

FIRE DEPARTMENT UPDATE



City of Topeka, Kansas

Fire Department Organizational Analysis

Summer 2016

By Interim Fire Chief Tim Wayne





Purpose, Operating Environment and Approach

The purpose of this analysis is to provide an overview of the Topeka Fire Department operations and effectiveness. The fire department has come under scrutiny during the last couple of years and has struggled to effectively address the criticism that exists.

- There is a perception the fire department is resistant to change.
- There is a perception Local 83 (International Association of Firefighters) runs and establishes the direction of the department.
- There is a perception of a “good old boy” system, in which key department members control promotions and hiring.
- There is a perception of excessive sick leave use that goes unchecked.
- There is a perception that the fire department is over staffed with an excessive amount of fire stations and equipment.
- There is a perceived lack of trust in city leadership to support the needs of the department.
- There is a belief among membership that support or suggestions for progress leads to retribution.
- There is a perception that Human Resources runs the department.

My acceptance of the interim fire chief position came with a set of objectives to be completed in six month period. The scope of work evolved from objectives assigned to me as the interim fire chief to more of a total comprehensive review. It is important to note the objectives that I began to work on Feb. 19, 2016:

1. Provide department leadership that restores confidence based on operational competence, integrity and fairness.
2. Review and outline a plan to achieve department accreditation.
3. Review operational readiness and resource allocation, including a deep dive into training, promotions, overtime, call backs and reporting.
4. Work with appropriate parties to outline a plan to transition to a community medicine approach with specific focus on transition from basic life support (BLS) to advanced life support (ALS).
5. Work to develop a strategic plan with specific goals, objectives, service improvement recommendations and performance standards.

These objectives will be addressed individually later in the report. The objectives created the framework to begin assessing the organization as a whole and helped me ascertain the department’s working environment, including but not limited to:

- The fire chief of three years assumed an advisory role from January 2016 until his retirement in June 2016.
- An interim fire chief from the outside to run the department for a period of six months.
- Leadership positions were left vacant for extended period of time.

- Promotional processes conducted by the department came under scrutiny and grievances were filled each time.
- Lack of technology exists throughout the department.
- Training is insufficient to meet the demands of a professional department.
- Emergency Medical Services (EMS) program was unmanaged and not a priority for the department.
- The structure of the contract with Local 83 limits the department's ability to create a succession plan.
- [Fire and Rescue Deployment Study Update](http://topeka.org/tfd) (topeka.org/tfd) conducted recommended station closures and relocation of assets.
- Additional stations funded in CIP with one scheduled to be built two years ago.
- Extremely low number of candidates hinders recruitment efforts.
- Limited participation in local, regional or state committees, associations or working groups.
- Firefighters take on such additional responsibilities as air pack, ladder maintenance and personnel protective equipment.
- The condition of stations and furniture has been overlooked, and as a result special attention needs to be made to bring them up to a higher standard.

The strength of any good organization begins with the quality of the membership. The fire service attracts hard working and dedicated individuals who are public service driven. The Topeka Fire Department has a solid base upon which to build with a membership that is eager and ready to move the organization forward.

The approach of this analysis was to evaluate the services provided by the Topeka Fire Department and make recommendations to the city manager for implementation. The review and recommendations are based on best practices throughout the country coupled with my education and 26 years of fire service experience. The initial five objectives will serve as the foundation; however, they will be addressed indirectly throughout this report.

Section 1

Summary

Below are summaries of the key takeaways of the organizational analysis of the Topeka Fire Department.

- The strength of the Topeka Fire Department lies within the quality of the individuals. The membership is kind, caring and compassionate to the needs of the community. They appear hungry and excited about the future of the organization.
- The department has been in maintenance mode for a number of years. The direction of the department is uncertain without the completion of a strategic plan. Short and long term planning will be important to the success of the organization.
- The lack of a Training Chief (six months vacant) and a training plan has an impact on operations and firefighter safety. Firefighters are put into positions where they don't possess the necessary level of training.
- The department runs 14,500 EMS calls annually, yet it never has had a position to oversee and manage EMS operations. EMS has not been a priority, which puts the department and City at risk. Emergency Medical Technicians (EMT) are not performing to their fullest capability and are offering the community a lower level of care.
- Fewer than 5 percent of all career fire departments have obtained accreditation from the Center of Public Safety Excellence (CPSE). The accreditation process should take two to three years to complete but exemplifies a commitment to excellence.
- Technology is noticeably absent from the Topeka Fire Department. The addition of tools like Mobile Data Terminals (MDTs) will increase efficiency and safety for the firefighters as well as fire prevention. The department will take a giant leap forward with the utilization of these tools.
- The department has key individuals who are critical to the organization and take on many responsibilities, often too much. Look to empower your staff by passing along duties that don't fit the role. These opportunities are crucial for employee development and succession planning.
- The fire department recruiting efforts have yielded a low number of qualified applicants. Identify the factors that affect recruitment, and develop a plan to address the issues. Topeka isn't the only fire department that struggles to find quality applicants. Look to the successful departments within the region for guidance.
- The hiring process is time and labor intensive. It could take up to six months from the time applications are accepted to the start of the academy.

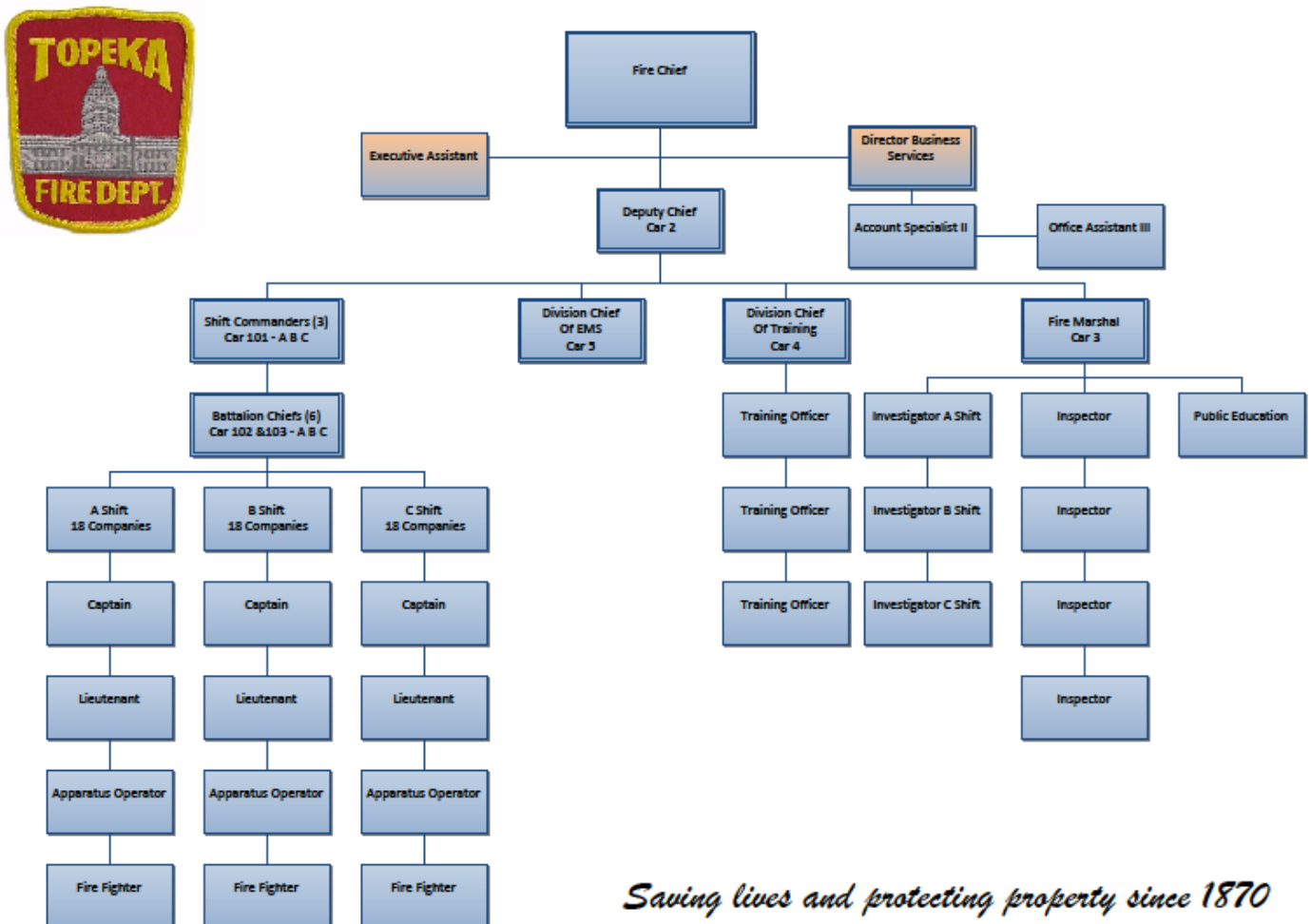
- The chief officers spend an inordinate amount of time on staff work, specifically Intellitime. It's not uncommon to see chief officers spending four to six hours a day on staffing. Chief officers play an integral role in development and should be freed up to mentor the future of the fire department.
- Pre-fire plans are considered to be best practice and typically are performed by on-duty crews. Working closely with the Fire Prevention Division to increase familiarity with pre-fire plans and enhance firefighter safety. A program to visit high-hazard occupancies on a regular basis must be instituted.
- The department is transitioning to a new record management system and Computer Aided Dispatch (CAD) interface. There is tremendous amount of work needed to upgrade to the new CAD system and data entry to make the system operational. The system should improve each division of the department.
- Standard Operating Guidelines (SOGs) need to be reviewed regularly and institutionalized as part of everyday business. Initial focus should be on fire ground operations and firefighter safety, i.e. May-Day procedures. Training for SOGs needs to be developed when outlining the annual requirements. Each division must develop SOGs to clarify expectations and operations.

Section 2

Fire Department Overview

The Topeka Fire Department is an all-hazards fire department that responds a wide array of emergencies, including structure fires, brush fires, hazardous materials, technical rescue and EMS calls. Service is provided through 12 fire stations, an administration, fire prevention and a training facility. The fire department responds to about 18,000 calls for service annually, with nearly 80 percent being emergency medical in nature. The 2016 budget is \$16,500,000, and the total FTE count is 245. The fire department is divided into five divisions: **Operations, Training, Emergency Medical Services, Fire Prevention** and **Business Services**.

Current Organizational Chart

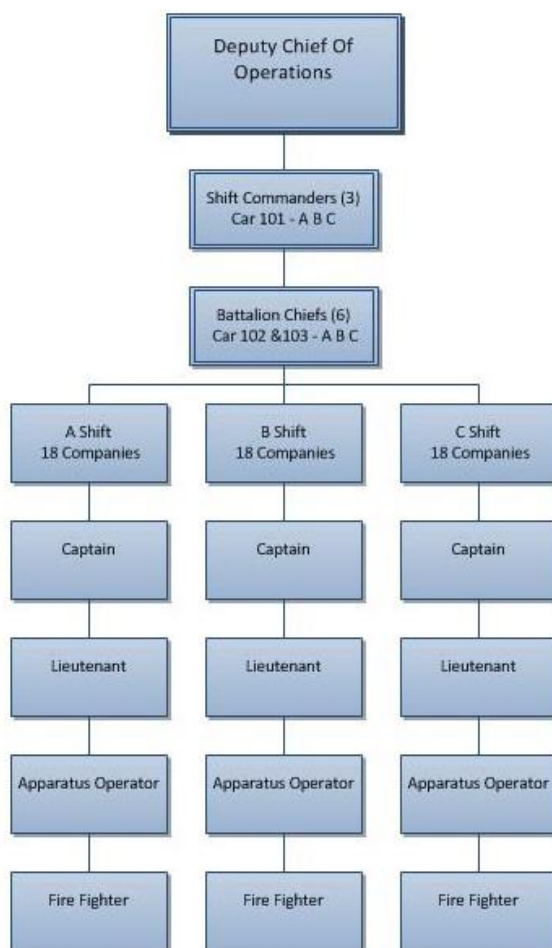


Operations Division

The Deputy Chief of Operations oversees and manages the operations of 12 stations that house 18 fire apparatuses that respond to approximately 18,000 calls for service annually.

- The Deputy Chief is assisted by three Shift Commanders (one per shift) and two Battalion Chiefs.
- 216 Full time employees (54 Captains, 54 Lieutenants, 54 Apparatus Operators and 54 firefighters) are assigned to Operations and assigned \$23.96 million budget.
- In addition to managing Operations, the Deputy Chief handles all personnel matters, program managers and committees.

Operations Division Org Chart



Analysis

The Operations Division is the bulk of the fire department and the primary focus of the service provided to the community. The TFD responds to 18,000 calls for service annually, with 80 percent being EMS. This section will focus primarily on fire-ground operations. EMS will be covered later in the report under the EMS section.

Fire-ground operations are labor intensive and inherently dangerous activities. More than 100 firefighters die in the line duty every year, so it is imperative that steps are taken to enhance the safety of firefighters. The Topeka Fire Department responds to a high number of structure fires, the majority of those being small, single-family residences. These incidents are routine in nature and are handled quickly and efficiently. It is the less frequent larger incidents, like a 2nd alarm apartment fire, that have identified areas in need of improvement.

Larger incidents are low-frequency/high-risk events that quickly consume manpower and resources and require the highest level of skill to mitigate. When line-of-duty deaths (LODD) are studied, the two common contributing factors leading to the cause of death are training and scene management.

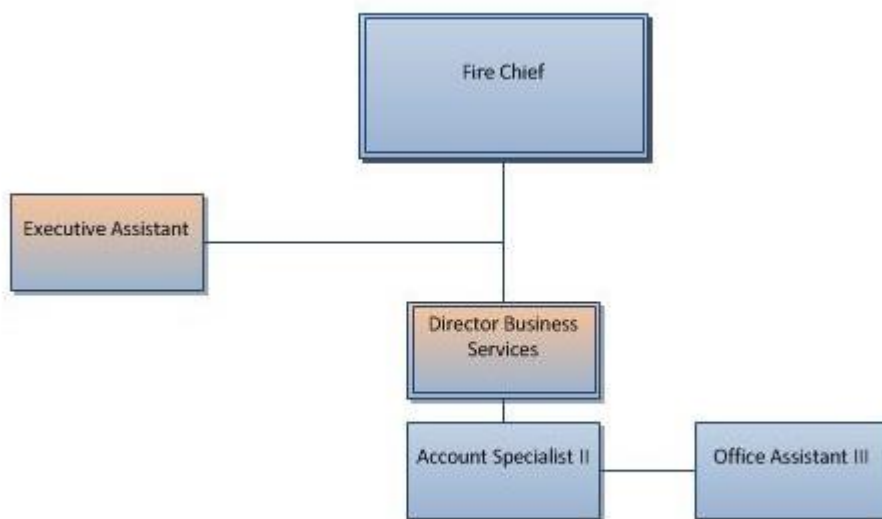
As firefighters advanced into leadership/officer level positions they have not been provided the necessary formal training and tools to ensure the safety of their crew(s). At the tactical level, it is apparent that firefighters are highly skilled and proficient at firefighting activities and duties. The concern lies within the strategic level, where scene management is critical to mitigating the incident and ensuring firefighter safety. Incident Command Training will elevate the organization's ability to effectively manage a scene and must be a requirement for every officer level position (Lieutenant, Fire Captain and Battalion Chief). A training plan will be provided later in the report.

As the department advances with Incident Command Training for all officers, it offers an opportunity to review all Standard Operating Guidelines (SOGs). Reviewing and updating operational guidelines will ensure the department is utilizing best practices for each incident. A significant amount of time must be committed to SOG development and implementation. To be consistent with the City, the department should transition to Standard Operating Procedures instead of Standard Operating Guidelines.

Administration

Fire Administration consists of the Fire Chief, executive assistant, business services director, account specialist and an office assistant III. Administrative staff is extremely hard working and care about the success of the organization. They are tasked to do a lot of work; however, some duties could be reassigned to increase efficiency. For instance, phones are answered by staff, which ties up a significant amount of time. Also, an inordinate amount of time is spent distributing, ordering and managing uniforms for the department. If these duties could be shifted, productivity and efficiency could be improved. Most of the administrative duties are to support the day-to-day operations of the fire department.

Administration Org Chart



Analysis

Support work needed to maintain and test essential equipment is not a function of administration but rather should be managed by the firefighters. Members are trained to become subject-matter experts in several areas: Self-Contained Breathing Apparatus (SCBA), ground ladders, radios and Personal Protective Equipment (PPE). Most of the work associated with managing these programs usually is conducted by on-duty crews, reducing the need for additional support staff. Program managers manage key areas of equipment to ensure equipment is in a ready state. These are model programs and are an efficient use of personnel, time and resources. Program management offers personnel to have a greater impact on their department.

While the department excels in program management, it falls short on short and long range planning. Leadership must focus on developing a plan for the future of the department and solicit the input of the community and stakeholders. This roadmap for the department never has been done, forcing the department to be reactive instead of proactive. Pursuing accreditation through the Center of Public Excellence (CPSE) offers the template to obtain a long-range plan. In addition, it provides a tool through which the department can measure all aspects of service

against best practices. The two-to three-year evaluation process will be labor intensive and cost upward of \$40,000, but it will yield incredible results along with prestige and a high degree of professionalism.

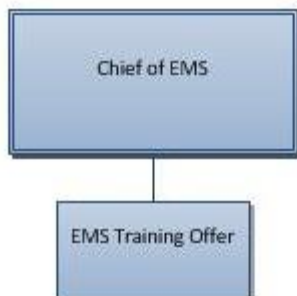
Through Business Services, the department has developed an effective and exemplary vehicle replacement program. Fire apparatus life spans are managed effectively and the program ensures timely replacement based on age, miles and operating costs. Labor management committees assist with the process that yields a fleet of quality apparatus.

The program in which TFD manages the fleet should be developed for fire stations. The department should consider its the stations as assets and create an asset-management plan should be instituted. Fire Stations have not been a priority in past administrations, which resulted in fire stations not being cared for properly. Firefighters have adapted to the conditions by furnishing stations with tables, chairs and couches stations with from their own homes. Despite being years behind in maintenance and upkeep, Facilities is working hard to address the many needs throughout the department. The relationship is strong, and I anticipate much improvement in the near future. Administration is working to address furnishings within the stations, starting this fiscal year with recliners and new beds for each station. A portion of the budget must be allocated to address and maintain necessary furnishings.

Emergency Medical Services

The Emergency Medical Services (EMS) Division is a new division of the department. An IT support position was converted to a Chief of EMS as a result of labor negotiations and filled in April 2016. Prior to this, the duties of EMS were spread across all divisions and not being adequately covered. EMS program management has not been a priority, and as a result EMS services have fallen behind.

EMS Division Organizational Chart



Analysis

The Chief of EMS has begun to evaluate the current level of EMS service and has begun to identify the deficiencies that need to be addressed. Due to the extended period of time without a dedicated program manager the fire department will focus on improving Basic Life Support (BLS) to the community. TFD must provide good BLS before it can transition to good ALS.

The addition of the Chief of EMS has allowed the department to explore enhanced capabilities in community para-medicine and a transition to Advanced Life Support (ALS). However, before the department can look at increasing the level of service provided, the department audited the current service delivery. This audit has revealed some areas that need to be shored up before we can move forward with advancing service. For example, patient encounter documentation needs to be improved to include documentation on every patient the TFD encounters. Immediate steps have been instituted to assist with improving documentation. The addition of Mobile Data Terminals (MDTs) in the apparatus will give firefighters the ability to begin documentation on scene of every incident. We anticipate mobile reporting to commence before the end of 2016. With this increased reporting, the department will develop a quality-assurance program to review each report created. This level of oversight will allow the EMS Division to identify trends and deficiencies and then train to address them. Further, the department was not operating to its full capacity in regards to equipment. The EMS Division has been tasked to train staff in the use of glucometers, Continuous Positive Airway Pressure (CPAP) and other airway devices. These tools will advance skill level and provide a higher level of care to the community. Within a short period of time, firefighters will be able to provide all the skills that fall within their scope of practice. A three-to four-year plan to advance EMS service delivery to the community will be covered later in the report.

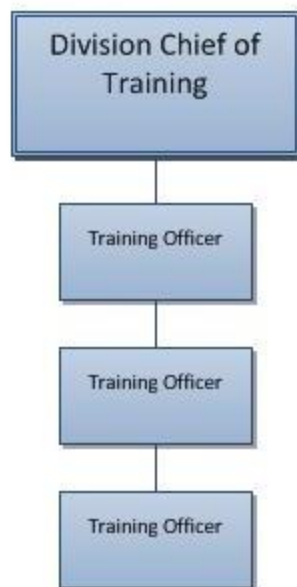
In light of State's mandates to increase the requirements of EMT recertification hours by 30 percent; to increase in the scope of practice; and to add new life-saving equipment, the department needs an additional EMS training officer. The department must invest in training and equipment to be able to meet the EMS needs of the future. A solid BLS program starts with regular, quality training and provides the foundation for advancing service delivery. A training officer will allow the Chief of EMS to focus on program management and enhancing service delivery.

The absence of an EMS Chief has had other implications. An EMS Chief also becomes the de facto Health Safety Officer (HSO), who should monitor annual physicals for firefighters. This program was unmanaged and as a result annual physical evaluations were not monitored. More than 50 percent of the organization has not had a physical in more than two years. Steps are being taken to address this issue; however, the lack oversight has put the membership in a potentially harmful situation.

Training Division

The Chief of Training position has been vacant for six months until it was filled in April. This gap in management allowed for training to slide from the forefront. With the Chief of Training position filled and converting three training officers from 24 hour shifts to 40 hour work weeks, the training division is rebuilding and poised to move the division forward.

Training Division Organization Chart



Analysis

The challenges for the training division will be succession planning, ensuring firefighter safety, ensuring uninterrupted training throughout the year and instituting annual training requirements. These items have not been properly addressed and have to be developed; thus, the department is promoting firefighters into leadership positions without all the necessary education and training to be successful.

Succession planning will be key and critical to the long-term success of the organization. The training division will be challenged to find new and innovative ways to fill the experience gaps created when senior members retire. The department will see 30-40 percent of the department retire in the next three to four years. An aggressive training program will be an integral part to preparing future leaders of the department.

The processes currently in place for documenting the training provided to firefighters, as well as data recorded in the training system, appear to have accuracy issues that should be resolved prior to relying on the information provided by those systems. Certifications and training records for each firefighter are incomplete and not stored electronically. As the department transitions to Aegis record management system, it will be imperative for the training division to remain focused on improving record keeping.

Improved record keeping will become a critical component as the division builds a training program that meets the training requirements of the department. The training division lacks proper documentation in the form of SOPs, which must be developed to provide the framework of the program. Creating benchmarks of success are essential to measure and determine program's success.

Fire Prevention Division

The Fire Prevention Division's mission is to improve the lives of residents by preventing fires and reducing the impact of fires that occur. The Division performs inspections of businesses and occupancies as mandated by State and local ordinances and investigates all major fires occurring within the Fire Department's jurisdiction.

The Fire Marshal is assigned three areas of specialty: Investigations, Inspections and Public Education. Three investigators who work 24 hour shifts are assigned to the Investigations Unit. One of the investigators is equipped with an ATF canine and supplied by the department. Canine and handler are a regional asset that routinely responds to arson investigations within the region. Four inspectors are assigned to the Inspection Unit and one Public Education Officer is responsible for public education.

Fire Prevention Division Organization Chart



Analysis

The inspection unit must transition to a complete database system containing property, business, inspection and permit information to enable fire inspectors to effectively do their work and allow management to efficiently assign resources and track results. The Fire Department uses paper-based systems to record information that creates accuracy and efficiency issues. The Aegis record management system has mobile capability that needs to be developed and implemented in

to daily operations. As the mobile platform is developed, so too should standard operating procedures be developed, outlining inspection guidelines.

The Prevention Division utilizes the MOU with the state as the guide to building inspections for the City of Topeka which is an incomplete representation of the community. The Fire Marshal must develop a program that identifies each occupancy in the City as low, medium or high hazard, and establish an inspection program that inspects all occupancies based on hazard level. This program would put inspectors in high-hazard occupancies annually and lower-hazard occupancies every three to four years. Many jurisdictions are moving to a fee based inspection program to offset some of the costs.

In order to improve its program, the Fire Department needs to address issues related to how it maintains its inspection data and ensure its information is accurate and complete. Doing this will improve the Fire Department's ability to utilize information to improve efficiency of its inspection practices. Failure to address the issues identified may unnecessarily increase the risk of fire and could potentially contribute towards preventable loss of property or life.

The Fire Marshal who manages the Fire Prevention Division does not have the certifications needed to oversee the inspection unit; nonetheless, he has demonstrated the ability to effectively manage difficult code issues and relies on an experienced staff. It is critical for the Fire Marshal to increase his certifications and experience as it relates to fire code and inspection processes. As senior staff leave the organization, this will aid in continuity of service to the community.

Internal Employee Survey

An employee survey was sent out to gain a better understanding of the dynamics that influence this department. An employee survey has never been completed by past administrations and produced some interesting results. The template of this survey was copied from Topeka's 2013 Finance Organizational Analysis. Several key patterns emerged from the survey. There were 101 responses to the survey, about 50 percent of the organization.

Key Patterns/Themes

- A large number of respondents believe the department is moving forward and like the positive changes during the last six months. Many directly attribute the success to the interim fire chief and are hopeful progress continues with the new fire chief.
- Training and development of personnel was commonly mentioned in responses. Personnel want more opportunities to develop professionally and to be better prepared by the department to fill leadership roles.
- Improved communication was cited throughout the responses. Respondents do not feel as though they are provided enough information and do not have a clear picture of where the department is headed. Communication does not flow out to the stations very well.
- Inconsistency across all three shifts was noted. Each shift operates and acts completely differently.
- Fairness and equal treatment was a consistent theme throughout. There is a belief that management plays favorites. A number of respondents want to see everyone treated the same.
- Accountability of management was identified as a trend. Respondents want management to “walk the walk” and be accountable.
- Promotional processes need to be addressed. Some respondents believe seniority negatively impacts the quality of promotions.
- The condition of stations as it relates to the overall condition, inadequate furnishings and the need for remodeling was a concern for a number of respondents.
- Several respondents cited low morale in the department because of various reasons.

Question 1

The first question asked fire department personnel to rank their agreement with several statements. The statements are taken from Gallup polling company and are commonly associated with employee engagement levels. Engaged employees produce higher quality work; have lower rates of absenteeism; and are safer and more committed to what work they do. (Gallop, 2010)

Statement:	% of Employees who Agreed or Strongly Agreed
My associates or fellow employees are committed to doing quality work.	76.2%
I know what is expected of me by the City.	67.6%
My supervisor, or someone in the City, seems to care about me as a person.	67.3%
In the fire department, I have the opportunity to do what I do best every day.	63.2%
The mission or purpose of the City makes me feel my job is important.	51.4%
This last year, I have had the opportunities in the City to learn and grow.	48.1%
I have the materials and equipment I need to do my work right.	47.2%
There is someone in the City who encourages my development.	41.9%
I have a best friend in the department or the City.	40.0%
In the last seven days, I have received recognition or praise for doing good work.	36.8%
In the last six months, someone in the City has talked to me about my progress.	30.2%
In the fire department, my opinions seem to count.	29.5%
Average	49.95%

Highest level of agreement statements:

76.2% - My associates or fellow employees are committed to doing quality work.

67.3% - My supervisor, or someone in the City, seems to care about me as a person.

67.6% - I know what is expected of me by the City.

Lowest level of agreement statements

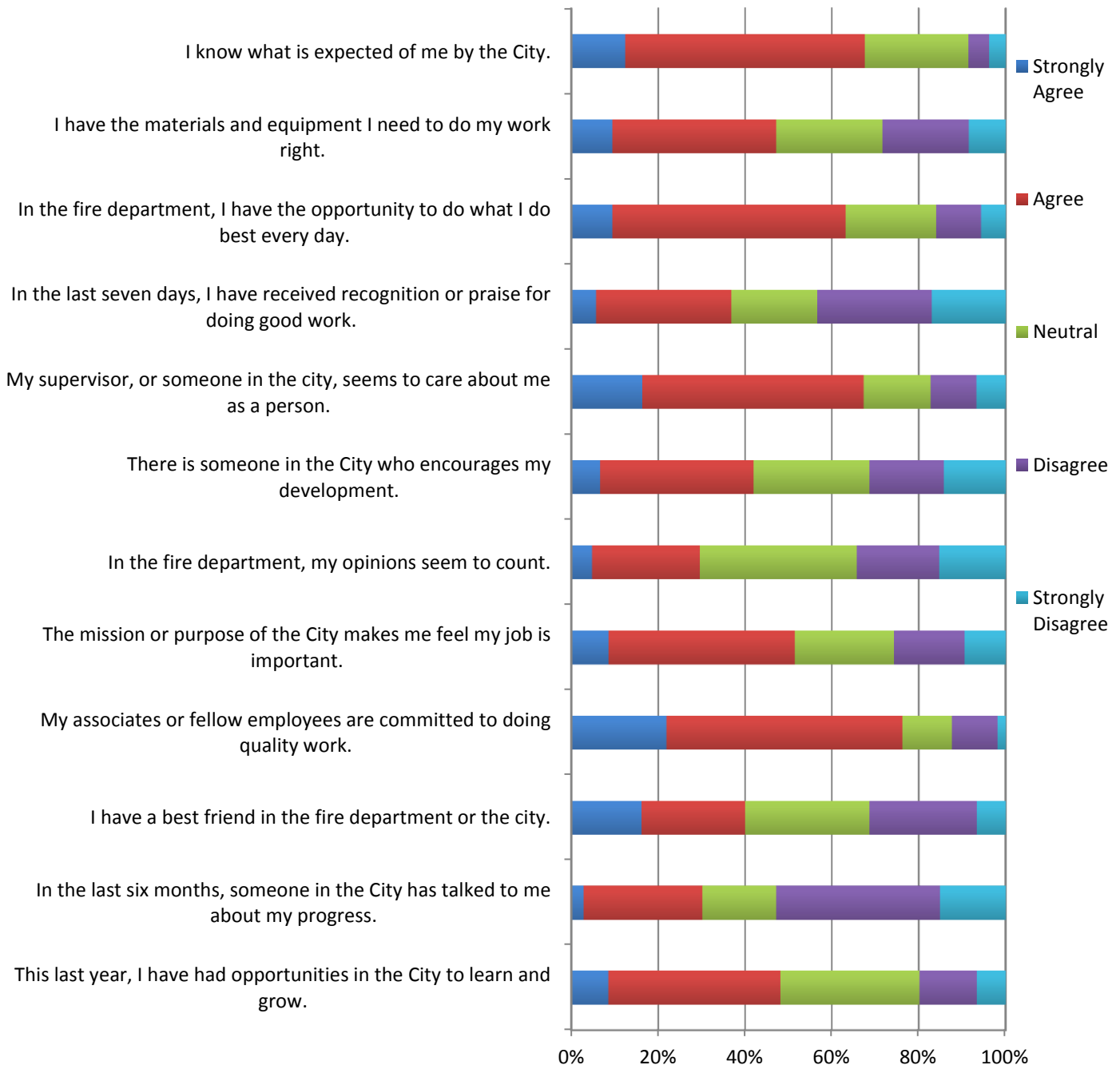
29.5% - In the fire department, my opinions seem to count.

30.2% - In the last six months, someone in the City has talked to me about my progress.

36.8% - In the last seven days, I have received recognition or praise for doing good work.

The responses illustrate the membership knows what is expected. They are doing what they like to do and receive little encouragement. Conversely, employees believe their opinions are not heard and there is lack consistent praise and/or feedback.

Q1 - Please rate your level of Agreement with the following statements:



Question 2

The second question asked the fire department employees to rate their current position based upon specific criteria.

Criteria for Evaluation	% Responding Excellent or Strong
Team members/camaraderie	58.0%
Challenge	50.4%
Overall satisfaction	44.7%
Ability to lead	43.3%
Work load	43.3%
Expectations	42.8
Opportunity to learn	40.5%
Variety	35.8%
Predictability	35.5%
Opportunity for innovation/creativity	28.3%
Opportunity for advancement	28.3%
Average	40.9%

Highest level of satisfaction in their position under the following criteria:

58.0% - Team members/camaraderie

50.4% - Challenge

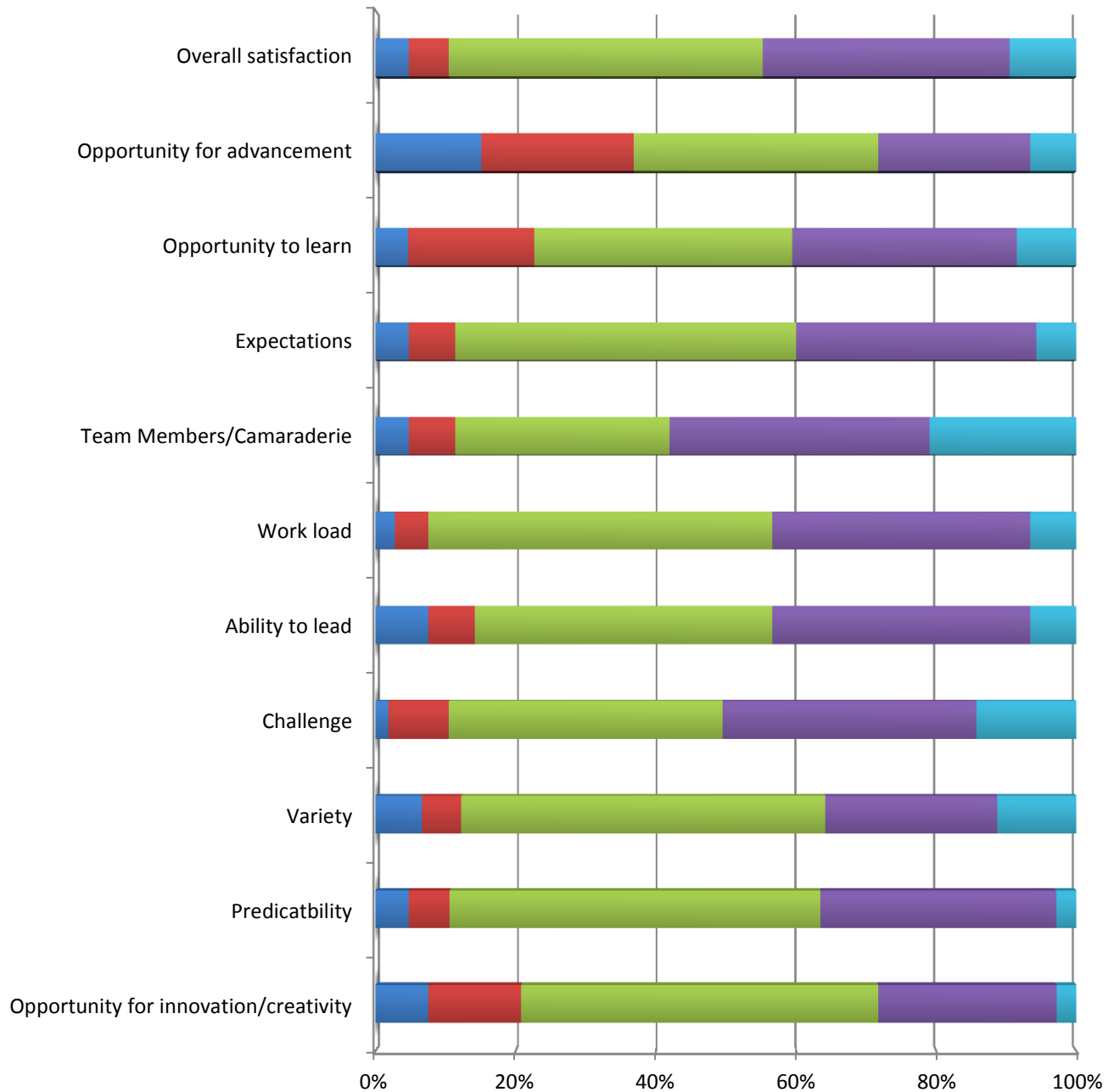
Lowest level of satisfaction in their position under the following criteria:

28.3% - Opportunity for innovation and creativity

28.3% - Opportunity for advancement

The responses to this question are consistent with the trends in the comments. Employees enjoy the challenge of the job and each other but feel hindered by a lack of an opportunity to promote and be progressive in the trade.

Q2 - Please evaluate your current position on the following criteria:

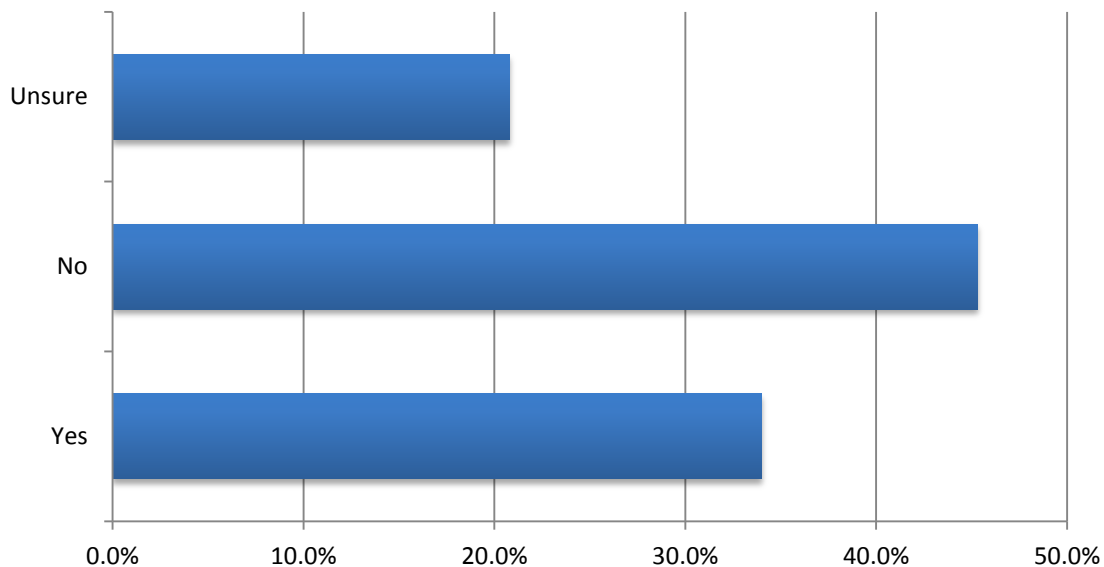


Question 3

The third question asked fire department employees to evaluate whether workload was distributed evenly among fire department employees.

Results from Question 3 showed 34 percent of the fire department believe work is distributed evenly and 21 were unsure about how work is distributed. Nearly half (45 percent) of those who responded believe work is not distributed evenly

From your perspective, is the workload evenly distributed among Fire Department employees?



Question 4

The fourth question asked fire department employees to rate the fire department leadership based on several qualities. The survey left the definition of “leadership” open ended.

Qualities	% Responding Rating Excellent or Strong
Expertise	45.7%
Ethics	39.6%
Overall satisfaction	31.1%
Performance Management	28.5%
Fairness	28.3%
Timeliness/responsiveness	26.6%
Flexibility	26.4%
Communication	19.8%
Ability to motivate team	19.8%
Foresight/vision	19.0%
Relationship building	14.2%
Average	27.1%

The highest level of satisfaction with leadership exists in the following categories:

45.7% - Expertise

39.6% - Ethics

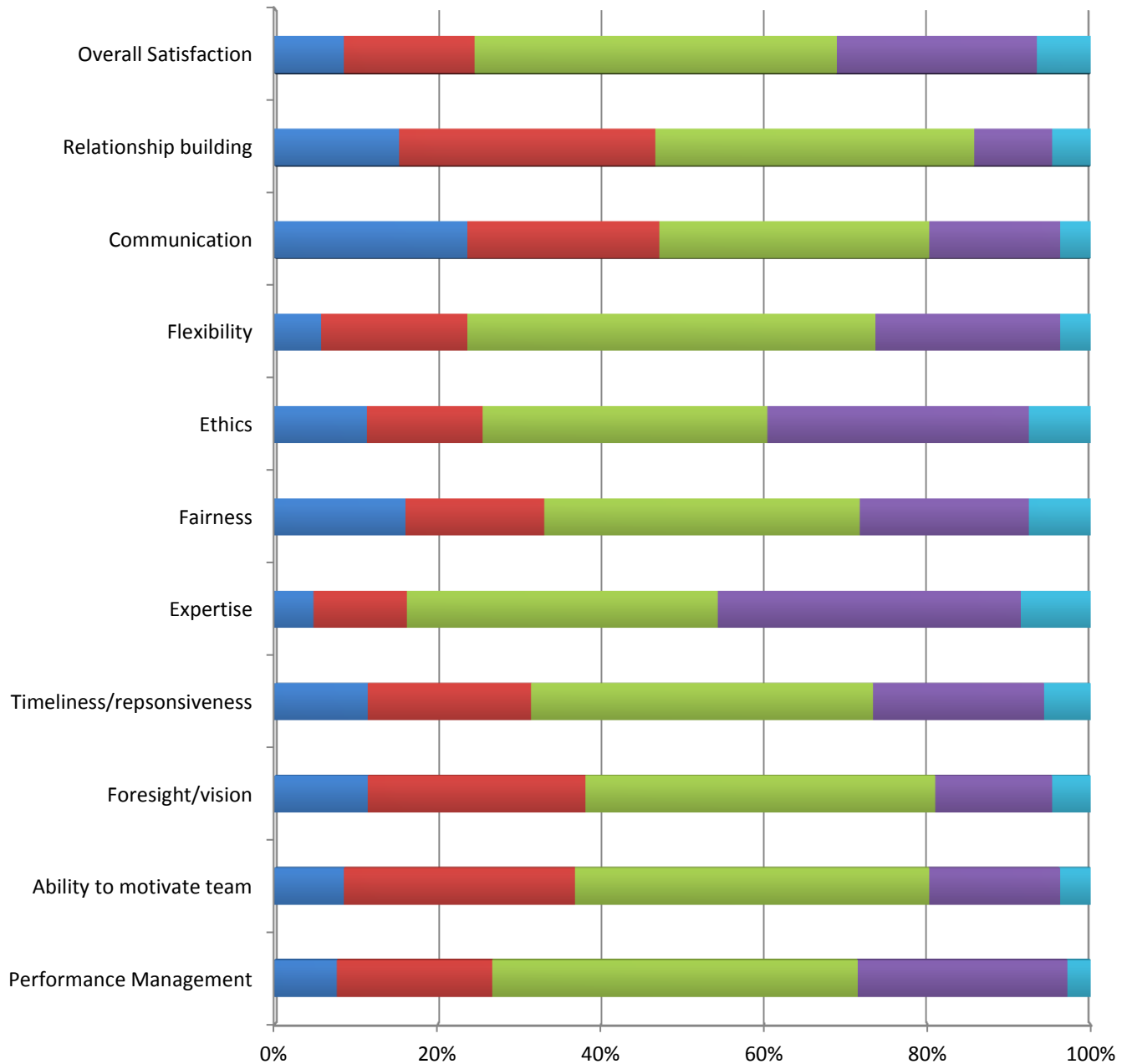
The lowest level of satisfaction with leadership exists in the following categories:

14.2% - Relationship building

19.0% - Foresight/vision

While the highest percentages belong to expertise and ethics, these qualities still fall short of the majority of respondents. Employees lack strong interpersonal relationships with leadership and see a lack of vision.

Q4 - Please rate the fire department leadership on the following qualities.



Question 5

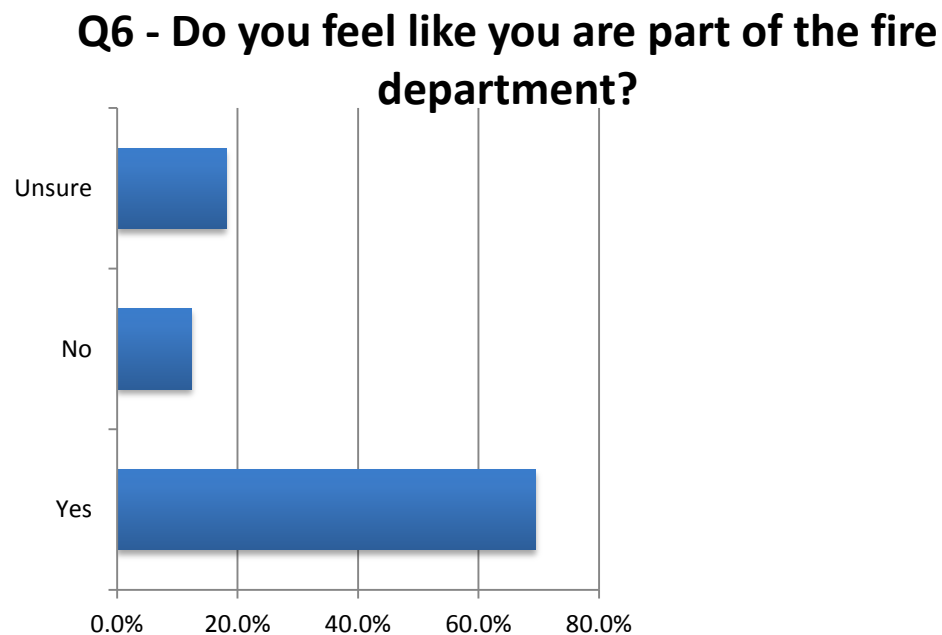
The fifth question was open ended and asked fire department staff if there were any skills/qualities they would like to see the department leaders focus on improving.

Themes mentioned include:

- Positive changes seen with interim fire chief
- Improved communication
- Increased training and career development
- Consistent and fair leadership
- Consistency across all three shifts
- Move away from seniority based promotions
- Living conditions in fire stations

Question 6

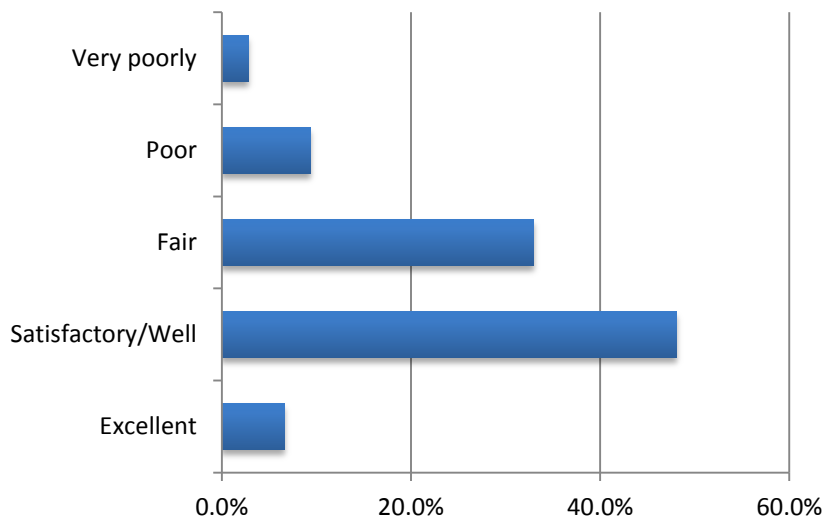
The sixth question asked employees whether they felt like they were part of the fire department team. Nearly 70 percent responded “yes,” illustrating a high degree of ownership in services provided by the TFD.



Question 7

The seventh question asked employees to evaluate how well the fire department currently is running. More than 54 percent believe the organization is running well to excellent, while fewer than 13 percent considered the organization to be running poor or very poor

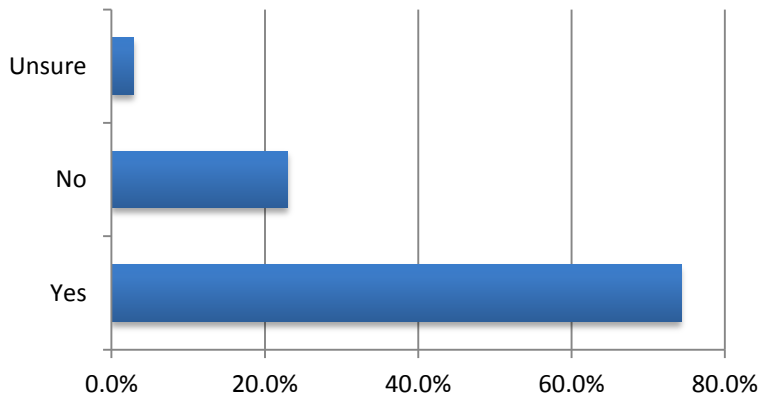
Q7 - From your perspective, how well do you think the fire department is currently running?



Question 8

The eighth question asked fire department members if they had a performance review in the past year. Seventy-five percent of the department has had an annual performance appraisal, with 23 percent saying “no.”

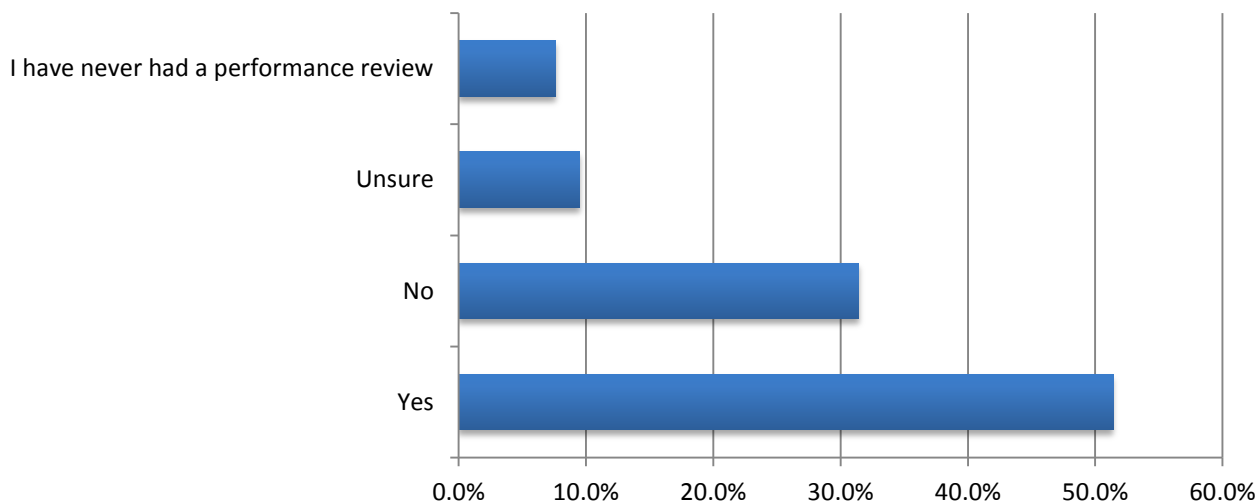
Q8 -In the last year, have you had a performance review?



Question 9

The ninth question asked employees whether their last performance review was helpful. More than half (51 percent) of respondents it was helpful, while 31 percent said “no.”

Q9 - Was your last performance review helpful?



Question 10

The tenth question was open ended and asked for any additional comments or information. The following themes were consistent with Question 5.

- Positive changes seen with interim fire chief
- Improved communication
- Increased training and career development
- Consistent and fair leadership
- Consistency across all three shifts
- Move away from seniority based promotions
- Living conditions in fire stations

The fire department has never completed a survey requesting feedback and opinions of satisfaction. I believe it has been taken for granted. I am pleased with the number of respondents. Typically, surveys yield low return rates. Despite the good return, the responses were considerably lower than anticipated. I believe it speaks to the volume of work that needs to be done.

Assignment Update:

The areas of focus assigned by City Manager Jim Colson during my six-month assignment were to identify deficiencies and develop a plan to address five specific areas.

1. Provide department leadership that restores confidence based on operational competence, integrity and fairness.

The department has made significant strides toward building confidence based on operational competence, integrity and fairness. Overall, the fire department possesses the talent and skills to effectively manage fire operations at the tactical level. The deficiencies noted in operations are at the strategic level, specifically in the areas of scene management and accountability. The department is at risk for a catastrophic event. To increase firefighter safety, these deficiencies can and must be addressed by aggressively increasing training to command and company officers.

Restoring confidence based on integrity and fairness starts at the top. From the beginning of my assignment, I witnessed an organization that desperately wants the same things. I have worked hard to provide that to the department through my actions and words.

Operational Competence:

- Instituted a formal review of large incidents (After Action Reports)
- Initiated Blue Card Incident Command Certification
- Reduced response to automatic fire alarms
- Improved firefighter safety
 - Fire-ground communication
 - Seat belt use
- Implemented weekly one-on-one meetings with administration staff, ensuring task completion
- Acquired technology tools: AVL, Mapping and Data Analysis via MDTs

Integrity:

- Recent management promotions went through a more objective process that included a promotions panel interview utilizing outside parties, exercise demonstration and one-on-one interviews
- Started weekly meetings with Local 83
- Began exercising participative management philosophy
- Stayed approachable and accessible
 - Open-door policy
 - Meetings with council members, county fire chiefs
 - Fire station visits

Fairness:

- Offered one-on-one meetings for those not promoted to hear areas of improvement
- Open meetings with department to present information and offer one-on-one meetings
- Met with members with concerns or issues
- Hand delivered nearly all helmets and badges for those promoted

2. Review and outline a plan to achieve department accreditation.

Traditionally, assessment tools like the Insurance Service Office (ISO) assess only a fraction of the services provided by the department. Achieving accreditation through the Center of Public Safety Excellence (CPSE) is the gold standard for fire departments. Accreditation uses peer assessments and an evaluation process that utilizes benchmarking against industry best practices. Accreditation is a continual evaluation of all aspects of the department that ensures the department always is looking at practices against industry best practices.

Becoming an accredited agency means the department has performed an in-depth analysis of all applicable standards and best practices; has defined performance objectives based on data; and has established benchmark objectives with realistic, measurable goals to reduce response times to meet standards. Official Accreditation status may take three to four years to achieve; however, the process of self-evaluation starts today.

The department will invest staff work, time and money to become accredited. In so doing, the department will take huge strides forward in improving as an organization. The body of work and self-evaluation process to gain accreditation is a four step process:

1. Become a registered agency with the Center of Public Safety Excellence (CPSE).
 - a. Develop a team approach
 - b. Obtain required courses
 - c. Begin to develop needed documents
 - i. Standard of Cover
 - ii. Self-Assessment Manual
 - iii. Community Risk Reduction
 - iv. Strategic Plan
 - d. Consider Technical Advisory Program (\$15,000-\$20,000)
2. Apply for Applicant Agency Status (18 months)
 - a. Final prep of documents
 - b. Prep for site visit
3. Site visit of CPSE peer assessment
 - a. Denial, deferred or acceptance
4. Accept official accreditation status
 - a. Travel to Fire Chiefs Conference

3. Review operational readiness and resource allocation, including a deep dive into training, promotions, overtime, call backs and reporting.

Operational Readiness

I have witnessed multiple alarm incidents throughout my six month assignment, most notably the fires at the tree farm, at Fairlawn apartments and at the storage unit facility. These incidents provided insight into operational readiness and are the basis of several recommendations. Additionally, the new practice of After Action Reports (AARs) was implemented to address deficiencies noted at the scene. These reports yielded changes in communications, operations and

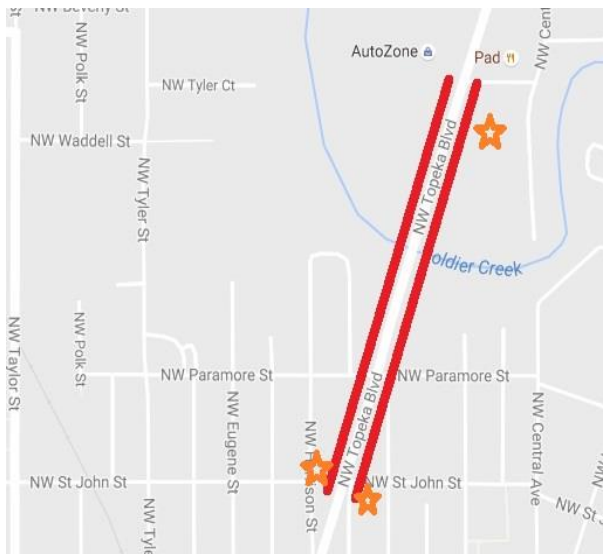
Standard Operating Guideline (SOG) development. This practice coupled with an aggressive training plan must continue to refine and improve operational readiness.

Resource Allocation

The station study update was completed by ESCI in February 2016 just prior to my arrival. The study provided recommendations have been reviewed by staff throughout my assignment. On July 29, 2016, Fire Department staff, the IAFF Local 83 Executive Board, Police Chief, GIS Department and City Manager met with ESCI consultant Kent Greene to discuss the findings from the 2016 Fire Department Station Study Update (www.topeka.org/tfd). The focus of the meeting was to review the findings from the study and to explore alternative solutions with the aid of the consultant.

It was established that some redundancies of fire services exist within the City, and resources could be redistributed to improve coverage. Those redundancies could allow for redeployment of assets to cover two areas of the City where, the study indicates, experience longer response times. South Topeka and northwest Topeka are underserved by the current station deployment, and options were discussed to address the deficiency.

The northwest section of Topeka consists of the northern Wannamaker corridor. Response times to this area are in excess of 8 minutes for the first unit to arrive, depending on the location. Businesses and homes located near 4th Street and Wanamaker could extend in to the 10 to 11 minute range. The call volume continues to rise in that area, which consists mostly of light commercial, retail and hotels. To effectively serve this area, a fire station would need to be built in the area of 6th and Wannamaker.



Through discussions and evaluation of deployment, it was decided consolidating fire stations 1 (934 N.E. Quincy St.) and 11 (2000 N.W. Lower Silver Lake Road) into a northern station along Topeka Boulevard could meet the needs of northern part of the City, reducing response times to within 5 ½ minutes. The fire department has identified three possible locations along Topeka Boulevard that could meet the response criteria. Based on response times, the fire department established a corridor from Saint John Road to the 1800 block of Topeka Boulevard.

Three locations in that area could work for a future fire station:

- 401 N.W. Saint John Road (vacant lot)
- 1409 N.W. Topeka Blvd (vacant lot)
- 1720 N.W. Topeka Blvd (vacant business – Thompson Crawley Furniture)

Building a northern fire station would allow the fire department to redistribute one of the three apparatuses located within fire stations 1 and 11. Engine 1 and manpower would be shifted to the new fire station located on 6th and Wanamaker. Engine 11, Truck 11 and manpower would move to the new North Topeka fire station. This redeployment of resources would greatly enhance the fire and EMS service to the north and northwest portions of the City. Further, no additional firefighters would be requested to fill new stations.

The CIP is funded to build fire station 13 and fire station 14. Fire station 13 would go in the area as planned and identified by station studies. Fire station 14 would become the fire station in north Topeka, the result of consolidating fire stations 1 and 11.

The study also identified extended response times for Topeka south of 45th Street along Topeka Boulevard. This part of the City is home to the Mars factory and Heartland Park. While the fire department recognizes the extended response times to this area, the call volume does not warrant a fire station at this time. Fire station 10 (37th and Burlingame) could be relocated south and west along Topeka Boulevard to address the deficiency and should be considered in the future as call volume and density increases. In the interim, the fire department will begin working on an automatic aid agreement with the fire departments located at Forbes Field (MTAA and the 190th) to reduce response times to the southern area of Topeka.

As the fire department redistributes resources, the vacated fire stations would take on a new purpose. Fire station 1 could be repurposed to become a community center, occupied by Community Intervention Team (CIT), Neighborhood Relations and the fire department. Each discipline could serve the area with services that meet the needs of the community. The fire department, in conjunction with local hospital systems, could dedicate a day each week for immunizations, check-ups and other medical needs.

Fire station 11 could be utilized as a storage and work station for apparatus and equipment. The CIP has funds allocated for the building of a warehouse to store fire equipment for the purpose of getting apparatus out of the elements to prolong their life span. A portion of the CIP funds for the warehouse could be utilized to make the necessary improvements to this facility (fire station 11), leaving a significant balance for other purposes.

Consolidating fire stations in north Topeka, building a fire station at 6th and Wannamaker and adopting an automatic aid agreement with Forbes Field fire departments would provide enhanced coverage for EMS and fire incidents throughout the City. Repurposing fire station 11 as a warehouse would serve a critical need of protecting assets. Utilizing fire station 1 as a

community building would address the needs by effectively bringing services to the citizens of this area.

Deep Dive into Training

The Training Division has taken on new leadership, arguably the most important position as it relates to firefighter safety. Training has some glaring deficiencies that need to be addressed immediately. Some of this work has already begun but much remains to get the department where it needs to be.

An annual training plan geared toward meeting or exceeding requirements for all disciplines never has been implemented. For example, firefighter training and certifications have not been tracked and managed; thus, about 30 percent of all firefighters (all ranks) have not been meeting minimum annual training requirements. The Training Division must move away from tracking by company to individual tracking. Status must be monitored, tracked and managed. Developing Knowledge, Skills and Abilities (KSAs) for each rank is recommended.

Another issue is officer (Lieutenants, Fire Captains, Battalion Chiefs, Shift Commanders and Administrative Chiefs) development as it relates to certifications and training. Personnel are able to promote to these ranks without any requirements other than a defined amount of time on the job. An audit of certifications revealed that only 2.4 percent of the officers have the necessary certification commensurate with job responsibilities. Many fire departments across the region and area require a minimum of an associate's degree. At a minimum, most career fire departments require Fire Instructor 1, Fire Officer 1 and often Fire Inspector 1.

Certification	TFD Total	% of the TFD	Command Officers (Lt., Capt., BC, SC, Admin Chiefs)
IFSAC Firefighter I	109	54%	100% in firefighter ranks
IFSAC Firefighter II	76	38%	100% in firefighter ranks
IFSAC Fire Instructor I	31	14.5%	10%
IFSAC Fire Officer I	9	4%	2.4%
Incident Safety Officer	40	19%	25%
Incident Command	0	0%	0%
Associates or Bachelor degree	49 (23/26)	24.5%	14% (2 of 13 Chiefs)

The plan to address the training deficiency will be to enroll all officers (108) in Fire Instructor I and Fire Officer I. This will take three to four years to get all company officers through these certifications. Through negotiations with Local 83, promotional requirements should change to reflect the increased level of training required.

The department does a good job of getting officers through National Incident Management (NIMS) courses for large scale incidents; however, incident command at the local level must be addressed. Two major issues observed are accountability and management of assets (firefighters). If left unaddressed the consequences could be devastating. Certifying officers in incident command will not completely eliminate the risk of firefighter injury or death; however, it will greatly increase our ability to effectively manage complex, fast-moving incidents.

Proposed Certification Schedule:

Certification	2016	2017	2018
Incident Command	36	43	43
Incident Safety Officer	15	38	38
Fire Instructor I	15	47	47
Fire Officer I	15	45	45
Fire Officer II	0	15	45
Total	81	188	218

While the department should focus on improving baseline certifications and training it also should look to improve formal education at all levels, the priority being the command officer level. Only one of 13 chiefs (Battalion Chiefs, Shift Commanders and Administrative Chiefs) possesses an associate's degree. In addition, chiefs lack the certifications that match the level of responsibility. Degree requirement and certifications for management-level positions should be phased in during the next few years along with a published career development guide.

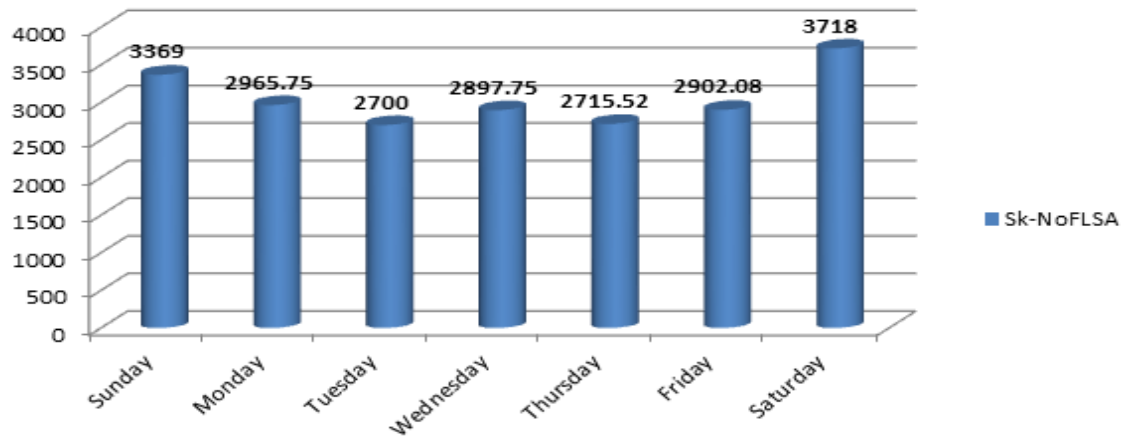
Overtime, Call back and Sick Leave usage

The review of overtime, call back and sick leave usage revealed the fire department's current practices are producing an increasing amount of overtime. The department spent \$80,449 in the month of July to constantly staff all apparatus, likely exceeding the call back budget of \$221,000. With vacancies not expected to be filled until the end of December, the department will exceed call back budget by estimated \$250,000.

	2014 Callback	2014 Vacancies		2015 Callback	2015 Vacancies		2016 Callback	2016 Vacancies
January	\$12,450	2	January	\$37,256	4	January	\$18,339	11
February	\$3,468	3	February	\$4,917	4	February	\$20,487	11
March	\$7,520	3	March	\$10,075	6	March	\$4,498	3
April	\$14,415	5	April	\$26,485	6	April	\$35,094	7
May	\$27,459	5	May	\$37,318	6	May	\$27,997	12
June	\$54,732	4	June	\$53,079	7	June	\$34,796	14
July	\$29,344	6	July	\$76,090	12	July	\$80,449	16
August	\$23,331	7	August	\$58,653	12	August		16
September	\$15,822	8	September	\$25,471	13	September		16
October	\$18,377	8	October	\$63,866	14	October		19
November	\$24,025	8	November	\$50,910	14	November		19

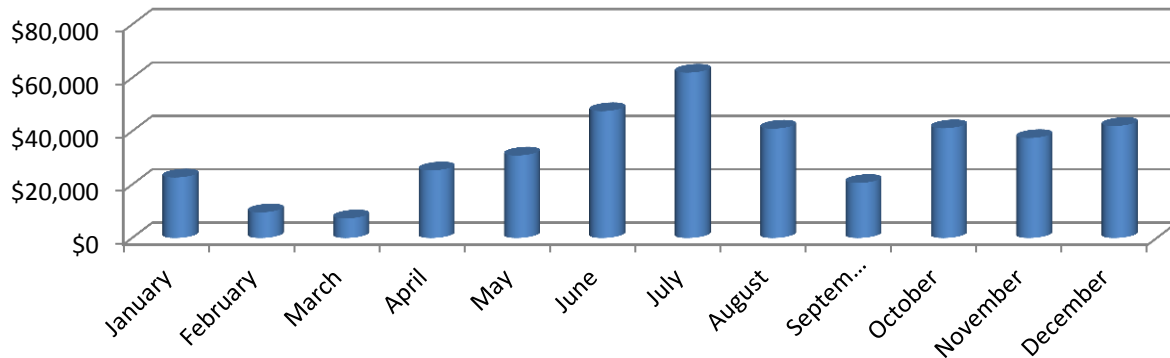
December	\$32,024	8	December	\$51,938	14	December		19
	\$262,967			\$496,058			\$221,660	

Sk-NoFLSA By Day

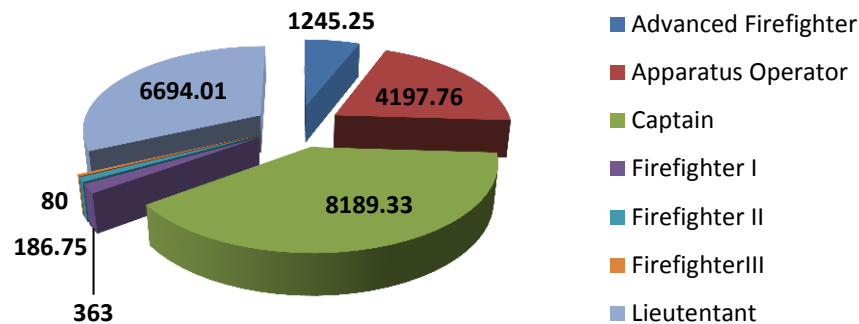


*Sk-NoFLSA means Sick leave, not constituted FLSA

Average Callback '14,'15 & '16



Sk-NoFLSA By Rank



The department averages 2.8 sick, no FLSA, employees per shift with a spike in usage on weekends. Fire Captains use the most sick time in comparison to other ranks. Sick leave usage during the course of the year spikes in summer months and during the holidays. These patterns could assist in identifying trends in use for management to examine.

Vacancies along with sick-leave use appear to be the two main factors in increased call back. Vacancies are the result of the department not having an eligibility list to hire from and a recruitment process that has been delayed for several years. Proper planning would not allow vacancies to get above a total of six. Historically, vacancies below this threshold yield a call back budget below the budgeted amount. The department must establish an eligibility list every year to meet maintain an adequate work force. Additional measures could be implemented to fall within budget. The department should create a matrix of actions to curb call back expenditures and put into action if necessary. Examples include but are not limited to sending 40 hour staff positions to the field, cancelling vacation, sick leave management and, ultimately, shutting units down because of staffing.

Sick leave usage has remained unchecked, even though there is a provision in the contract with Local 83 that addresses it:

Proof of the appropriate use of sick leave may be requested at any time a supervisor has reason to suspect employee's misuse of sick leave, including, but not limited to the following:

- Repeated use of sick leave in conjunction with regular days off or vacation days or holidays or Kelly days without a physician's statement.
- A pattern of sick leave usage on a particular day or days of the week.
- Use of more sick leave than accrued in any six month period within a given year without notification from Human Resources of qualified circumstances.
- Use of sick when employee is engaged in activities, which indicate ability to perform assigned duties.

An employee with a pattern of consistent or continued availability for work shall be subject to review and counseling. Use of sick leave for purposes other than those authorized may be an abuse of sick leave subject to progressive discipline. Should discipline be imposed for misuse of sick leave, the employee will not be paid for hours deemed to be misuse nor will the misused sick leave hours be reinstated.

Management has not exercised its right to effectively manage the use of sick leave, and as result nearly 30 percent of the organization has exceeded an "amount accrued in a six month period within a given year." The 59 employees currently exceeding that limit should be subject to review and counseling. Invoking this management right should have a significant impact on the call back budget. Further, this process offers an opportunity for staff to get in front of any issues personnel may be having and offer solutions/help to assist them back to work.

4. Work with appropriate parties to outline a plan to transition to a community medicine approach with specific focus on transition from basic life support (BLS) to advanced life support (ALS).

The Topeka Fire Department has developed several plans to transition to ALS during a three-to four-year time period; however, the department is just not ready to make that jump in service delivery. This transition should not be considered until a solid BLS program exists within the department. EMS within the community is primarily by the ambulance service, and TFD takes on a supportive role.

The lack of program oversight would be the primary reason EMS by TFD has taken a supporting role. The reliance on a private ambulance provider to provide care to the citizens of Topeka has become accepted part of the culture. The department has started to address program management by creating and filling a Chief of EMS; however, additional actions must be taken to enhance service delivery. Those are:

- Train and equip personnel with the tools to provide increased care
 - Glucometers, Airway devices (CPAP and I-Gel)
 - Train to best practice models
 - Pit crew concept and Spinal Immobilization
- Develop and implement a CQI (Continuous Quality Improvement) program
- Move from paper charting to electronic mobile reporting
- County Communication Center must begin utilize EMD to triage calls
- Change dispatch protocols so the ambulance provider responds to ALS calls only

These recommendations are realistic and achievable within the next six to 12 months and, when complete, will provide the foundation for future enhancements.

5. Work to develop a strategic plan with specific goals, objectives, service improvement recommendations and performance standards.

This document will serve as a strategic plan for the fire department until the fire department devotes time and energy toward the development of a five-year community driven strategic plan that is consistent with the overall strategic plan of the City. The bulk of this report focuses on EMS and Training; however, the entire department must examine each respective division and work to develop goals, objectives and service improvement. Embarking on the accreditation will provide the framework for addressing and improving areas that need it. The department has seen some changes in leadership positions and appears ready to rebuild this department to where it needs to be. There is no shortage of talent; however, the department will need consistent leadership that focuses on continuous improvement.

Additional Recommendations

The Topeka Fire Department is steeped in history and culture with a membership that is compassionate, competent and dedicated to serving the community. Despite the low percentages in the employee survey, I have found the department is excited about the future and is seeking ways to be more progressive and innovative. Changing the dynamics of the fire department will not happen overnight, but I have seen incredible progress in my short term as the interim fire chief.

I have grown fond of this department and the men and women who serve this community. I am honored to have been the interim fire chief and equally honored to lay the ground work for the future with recommendations that I feel are necessary. I will not address every issue that has been identified in this report. Instead I will provide recommendations in five key areas: Technology, Training, Emergency Medical Service (EMS), Administration and Regionalization.

Technology

The Topeka Fire Department is significantly behind when it comes to the use of technology to enhance services. Tools are available to improve efficiency in all areas of the department. This cultural shift is a tremendous undertaking, but the staff is working diligently to address the issue.

- The transition to Aegis record management system (RMS) along with an upgraded Computer Aided Dispatch is long overdue. The opportunity exists to move to mobile computer terminals (MDTs) in each fire apparatus.
- MDTs need to be equipped with automatic vehicle locating (AVL) capability for improved dispatching. CAD will dispatch the closest apparatus via AVL as it relates to the location of the incident. This level of sophistication does not exist with the current system and will provide a high degree of system efficiency.
- MDTs need to be equipped with a mapping feature. No longer will firefighters have to stare at a map to determine routing to an incident. This feature will increase system efficiency and reduce turnout times.
- Aegis RMS is not just limited to the fire trucks. Aegis will be a critical component of the training division as the training program is built and should be implemented as soon as possible. Aegis will provide the ability to consolidate all training and training records necessary to validate and measure program success.
- Fire inspections are being completed on paper and filed into file cabinets. The use of Aegis for inspections should be implemented as soon as possible. This move from paper to digital will increase efficiency in inspections and create a usable database for fire scenes.
- The fire department has a lot of assets that are tracked on excel spreadsheets. Transitioning to Aegis's asset management tracking must be completed to properly track supplies and equipment.
- Organizing information, tasks, calendars and workflow would be considerably improved if the department transitioned to SharePoint for this purpose.

Training

The Training Division is in a state of rebuilding because of extended absence of a training chief and turnover of training officers and poor program management. The training chief inherits a division that lacked oversight and had poor tracking and record management systems. In addition, a comprehensive modern training was not in place, and as a result the division is investing time and effort to develop a quality training program. So far, that includes the following:

- Review NFPA 1021 for Fire Officer Qualifications and develop a program to bring the department into compliance. The officers need tools to be effective.
- Implement a record management system that tracks and records training accurately. Aegis RMS should be used for this purpose. Adequate records are essential for the operation of the Training Division, for successfully passing an ISO inspection, for accreditation, for individual development and in the event of an accident or injury.
- With 30 to 40 percent of the organization leaving within the next three to four years, the training division must focus on new and innovative ways to prepare firefighters for the next step. A career development guide and position task books should be developed to assist in this process.
- Promotional processes should be developed to adequately assess promotional candidates' ability to advance into leadership positions. Consider moving away from seniority only based testing processes and begin an assessment center type processes.
- Invest in certification programs to develop and train staff for leadership positions and other specialties. The two most critical certifications must be completed for each officer and command officer: Incident Command System and Incident Safety Officer.
- As stated earlier in this report, the firefighters of this department perform tactical level skills well; however, in an effort to address scene safety and scene management at the strategic level, an aggressive training plan must be implemented. This level of training is critical and must be provided for every officer and command officer.

EMS

Much like the training division, the EMS division is building a program to meet the EMS needs of the department that minimally existed prior to the promotion of the Chief of EMS in April 2016. As a result of no program oversight, the department has fallen behind on skills and equipment. The EMS Division's initial focus will be to build a solid and robust BLS program. The current EMS level falls well below the department's potential capability, and efforts must be focused on advancing skills and equipment to provide the very best care for the citizens of Topeka. This solid base will assist the department as it moves towards ALS and Community Paramedicine.

- Improving technology for EMS will be necessary to building a sustainable program. The department must move away from paper patient charts and advance into electronic patient care reporting. This type of technology is required to reduce liability improve patient care and data mining.
- Patient care reports never have been reviewed internally, and the department must develop a Continuous Quality Improvement (CQI) program to review EMS charts. This program will identify deficiencies, trends and the quality of EMS care being provided. A CQI program is considered best practices in the industry.

- Transitioning from Basic Life Support to Advanced Life Support at 12 fire stations provides an upgrade to current fire-based EMS service delivery. This level of care will be superior to current service by ensuring ALS care can reach anywhere in the City within 5 ½ minutes 90 percent of time. Estimated costs and timeline provided as an annex.
- Look to partner with local healthcare systems to introduce medical or mobile health care with paramedics assisting patients. Connecting patients with the appropriate resource will better serve the community and its needs.
- Develop and implement a system to track required firefighter physicals. Fifty percent of the organization has not had an annual physical in two years or more. Annual physicals are a key component of firefighter safety and must be administered. Evaluations do not currently address fitness levels, which is necessary to thoroughly evaluate firefighters.
- To improve and maintain fitness levels, the department must develop a Wellness Fitness program.

Administration

- Deferred maintenance and rehabilitation of fire stations has fallen behind, and much work needs to be done to improve overall health of fire stations. In conjunction with Facilities, create a comprehensive maintenance and rehabilitation plan for the life of fire stations.
- The fire department must devote time and energy toward the development of a five year, community-driven strategic plan that is consistent with the overall strategic plan of the City.
- Another key piece of fire department planning is to conduct a community fire risk and vulnerability assessment as part of a Standards of Cover document. The data- driven assessment will be the foundation for future staffing and deployment decisions.
- The department must develop and implement goals, procedures and objectives for all divisions of the department that are thorough and match industry best practices. In many cases, appropriate documentation does not exist.
- The department should become an applicant agency and begin to work on gaining accreditation through the Center of Public Safety Excellence. Due to the state of supporting documentation, it is recommended that the department utilize a Technical Advisory Panel to guide them through the process.
- The City Council should adopt performance measures to direct fire crew planning placement and to monitor the operation of the department. The measures should take into account realistic dispatch, turnout and travel times. The measures should be designed to deliver outcomes that will save patients who are medically salvageable upon arrival and to keep small but serious fires from becoming greater alarm fires.

Regional Development

- County fire departments and TFD should work to develop automatic-aid agreements throughout the county. Such agreement would benefit the City and adjacent jurisdictions by decreasing response times and increasing capabilities at emergencies.

Two key areas are southwest Topeka and south Topeka. Adopting automatic aid would send the closest unit regardless of jurisdiction.

- All stakeholders should come together to develop common standard operating procedures for fire, and EMS response should be used regardless of agency. Additionally, standards (manpower, training and capabilities) must be developed to ensure quality of services for all parties involved.
- Development of automatic-aid agreements should be followed by the consolidation of emergency communications. All agencies should be dispatched from one main channel, and all agencies should utilize the same tactical channels. This change will improve the efficiency of the dispatch center and improve interoperability across all jurisdictions. This type of system breaks down silos and promotes consistency and efficiency throughout the county.

Annual Training Plan

Every firefighter must complete the following training each year.

36 hours EMS
24 hours Haz-Mat tech level
24 hours Tech Rescue Level
12 hours Company Officer
12 hours Driver Training
2 hours Infection Control
4 hours Wildland for Brush 2 and 12
4 hours Boat Operator for Boat 11 and Boat 2
3 hours Radioactivity Training

121 total hours need to be delivered per shift.

363 total hours for all three shifts.

2,178 hours total need to be delivered in 6 Pod format by the Training Division.

This breaks down to about 6 hours per shift day (Monday through Friday) that need to be delivered to meet the minimum required hours. This does not include 20 hours per person per month required under ISO or any extra training topics.

Officer-level training has not been well supported by the department. It is critical that command (9) and company officers (104) receive the following training: Blue Card Incident Command, Incident Safety Officer, Fire Instructor I and Fire Officer I/II. Fewer than 15 percent of officers have the necessary level of certifications for their position. This is a quite an undertaking and cannot be completed overnight. During the course of the next three years, the TFD will aggressively attack the lack of certifications held by all officers. Through negotiations with Local 83, the department will advocate for required certifications for each position.

Officer Level Training

Certification	2016	2017	2018
Incident Command	36	43	43
Incident Safety Officer	15	38	38
Fire Instructor I	15	47	47
Fire Officer I	15	45	45
Fire Officer II	0	15	45
Total	81	188	218

Blue Card Incident Command Certification Plan 2016

Initial enrollment: 5 Administrative Chiefs, 9 Battalion Chiefs, 24 Captains

Costs: \$360.00 per person for 50 hour online class and \$250.00 per person for lab fee

Sub-total: \$24,740.00

TOTAL 2016 COSTS: \$24,740.00

2017

Enrollment total for the year: 30 Captains (This completes the Captains)
Initial group Instructor certification: 6 instructors
Cost of Instructors (hosted at TFD): \$36,000
Sub Total for Instructors: **\$36,000.00**
Costs: \$360.00 per person based on completion of internal Instructor certification
Sub-Total for Students: **\$ 12,240.00**
Costs: \$90.00 for first year renewal fees of 34 initial students
Sub-Total for Students: **\$3,060.00**
TOTAL 2017 COSTS: \$51,300
(All Captains and Command staff completed in this second year)

2018

Enrollment total for the year: 54 Lieutenants
Cost: \$360.00 per person with internal simulation lab performed
Sub-total for Students: **\$19,440.00**
Cost: \$90.00 for renewal fees of 68 students
Sub-total for renewal: **\$6,120.00**
Cost: \$2800.00 for annual Instructor Renewal fees
Sub- Total: **\$2,800.00**
Cost: \$60.00 per student for overview program access for remaining TFD staff.
Sub-Total: **\$ 6,480.00**
TOTAL 2018 COSTS: \$34,840.00
ALL RANKS COMPLETE INTIAL TRAINING IN THIS YEAR
TOTAL INTIAL DEPARTMENT-WIDE TRAINING COSTS: \$106,880.00

2019

First year of department-wide sustainment and costs of any promotion positions
New promotions estimated at 10 and 10 new students
Cost: \$360.00 each for 10 new
Sub-total **\$3600.00**
Cost: \$90.00 each for 122 renewals
Sub-Total **\$10,980.00**
Cost: \$2800.00 Instructor Annual Renewal
Sub-Total **\$2800.00**
Cost: \$60.00 each for 10 new FF position training
Sub-Total **\$600.00**

TOTAL 2019 COSTS: \$17,980.00

EMS 3 year Plan

2016 - 6 month goals

Infection Control

- Department members trained on updated plan
- All new members go through formal process in academy
- Training on plan is documented and trackable
- Build into regular training plan
- Establish update rotation

Glucometers

- All members trained on new equipment
- Devices entered into Aegis inventory
- Strips ordering system
- Evaluation system of device
- Review EMS reports for proper documentation

Pit Crew CPR

- Department-wide introduction to concept
- Department updated on new 2015 AHA guidelines
- Department review of current Protocol

2016 EMS Renewals

- Oversee renewal for 2016 KS certifications
- Confirm hours

Tactical Emergency Causality Care (TECC)

- Review training
- Implement grant moneys for Rescue Task Force
- Review SOG on RTF
- Implement training on RTF

Other

- Review need for special studies
- Work on Special events EMS response
- Identify equipment needs
- Develop long-range budget needs
- Work with County on MCI/Triage plan
- Implement new EPCR
- Assist with EMD implementation
- Physicals completed on members

2017

**Continuous Quality
Improvement/Quality
Assurance**

Develop and begin implementation
Coordinate with new protocols
Coordinate with new medical director
Formalize the review procedure/SOG

Mechanical CPR

Research cost benefit
Research devices
Write grant for device

Protocols

Formal review and implementation
Develop testing and evaluation procedure
Develop communication plan

Medical Director

Develop communication plan

**Community CPR/Public
Access Defibrillation (PAD)**

Formalize a plan
Seek Pulse Point implementation
Utilize Aegis system in AED locations

TECC

Review and evaluate program

Continuing Education

Formalize plan to meet Kansas standards
Continue to offer a minimum of three hours/month
Enter Con-Ed program into Aegis or Target Solutions

Asset Management

Formalize EMS inventory system
Utilize Aegis system

Physicals

Incorporating Wellness Fitness Initiative (WFI)
WFI physical capacity
Maintain tracking
Evaluate needs

Scenarios

Work with training division and develop formal scenarios
Standardize the scenarios
Continue to develop

Bike Medics

Seek interest in program
Seek associated cost
Present feasibility

2018

Staffing

Consider EMS coordinator position
Shared Clerical position

Infection Control

Establish formal program
Update plan

Health and Safety Program

Establish formal written program

Simulation Lab

Make lab operational
Seek community partners
Establish a measurement system

Learning management System

Update to modern LMS system
Train on new system
Measure effectiveness

Advanced Life support

Trial ALS company operational
Formal review of each call
Patient outcome
Call back

Wellness Fitness Initiative

Implementation incorporating additional components

Topeka Fire Department Public / Private
Partnership
Draft - Financial Model - Cost of ALS/EMS First Responder Conversion
as of 9-15-2014

Incremental Cash Outflow	Assumptions			
	Cost	Units / Hours	Description	Total
Paramedic Training Count (firefighters per year)				
Paramedic Training - Coursework	\$1,000		per person	
Payroll Time	\$25	820	hours/yr.	\$20,500
ALS Training Equipment	\$25,000		one time w updates	
Training/ongoing - EMT recertification	\$500		per person /yr.	
Number of New Hires to cover training	\$4			
Upfront Backfill/hiring cost	\$7,500		per new hire	
Incremental benefit cost for new hires	\$1,000		per new hire	
Number of supervisors				
ALS Shift (per/supervisor/yr.)	\$600,000			
Training Positions (per yr.)	\$45,000			
Number of Paramedics				
Paramedics Salary Stipend				\$5,000
COLA annual adjustments, all positions	2%		per year	
Medical Director/Auditor	\$25,000		per year	
Number of trucks outfitted				
Cost to outfit trucks (per truck)	\$40,000		per truck	
IT Resources & Training	\$500	20	20 people / yr.	\$10,000
EMD (Dispatch)	\$400	3	3 people / yr.	\$1,200

Financial Implications									
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
10	12	12	12	3	3	3	3	3	3
\$100,000	\$120,000	\$120,000	\$120,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
\$205,000	\$246,000	\$246,000	\$246,000	\$61,500	\$61,500	\$61,500	\$61,500	\$61,500	\$61,500
\$25,000					\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
\$3,000	\$8,000	\$14,500	\$21,000	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500
\$30,000									
\$40,000	\$40,800	\$41,616	\$42,448	\$43,297	\$44,163	\$45,046	\$45,947	\$46,866	\$47,804
3	3	3	3	3	3	3	3	3	3
\$180,000	\$183,600	\$187,272	\$191,017	\$194,838	\$198,735	\$202,709	\$206,763	\$210,899	\$215,117
\$45,000	\$45,900	\$46,818	\$47,754	\$48,709	\$49,684	\$50,677	\$51,691	\$52,725	\$53,779
16	28	40	52	55	55	55	55	55	55
\$80,000	\$142,800	\$208,080	\$275,914	\$297,669	\$303,622	\$309,695	\$315,889	\$322,206	\$328,650
\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
3	3	3	3	0	0	0	0	0	0
\$120,000	\$120,000	\$120,000	\$120,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
\$864,200	\$943,300	\$1,020,486	\$1,100,333	\$744,713	\$761,404	\$773,327	\$785,490	\$797,896	\$810,550

Proposed Fire Station Deployment

This proposal consolidates FS1 and FS11 into a new North Topeka Fire Station and adds a new Northwest Topeka Fire Station at 6th and Wanamaker. The 190th Air Guard Fire Station is brought on through an automatic-aid agreement. The model demonstrates 5 ½ minutes of travel time for all fire stations.

