical Success Factor – Innovative Infrastructure and Asset Management, Commitment to Core Services; Safe, Healthy and Welcoming Neighborhoods. Department Strategic Goal – Continue to strengthen and enhance relationships with external partners to meet the mission. Salary and benefits $79,457.
  - PBB program alignment: Community Education and Public Relations (Q2).

**Prevention Division** – Since the early 90's the department has performed code enforcement – Occupancy and life safety inspections, high hazard inspections, site plan reviews, building code review, field fire suppression testing, and supervision of both fire and coroner investigations with three FTE's. Over that time, staffing has not increased to take on the higher demand. With the current staffing, the division can no longer meet demands of the development community\(^1\).

<table>
<thead>
<tr>
<th></th>
<th>Commercial Permit Reviews</th>
<th>Plan Review For Planning Department Projects</th>
<th>Fire Inspectors For Certificate of Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># Within 15 Days</td>
<td># Within 15 Days</td>
<td># % Increase</td>
</tr>
<tr>
<td>2012*</td>
<td>202</td>
<td>93.1%</td>
<td>217</td>
</tr>
<tr>
<td>2013</td>
<td>244</td>
<td>97.0%</td>
<td>546</td>
</tr>
<tr>
<td>2014</td>
<td>277</td>
<td>96.3%</td>
<td>601</td>
</tr>
<tr>
<td>2015</td>
<td>456</td>
<td>89.2%</td>
<td>735</td>
</tr>
<tr>
<td>2016</td>
<td>558</td>
<td>96.0%</td>
<td>928</td>
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<tr>
<td>2017</td>
<td>531</td>
<td>98.0%</td>
<td>1048</td>
</tr>
<tr>
<td>2018</td>
<td>496</td>
<td>85.0%</td>
<td>1260</td>
</tr>
<tr>
<td>2019**</td>
<td>100</td>
<td>78.0%</td>
<td>190</td>
</tr>
</tbody>
</table>

*Partial year- Innopke started June 1, 2012
**Partial year - Data ran 4/19/2019

- **Inspector - Civilian (1)** – This position will be able to assist in completing division tasks to meet life safety, development services, and other customer needs. City Critical Success Factor – Effective Governance and Professional Administration; Safe, Healthy and Welcoming Neighborhoods; Economic Growth and Security; Commitment to Core

\(^1\) 2019 CFAI Annual Compliance Report, pages 26-29, and 31.
\(^2\) 2018 Shift Commander Reliability Infographic, single page.
\(^3\) 2018 CFAI Accreditation Report, Recommendations and Observations, pages 10, 11, "6-18, 21-22, and 49.
\(^4\) 2018 Heart of America Accreditation Consortium Administration Staffing Infographic, single page.
\(^5\) 2017 Community Risk Assessment - Standards of Cover, Executive Summary, pages 4-6.
Services; Safe, Healthy and Welcoming Neighborhoods. Department Strategic Goal - Ensure staffing levels meet expectations of the community and future agency needs; Continue to strengthen and enhance relationships with external partners to meet our mission. Salary and benefits $79,487.
  o PBB program alignment: Prevention and Life Safety Inspections (Q1), Fire Investigations (Q3), and Coroner Services (Q4).

EMS Division – Emergency Medical Services serve as the largest portion of the department's operational demand, a significant impact to saving lives, along with a patient's quality of life after a major medical event such as a stroke or heart attack. Risk reduction initiatives through community empowerment and collaboration, are needed to become more effective in connecting crucial resources to citizens who crucially need them.

- Mobile Integrated Health (Paramedic) – Civilian (1) – In collaboration with Lawrence Memorial Hospital, this position would team with a nurse practitioner to respond to high-risk patients who need resource connections. Additionally, they will be able to follow up on other high-risk patients recently discharged from the hospital to encourage effective post care compliance and empowerment. This new program should reduce repetitive calls on emergency resources, along with the incidence of patient degradation following a major medical event. City Critical Success Factors – Effective Governance and Professional Administration; Safe, Healthy and Welcoming Neighborhoods; Economic Growth and Security; Commitment to Core Services; Safe, Healthy and Welcoming Neighborhoods. Department Strategic Goal - Ensure staffing levels meet expectations of the community and future agency needs; Continue to strengthen and enhance relationships with external partners to meet our mission. Salary and Benefits $73,234.
  o PBB program alignment: Emergency Medical Service (Q1) and Community Education and Public Relations (Q2).

Other Personnel Services – Also as part of the Budget process in FY 2020 is the budgeting of costs associated with pay-outs related to retirements within Personal Services and Employee Benefits. This adds an additional $466,475 to our budget in salary and benefits.

Credentialing – Professional credentials offered through the Center for Public Safety Excellence (CPSE) recognize professionals who meet stringent competency requirements. In addition, employees develop and execute perpetual professional development plans framed around the credential. CPSE's system of credentialing for continuous improvement mirrors on an individual level what the accreditation model provides at an organizational level. Professional credentials add value to city as an investment in human capital for the department's management staff.

The department is requesting to add a 2.5% incentive to achieve and maintain professional credentials for exempt employees through CPSE. Salary and benefits $77,043 (City $57,289 and County $19,754).

2 2018 Shift Commander Reliability Infographic, single page.
4 2018 Heart of America Accreditation Consortium Administration Staffing Infographic, single page.
5 2017 Community Risk Assessment - Standards of Cover, Executive Summary, pages 4-6.
Capital Improvement 2020-2024
Capital requests have been updated to reflect safety improvements, code requirements, and information identified through the 2017 Community Risk Assessment Standards of Cover\(^2\) and 2018 CFAI Accreditation Report.

2020
- Replacement Quint 20: $1,300,000.
  - Replacement of Quint 20 in accordance with the adopted schedule.
- Land Acquisition for Fire Station #6\(^3\): $1,000,000.
  - Land purchase for the future build of Fire Station #6.
- Replacement Rescue 5: $910,000.
  - Replacement of the Rescue 5 apparatus in accordance with the adopted schedule to a Rescue Engine.
- Rescue Boat Expansion: $120,000.
  - Due to inadequate performance on the Kansas River, the department needs to purchase a different watercraft for safer water operations.

2021
- Replacement Truck 5: $1,500,000.
  - Replacement of Truck 5 in accordance with the adopted schedule.
- Portable Radio Replacement: $900,000.
  - Replacement of all Fire Medical portable radios.
- Fire/Police Command Vehicle Expansion: $750,000.
  - Shared cost expansion with fire and police for a command vehicle for management of larger scale incidents.
- Fire Station #6 Design\(^3\): $385,000.
  - Projected design purchase costs, estimated at 7% of the total project.

2022
- Construction of new Fire Station #6\(^3\): $5,500,000.
- Expansion Quint for new Fire Station #6\(^3\): $1,400,000.
- Replacement of Quint 50: $1,400,000.
  - Replacement of Quint 50 in accordance with the adopted schedule.
- Mobile Radio Replacement: $600,000.
  - Replacement of all Fire Medical mobile radios.
- Replacement Investigation Unit 1: $375,000.
  - Replacement of Investigation Unit 1 in accordance with the adopted schedule.

2023
- Replacement of Engine 4: $950,000.
  - Apparatus replacement in accordance with the adopted schedule.

2024
- Replacement of Quint 3: $1,500,000.
  - Apparatus replacement in accordance with the adopted schedule.
- Expansion Engine: $1,000,000.
  - Apparatus expansion due to anticipated incident demand trending.
- Replacement of Engine 1: $950,000.
  - Apparatus replacement in accordance with the adopted schedule.

\(^1\) 2019 CFAI Annual Compliance Report, pages 26-29, and 31.
\(^2\) 2018 Shift Commander Reliability Infographic, single page.
\(^3\) 2018 CFAI Accreditation Report, Recommendations and Observations, pages 10, 11, 16-18, 21-22, and 49.
\(^4\) 2018 Heart of America Accreditation Consortium Administration Staffing Infographic, single page.
\(^5\) 2017 Community Risk Assessment - Standards of Cover, Executive Summary, pages 4-6.
**Recommendation**

The Fire Medical Department recommends it's 2020 Budget Requests to be considered a high-priority as a Commitment to Core Services among the many worthy competing submissions you will be reviewing.

All the essential needs listed in this transmittal memo align with both City critical success factors and or department strategic planning goals: City Critical Success Factor’s – Effective Performance and Professional Administration; Commitment to Core Services; Safe, Healthy and Welcoming Neighborhoods; Innovative Infrastructure and Asset Management; and Department Strategic Goals: Ensure staffing levels meet the expectations of the community and the risk assessment model; Continually review, research, acquire, and implement technology systems to increase efficiency and effectiveness of the department; and Continue to strengthen and enhance relationships with external partners to meet our mission.

**Exhibits** (Attached in OpenGov)
- 2019 CFAI Annual Compliance
- 2018 Shift Commander Reliability Study
- 2018 CFAI Accreditation Report
- 2018 Heart of America Accreditation Consortium Administration Comparison Study
- 2017 Community Risk Assessment - Standards of Cover

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2. 2018 Shift Commander Reliability Infographic, single page.
4. 2018 Heart of America Accreditation Consortium Administration Staffing Infographic, single page.
5. 2017 Community Risk Assessment - Standards of Cover, Executive Summary, pages 4-6.
Proposed Capital Improvement Plan
City of Lawrence, Kansas

<table>
<thead>
<tr>
<th>Project #</th>
<th>FM-20-2045</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Name</td>
<td>Training Center Remodel</td>
</tr>
</tbody>
</table>

**Description**
Modify existing Training Center to add a City classroom/training lab, add a tiered seating training room for City use.

**Justification**
We currently need an additional City/County department training space that can be used in conjunction with outside/field training. This space can be used as a computer training lab for the City.

This project is cost share with Douglas County at 25% of actual construction cost, estimated to be $64,100.

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction/Maintenance</td>
<td>250,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>250,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>250,000</td>
<td></td>
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<td></td>
<td></td>
<td>250,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funding Sources</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>Total</th>
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<tbody>
<tr>
<td>Unfunded</td>
<td>250,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>250,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>250,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>250,000</td>
</tr>
</tbody>
</table>

**Budget Impact/Other**
Douglas County will pay 25% of actual cost.
Verification

I, Shaun Coffey, verify that the information contained in this report is complete and true to the best of my knowledge.

[Signature]
Shaun Coffey, Fire Chief
February 14, 2020