



2025 Agency Annual Compliance Report

As Based Upon the 10th Edition of the CFAI Self-Assessment Manual

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



**This Report Prepared on February 14, 2025
By
Joseph Hardy, Acting Fire Chief
For The
Commission on Fire Accreditation International**

**This Report Represents the Agency's Status
As It Relates to Its Accreditation Report
Dated January 9, 2022**

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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. Your commitment to quality improvement is one of the requirements in retaining your accredited agency status. This is accomplished by the preparation and submission of an annual compliance report (ACR).

Each section must be completed, and exhibits provided for all changes identified. Examples of appropriate exhibits 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.

Updating Agency Information: CPSE tracks much of your agency's information and demographics in our database. Please be sure CPSE has all the correct contact information in place for your agency.

The ACR is due before the anniversary date of your agency's most recent award of accreditation.

- Spring agencies (Excellence Conference) are due annually on February 15th
- Summer agencies (Summer Symposium) are due annually July 15th

Any questions regarding the report should be directed to the [CFAI Program Manager](#).

Purpose

The purpose of the Annual Compliance Report (ACR) is to drive improvement by:

- Demonstrating your compliance with core competencies.
- Evaluating your data to understand gaps that lead to continuous quality improvement outcomes.
- Monitoring your peer assessment team report recommendations.
- Supporting your institutionalization of the accreditation process.
- Facilitating your accountability to internal and external stakeholders.

Agency Demographics and Information Update

Agency Name: Lawrence-Douglas County Fire Medical

Agency Address: 1911 Stewart Ave, Lawrence, KS 66046

Agency Head: Joseph Hardy, Acting Fire Chief

E-Mail: jhardy@lawrenceks.org

Phone: 785-830-7001

Accreditation Manager: McKenzi Ezell

E-Mail: mezell@lawrenceks.org

Phone: 913-284-9501

Date of most recent
Award of Accreditation: March 2023

Annual Compliance
Report Number (1-4): 2

Current ISO Rating 1

If your agency has a split ISO rating, please document below:
ISO: 01/1X

Current Population: 120,553

Most Recent Annual Budget: \$31,494,000.00

Department Type: Career

Highest Level of EMS Provided: ALS-Transport

Number of Fire Stations: 7

Total Uniformed Personnel (Career, Volunteer, Paid on Call) 158

Total Civilian Personnel (EMS Civilians): 2

Please Indicate the Number of Personnel Specifically Assigned to:

Administrative activities	13
Operations activities (Fire, EMS, etc.	151
Inspection/Investigation activities	2
Emergency Management activities	0
Training (Specifically Assigned to Training)	2

ACR Reporting Period: 1/1/2024 to 12/31/2024

ACR Reviewer: Sarah Flores

1. Has there been a change in key positions (Fire Chief, Accreditation Manager) of the agency during the past reporting period? Yes
 - a. If yes, please explain and provide an updated organizational chart.
Rich Llewellyn, the Fire Chief, resigned and left the department in December of 2024.
2. Has there been a change in the governance of the agency? No
 - a. If yes, provide description and any applicable exhibits
3. Has there been a significant change in the population the agency protects? No
 - a. If yes, provide description and exhibits such as census data, maps, etc.
4. Have there been any changes in resources (i.e. equipment, stations, apparatus, etc.)? No
 - a. If yes, describe the change and its impact to the community. Provide any exhibits to support your discussion.
5. Have there been any changes in programs/services? No
 - a. If yes, describe the changes and the impact to the community. Provide any exhibits to support your discussion.
6. Describe any significant changes to your annual budget?

The 2025 budget of \$31,494,000 is only slightly above the 2023 level of \$31,426,000 and below the 2024 budget of \$31,505,000, reflecting a trend of constrained funding. This has led to extensive discussions about budget limitations and potential service level reductions, highlighting the ongoing challenge of balancing financial sustainability with operational needs.
7. Have there been examples of overarching challenges faced by the agency in the past year?
 - a. If yes, provide a short summary.

The City intends to move forward with LDCFM expansion (Station 6 and Station 7), however, there is no established plan on how to staff these stations due to current budget challenges faced by the City. As a result, during the 2025 budget process, the department's staffing levels were heavily discussed among the City's budget group and City Commission. Specifically, the city manager's recommended budget reduced fire apparatus minimum staffing from four firefighters to three. Ultimately, the City Commission passed a budget that maintained four-person minimum staffing. While this decision had a favorable impact on LDCFM operations, the plan to staff station expansion still has not been developed as the organization moves into 2026 budget preparations.

In 2024, the City of Lawrence negotiated a new contract with the International Association of Firefighters Local (IAFF) 1596. The successful implementation of a new contract demonstrates the strong working relationship between Local 1596 and the City, however, significant additions to the Memorandum of Understanding resulted in a total fiscal impact of approximately \$1.3 million. Of this

\$1.3 million, \$390,000 was not allocated in the 2025 budget and necessitated reductions in other areas of LDCFM's budget.

Compliance with Core Competencies

- A. Has anything changed within your agency that would question the continued compliance with all current **Core Competencies**? No

Data Evaluation

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

(Low Risk) Fire Suppression – 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	01:41	01:49	01:24	01:32	01:32	02:00
		Rural	01:00	02:26	03:14	01:08	02:03	02:26	02:26
Turnout Time	Turnout Time 1st Unit	Urban	01:30	02:48	02:52	02:48	02:53	02:53	02:34
		Rural	01:30	02:50	02:21	02:19	02:33	05:43	02:47
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	06:21	06:51	06:06	06:26	05:53	05:42
		Rural	10:00	12:46	07:21	09:36	12:07	25:44	14:12
	Travel Time ERF Concentration	Urban	08:00	n/a	n/a	n/a	n/a	n/a	n/a
		Rural	16:00	n/a	n/a	n/a	n/a	n/a	n/a
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	09:34	10:10	09:06	09:41	09:11	08:56
				n=2,628	n=674	n=508	n=547	n=425	n=474
		Rural	12:30	17:03	11:13	12:50	15:25	33:10	17:19
				n=44	n=5	n=8	n=14	n=5	n=12
	Total Response Time ERF Concentration	Urban	06:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0
		Rural	12:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0

(Moderate Risk) Fire Suppression - 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	03:00	01:00	00:30	01:15	03:17	02:36
		Rural	01:00	03:03	n/a	n/a	00:45	n/a	03:18
Turnout Time	Turnout Time 1st Unit	Urban	01:30	02:32	01:47	02:35	02:25	01:26	01:26
		Rural	01:30	01:10	n/a	n/a	01:12	n/a	00:48
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	06:23	06:20	03:02	05:48	06:13	05:28
		Rural	10:00	20:45	n/a	n/a	21:35	n/a	13:19
	Travel Time ERF Concentration	Urban	08:00	13:15	03:57	n/a	n/a	n/a	14:17
		Rural	16:00	n/a	n/a	n/a	n/a	n/a	n/a
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	10:20	08:43	06:07	09:28	10:56	09:18
				n=8	n=2	n=1	n=2	n=1	n=2
		Rural	12:30	22:55	n/a	n/a	23:32	n/a	17:25
				n=2	n=0	n=0	n=1	n=0	n=1
	Total Response Time ERF Concentration	Urban	07:30	15:04	06:36	n/a	n/a	n/a	16:00
				n=2	n=1	n=0	n=0	n=0	n=1
		Rural	18:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0

(High Risk) Fire Suppression – 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	01:39	01:10	00:58	01:26	01:18	02:12
		Rural	01:00	02:21	n/a	02:29	00:35	01:50	n/a
Turnout Time	Turnout Time 1st Unit	Urban	01:30	02:24	02:36	02:30	02:24	02:25	01:40
		Rural	01:30	02:17	n/a	02:34	01:00	01:09	n/a
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	05:40	05:18	05:07	05:48	05:14	06:21
		Rural	10:00	11:10	n/a	11:21	05:49	10:28	n/a
	Travel Time ERF Concentration	Urban	08:00	11:55	11:42	12:14	12:10	11:55	09:45
		Rural	16:00	11:20	n/a	n/a	11:20	n/a	n/a
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	08:18	08:16	07:26	08:30	08:05	09:29
				n=232	n=42	n=42	n=54	n=44	n=50
		Rural	12:30	15:49	n/a	16:24	07:24	13:27	n/a
				n=3	n=0	n=1	n=1	n=1	n=0
	Total Response Time ERF Concentration	Urban	10:30	14:37	13:27	14:53	14:38	14:06	12:45
				n=158	n=31	n=30	n=36	n=31	n=30
		Rural	18:30	12:55	n/a	n/a	12:55	n/a	n/a
				n=1	n=0	n=0	n=1	n=0	n=0

(Low Risk) EMS – 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	01:54	01:51	01:51	01:57	01:52	02:05
		Rural	01:00	01:40	01:42	01:12	01:53	01:25	03:08
Turnout Time	Turnout Time 1st Unit	Urban	01:30	02:22	02:27	02:26	02:18	02:15	02:01
		Rural	01:30	02:28	02:23	02:38	02:35	02:09	02:57
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	08:08	09:04	08:06	09:01	09:12	07:16
		Rural	10:00	21:29	23:14	21:14	19:04	20:02	17:46
	Travel Time ERF Concentration	Urban	08:00	n/a	n/a	n/a	n/a	n/a	n/a
		Rural	16:00	n/a	n/a	n/a	n/a	n/a	n/a
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	11:39	11:48	11:12	12:15	12:05	09:48
				n=3,268	n=1,049	n=725	n=665	n=637	n=192
		Rural	12:30	23:56	26:08	23:04	21:54	22:08	22:10
				n=205	n=56	n=54	n=39	n=49	n=7
	Total Response Time ERF Concentration	Urban	06:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0
		Rural	12:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0

(Moderate Risk) EMS – 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	01:48	01:49	01:38	01:48	01:44	01:59
		Rural	01:00	01:59	01:45	01:49	02:10	01:48	02:11
Turnout Time	Turnout Time 1st Unit	Urban	01:30	02:18	02:21	02:23	02:19	02:15	01:52
		Rural	01:30	02:40	02:40	02:49	02:38	02:45	02:18
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	06:14	06:32	06:09	06:16	06:17	05:34
		Rural	10:00	17:26	18:12	17:03	17:04	17:56	15:52
	Travel Time ERF Concentration	Urban	08:00	07:13	07:29	07:04	07:27	07:13	06:36
		Rural	16:00	17:28	18:12	17:03	17:05	17:50	16:06
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	09:06	09:26	08:55	09:14	09:07	08:19
				n=18,090	n=4,902	n=4,023	n=3,558	n=3,386	n=2,221
		Rural	12:30	20:26	20:56	20:19	20:04	21:03	19:21
				n=1,418	n=365	n=312	n=294	n=298	n=149
	Total Response Time ERF Concentration	Urban	10:30	09:57	10:15	09:51	10:11	09:59	09:12
				n=17,348	n=4,744	n=3,835	n=3,392	n=3,297	n=2,080
		Rural	18:30	20:28	20:56	20:19	20:05	20:58	19:23
				n=1,426	n=375	n=312	n=293	n=297	n=149

(High Risk) EMS – 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	01:35	01:19	01:26	01:30	01:33	01:48
		Rural	01:00	02:00	01:53	01:35	01:40	01:45	02:22
Turnout Time	Turnout Time 1st Unit	Urban	01:30	02:18	02:23	02:22	02:22	02:15	01:47
		Rural	01:30	02:46	02:35	03:01	02:38	03:18	02:16
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	04:52	05:21	05:01	04:35	04:50	04:50
		Rural	10:00	14:15	12:18	16:28	12:40	15:51	13:48
	Travel Time ERF Concentration	Urban	08:00	11:27	11:33	11:36	12:56	11:06	10:12
		Rural	16:00	20:07	13:19	21:41	19:52	24:49	18:50
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	07:27	07:54	07:17	06:59	07:34	07:32
				n=986	n=175	n=213	n=206	n=199	n=193
		Rural	12:30	17:49	15:18	20:06	15:23	17:54	17:46
				n=197	n=39	n=43	n=45	n=35	n=35
	Total Response Time ERF Concentration	Urban	10:30	14:12	13:29	14:06	15:29	14:30	12:29
				n=599	n=114	n=127	n=123	n=109	n=126
		Rural	18:30	24:22	16:02	24:51	23:37	27:09	22:08
				n=72	n=6	n=21	n=18	n=14	n=13

(Maximum Risk) EMS – 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	01:11	00:24	01:17	n/a	n/a	n/a
		Rural	01:00	02:27	02:22	02:10	03:53	02:27	01:54
Turnout Time	Turnout Time 1st Unit	Urban	01:30	03:09	02:35	03:12	n/a	n/a	n/a
		Rural	01:30	02:51	02:53	02:52	02:22	02:34	03:19
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	11:38	16:45	03:28	n/a	n/a	n/a
		Rural	10:00	14:52	16:42	14:10	18:10	11:16	13:53
	Travel Time ERF Concentration	Urban	08:00	n/a	n/a	n/a	n/a	n/a	n/a
		Rural	16:00	20:32	20:30	13:52	18:56	n/a	n/a
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	15:03	19:44	07:18	n/a	n/a	n/a
				n=5	n=1	n=4	n=0	n=0	n=0
		Rural	12:30	17:45	20:30	16:52	20:52	16:00	16:26
				n=99	n=33	n=25	n=12	n=19	n=11
	Total Response Time ERF Concentration	Urban	10:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0
		Rural	18:30	23:12	22:50	16:44	22:19	n/a	n/a
				n=6	n=4	n=1	n=1	n=0	n=0

(Low Risk) Technical Rescue – 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	02:15	01:20	02:15	02:09	03:41	00:54
		Rural	01:00	n/a	n/a	n/a	n/a	n/a	n/a
Turnout Time	Turnout Time 1st Unit	Urban	01:30	02:20	02:23	01:56	02:18	02:09	01:55
		Rural	01:30	n/a	n/a	n/a	n/a	n/a	n/a
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	06:16	04:25	07:25	05:01	06:50	04:17
		Rural	10:00	n/a	n/a	n/a	n/a	n/a	n/a
	Travel Time ERF Concentration	Urban	08:00	n/a	n/a	n/a	n/a	n/a	n/a
		Rural	16:00	n/a	n/a	n/a	n/a	n/a	n/a
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	10:03	07:19	10:36	07:25	09:59	06:44
				n=24	n=10	n=4	n=5	n=1	n=4
		Rural	12:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0
	Total Response Time ERF Concentration	Urban	06:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0
		Rural	12:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0

(Moderate Risk) Technical Rescue – 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	02:05	01:51	02:19	02:40	02:00	01:18
		Rural	01:00	n/a	n/a	n/a	n/a	n/a	n/a
Turnout Time	Turnout Time 1st Unit	Urban	01:30	02:24	02:27	02:19	02:15	02:15	02:31
		Rural	01:30	n/a	n/a	n/a	n/a	n/a	n/a
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	05:44	05:32	05:53	05:01	05:03	05:36
		Rural	10:00	n/a	n/a	n/a	n/a	n/a	n/a
	Travel Time ERF Concentration	Urban	08:00	06:09	07:22	05:50	06:32	04:39	06:37
		Rural	16:00	n/a	n/a	n/a	n/a	n/a	n/a
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	08:34	07:46	8:41	08:49	07:55	08:25
				n=127	n=36	n=28	n=13	n=34	n=16
		Rural	12:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0
	Total Response Time ERF Concentration	Urban	10:30	08:47	08:48	08:46	09:07	07:28	08:28
				n=114	n=31	n=25	n=12	n=31	n=15
		Rural	18:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0

(High Risk) Technical Rescue – 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	n/a	n/a	n/a	n/a	n/a	n/a
		Rural	01:00	n/a	n/a	n/a	n/a	n/a	n/a
Turnout Time	Turnout Time 1st Unit	Urban	01:30	n/a	n/a	n/a	n/a	n/a	n/a
		Rural	01:30	n/a	n/a	n/a	n/a	n/a	n/a
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	n/a	n/a	n/a	n/a	n/a	n/a
		Rural	10:00	n/a	n/a	n/a	n/a	n/a	n/a
	Travel Time ERF Concentration	Urban	08:00	n/a	n/a	n/a	n/a	n/a	n/a
		Rural	16:00	n/a	n/a	n/a	n/a	n/a	n/a
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0
		Rural	12:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0
	Total Response Time ERF Concentration	Urban	10:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0
		Rural	18:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0

(Maximum Risk) Technical Rescue – 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	02:01	02:05	01:24	00:50	01:54	02:27
		Rural	01:00	02:06	n/a	02:18	00:24	01:40	n/a
Turnout Time	Turnout Time 1st Unit	Urban	01:30	02:40	02:11	02:12	01:45	03:18	01:40
		Rural	01:30	02:03	n/a	01:54	00:15	02:00	n/a
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	05:58	04:22	05:04	04:27	06:30	05:18
		Rural	10:00	17:06	n/a	16:15	16:14	17:23	n/a
	Travel Time ERF Concentration	Urban	08:00	23:20	n/a	23:02	11:52	21:39	10:42
		Rural	16:00	19:33	n/a	19:33	n/a	n/a	n/a
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	08:57	08:38	08:31	06:27	09:18	07:55
				n=76	n=19	n=19	n=3	n=22	n=13
		Rural	12:30	19:53	n/a	19:44	16:53	19:56	n/a
				n=6	n=0	n=2	n=1	n=3	n=0
	Total Response Time ERF Concentration	Urban	10:30	25:12	n/a	25:41	14:00	23:07	13:01
				n=16	n=0	n=7	n=2	n=5	n=2
		Rural	18:30	23:02	n/a	23:02	n/a	n/a	n/a
				n=2	n=0	n=2	n=0	n=0	n=0

(Low Risk) Hazmat – 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	01:33	01:28	01:21	01:33	02:10	01:34
		Rural	01:00	02:55	02:57	n/a	00:48	n/a	n/a
Turnout Time	Turnout Time 1st Unit	Urban	01:30	02:46	02:50	02:50	02:37	02:25	02:18
		Rural	01:30	02:24	02:28	n/a	01:17	n/a	n/a
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	07:11	06:57	07:27	06:27	04:59	08:32
		Rural	10:00	08:51	08:55	n/a	07:49	n/a	n/a
	Travel Time ERF Concentration	Urban	08:00	n/a	n/a	n/a	n/a	n/a	n/a
		Rural	16:00	n/a	n/a	n/a	n/a	n/a	n/a
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	10:05	09:53	10:16	09:39	07:42	11:07
				n=278	n=85	n=107	n=37	n=16	n=33
		Rural	12:30	14:03	14:20	n/a	09:54	n/a	n/a
				n=3	n=2	n=0	n=1	n=0	n=0
	Total Response Time ERF Concentration	Urban	06:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0
		Rural	12:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0

(Moderate Risk) Hazmat – 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	01:22	01:01	01:13	01:12	00:57	01:36
		Rural	01:00	n/a	n/a	n/a	n/a	n/a	n/a
Turnout Time	Turnout Time 1st Unit	Urban	01:30	02:38	02:47	02:33	02:26	02:49	02:28
		Rural	01:30	n/a	n/a	n/a	n/a	n/a	n/a
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	07:04	08:07	06:56	06:41	07:39	06:40
		Rural	10:00	n/a	n/a	n/a	n/a	n/a	n/a
	Travel Time ERF Concentration	Urban	08:00	07:51	07:22	09:20	07:49	08:59	06:48
		Rural	16:00	n/a	n/a	n/a	n/a	n/a	n/a
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	10:05	11:09	09:46	09:14	10:53	10:31
				n=209	n=33	n=47	n=54	n=39	n=36
		Rural	12:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0
	Total Response Time ERF Concentration	Urban	06:30	11:10	10:29	11:33	10:15	12:20	10:43
				n=120	n=17	n=16	n=31	n=27	n=29
		Rural	18:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0

(High Risk) Hazmat – 90th Percentile Times – Baseline Performance			Benchmark (Target)	2020- 2024	2024	2023	2022	2021	2020
Alarm Handling	Pick-up to Dispatch	Urban	01:00	02:24	00:29	02:36	n/a	02:00	01:12
		Rural	01:00	n/a	n/a	n/a	n/a	n/a	n/a
Turnout Time	Turnout Time 1st Unit	Urban	01:30	01:58	01:37	00:06	n/a	02:04	01:39
		Rural	01:30	n/a	n/a	n/a	n/a	n/a	n/a
Travel Time	Travel Time 1st Unit Distribution	Urban	04:00	15:53	03:27	24:05	n/a	03:30	02:30
		Rural	10:00	n/a	n/a	n/a	n/a	n/a	n/a
	Travel Time ERF Concentration	Urban	08:00	n/a	n/a	n/a	n/a	n/a	n/a
		Rural	16:00	n/a	n/a	n/a	n/a	n/a	n/a
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:30	18:48	05:33	26:47	n/a	06:41	05:21
				n=5	n=1	n=1	n=0	n=2	n=1
		Rural	12:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0
	Total Response Time ERF Concentration	Urban	06:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0
		Rural	18:30	n/a	n/a	n/a	n/a	n/a	n/a
				n=0	n=0	n=0	n=0	n=0	n=0

Peer Assessment Team Recommendations

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
2A.6 It is recommended the agency continue to develop the use of geographical planning zones and corresponding data from both internal and external sources to identify trends and opportunities for service delivery.	ACR 2023 – In 2023, LDCFM has been approved to purchase land for an expansion station. During the multi-year project, the department plans on re-evaluating and potentially adding geographical planning zones. In 2023, the City of Lawrence, Data Analytics Research Team will be deploying the use of PowerBI dashboards that will connect with the City’s data warehouse. The purpose of this project is for better utilization and connectivity of data. ACR 2024 – In 2024, LDCFM continued progress on the approved expansion station project, including the partnership with an architect and engineering firm to program and design the expansion stations. Following the programming, the group will be pursuing land acquisition, if city-owned land is not utilized. As part of this ongoing multi-year initiative, the department remains focused on reassessing and potentially enhancing its geographical planning zones. Additionally, the City of Lawrence's Data Analytics Research Team is expanding the use of PowerBI dashboards integrated with the City’s data warehouse to further enhance data connectivity and utilization.		

	Exhibit #1: City of Lawrence CIP Station 6 & Station 7 Exhibit #2: Data Analytics Program Development Internal Engagement Meeting Agenda		
CC 2B.4 It is recommended the agency revisit the number of risk categories assigned to each hazard classification to ensure they effectively serve the agency needs and assets at risk.	ACR 2023 – LDCFM will update the risk scoring for each call nature once the updated deployment matrix is finalized. Through this updated risk scoring, LDCFM will evaluate the need for updated categorization specifications. ACR 2024 – In 2024, the Douglas County Emergency Communications Center (DCECC) secured funding to implement the International Association of Emergency Dispatch’s Emergency Fire Dispatch (EFD) protocols, with implementation planned for late 2025. As DCECC transitions to EFD protocols and the updated response deployment matrix is finalized, LDCFM will undertake a comprehensive evaluation of its risk categorization framework across all hazard classifications. This review will ensure that resource deployment aligns with identified risks, allowing for appropriately scaled responses that effectively protect the community served.		

	Exhibit #3: Call Natures and Deployment Matrix		
2B.5 It is recommended the agency incorporate fire protection and detection systems into the risk analysis and development of appropriate response.	ACR 2023 – LDCFM has a phased approach to accomplish this recommendation. Through updating the response deployment matrix, LDCFM is immediately focused on ensuring resource deployment matches incident risk. Through increased collaboration with the Douglas County Emergency Communications Center (DCECC), LDCFM has had discussions with the DCECC about the viability of incorporating fire protection and detection system information into the response deployment packages. ACR 2024 – LDCFM continues to have conversations with DCECC and City of Lawrence GIS about the viability of incorporating fire protection and detection system information into the response deployment packages. It is anticipated that with the implementation of EFD in 2025, progress may be made on this recommendation.		
CC 2B.4 It is recommended that the agency review and update critical tasks for each response program.	ACR 2023 – LDCFM developed and proposed a revised response deployment matrix and updated associated critical tasking for each call nature. This		

	proposed matrix is currently in draft form and ongoing discussions with other Douglas County first responding agencies and Douglas County Emergency Communications Center to determine an implementation date. ACR 2024 – During 2024, LDCFM became aware that Douglas County Emergency Communications Center (DCECC) was pursuing funding for the International Association of Emergency Dispatch’s Emergency Fire Dispatch (EFD) protocols. Due to this, LDCFM temporarily paused implementation of the revised response deployment matrix and corresponding updated critical tasking. It was anticipated that much of the work done on the revised deployment matrix would integrate into EFD, however, minor adjustments would need to be made. In late 2024, DCECC secured funding for EFD. This advancement in fire-related dispatching will require LDCFM to reassess the updated response deployment matrices to ensure critical tasking for each response program remains in alignment. The exact implementation date remains uncertain, however, DCECC estimates an eight-to-ten-month		
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	process to collaborate with partner agencies and train its staff. Exhibit #4: Critical Tasking and Response Deployment Matrix Proposal		
2C.7 & CC 5F.1 It is recommended that the agency adjust its adopted benchmark when the baseline performance exceeds the benchmark measure.	ACR 2023 – LDCFM is committed to analyzing response performance relative to the benchmarks starting with 2022 data and subsequent years to determine how baseline performance compares to the current benchmarks. ACR 2024 –LDCFM has worked with the City’s Budget and Strategic Planning team to incorporate adopted benchmarks into program service level rubrics. As the 2026 budget process progresses, in-depth conversations will take place regarding potential adjustments to benchmarks. Exhibit #5: Balancing Act Rubrics		
CC 5A.3 It is recommended that the agency conduct a workforce analysis of the fire prevention division to meet the program goals and objectives.	ACR 2023 - LDCFM requested several expansion FTE positions during the 2024 budget planning process: three Fire Inspector / Investigators, one Permit Inspector, and one Plans Examiner, which were not approved. LDCFM will continue to advocate for needed resources and workload distribution related to the Prevention Division.	ACR 2024 – During the 2025 budget planning process, LDCFM was unable to request additional FTE positions for the Fire Prevention Division. Since the budget process did not permit service program enhancement, LDCFM submitted an application for FEMA’s Fire Prevention and Safety Grant (FP&S). This decision was driven by	

		an internal review of the Fire Prevention Division, which assessed the increasing workload required to meet LDCFM and City of Lawrence goals and objects in relation to the division's staffing levels. The FP&S grant request sought funding for eight full-time positions to support the Fire Prevention Division's Community Risk Reduction mission. These positions included three Code Enforcement/Awareness employees, two Public Education Specialists, and three full-time Fire & Arson Investigators. Although the grant was not awarded, LDCFM remains committed to enhancing the Fire Prevention Division. The department will continue to pursue additional full-time positions through the standard budget process and seek alternative funding sources to enhance community safety and risk reduction initiatives. Exhibit #6: FP&S Grant Announcement Email	
5A.5 It is recommended that the agency review its inspection frequency schedule based on the		ACR 2023- LDCFM inquired with the Insurance Services Offices to determine	

occupancy type and risks associated with the occupancy.		whether frequency affects points earned in the process. It was determined that a reduction in inspection frequency could reduce points in Item 581, H. Pr-Fire Planning Inspections. Exhibit #7: ISO Report	
CC 5B.2 It is recommended the agency analyze the workload and workforce of the public education program to meet community expectations and goals of reducing risk.	ACR 2023 – LDCFM requested one Public Education Specialist FTE position during the creation of the 2024 budget, which was not approved. The department will continue to advocate for needed resources in the community risk reduction program.	ACR 2024 – LDCFM recognizes the growing demands on the Fire Prevention Division, particularly the increasing requests for Public Education presentations and programs. Since the budget process did not allow for service program enhancements, LDCFM applied for FEMA’s Fire Prevention and Safety (FP&S) Grant to request funding for two Full-Time Public Education Specialist positions. Although the grant was not awarded, LDCFM remains committed to exploring alternative opportunities to bolster the Public Education program. Exhibit #6: FP&S Grant Announcement Email	
CC 5E.1 It is recommended that the agency continue to evaluate critical tasks and necessary personnel to meet	ACR 2023 – LDCFM developed and proposed a revised response deployment matrix and updated		

effective response force benchmarks goals to fire suppression incidents.	associated critical tasking for fire suppression incidents. This proposed matrix is currently in draft form and ongoing discussions with other Douglas County first responding agencies and Douglas County Emergency Communications Center to determine an implementation date. ACR 2024 – In 2024, the Douglas County Emergency Communications Center (DCECC) secured funding to implement the International Association of Emergency Dispatch’s Emergency Fire Dispatch (EFD) protocols in 2025. This advancement in fire-related dispatching will require LDCFM to reassess call natures and response deployment matrices. Consequently, LDCFM will need to update critical tasks for each response program to align with these changes. The exact implementation date remains uncertain, however, DCECC estimates an eight-to-ten-month process to collaborate with partner agencies and train its staff. Exhibit #4: Critical Tasking and Response Deployment Matrix Proposal		
CC 5G.1 It is recommended that the agency develop formal training and documentation for the	ACR 2023 – The program manager of Technical Rescue is working towards implementing annual Job Performance Requirements		

training of trench, confined space and water rescue.	for members of the Technical Rescue Team. LDCFM has added a specific category in Vector Solutions for the documentation of technical rescue training. This includes listing specific training objectives related to each discipline. ACR 2024 – The program manager of Technical Rescue is continuing to develop a Technical Rescue Task Book that will mirror objectives identified by the Kansas Search and Rescue Division of the Kansas State Fire Marshal’s Office. The task book will also serve as training verification for those supported department members that may be rostered for Kansas Task Force 1 and Kansas Task Force 2 teams. LDCFM operations crews continue to utilize the Technical Rescue training category in Vector Solutions. This includes listing specific training objectives related to each discipline. Exhibit #8: Technical Rescue Program Appraisal Exhibit #9: Vector Solutions Training Documentation		
CC 6D.5 It is recommended that the agency implement a formal apparatus inspection and documentation process.	ACR 2023- LDCFM has plans to work on this but is impacted by work capacity issues amongst administrative staff. LDFM will evaluate the capability of Operative IQ to		

	facilitate apparatus inspection and documentation. ACR 2024 – LDCFM remains committed to implementing this recommendation; however, budget constraints and administrative staff capacity continue to present challenges. Additionally, a beta test of Operative IQ revealed inefficiencies and an inability to meet the organization’s needs for apparatus inspections. To enhance operational efficiency and improve the accuracy of apparatus inspections, LDCFM is evaluating alternative software solutions, such as Vector Check it. An Operations Chief Officer will lead the implementation efforts, with a target completion in 2025.		
7A.1 It is recommended that the agency identify a process and timeframe to review human resources policies.	ACR 2023 – The city’s human resources department is evaluating whether to establish an in-house annual review process or use an external vendor to assist with updating the employee handbook and human resources policies. The implementation timeline will be dependent on the chosen process. The department continues to update policies and procedures. Most recently, LDCFM has continued to work with the city’s human resources department to update the department’s		

	Pregnancy and Lactation policy. ACR 2024 – In 2025, the city's Human Resources Department engaged an external vendor to conduct a comprehensive review and update of the Human Resources policies and procedures. The timeline for the completion of this project is currently uncertain. During the evaluation and update process, no final approval or release of the updated handbook has been issued. This project commenced in September 2024.		
CC 7B.6 It is recommended that the agency review and revise the orientation and mentorship program to meet intended program goals and objectives.	ACR 2023 – LDCFM's New Firefighter Task Book team plans to propose a final draft to the Fire Chief in early 2024. Working in parallel, the Training Division is revisiting the task books for all positions up to the rank of captain. This is expected to be completed by fall of 2024. LDCFM's Goal 5, "Create and implement a succession planning process to fill vacancies more effectively to shorten onboarding time and ensure continuity of knowledge and activities" is in the queue to be assigned a committee.	ACR 2024- In 2024, LDCFM implemented a New Firefighter Task Book and study guide that is issued to Probationary Firefighter's following successful completion of LDCFM recruit academy. This task book ensures Probationary Firefighter's can effectively use the knowledge, skills, and abilities gained in the recruit academy in the context of responding to real-world incidents. Through a Labor Management initiative, LDCFM established a Relief Officer program. The goal of this program is to remove barriers for employees interested in serving as company officers while also	

		ensuring they have been verified as meeting baseline performance expectations for a new company officer. To supplement the Relief Officer program, a corresponding Task Book was developed to ensure employees have the essential knowledge, skills, and abilities to function safely as a company officer during emergency incidents. Exhibit #10: LDCFM New Firefighter Study Guide Exhibit #11: LDCFM New Firefighter Task Book Exhibit #12: LDCFM Relief Officer Task Book	
7D.3 It is recommended the agency review and implement a consistent appraisal process that aligns with the city's overall employee appraisal system.	ACR 2023 – LDCFM will be addressing this recommendation through the negotiations with the International Association of Firefighters (IAFF) Local #1596 in 2024. In June 2023, a General Order was issued to all department employees that standardized the performance appraisal dates for promoted employees. Previously, appraisal dates changed upon promotion which resulted in varied amount of time between appraisals. The General Order ensures employees receive a formal appraisal every twelve months. ACR 2024 – In 2024, the International Association of		

	Firefighters (IAFF) Local #1596 successfully negotiated a new contract. During the negotiation process, discussions included the employee appraisal system and its intended purpose. It was determined that aligning with the city's existing appraisal process was a priority and did not require inclusion in the memorandum of understanding. However, the appraisals are now consistent with other city departments by focusing on employee performance, rather than merit based. LDCFM continues to collaborate with the City of Lawrence Human Resources Department to establish a process that integrates the citywide appraisal software, while maintaining the current appraisal form for employees within the Local #1596 bargaining unit.		
7D.6 It is recommended that the agency identify and develop a succession planning process that incorporates mentoring and training for its employees at all positions.	ACR 2023 – LDCFM's Strategic plan Goal 3, "Produce and implement a comprehensive leadership and career development program, investing in the creation of a qualified, educated workforce that promotes a supportive work environment" is being worked on by the Professional Development Committee. Their current work is focused on updating policy and procedures relative to LDCFM's	ACR 2024 – LDCFM's Professional Development Committee concluded their work reviewing department SOPs related to education, educational assistance, and the promotional process. This committee focused on removing barriers to formal education and professional development opportunities, which supports employees while providing the	

	education program and reimbursement. LDCFM's Goal 5, "Create and implement a succession planning process to fill vacancies more effectively to shorten onboarding time and ensure continuity of knowledge and activities" is in the queue to be assigned a committee. The City's Leadership Exploration and Development (LEAD) Program is incorporating a mentoring program into the curriculum for the upcoming year. The succession planning module of the city's personnel management software will be implemented in the next year and available to all employees.	department with a qualified, educated workforce. This past year, LDCFM employees engaged in the mentorship component of the City's Leadership Exploration and Development (LEAD) Program, contributing to professional growth and knowledge sharing. The program continues to enhance leadership development opportunities across the organization. The succession planning module of the city's personnel management software is still under development. Exhibit #13: SOP 604.10 Education Program Exhibit #14: SOP 604.11 Educational Assistance Exhibit #15: SOP 601.10 Promotional Process Exhibit #16: LEAD Mentorship Overview	
8C.6 It is recommended that the agency establish and maintain a current inventory list of all training equipment and resources.	ACR 2023 – LDCFM has begun the process of implementing Operative IQ, with full implementation anticipated to be in early 2024. This software has been identified as the department's primary inventory tracking software. This will include maintaining current inventory lists of all equipment and resources		

	assigned to the Training Division. ACR 2024 – LDCFM conducted a trial period with Operative IQ, primarily focusing on inventory management and tracking of EMS supplies and equipment. However, due to staff capacity limitations and challenges with the program, it has not been implemented. LDCFM continues to evaluate alternative software solutions, such as Vector Check It, to identify a single comprehensive program for inventory and tracking needs.		
10A.3 It is recommended that the agency explore mutual beneficial relationships and cost recovery opportunities.	ACR 2023 – LDCFM has been working with partner agencies to craft mutual- and/or automatic-aid agreements that will enhance its ability to both provide the identified ERF and to maintain on-going response capacity during significant events. The first new agreement in more than a quarter-century is anticipated to be ready for governance review within the next two months.	ACR 2024 – LDCFM and the University of Kansas (Kansas Athletics Inc.) have established a formal agreement for emergency medical and fire suppression services during sporting events operated by Kansas Athletics Inc. This agreement defines compensation rates for LDCFM personnel providing services and includes equipment fees for apparatus assigned to events. LDCFM delivers special event services to various entities across Lawrence and Douglas County, with Kansas Athletics Inc. Being the largest user of these services. As a result, this initial agreement was developed to formalize the partnership. Moving forward, LDCFM intends	

		to use this document as a template for similar agreements with other entities within the service area, ensuring consistency in compensation and reimbursement rates. Exhibit #17: Kansas Athletics Inc. Agreement	
CC 10B.2 It is recommended that the agency review or enter into formalized agreements with allied agencies.	ACR 2023 – LDCFM is nearing completion of a draft agreement related to cost recovery that will serve as the base document during negotiations with the University of Kansas Athletics, the agency’s primary external partner.	ACR 2024 – LDCFM has created a standard mutual aid agreement document and finalized formal agreements with Shawnee Heights Fire Department, Bonner Springs Fire Department, and Douglas County Consolidated Fire District Number 1. LDCFM intends to continue utilizing the document template to formalize agreements with allied agencies. Exhibit #18: Shawnee Heights Mutual Aid Agreement Exhibit #19: Bonner Springs Mutual Aid Agreement	
11A.3 It is recommended that the agency establish a consistent system to report and address unsafe work	ACR 2023 – LDCFM is working with other members from the City’s Programs and Risk Committee, including	ACR 2024 – All reports are located on the City Hub under the Safety/Risk section. All	

conditions or hazards to improve risk reduction.	the City's Risk Manager, on identifying a system to report risk or potential hazards in the workplace. Software options are being investigated with a recommendation to be made to the City Manager's Office later this year.	reports are to be sent to risk management who has a new reporting system (origami) for all work comp, general/auto liability & property damage claims. This software allows risk management to provide reports by department for any/all claims to be analyzed to find any trends/safety concerns. Exhibit #20: City Hub Reports & Forms	
CC11B.1 It is recommended that the agency develop a plan for tracking and compliance for annual screenings that meet the agency's goals and objectives.	ACR 2023 – LDCFM has secured the budget for 2024 to revise the department's annual physicals to include a more extensive screening. This screening process will be more accessible, due to the on-site exam, thus is expected to increase tracking ability and compliance. LDCFM is collaborating with the IAFF Local #1596 to move forward with this initiative to ensure alignment between the department policy and Memorandum of Understanding.	ACR 2024 – Through collaborative efforts of the Health & Safety Committee, LDCFM staff, and the Local 1596, LDCFM is introducing a new annual physical process starting in 2025. The process adheres to NFPA 1582 standards while incorporating enhanced screenings for early detection of cancers associated with the firefighting profession. The screenings will be conducted on duty and during regular business hours, on-site. Exhibit #21: IB 25-008 Employee Annual Physicals	

Exhibit List

Exhibit #1:	City of Lawrence CIP Station 6 & Station 7
Exhibit #2:	Data Analytics Program Development Internal Engagement Meeting Agenda
Exhibit #3:	Call Natures and Deployment Matrix
Exhibit #4:	Critical Tasking and Response Deployment Matrix Proposal
Exhibit #5:	Balancing Act Rubrics
Exhibit #6:	FP&S Grant Announcement Email
Exhibit #7:	ISO Report
Exhibit #8:	Technical Rescue Program Appraisal
Exhibit #9:	Vector Solutions Training Documentation
Exhibit #10:	LDCFM New Firefighter Study Guide
Exhibit #11:	LDCFM New Firefighter Task Book
Exhibit #12:	LDCFM Relief Officer Task Book
Exhibit #13:	SOP 604.10 Education Program
Exhibit #14:	SOP 604.11 Educational Assistance
Exhibit #15:	SOP 601.10 Promotional Process
Exhibit #16:	LEAD Mentorship Overview
Exhibit #17:	Kansas Athletics Inc. Agreement
Exhibit #18:	Shawnee Heights Mutual Aid Agreement
Exhibit #19:	Bonner Springs Mutual Aid Agreement
Exhibit #20:	City Hub Reports & Forms
Exhibit #21:	IB 25-008 Employee Annual Physicals
Exhibit #22:	LDCFM Organizational Chart

Verification

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

Joseph Hardy
Signature of Agency Head

Acting Fire Chief
Title

2/14/2025
Date

CITY OF LAWRENCE, KANSAS
FIVE YEAR CAPITAL IMPROVEMENT PLAN
Draft 2025 Capital Improvement Plan
All Project Summary

	Funded	2025	2026	2027	2028	2029	TOTAL	Score
MS4-A0006	Taxiway A Lighting Improvements	770,000	-	-	-	-	770,000	32
MS-220050	Rehabilitate Taxiway A	-	-	150,000	2,500,000	-	2,650,000	28
MS-220018	Rehabilitate and Expand Airport Apron and Taxiways B & C	1,921,500	-	-	-	-	1,921,500	28
MS4-A0002	Rehabilitate Runway 01/19	-	37,000	332,577	-	-	369,577	22
MS4-A0007	Taxiway D Extension	-	-	-	-	1,493,000	1,493,000	18
Airport		2,691,500	37,000	482,577	2,500,000	1,493,000	7,204,077	
MS1-00023A	MSO Operations Campus - Phase 1 MSO	32,600,000	16,200,000	-	-	-	48,800,000	30
MS1-00023B	MSO Operations Campus - Phase 2 SWD/CMG	4,200,000	40,700,000	20,400,000	-	-	65,300,000	24
MS-200013	Kansas River WWTP Improvements and NR	21,000,000	6,200,000	-	-	-	27,200,000	28
TR1-00003	Downtown Station	2,030,000	-	-	-	-	2,030,000	27
PD1-00001	Police Department Parking Expansion & EV/Solar Canopy	275,000	250,000	150,000	-	-	675,000	27
MS7-A23000	Farmland Remedial Alternatives	4,550,000	6,525,000	1,063,000	-	-	12,138,000	26
MS-220032	Kaw WTP Infrastructure Rehab	4,500,000	-	-	-	-	4,500,000	26
CM1-00001	City Hall Reconfiguration	4,000,000	8,000,000	-	-	-	12,000,000	24
PR5-B25000	Community Building - Security / ADA Improvements	200,000	-	-	-	-	200,000	24
PR1-00021	Cemetery Maintenance Shop - Replacement	-	430,000	-	-	-	430,000	22
FM1-00012	Expansion Fire Medical Station Number 7	-	-	-	-	16,500,000	16,500,000	23
FM1-00011	Expansion Fire Medical Station Number 6	300,000	1,540,000	5,420,000	5,700,000	-	12,960,000	23
MS1-00038	6th and Kasold Water Tower Maintenance/Coatings	-	1,800,000	-	-	-	1,800,000	14
MS1-00018	Kaw Washwater Tower Maintenance/Coatings	-	-	1,490,000	-	-	1,490,000	14
MS1-00014	1820 Kasold Drive Tower Maintenance/Coatings	-	-	-	2,050,000	-	2,050,000	14
MS1-00015	Stoneridge Tower Maintenance/Coatings	-	-	-	-	1,714,000	1,714,000	14
MS1-00002	Electric Vehicle Infrastructure	100,000	250,000	150,000	-	-	500,000	13
MS4-P24000	New Hampshire Parking Garage Stairway Enclosures	-	-	-	-	250,000	250,000	17
MS4-P25000	Riverfront Parking Garage	75,000	725,000	-	-	-	800,000	11
Park Facilities		73,830,000	82,620,000	28,673,000	7,750,000	18,464,000	211,337,000	
PR1-00020	Outdoor Aquatic Center - Major Renovation	1,250,000	4,600,000	-	-	-	5,850,000	28
PR1-00031	Replace Recreation Trip / Camp Bus	-	-	-	-	125,000	125,000	27
PR1-00016	Water Tower Park Reconstruction	185,000	-	-	-	-	185,000	26
PR5-B25001	YSC - Install Asphalt on Parking Lots (ADA access)	640,000	-	-	-	-	640,000	23
PR1-00003	Youth Sports Complex - 4 Artificial Turf Soccer / Football Fields	3,700,000	-	-	-	-	3,700,000	19
PR5-B23004	Lawrence Loop Trail from Queens Rd to Kasold	-	-	-	300,000	-	300,000	18
PR-239000	Lawrence Loop - Michigan to Sandra Shaw Park	1,214,000	-	-	-	-	1,214,000	17
PR5-B23003	Lawrence Loop Trail -7th street to Constant Park	500,000	-	-	200,000	1,400,000	2,100,000	17
PR1-00023	Water Spray Park - West Lawrence	150,000	650,000	-	-	-	800,000	17
PR4-P27000	Downtown Parking Lot Amenity Improvements	-	-	300,000	-	-	300,000	17
PR4-P27001	Downtown - Replace Mass Street Planters	-	-	300,000	-	-	300,000	15
PR1-00026	Replace Forestry Bucket Truck	-	-	-	220,000	-	220,000	16
PR1-00030	Grapple Truck Replacement - Forestry	-	-	-	-	180,000	180,000	15
PR1-00032	Replace Parks & Rec water trucks (2)	-	-	-	-	220,000	220,000	14
PR1-00025	Sports Pavilion Lawrence - Turf Replacement	-	-	850,000	-	-	850,000	13
Parks and Amenties		7,639,000	5,250,000	1,450,000	720,000	1,925,000	16,984,000	

Data Analytics Program Development – Internal Engagement Meetings – LDCFM

Date | Time | Location (TBD)

ATTENDEES:

- Andrea Repinsky, DART Chair and Lead Author of Program Recommendations
- Hannah Ballard, PI Program Manager and Internal Engagement Lead for the DAPD Project
- Kristen Efurd, DART Representative and Senior Administrative Specialist and Interim Analyst (LDCFM)
- Joe Hardy, Interim Fire Chief
- Others?

BEFORE THE MEETING:

- Review [Data Analytics Program Development \(DAPD\) – PI Project Charter](#)
- Review [Data-Driven Decision-Making Survey \(DDDM\) Results](#) OR [DDDM Survey Results - Key Insights](#)

MEETING GOALS:

- Inform leaders and departmental data managers about the [Data Analytics Program Development Project](#) and seek feedback on the development of program recommendations

MEETING AGENDA

- Discuss objectives and timeline for the Data Analytics Program Development (DAPD) PI Project
- Review results of Data-Driven Decision-Making (DDDM) Survey
- Discuss data analytics program priorities as identified by the Data Analytics Research Team (DART) and seek feedback
 - Training Needs:
 - **Encourage staff to understand the importance of data analytics and data quality, and be willing to complete training**
 - Resources:
 - **Ensure sufficient technical staffing to manage data and the reporting framework**
 - Program and Data Management:
 - **Address the lack of data resources (standards, benchmarking, knowledge of opportunities)**
 - Presentation and Reporting:
 - **Develop standardized & dynamic reporting methods across city departments**
 - **Improve explanation and meaningful communication of technical data**
 - **Connect data presentation to the strategic plan**

- o *Note: for more information on the priorities identified by DART, see [meeting notes from 1/9/25](#).*
- o Key questions:
 - Do these priorities resonate with you?
 - In your opinion, what is the biggest gap in the City's data analytics capabilities?
 - If a new city-wide data analytics program were to be created, what is one feature or service of that program that you think would be most helpful?

Notes

[illegible]

Call Nature	E/Q	M	L5 / Ladder	CO	E40 / Tender	Boat	Brush	E5	M5	E4	M4	Misc.	Total People
Stabbing (City)	1	1		1									7
Stabbing (County)		1		1									3
Stroke (City)	1	1											6
Stroke (County)		1											2
Structure Fire Residential Unconfirmed	2	1		1									11
Structure Fire Residential Confirmed	3	2	1	2									21
2nd Alarm	3	2	1	1									41
3rd Alarm	3	2	1	1									61
Structure Fire Commercial Unconfirmed	2	1	1	1									14
Structure Fire Commercial Confirmed	4	2	1	2									25
2nd Alarm	4	2	1	1									49
3rd Alarm	4	2	1	1									73
Structure Fire High Rise Unconfirmed	2	1	1	1									14
Structure Fire High Rise Confirmed	5	5	1	2									35
2nd Alarm	5	5	1	1									69
3rd Alarm	5	5	1	1									103
Suicide Attempt		1											2
Train Derailment (City)	1	2	1	2						1	1		19
Train Derailment (County)		1	1	1						1	1		12
Traumatic Injury		1											2
Trench Rescue (City)	1	1	1	1				1	1				16
Trench Rescue (County)		1	1	1				1	1				12
Unconscious (City)	1	1											6
Unconscious (County)		1											2
Unknown Medical		1											2
Water Rescue (City)	1	1	1	1		3		1	1				16
Water Rescue (County)		1	1	1		3		1	1				12
Wildland Fire Unconfirmed	1												4
Wildland Fire Confirmed	1			1			1						7
2nd Alarm	1			1	1		2						18-20
3rd Alarm	1			1	1		2						29-31

Verification

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

Signature of Agency Head

Title

Date

10.27.22

Agenda

Critical Task:

- o MCI – trigger based on patients?
- o Shooting, Stabbing, MVA (Levels vs no levels)

Update SOP 202.10 Alarms and Responses

ECC Meeting (with updated SOP recommendation) (Chief Llewellyn, Vince, Tyler, McKenzi)

MCI Trigger, MVA on Highways (Flagged), Mutual Aid Request

Work Session

Critical Task:

- o MCI – trigger based on patients?
 - o **Call Nature: MCI**
 - o **1st, 2nd, 3rd**
 - o **MCI 1st Alarm**
 - **5-10 patients (2 red, 4 yellow, 4 green)**
 - Fire Apparatus: 4
 - Transport: 4
 - Operations Chief Officer: 2
 - Air Transport: 2 Requested
 - 26 LDCFM people with staffing
 - **Critical Task: (25)**
 - Command: 1
 - Safety: 1
 - Division/Group/Branch: 1
 - Treatment: 5
 - Transport: 8
 - Triage: 2
 - Rescue/Extrication: 3
 - Landing Zone: 4
 - o **MCI 2nd Alarm**
 - **11-20 patients (4 red, 8 yellow, 8 green)**
 - Fire Apparatus: 4
 - Transport: 6
 - Operations Chief Officer: 1
 - Air Transport: 2 Requested
 - **Critical Task Total: (47)**
 - Command: 1
 - Safety: 1
 - Staging: 1
 - Treatment: 10
 - Transport: 16
 - Triage: 4
 - Rescue/Extrication: 6
 - Landing Zone: 4
 - PIO: 1
 - Medical Branch: 1
 - Treatment Group: 1
 - Transport Group: 1
 - o **MCI 3rd Alarm**

- **21-30 patients (8 red, 16 yellow, 16 green)**
- Fire Apparatus: 4
- Transport: 6
- Operations Chief Officer: 1
- Air Transport: 2 Requested
- **Critical Task: (68)**
 - Command: 1
 - Safety: 1
 - Staging: 1
 - Treatment: 15
 - Transport: 24
 - Triage: 6
 - Rescue/Extrication: 9
 - Landing Zone: 4
 - PIO: 1
 - Medical Branch: 1
 - Treatment Group: 1
 - Transport Group: 1
 - Logistics Section: 1
 - Operations Section: 1
- **MCI 4th Alarm**
 - **31+ patients**
 - Fire Apparatus: 4
 - Transport: 6
 - Operations Chief Officer: 1
 - Air Transport: 2 Requested
- MCI: based on patient numbers, not incident type (Shooting: MCI 1st Alarm – Shooting/Stabbing)

Update SOP 202.10 Alarms and Responses

Team:

ECC Meeting (with updated SOP recommendation) (Chief Llewellyn, Vince, Tyler, McKenzi)

Date:

Topics: MVA on Highways (Flagged), Mutual Aid Request, Auto Aid Request

- 1) Update SOP:
- 2) ECC Meeting
- 3) Command Staff Nov. 15

10.17.22

- Rework Terminology – Confirmed vs Unconfirmed
 - Residential, Multi-family, Commercial, High Rise Structure Fire – **Done (Confirmed and Unconfirmed)**
 - **TO DO: High Rise Deployment Study**
 - **Manhattan**
 - **Topeka**
 - **Etc.**
 - **Rob to send high-rise list for city of Lawrence**
- Discuss what the Alarms sounds like **(Confirmed vs. Unconfirmed)**
- Grant Township – Structure Fires (Jurisdictional)
 - Currently add Consolidated for the Tender
 - **Agreement to be updated 2023 – Tender Response**
 - **Keep the same deployment – add Tender Response**
 - **Tender response vs. E40?**

- **Dispatch by agency – Tender request 40 series (CONVERSATION WITH ECC)**
- Deployment Packages **(Done)**
- Critical Task (Package and naming conventions)
 - Grass Fires
 - **Wildland Light**
 - **Fire Apparatus: 1**
 - **Wildland Full**
 - **Fire Apparatus: 1**
 - **Brush: 1**
 - **Chief Officer: 1**
 - **Wildland 2nd Alarm (upgrade):**
 - **Fire Apparatus: 1**
 - **Brush: 2**
 - **Tender: 1**
 - **Chief Officer: 1**
 - **Wildland 3rd Alarm (upgrade):**
 - **Fire Apparatus: 1**
 - **Brush: 2**
 - **Tender: 1**
 - **Chief Officer: 1**
 - *ECC to automate the IC's ability to request resources using 2nd Alarm and 3rd Alarm. Our goal is to eliminate the need for the IC to request specific unit.
 - **Critical Task**
 - **Light: (3)**
 - **Fire Attack: 2**
 - **Command: 1**
 - **Fire Apparatus: 1**
 - **Full: (7)**
 - **Fire Attack: 5**
 - **Command: 1**
 - **Water Supply: 1**
 - **Fire Apparatus: 1**
 - **Brush: 1**
 - **Chief officer: 1**
 - MCI – trigger based on patients?
 - **Next time**
 - Shooting, Stabbing, MVA (Levels vs no levels)
 - **Next time**
- Update SOP 202.10 Alarms and Responses
- ECC Meeting (with updated SOP recommendation) (Chief Llewellyn, Vince, Tyler, McKenzi)
 - MCI Trigger, MVA on Highways (Flagged), Mutual Aid Request

9.19.22

To Do

- Rework Terminology – Confirmed vs Unconfirmed
 - Residential, Multi-family, Commercial, High Rise Structure Fire
- Discuss what the Alarms sounds like
- Grant Township – Structure Fires (Jurisdictional)
- Deployment Packages
- Critical Task (Package and naming conventions)
 - Grass Fires

- MCI – trigger based on patients?
- Shooting, Stabbing, MVA (Levels vs no levels)
- Update SOP 202.10 Alarms and Responses
- ECC Meeting (with updated SOP recommendation) (Chief Llewellyn, Vince, Tyler, McKenzi)
 - MCI Trigger, MVA on Highways (Flagged), Mutual Aid Request

Work Session – Critical Tasking EMS

Abdominal Pain (2)

- Command (1)
- Patient Care / Transport (1)

Medical Alarm (2)

- Command (1)
- Patient Care / Transport (1)

Alcohol Poisoning (2)

- Command (1)
- Patient Care / Transport (1)

Animal Attack (2)

- Command (1)
- Patient Care / Transport (1)

Assault (2)

- Command (1)
- Patient Care / Transport (1)

Back Pain (2)

- Command (1)
- Patient Care / Transport (1)

Eye Problems (2)

- Command (1)
- Patient Care / Transport (1)

Headache (2)

- Command (1)
- Patient Care / Transport (1)

Hemorrhage (2)

- Command (1)
- Patient Care / Transport (1)

Medical Standby (2)

- Command (1)
- Patient Care / Transport (1)

Psychiatric (2)

- Command (1)
- Patient Care / Transport (1)

Sick Person (2)

- Command (1)
- Patient Care / Transport (1)

Suicide Attempt (2)

- Command (1)
- Patient Care / Transport (1)

Traumatic Injury (2)

- Command (1)
- Patient Care / Transport (1)

Unknown (2)

- Command (1)
- Patient Care / Transport (1)

Allergic Reaction (6)

- Command (1)
- Patient Care (4)
- Transport (1)

Breathing Problem (6)

- Command (1)
- Patient Care (4)
- Transport (1)

Burn (6)

- Command (1)
- Patient Care (4)
- Transport (1)

Chest Pain (6)

- Command (1)
- Patient Care (4)
- Transport (1)

Choking (6)

- Command (1)
- Patient Care (4)
- Transport (1)

Seizure (6)

- Command (1)
- Patient Care (4)
- Transport (1)

Diabetic (6)

- Command (1)
- Patient Care (4)
- Transport (1)

Fall (6)

- Command (1)
- Patient Care (4)
- Transport (1)

Heart Problems (6)

- Command (1)
- Patient Care (4)
- Transport (1)

Overdose (6)

- Command (1)
- Patient Care (4)
- Transport (1)

Pregnancy (6)

- Command (1)
- Patient Care (4)
- Transport (1)

Stroke (6)

- Command (1)
- Patient Care (4)
- Transport (1)

Unconscious (6)

- Command (1)
- Patient Care (4)
- Transport (1)

Cardiac Arrest (7)

- Command (1)
- Patient Care (5)

- Transport (1)

Drowning (7)

- Command (1)
- Patient Care (5)
- Transport (1)

Long Fall (7)

- Command (1)
- Patient Care (5)
- Transport (1)

Shooting (7)

- Command (1)
- Patient Care (5)
- Transport (1)

Stabbing (7)

- Command (1)
- Patient Care (5)
- Transport (1)

Electrocution (7)

- Command (1)
- Patient Care (5)
- Transport (1)

Lift Assist (4)

- Command (1)
- Lifting (3)

CO Alarm w/ Sick (5)

- Command (1)
- Patient Care/Transport (2)
- Monitor/Mitigate (2)

9.8.22

Items to work with Chief Llewellyn: (STILL NEED TO CRITICAL TASK)

- Structure Fires
 - Alarms to upgrade (Per amount of units – 1st alarm, 2nd alarm, 3rd alarm, etc.)
 - Determine full 1st alarm or light 1st alarm or enhanced 1st alarm
 - 2nd alarm – residential, commercial, or high rise
 - 3rd alarm – reach out to neighbors
 - Residential, Commercial, High Rise
 - Resource level identification and auto aid process
- Mass Casualty Incidents (Active Shooter)
 - Alarms to upgrade, similar to structure fire discussion
- Train Derailment
- Critical task Cardiac Arrest*
- EMS – ProQA Alpha - Echo

9.8.22 Work Session

- **Delete** Structure Fire Levels 1, 2, and 3
 - Single Family, Multi Family, Commercial / Strip Mall, Big Box, High Rise
 - Residential, Commercial, High-Rise

Next Steps:

1. Call Natures for Single Family Structure Fire
 - a. What's the second alarm look like

Residential Structure Fire (17)

- Command (1)
- Safety (1)
- RIT (2)
- Vent (2)
- Backup Line (2)
- Water Supply (1)
- Pumping (1)
- Search (2)
- Fire Attack (3)
- Medical (2)

Resources: (ends up having 21 people)

Fire Apparatus: 3 (instead of 2 because of 3 person staffing on the L5)

Ladder 5: 1

Medics: 2

Chief Officers: 2

Residential:

Unconfirmed / Light Alarm:

Fire Apparatus: 2

Ladder: 0

Medic: 1

Chief Officer: 1

Confirmed / Full Alarm (Actual 1st Alarm):

Fire Apparatus: 3 (instead of 2 because of 3 person staffing on the L5)

Ladder 5: 1

Medics: 2

Chief Officers: 2

***misc. Note: Level 3 – increased education with ECC to better define what an arcing line would be**

Multi-Family Structure Fire (25)

- Command (1)
- Safety (1)
- RIT (2)
- Vent (4)
- Backup Line (2)
- Water Supply (1)
- Pumping (1)
- Search (6)
- Fire Attack (3)
- Medical (2)
- Utilities (1)
- Aerial (1)

Resources: (ends up having 25 people)

Fire Apparatus: 4

Ladder 5: 1

Medics: 2

Chief Officers: 2

Commercial Structure Fire (25)

- Command (1)

- Safety (1)
- RIT (2)
- Vent (4)
- Backup Line (2)
- Water Supply (1)
- Pumping (1)
- Search (6)
- Fire Attack (3)
- Medical (2)
- Utilities (1)
- Aerial (1)

Resources: (ends up having 25 people)

Fire Apparatus: 4

Ladder 5: 1

Medics: 2

Chief Officers: 2

Commercial:

Unconfirmed / Light Alarm:

Fire Apparatus: 2

Ladder 5: 1

Medics: 1

Chief Officers: 1

Confirmed / Full Alarm:

Fire Apparatus: 4

Ladder 5: 1

Medics: 2

Chief Officers: 2

High Rise Structure Fire (34)

- Command (1)
- Safety (1)
- RIT (2)
- Vent (4)
- Backup Line (4)
- Water Supply (1)
- Water Supply to FDC (1)
- Pumping (1)
- Search (8)
- Fire Attack (4)
- Medical (2)
- Utilities (1)
- Aerial (1)
- Lobby Control (1)
- Staging (1)
- Division Supervisor (1)

Resources: (ends up having 35 people)

Fire Apparatus: 5

Ladder 5: 1

Medics: 5

Chief Officers: 2

High Rise

Unconfirmed / Light Alarm:

Fire Apparatus: 2
Ladder 5: 1
Medics: 1
Chief Officers: 1

Confirmed / Full Alarm:

Fire Apparatus: 5
Ladder 5: 1
Medics: 5
Chief Officers: 2

Emergency Communication Center

- Discuss these items with ECC for compliance within their system.
 - Location Flags
 - MVA's on Highways
 - HazMat Locations
 - Fire Suppression Systems
 - Building Types
- Updated SOP / Guide for Call Nature Definitions (Ex: building collapse is not being used & Semi Fire)
 - QC Process?
- ECC Recommended Call Natures

Call Nature Recommendations

- Add **Active Shooter**
- Add **Train Derailment / Emergency**
- **MVA**
 - Keep MVA LVLs but fine-tune the dispatch policy / procedure
- Add **Train Derailment**
- Change **Aircraft Emergency** to **Aircraft**
 - Discuss these items with ECC for compliance within their system.
- **Alarm/Fire LVL 1 & 2**
 - Change to **Fire Alarm**
- **Assist Police / Assist Public**
 - Delete and use **Fire Other - FOTHER**
- Delete **Explosive Investigation (only in SOP)**
- Grass Fire –
 - Add **Grass Fire LVL 1, 2, 3** – match with County
 - Most will be Lvl 3 – fire apparatus
- Delete **Grass Fire Grant Township (only in SOP)**
- HazMat –
 - Delete **Hazardous Materials LVL 3** - descriptions fall into all other call natures i.e. co, odor, etc.
 - Delete **Hazardous Materials LVL 1 & 2**
 - Add **Hazardous Materials** – possibly flagging all Tier 2 facilities for a higher response
 - Add **HazMat County vs. City**
- Change **Water / Ice Rescue**
 - **Water**– TBD with Critical Tasking
 - **Ice** – TBD with Critical Tasking
- Delete **Helicopter Standby**
- Delete **Industrial Accident** (Traumatic injury used for medical add Rescue if needed)

Call Natures Misc. Notes

- **Mass Casualty Incident** concept – Active vs. Finite Incident. Ambiguous
 - Active Shooter, Train Derailment, etc.
 - MARC Plan – example – specifically EMS risk
 - Parking lot item – Mass Casualty
- **MVA – *Flag 170 for blocking vehicle***
 - City vs. County Responses / Deployment
 - Considerations: multiple vehicles, higher speeds / highways
 - Blocking vehicle – flagged at a mile marker or a highway location
 - Tony: might not be addressed until later in the call taker ?s
- **Structure Fire**
 - LVLs vs. Details
 - Residential / Commercial / High-Rise
 - Fire Load, Occupancy Type, Sprinklers
 - Confirmed vs unconfirmed response
 - 1 Strategy – NFPA 1710 Call Types
 - Protection Systems
 - Eliminate Grant Township – auto mutual aid possible
- Fire Investigation – Change from LVL 3 to **Fire Investigation?**
- Building Collapse vs. Mass Casualty

CRITICAL TASKING – minimum amount of resources we send.

Aircraft Emergency (13)

- Command (2)
- Safety (1)
- Fire Attack (2)
- Water Supply (1)
- Pumping (1)
- Medical / Transport (2)
- Rescue (2)
- Search (2)

Fire Alarm (3)

- Command (1)
- Investigate (2)

Arcing Line (Elevated) (3)

- Command (1)
- Investigate / Mitigate (2)

Building Collapse (21)

- Command (2)
- Safety (1)
- Stabilization (4)
- Fire Attack (2)
- Water Supply (1)
- Pumping (1)
- Medical / Transport (2)
- Rescue (4)
- Search (4)

Car Fire (4)

- Command (1)

- Fire Attack (2)
- Pumping (1)

CO Alarm (3)

- Command (1)
- Investigate / Mitigate (2)

CO with Sickness (5)

- Command (1)
- Investigate / Mitigate (2)
- Medical / Transport (2)

Confined Space (18)

- Command (2)
- Safety (1)
- Air Supply (1)
- Air Monitoring / Research (1)
- Ventilation (1)
- Medical / Transport (2)
- Rigging (2)
- Rescue (4)
- Search (4)

Dumpster Fire (4)

- Command (1)
- Fire Attack (2)
- Pumping (1)

Elevator Rescue (3)

- Command (1)
- Rescue (2)

Fire Standby (4)

- Command (1)
- Hazard Mitigation (3)

Fire Other (3)

- Command (1)
- Investigate / Mitigate (2)

Fuel Spill (3)

- Command (1)
- Investigate / Mitigate (2)

Gas Leak (5)

- Command (1)
- Investigate / Mitigate (4)

Gas Odor (3)

- Command (1)
- Investigate / Mitigate (2)

Grass Fire LVL 3 (4)

- Command (1)

- Fire Attack (2)
- Pumping (1)

Grass Fire LVL 2 (8)

- Command (1)
- Fire Attack (6)
- Water Supply (1)

Grass Fire LVL 1 (11)

- Command (1)
- Fire Attack (8)
- Water Supply (2)

Hazardous Materials (City) (16)

- Command (2)
- Safety (1)
- Investigate / Research (1)
- Monitor (2)
- Mitigation (4)
- Decon (4)
- Medical (2)

Hazardous Materials (County) (9)

- Investigate / Research (1)
- Monitor (2)
- Mitigation (4)
- Medical (2)

Train Derailment (City) (16)

- Command (2)
- Safety (1)
- Investigate / Research (1)
- Monitor (2)
- Mitigation (4)
- Decon (4)
- Medical (2)
- Extrication (3)

Train Derailment (County) (9)

- Investigate / Research (1)
- Monitor (2)
- Mitigation (4)
- Medical (2)
- Extrication (3)

High-Angle Rescue (14)

- Command (2)
- Safety (2)
- Medical (2)
- Rigging (4)
- Rescue (4)

MVA Lvl 3 (2)

- Command (1)

- Medical / Transport (1)

MVA Lvl 2 (5)

- Command (1)
- Medical / Transport (2)
- Mitigate Hazards / Stabilization (2)

MVA Lvl 1 (11)

- Command (1)
- Safety (1)
- Medical (4)
- Extrication (3)
- Mitigate Hazards / Stabilization (2)

Odor (3)

- Command (1)
- Investigate / Mitigate (2)

Power Line Down (3)

- Command (1)
- Investigate / Mitigate (2)

Semi Fire (7)

- Command (1)
- Fire Attack (4)
- Pumping (1)
- Water Supply (1)

Trench Rescue (16)

- Command (2)
- Safety (2)
- Medical (2)
- Shoring (6)
- Rescue (4)

Ice Rescue (14)

- Command (2)
- Safety (2)
- Rescue (8)
- Medical (2)

Water Rescue (16)

- Command (2)
- Safety (4)
- Rescue (8)
- Medical (2)

This program ensures the efficient operation and management of LDCFM by providing essential administrative and organizational support.

The Fire Medical Department is funded through a service agreement between the City of Lawrence and Douglas County. The current contract is split 64/36 between the City/County.



Fire Medical Administrative Support

Phoenix logo indicates current service level provided by City

1

No station tours/truck visits

No CPR classes

No public education

No social media presence

No information release statements

No recruitment

No risk reduction initiatives

2

Station tours/truck visits minimally available

CPR classes minimally available

Minimal public education

Minimal social media presence

Minimal information release statements

Minimal recruitment activities

Minimal risk reduction initiatives



4

Station tours/truck visits moderately available

CPR classes moderately available

Moderate public education-focused staff

Moderate social media presence

Moderate information release statements

Moderate recruitment activities

Moderate risk reduction initiatives

5

Station tours/truck visits regularly available

Certified CPR instructor available

Public Education-focused staff

Regular social media presence

Information release statements available

Full-time recruitment team

Risk reduction-focused staff

Fire Medical Community Education & Interaction

Phoenix logo indicates current service level provided by City

1

Mix of Basic and Advanced Life Support ambulances

Non-compliance with CFAI Accreditation regarding response capabilities to EMS related incidents.

<20% cardiac arrest patients regaining pulse

Minimal Medical Director involvement

25-40% of firefighters are paramedics

<50% of city within 4 minute drive time from an LDCFM station

2

All ambulances are ALS, frontline apparatus mixed between BLS/ALS

Non-compliance with CFAI Accreditation regarding response capabilities to EMS related incidents.

20-25% cardiac arrest patients regaining pulse (slightly below national average)

Limited Medical Director involvement

25-40% of firefighters are paramedics

50-70% of city within 4 minute drive time from an LDCFM station

3

All ambulances and frontline fire apparatus provide ALS service at all times

Compliance with CFAI Accreditation regarding response capabilities to EMS related incidents.

25-30% of cardiac arrest patients regaining pulse

Part-time Medical Director

25-40% of firefighters are paramedics

70-80% of city within 4 minute drive time from an LDCFM station



5

All frontline fire apparatus are Advanced Life Support (ALS), all ambulances staffed with ≥ ALS providers

Compliance with CFAI (Commission on Fire Accreditation International) Accreditation regarding response capabilities to EMS related incidents.

30-35% cardiac arrest patients regaining pulse

Half-time Medical Director

40-60% of firefighters are paramedics

80-90% of city area within 4 minute drive time from an LDCFM station

All ambulances and frontline fire apparatus have ≥ ALS providers at all times

Compliance with CFAI Accreditation regarding response capabilities to EMS related incidents.

>35% cardiac arrest patients regaining pulse

Full-time Medical Director

60-100% of firefighters are paramedics

>90% of city within 4 minute drive time from an LDCFM station

Fire Medical Emergency Medical Services (EMS)

Phoenix logo indicates current service level provided by City

1

No adopted codes locally with compliance of state codes

Life Safety Inspections conducted by in-service firefighters with no scheduling confirmation

In-service firefighters minimally trained to identify origin and cause of all fires and local law enforcement follow up on arson fires

Plan review limited to essential safety code compliance

Building and construction review completed within 30 business days

2

Reactive adopted codes and amendments complaint-driven

Certain occupancies completed by in-service firefighters with limited scheduling confirmation

In-service firefighters trained to serve as fire investigators identify origin and cause of all fires. Local law enforcement to conduct arson fire investigations

Plan review includes essential safety code compliance plus basic customer feedback

Building and construction review completed within 30 business days



Reactive with adopted codes and amendments

All occupancies completed by in-service firefighters or dedicated fire inspectors with limited scheduling confirmation

In-service firefighters certified to serve as fire investigators with the State Fire Marshal with legal authority to conduct arson fire investigations

Plan review covers comprehensive code compliance with basic fire prevention recommendations

Building and construction review completed within 15-30 business days

4

Proactive through adopted codes and amendments

Inspections conducted by dedicated fire inspectors for all occupancies

Full-time prevention-focused staff that conduct fire investigations as available and have legal authority to conduct arson fire investigations

Plan review includes full code compliance, tailored fire prevention guidance, and minor design feedback

Building and construction review completed within 15 business days

5

Proactive through adopted codes

Proactive inspections conducted by dedicated fire inspectors for all occupancies

Full-time staff certified to serve as fire investigators with the State Fire Marshal with legal authority to conduct arson fire investigations.

Full code compliance, advanced fire prevention recommendations, and proactive consultation with the design team for risk reduction. Supported by full-time, dedicated staff focused exclusively on Plan Review.

Building and construction review completed within 10 business days

Fire Medical Fire Prevention & Investigations

Phoenix logo indicates current service level provided by City

1

<50% of city within 4 minute drive time from an LDCFM station

No firefighter skills verification

<60% of fires contained to room of origin

Fire trucks staffed with 3 firefighters, not meeting NFPA 1710

Two or more fire trucks may be out of service due to available staffing

Non-compliance with CFAI Accreditation regarding response capabilities to fire related incidents

2

50-70% of city within 4 minute drive time from an LDCFM station

Occasional firefighter skills verification

60-80% of fires contained to room of origin

Fire trucks staffed with 4 or 3 firefighters depending on apparatus

1+ fire truck may be out of service due to available staffing

Non-compliance with CFAI Accreditation regarding response capabilities to fire related incidents



4

80-90% of city area within 4 minute drive time an LDCFM station

Regular firefighter skills verification

90-95% of fires contained to room of origin

Fire trucks staffed with 4 firefighters, meeting NFPA 1710

All fire trucks in service 24/7/365

Compliance with CFAI Accreditation regarding response capabilities to fire related incidents

5

>90% of city within 4 minute drive time from an LDCFM station

Routine firefighter skills verification

>95% of fires contained to room of origin

Fire trucks staffed with 4 firefighters, meeting NFPA 1710

All fire trucks in service 24/7/365

Compliance with CFAI Accreditation regarding response capabilities to fire related incidents

70-80% of city within 4 minute drive time from an LDCFM station

Intermittent firefighter skills verification

80-90% of fires contained to room of origin

Fire trucks staffed with 4 firefighters, meeting NFPA 1710

1+ fire truck may be out of service due to available staffing

Compliance with CFAI (Commission on Fire Accreditation International) Accreditation regarding response capabilities to fire related incidents

Fire Medical Fire Suppression

Phoenix logo indicates current service level provided by City

1

Limited repairs and maintenance on LDCFM facilities

Limited ability to perform maintenance and repairs for LDCFM vehicles

Limited maintenance for tools and equipment.

All pieces of PPE may exceed the 10-year NFPA guideline (firefighters should retire protective gear 10 years after date of manufacture)

LDCFM stations have limited operating supplies available. Frequent stocking outages

2

Basic repairs and maintenance on LDCFM facilities

Limited ability to perform maintenance and repairs for LDCFM vehicles

Some maintenance for tools and equipment.

Many pieces of PPE may exceed the 10-year NFPA guideline (firefighters should retire protective gear 10 years after date of manufacture)

LDCFM stations have limited operating supplies available



4

Basic repairs and maintenance on LDCFM facilities

Basic capability to perform maintenance and repairs for LDCFM vehicles

Comprehensive maintenance program for tools and equipment.

All PPE is in compliance with the 10-year NFPA guideline (firefighters should retire protective gear 10 years after date of manufacture)

LDCFM stations are well-equipped with operating supplies

5

Sufficient repairs and maintenance on LDCFM facilities

Sufficient capability to perform maintenance and repairs for LDCFM vehicles

Comprehensive maintenance program for tools and equipment.

All PPE is in compliance with the 10-year NFPA guideline (firefighters should retire protective gear 10 years after date of manufacture)

LDCFM stations are well-equipped with operating supplies

1

Dependency on other agencies; no internal special operations capability

<50% of city within 4 minute drive time from an LDCFM station

No special operations skills verification

Non-compliance with CFAI Accreditation regarding response capabilities to special operations incidents.

2

Awareness-level capability to mitigate threat from outside the hazard area; no specialized apparatus.

Strong dependency on other agencies.

50-70% of city within 4 minute drive time from an LDCFM station

Occasional special operations skills verification

Non-compliance with CFAI Accreditation regarding response capabilities to special operations incidents.



Technician-level capability to mitigate simple threat from inside the hazard area.

Minimal dependence on other agencies.

70-80% of city within 4 minute drive time from an LDCFM station

Intermittent special operations skills verification

Compliance with CFAI (Commission on Fire Accreditation International) Accreditation regarding response capabilities to special operations incidents.

4

Specialist-level capacity to mitigate complex threat from inside hazard area.

No dependency on other agencies.

80-90% of city area within 4 minute drive time an LDCFM station

Regular special operations skills verification

Compliance with CFAI Accreditation regarding response capabilities to special operations incidents.

5

Specialist-level capacity to mitigate complex threat from inside hazard area. Specialized apparatus with dedicated staffing.

No dependency on other agencies.

>90% of city within 4 minute drive time from an LDCFM station

Routine special operations skills verification

Compliance with CFAI Accreditation regarding response capabilities to special operations incidents.

Fire Medical Special Operations

Phoenix logo indicates current service level provided by City

1

No standardized training

No Specialty Training
Offered (ex. Autism,
Health/Wellness,
Technical Rescue, etc.)

Occasional Live Fire
Training

Training hours provided
does not meet EMS
certification
requirements for
EMT/AEMT/Paramedic

No collaboration with
regional departments

Percent of firefighters
meeting/exceeding 216
hours of training: <50%

2

Minimal standardized
training

Minimal Specialty
Training Offered (ex.
Autism,
Health/Wellness,
Technical Rescue, etc.)

Occasional Live Fire
Training

Training hours provided
does not meet EMS
certification
requirements for
EMT/AEMT/Paramedic

Minimal collaboration
with regional
departments

Percent of firefighters
meeting/exceeding 216
hours of training: 50-75%



**Monthly standardized
training**

**Minimal Specialty
Training Offered (ex.
Autism,
Health/Wellness,
Technical Rescue, etc.)**

Regular Live Fire Training

**Training hours provided
to meet EMS certification
requirements for
EMT/AEMT**

**Occasional collaboration
with regional
departments**

**Percent of firefighters
meeting/exceeding 216
hours of training: 75-85%**

4

Monthly standardized
training

Some Specialty Training
Offered (ex. Autism,
Health/Wellness,
Technical Rescue, etc.)

Regular Live Fire
Training

Training hours provided
to meet EMS certification
requirements for
EMT/AEMT/Paramedics

Frequent collaboration
with regional
departments

Percent of firefighters
meeting/exceeding 216
hours of training: 85-95%

5

Bi-Monthly standardized
training

Frequent Specialty
Training Offered (ex.
Autism,
Health/Wellness,
Technical Rescue, etc.)

Regular Live Fire
Training

Training hours provided
to meet EMS certification
requirements for
EMT/AEMT/Paramedics

Frequent collaboration
with regional
departments

Percent of firefighters
meeting/exceeding 216
hours of training: >95%

Tyler Wade

From: McKenzie Ezell
Sent: Friday, April 12, 2024 4:47 PM
To: Tyler Wade; Kristen Efurd; Matt Bahnmaier; Alex Wolfe; Crosbi Schmidt
Subject: FP&S Grant Submitted!!

All,

We have submitted the FP&S grant application (as of a few hours ago, but I'm just now getting around to sending this out to you all).

Fire prevention and safety

Activity – Project	Number of items	Total cost
Code Enforcement/Awareness-Support for Conducting Inspections or Pre-Planning Full-Time Fire Code Inspector	3 (Salary, Benefits, & Equipment)	\$484,400.00
Community Risk Reduction-Public Education Public Education Specialist / Community Risk Reduction Specialist	2 (Salary & Benefits)	\$89,006.00
Fire & Arson Investigation-Fire & Arson Investigation Personnel Full-Time Arson Investigator	3 (Salary, Benefits, & Equipment)	\$484,400.00
Total	8	\$1,057,806.00

Great work from everyone on the input, idea creation, and flexibility required to complete this submission.

Again, in the future we are going to try to have more clear direction and intent outlined early on, but this was a great example of how things change all of the time (even with new ideas around NFPA standards).

Have a great weekend!

McKenzi Ezell, CPM

Fire Medical Data Analyst

1911 Stewart Ave., Lawrence, KS 66046

Office (785) 830-7010 | Fax (785) 830-7090

From Ashes to Immortality



Item 581 – Credit for Training (9 points)

Training	Earned Credit	Credit Available
A. Facilities, and Use For maximum credit, each firefighter should receive 18 hours per year in structure fire related subjects as outlined in NFPA 1001.	35.00	35
B. Company Training For maximum credit, each firefighter should receive 16 hours per month in structure fire related subjects as outlined in NFPA 1001.	25.00	25
C. Classes for Officers For maximum credit, each officer should be certified in accordance with the general criteria of NFPA 1021. Additionally, each officer should receive 12 hours of continuing education on or off site.	12.00	12
D. New Driver and Operator Training For maximum credit, each new driver and operator should receive 60 hours of driver/operator training per year in accordance with NFPA 1002 and NFPA 1451.	5.00	5
E. Existing Driver and Operator Training For maximum credit, each existing driver and operator should receive 12 hours of driver/operator training per year in accordance with NFPA 1002 and NFPA 1451.	5.00	5
F. Training on Hazardous Materials For maximum credit, each firefighter should receive 6 hours of training for incidents involving hazardous materials in accordance with NFPA 472.	1.00	1
G. Recruit Training For maximum credit, each firefighter should receive 240 hours of structure fire related training in accordance with NFPA 1001 within the first year of employment or tenure.	5.00	5
H. Pre-Fire Planning Inspections For maximum credit, pre-fire planning inspections of each commercial, industrial, institutional, and other similar type building (all buildings except 1-4 family dwellings) should be made annually by company members. Records of inspections should include up-to date notes and sketches.	12.00	12

Item 580 “Credit for Training (CT)” = 9.00 points

Verification

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

Signature of Agency Head

Title

Date



Program Name: Technical Rescue Program

Program Manager(s) / Author(s): Division Chief Justin Temple and Battalion Chief Zane Morgan

Appraisal Year: 2024

Category / Criterion: Category 5, Criterion 5G

Performance Indicator: CC 5G.2 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program and to measure its performance towards meeting the agency's goals and objectives.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations:

- It is recommended that the agency develop formal training and documentation for the training of trench, confined space and water rescue. (CC 5G.1)

Progress Made on Recommendations:

The department is actively working on this recommendation. Refer to the department's 2025 Agency Annual Compliance Report (ACR) for more information on work completed toward this recommendation.

PROGRAM DESCRIPTION

Program Purpose / Description:

The department 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.

Program Staffing & Resources:

The department's Technical Rescue response continues to be deployed from Station 5. Normal daily operational staffing of nine employees supports the following apparatus: Medic 5 (2), Engine 5 (4), and Ladder 5 (3). Additional resources that support the Technical Rescue response include (1) hard bottom boat "Connector," (1) hard bottom boat "Gator Tail," (2) inflatable boats, and the KS Task Force 2 enclosed trailer.

PROGRAM GOALS & OBJECTIVES

Significant Achievements:

- The department continued to identify available training to utilize the FEMA's Assistance to Firefighters Grant (AFG) of \$174,800.
- The department was able to support nine spots in the CMC Rope Rescue class held in Kansas City, MO.
- The department purchased a 12.5 ft. INMAR inflatable with 20 hp. Honda engine.



Previous Year's Goals and Progress:

Goal	Strategic Alignment	Progress
Swift Water Training	Engaged and Empowered Teams Efficient and Effective Processes	In 2024 Company Level Training continued while utilizing the KS River and Clinton Lake as the primary sites. Even with the AFG grant, a difficult 2024 budget cycle created challenges in scheduling and supporting outside training and its potential overtime expense impact. Swiftwater Rescue Technician Training at the Flood Rescue Academy Training Facility, Georgetown, TX, had to be cancelled due to the facility closing after losing its funding. This impacted 36 members who had been scheduled to attend.
CMC Rope Rescue Training Class	Engaged and Empowered Teams Efficient and Effective Processes	The department was able to support nine spots in the CMC Rope Rescue class held in Kansas City, MO.
Create a technical rescue training track in Vector Training.	Engaged and Empowered Teams Efficient and Effective Processes	With the help of the Training Division, NFPA 1006 Technical Rescue Training can now be logged in Vector Training.

Current Year's Goals:

Goal	Strategic Alignment	Progress
------	---------------------	----------



Swift Water training	Engaged and Empowered Teams Efficient and Effective Processes	The department will continue to identify potential options for outside training that would utilize the AFG grant prior to its expiration in August 2025. If training is identified that is outside the August deadline, the department will work with our grant representative on any extension opportunities.
Create a Technical Rescue Task Book	Engaged and Empowered Teams Efficient and Effective Processes	The Technical Rescue Task Book will mirror objectives identified by the KS Search and Rescue Division of the KS Fire Marshalls Office. This will assist in guiding, tracking, and support future training support needs. It will also serve as supporting documentation for those individuals who may become rostered with KS TF1 and KS TF2.

Benefit of these Goals:

The AFG grant provided an opportunity for the department to support members in attaining certified training in the area of Swiftwater and Floodwater training. Water Rescue responses continue to be one of the most frequent technical rescue responses by the department. There will continue to be responses for water rescue as the primary agency or through mutual aide requests from our Douglas County Fire Department partners.

With the ability to now track individual NFPA 1006 Technical Rescue training in our Vector Training RMS, the Technical Rescue Task Book will assist in guiding, and track those competencies of the specific technical rescuer positions. The task book should mirror those needed competencies that have already been identified by the KS Search and Rescue Division of the KS Fire Marshalls Office. This will help the department to identify and possibly prioritize future training needs and budgetary costs. This task book will also serve as training verification for those supported department members that may be rostered for the KS TF1 and KS TF2 teams.

PROGRAM IMPACT / OUTCOMES

Is this program meeting the department's priorities:

Yes. Technical Rescue will always be a "high-risk, low volume" call nature. Training plays a crucial role in the safety and outcomes of those responses. The department will continue to



respond to all technical rescue call types and will continue to be looked to as the “subject matter specialists”. There are opportunities for broader conversations with Douglas County and what our responses into the county look like. Those responses into the county obviously have a budgetary impact, on an already tight budget.

Program Impact:

Having trained and competent rescuers will have an obvious impact on scene safety and potential positive outcomes for those needing rescue.

The program will continue to rely on funding in an already stressed budget.

Potential for opening up additional conversations with Douglas County related to Technical Rescue needs and impacts.

Significant Incidents or Events:

- The department continued to identify available training to utilize the FEMA's Assistance to Firefighters Grant (AFG) of \$174,800.
- The department was able to support nine spots in the CMC Rope Rescue class held in Kansas City, MO.
- The department purchased a 12.5 ft. INMAR inflatable with 20 hp. Honda engine.

*****NEED TO LOOK AT CALL DATA*****

PROGRAM SELF-ASSESSMENT

Program Strengths:

There is a significant history of the departments Technical Rescue preparedness and response. The department continues to have dedicated individuals assigned to station 5 that train at the company level on new and current equipment. The AFG grant will help in training a large number of members in the area of Swiftwater and Floodwater responses. Rope rescue continues to be a foundational skill set for all technical rescue disciplines. With Nine new members obtaining Rope I & II through CMC this past year, that foundation has only gotten stronger.

Program Weaknesses:

The departments technical rescue needs have always relied on grant opportunities and sharing a budgetary line with fire equipment. Difficult budgetary conversations, an understanding of budgetary impacts of safety and outcomes need to happen. There may be a need to familiarize Douglas County with the departments role in responding into the county for technical rescue needs.

Program Opportunities:

Continue to work within the departments budget to support identified training opportunities and needs.



LAWRENCE-DOUGLAS COUNTY
FIRE MEDICAL

Opportunities to have constructive conversations with Douglas County and the departments that would require our assistance in technical rescue.

Concentrate on initial scene stabilization that helps support a possible tiered response in the future.

COMMON ENTRIES

Shortcuts to My Assignments, Self-Assign, or Record Completions.

<u>Activity</u>	<u>For You</u>	<u>For Crew</u>
Daily Physical Fitness		
Daily SCBA Checkout		
Daily Vehicle Maint. / Inspection		
Weekly/Monthly Maintenance		
Fire Officer I & II Company Meeting		
Individual Blue Card Training		
Department Blue Card Training		
Company Training		
Driver / Operator Training		
Fire Officer Training		
Facilities Training		
FSRI Fire Safety Academy Courses		
Non-EMS Hazmat Training		
Technical Rescue Training		
SOP Review (general)		



**Lawrence-Douglas County Fire Medical
New Firefighter Study Guide**

August 2024 Edition

Introduction

This Study Guide contains the reference material for the New Firefighter Development Program. New Firefighters are expected to begin studying this material immediately after graduation from the Recruit Academy. Successful completion of the New Firefighter Development Program is required to be released from Probationary status.

The New Firefighter Development Program is divided into two Phases. Phase 1 is months 1 – 3 after graduation. Phase 2 covers months 4 - 5 after graduation. To successfully complete each Phase, the Probationary Firefighter must demonstrate their knowledge, skills, and abilities in several domains as part of a formal assessment.

Each of the two formal assessments will consist of:

- A written test over department SOPs
- A test over major city roads
- A test of their ability to locate / use equipment on their apparatus
- Successful completion of five Firefighter Skills Sheets

This Study Guide includes all information and skills that will be covered in the formal assessments.

The tests over SOPs, city/county roads, and apparatus equipment will cover the same body of knowledge in both the Phase 1 and Phase 2 Assessments. Therefore, there is only one section of the Study Guide for each of these tests. The specific questions asked in each Assessment may be different and passing the Phase 2 Assessment requires a higher score.

By contrast, the Phase 1 Assessment will cover different Skills Sheets than the Phase 2 Assessment, with the Phase 2 Skills Sheets covering more complex tasks. Therefore, this Study Guide has two sections of Skills Sheets, one for each Phase. The Station Officer will select, at their discretion, five Skills Sheets from the appropriate section to use in each Assessment,

Table of Contents

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Equipment Test	7
Phase 1 Skills Sheets	9
Phase 2 Skills Sheets	20

Department SOP Test

SOP Test Instructions

Study the following SOPs. Your test will be administered via Vector Solutions, which has a 50-question test bank, based on the SOPs below. Every time this test is generated, a different set of 25 questions will be randomly drawn from the test bank.

You are NOT allowed to refer to the SOPs while taking the test.

These questions are intended to ensure you have a functional understanding of how these SOPs apply to you as a new Firefighter. The answers should be obvious, if you are familiar with these SOPs. We are not trying to play “gotcha” by asking you questions about obscure details.

You must pass Department SOP tests during both your Phase 1 Assessment and Phase 2 Assessment. Both tests will be over the same SOPs and drawn from the same 50-question test bank. You must score 80% or higher to pass the Phase 1 Assessment and 90% or higher to pass the Phase 2 Assessment.

After passing each test, print out the completion certificate from Vector Solutions and attach it to your Task Book, behind the relevant Assessment page.

SOPs to Review:

SOP #	Title
104.10	Member Rules of Conduct
104.51	Compensation and Deductions
108.11	Responder Employee Assistance Program
109.33	Mandatory Overtime Staffing
110.10	Personnel Trade Guidelines
201.50	Blue Card
206.10	Self-Contained Breathing Apparatus (SCBA) Personal Alert Safety System (PASS)
206.11	Rule of Air Management
206.30	Mayday Lost Trapped Missing Firefighter
206.40	Cancer Reduction Program
207.20	Incident Tactical Objectives
210.32	High Rise
210.41	Carbon Monoxide (CO) Incidents
210.43	Hydrogen Cyanide (HCN)
402.40	Structural PPE Cleaning
501.10	Injury and Exposure Reporting
604.12	Paramedic Education

City Road Test

Road Test Instructions:

Familiarize yourself with the major roads in the city, based on the map on the following page.

The test will require you to write the name of every labelled road on a blank version of this map. You will also have to write the hundred-blocks for the north/south roads.

You will take the same test in both your Phase 1 Assessment and Phase 2 Assessment.

You must correctly label 32 of the 40 items on the map ($\geq 80\%$) to pass the Phase 1 Assessment.

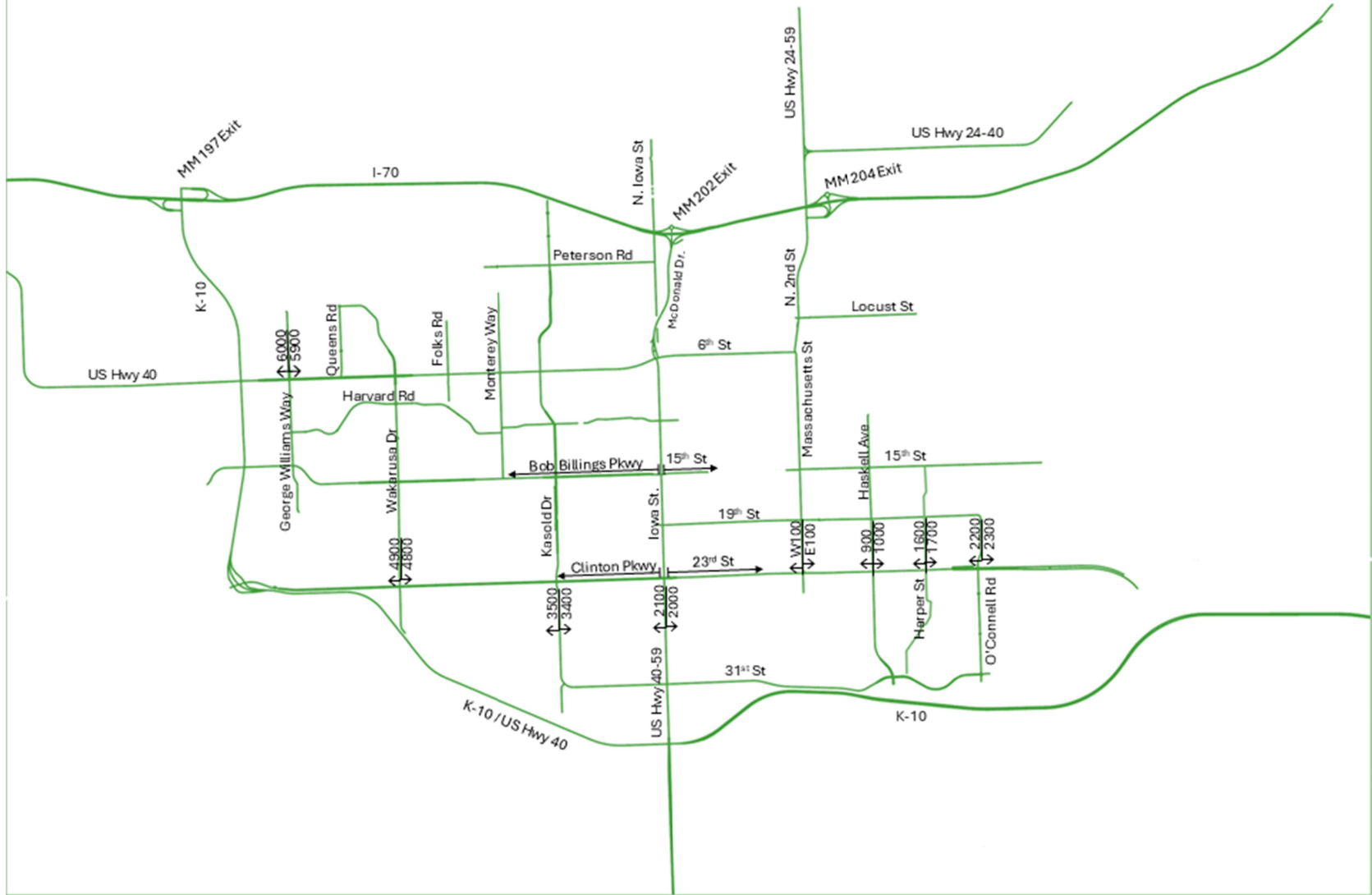
You must correctly label 36 of the 40 items on the map ($\geq 90\%$) to pass the Phase 2 Assessment.

The purpose is to show continued growth through the New Firefighter Development Program.

You must complete the test in a single sitting, without consulting reference materials. Your Station Officer will administer this test and grade the results.

After your Station Officer scores your test, place it in your New Firefighter Task Book, behind the relevant Assessment page. Be sure to include all attempts, whether passed or failed.

New Firefighter Road Test: Answer Key



New Firefighter Road Test – Score Sheet

Candidate: _____ Date: _____
print

Station Officer: _____ Score: _____ / 40
print *# correct*

Assessment: ☐ Phase 1 80% (32) or better to pass ☐ Phase 2 90% (36) or better to pass
(check one)

Candidate ☐ **DID** / ☐ **DID NOT** pass the Road Test on this attempt

Candidate Signature

Officer Signature

Candidate Instructions:

Print off this page and the blank test map (next page). Correctly apply the labels below to the map. You may consult this score sheet to remind you of what labels need to be applied. Leave the check boxes blank, they are for use by your Station Officer in scoring your test. Place the completed test in your New Firefighter Task Book.

Station Officer Instructions:

Compare the candidate's answers to the labelled map from the New Firefighter Study Guide. Place a check next to the box below for every item the candidate labelled correctly. Tally their score and sign the score sheet. Ensure the candidate places the completed test in their Task Book.

Street Names

- | | | | |
|--|---|--|--|
| ☐ 6 th St. | ☐ US Hwy 24-40 | ☐ Wakarusa Dr | ☐ Queens Rd |
| ☐ 15 th St. | ☐ I-70 MM 197 Exit | ☐ Kasold Dr | ☐ Folks Rd |
| ☐ 19 th St. | ☐ I-70 MM 202 Exit | ☐ Massachusetts St | ☐ George Williams Way |
| ☐ 23 rd St. | ☐ I-70 MM 204 Exit | ☐ Haskell Ave | ☐ Monterey Way |
| ☐ 31 st St. | ☐ US Hwy 40-59 | ☐ Clinton Pkwy | ☐ N. Iowa St |
| ☐ N. 2 nd St | ☐ K-10 / US Hwy 40 | ☐ Bob Billings Pkwy | ☐ Harper St |
| ☐ I-70 | ☐ McDonald Dr | ☐ O'Connell Rd | ☐ Peterson Rd |
| ☐ US Hwy 24-59 | ☐ Iowa St. | ☐ Harvard Rd | ☐ Locust St |

Hundred blocks

- | | | | |
|------------------------------------|--------------------------------------|--|--|
| ☐ Iowa St | ☐ Wakarusa Dr | ☐ O'Connell Rd. | ☐ Massachusetts St |
| ☐ Kasold Dr | ☐ Haskell Ave | ☐ Harper St | ☐ George Williams Way |

New Firefighter Road Test

9

Candidate: _____

Station Officer: _____

Equipment Test

Equipment Test Instructions:

As part of your New Firefighter Development Program, familiarize yourself with the items and tasks listed below, as well as any special purpose equipment that may be assigned to your apparatus / station. You are expected to be able to locate these items and perform these skills without hesitation by the time your Probationary period is complete.

You will be tested on your ability to locate / use these items during your Phase 1 and Phase 2 Assessments. In each case, your Station Officer will select 20 of the items from the list below for you to locate / perform. The Station Officer may ask for different items at each Assessment. You must succeed at 80% of the items to pass the Phase 1 Assessment, and 90% of the items to pass the Phase 2 Assessment.

You must complete the test in a single sitting, without consulting reference materials. Your Station Officer will administer this test and grade the results.

After your Station Officer scores your test, place it in your New Firefighter Task Book, behind the relevant Assessment page. Be sure to include all attempts, whether passed or failed.

Know the Location of These Items:

#	Item	#	Item	#	Item	#	Item
1	Gas monitor	8	Attic Ladder	15	Sledgehammer	22	Partner (Rotary) Saw
2	Water Can	9	Elevator Keys	16	LDH Spanner Wrench	23	CO2 Extinguisher
3	FDC bag	10	Pak Tracker	17	Bolt Cutter	24	Rex (Officer) Tool
4	RIT Pack	11	High Rise Kit	18	Hazmat Cockpit Kit	25	Gound Monitor / RDM
5	K-Tool	12	Search Rope	19	Landing Zone lights	26	Storz > 5" hydrant adapter
6	PPV Fan	13	Trash Hook	20	Throw rope bag	27	Long Roof Hook / Pike Pole
7	Chainsaw	14	Ladder Belts	21	Knox Box Key	28	Emergency Response Guide (ERG)

Know How to Perform These Tasks:

#	Task	#	Task	#	Task
29	Start Chainsaw	34	Remove Knox Key from holder	39	Build a high-rise pack with 50' of 2.5"
30	Start Rotary Saw	35	Use FDC Key to open FDC	40	Switch aerial from rescue to defensive mode
31	Set up RDM	36	Set up PPV fan & turn it on	41	Turn on TIC, switch between each mode
32	Refill water can	37	Turn on & use Pak Tracker	42	Extend a 1.75" line off a 2.5" line
33	Change TIC battery	38	Correctly use a throw bag	43	Fresh-air calibrate the gas monitor

New Firefighter Equipment Test – Score Sheet

Candidate: _____
print

Date: _____

Station Officer: _____
print

Score: _____ / 20
correct

Assessment: ☐ Phase 1 80% (16) or better to pass
(check one)

☐ Phase 2 90% (18) or better to pass

Candidate ☐ **DID** / ☐ **DID NOT** pass the Equipment Test on this attempt

Candidate Signature

Officer Signature

Candidate Instructions:

Study the list of equipment & tasks on page 8 of this Study Guide. When you are ready, make a copy of this score sheet and ask your Officer to administer the test. Place this score sheet in your New Firefighter Task Book.

Station Officer Instructions:

Select 14 items and 6 tasks from the list* on page 8 of this Study Guide. Write the # and description on the spaces below. Ask the candidate to do these elements, one at a time. The candidate must locate each item / perform each task quickly and correctly on the first attempt, without assistance. Place a check in the pass box next to each element performed successfully. Tally their score and sign this form.

	List #	Equipment To Locate	Pass	Fail
Equipment			☐	☐
			☐	☐
			☐	☐
			☐	☐
			☐	☐
			☐	☐
			☐	☐

	List #	Equipment To Locate	Pass	Fail
			☐	☐
			☐	☐
			☐	☐
			☐	☐
			☐	☐
			☐	☐

	List #	Task to Perform	Pass	Fail
Tasks			☐	☐
			☐	☐
			☐	☐

	List #	Task to Perform	Pass	Fail
			☐	☐
			☐	☐
			☐	☐

* You may replace elements from the generic list with equipment/tasks specific to your station / apparatus.



PHASE 1 SKILLS SHEETS



LDCFM New Firefighter – Phase 1 Assessment Ropes & Knots

Skills Sheet # 1

Reference(s): NFPA 1001, 2019 Ed., Ch. 4, Job Performance Requirements 4.1.2, 4.3.20
IFSTA, Essentials of Fire Fighting, 7th Edition, @ 2018, Pages 299-311.

Equipment Required:

- ½" rescue rope or utility rope (at least 25 ft. long)
- Rescue webbing
- Chainsaw or rotary saw
- A 50' section of 2.5" hose
- A pike pole or axe

Evaluator's Instructions to Candidate

For this skills sheet, you will be required to demonstrate proficiency with basic fire service rope & knot skills. You will tie 6 knots and prepare 2 objects for hoisting with a rope. You should be able to tie these knots with your gloves on. You must complete all tasks correctly within 15 minutes to pass.

Evaluated Skill Items

	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Tie a clove hitch around an object	☐	☐	☐	☐
2. Tie a figure-8 knot	☐	☐	☐	☐
3. Tie a figure-8 on a bight	☐	☐	☐	☐
4. Tie a handcuff knot	☐	☐	☐	☐
5. Tie a bowline knot	☐	☐	☐	☐
6. Tie a butterfly knot	☐	☐	☐	☐
7. Tie a dry line for hoisting (line folded over 4-5 feet, clove hitch, safety knot, half hitch)	☐	☐	☐	☐
8. Tie a chainsaw or rotary saw for hoisting (bowline or figure-8 follow-through with tag line)	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 1 Assessment Calling a MAYDAY

Skills Sheet # 2

Reference(s): NFPA 1001, 2019 Edition, Chapter 4, Job Performance Requirement 4.2.4
IFSTA, Essentials of Fire Fighting, 7th ed., ©2018, Pages 433-440, 467-469, 484; LDCFM SOP 206.30

Equipment Required: • Candidate's full PPE + SCBA • 2 Portable Radios
• Paper towel or similar object to obscure candidate's vision.

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to call a MAYDAY for yourself. For the purposes of this simulation, you are in your current riding assignment. Your crew was assigned fire attack, and you were on the 2nd floor of a single-family home, near the Bravo/Charlie corner, when you became separated. You are in heavy smoke, no heat. You are attempting to exit but cannot find a door or window out of the room you are in.

You will start this station on your hands & knees, in full PPE, breathing from your SCBA with your visibility obscured. When you are signaled to start, you must simulate that you have become separated from your crew in an IDLH atmosphere and call a MAYDAY. After making this transmission, conserve your air and do what you can to make it easier for rescue teams to find you. You must complete all tasks within 3 minutes to pass.

Evaluated Skill Items

	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Announces MAYDAY MAYDAY MAYDAY (repeated 3 times)	☐	☐	☐	☐
2. Reports Conditions	☐	☐	☐	☐
3. Reports Actions	☐	☐	☐	☐
4. Reports Needs	☐	☐	☐	☐
5. After MAYDAY acknowledged, reactivates PASS alarm	☐	☐	☐	☐
6. After MAYDAY acknowledged, assumes seated position along wall and conserves air.	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 1 Assessment Forcible Entry

Skills Sheet # 3

Reference(s): NFPA 1001, 2019 Edition, Chapter 4, Job Performance Requirement 4.3.4
IFSTA, Essentials of Fire Fighting, 7th ed., ©2018, Pgs 387-407, 415- 426

Equipment Required:

- Candidate's full PPE + SCBA
- Set of Irons (axe + halligan)
- Forcible entry door prop
- Mortise lock prop
- Rex (officer) tool
- Eye protection
- 2nd firefighter in full PPE to assist
- Ear protection

NOTE TO EVALUATOR: *It is strongly preferred to have the candidate demonstrate these skills on real props whenever possible. Simulation should be a last resort.*

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to use hand tools to access secured structures. You must observe all safety precautions and demonstrate proper use of these tools. You may be required to do this as an individual, or as part of a 2-person team. If you are working with a partner, they will ONLY do what you instruct them to do. They will not make suggestions or take any initiative, you are responsible for directing them, You must complete each forcible entry attempt within 1 minute to pass.

Evaluated Skill Items

	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Wore full PPE correctly, including gloves & eye protection	☐	☐	☐	☐
2. Checked to see if door was unlocked	☐	☐	☐	☐
3. Completes at least 1 of the following (Evaluator's choice):	☐	☐	☐	☐
a. 1-Person Forcible Entry with an INWARD swinging door				
b. 2-Person Forcible Entry with an INWARD swinging door				
4. Completes at least 1 of the following (Evaluator's choice):	☐	☐	☐	☐
a. 1-Person Forcible Entry with an OUTWARD swinging door				
b. 2-Person Forcible Entry with an OUTWARD swinging door				
5. Searches behind door, keeping foot outside structure	☐	☐	☐	☐
6. Re-closes door after completing search	☐	☐	☐	☐
7. Completes through-the-lock technique with a mortise (storefront) lock	☐	☐	☐	☐
<i>NOTE: may simulate removing head, but have candidate demonstrate the ability to operate mortise once lock is removed</i>				

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure): _____

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 1 Assessment Ground Ladders

Skills Sheet # 4

Reference(s): NFPA 1001, 2019 Edition, Ch. 4, Job Performance Requirement 4.3.6
IFSTA, Essentials of Fire Fighting, 7th ed., ©2018, Pgs 326-336, 347-359

Equipment Required:

- Candidate's full PPE
- 24' (or greater) extension ladder
- Roof hook ladder
- Durable exterior wall
- Attic ladder
- Interior room with high ceiling
- Durable pitched roof or roof prop

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to use ground ladders as an individual and/or as part of a 2-person team. This includes ladder selection, ladder carries, setting up and raising ladders, judging correct angles and height requirements, and assessing for hazards. For the purposes of evaluation, you must verbalize decisions that would ordinarily just be thoughts.

I will give you four scenarios. Each scenario should take you about 2 minutes to complete. You must carry the ladder from the start point to a location appropriate for each scenario. You may use any appropriate ladder carry, raise, and lower technique that is appropriate for the scenario. You are required to observe all safety precautions when moving & operating ladders. You must complete all tasks correctly to pass.

Evaluated Skill Items

	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Wore full PPE correctly	☐	☐	☐	☐
2. Scenario 1: Place a ladder to a 2nd story window for VEIS. (Extension ladder under sill, at 70° or shallower angle)	☐	☐	☐	☐
3. Scenario 2: Place a ladder to access the roof of a 1- or 2-story building (Extension ladder fully extended with at least 4-5 rungs above roof)	☐	☐	☐	☐
4. Scenario 3: Place a ladder to access the top of a pitched roof (Roof hook ladder with hooks extended over the ridgeline)	☐	☐	☐	☐
5. Scenario 4: Place a ladder to the ceiling / attic from inside the structure (Attic ladder carried inside and deployed)	☐	☐	☐	☐
6. Checked for hazards & overhead wires, placed ladder appropriately	☐	☐	☐	☐
7. Ladders set up safely, at correct angle	☐	☐	☐	☐
8. Ladders lowered and stowed safely.	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 1 Assessment Exterior Fire Attack

Skills Sheet # 5

Reference(s): NFPA 1001, 2019 Edition, Ch. 4, Job Performance Requirement 4.3.8
IFSTA, Essentials of Fire Fighting, 7th ed., ©2018, Pages 704-707, 731-734

Equipment Required:

- Candidate's full PPE + SCBA
- Fire Hydrant
- 1¾" attack line & nozzle
- 2½" fire hose
- Pumper Apparatus & Operator
- LDH supply line
- Deck gun / aerial master stream
- RDM / Ground Monitor

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to effectively apply water to a fire from the exterior. I will give you a series of scenarios and you must use the equipment on this apparatus to respond appropriately. The Engineer on the truck will give you water when requested but otherwise may not assist you. You must be in full PPE wearing your SCBA during the drill but do not have to be breathing from the SCBA.

Each scenario should take you about 2 minutes to complete. You must use the equipment appropriately and observe all applicable safety precautions. You must complete all tasks correctly to pass.

Evaluated Skill Items

	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Wore full PPE correctly, including gloves & SCBA	☐	☐	☐	☐
2. Scenario 1: Simulated strip mall fire (Deploy RDM or ground monitor, call for water, flow appropriately)	☐	☐	☐	☐
3. Scenario 2: Simulated defensive fire (Deploy deck gun / aerial master stream, call for water, flow appropriately)	☐	☐	☐	☐
4. Scenario 3: Simulated dumpster fire (Deploy bumper line, call for water, flow appropriately)	☐	☐	☐	☐
5. Scenario 4: Simulated attack from exterior (Deploy bumper line, call for water, flow into ceiling & windowsill while minimizing air entrainment)	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 1 Assessment Fire Extinguisher & Water Can Use

Skills Sheet
6

Reference(s): NFPA 1001, 2019 Edition, Chapter 4, JPR 4.3.16
IFSTA, Essentials of Fire Fighting, 7th ed, © 2019, Pages 266-268, 270-273

Equipment Required: • Water can • Air compressor
• Traffic cones arranged to simulate a fire

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to effectively use and refill a water can. You must also demonstrate understanding of the water can's limitations, and alternative extinguishers on the apparatus.

Each scenario should take you about 2 minutes to complete. You must use the equipment appropriately and observe all applicable safety precautions. You must complete all tasks correctly to pass.

Evaluated Skill Items

1st Attempt
Pass Fail 2nd Attempt
Pass Fail

"Pretend the traffic cones are a fire and use a water can to extinguish it"

1. Used water can appropriately to put out fire

☐	☐	☐	☐
--------------------------	--------------------------	--------------------------	--------------------------

"Restore the water can so it is ready to be used again."

2. Refilled water can with soap & water
3. Pressurized water can to appropriate pressure (green range)
4. Replaced water can on apparatus

☐	☐	☐	☐
☐	☐	☐	☐
☐	☐	☐	☐

"What types of fires would you NOT use a water can to extinguish, and what alternate types of extinguishers on the apparatus would you use?"

5. Correctly states would not use on flammable liquid or energized electrical fires.
6. Correctly states use of dry chem / CO2 extinguishers

☐	☐	☐	☐
☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 1 Assessment Horizontal Ventilation

Skills Sheet # 7

Reference(s): NFPA 1001, 2019 Edition, Chapter 4, Job Performance Requirement 4.3.11
IFSTA, Essentials of Fire Fighting, 7th edition, © 2018, Pages

Equipment Required:

- Candidate's full PPE + SCBA
- Fire apparatus
- PPV fan
- Extension Ladder
- LDCFM Drill Tower + window prop
- Pike pole, axe & halligan
- Felt paper & stapler
- Additional member to heel ladder

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to ventilate a structure, when requested by interior crews. For the purposes of this skills sheet, we will simulate that your company has been given the Outside Vent assignment. Your officer has ordered you to set the PPV fan at the front door so it is ready to be turned on, and then to throw a ladder to the ventilation window and stand by for their order to make a vent opening.

After making the vent opening, your officer will direct you to turn on the PPV fan to ventilate the structure.

For training purposes, we will simulate that your officer has determined the vent opening will be the window with the tar paper on the second floor. The tar paper simulates the glass of the window you must break. We will also simulate that the interior crew is requesting ventilation AFTER reporting a knock-down on the fire. You must wear full PPE at all times, and use safe techniques. You must perform all steps correctly in 10 minutes or less.

Evaluated Skill Items

	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Wore full PPE correctly, including gloves & SCBA	☐	☐	☐	☐
2. Carried PPV fan to front door, correctly deployed fan, did NOT turn it on	☐	☐	☐	☐
3. Carried ladder to 2 nd floor window, set it at correct angle / position	☐	☐	☐	☐
4. Climbed ladder to await ventilation order. Brought appropriate tools and observed all safety precautions (ladder heeled, locked into ladder, etc.)	☐	☐	☐	☐
5. When ordered, broke simulated window glass with appropriate technique (Test shot, fully cleared glass, removed sash if present)	☐	☐	☐	☐
6. Descended ladder, returned to front door and turned on PPV fan	☐	☐	☐	☐
7. Checked PPV fan pattern, confirm entire doorway covered	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



Connect to a Fire Hydrant

8

Reference(s): NFPA 1001, 2019 Edition, Chapter 4, Job Performance Requirement 4.3.15
IFSTA, Essentials of Fire Fighting, 7th edition, © 2019, Pages 587-597

Equipment Required: • Candidate's full PPE + SCBA • Fire apparatus + operator
• Fire hydrant • Hydrant kit

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to establish water supply to fire apparatus from a city hydrant. You will start the drill in the plug seat. When the drill starts, you will exit the cab, obtain all equipment needed for this task, and signal the apparatus to lay out supply line when you are ready. Connect the hydrant to the supply line as you would on a real incident. When directed by the apparatus driver, supply water from the hydrant to the apparatus. Once your assignment at the hydrant is completed, report to the Engineer.

Evaluated Skill Items	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Wore full PPE correctly, including gloves, SCBA, and seat belt	☐	☐	☐	☐
2. Kept seat belt on until apparatus came to a complete stop	☐	☐	☐	☐
3. Safely dismounted apparatus	☐	☐	☐	☐
4. Collected all needed equipment (hydrant bag, LDH, etc)	☐	☐	☐	☐
5. Wrapped hydrant appropriately using safe technique, with adequate LDH	☐	☐	☐	☐
6. LDH remained at hydrant, did not get pulled away	☐	☐	☐	☐
7. Flushed hydrant before connecting LDH	☐	☐	☐	☐
8. Did not turn on hydrant before being signaled by Engineer (trickle is OK)	☐	☐	☐	☐
9. Fully opened hydrant	☐	☐	☐	☐
10. Reported to Engineer with all hydrant equipment	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 1 Assessment Transmit / Receive Radio Messages

Skills Sheet # 9

Reference(s): NFPA 1001, 2019 Edition, Chapter 4, Job Performance Requirement 4.2.3
IFSTA, Essentials of Fire Fighting, 7th edition, © 2018, Pages 63-71, 73

Equipment Required: • Candidate's full PPE + SCBA • 2 portable radios, on Lawr Admin

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to transmit and receive both routine and emergency radio traffic. You will be given several scenarios and must either initiate a transmission, or respond to a transmission you receive. Your radio traffic must be appropriate for each scenario, and clearly distinguish between routine and emergency radio traffic. You will have up to one minute for each scenario.

Evaluated Skill Items

1 st Attempt		2 nd Attempt	
Pass	Fail	Pass	Fail

Scenario 1: You are driving a department utility to LMH. An SUV T-bones a pickup at 6th & Maine at about 30mph. Both cars are on their wheels, airbags deployed, moderate damage. What is your radio traffic?

- | | | | | | |
|----|---|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. | Identified self with unit designation | ☐ | ☐ | ☐ | ☐ |
| 2. | Requested appropriate incident to be initiated | ☐ | ☐ | ☐ | ☐ |
| 3. | Established command, provided size-up and indicated actions being taken | ☐ | ☐ | ☐ | ☐ |

Scenario 2: You are riding plug, first due to a Level 1 structure fire. You were left at the hydrant to establish water supply. Your apparatus is at the fire scene, 500ft away, and your officer and nozzle just made entry. You are unable to open the hydrant. What is your radio traffic?

- | | | | | | |
|----|---|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. | Identified self with unit designation | ☐ | ☐ | ☐ | ☐ |
| 5. | Used "Priority Traffic" appropriately | ☐ | ☐ | ☐ | ☐ |
| 6. | Upon acknowledgement, reported bad hydrant, gave CAN report | ☐ | ☐ | ☐ | ☐ |

Scenario 3: Your crew performing overhaul on the 2nd floor. Conditions are light smoke, no heat. Your officer is with another crew member in a nearby room. You make a test hole in the ceiling and are surprised to find heavy fire in the attic. What is your radio traffic?

- | | | | | | |
|----|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 7. | Identified self with unit designation | ☐ | ☐ | ☐ | ☐ |
| 8. | Used "Priority Traffic" appropriately | ☐ | ☐ | ☐ | ☐ |
| 9. | Upon acknowledgement, reported attic fire, gave CAN report | ☐ | ☐ | ☐ | ☐ |

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure): _____

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 1 Assessment Control Building Utilities

Skills Sheet
10

Reference(s): NFPA 1001, 2019 Edition, Chapter 4, Job Performance Requirement 4.3.18
IFSTA, Essentials of Fire Fighting, 7th edition, © 2018, Pages 687-693, 729

Equipment Required: • Gas meter prop • Breaker Panel prop
• Water meter / sprinkler valve prop • Appropriate wrenches/tools

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to control a building's utilities, by shutting off electricity, natural gas, and water. You must use appropriate tools and safety precautions when performing each task. As you are controlling each hazard, verbalize the hazards associated with these utilities and the steps you would take to mitigate them. You will have 2 minutes to secure each utility.

Evaluated Skill Items	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Identified control devices for each utility	☐	☐	☐	☐
2. Turned off gas meter	☐	☐	☐	☐
3. Verbalized dangers of natural gas and steps to mitigate them	☐	☐	☐	☐
4. Turned off main electrical breaker	☐	☐	☐	☐
5. Verbalized dangers of electricity and steps to mitigate them	☐	☐	☐	☐
6. Turned off water / sprinkler valve	☐	☐	☐	☐
7. Verbalized dangers of uncontrolled water and steps to mitigate them	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



PHASE 2 SKILLS SHEETS



LDCFM New Firefighter – Phase 2 Assessment Incident Management System & Communications

Skills Sheet # 11

Reference(s): NFPA 1001, 2019 Edition, Chapter 6, JPRs 5.1.2 & 5.2.2

IFSTA, Essentials of Fire Fighting, 7th Ed., 2018, Skill Sheet 19-II-1 (p. 929)

Equipment Required: • Photos of structures on fire from multiple sides
• 2 Portable Radios • Hydrant kit

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to follow LDCFM communications policies and use the Incident Command System at a simulated structure fire. You must give assignments to incoming units until relieved by a Shift Commander. I will roleplay as the other units responding to the incident.

You are driving a utility vehicle when a Level 1 structure fire is reported 2 blocks away from you. You have added yourself to the call and responded to the scene. Engine 4 and Medic 4 will be on scene in about 3 minutes. Ladder 5, Medic 5, and a Shift Commander will be on scene in about 6 minutes.

Evaluated Skill Items		1 st Attempt		2 nd Attempt	
		Pass	Fail	Pass	Fail
Select one of the four scenarios from the following pages and show candidate the Alpha side only. "Give me your initial radio report"					
1.	Gives appropriate size-up report.	☐	☐	☐	☐
2.	States incident strategy & actions they are taking	☐	☐	☐	☐
Show candidate the Charlie side of the same scenario. "You have completed your 360. Give me your follow-up report"					
3.	Gives appropriate follow-up report	☐	☐	☐	☐
4.	States basement presence, any changes to incident strategy	☐	☐	☐	☐
"Engine 4, level 1"					
5.	Gives appropriate assignment to Engine 4, using order model	☐	☐	☐	☐
"Medic 4, level 1"					
6.	Gives appropriate assignment to Medic 4, using order model	☐	☐	☐	☐
"Ladder 5, Level 1"					
7.	Gives appropriate assignment to Ladder 5, using order model	☐	☐	☐	☐
"The Shift Commander asks you for the location and assignment of all companies on the fireground"					
8.	Accurately describes location & assignment of E4, M4, and L5.	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure): _____

Evaluator's Signature: _____

Date: _____

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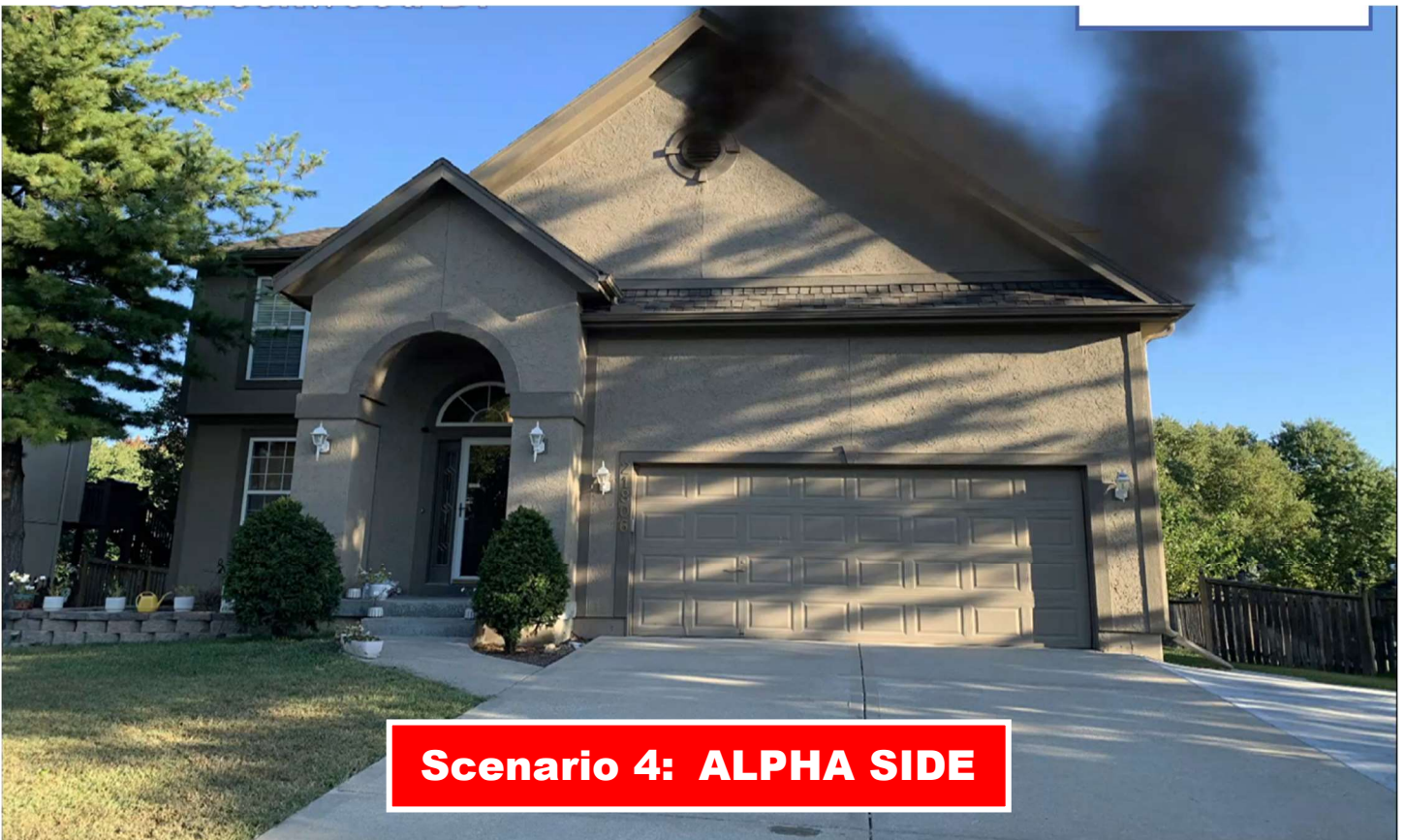




Scenario 1: CHARLIE SIDE



Scenario 2: CHARLIE SIDE





Scenario 3: CHARLIE SIDE



Scenario 4: CHARLIE SIDE

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LDCFM New Firefighter – Phase 2 Assessment Create an Incident Report

Skills Sheet # 12

Reference(s): NFPA 1001, 2019 Edition, Chapter 5, JPR 5.2.1

IFSTA, Essentials of Fire Fighting, 7th Ed, 2018, Skill Sheet 19-II-2 (p. 930)

Equipment Required: • ESO Suite software

• Real or simulated incident

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to complete a simple incident report, given a scenario. This may be a real incident you participated in, or a scenario designed by your station officer.

Evaluated Skill Items

1 st Attempt		2 nd Attempt	
Pass	Fail	Pass	Fail

Evaluator – you may select a real incident the candidate recently participated in or create a scenario for them to enter.

- | | | | | | |
|----|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. | Successfully logs in to ESO Suite | ☐ | ☐ | ☐ | ☐ |
| 2. | Imports call from CAD | ☐ | ☐ | ☐ | ☐ |
| 3. | Enters personnel & times appropriately in Unit tab | ☐ | ☐ | ☐ | ☐ |
| 4. | Enters all required fields in the Basic tab | ☐ | ☐ | ☐ | ☐ |
| 5. | Adds involved parties contact information (if appropriate) | ☐ | ☐ | ☐ | ☐ |
| 6. | Follows LDCFM EMS / Fire Incident Report Guide posted to FMNet | ☐ | ☐ | ☐ | ☐ |
| 7. | Writes appropriate incident narrative | ☐ | ☐ | ☐ | ☐ |
| 8. | Incident narrative follows NFIRS Incident Narrative Report Template posted to FMNet. | ☐ | ☐ | ☐ | ☐ |

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 2 Assessment Vehicle Extrication

Skills Sheet # 13

Reference(s): NFPA 1001, 2019 Edition, Chapter 5, JPR 5.4.1
IFSTA, Essentials of Firefighting, 7th Edition

Equipment Required:

- Salvaged automobile
- Blocking/cribbing
- Rotary (partner) saw
- Candidate in full PPE
- Spine board / scoop stretcher
- Additional firefighters / candidates in full PPE to work as rescue team
- Irons (Axe/Halligan)
- Hydraulic tools (if available)
- Manikin or member playing victim
- Wire cutters
- Eye / Ear protection

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to operate at the scene of a motor vehicle accident with an entrapped victim. You must work as part of a team to access and extricate the safely, without further injury, according to Douglas County EMS protocols.

I will roleplay as your company officer, and give you directions throughout this assessment. Your teammates will assist you but you will need to direct their work. This is a timed event. To pass this skills sheet you must successfully complete 100% of the skills in 10 minutes.

Evaluated Skill Items		1 st Attempt		2 nd Attempt	
		Pass	Fail	Pass	Fail
"Stabilize this vehicle"					
1.	Stabilizes vehicle using cribbing, step wedges, or struts	☐	☐	☐	☐
"The hood latch is broken. Use an alternate method to access the engine compartment and disengage the battery."					
2.	Opens engine compartment with saw or hand tools, cuts battery wires	☐	☐	☐	☐
"Break one of the windows to access the passenger compartment"					
3.	Breaks window away from passenger	☐	☐	☐	☐
"The door next to the patient will not open normally. Use hand or hydraulic tools to open it."					
4.	Uses hand tools / hydraulic tools safely & appropriately to open door	☐	☐	☐	☐
"Extricate the patient onto the LSB/scoop stretcher"					
5.	Moves patient according to protocol	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 2 Assessment Wildland / Brush Fire Extinguishment

Skills Sheet
14

Reference(s): NFPA 1001, 2019 Edition, Ch. 4, Job Performance Requirement 4.3.8
IFSTA, Essentials of Fire Fighting, 7th ed., ©2018, Pages 704-707, 731-734

Equipment Required: • Fire apparatus + operator • Progressive hose pack (forestry)
• Wildland PPE (if available) • Wildland hand tools

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to fight wildland / brush fires, using the equipment on this truck. You will be required to don PPE appropriate for wildland firefighting, assemble appropriate tools for wildland firefighting, and connect and operate a forestry hose pack. You must successfully complete all skills I will ask you to perform within 10 minutes to pass this skills sheet.

Evaluated Skill Items	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
Tell Candidate: "Don all PPE appropriate for wildland firefighting"				
1. Donned appropriate PPE, including helmet, gloves & radio <i>If wildland PPE is available candidate should don it instead of structural PPE</i>	☐	☐	☐	☐
2. Candidate wearing helmet, gloves and portable radio	☐	☐	☐	☐
Tell Candidate: "Assemble tools appropriate for wildland firefighting"				
3. Selected appropriate hand tools for the task <i>Rogue hoe, rakes, swatters, etc.</i>	☐	☐	☐	☐
Tell Candidate: "Stretch 300 ft of forestry line from the apparatus. When ready, call for water. Simulate that the curb is the edge of the black. Walk the line, applying water as if attacking a grass fire."				
4. Connected forestry line to discharge	☐	☐	☐	☐
5. Stretched forestry line rolls cleanly, no kinks when charged	☐	☐	☐	☐
6. Took precautions to conserve water while flowing forestry line	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 2 Assessment Interior Fire Attack

Skills Sheet # 15

Reference(s): NFPA 1001, 2019 Edition, Ch. 4, Job Performance Requirement 4.3.10
IFSTA, Essentials of Fire Fighting, 7th ed., ©2018, pgs 339, 363, 473-475,
568-569, 597-601, 606-631, 641-660, 669-685, 720-725, 742-743, 765

Equipment Required:

- Candidate's full PPE + SCBA
- LDCFM Drill tower or similar
- 1¾" attack line & nozzle
- 1-2 Firefighters in full PPE + SCBA
- Pumper Apparatus & Operator
- LDH supply line

NOTE TO EVALUATOR: Diagram on next page shows how to do this skills sheet at the drill tower.

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to effectively apply water during an interior fire attack using a 1¾" attack line. You will be the nozzle operator, operating as part of a 2-3 person team, responding to a simulated structure fire. You will start on the truck in the nozzle riding position. When the scenario starts, you must deploy the hose line to the front door, don your SCBA, and flow your hose while the operator sets the pump pressure. When your team is ready, you must make entry to the structure. I will follow you into the structure but will not be helping you advance the line. At different points, I will tell you the conditions you are encountering and direct you to apply water to achieve specific goals.

To pass, you must successfully perform all required skills correctly in 10 minutes or less.

Evaluated Skill Items

	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Wore full PPE correctly, including gloves & SCBA	☐	☐	☐	☐
2. Stretched line to front door in 30 seconds or less	☐	☐	☐	☐
3. Flowed line to pop out kinks & allow Engineer to set pressure	☐	☐	☐	☐
4. Masked up, in full PPE + SCBA, 60 seconds or less after reaching door	☐	☐	☐	☐
5. Entered structure and advanced hose while crawling/sliding.	☐	☐	☐	☐
6. When directed, flowed water into ceiling and walls, using reach of hose stream, while moving forward.	☐	☐	☐	☐
7. When directed, flowed water into jack stud of doorway for indirect attack into fire compartment	☐	☐	☐	☐
8. When directed, entered fire compartment for direct attack & knockdown	☐	☐	☐	☐
9. When directed, performed hydraulic ventilation out of fire compartment	☐	☐	☐	☐

Candidate's Name: _____

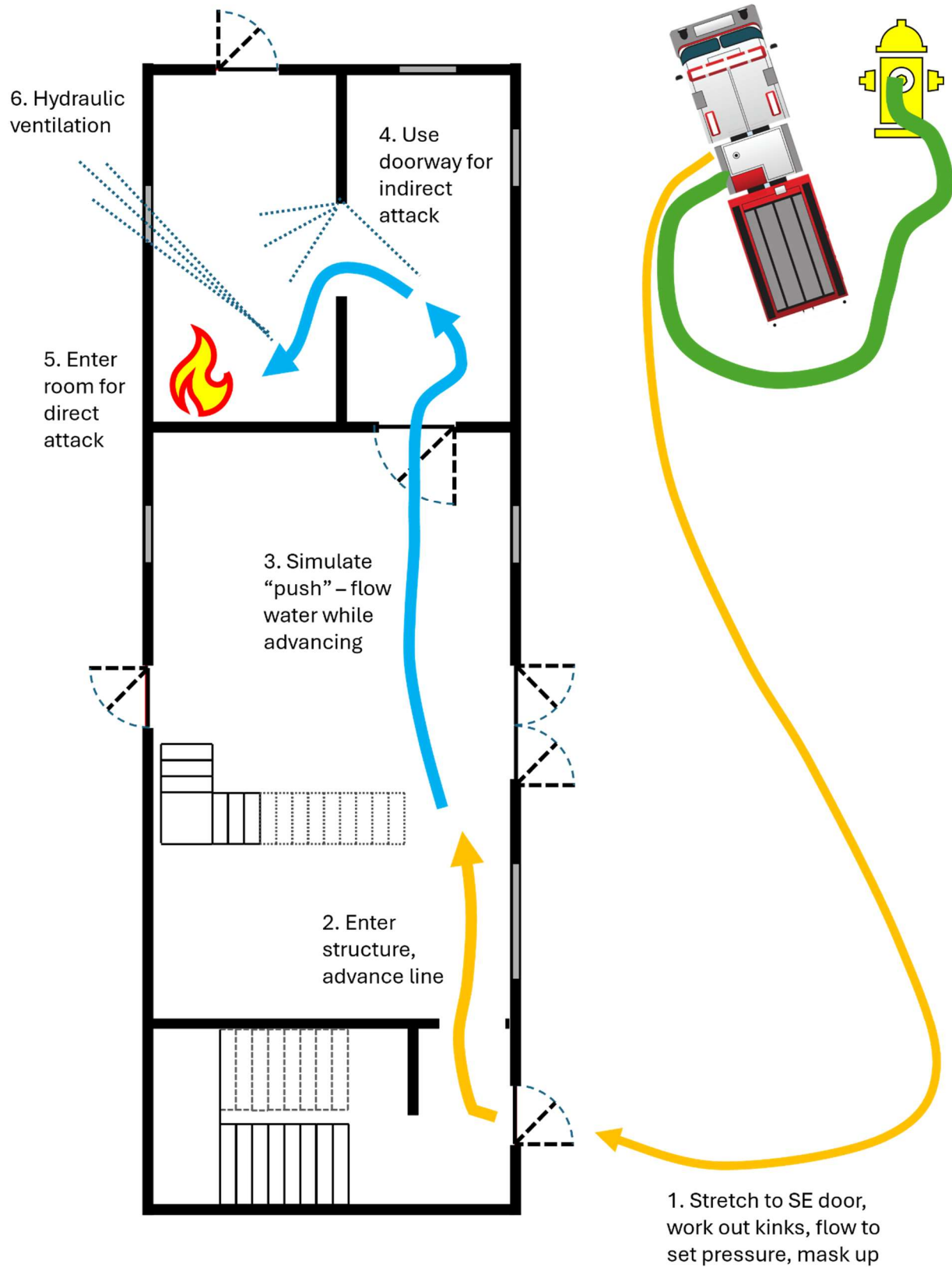
Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____

Diagram for New Firefighter Skills Sheet 15: Interior Fire Attack





LDCFM New Firefighter – Phase 2 Assessment Vehicle Extrication

Skills Sheet
16

Reference(s): NFPA 1001, 2019 Edition, Chapter 5, JPR 5.4.1
IFSTA, Essentials of Firefighting, 7th Edition

Equipment Required:

- Salvaged automobile
- Blocking/cribbing
- Rotary (partner) saw
- Candidate in full PPE
- Spine board / scoop stretcher
- Additional firefighters / candidates in full PPE to work as rescue team
- Irons (Axe/Halligan)
- Hydraulic tools (if available)
- Manikin or member playing victim
- Wire cutters
- Eye / Ear protection

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to operate at the scene of a motor vehicle accident with an entrapped victim. You must work as part of a team to access and extricate the safely, without further injury, according to Douglas County EMS protocols.

I will roleplay as your company officer, and give you directions throughout this assessment. Your teammates will assist you but you will need to direct their work. This is a timed event. To pass this skills sheet you must successfully complete 100% of the skills in 10 minutes.

Evaluated Skill Items		1 st Attempt		2 nd Attempt	
		Pass	Fail	Pass	Fail
"Stabilize this vehicle"					
6.	Stabilizes vehicle using cribbing, step wedges, or struts	☐	☐	☐	☐
"The hood latch is broken. Use an alternate method to access the engine compartment and disengage the battery."					
7.	Opens engine compartment with saw or hand tools, cuts battery wires	☐	☐	☐	☐
"Break one of the windows to access the passenger compartment"					
8.	Breaks window away from passenger	☐	☐	☐	☐
"The door next to the patient will not open normally. Use hand or hydraulic tools to open it."					
9.	Uses hand tools / hydraulic tools safely & appropriately to open door	☐	☐	☐	☐
"Extricate the patient onto the LSB/scoop stretcher"					
10.	Moves patient according to protocol	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 2 Assessment

Vertical Ventilation on a Pitched Roof

Skills Sheet

16

Reference(s): NFPA 1001, 2019 Edition, Chapter 4, Job Performance Requirement 4.3.12
IFSTA, Essentials of Fire Fighting, 7th edition, © 2018

- Equipment Required:
- Candidate's full PPE + SCBA
 - Pumper apparatus & Operator
 - Roof hook ladder
 - Chainsaw
 - Additional firefighters in full PPE to act as team members
 - Drill tower or other roof prop
 - Simulated decking (OSB/pallet)
 - Extension ladder
 - Irons & pike pole

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to perform vertical ventilation on a pitched roof. As part of a team, you will select the proper tools & ladders and carry them to the ventilation site. You will raise a ladder for roof access and set the roof ladder appropriately. You will safely ascend the ground ladder with tools and assess the roof for integrity and structural components in the target ventilation area.

For training purposes, we will assume interior crews have already requested ventilation, so you may make the vent opening as soon as you are able to do so. You must cut an adequately sized ventilation hole and remove all ventilation barriers. The ventilation cut must not compromise the structural integrity of the roof.

You will safely exit the area as a team, taking all tools and equipment with you. To pass this skills sheet, you must successfully complete 100% of the steps in 10 minutes or less

Evaluated Skill Items	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Selected appropriate tools (ladders, chainsaw, irons, pike pole)	☐	☐	☐	☐
2. Raised ground ladder correctly (3+ rungs above roof) <i>If using ground-level roof prop, have candidate ladder a different roof, then move to roof prop</i>	☐	☐	☐	☐
3. Started chainsaw before climbing ladder	☐	☐	☐	☐
4. Climbed ladder in full PPE, breathing from SCBA	☐	☐	☐	☐
5. Carried tools safely while ascending & descending ladder	☐	☐	☐	☐
6. Sounded roof for integrity / structural components in target area	☐	☐	☐	☐
7. Cut vent hole of correct size / shape with chainsaw / axe	☐	☐	☐	☐
8. Removed decking, simulated removing ventilation barriers below	☐	☐	☐	☐
9. Structural integrity of roof was not compromised by cut	☐	☐	☐	☐
10. Safely retreated from roof with all equipment after ventilation complete	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 2 Assessment Search & Rescue

Skills Sheet # 17

Reference(s): NFPA 1001, 2019 Edition, Chapter 4, Job Performance Requirements 4.3.9
IFSTA, Essentials of Fire Fighting, 7th ed. 2018, Pages 341-343, 480-483

- Equipment Required:
- Candidate's full PPE + SCBA
 - Blacked-out SCBA mask
 - TIC
 - Rescue Manikin
 - Drill tower or other area for search
 - Hand tools
 - Additional firefighters in full PPE to act as team members

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to work as part of a company assigned to primary search in a vision-obstructed environment. Your mask will be obscured for the entirety of this drill. I will lead you to the starting point. [Firefighter Name] will roleplay as your officer who is using their TIC to direct you to search in specific areas.

At some point, you will encounter a victim. Follow standard procedures to inform your officer a victim has been located and remove them from the fire as quickly and safely as possible. Your teammates will assist you at your request. To pass this skills sheet, you must successfully complete 100% of the steps in 10 minutes or less

Evaluated Skill Items	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Crawled low, maintaining orientation while moving to search area.	☐	☐	☐	☐
2. Followed instructions of simulated officer, searching places that could not be inspected by the TIC	☐	☐	☐	☐
3. Moved / searched behind furniture, if applicable	☐	☐	☐	☐
4. Primary search completed in 30 seconds or less in each room	☐	☐	☐	☐
5. Maintained communication & contact with simulated officer	☐	☐	☐	☐
6. Located victim	☐	☐	☐	☐
7. Communicated victim to simulated officer ("Victim, Victim, Victim")	☐	☐	☐	☐
8. Communicated plan to remove victim from structure to crew members	☐	☐	☐	☐
9. Extricated victim safely from structure (kept head low)	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 2 Assessment

Carry Victim Down a Ladder

Skills Sheet

18

Reference(s): NFPA 1001, 2019 Edition, Chapter 4, Job Performance Requirements 4.3.9
IFSTA, Essentials of Fire Fighting, 7th ed. 2018, Pages 341-343, 480-483

Equipment Required:

- Candidate's full PPE + SCBA
- Ground ladder
- Rescue Manikin
- Pumper apparatus
- Drill tower or other location with 2nd floor window
- Additional firefighters in full PPE to act as team members

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to place a ground ladder to a second-floor window. You will don your SCBA and then climb the ladder and a firefighter inside will hand out a manikin representing and unconscious victim. You must carry this manikin down the ladder safely.

To pass this skills sheet, you must successfully complete 100% of the steps in 5 minutes or less

Evaluated Skill Items	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Selected appropriate ladder for window	☐	☐	☐	☐
2. Raised and positioned ladder correctly	☐	☐	☐	☐
3. Donned mask and began breathing from SCBA before ascending ladder	☐	☐	☐	☐
4. Ascended ladder while maintaining 3 points of contact	☐	☐	☐	☐
5. Received victim and correctly positioned them for descent	☐	☐	☐	☐
6. Descended ladder while maintaining 3 points of contact	☐	☐	☐	☐
7. Carried victim away from ladder until told to terminate drill	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 2 Assessment Assemble On-Deck / RIT Equipment

Skills Sheet # 19

Reference(s): NFPA 1001, 2019 Edition, Chapter 4, Job Performance Requirements 4.3.9
LDCFM SOP 206.31: Rapid Intervention Team (RIT) – Rescue Group

Equipment Required: • Candidate's full PPE + SCBA • Pumper apparatus

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to assemble RIT equipment from your apparatus. For the purposes of training, we will assume that your company has been assigned to go on-deck on the Alpha side of the structure, and your officer has directed you to bring the RIT equipment to this location while the rest of your crew are performing other duties. You must locate all RIT equipment on the apparatus and bring it to the Alpha Side within 10 minutes to pass this skills sheet.

Evaluated Skill Items	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Forcible entry / hand tools	☐	☐	☐	☐
2. Thermal imager	☐	☐	☐	☐
3. Flashlights	☐	☐	☐	☐
4. RIT pack	☐	☐	☐	☐
5. Search rope	☐	☐	☐	☐
6. PAK Tracker	☐	☐	☐	☐
7. Ground Ladder(s)	☐	☐	☐	☐
8. Rotary Saw	☐	☐	☐	☐
9. Chain Saw	☐	☐	☐	☐
10. Bolt Cutters	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure):

Evaluator's Signature: _____

Date: _____



LDCFM New Firefighter – Phase 2 Assessment Downed Firefighter – RIT Pack + Packaging

Skills Sheet
20

Reference(s): NFPA 1001, 2019 Edition, Chapter 4, Job Performance Requirements 4.3.9
IFSTA, Essentials of Fire Fighting, 7th edition, 2018, Pages 341-343, 480-483
LDCFM SOP 206.31: Rapid Intervention Team (RIT) – Rescue Group

Equipment Required:

- Candidate's full PPE + SCBA
- Candidate's mask obscured
- 2-3 Firefighters in PPE + SCBA
- RIT Pack
- Victim FF in SCBA with low air alarm sounding

Evaluator's Instructions to Candidate

For this skills sheet, you must demonstrate the ability to assess a downed firefighter, use the RIT pack to provide air, if needed, and package them for extrication from the structure. For the purposes of training, we will simulate that a Mayday has been called and your crew has been sent in as the RIT Team. You are in a basement, over a hundred feet from the nearest exit. You will need to assess the downed firefighter's SCBA, correct any issues, and package them for removal from the structure, and begin to move them. You have additional team members who will assist you, but only as directed by you. You must successfully complete all steps in 10 minutes or less.

Evaluated Skill Items	1 st Attempt		2 nd Attempt	
	Pass	Fail	Pass	Fail
1. Located downed firefighter, announced to team	☐	☐	☐	☐
2. Directed team to assist in assessing downed firefighter	☐	☐	☐	☐
3. Verified SCBA mask + seal intact, issue is low air	☐	☐	☐	☐
4. Refilled downed FF SCBA with RIT pack <i>Either transfill or buddy breather is acceptable. If using buddy breather, does not disconnect downed firefighter.</i>	☐	☐	☐	☐
5. Packaged patient for transport (turned SCBA into harness)	☐	☐	☐	☐
6. Directed team to begin dragging patient to exit	☐	☐	☐	☐

Candidate's Name: _____

Station: Pass ☐ Fail ☐

Notes (please include comments/explanation for failure): _____

Evaluator's Signature: _____

Date: _____



Lawrence-Douglas County Fire Medical

New Firefighter Task Book

Name: _____

Academy Graduation Date: _____

Phase 1 Assessment Date:
13 Weeks after Graduation _____

Phase 2 Assessment Date:
22 Weeks after Graduation _____

Introduction

Congratulations on successfully completing the LDCFM Recruit Academy! As a Probationary Firefighter, our goal is to help you keep learning and growing your skills as a professional firefighter.

The Recruit Academy had two main goals:

- To provide you with the general knowledge, skills, and abilities defined by the Firefighter I, Firefighter II, Hazmat Awareness, and Hazmat Operations certifications
- To expose you to the operational culture and procedures of LDCFM.

Graduation from the Academy ensures that you and your classmates share a common baseline understanding of the job and our department. Far from being the end of your professional education, this is just the beginning! We expect you will continue to develop your skills and hone your craft as a professional firefighter every shift for the rest of your career. The next step on that journey begins now, as you start the New Firefighter Development Program.

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Phase 2 Assessment Sheet	7
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Course Evaluation Form	10

New Firefighter Development Program Description

This program is conducted in accordance with SOP 604.10. It has three main goals:

- To ensure you can effectively use the knowledge, skills, and abilities gained in the Recruit Academy in the context of responding to real-world incidents.
- To provide new firefighters and their station officers with defined curriculum for training and orienting a new firefighter to the crew, ensuring no subjects are overlooked.
- To document that you have received adequate training to be released from your probationary period.

The New Firefighter Development Program is broken into two phases. At the end of each phase, you will be assessed on your knowledge of department SOPs, major city/county roads, apparatus equipment locations, and your ability to perform basic firefighter skills. The same general topics will be covered in both assessments, but your Phase 2 assessment will require you to achieve a higher score and demonstrate proficiency at more complex skills.

A Study Guide for these assessments is attached at the end of this task book. This contains a list all SOPs you will be tested on, a map of major city/county roads, a list of the equipment you may be asked to locate, and all skills sheets you may be tested on.

You are expected to be familiar with all materials within the Study Guide and be prepared to demonstrate your competency by the time of your Phase 1 and Phase 2 assessments. Your crew members should be glad to work with you extensively during this period – your improvement directly contributes to their success and safety! But the ultimate responsibility for ensuring you are prepared for these assessments remains on you. Do not wait passively for your officers/crew members to provide this training to you. Be a self-starter; make wise use of discretionary time to study and practice these competencies.

New Firefighter Development Program Timeline

Phase 1	First 13 weeks in Operations	• Acclimate to Operations crew • Use Study Guide to prepare for Phase 1 Assessment
Phase 1 Assessment <i>Conducted by your Station Officer</i>	After completing 13 th week in Operations Division	<i>Must score at least 80% on each of the following:</i> • Written SOP Test • City / County Road Test • Equipment location test • Phase 1 Firefighter Skills Sheets
Phase 2	Weeks 14 – 22 in Operations Division	• Study/practice anything you were unable to pass during the Phase 1 Assessment • Use Study Guide to prepare for Phase 2 Assessment
Phase 2 Assessment <i>Conducted by your Station Officer</i>	After completing 22 nd week in Operations Division	<i>Must score at least 90% on each of the following:</i> • Written SOP Test • City / County Road Test • Equipment location test • Phase 2 Firefighter Skills Sheets
Release From Probationary Status	After successful completion of Phase 2 Assessment	Brief meeting with member, company officer, and Training Division representative Consists of Training Division review of New Firefighter Task Book for completion & accurate documentation

Company Officer Instructions:

Thank you for being an important part of your Probationary Firefighter's professional development!

As their Company Officer, we need you to:

1. Ensure your Probationary Firefighter's name and Recruit Academy graduation date are written on the cover of this Task Book.
2. Ensure your Probationary Firefighter has correctly calculated the dates for their Phase 1 / Phase 2 assessments and written them on the cover of this Task Book.
3. Set a reminder in your calendar to administer these assessments at the appropriate dates.
4. Administer the Phase 1 Assessment by the end of the Probationary Firefighter's 13th week in the Operations Division (*details are on the following pages*).
5. Administer the Phase 2 Assessment by the end of the Probationary Firefighter's 22nd week in the Operations Division (*details are on the following pages*).
6. Ensure both Assessments are documented appropriately.
7. After they complete the Phase 2 Assessment, schedule a meeting with the Training Division to review the Task Book and release the Firefighter from Probationary status.

Your Probationary Firefighter is responsible for studying and practicing the information and skills set forth in the Study Guide at the end of this Task Book. You are not expected to enforce this, they should be self-starters. But please do what you can to ensure they have adequate time and support to ensure a productive learning environment.

The assessment dates calculated on the cover are intended to be the maximum duration for completing Phase 1 and Phase 2 of the Task Book. If your Probationary Firefighter is ready to complete their assessment early, feel free to administer it. The Assessment tests and skills sheets do NOT need to all be completed on the same day, but please attempt to complete all elements in a timely manner.

If your Probationary Firefighter fails to complete one or more parts of an Assessment on their first attempt, they are permitted to make additional attempts, after adequately reviewing the Study Guide. They only have to repeat the part(s) of the Assessment that they failed on the first attempt.

If your Probationary Firefighter is unable to complete an Assessment in the defined time frame, or if they are failing one or more part(s) of the Assessment after multiple attempts, contact the Training Division. We will work with you and your Probationary Firefighter to develop a remedial training plan that will allow them to successfully complete their probationary period.



LDCFM New Firefighter Task Book - Phase 1 Assessment

To be completed on or before: _____ Candidate Name: _____
(13 weeks after Recruit Academy graduation)

(1) Written SOP Test – Phase 1

☐ Pass

_____ Date

_____ Officer Signature

This test is assigned to the Probationary Firefighter in Vector Solutions by the Training Division.

Attach a printed copy of the completion certificate from Vector Solutions behind this page.

(2) City / County Road Test

☐ Pass

_____ Score

_____ Date

_____ Officer Signature

This test is found on pages 5-6 of the Study Guide. Make a copy of the score sheet and blank map. The candidate must correctly write each label from the score sheet on the blank map, without using any reference materials. A score of 80% or better is required to pass.

Attach the passing test, and any prior attempts that did not pass, behind this page.

(3) Equipment Location Test

☐ Pass

_____ Score

_____ Date

_____ Officer Signature

Make a copy of the score sheet (page 8 of the Study Guide). The company officer will select 14 items and 6 tasks from the list on page 7 of the Study Guide. The candidate must locate/perform each item correctly on the first attempt. A score of 80% or better is required to pass.

Attach the passing test, along with any prior attempts that did NOT pass, behind this page.

(4) Firefighter Skills Sheets

Company officer chooses 5 of the Skills Sheets from Phase 1 Assessment section of the Study Guide (pages 9-19). Candidate must correctly perform all the evaluated skill items on each skills sheet to pass. The candidate is NOT required to complete all 5 skill sheets at the same time.

Attach the passing Skills Sheets, along with any prior attempts that did NOT pass, behind this page.

**Skills
Sheet**

_____ Skills Sheet Name / Number

_____ Date

☐ Pass

_____ Officer Signature

**Skills
Sheet**

_____ Skills Sheet Name / Number

_____ Date

☐ Pass

_____ Officer Signature

**Skills
Sheet**

_____ Skills Sheet Name / Number

_____ Date

☐ Pass

_____ Officer Signature

**Skills
Sheet**

_____ Skills Sheet Name / Number

_____ Date

☐ Pass

_____ Officer Signature

**Skills
Sheet**

_____ Skills Sheet Name / Number

_____ Date

☐ Pass

_____ Officer Signature

**Sign here when all Phase 1 Assessment
items have been successfully completed:**

_____ Member Signature

_____ Date

_____ Officer Signature

**ATTACH PROOF OF THE CANDIDATE'S COMPLETION OF EACH
PHASE 1 ASSESSMENT COMPONENT IN FRONT OF THIS PAGE:**

- Written SOP Test (Vector Solutions completion certificate)
- City / County Road Test
- Equipment Location Test
- Firefighter Skills Sheets (5)



LDCFM New Firefighter Task Book - Phase 2 Assessment

To be completed on or before: _____ Candidate Name: _____
(22 weeks after Recruit Academy graduation)

(1) Written SOP Test – Phase 2

☐ Pass

_____ Date

_____ Officer Signature

This test is assigned to the Probationary Firefighter in Vector Solutions by the Training Division.

Attach a printed copy of the completion certificate from Vector Solutions behind this page.

(2) City / County Road Test

☐ Pass

_____ Score

_____ Date

_____ Officer Signature

This test is found on pages 5-6 of the Study Guide. Make a copy of the score sheet and blank map. The candidate must correctly write each label from the score sheet on the blank map, without using any reference materials. A score of 90% or better is required to pass.

Attach the passing test, and any prior attempts that did not pass, behind this page.

(3) Equipment Location Test

☐ Pass

_____ Score

_____ Date

_____ Officer Signature

Make a copy of the score sheet (page 8 of the Study Guide). The company officer will select 14 items and 6 tasks from the list on page 7 of the Study Guide. The candidate must locate/perform each item correctly on the first attempt. A score of 80% or better is required to pass.

Attach the passing test, along with any prior attempts that did NOT pass, behind this page.

(4) Firefighter Skills Sheets

Company officer chooses 5 of the Skills Sheets from Phase 2 Assessment section of the Study Guide (pages 20-38). Candidate must correctly perform all the evaluated skill items on each skills sheet to pass. The candidate is NOT required to complete all 5 skill sheets at the same time.

Attach the passing Skills Sheets, along with any prior attempts that did NOT pass, behind this page.

**Skills
Sheet**

_____ Skills Sheet Name / Number

_____ Date

☐ Pass

_____ Officer Signature

**Skills
Sheet**

_____ Skills Sheet Name / Number

_____ Date

☐ Pass

_____ Officer Signature

**Skills
Sheet**

_____ Skills Sheet Name / Number

_____ Date

☐ Pass

_____ Officer Signature

**Skills
Sheet**

_____ Skills Sheet Name / Number

_____ Date

☐ Pass

_____ Officer Signature

**Skills
Sheet**

_____ Skills Sheet Name / Number

_____ Date

☐ Pass

_____ Officer Signature

**Sign here when all Phase 2 Assessment
items have been successfully completed:**

_____ Member Signature

_____ Date

_____ Officer Signature

**ATTACH PROOF OF THE CANDIDATE’S COMPLETION OF EACH
PHASE 2 ASSESSMENT COMPONENT IN FRONT OF THIS PAGE:**

- Written SOP Test (Vector Solutions completion certificate)
- City / County Road Test
- Equipment Location Test
- Firefighter Skills Sheets (5)



LDCFM New Firefighter Task Book – Final Sign-Off

To be completed on or before: _____ Candidate Name: _____
 (23 weeks after Recruit Academy graduation)

Task Book Review		Completed by Training Division representative during meeting
PHASE 1	☐ Sign-Off Sheet Complete	☐ Written SOP Test Certificate Attached
	☐ City / County Road Test Attached	☐ Score ≥ 80%
	☐ Equipment Location Test Attached	☐ Score ≥ 80%
	☐ Skills Sheet 1 Attached	☐ Score ≥ 80%
	☐ Skills Sheet 2 Attached	☐ Score ≥ 80%
	☐ Skills Sheet 3 Attached	☐ Score ≥ 80%
	☐ Skills Sheet 4 Attached	☐ Score ≥ 80%
	☐ Skills Sheet 5 Attached	☐ Score ≥ 80%
PHASE 2	☐ Sign-Off Sheet Complete	☐ Written SOP Test Certificate Attached
	☐ City / County Road Test Attached	☐ Score ≥ 90%
	☐ Equipment Location Test Attached	☐ Score ≥ 90%
	☐ Skills Sheet 1 Attached	☐ Score ≥ 90%
	☐ Skills Sheet 2 Attached	☐ Score ≥ 90%
	☐ Skills Sheet 3 Attached	☐ Score ≥ 90%
	☐ Skills Sheet 4 Attached	☐ Score ≥ 90%
	☐ Skills Sheet 5 Attached	☐ Score ≥ 90%

Signatures

I have completed this Task Book and am ready to be released from Probationary Firefighter Status.

 Firefighter Signature

 Date

This Firefighter completed this Task Book under my supervision and is ready to be released from Probationary Firefighter status.

 Officer Signature

 Date

The Task Book is complete, with all required documentation. This Firefighter is released from Probationary Firefighter status.

 Training Division Signature

 Date

Scan this form to the Training Scans folder immediately after it has been signed by all parties.



LDCFM New Firefighter Task Book

Course Feedback Form

Your feedback is important! We want to prepare our Probationary Firefighters for a long and successful career at LDCFM. You have the best possible perspective on how well we are doing. While this form is NOT required, we hope you will take a few moments to let us know how we are doing, and especially where we can improve.

You can fill this out by hand or type your responses into the document, and then scan it into the Training Scans folder. All responses are anonymous, we are unable to track files to the person/station that submitted them.

<i>The goal of this program is to expand on the training you received in the Academy, not just repeat the same information over again. Were we successful in doing so?</i>	IMPROVEMENT	EXPECTATIONS	OUTSTANDING
<i>How well was this program explained by the Task Book & Study Guide?</i> <i>Was it easy to understand what you needed to do to be released from Probationary Status?</i>			
<i>How effective / helpful was the Study Guide in preparing you for the Phase 1 / Phase 2 Assessments?</i>			
<i>How valuable did you find the SOP study / tests?</i>			
<i>How valuable did you find the City / County Road tests?</i>			
<i>How valuable did you find the apparatus equipment tests?</i>			
<i>How valuable did you find the Phase 1 Skills Sheets?</i>			
<i>How valuable did you find the Phase 2 Skills Sheets?</i>			
<i>How would you rate the support/assistance you received in completing this program from your Station Officer and other crew members?</i>			
<i>Overall, how would you rate the quality of the New Firefighter Development Program?</i>			

What parts of this program did you find the most valuable?
How can we make this program better in the future?



Lawrence-Douglas County Fire Medical Relief Officer Task Book

December 2024 Edition

Candidate Name: _____

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Relief Officer Task Book Description

This program is conducted in accordance with SOP 111.40. The goal is to remove barriers for employees interested in serving as company officers, while also ensuring they have been verified as meeting baseline performance expectations for a new company officer.

Outline:

This program is designed as a progression through various mental domains. Each step should be completed before progressing to the next step:

- | | | |
|------------------|-----------------------------------|----------------------------|
| • Step 1: | Knowledge Review / Test | Didactic |
| • Step 2: | Table-top scenarios / simulations | Decision-Making |
| • Step 3: | Real-time simulations / drills | Decision-Making / Hands-On |
| • Step 4: | Battalion Chief Assessment | Final Check-Off |

Time Frames:

We want to balance the desire to reduce barriers to entry for members willing to serve as Relief Officers with the need to ensure our members have been adequately prepared for this important position. While every candidate is unique, a typical Firefighter/Engineer with no prior experience as a company officer should at least 1-2 months to progress through this Task Book.

Because the knowledge and skills are perishable, candidates should complete all steps within 6 months of starting the Task Book. Exceptions can be made at the discretion of the Battalion Chief.

Since an employee must have 30 months' experience to serve as a Relief Officer, they should not begin working through this Task Book until they have at least 2 full years of experience. Battalion Chiefs must not sign off Step 4 (final check-off) before the employee has 30 months' experience.

Returning Employees:

Employees who previously served successfully as an Acting Officer (pre-2025) or Relief Officer and gave the position up voluntarily may be allowed to progress through this Task Book at an accelerated rate. For example, their Building Construction review could be compressed, and the number of table-top/hands-on scenarios the employee is required to perform could be reduced. The exact mechanics for this will be left to the discretion of their Captain and Battalion Chief.

Employees who were removed from this position for cause and are seeking to regain the position must work through the full program.

Introduction for Candidate:

Thank you for your interest in serving as an LDCFM Relief Officer. This Task Book is designed to ensure you have the essential knowledge, skills, and abilities (KSAs) to function safely and effectively as a company officer during emergency incidents. It is focused on the things you need to be able to do at 3AM when you don't have time to ask someone else what to do.

Please note, the items within this Task Book do not encompass everything that an aspiring officer needs to know. Its goal is to ensure everyone in this position meets minimum performance standards for a company officer. A big part of the Relief Officer position is ongoing officer development. After you complete this Task Book, you will continue to be mentored by the other officers on your crew on non-emergency policies, procedures, and administrative duties.

This is a new program that starts in January 2025, and while we hope it is effective and straightforward, we recognize there are likely to be many opportunities to improve on this first edition. As the people going through this program, you will be the best subject matter experts on how it can be improved for future candidates. Please use the evaluation form on page 19 to report your honest feedback – good or bad – to help us. You can submit it anonymously to the Training Scans folder.

Company Officer Instructions:

Thank you for being an important part of your crew member's professional development!

As their Company Officer, we need you to:

1. Mentor them through this program. Many of the knowledge, skills, and abilities required of a good company officer must be learned from experience.
2. Review their progress through this Task Book to ensure they are progressing through it appropriately.
3. Make time in your crew's schedule to get to the drill field or other relevant locations to give the candidate the experience and hands-on drills they need to be successful in this role.
4. When they have demonstrated their abilities in all areas to your satisfaction, schedule a meeting with the candidate and your Battalion Chief to complete Step 4 and have them certified as a Relief Officer.
5. Please encourage your candidate to submit their feedback using the evaluation form on page 19. You are also invited to make a copy of the evaluation form and provide your own feedback on how this course went for you as the company officer.

Step 1: Knowledge Review & Test

This step is designed to ensure you have adequate knowledge to be able to meet expectations for a new company officer. It is focused on ensuring you can make appropriate decisions at emergency incidents. Because Relief Officer is intended as a learning position, the expectation is that your Station Officer will continue to mentor you on non-emergency and administrative policies after you complete this Task Book, as part of your ongoing officer development.

Study the SOPs listed below and ensure you are familiar with their contents. A good way to do this is by reading them, making notes on their key points, and then discussing them with your officers. Likewise, please review the building construction terms noted below. When you are ready, use the “self-assign” function in Vector Solutions to take this test.

The test will consist of 50 questions, chosen at random from a bank of ~100 possible questions. These questions are focused on the key points of each subject rather than obscure details. If you do not pass on your first attempt, you are allowed to try again. The specific questions used, and the order of the answers within each question, will be randomized between attempts.

201.10	Command Procedures
201.30	Divisions/Groups
201.31	Incident Geographical Designations
201.50	Blue Card
202.30	Automatic Aid, Mutual Aid, Fire Medical Standby
205.10	Communication
206.11	Rule of Air Management
206.20	Accountability
206.30	Mayday Lost Trapped Missing Firefighter
206.31	“On-Deck” / Rapid Intervention Team (RIT)-Rescue Group
207.20	Incident Tactical Objectives
207.35	Forced Entry Into Secured Properties
207.40	Rescue
207.42	Ventilation
208.40	Family Members Accompanying the Patient in the Ambulance
210.41	Carbon Monoxide (CO) Incidents
210.42	Hydrogen Cyanide (HCN)
210.51	Helicopter Scene Flight Procedures
210.60	Active Shooter Response/Hostile Event Response
501.12	City Vehicle Accident Reporting

In addition, please ensure you are familiar with the following terms:	• Soffit • Rafter • Stud	• Gable • Truss • Joist	• Bowstring truss • Balloon frame • Type III construction
--	--	---	---

Step 2: Table-Top Simulations

This step is designed to give you experience making tactical decisions, with mentoring and feedback from your company officer. Your crew members are allowed and encouraged to participate in these drills to increase their knowledge of tactical decision-making.

The goals of this step are to ensure you can perform the following functions to the level of proficiency expected of a new company officer:

- Evaluate need to upgrade the alarm or change the call type, and requests for additional resources if appropriate, based on dispatch information or other incident factors.
- Provide initial radio reports, follow-up reports, and all other radio traffic in accordance with policy, based on an appropriate assessment of incident factors.
- Recognize hazards to firefighter/responder safety and communicates them appropriately.
- Make appropriate assignments to their crew and up to 3 subsequent crews.
- Understand the Department's expectations of company officers,

The mentoring officer should continue to take you through different scenarios until you have demonstrated the ability to perform all the above functions consistently and correctly. Only then should the mentoring officer sign off on this step of the Task Book.

You are not required to complete all scenarios, but at a minimum, you must complete four (4) different scenarios in a row with all skills scored as "acceptable" or "exceptional" before you can be signed off on this step of the Task Book.

There are a total of 12 simulations, which can be found on FMNET here:

<https://fmnet.lawrenceks.org/apprenticeship-orientations-task-books/>

You do not have to go through the scenarios in sequence. Your mentoring officer should select a scenario at random, so you do not know which scenario will come up next.

Each scenario has an accompanying scoring sheet. Make sure to use the correct score sheet for each scenario, since there are discussion questions specific to each scenario on the back side. These questions verify your understanding of the critical factors in each scenario.

The mentoring officer must **make a copy** of the score sheet before starting a scenario, so you can repeat scenarios, if needed.

Place the completed score sheets in this Task Book where indicated, so your performance can be tracked through the program.

Step 3: Hands-On Exercises

This step is designed to ensure you have integrated your didactic knowledge of incident command, strategies and tactics with the psychomotor skills necessary to function effectively as a company officer during an emergency incident.

This is the last step to be signed off by your mentoring officer. Their signature on this step indicates that you demonstrated a readiness to serve as a company officer to their satisfaction.

The goals of this step are to ensure you can perform the following functions to the level of proficiency expected of a new company officer through a range of different scenarios.

- Communicate effectively on the fireground using a portable radio
- Effectively direct the work of an ambulance / fire crew to fulfill core assignments at a structure fire
- Maintain accountability & control of your assigned crew members
- Make appropriate fireground decisions under stress and time pressure based on incident conditions and department policies
- Integrate your didactic knowledge and psychomotor skills to function effectively as a company officer.

The mentoring officer should continue to take you through different skills sheets until you have demonstrated the ability to perform all the above functions consistently and correctly.

You are not required to complete all skills sheets, but at a minimum, your officer must sign you off on five (5) different sheets with all skills scored as “acceptable” or “exceptional” before you can be signed off on this step of the Task Book.

While the LDCFM drill tower is the preferred site for these exercises since it allows you to practice all skills, crews are welcome to conduct these exercises in quarters or at other appropriate locations.

In addition, mentoring officers may sign off their members on these skill sheets if they have demonstrated the ability to perform these skills during normal daily operations.

Step 4: Battalion Chief Review & Sign-Off

This step is intended to ensure that you are ready to begin serving as a Relief Officer to the satisfaction of your Battalion Chief. By the time you reach this step in the Task Book, your mentoring officer should have adequately prepared you for this role.

Therefore, this step is expected to be a brief (~30 minute) opportunity for you to demonstrate your understanding of the expectations in this role through successful completion of 1-2 of the tabletop scenarios that have been created for this Task Book.

These scenarios can be found at:

<https://fmnet.lawrenceks.org/apprenticeship-orientations-task-books/>

Battalion Chiefs are encouraged to test the candidate on scenarios that they did not complete during Step 2 of this Task Book. However, the ultimate decision on which scenario(s) will be tested will be up to each Battalion Chief.

There are only a few differences between Step 4 and Step 2:

- You will only do 1-2 scenarios
- When you get to the end of the scenario (“Discussion Questions” slide) before you end the scenario your BC will simulate arriving on scene and you will pass command to them.
- Your BC does not have to fill out the score sheet or ask you the Discussion Questions

Assuming you pass this Step to the satisfaction of your BC, you will be signed off and immediately be eligible to serve as a Relief Officer.

If your BC is not ready to sign off, please continue studying and practicing and try again. Your BC will also address this with your mentoring officer, since it was their responsibility to make sure you were ready before requesting the BC to participate in this step of the process.



LDCFM Relief Officer Task Book – Sign-Off Page

Candidate Name: _____

Step 1: Didactic Test

_____ Date _____ Candidate Signature

To access this test, use the “self-assign” function in Vector Solutions.

Attach a printed copy of the completion certificate from Vector Solutions behind this page.

Step 2: Table-Top Scenarios

_____ Date _____ Officer Signature

Scenarios are posted to FMNet at <https://fmnet.lawrenceks.org/apprenticeship-orientations-task-books/>

Scoring sheets are on pages 23-46 of this Task Book. Your officer will select the specific scenarios you perform.

At a minimum, you must pass at least 4 different scenarios in a row with no objectives scored as “needs improvement”.

Attach completed score sheets behind this page. Indicate below which scenarios you passed (minimum 4):

- | | | | | | |
|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| ☐ Scenario #01 | ☐ Scenario #02 | ☐ Scenario #03 | ☐ Scenario #04 | ☐ Scenario #05 | ☐ Scenario #06 |
| ☐ Scenario #07 | ☐ Scenario #08 | ☐ Scenario #09 | ☐ Scenario #10 | ☐ Scenario #11 | ☐ Scenario #12 |

Step 3: Hands-On Exercises

_____ Date _____ Officer Signature

These drills are on pages (49-67) of this Task Book. Your officer will select the specific drills you perform.

At a minimum, you must complete at least 5 different drills in a row with no objectives scored as “needs improvement”.

Attach completed score sheets behind this page. Indicate below which scenarios you passed (minimum 4):

- | | | | | |
|--|--|--|--|--|
| ☐ Skill Sheet #01 | ☐ Skill Sheet #02 | ☐ Skill Sheet #03 | ☐ Skill Sheet #04 | ☐ Skill Sheet #05 |
| ☐ Skill Sheet #06 | ☐ Skill Sheet #07 | ☐ Skill Sheet #08 | ☐ Skill Sheet #09 | ☐ Skill Sheet #10 |

Step 4: BC Sign-Off Scenarios

_____ Date _____ Battalion Chief Signature

Signature qualifies member to serve as a Relief Officer.

Do NOT sign if they have < 30 months’ experience

These scenarios are posted to FMNet at <https://fmnet.lawrenceks.org/apprenticeship-orientations-task-books/>

Your BC will select the specific scenarios you perform.

You are eligible to begin working as a Relief Officer as soon as this form is completed. Scan it into the Training Scans folder and email it to your chain of command and firemedadmin@lawrenceks.org.

ATTACH PROOF OF THE CANDIDATE’S COMPLETION OF EACH STEP OF THIS TASK BOOK IN FRONT OF THIS PAGE:

- Step 1: Didactic Test (Vector Solutions completion certificate)
- Step 2: Table-Top Scenarios (Minimum of 4 with no “Needs Improvement” score)
- Step 3: Hands-On Skills Sheets (Minimum of 5 with no “Needs Improvement score)



LDCFM Relief Officer Task Book

Course Feedback Form

Your feedback is important! We want to prepare our members to function safely and effectively as Relief Officers. While this form is NOT required, we hope you will take a few moments to let us know how we are doing, and especially where we can improve.

You can fill this out by hand or type your responses into the document, and then scan it into the Training Scans folder. All responses are anonymous, we are unable to track files to the person/station that submitted them.

<i>This program is to ensure new Relief Officers have the knowledge, decision-making, and psychomotor skills necessary to function as company officers at an emergency incident. Did this program succeed?</i>			
<i>How well was this program explained by the Task Book & Study Guide?</i> <i>Was it easy to understand what you needed to do to be released from Probationary Status?</i>	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	
<i>How valuable did you find Step 1 (knowledge review and test)?</i>			
<i>How valuable did you find Step 2 (table-top exercises)?</i>			
<i>How valuable did you find Step 3 (hands-on drills)?</i>			
<i>How valuable did you find Step 4 (BC tabletop & sign-off)?</i>			
<i>Was the amount of time required to complete this program appropriate for the position?</i>	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	OUTSTANDING
<i>How would you rate the support/assistance you received in completing this program from your Station Officer and other crew members?</i>			
<i>How would you rate the support/assistance you received in completing this program from your Station Officer and other crew members?</i>			
<i>Overall, how would you rate the quality of the New Firefighter Development Program?</i>	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	OUTSTANDING

What parts of this program did you find the most valuable?
How can we make this program better in the future?



LAWRENCE-DOUGLAS COUNTY
FIRE MEDICAL

Relief Officer Task Book

Table-Top Scenarios



LDCFM Relief Officer Tabletop Simulations 1-Story House Fire

Scenario
1

Scenario Start:

You are the company officer on Engine 1. You have been dispatched on a single-truck response for a residential fire alarm. 826 New York Street, map reference 1514B. You are responding non-emergency, with radio traffic on City Fire.

Candidate's Name: _____

	N/A	Needs Improvement	Acceptable	Excellent
I. Communicates appropriately with Dispatch (Upgrades, changes call type, or asks for additional resources, if necessary)	☐	☐	☐	☐
II. Performs appropriate size-up (IRR)	☐	☐	☐	☐
☐ Clears channel				
☐ Size				
☐ Height				
☐ Occupancy type				
☐ IAP – Task, Location, Objective				
☐ Strategy				
☐ Resource Determination				
☐ Command				
III. Performs appropriate follow-up report after 360	☐	☐	☐	☐
☐ Basement type				
☐ Stories from the rear				
☐ Hazards/Victims				
☐ Accountability Location				
☐ Changes to IAP (if necessary)				
IV. Incident Action Plan / Command Transfers				
A) Initial actions of first-in crew were appropriate to the scenario	☐	☐	☐	☐
B) Assignments to arriving units were appropriate to the scenario	☐	☐	☐	☐
C) Command transferred appropriately (if needed)	☐	☐	☐	☐
V. Job Knowledge & Preparation (Based on Discussion Questions)	☐	☐	☐	

See reverse for the questions



Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer Tabletop Simulations 1-Story House Fire

**Scenario
1**

Post-Scenario Discussion Questions for Candidate

- 1) When did you upgrade or change the call type and why?**

- 2) If you change the call to a Level 1 Structure Fire, what units do you expect to be added?**

- 3) Why [did / didn't] you lay in your own water supply?**

- 4) Where do you believe the fire is located and why?**

- 5) Where do you believe the bedrooms are located in this structure, and why?**

- 6) Where do you believe the kitchen is located in this structure, and why?**

- 7) Where do you believe the stairs to the basement are located in this structure, and why?**



LDCFM Relief Officer Tabletop Simulations Basement Fire

Scenario
2

Scenario Start:

You are the company officer on Medic 1. You have been dispatched to a Level 1 structure fire in your first-due. 826 New York Street, map reference 1514B. Engine 1 is on another call, you will be on scene first and operation alone for several minutes. All units are en route, responding emergency, and traffic has been moved to Ops 3

Candidate's Name: _____

N/A
Needs Improvement
Acceptable
Excellent

I. Communicates appropriately with Dispatch

☐ ☐ ☐ ☐

(Upgrades, changes call type, or asks for additional resources, if necessary)

II. Performs appropriate size-up (IRR)

☐ ☐ ☐ ☐

- | | | |
|---|--|-----------------------------------|
| ☐ Clears channel | ☐ Size | ☐ Height |
| ☐ Occupancy type | ☐ IAP – Task, Location, Objective | ☐ Strategy |
| ☐ Resource Determination | ☐ Command | |

III. Performs appropriate follow-up report after 360

☐ ☐ ☐ ☐

- | | | |
|--|--|--|
| ☐ Basement type | ☐ Stories from the rear | ☐ Hazards/Victims |
| ☐ Accountability Location | ☐ Changes to IAP (if necessary) | |

IV. Incident Action Plan / Command Transfers

- | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| A) Initial actions of first-in crew were appropriate to the scenario | ☐ | ☐ | ☐ | ☐ |
| B) Assignments to arriving units were appropriate to the scenario | ☐ | ☐ | ☐ | ☐ |
| C) Command transferred appropriately (if needed) | ☐ | ☐ | ☐ | ☐ |

V. Job Knowledge & Preparation (Based on Discussion Questions)

☐ ☐ ☐

See reverse for the questions



Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer Tabletop Simulations Basement Fire

**Scenario
2**

Post-Scenario Discussion Questions for Candidate

- 1) Did you make entry in the structure without a fire apparatus on scene? Why or why not?**
- 2) Assuming you made entry on the first floor (above the fire) what are some signs that would indicate conditions were unsafe and you needed to exit?**
- 3) Where do you believe the fire is in this scenario?**
- 4) Where do you believe the bedrooms are likely to be? How many bedrooms would you expect?**
- 5) Where do you believe the kitchen is located in this structure, and why?**
- 6) Where do you believe the stairs to the basement are located in this structure, and why?**
- 7) If you had reason to believe the occupant was still inside, where are some places you would look for him first, and why?**



LDCFM Relief Officer Tabletop Simulations 2-Story House

Scenario
3

**Scenario
Start:**

You are the company officer on Engine 4. E4 & M4 have been dispatched to Structure Fire Level 3 at 2733 Bluestem Dr, map reference 1310D. Caller reports a laundry dryer on the second floor was smoking, but no flames were seen. E4 & M4 are both en route from Station 4, responding non-emergency. Radio traffic remains on City Fire.

Candidate's Name: _____

N/A
Needs
Improvement
Acceptable
Excellent

I. Communicates appropriately with Dispatch

☐ ☐ ☐ ☐

(Upgrades, changes call type, or asks for additional resources, if necessary)

II. Performs appropriate size-up (IRR)

☐ ☐ ☐ ☐

- | | | |
|---|--|-----------------------------------|
| ☐ Clears channel | ☐ Size | ☐ Height |
| ☐ Occupancy type | ☐ IAP – Task, Location, Objective | ☐ Strategy |
| ☐ Resource Determination | ☐ Command | |

III. Performs appropriate follow-up report after 360

☐ ☐ ☐ ☐

- | | | |
|--|--|--|
| ☐ Basement type | ☐ Stories from the rear | ☐ Hazards/Victims |
| ☐ Accountability Location | ☐ Changes to IAP (if necessary) | |

IV. Incident Action Plan / Command Transfers

- | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| A) Initial actions of first-in crew were appropriate to the scenario | ☐ | ☐ | ☐ | ☐ |
| B) Assignments to arriving units were appropriate to the scenario | ☐ | ☐ | ☐ | ☐ |
| C) Command transferred appropriately (if needed) | ☐ | ☐ | ☐ | ☐ |

V. Job Knowledge & Preparation (Based on Discussion Questions)

☐ ☐ ☐

See reverse for the questions



Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer Tabletop Simulations 2-Story House

**Scenario
3**

Post-Scenario Discussion Questions for Candidate

- 1) Did you upgrade this call? What units would you expect to be added to the call if you did?**

- 2) Where do you believe this fire is located?**

- 3) How are laundry dryers vented? Would your considerations change if it was a gas vs electric dryer?**

- 4) Do you think fire is in the attic? Why or why not?**

- 5) Where do you believe the kitchen is located in this structure, and why?**

- 6) Where do you believe you would find the bedrooms? How many?**

- 7) Where do you believe you would find the stairs to the basement?**



LDCFM Relief Officer Tabletop Simulations 2-Story House w/Pool

Scenario
4

Scenario Start:

You are the company officer on Quint 3. You have been dispatched to a Level 1 Structure Fire in your first-due at 0200. 4220 Crofton Ct, map reference 1511A. All units are en route, traffic has been moved to Ops 3.

Candidate's Name: _____

	N/A	Needs Improvement	Acceptable	Excellent
I. Communicates appropriately with Dispatch (Upgrades, changes call type, or asks for additional resources, if necessary)	☐	☐	☐	☐
II. Performs appropriate size-up (IRR)	☐	☐	☐	☐
☐ Clears channel				
☐ Size				
☐ Height				
☐ Occupancy type				
☐ IAP – Task, Location, Objective				
☐ Strategy				
☐ Resource Determination				
☐ Command				
III. Performs appropriate follow-up report after 360	☐	☐	☐	☐
☐ Basement type				
☐ Stories from the rear				
☐ Hazards/Victims				
☐ Accountability Location				
☐ Changes to IAP (if necessary)				
IV. Incident Action Plan / Command Transfers				
A) Initial actions of first-in crew were appropriate to the scenario	☐	☐	☐	☐
B) Assignments to arriving units were appropriate to the scenario	☐	☐	☐	☐
C) Command transferred appropriately (if needed)	☐	☐	☐	☐
V. Job Knowledge & Preparation (Based on Discussion Questions)	☐	☐	☐	

See reverse for the questions



Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer Tabletop Simulations 2-Story House with Pool

**Scenario
4**

Post-Scenario Discussion Questions for Candidate

- 1) Where do you think the stairs to the second floor are located?**

- 2) Where do you believe this fire is located?**

- 3) Did you recognize the pool in the backyard as a hazard and call it out on your follow up report?
Would this be priority traffic?**

- 4) What are some different options you had in this scenario to achieve your objectives of fire control and rescue? Which did you go with, and why?**

- 5) With a report of a possible victim in the second-floor window on the Alpha side, is this a good situation for VEIS? Why or why not?**

- 6) Where do you believe you would find the bedrooms? How many?**

- 7) Where do you believe you would find the stairs to the second floor? To the basement?**



LDCFM Relief Officer Tabletop Simulations 2-Story Duplex

Scenario
5

Scenario Start:

You are the company officer on Engine 4. You have been dispatched to a Level 1 Structure Fire in your first-due. 4921 Stoneback Dr, map reference 1310A. All units are en route, traffic has been moved to Ops 3.

Candidate's Name: _____

N/A
Needs
Improvement
Acceptable
Excellent

I. Communicates appropriately with Dispatch

☐ ☐ ☐ ☐

(Upgrades, changes call type, or asks for additional resources, if necessary)

II. Performs appropriate size-up (IRR)

☐ ☐ ☐ ☐

- | | | |
|---|--|-----------------------------------|
| ☐ Clears channel | ☐ Size | ☐ Height |
| ☐ Occupancy type | ☐ IAP – Task, Location, Objective | ☐ Strategy |
| ☐ Resource Determination | ☐ Command | |

III. Performs appropriate follow-up report after 360

☐ ☐ ☐ ☐

- | | | |
|--|--|--|
| ☐ Basement type | ☐ Stories from the rear | ☐ Hazards/Victims |
| ☐ Accountability Location | ☐ Changes to IAP (if necessary) | |

IV. Incident Action Plan / Command Transfers

- | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| A) Initial actions of first-in crew were appropriate to the scenario | ☐ | ☐ | ☐ | ☐ |
| B) Assignments to arriving units were appropriate to the scenario | ☐ | ☐ | ☐ | ☐ |
| C) Command transferred appropriately (if needed) | ☐ | ☐ | ☐ | ☐ |

V. Job Knowledge & Preparation (Based on Discussion Questions)

☐ ☐ ☐

See reverse for the questions



Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer Tabletop Simulations 2-Story Duplex

**Scenario
5**

Post-Scenario Discussion Questions for Candidate

- 1) Why did / didn't you assign a crew in the Delta exposure?
- 2) If you arrived at this incident later, as the officer on Medic 5, and were assigned to do primary search & check for extension in the Delta exposure – would you take a hand line? Why or why not?
- 3) Do you think the fire is in the attic? Why or why not?
- 4) Would you expect the two occupancies to have a common attic space, or that it would be separated?
- 5) Did you call out the 2 different basement types found in this occupancy? Why is it important to differentiate between them?
- 6) How many bedrooms would you expect there to be on each side of the duplex, and where would they be located?
- 7) Where would you expect to find the stairs up to the second floor and down to the basement?



LDCFM Relief Officer Tabletop Simulations

Car Fire Next to Structure

Scenario
6

Scenario Start:

You are the officer on Medic 1, driving to the East Pumps for fuel. You are eastbound on 7th St when you see a car on fire in the alley between Connecticut and New York Streets. No alarm has been called in to Dispatch

Candidate's Name: _____

	N/A	Needs Improvement	Acceptable	Excellent
I. Communicates appropriately with Dispatch (Upgrades, changes call type, or asks for additional resources, if necessary)	☐	☐	☐	☐
II. Performs appropriate size-up (IRR)	☐	☐	☐	☐
☐ Clears channel				
☐ Size				
☐ Height				
☐ Occupancy type				
☐ IAP – Task, Location, Objective				
☐ Strategy				
☐ Resource Determination				
☐ Command				
III. Performs appropriate follow-up report after 360	☐	☐	☐	☐
☐ Basement type				
☐ Stories from the rear				
☐ Hazards/Victims				
☐ Accountability Location				
☐ Changes to IAP (if necessary)				
IV. Incident Action Plan / Command Transfers				
A) Initial actions of first-in crew were appropriate to the scenario	☐	☐	☐	☐
B) Assignments to arriving units were appropriate to the scenario	☐	☐	☐	☐
C) Command transferred appropriately (if needed)	☐	☐	☐	☐
V. Job Knowledge & Preparation (Based on Discussion Questions)	☐	☐	☐	

See reverse for the questions



Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer Tabletop Simulations 2-Story Duplex

**Scenario
6**

Post-Scenario Discussion Questions for Candidate

- 1) Did you request a structure fire response or a car fire response? Why?**

- 2) What are your actions as a Medic company prior to the arrival of a fire apparatus? Which of our incident tactical priorities are your actions addressing?**

- 3) Would you prioritize searching the car first, or the structure? Why?**

- 4) Would you take your first line to attack the car fire from the exterior, or into the structure to prevent extension and protect means of egress?**

- 5) Is the exposure a single occupancy or more than one? Why?**

- 6) What do you think the interior layout of the structure is, and why?**

- 7) How do the power lines directly over the fire affect your incident action plan?**



LDCFM Relief Officer Tabletop Simulations Motel 6

Scenario
7

Scenario Start:

You are the officer on Medic 1, returning from a transfer to KU Med. As you are coming off I-70 at the MM204 interchange, a Level 3 Structure Fire is dispatched for Motel 6. The RP reports an odor of smoke in the hallway. 1130 N. 3rd St, Map Reference 1714D. E1 & M1 were dispatched, E1 is en route, operating on City Fire. M1 will be first on scene, several minutes ahead of Engine 1.

Candidate's Name: _____

N/A
Needs
Improvement
Acceptable
Excellent

I. Communicates appropriately with Dispatch

☐ ☐ ☐ ☐

(Upgrades, changes call type, or asks for additional resources, if necessary)

II. Performs appropriate size-up (IRR)

☐ ☐ ☐ ☐

- | | | |
|---|--|-----------------------------------|
| ☐ Clears channel | ☐ Size | ☐ Height |
| ☐ Occupancy type | ☐ IAP – Task, Location, Objective | ☐ Strategy |
| ☐ Resource Determination | ☐ Command | |

III. Performs appropriate follow-up report after 360

☐ ☐ ☐ ☐

- | | | |
|--|--|--|
| ☐ Basement type | ☐ Stories from the rear | ☐ Hazards/Victims |
| ☐ Accountability Location | ☐ Changes to IAP (if necessary) | |

IV. Incident Action Plan / Command Transfers

- | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| A) Initial actions of first-in crew were appropriate to the scenario | ☐ | ☐ | ☐ | ☐ |
| B) Assignments to arriving units were appropriate to the scenario | ☐ | ☐ | ☐ | ☐ |
| C) Command transferred appropriately (if needed) | ☐ | ☐ | ☐ | ☐ |

V. Job Knowledge & Preparation (Based on Discussion Questions)

☐ ☐ ☐

See reverse for the questions



Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer Tabletop Simulations Motel 6

**Scenario
7**

Post-Scenario Discussion Questions for Candidate

- 1) What actions could you take as a Medic crew in this scenario while awaiting other units?**

- 2) Did you instruct Engine 1 to grab their own water supply? Why or why not?**

- 3) This structure is significantly larger than a standard residential home. Did you consider if more resources might be needed to control this incident than a standard Level-1 response?**

- 4) How many stairwells would you expect to be in this structure and where would you expect them?**

- 5) What is your assessment of the potential life safety threat at this incident? Does the fact that there are almost no cars in the parking lot affect your assessment?**

- 6) How many hotel rooms would you expect to find on each floor?**

- 7) Do you think the fire is in the attic? Why / why not?**



LDCFM Relief Officer Tabletop Simulations

Rural House Fire

Scenario
8

Scenario Start:

You are the officer on Medic 11, returning to your station from LMH. You are dispatched to a Level 1 structure fire in Douglas County to provide medical standby. The address is 569 E 1550 Rd, map reference 0515. County units are responding but Medic 11 will arrive on scene about 10 minutes before the next county unit.

Candidate's Name: _____

N/A
Needs
Improvement
Acceptable
Excellent

I. Communicates appropriately with Dispatch

☐ ☐ ☐ ☐

(Upgrades, changes call type, or asks for additional resources, if necessary)

II. Performs appropriate size-up (IRR)

☐ ☐ ☐ ☐

- | | | |
|---|--|-----------------------------------|
| ☐ Clears channel | ☐ Size | ☐ Height |
| ☐ Occupancy type | ☐ IAP – Task, Location, Objective | ☐ Strategy |
| ☐ Resource Determination | ☐ Command | |

III. Performs appropriate follow-up report after 360

☐ ☐ ☐ ☐

- | | | |
|--|--|--|
| ☐ Basement type | ☐ Stories from the rear | ☐ Hazards/Victims |
| ☐ Accountability Location | ☐ Changes to IAP (if necessary) | |

IV. Incident Action Plan / Command Transfers

- | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| A) Initial actions of first-in crew were appropriate to the scenario | ☐ | ☐ | ☐ | ☐ |
| B) Assignments to arriving units were appropriate to the scenario | ☐ | ☐ | ☐ | ☐ |
| C) Command transferred appropriately (if needed) | ☐ | ☐ | ☐ | ☐ |

V. Job Knowledge & Preparation (Based on Discussion Questions)

☐ ☐ ☐

See reverse for the questions 

Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer Tabletop Simulations Rural House Fire

**Scenario
8**

Post-Scenario Discussion Questions for Candidate

- 1) What actions could you take as a Medic crew in this scenario while awaiting other units?**

- 2) Would your actions change if the RP was in the front yard reporting that their wife was bedridden on the first floor? If so, what would you do differently?**

- 3) What is the primary purpose for LDCFM medic units being dispatched to county structure fires?**

- 4) Generally, we need to follow the “2 in, 2 out” rule to deploy into the hazard zone. If a Medic unit is on scene without a fire apparatus, this would prevent them from going interior. What are some exceptions that would allow a Medic crew to make entry, even if no one else is on scene?**

- 5) What communications need to occur to allow an LDCFM Medic unit to participate in firefighting activities at a county structure fire? Did you follow these rules during the scenario?**

- 6) LDCFM Medic units not explicitly serving in a mutual aid role need to cease firefighting activities after how many county firefighters have arrived on scene?**

- 7) If you passed command to Chief 1100 and he tried to assign your medic unit to perform a primary search, what would your response be, and why?**



LDCFM Relief Officer Tabletop Simulations

Rural MVA

Scenario
9

Scenario Start:	<i>You are the officer on Medic 3. You have been dispatched to an MVA-Level 3 at the intersection of Highway 40 and Stull Rd, Map Reference 1607. Medic 3 and County fire agency units are en route.</i>
------------------------	--

Candidate's Name: _____

	N/A	Needs Improvement	Acceptable	Excellent
I. Communicates appropriately with Dispatch (Upgrades, changes call type, or asks for additional resources, if necessary)	☐	☐	☐	☐
II. Performs appropriate size-up (IRR)	☐	☐	☐	☐
☐ Clears channel				
☐ Location of incident				
☐ Number of vehicles				
☐ Description of damage				
☐ Special hazards				
☐ Initial actions				
☐ Resource Determination				
☐ Command				
III. Performs appropriate follow-up report after 360	☐	☐	☐	☐
☐ Number of patients & triage				
☐ Need for extrication				
☐ Resource Determination				
☐ Changes to IAP (if necessary)				
IV. Incident Action Plan / Command Transfers				
A) Initial actions of first-in crew were appropriate to the scenario	☐	☐	☐	☐
B) Assignments to arriving units were appropriate to the scenario	☐	☐	☐	☐
C) Command transferred appropriately (if needed)	☐	☐	☐	☐
V. Job Knowledge & Preparation (Based on Discussion Questions)	☐	☐	☐	
See reverse for the questions 				

Notes (please include comments/explanation for failure):	Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer Tabletop Simulations Rural MVA

**Scenario
9**

Post-Scenario Discussion Questions for Candidate

- 1) What dispatch information should cue you to upgrade this call?**
- 2) What units would you expect to be dispatched to a MVA1 in the county?**
- 3) When would you request for Trauma center availability and helicopter?**
- 4) If a helicopter reported they were 30 minutes out, would you order them to launch? Why/why not?**
- 5) If no jurisdictional fire agency was available to be the LZ company, what would you do?**
- 6) What actions can / should you take as a single ambulance before other unit arrive?**
- 7) Your partner (the lead paramedic for this call) triages the prone patient code red and says he needs to be transported immediately to have any hope of survival. However, leaving the other patient on scene could constitute abandonment. What would you do?**



LDCFM Relief Officer Tabletop Simulations

Small Apartment Building

Scenario
10

Scenario Start:

You are the officer on Medic 1 at a Level 1 structure fire at 926 Avalon Rd, Map Reference 1513A. All units went en route and switched to Ops 3. Engine 1 arrived first, made their own hydrant, and established Avalon Command. They are stretching a line to the front door for fire attack. You just arrived on scene, reported to Avalon Command, and were assigned primary search. Because you are a smart officer, you are quickly conducting a 360 of your own before making entry.

Candidate's Name: _____

N/A
Needs
Improvement
Acceptable
Excellent

I. Communicates appropriately with Dispatch

☐ ☐ ☐ ☐

(Upgrades, changes call type, or asks for additional resources, if necessary)

II. Performs appropriate size-up (IRR)

☐ ☐ ☐ ☐

- | | | |
|---|--|-----------------------------------|
| ☐ Clears channel | ☐ Size | ☐ Height |
| ☐ Occupancy type | ☐ IAP – Task, Location, Objective | ☐ Strategy |
| ☐ Resource Determination | ☐ Command | |

III. Performs appropriate follow-up report after 360

☐ ☐ ☐ ☐

- | | | |
|--|--|--|
| ☐ Basement type | ☐ Stories from the rear | ☐ Hazards/Victims |
| ☐ Accountability Location | ☐ Changes to IAP (if necessary) | |

IV. Incident Action Plan / Command Transfers

- | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| A) Initial actions of first-in crew were appropriate to the scenario | ☐ | ☐ | ☐ | ☐ |
| B) Assignments to arriving units were appropriate to the scenario | ☐ | ☐ | ☐ | ☐ |
| C) Command transferred appropriately (if needed) | ☐ | ☐ | ☐ | ☐ |

V. Job Knowledge & Preparation (Based on Discussion Questions)

☐ ☐ ☐

See reverse for the questions 

Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer Tabletop Simulations Small Apartment Building

**Scenario
10**

Post-Scenario Discussion Questions for Candidate

- 1) Did you call out the victims as “priority traffic” over the radio, or is it better to say “VICTIM VICTIM VICTIM”?**

- 2) What are examples of other situations that should be communicated as “priority traffic”?**

- 3) Is there any immediate action you can take or instruct the victims to take to improve their situation?**

- 4) Would you begin efforts to rescue these victims immediately, without being assigned by Command?
Or would you continue with your original assignment (primary search) after notifying Command of the presence of these victims?**

- 5) If you were responsible for fire attack, would you make entry at the same location Engine 1 is using (ground level entrance on the Alpha Side), or redeploy your attack line to the walkout basement door on the Charlie side? Why or why not?**

- 6) The alpha side door on floor 1 is open, as is a sliding door from the walk-out basement on the Charlie side. There is significantly more smoke coming out of the Alpha side doorway. What would be the likely effect on the fire’s behavior if the Charlie side basement door was closed?**

- 7) Describe what you believe to be the interior layout of this structure, and where you believe the fire is located.**



LDCFM Relief Officer Tabletop Simulations Trailer Shed Fire

Scenario
11

Scenario Start:

You are the officer on Medic 5. You just cleared a "sick person" call with no transport in Easy Living trailer park (3323 Iowa St, Map Reference 1212B). On your way out of the trailer park, you notice some smoke nearby and investigate. You find a small shed on fire.

Candidate's Name: _____

	N/A	Needs Improvement	Acceptable	Excellent
I. Communicates appropriately with Dispatch (Upgrades, changes call type, or asks for additional resources, if necessary)	☐	☐	☐	☐
II. Performs appropriate size-up (IRR)	☐	☐	☐	☐
☐ Clears channel				
☐ Size				
☐ Height				
☐ Occupancy type				
☐ IAP – Task, Location, Objective				
☐ Strategy				
☐ Resource Determination				
☐ Command				
III. Performs appropriate follow-up report after 360	☐	☐	☐	☐
☐ Basement type				
☐ Stories from the rear				
☐ Hazards/Victims				
☐ Accountability Location				
☐ Changes to IAP (if necessary)				
IV. Incident Action Plan / Command Transfers				
A) Initial actions of first-in crew were appropriate to the scenario	☐	☐	☐	☐
B) Assignments to arriving units were appropriate to the scenario	☐	☐	☐	☐
C) Command transferred appropriately (if needed)	☐	☐	☐	☐
V. Job Knowledge & Preparation (Based on Discussion Questions)	☐	☐	☐	

See reverse for the questions



Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer Tabletop Simulations Trailer Shed Fire

**Scenario
11**

Post-Scenario Discussion Questions for Candidate

- 1) What actions can you take while waiting for other crews?**

- 2) What is the alpha side, and how would you designate the exposures?**

- 3) Under what (if any) circumstances would you search the trailer closest to the shed before another apparatus was on scene?**

- 4) Did you communicate the flames impinging on what appears to be a power line pole over the radio?
Did it have any effect on your IAP?**

- 5) If you were searching the trailer closest to the shed before any other LDCFM units were on scene and found that the fire was starting to extend into the shed, what would you do?**

- 6) When Engine 5 arrived on scene, you could have assigned them to fire attack on the exterior or search and check for extension on the interior. Which did you choose, and why?**

- 7) If you and your partner entered the trailer closest to the fire and found a morbidly obese patient within that you had no chance of lifting and carrying to safety, what are some ways you could attempt to extricate or protect them?**



LDCFM Relief Officer Tabletop Simulations Walkout Basement Fire

Scenario
12

Scenario Start:

You are the officer on Quint 2, dispatched to a Level 1 structure fire at 1535 Hanscom Rd, Map Reference 1414B. All units are en route and traffic has been moved to Ops 3. Quint 2 & Medic 2 will arrive together and be first on scene.

Candidate's Name: _____

	N/A	Needs Improvement	Acceptable	Excellent
I. Communicates appropriately with Dispatch (Upgrades, changes call type, or asks for additional resources, if necessary)	☐	☐	☐	☐
II. Performs appropriate size-up (IRR)	☐	☐	☐	☐
☐ Clears channel				
☐ Size				
☐ Height				
☐ Occupancy type				
☐ IAP – Task, Location, Objective				
☐ Strategy				
☐ Resource Determination				
☐ Command				
III. Performs appropriate follow-up report after 360	☐	☐	☐	☐
☐ Basement type				
☐ Stories from the rear				
☐ Hazards/Victims				
☐ Accountability Location				
☐ Changes to IAP (if necessary)				
IV. Incident Action Plan / Command Transfers				
1. Initial actions of first-in crew were appropriate to the scenario	☐	☐	☐	☐
2. Assignments to arriving units were appropriate to the scenario	☐	☐	☐	☐
3. Command transferred appropriately (if needed)	☐	☐	☐	☐
V. Job Knowledge & Preparation (Based on Discussion Questions)	☐	☐	☐	

See reverse for the questions



Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer Tabletop Simulations Walk-Out Basement Fire

**Scenario
12**

Post-Scenario Discussion Questions for Candidate

- 1) Why did / didn't you choose to make your own hydrant? Did fire conditions or the fact that Quint 2 is heading "into the box" in this scenario have any effect?**

- 2) Where would you want your nozzle to deploy the first line?**

- 3) If your nozzle had already stretched a line to the front door, and during your 360 you determined you wanted to enter from the Charlie side for fire attack, how would you let your nozzle know?**

- 4) As a general rule, we want to avoid operating above a fire if at all possible. Does this mean we should avoid assigning crews to search the first floor until the fire is under control? What about the second floor?**

- 5) If you suddenly see much less smoke and fire coming from the basement windows on the Charlie side, and you have not yet put water on the fire, what might have happened?**

- 6) Where do you think the stairs leading up to the second floor are located in this house?**

- 7) How would your assignments and IAP change if you had credible reports of trapped victims on the second floor?**



LAWRENCE-DOUGLAS COUNTY
FIRE MEDICAL

Relief Officer Task Book

Hands-On Exercises



LDCFM Relief Officer – Hands-On Exercises

360 / Follow-up / Mask-Up

Skills Sheet

1

- Equipment Required:
- Ambulance or Fire apparatus
 - Full PPE + SCBA
 - Portable radio
 - Structure for training

Instructions to Evaluator

You may do this at the drill tower or any other suitable location. Describe the fire conditions they see on arrival, and then follow them around the structure as they conduct a 360. Feel free to improvise different fire conditions or other hazards to describe to the candidate during their 360 (basement conditions, victims, bad doggies, etc).

Instructions to Candidate (Read this to them):

For this skills sheet, you will be required to perform a size-up, conduct a 360, and provide a follow-up report. To pass, your transmissions must be complete and provide an accurate picture of this incident. After finishing your follow-up report you must be at front door in full PPE, on air, in 30 seconds or less.

Candidate's Name: _____

N/A
Needs
Improvement
Acceptable
Excellent

1. Performs appropriate size-up (IRR)

☐ ☐ ☐ ☐

- ☐ Clears channel
- ☐ Size
- ☐ Height
- ☐ Occupancy type
- ☐ IAP – Task, Location, Objective
- ☐ Strategy
- ☐ Resource Determination
- ☐ Command

2. Performs appropriate follow-up report after 360

☐ ☐ ☐ ☐

- ☐ Basement type
- ☐ Stories from the rear
- ☐ Hazards/Victims (if present)
- ☐ Accountability Location
- ☐ Changes to IAP (if necessary)

3. All PPE donned & breathing at front door within 30 seconds of follow-up report

☐ ☐ ☐

Time to finish donning PPE after follow-up report: _____ seconds

Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer – Hands-On Exercises

Fire Attack

Skills Sheet

2

Equipment • Fire apparatus
Required: • Ambulance / Fire Crew

• Full PPE + SCBA + radio
• Drill tower or other location

Instructions to Evaluator

This drill is designed to practice the candidate's ability to direct a crew when assigned to fire attack. You will roleplay as the IC. You will assign the candidate's crew to perform fire attack. Describe the structure and fire conditions they are experiencing. Follow them into the structure and describe how conditions are changing.

Instructions to Candidate (Read this to them):

For this skills sheet, you will be reporting on scene to the IC who will direct your company to perform fire attack. You must select the appropriate line, direct your crew through the structure, order them when to open the line, back up your crew members as you advance, and begin search / overhaul once you have the fire under control.

Candidate's Name: _____

	N/A	Needs Improvement	Acceptable	Excellent
1. Radio traffic with IC is appropriate	☐	☐	☐	☐
2. Selects line appropriate for simulated fire	☐	☐	☐	☐
3. Leads/directs crew to advance line into structure	☐	☐	☐	☐
4. Directs crew to open line and flow water at appropriate time, based on fire conditions as described by the evaluator	☐	☐	☐	☐
5. Backs up nozzle firefighter to help them advance to the seat of the fire while flowing	☐	☐	☐	☐
6. Instructs nozzle firefighter to use construction features (walls, ceilings, doorways, etc) to perform an indirect attack, if appropriate for the fire conditions.	☐	☐	☐	☐
7. Provides appropriate radio traffic updates to the IC	☐	☐	☐	☐
8. Performs a search of the fire area after under control	☐	☐	☐	☐
9. Begins appropriate ventilation tactics (open windows, hydraulic ventilation, etc)	☐	☐	☐	☐

Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer – Hands-On Exercises

Search & Rescue

Skills Sheet

3

- | | | |
|---------------------|---|---|
| Equipment Required: | <ul style="list-style-type: none"> Fire apparatus Ambulance / Fire Crew Hand tools, TIC, & search rope | <ul style="list-style-type: none"> Full PPE + SCBA + radio Drill tower or other location Rescue dummy (optional) |
|---------------------|---|---|

Instructions to Evaluator

This drill is designed to practice the candidate's ability to direct a crew during a search. You will roleplay as the IC and assign the candidate's crew to perform a primary search. Describe the structure and fire conditions they are experiencing. Follow them into the structure and describe how conditions are changing. You are allowed (but not required) to place 1 or more rescue dummies inside the structure.

Instructions to Candidate (Read this to them):

For this skills sheet, you will be reporting on scene to the IC who will direct your company to perform primary search. The evaluator will also describe the building and fire conditions you are encountering. You must select the appropriate tools for the situation and direct your crew as they complete this assignment.

Candidate's Name: _____

	N/A	Needs Improvement	Acceptable	Excellent
1. Radio traffic is appropriate	☐	☐	☐	☐
2. Directs crew to use tools appropriate for the fire conditions & occupancy	☐	☐	☐	☐
3. Effectively leads / directs crew during search	☐	☐	☐	☐
4. Uses effective search tactics for crew size, type of occupancy, and fire conditions	☐	☐	☐	☐
5. Makes effective use of TIC and other tools	☐	☐	☐	☐
6. (If no victim)				
↳ Completes primary search assignment quickly	☐	☐	☐	☐
↳ Notifies IC appropriately (status change, "all clear")	☐	☐	☐	☐
7. (Victim(s) located)				
↳ Expedites rescue of victims	☐	☐	☐	☐
↳ Notifies IC appropriately (number, location, area remaining to be searched)	☐	☐	☐	☐

Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer – Hands-On Exercises Defensive Operations

Skills Sheet # 4

- | | | |
|---------------------|---|---|
| Equipment Required: | <ul style="list-style-type: none"> Fire apparatus Ambulance / Fire Crew Hand tools, TIC, & search rope | <ul style="list-style-type: none"> Full PPE + SCBA + radio Drill tower or other location Rescue dummy (optional) |
|---------------------|---|---|

Instructions to Evaluator

This drill is designed to practice the candidate's ability to direct a crew during defensive operations. You will roleplay as the IC1 from the first-due fire apparatus and assign the candidate's crew to flow a master stream into a simulated strip mall.

Instructions to Candidate (Read this to them):

For this skills sheet, you will be simulating that you are the officer on a Medic unit that has responded to a strip mall fire. Your Captain is the initial IC and will direct you to flow a master stream from their truck into a simulated occupancy.

Candidate's Name: _____

	N/A	Needs Improvement	Acceptable	Excellent
1. Radio traffic with IC is appropriate	☐	☐	☐	☐
2. Selects a master stream device appropriate for the fire conditions & occupancy	☐	☐	☐	☐
3. Effectively leads / directs crew while setting up master stream	☐	☐	☐	☐
4. Ensures crew & master stream are outside the collapse zone	☐	☐	☐	☐
5. Ensures master stream direction & pressure are appropriate for conditions	☐	☐	☐	☐

Notes *(please include comments/explanation for failure):*

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer – Hands-On Exercises

MVA – Size-up & Stabilization

Skills Sheet

5

- Equipment • Ambulance • PPE + road vest + radio
 Required: • 1+ scrap vehicles for extrication • (optional) rescue manikin(s)

Instructions to Evaluator

This drill is designed to practice the candidate's ability to establish command, perform an initial size-up, and stabilize the vehicles involved in an MVA. Please create simulated dispatch information for the candidate, as well as details as to the damage location and , etc. You can attempt to simulate portions this drill, but since the focus is on psychomotor skills it is best if there is a real vehicle for the candidate to stabilize.

Instructions to Candidate (Read this to them):

For this skills sheet, you will be the company officer of an ambulance that is first on scene of an MVA. Your goals are to perform a scene size-up and stabilize the vehicle(s). You are not expected to extricate the victims or provide patient care.

Candidate's Name: _____

N/A
Needs
Improvement
Acceptable
Excellent

1. Radio traffic during size-up is appropriate

☐ ☐ ☐

2. Provides clear direction to partner

☐ ☐ ☐

3. Performs size-up appropriately

☐ ☐ ☐

4. Assesses need to stabilize the vehicle(s)

☐ ☐ ☐

5. Stabilizes vehicle(s) appropriately

☐ ☐ ☐

Candidate may verbalize stabilization process if necessary to avoid damaging vehicles but must demonstrate proficiency with operating selected stabilization equipment.

Evaluator: at this point, describe the patients and their injuries to the candidate

6. Provides appropriate follow-up report

☐ ☐ ☐

↳ (If necessary) Requests additional resources appropriately

☐ ☐ ☐ ☐

↳ (If multiple patients) Identifies patient who is highest transport priority

☐ ☐ ☐ ☐

Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer – Hands-On Exercises

On-Deck / RIT

Skills Sheet

6

Equipment • Fire Apparatus
Required: • Forcible entry door

• Medic crew in full PPE
• Drill tower or other structure

Instructions to Evaluator

This drill is designed to practice the candidate's ability fulfill the expectations when assigned to be the "On-Deck" / RIT at a structure fire. You will roleplay as the IC and simulate that the candidate's ambulance has just arrived at a working fire incident. You must describe the occupancy type, fire conditions, and assignments (TLO) of the crews already on scene.

Instructions to Candidate (Read this to them):

For this skills sheet, you will be the company officer of an ambulance arriving on scene of a structure fire. You will report to the IC and be assigned to serve as the On-Deck / RIT company. You must lead your partner to assemble all equipment and then fulfill all expectations of this role.

Candidate's Name: _____

N/A
Needs
Improvement
Acceptable
Excellent

1. Radio traffic with IC is appropriate

☐ ☐ ☐

2. Assembles all equipment for this function

☐ ☐ ☐

☐ Forcible entry tools

☐ RIT pack

☐ Thermal imager

☐ Flashlights

☐ Pak Tracker

☐ Rotary (Partner) saw

☐ Ladders

☐ Bolt Cutters

☐ Chainsaw

3. Provides clear direction to partner

☐ ☐ ☐

4. Conducts 360 of structure

☐ ☐ ☐

5. Performs appropriate forcible entry

☐ ☐ ☐

☐ Forces door

☐ Searches inside

☐ Controls flow path

6. Places ladders appropriately (all side/levels covered)

☐ ☐ ☐

7. Monitors radio traffic for locations / assignments of interior crews

☐ ☐ ☐

Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer – Hands-On Exercises

Outside Vent Assignment

Skills Sheet
7

- | | | |
|-----------|-------------------------|----------------------------------|
| Equipment | • Fire Apparatus | • Medic crew in full PPE |
| Required: | • Window or window prop | • Drill tower or other structure |

Instructions to Evaluator

This drill is designed to practice the candidate's ability fulfill the expectations of the "Outside Vent" assignment (see [SOP 207.42: Ventilation](#)). You will roleplay as the IC and interior crews. You must describe the occupancy type & fire conditions the candidate sees and designate a window for ventilation. When the candidate's crew is in position, request ventilation

Instructions to Candidate (Read this to them):

For this skills sheet, you will be the company officer of an ambulance arriving on scene of a structure fire. You will report to the IC and be assigned to serve as the Outside Vent company. You must lead your partner to assemble all equipment and then fulfill all expectations of this role. Once in position, stand by and ventilate when requested by the attack crew.

Candidate's Name: _____

	N/A	Needs Improvement	Acceptable	Excellent
1. Radio traffic with IC is appropriate	☐	☐	☐	☐
2. Confirms location for intended vent opening with IC or fire attack crew	☐	☐	☐	☐
3. Assembles all equipment for this function	☐	☐	☐	☐
☐ Ladder(s) ☐ Hook ☐ Forcible entry tools				
4. Places ladder appropriately	☐	☐	☐	☐
5. Stands by to ventilate, reports same to IC	☐	☐	☐	☐
↳ "[unit] vent ready [location]"	☐	☐	☐	☐
6. Creates ventilation opening when directed by interior crew	☐	☐	☐	☐
7. Status change when assignment complete	☐	☐	☐	☐

Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer – Hands-On Exercises

Calling a Mayday

Skills Sheet

8

- Equipment Required:
- Medic crew in full PPE
 - Drill tower or other structure
 - Blacked out face mask for candidate
 - *(optional)* Charged hose line

Instructions to Evaluator

This drill is designed to practice the candidate's ability to call a "Mayday" when they lose accountability for one of their crew members. The candidate will have a lacked out or obscured face mask. You will roleplay as the IC. The drill will start with the candidate's crew already engaged in a task (fire attack, search, etc) in the IDLH environment. You must provide the candidate with the back-story (occupancy type, fire conditions, their assignment, etc). At a point of your choosing, signal the other member of their crew to stop talking and walk away.

Instructions to Candidate (Read this to them):

*For this drill, you will be the company officer of an ambulance company operating interior at a structure fire.
<Describe the occupancy type, fire conditions, their location and assignment>.
At some point, your partner will vanish, and you will need to call a Mayday for them.*

Candidate's Name: _____

N/A
Needs
Improvement
Acceptable
Excellent

1. Maintains accountability appropriately while partner is present

☐ ☐ ☐

2. Quickly notices (>30 seconds) when they lose contact with their partner

☐ ☐ ☐

3. Calls Mayday appropriately

☐ ☐ ☐

☐ "MAYDAY MAYDAY MAYDAY"

☐ Reports name of missing FF (NOT Candidate's name)

☐ Reports name of assigned company

☐ Reports missing FF's last known activity / position

4. Radio traffic with IC is appropriate

☐ ☐ ☐

Evaluator: at this point, direct the missing FF to return to the candidate

5. Updates IC that FF is found & cancels Mayday

☐ ☐ ☐

Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer – Hands-On Exercises

Back out / Abandon Structure

Skills Sheet

9

- Equipment • Medic or fire crew in full PPE • Fire apparatus
 Required: • Drill tower or other structure • (optional) Charged hose line

Instructions to Evaluator

This drill is designed to practice the candidate's ability to respond to an order from the IC to back out or abandon a structure. You must describe the occupancy type and fire conditions, as well as the current assignment and location of the candidate's crew. After they are in position, roleplay as the IC and order them to either back out or abandon the structure.

Instructions to Candidate (Read this to them):

For this drill, you will be the company officer of a crew operating on the interior at a structure fire. <Describe the occupancy type, fire conditions, their location and assignment>. I will roleplay as the IC. At some point, I will order you to either back out or abandon the structure, and you must respond appropriately.

Candidate's Name: _____

N/A
Needs
Improvement
Acceptable
Excellent

1. Maintains accountability appropriately with crew

☐ ☐ ☐

Evaluator: at this point, as IC order crews to "**back out**" or "**abandon**" the building

2. Directs crew to leave appropriately, based on IC's orders

↳ (Back out) Takes all tools and equipment with them

☐ ☐ ☐ ☐

↳ (Abandon) Leaves all tools and equipment and exits ASAP

☐ ☐ ☐ ☐

3. Selects closest / most appropriate exit

↳ May not be the same path their crew used to enter the structure

4. Ensures all crew members are out of the structure before exiting

☐ ☐ ☐

5. Reports "PAR" upon exit

☐ ☐ ☐

Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____



LDCFM Relief Officer – Hands-On Exercises Request Additional Help from IC

Skills Sheet # 10

- Equipment • Medic or fire crew in full PPE • Fire apparatus
Required: • Drill tower or other structure • (optional) Charged hose line

Instructions to Evaluator

This drill is designed to practice the candidate's ability to recognize the need for additional resources in order to complete their assigned task and request them from the IC while operating in the hazard zone. You must describe the occupancy type and fire conditions, as well as the current assignment and location of the candidate's crew. After they are in position, roleplay as the IC and the additional units that will be assigned to assist them.

Instructions to Candidate (Read this to them):

For this drill, you will be the company officer of a crew operating on the interior at a structure fire. <Describe the occupancy type, fire conditions, their location and assignment>. You will be unable to complete your assignment, and need to request additional help from the IC. I will tell you the kind of help you need, and roleplay as both the IC and the additional crews.

Candidate's Name: _____

N/A
Needs
Improvement
Acceptable
Excellent

1. Leads crew to assume position and awaits instructions.

☐ ☐ ☐

Evaluator: at this point, tell the candidate they have one of the following issues:

- ↳ They need another crew to help them advance their hose to the seat of the fire
- ↳ They need a back-up line to protect their means of egress as they move upstairs
- ↳ They are unable to make progress with an 1¾" and need a 2½" attack line
- ↳ They have located a victim and need help carrying them out
- ↳ They are applying water to the seat of the fire but need a vent opening

2. Communicates needs to IC appropriately

☐ ☐ ☐

3. Manages crew effectively while awaiting assistance

☐ ☐ ☐

Evaluator: call them on the radio, roleplaying as the unit assigned to assist them

4. Communicates effectively with crew assisting them (TLO)

☐ ☐ ☐

Notes (please include comments/explanation for failure):

Overall Score: ☐ ☐ ☐

Evaluator Signature: _____

Date: _____

Lawrence-Douglas County Fire Medical Procedure

604.10

Title:

Education Program

Effective Date 7/24/24

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Supersedes – SOP 604.10

Date: 12/20/2022

1 PURPOSE

The purpose of this procedure is to prepare employees with the knowledge and skills needed to perform their assigned positions.

2 SCOPE

The scope of this policy applies to all sworn and non-sworn department employees.

3 ACCREDITATION REFERENCE

7B Recruitment, Selection, Retention and Promotion

8A Training and Education Program Requirements

8B Training and Education Program Performance

4 PROCEDURE

RECRUIT ACADEMY

Recruits will be required to successfully complete a basic recruit academy. Certification in Firefighter I, Firefighter II, Hazardous Materials Awareness, and Hazardous Materials Operations must be obtained by completion of the Recruit Academy. Recruits will complete basic wildland firefighter training including S-130, Firefighter Training, and S-190, Introduction to Wildland Fire Behavior. Recruits will obtain an Incident Qualification Card (Red Card) at the minimum level of Firefighter Type 2 in conjunction with the Recruit Academy. Any deviation from this policy must be approved by the Training Division.

The recruit will demonstrate the proper operation of department equipment, attain a more thorough knowledge of department procedures, City of Lawrence policies, and complete Phase I of EMS orientation (refer to Paramedic Orientation Packet/EMT Orientation Packet located on FireMed Intranet). The recruit will need to complete an identified set of objectives prior to completion of the program. The completion of objectives will be verified by the Training Division through a competency-based skill sheet.

EMS ORIENTATION

The Training Division will initiate the EMS orientation process.

EMS orientation will take place in three phases. Phase I will consist of familiarization with and check off of EMS skills and procedures. Phase II will consist of supervised mentoring while assigned to a 3 person Medic Unit. Phase III will consist of supervised mentoring while assigned to a 2 person Medic Unit.

Reference EMS orientation packet on FMNET for more complete information.

NEW FIREFIGHTER DEVELOPMENT PROGRAM

Lawrence-Douglas County Fire Medical Procedure

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After completion of the recruit academy, employees will be required to compete the "New Firefighter Task Book." The task book will contain information of subjects/items that the new firefighter is responsible for learning. The task book will be broken into two sections, Phase I and Phase II. Phase I will need to be completed by the new firefighter and their company officer approximately 3 months after successful completion of the recruit academy. Phase II will need to be completed by the new firefighter and their company officer approximately 5 months after successful completion of the recruit academy. The assessments in Phase I and II will be used to evaluate the firefighter's knowledge and skills. The assessments will consist of written assessments and selected firefighter skills. The written assessments will contain questions on department SOPs, firefighter essential skills, and general map questions.

At the end of the new firefighter's development program, a meeting will be scheduled between the new firefighter, their company officer, and the Training Division. This meeting will ensure the New Firefighter Task Book was completed accurately and completely. Once the task book has been reviewed and signed off on by the responsible parties, the new firefighter will be released from probation.

OFFICER DEVELOPMENT PROGRAM

On an annual basis, a company officer course will be hosted by the organization that works in conjunction with task books to begin professional development of employees aspiring to a new position or employees previously promoted. Any deviation from this policy must be approved by the Training Division.

All personnel assigned an Acting Company Officer incentive or promoted to Lieutenant, Captain, Battalion Chief, Division Chief, or Fire Chief will be required to complete the appropriate task book (once each level of task book is adopted). This process will assist the individual in preparing for the challenges and responsibilities of being a Company Officer or Chief Officer. The purpose of the task book is to provide a consistent, objective based, and quantifiable means of assuring new officers have the fundamental skills necessary to function as supervisors and shift managers. Task books will be assigned by the Training Division and returned to the Training Division once completed. Task books will be reviewed with their supervisor every 3 months until completion or within a timeframe otherwise established by the Fire Chief.

EMS SKILLS REVIEW AND VERIFICATION

Employee EMS certification level skills and knowledge will be verified annually through skills verification by the Training Division. All annual skills verification will be logged appropriately in the training record management system.

SUPPLEMENTAL TRAINING

On an "as needed basis", supplemental training may be conducted or sponsored by the

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department. The Training Division will coordinate these programs as necessary that pertain to promotional requirements or Professional Development.

The course and/or certification fee's will be paid for by LDCFM for the following:

- Driver Operator – Pumper / Aerial
- Fire Inspector 1
- Fire Inspector 2
- Fire Officer 1
- Fire Officer 2
- Fire Officer 3
- Fire Officer 4
- Fire Instructor 1
- Fire Instructor 2
- Fire Instructor 3
- Hazardous Materials Technician
- ICS 300
- ICS 400

EXTERNAL TRAINING SEMINARS/CONFERENCES/NFA/SECONDARY EDUCATION

The attendance of outside training and seminars shall follow the guidelines established by departmental policies. Determination of the sponsorship of employees to specific programs shall be made by the Training Division. If an employee seeks training opportunities that are not announced via department training bulletins, the employee may request it to be department approved. This approval will come through the Training Division or an Operations Chief Officer and will exempt the employee from mandatory overtime.

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 LDCFM and the class of training will be specified. Reference SOP 604.11 Educational Assistance.

Conferences and Seminars

The attendance at outside training and seminars shall follow the guidelines of established departmental policies. Determinations of the sponsorship of personnel to specific programs shall be made by the Training Division. The amount of financial support shall be determined prior to the announcement of approved seminars and training.

National Fire Academy and Emergency Management Institute Courses

The National Fire Academy/Emergency Management Institute courses may be offered as determined by the Training Division. Application for training must be completed and submitted. Final acceptance decisions are made by the National Fire Academy (NFA), the Emergency Management Institute (EMI), the Fire Chief, or their respective designee.

Technical Rescue, HazMat, and other Specialized Teams

The attendance at outside training and seminars shall follow the guidelines of established

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departmental policies. Determinations of the sponsorship of personnel to specific programs shall be made by the Training Division. 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. Exception may be made at the discretion of the Training Division.

Lawrence-Douglas County Fire Medical Policy

604.11

Title:

Educational Assistance

Effective Date: 7/15/2024

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Supersedes – SOP 604.11

Date: 08/20/2019

1 PURPOSE

The purpose of this policy is to provide tuition reimbursement for employees attending a college or university, the National Fire Academy, the Emergency Management Institute (EMI), specialized technical training, or other educational programs (including conferences and seminars) and to encourage all employees to obtain higher education and professional credentials in order to assist with their professional career development.

2 SCOPE

The scope of this policy applies to all department sworn and non-sworn employees.

3 ACCREDITATION REFERENCE

8A Training and Education Program Requirements

4 POLICY

GENERAL

The Fire Chief has the discretion to allow any employee to attend any professionally related course deemed beneficial to the department (subject to departmental resources).

Employees may be reimbursed for tuition and cost of books for pre-approved courses, pursuant to this written policy. Courses identified in the Memorandum of Understanding will be reimbursed as specified.

Employees attending pre-approved courses outside the City of Lawrence or Douglas County may be granted reimbursement for meals and travel expenses.

APPROVED PROGRAMS

LDCFM encourages employees to obtain associate's, bachelor's, and/or graduate degrees by completing an approved degree program. Depending on the level, such degrees may include fire science, emergency medical service, business administration, public administration or other similar programs from accredited colleges and universities.

Classes in these degree programs may be approved by the Fire Chief and Training Division, as long as department funding is available.

LDCFM encourages the pursuit of industry related credentials such as those offered through the Center for Public Safety Excellence's (CPSE) Commission on Professional Credentialing (CPC).

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Date: 08/20/2019

Classes or other degree programs that may be beneficial to an emergency service career may be approved at the discretion of the Fire Chief.

The department will provide reimbursement for the education, training, and certification required for promotion.

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

REIMBURSEMENT AMOUNTS

Employees may receive full reimbursement for associate's, bachelor's, and/or graduate degree programs. The amount of reimbursement shall not exceed actual expenditures for tuition and fees. Programs whose tuition rate exceeds in-state tuition rates for the University of Kansas or non-Johnson County resident tuition rate for Johnson County Community College may be approved on a case-by-case basis.

All employees must achieve a grade point of 3.0 for each course for which reimbursement is requested (if the course is graded on a pass/fail basis, the employee must earn a "pass" to qualify for reimbursement).

The City shall reimburse the rental or purchase cost of books to be used in completing an approved degree or certification program.

Other educational offerings, as approved by the Fire Chief, may be reimbursed up to the full amount.

Professional credentials through the CPSE shall receive full reimbursement as approved by the Fire Chief.

Program and course approvals are dependent on available budget funding.

LOGISTICS

Course

Employees desiring reimbursement for an individual course should submit a training request form to their supervisor providing course name and estimated cost of reimbursement, well in advance of commencement of the class. An employee's supervisor will forward the form to the Training Division for consideration.

Degree Program

Employees desiring reimbursement for a degree program should submit a degree program request form (Appendix A – form fillable on FMnet) to their supervisor which provides a proposed educational plan, costs, and timelines. An employee's supervisor will forward the

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form to the Training Division for consideration. If any changes need to be made to the form once the degree/program is approved, a new form must be submitted. Reimbursement for courses attended each semester or quarter requires submission of a separate reimbursement form specific to that semester or quarter.

Periodic announcements of the submission process (with an associated submission deadline) will be made by the LCDFM's Training Division so that employees may submit a degree program proposal. The Training Program Committee shall evaluate degree program proposals and forward recommendations to the Fire Chief. The Fire Chief shall evaluate and approve these recommendations at his or her discretion.

Employees shall be prepared to furnish any additional requested information concerning a specific course or program.

NATIONAL FIRE ACADEMY, EMERGENCY MANAGEMENT, SPECIALIZED TECHNICAL TRAINING

Application for training must be completed and submitted. Final acceptance decisions are made by the National Fire Academy (NFA) or the Emergency Management Institute (EMI) and the Fire Chief or designee.

Because travel reimbursement for attending NFA or EMI courses will be made directly to the individual by the NFA or EMI, employees are responsible for purchasing their own travel accommodations. Typically, travel will only be reimbursed for one resident NFA or EMI course per federal fiscal year (October 1 to September 30) and LDCFM will limit attendance per person to one course per year. However, some programs, such as the Executive Fire Officer Program, may require multiple on-campus visits in a federal fiscal year and the department supports participation in such programs.

Employees 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.

Employees 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 employees to specific programs shall be made by the Fire Chief.

The amount of financial support shall be determined prior to the announcement of approved

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seminars and training. The specific costs that shall be borne by LDCFM and the class of training will be specified.

CLASSIFICATION OF MEETINGS/TRAINING

Class I

Required attendance. A request for an absence from a required event must be submitted and approved through the chain of command prior to the date of the event. The determination of salary paid for required events will be based on the number of regularly scheduled work hours during the event.

Leave will be granted for regularly scheduled duty hours. Employees will be compensated for their regularly scheduled hours. If training hours exceed regularly scheduled hours, the excess will be compensated for overtime. If regularly scheduled hours exceed hours required for training, the difference will be compensated with other paid time off.

Class II

Optional attendance and no overtime or compensatory time will be reimbursed. Leave will be granted for regularly scheduled duty hours. These meetings and training are exempt from the "Fair Labor Standards Act".

No Overtime will be paid. Leave will be granted for regularly scheduled hours.

Class III

Optional attendance and no overtime or compensatory time will be reimbursed. These meetings and training are exempt from the "Fair Labor Standards Act".

Returning to Work

Employees attending seminars within the Kansas City or Topeka area lasting two days or less shall normally return to work at the conclusion of the training program if leave was granted.

Employees attending overnight programs outside the Kansas City or Topeka area or programs of three days duration or greater shall normally not be required to immediately return to work if leave was granted as determined by the Chief Officer.

Exceptions may be made at the discretion of the Fire Chief.

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Appendix A: LDCFM Education Reimbursement Request Form

Lawrence-Douglas County Fire Medical Procedure

601.10

Title: Promotional Assessment Process

Effective Date: 7/24/24
Page 1 of 6

Supersedes - SOP(s): 601.10
Date: 08/28/2023

1 PURPOSE

The purpose of this procedure is to outline the eligibility requirements and assessment process for promotion of employees to the ranks of Firefighter/AEMT, Firefighter/Paramedic, Engineer/AEMT, Engineer/Paramedic, Lieutenant/AEMT, Lieutenant/Paramedic, Captain, Battalion Chief, and Division Chief.

2 SCOPE

The scope of this procedure applies to all department sworn employees.

3 ACCREDITATION REFERENCE

7B Recruitment, Selection, Retention, and Promotion

4 PROCEDURE

SCHEDULE

Division and Battalion Chief promotional processes shall be determined by the Fire Chief.

The following timeframe guidelines should normally be utilized for Lieutenant and Captain promotional assessment processes. If the timeframe will be different, it will be addressed in the position announcement.

Eligibility Deadline – Eligibility deadline is by assessment process application deadline.

Promotional Assessment Announcement – The Fire Chief shall post the openings with the appropriate process to be used by information bulletin (e-mail).

Application Deadline – 2 weeks from Assessment Announcement.

Assessment Process – Between September 1 and November 1.

Candidate feedback on Assessment Process – Within 2 weeks of completion of assessment process.

PROMOTIONAL ELIGIBILITY LIST

A promotional eligibility list will be maintained until the establishment of a successor list for Lieutenant and Captain positions. The existing list will be valid until the date that a new list is adopted at the completion of the assessment process.

The position of Firefighter/AEMT, Firefighter/Paramedic, Engineer/AEMT, and Engineer/Paramedic will be filled when the employee has met the requirements as outlined in this procedure; participation in an assessment center will not be required.

Division Chief and Battalion Chief positions will be filled as approved by the Fire Chief.

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601.10

Title: Promotional Assessment Process

Effective Date: 7/24/24
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Supersedes - SOP(s): 601.10
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Performance Appraisal: Last evaluation with any category rating less than "2" will preclude application eligibility for the following assessment process; however, a re-evaluation of the category in which the employee received the less than "2" rating may be permissible at the discretion of the Fire Chief.

MINIMUM QUALIFICATIONS

Minimum qualifications for positions requiring an assessment process must be completed by the assessment process application deadline.

Firefighter/EMT/AEMT/Paramedic

- Successful completion of Recruit Class
- State EMS Certification appropriate to role
- IFSAC Certification Firefighter I, Firefighter II, HazMat Awareness and HazMat Operations
- ICS 100, 200, 700, 800

Engineer/EMT/AEMT/Paramedic

- Minimum of 30 months of full-time, sworn employment (including time employed with LDCFM or any lateral experience that the LDCFM recognizes at time of initial employment).
- State EMS Certification appropriate to role
- Driver Operator Pumper (IFSAC or Pro Board certification)
- Driver Operator Aerial (IFSAC or Pro Board certification)
- Kansas non-commercial Class B state driver's license or other state equivalent.

Lieutenant/AEMT/Paramedic

- Minimum of 48 months of sworn, full-time employment with LDCFM or 36 months for returning LDCFM employees with at least 12 months LDCFM service prior to separation.
- State EMS Certification appropriate to role
- Current Acting Officer incentive with at least twelve (12) months of LDCFM Acting Officer incentive experience that begins at time of appointment by Fire Chief.
- Formal Education:
 - 30 semester credit hours with "C" grade or better from a nationally or regionally accredited institution recognized by the U.S. Department of Education.
- Professional/Technical Training and Certification:
 - Fire Officer I (IFSAC or Pro Board certification)
 - Instructor I (IFSAC or Pro Board certification)
 - Fire Inspector I (IFSAC or Pro Board certification) required 24 months from promotion.

Captain

- Experience:
 - Current LDCFM Lieutenant with at least twelve (12) months of LDCFM Lieutenant

Lawrence-Douglas County Fire Medical Procedure

601.10

Title: Promotional Assessment Process

Effective Date: 7/24/24
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experience that begins at time of appointment by Fire Chief.

- Formal Education:
 - Associate degree or higher from a nationally or regionally accredited institution recognized by the U.S. Department of Education.
- Professional/Technical Training & Certification:
 - ICS 300
 - Fire Officer II (IFSAC or Pro Board certification)
 - Fire Inspector I (IFSAC or Pro Board certification)

Battalion Chief

- Experience:
 - 12 months of LDCFM Captain experience (or equivalent experience at an outside agency) by assessment process application deadline.
- Formal Education:
 - An associate degree from a nationally or regionally accredited institution recognized by the U.S. Department of Education. A bachelor's degree preferred. 90 semester credit hours (or credit hour equivalent) total required three years from August 30th, 2023. A bachelor's degree required six years from August 30th, 2023.
- Professional/Technical Training & Certification:
 - ICS 400

Division Chief

- Experience:
 - 12 months of department Captain experience (or equivalent experience at an outside agency) by assessment process application deadline.
- Formal Education:
 - An associate degree from a nationally or regionally accredited institution recognized by the U.S. Department of Education. A bachelor's degree preferred. 90 semester credit hours (or credit hour equivalent) total required three years from August 30th, 2023. A bachelor's degree required six years from August 30th, 2023.
- Professional/Technical Training & Certification:
 - ICS 400

APPLICATIONS

Applications shall include a department Application for Promotion form and a professional portfolio.

Candidate's eligibility for participation in the promotional process will be evaluated using information in their training and LDCFM personnel files.

ASSESSMENT PROCESS

Lawrence-Douglas County Fire Medical Procedure

601.10

Title: Promotional Assessment Process

Effective Date: 7/24/24
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Supersedes - SOP(s): 601.10
Date: 08/28/2023

Promotional Assessment Announcement

The promotional assessment announcement will include the following elements:

- Dates and deadlines associated with the promotional assessment process.
- Elements of the promotional assessment process.
- Behavioral and performance dimensions to be evaluated during the promotional assessment process.
- Sample scoring sheets to be used during the promotional assessment process.
- Description of the exercises or other elements associated with the promotional assessment process.

Assessment process will be developed and conducted for Lieutenant, Captain, Battalion Chief, and Division Chief positions as approved by the Fire Chief.

Assessment Center Process Elements

Presentation Exercise

- This exercise is a presentation to a group of assessors.
- The topical area of the presentation and specific time frame for preparation will be noted in the assessment center announcement.
- The type and availability of audiovisual equipment will be noted in the assessment center announcement.
- This may be recorded and evaluated by assessors at a different time.

Tactical Exercise(s)

- These are decision making exercises.
- Assessors during this activity observe the participant.
- The exercises provide time for the participant to ask questions of a "resource person" and to develop a plan.
- The resource person will only provide specific information when asked by the participant.
- Questions regarding the incident that would normally be observed upon arrival or be available upon request need to be asked by the participant.
- At the end of that specified time, the participant will orally present his/her decisions with supporting reasoning and defend them under challenge by the assessors.
- These exercises may be conducted in an indoor setting or on the drill field (or similar environment).

Written Exercise

- The type, nature, and time frames of any written exercise will be noted in the assessment center announcement.
- An electronic written exercise may be administered to all candidates competing in the assessment process and, if included, will be evaluated by the assessors.
- This exercise may be initiated prior to the date of the assessment and may be graded by assessors at a time other than the assigned assessment date(s).

Lawrence-Douglas County Fire Medical Procedure

601.10

Title: Promotional Assessment Process

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- The written exercise may be limited to an independent evaluation of the candidate's professional development portfolio.

Candidate Interview

- A panel interview may be included as part of the assessment center process.
- Interview Panel members may be provided with a candidate's professional portfolio.
- Candidates will be informed prior to the interview as to which document(s) are being provided to the assessors.
- A core set of questions to be presented in the interview as approved by the Fire Chief.
- The panel will also provide feedback elements to the assessment center coordinator who will provide feedback to the candidates.

Assessment Center Scoring

Following the completion of each section of the assessment process, assessors will provide an objective rating of each candidate's performance.

- Ratings from each section of the assessment process will be combined to produce an overall candidate score.
- Each candidate shall have their overall comprehensive score based on their performance of each individual exercise provided to them following completion of the assessment center.
- Each candidate will be provided with a detailed summary of their performance and associated assessor feedback.

A ranked Assessment Center scoring list of candidates will be established and posted based on each candidate's final score of the Assessment Center. Each candidate shall be provided their final Assessment Center score and comparative ranking following the completion of the Assessment Center.

Chiefs' Interview Panel

The top five candidates from the ranked Assessment Center scoring list will be interviewed by the Fire Chief and two additional LDCFM chief officers.

- If there are fewer than five candidates on the ranked Assessment Center scoring list, candidates will still be interviewed and promoted from the list.

Selection

The Fire Chief and two additional LDCFM chief officers participating in the interview panel will identify the order in which interviewed employees will be promoted.

- The Fire Chief will provide written feedback to each candidate who interviews for a promotional position which will include their overall position on the promotional list.
- A list identifying the order of the promotion list will be announced to LDCFM via a Personnel Order.
- When a promotional position opens-up, the next employee on the list will be promoted to fill the position. This will be announced to LDCFM via a Personnel Order.
- If an egregious personnel issue (such as, but not limited to, a suspension or criminal

Lawrence-Douglas County Fire Medical Procedure

601.10

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investigation) arises between the time of the Chiefs' Panel Interview and the opening of a promotional position, an employee may be passed over for the position. The Fire Chief will provide a passed over employee a written explanation that identifies the reason for this action.

- If the promotional list is exhausted, an additional Chiefs' Panel Interview will occur with the next five candidates (or all the candidates if the remainder numbers less than five) and a subsequent promotional list will be established. This will be announced to LDCFM via a Personnel Order.

Process Evaluation

All participants at the conclusion of the assessment center process will be asked to provide feedback to the Fire Chief.

Philosophy for LDCFM's Professional Development

LDCFM has adopted the USFA's National Professional Development Model as its general guiding philosophy for professional development.



McKenzi Ezell

From: Bobbie Walthall
Sent: Monday, March 11, 2024 3:09 PM
To: Bobbie Walthall
Subject: Looking for Mentors for the 2024 LEAD Program!

Do you have what it takes to serve as a mentor? Read on for more information about how to support a colleague's professional growth as a mentor in the 2024 LEAD program!

As we gear up to launch the 2024 LEAD class on March 28, we are excited to introduce a mentorship program to this year's curriculum. The purpose of the mentorship program is to provide individualized support to LEAD participants. Throughout the program, the class participants will be encouraged to engage with their mentor to enrich the LEAD experience. Mentors and mentees will discuss LEAD program progress/lessons, personal/professional growth and explore the mentee's career aspirations. LEAD mentors will also receive a copy of the book "When everyone leads," published by the Kansas Leadership Center. We are excited for mentors and mentees to explore leadership with the support of this book!

While mentors will support mentees' career development, we expect that mentors will also experience benefits and growth through the program!

Before you volunteer, please realize the time commitment associated with serving as a mentor. Mentors will meet with the mentees during the LEAD program every other month in addition to scheduling time to meet during the off-months. A schedule of dedicated LEAD mentoring sessions is outlined below. More detailed information will be sent to the mentors once they have been selected and paired with a mentee. The mentors are not expected to spend the entire day of each session, but a dedicated time will be set each session from approximately 1-2 hours.

March 28 (approximately noon – 2:00)
May 16
July 25
September 26
November 21

If you are interested in participating as a mentor, please click on the link below or scan the QR code and **fill out the form by 5:00 p.m. Monday, March 18, 2024**. Please let me know of any questions. Thank you.

[2024 LEAD Mentor Information Form Link](#)

LEAD Mentor/Mentee Program -
MENTOR information form



Mrs. Bobbie J. Walthall, HR Technician
[Human Resources](#) | [City of Lawrence](#)
6 East 6th Street, Lawrence, KS 66044
☎ 785-832-3209 | 📠 785-813-9682

AGREEMENT

THIS AGREEMENT is made by and between the City of Lawrence, Kansas, a municipal corporation ("City"), on behalf of its unincorporated agency, Lawrence-Douglas County Fire Medical ("LDCFM"), and Kansas Athletics, Inc. ("Entity"). The City/LDCFM and Entity are collectively referred to in this Agreement as "the Parties."

RECITALS

- A.** LDCFM has authority and jurisdiction to provide emergency medical and fire protection services within the City; and
- B.** Entity operates intercollegiate sporting events for the University of Kansas; and
- C.** Entity seeks to contract with City/LDCFM to provide emergency medical and fire protection services in connection with sporting events Entity operates; and
- D.** The City/LDCFM is willing and able to provide the services Entity seeks and agrees to perform those services in accordance with the terms and conditions of this Agreement.

NOW, THEREFORE, in exchange for good and valuable consideration, the receipt and sufficiency of which is hereby mutually acknowledged, the Parties agree as follows:

TERMS

SECTION 1. Term and Termination.

- (a)** This Agreement shall take effect on the date of the last signature below and shall remain in effect for a year, then shall automatically renew annually unless terminated by either party as permitted in Section 1(b). Any amendments shall be in writing and shall take effect upon signature by both parties.
- (b)** Either party may terminate this Agreement at any time and for any reason, upon written notice delivered by certified mail to the other party at least 120 days prior to the date of termination. In the event Entity terminates the Agreement, it shall pay the City for all services performed by the City/LDCFM prior to the date of termination. Under no circumstance, including in the event the City/LDCFM terminates the Agreement pursuant to this subsection, will the Entity be entitled to any consequential damages arising from the City/LDCFM's failure to provide services anticipated under this Agreement.

SECTION 2. Services, Authority, Contingencies.

- (a) LDCFM will perform emergency medical and fire protection services in connection with sporting events Entity operates. LDCFM may coordinate with other agencies to staff these events; when other agencies assign employees to perform emergency medical and fire protection services in connection with sporting events Entity operates, Entity shall pay those agencies directly for their services. LDCFM will neither supervise nor be liable in any way for services provided by other agencies' employees.
- (b) The Parties may agree at any time to modify the services the City/LDCFM will provide, through an Addendum to this Agreement signed by both Parties. The services to be provided shall only encompass duties and functions customarily rendered by City/LDCFM. Any LDCFM employee assigned to perform services under the Agreement shall, at all times, be subject to the exclusive control and direction of the City/LDCFM. LDCFM employees shall be subject to, and shall abide by, all City and LDCFM rules, regulations, policies and procedures, as well as applicable local, state and federal laws.
- (c) LDCFM employees performing services under this Agreement will dress in the standard uniform issued by the City/LDCFM, to include all equipment issued by City and customarily worn by emergency medical and fire protection employees. All City/LDCFM equipment used in performing services agreed to shall remain the sole property of City.
- (d) Entity shall not assert or exercise any control over how LDCFM employees provide services under this Agreement.
- (e) While it will make reasonable efforts not to do so, the City/LDCFM may interrupt provision of services to Entity without advance notice, when, in its sole discretion, it determines it necessary in order to respond to a significant emergency outside the scope of this Agreement. The duration of any interruption in services shall be kept to a minimum. Any such interruption of services shall not be considered a breach of this Agreement, but Entity shall not be obligated to pay nor shall the City charge for any period of time when an LDCFM employee is not performing services under this Agreement due to an interruption related to a significant emergency.

SECTION 3. Compensation and Reimbursement of Expenses.

- (a) **Compensation.** Entity shall pay the City for employee services performed under this Agreement at:

 - (i) the actual hourly rate of pay for each non-exempt employee; and
 - (ii) a flat hourly rate of \$78.38 for each exempt employee.
 - (iii) LDCFM will bill for employee time in quarter-hour segments based on the

actual time spent performing services, plus a 15% administrative fee. The City will charge Entity for each quarter-hour of time in which LDCFM provides services.

- (b) **Equipment.** For LDCFM emergency medical services and/or fire suppression apparatuses that are assigned to an event in support of providing the contracted services, Entity shall pay the City at the following rates:

- (i) Fire Engine, Type 1: \$173.47/hour
- (ii) Fire Engine, Type 5/6: \$87.14/hour
- (iii) Fire Truck, Ladder: \$220.55/hour
- (iv) All-Terrain Vehicle: \$21.87/hour
- (v) Boat: \$20.51/hour
- (vi) Ambulance: \$48.32/hour

- (c) **Change / Late Schedule Fees.** For events newly scheduled, or where the event start time is altered by Entity with less than seven, but more than three, calendar days' notice – for any reason other than hazardous or inclement weather – Entity shall pay the City an additional 10% administrative fee based on the hourly billed amount for LDCFM personnel costs. For events newly scheduled, or where event start time is altered by Entity with less three calendar days' notice – for any reason other than hazardous or inclement weather – Entity shall pay the City an additional 20% administrative fee based on the hourly billed amount for LDCFM personnel costs.

- (d) **Payment Terms.** The City shall provide Entity, not more frequently than once per month, an invoice for services performed and the amount of compensation due under this Agreement. Invoices and related documentation may be transmitted by the City to Entity electronically. Invoices shall indicate the date(s) and time(s) services were performed, and the hourly rate(s) of the LDCFM officer(s) who performed the services. Entity agrees to pay the City all undisputed amounts in full within forty-five (45) of receipt of each invoice. If payment is not received within forty-five (45) days, the City/LDCFM may suspend performance of further services under the Agreement, until such time as Entity's payments are current. Entity shall notify the City of any disputed charges within fifteen (15) days from the date the invoice is transmitted, and Entity must provide the City a detailed explanation of the basis for any dispute. Notwithstanding any pending dispute over charges, Entity must timely pay any undisputed amount.

SECTION 4. Insurance.

- (a) Entity shall maintain, throughout the duration of this Agreement, commercial general liability insurance that protects against any and all claims and demands arising from injury to any person or persons, or damage to any property, due to

any act or omission of the Entity, its agents, employees or contractors. Such insurance shall provide, at a minimum, the following coverage amounts:

- (i) Each Occurrence: \$1,000,000
 - (ii) General Aggregate Combined single limit: \$1,000,000
- (b) Entity shall provide the City a certificate of insurance as proof of compliance with this requirement, issued by an insurance carrier:
 - (i) Licensed to do business in the State of Kansas; and
 - (ii) Rated with a financial strength rating of A- or better by AM Best;
- (c) Entity must notify the City in writing at least 30 days prior to cancellation or end of coverage under any insurance policy for which it has provided the City a certificate of insurance, if the cancellation or end of coverage will occur during the term of this Agreement or any agreed extension thereof.
- (d) City shall maintain, throughout the duration of this Agreement, commercial general liability insurance that protects against any and all claims and demands arising from injury to any person or persons, or damage to any property, due to any act or omission of the City, its agents, employees or contractors. Such insurance shall provide, at a minimum, the following coverage amounts:
 - (i) Each Occurrence: \$1,000,000
 - (ii) General Aggregate Combined single limit: \$1,000,000
- (e) Upon receiving notice of any claim in connection with City's/LDCFM's performance of services under this Agreement, Entity shall promptly notify the City in writing, providing full details thereof, including an estimate of the amount of loss or liability.

SECTION 5. Indemnification.

Subject to the terms, conditions, and limitations of the Kansas Tort Claims Act, K.S.A. 75-6101 *et seq.*, Entity agrees to defend, indemnify, and otherwise hold harmless the City, its commissioners, officers, employees, and agents – including those at LDCFM – from all claims, actions, damages, costs, liabilities, settlements, judgments, expenses, or lawsuits, including reasonable attorneys' fees, for injuries caused to third parties or to property, but only to the extent that such are caused by Entity's negligence or intentional conduct in relation to the services contracted for under this Agreement.

Subject to the terms, conditions, and limitations of the Kansas Tort Claims Act, K.S.A. 75-6101 *et seq.*, City agrees to defend, indemnify, and otherwise hold harmless the Entity, the University of Kansas, the Kansas Board of Regents and each's commissioners, officers, employees, and

agents from all claims, actions, damages, costs, liabilities, settlements, judgments, expenses, or lawsuits, including reasonable attorneys' fees, for injuries caused to third parties or to property, but only to the extent that such are caused by City's (including LDCFM's) negligence or intentional conduct in relation to the services contracted for under this Agreement.

The Parties shall otherwise not be liable to one another for any incidental, indirect, special, or consequential damages.

SECTION 6. Entire Agreement. This Agreement supersedes all prior negotiations, representations, or agreements between the Parties. This Agreement may be amended only by a subsequent written instrument signed by both Parties.

SECTION 7. Assignment. This Agreement is non-assignable.

SECTION 8. Notices. Other than invoices – which may be sent electronically as indicated in Section 3 above - all notices, demands, or other communications, which are or may be required to be given by either of the Parties to this Agreement, shall be in writing and hand-delivered; mailed by registered or certified mail, return receipt requested, postage prepaid; or sent by an express carrier with tracking, to the following:

(a) If to Entity:

Kansas Athletics, Inc.
1651 Naismith Drive
Lawrence, Kansas 66045
Attn: Corporate Counsel

(b) If to the City:

Lawrence-Douglas County Fire Medical
1911 Stewart Avenue
Lawrence, Kansas 66046
Attn: Fire Chief

SECTION 9. Authorizations. The persons executing this Agreement on behalf of the City and Entity hereby represent and warrant that they have authority to bind the respective party they sign for, and that all acts requisite to confer authorization to enter into this Agreement have been taken and completed.

SECTION 10. Independent Contractor. In no event under this Agreement shall the City/LDCFM or any of its officers be deemed to be acting as an employee of the Entity; rather, City/LDCFM and its officers shall be deemed an independent contractor. Nothing herein shall be construed as creating between the City/LDCFM and the Entity an employer - employee or principal - agent relationship, a partnership, or a joint venture.

SECTION 11. Governing Law. This Agreement, the rights and obligations of the parties, and any claim or dispute arising hereunder shall be construed in accordance with the laws of the State of Kansas.

SECTION 12. Legal Action. The parties agree that the appropriate venue for any legal action arising out of this Agreement is the District Court of Douglas County, Kansas.

SECTION 13. Force Majeure. Neither party shall be deemed to be at default under this Agreement to the extent that any delay in performance results from any cause beyond its reasonable control and without its intentional act or negligence.

SECTION 14. Section Titles. The section titles in this Agreement are for convenience only and do not define, limit, or enlarge the scope or terms of this Agreement.

SECTION 15. Counterparts; Digital Signatures. This Agreement may be manually executed in counterparts by the Parties, each of which when so executed shall be deemed to be an original and all of which taken together shall constitute one and the same Agreement. Alternatively, either or both of the Parties may digitally sign the Agreement as long as the digital signatures are verifiable.

SECTION 16. Severability. If any provision of this Agreement shall be held invalid and unenforceable, the remaining portions shall remain valid and binding upon the Parties.

SECTION 17. Record Keeping Requirements. LDCFM is the owner of records generated by the department and may provide publicly available records or reports upon request of Entity. The City/LDCFM shall maintain all records required to substantiate charges assessed to Entity under this Agreement. Entity shall not release to any person except the City/LDCFM and their authorized agents any reports or related materials prepared for the City/LDCFM by Entity under this Agreement, unless required by law to do so.

*****REMAINDER OF PAGE IS BLANK*****

IN WITNESS WHEREOF, the Parties respectively execute this Agreement on the dates indicated below:

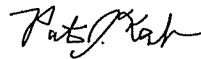
CITY OF LAWRENCE, KANSAS:



CRAIG S. OWENS
City Manager

Date: 10/23/24

ENTITY: KANSAS ATHLETICS, INC.



PAT KAUFMAN
CFO

Date: 10/14/24

AGREEMENT FOR FIRE SERVICE MUTUAL AID

THIS MUTUAL AID AGREEMENT (Agreement) is made this 12th day of August, 2024, by and between the City of Lawrence, Kansas, a municipal corporation and the Shawnee Heights Fire District, a Kansas fire protection district.

RECITALS

- A.** The City of Lawrence, Kansas, a municipal corporation, and the Shawnee Heights Fire District, a Kansas fire protection district, wish to enter into an agreement for fire service mutual aid.
- B.** Both parties are governmental entities providing fire service, and are qualified under the law to secure their respective geographical areas, and to provide and receive the benefits of mutual aid with each other in the area of fire service equipment, personnel, and other resources for the protection of life and property at the time of a disaster, including the occurrence or imminent threat of widespread or severe damage, injury or loss of life or property resulting from any natural or man-made cause, including but not limited to fire, flood, earthquake, wind, storm, epidemics, air contamination, blight, drought, infestation, explosion, or riot.
- C.** Pursuant to K.S.A. 12-16,117, the City of Lawrence possesses the authority to provide assistance in times of disaster, and, pursuant to K.S.A. 2022 Supp. 12-2904, both parties possess authority to enter into interlocal agreements for the provision of emergency aid.
- D.** There may arise in one party's jurisdiction an emergency of such proportion, or under such circumstances, as to require the assistance of other parties in controlling or managing such significant emergency.

NOW, THEREFORE, IT IS MUTUALLY AGREED BETWEEN THE PARTIES:

TERMS

- 1.** Upon receiving a request for mutual aid assistance from the other party to this Agreement, the requested fire service organization ("responding organization") will send equipment, personnel, and other resources as it deems appropriate to anywhere within the jurisdiction of the requesting fire

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AUG 15 2024

SCOTT SCHWAB
SECRETARY OF STATE

service organization ("requesting organization"); provided, however, that response is to be given only when the responding organization, in the judgement of its fire chief, or such chief's designee, can furnish such assistance without unreasonably imperiling the safety of the citizens served by the responding organization.

2. The parties agree not to call for assistance unless significant emergency circumstances exist wherein the requesting organization's resources have been significantly reduced by emergency responses. The parties mutually understand and agree that this Agreement is not entered into for the purpose of either party reducing its staffing.
3. The responding organization shall be the sole judge of how much assistance can be furnished under the circumstances of each particular case. It is agreed that neither party shall be liable in any way to the other, or to its inhabitants, or to any other person, firm or corporation for any failure to provide requested assistance.
4. To the extent permitted by law, the parties shall enjoy immunity from liability in the process of providing aid under this Agreement. Nothing in this Agreement should be construed to in any way limit immunities available to the parties.
5. Any dispatch of equipment and personnel pursuant to this Agreement is subject to the following conditions:
 - a. Any request for aid hereunder shall include a statement of the significant emergency circumstance and the requested resources and shall specify the location for the response.
 - b. Any operational units dispatched by the responding organization shall be under the immediate supervision of the responding organization, or any other person designated by the responding organization's chief.
 - c. Any operational units dispatched by the responding organization shall be released by the requesting organization when, in the judgement of the incident commander, the services of the responding organization are no longer required. Provided, however,

it is mutually recognized that each party owes its primary allegiance and fire services to its own citizens. Therefore, the responding organization may recall its operational units upon the discretion of its chief, or such chief's designee, if, in that officer's opinion, a significant need exists for the responding organization to render services within its normal service area.

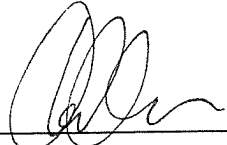
- d.** The parties agree to operate and coordinate the emergency incident within the organizational framework of an Incident Command System (ICS) that is consistent with the principles and practices identified in the National Incident Management System (NIMS).
- 6.** Except for reimbursement for consumable resources, as set forth below in Section 7 of this Agreement, each party, in consideration of the mutual covenants herein, waives any and all claims against the other party for damages or compensation for loss, damage, personal injury, death, or any other claim arising as a consequence of performing services pursuant to the terms of this Agreement.
- 7.** No joint funding or budget will be established for the purposes of this Agreement. Neither party shall be under any obligation to reimburse the other party for any costs incurred pursuant to either rendering or accepting assistance, equipment or staffing under this Agreement. However, the responding organization shall be reimbursed by the requesting organization for consumable resources used by the responding organization during such response such as, but not limited to, fuel used in deploying personnel and equipment to an incident. The responding organization reserves the right to request and accept equipment rate and labor cost reimbursement from incidents declared as state or federal disasters and thereby eligible for State Emergency Management Agency (SEAM) or Federal Emergency Management Agency (FEMA) reimbursement. In addition, either party may accept labor and equipment rate reimbursement for billable hazardous materials incidents.
- 8.** It is recognized that the interests herein are mutual. This Agreement is entered into for the common good of the general public of the parties and for strictly governmental purposes.

- 9.** Nothing in this Agreement shall be construed to create a joint organization or new legal entity combining the parties; they shall remain separate entities for all intents and purposes.
- 10.** No real or personal property shall be acquired, held or disposed of specifically in connection with this Agreement.
- 11.** The directors of the respective fire service organizations shall jointly administer this undertaking.
- 12.** This Agreement shall be in force and effect for a period of five (5) years from the time the effective date of this Agreement, and may be extended for three (3) successive five (5) year terms upon agreement of the parties. A party may cancel this Agreement, provided sixty (60) day advance written notice is mailed or otherwise delivered to the other party.
- 13.** The parties may elect to amend or specify additional provisions by adding a mutually agreed upon written addendum to this Agreement.
- 14.** This Agreement shall become effective once it has been executed by the directors of the respective fire service organizations; approved by the office of the Kansas Attorney General; filed with the Douglas County Register of Deeds and the Shawnee County Register of Deeds; and filed with the Kansas Secretary of State.

(Signature page follows)

IN WITNESS WHEREOF, the parties execute this Agreement on the date(s) indicated below.

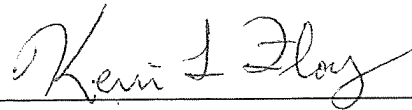
CITY OF LAWRENCE, KANSAS



Craig S. Owens, City Manager

Date: 8/12/24

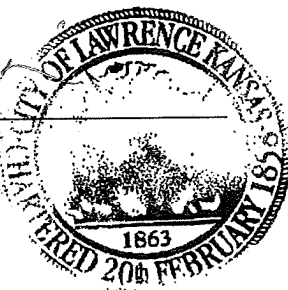
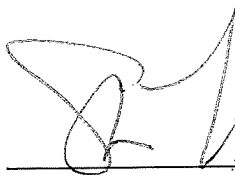
SHAWNEE HEIGHTS FIRE DISTRICT



~~Rick Deibert~~, Fire Chief
Kevin Flory

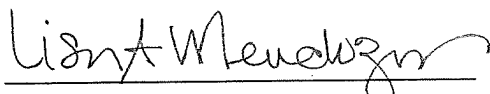
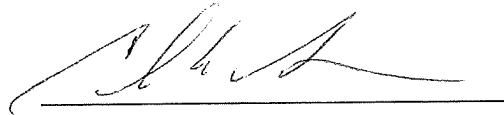
Date: 7/19/24

ATTEST:



APPROVED
Kris Kobach
KANSAS ATTORNEY GENERAL, by:

ATTEST:



First Assistant Attorney General

Date: 5/21/2024



Douglas County Register of Deeds
BK: 1231 PG: 21 - 25 Receipt #:588437
Rec Fees: \$90.00
Pages: 5 Record Date: 8/15/2024 1:57 PM
Cashier Initials : tg
Authorized By Kent Brown

RECEIVED

SEP 6 2024

SCOTT SCHWAB
SECRETARY OF STATE

AGREEMENT FOR FIRE SERVICE MUTUAL AID

THIS MUTUAL AID AGREEMENT (Agreement) is made this 12th day of August, 2024, by and between the City of Lawrence, Kansas, a municipal corporation and the City of Bonner Springs, Kansas, also a municipal corporation.

RECITALS

- A.** The City of Lawrence, Kansas, a municipal corporation, and the City of Bonner Springs, Kansas, also a municipal corporation, wish to enter into an agreement for fire service mutual aid.
- B.** Both parties are governmental entities providing fire service, and are qualified under the law to secure their respective geographical areas, and to provide and receive the benefits of mutual aid with each other in the area of fire service equipment, personnel, and other resources for the protection of life and property at the time of a disaster, including the occurrence or imminent threat of widespread or severe damage, injury or loss of life or property resulting from any natural or man-made cause, including but not limited to fire, flood, earthquake, wind, storm, epidemics, air contamination, blight, drought, infestation, explosion, or riot.
- C.** Pursuant to K.S.A. 12-16,117, the City of Lawrence and the City of Bonner Springs possess the authority to provide assistance in times of disaster, and, pursuant to K.S.A.. 12-2904, both parties possess authority to enter into interlocal agreements for the provision of emergency aid.
- D.** There may arise in one party's jurisdiction an emergency of such proportion, or under such circumstances, as to require the assistance of other parties in controlling or managing such significant emergency.

NOW, THEREFORE, IT IS MUTUALLY AGREED BETWEEN THE PARTIES:

TERMS

- 1.** Upon receiving a request for mutual aid assistance from the other party to this Agreement, the requested fire service organization ("responding organization") will send equipment, personnel, and other resources as it deems appropriate to anywhere within the jurisdiction of the requesting fire

service organization ("requesting organization"); provided, however, that response is to be given only when the responding organization, in the judgement of its fire chief, or such chief's designee, can furnish such assistance without unreasonably imperiling the safety of the citizens served by the responding organization.

- 2.** The parties agree not to call for assistance unless significant emergency circumstances exist wherein the requesting organization's resources have been significantly reduced by emergency responses. The parties mutually understand and agree that this Agreement is not entered into for the purpose of either party reducing its staffing.
- 3.** The responding organization shall be the sole judge of how much assistance can be furnished under the circumstances of each particular case. It is agreed that neither party shall be liable in any way to the other, or to its inhabitants, or to any other person, firm or corporation for any failure to provide requested assistance.
- 4.** To the extent permitted by law, the parties shall enjoy immunity from liability in the process of providing aid under this Agreement. Nothing in this Agreement should be construed to in any way limit immunities available to the parties.
- 5.** Any dispatch of equipment and personnel pursuant to this Agreement is subject to the following conditions:

 - a.** Any request for aid hereunder shall include a statement of the significant emergency circumstance and the requested resources and shall specify the location for the response.
 - b.** Any operational units dispatched by the responding organization shall be under the immediate supervision of the responding organization, or any other person designated by the responding organization's chief.
 - c.** Any operational units dispatched by the responding organization shall be released by the requesting organization when, in the judgement of the incident commander, the services of the responding organization are no longer required. Provided, however,

it is mutually recognized that each party owes its primary allegiance and fire services to its own citizens. Therefore, the responding organization may recall its operational units upon the discretion of its chief, or such chief's designee, if, in that officer's opinion, a significant need exists for the responding organization to render services within its normal service area.

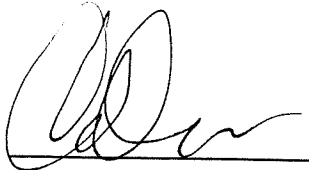
- d.** The parties agree to operate and coordinate the emergency incident within the organizational framework of an Incident Command System (ICS) that is consistent with the principles and practices identified in the National Incident Management System (NIMS).
- 6.** Except for reimbursement for consumable resources, as set forth below in Section 7 of this Agreement, each party, in consideration of the mutual covenants herein, waives any and all claims against the other party for damages or compensation for loss, damage, personal injury, death, or any other claim arising as a consequence of performing services pursuant to the terms of this Agreement.
- 7.** No joint funding or budget will be established for the purposes of this Agreement. Neither party shall be under any obligation to reimburse the other party for any costs incurred pursuant to either rendering or accepting assistance, equipment or staffing under this Agreement. However, the responding organization shall be reimbursed by the requesting organization for consumable resources used by the responding organization during such response such as, but not limited to, fuel used in deploying personnel and equipment to an incident. The responding organization reserves the right to request and accept equipment rate and labor cost reimbursement from incidents declared as state or federal disasters and thereby eligible for State Emergency Management Agency (SEAM) or Federal Emergency Management Agency (FEMA) reimbursement. In addition, either party may accept labor and equipment rate reimbursement for billable hazardous materials incidents.
- 8.** It is recognized that the interests herein are mutual. This Agreement is entered into for the common good of the general public of the parties and for strictly governmental purposes.

- 9.** Nothing in this Agreement shall be construed to create a joint organization or new legal entity combining the parties; they shall remain separate entities for all intents and purposes.
- 10.** No real or personal property shall be acquired, held or disposed of specifically in connection with this Agreement.
- 11.** The directors of the respective fire service organizations shall jointly administer this undertaking.
- 12.** This Agreement shall be in force and effect for a period of five (5) years from the time the effective date of this Agreement and may be extended for three (3) successive five (5) year terms upon agreement of the parties. A party may cancel this Agreement, provided sixty (60) day advance written notice is mailed or otherwise delivered to the other party.
- 13.** The parties may elect to amend or specify additional provisions by adding a mutually agreed upon written addendum to this Agreement.
- 14.** This Agreement shall become effective once it has been executed by the directors of the respective fire service organizations; approved by the office of the Kansas Attorney General; filed with the Douglas County Register of Deeds and the Wyandotte County Register of Deeds; and filed with the Kansas Secretary of State.

(Signature page follows)

IN WITNESS WHEREOF, the parties execute this Agreement on the date(s) indicated below.

CITY OF LAWRENCE, KANSAS



Craig S. Owens, City Manager

Date: 8/12/24

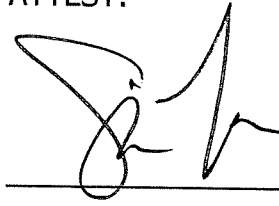
CITY OF BONNER SPRINGS, KANSAS

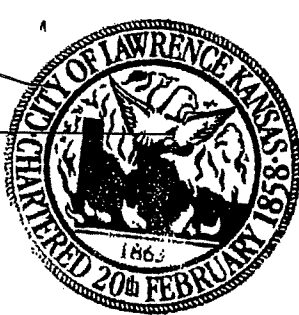


Sean Pederson, City Manager

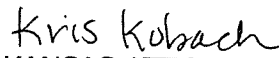
Date: 7/1/24

ATTEST:





APPROVED

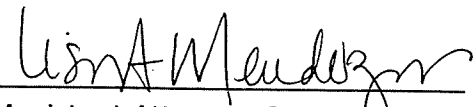

Kris Kobach
KANSAS ATTORNEY GENERAL, by:

ATTEST:





Douglas County Register of Deeds
BK: 1231 PG: 2726 - 2730 Receipt #:588936
Rec Fees: \$89.00
Pages: 5 Record Date: 9/4/2024 2:50 PM
Cashier Initials : rh
Authorized By Kent Brown



First Assistant Attorney General

Date: 8/26/2024



DocId:8431155

Tx:4251691

2024R-10756

SUSAN P. NELSON

REGISTER OF DEEDS

WYANDOTTE COUNTY, KS

09/05/2024 08:45:57 AM

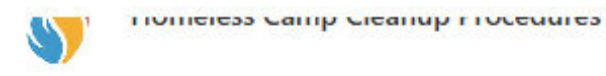
REC FEE 106.00

PAGES: 6

Pursuant to K.S.A. 28-115: The Register of Deeds has the authority to establish requirements for margins.
PAGE ONE MUST HAVE A TOP MARGIN OF THREE (3) INCHES. If a document does not comply with these requirements, then K.S.A. 28-115 authorizes the use of a cover sheet for the recording information.

PLEASE TYPE OR PRINT

TYPE OF DOCUMENT: Mutual Aid AgreementGRANTOR: Lawrence-Douglas County Fire-MedGRANTEE: Bonner Springs Fire Dept.LEGAL DESCRIPTION: An agreement to provide
mutual aid for fire or other emergencies



REPORTS AND FORMS

- Motor Vehicle Accident Report- Operator
- Motor Vehicle Accident Report - Supervisor
- Incident Report - Employee
- Incident Report - Supervisor
- Accident Procedures
- Accident Packet Contents for Vehicles
- Reasonable Suspicion Determination Report
- Campsite Clean-up Assessment & After-Action
- Campsite Notice to Vacate

INSURANCE POLICIES



Safety Courses in Vector Solutions

Bloodborne Pathogens, Personal Protective Equipment, Fall Protection, Back Injury Prevention, Respiratory Protection, Defensive Driving, Electrical Safety, Fire Prevention Awareness, General First Aid, Flagger Training, Office Safety, and more!

Contact Risk Management for more information.

Vaccination Program

All City employees at risk of occupational exposure to bloodborne pathogens can receive a free Hepatitis A or B vaccine.

Worker's Compensation

The goal of the City of Lawrence's Workers' Compensation program is to provide consistent and quality case management and medical care to injured City Employees allowing them to return to productivity in the workplace and their personal lives as quickly as possible. Employees will be treated fairly, openly, and honestly in compliance with Kansas Workers' Compensation laws and regulations.

Under Kansas Workers' Compensation Statutes, medical care is provided and directed by the

Assessments

Risk Management can help departments with safety, security, risk, and ergonomic assessments. Contact Shelby Patch for more information.

Kansas DOL Worker's Compensation

GO

Light Duty



25-008
01/24/25

Information Bulletin

ISSUER: Ezell, Interim Chief of Staff

1 of 1

Employee Annual Physicals

Making the switch to Life Scan for 2025 physicals.

In alignment with the Memorandum of Understanding (MOU) between the City of Lawrence and IAFF Local 1596 (Section 10.5), and through the collaborative efforts of the Health and Safety Committee, LDCFM, and Local 1596, LDCFM is introducing a new annual physical process facilitated by an outside vendor. This process will adhere to NFPA 1582 standards while incorporating enhanced screenings for the early detection of cancers associated with the firefighting profession.

Kevin Joles, Simon Stephenson (IAFF 1596 representative), and Crosbi Schmidt collaborated with the City's Purchasing Department to evaluate potential vendors for firefighter physicals. After a thorough review, Life Scan was awarded the contract. Life Scan has an established reputation for delivering efficient and reliable physical examinations to public service departments nationwide.

Fire Medical Administration will share details regarding specific scheduling, blood draw procedures, and locations in the upcoming weeks. Physicals will be conducted on duty during regular business hours (Monday through Friday, 0800-1700 hrs.).

2025 Physical Dates:

- May 19th – 30th, 2025 (excluding May 26th)
- October 27th – November 7th, 2025



Professionalism
Respect
Integrity
Diversity
Excellence



LIFE SCAN WELLNESS CENTERS

Saving the Lives of America's Heroes

OUR SURVIVORS



Sean Ryan
Albemarle Co. Fire Rescue
Kidney Cancer



Chief Julius Halas (Ret.)
Florida Fire Marshal
Blood Cancer



Chief Roda Mae Kerr (Ret.)
Ft. Lauderdale Fire Rescue
Heart Disease



Lt. Brian Gross
Lubbock Fire Dept.
Kidney Cancer



Kelly Hallman
Hillsborough County Fire Rescue
Thyroid Cancer



Captain Troy O'Nan
Hillsborough County Fire Rescue
Aortic Root Aneurysm



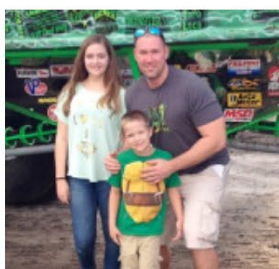
Jason Happe
Palm Harbor Fire Rescue
Aortic Root Aneurysm



Steve Wagner
East Lake Fire Rescue
Testicular Cancer



Curtis McClendon
Largo Fire Rescue.
Kidney Cancer



Leonard Furst
Cedar Hammock Fire Rescue
Thyroid Cancer



Chris Thompson
Broward Sheriff's Fire Rescue
Thyroid Cancer



Stephen Hagmann
Marco Island Fire Rescue
Kidney Cancer



LIFE SCAN WELLNESS CENTERS

Saving the Lives of America's Heroes



*First Responder NFPA 1582
Enhanced Physicals and Beyond*

WE PROTECT THOSE WHO PROTECT US



LIFE SCAN WELLNESS CENTERS

Saving the Lives of America's Heroes

What is Life Scan Wellness Centers?

As the Nation's leading provider in the field of Public Safety Physicals for over two decades, Life Scan Wellness provides Police and Fire Departments with NFPA 1582/1583 compliant physicals that are enhanced focusing on early detection. The Life Scan Wellness Centers Program is designed exclusively for police and fire departments and is the contracted provider for the International Association of Firefighters Health & Wellness Trust (IAFF) and Law Enforcement Officer & Firefighter Trusts (LEOFF).

The early detection of cancer, cardiovascular diseases, and other potentially catastrophic illnesses is lifesaving! Our Life Scan Wellness Centers ultrasound-aided physical exams for Public Safety Officers has been incorporated into the standards for over 650 Fire Service, EMS, and Law Enforcement Departments.

PARTNERING WITH



Improved Fitness

Life Scan's WFI - Compliant Firefighter Fitness Analysis ensures firefighters are in top physical condition for better on the job performance and overall wellbeing. Our integrated fitness initiative includes diet and nutritional analysis, a state-of-the-art fitness evaluation, and a personalized wellness plan to create an ongoing customized fitness plan for each individual officer and firefighter.

Cost Containments

Life Scan offers on-site, same day examinations that reduce absences and allow firefighters to remain on duty while receiving their evaluations. Our successful early detection rates reduce health care costs and workers compensation costs because many health issues are identified before they reach catastrophic levels.

Blood work was still normal and I felt really good with no signs or symptoms at all!"



INTRODUCING!

Life Scan Wellness Centers (LSWC), the Nation's largest provider of comprehensively enhanced early detection first responder physicals for 25 years, has partnered with UCF RESTORES, the nation's leading provider of first responder behavioral health support. Through this partnership, UCF RESTORES' one-of-a-kind first responder peer support resource apps – Redline Rescue™ for firefighters and Blueline Rescue™ for law enforcement personnel – will be leveraged to enhance the options available to the thousands of first responders screened for behavioral wellness by Life Scan Wellness Centers annually.



LIFE SCAN WELLNESS PROGRAM For Fire Rescue and Police Departments

Comprehensive Public Safety Physical (NFPA 1582 Compliant)

- Hands-on Physical Exam
- Medical & Occupational/Environmental History Questionnaire
- Back Health Assessment
- Breast Exam
- Vision Exam (Titmus)
- Audiology
- Skin Cancer Assessment
- Personal Consultation with review of testing results

Behavioral Health Assessments

- **National Recognized Board of Behavioral Health Experts in conjunction with UCF Restores**
- Evidenced-Based Assessment and Screenings
- Sleep Disturbance and Mental Health Questionnaires

Blood Analysis and Laboratory Tests

- Colon Cancer Screening (Hemoccult Test)
- Urinalysis Dip
- Lipid Panel (Cholesterol, Ratio, and Blood Glucose)
- Diabetes Tests (Hemoglobin A1C and Glucose)
- Comprehensive Metabolic Panel (Renal and Liver Functions)
- Thyroid Panel
- PSA (men)

Cancer, Heart, Vascular, and Disease Screenings

- Echocardiogram (Heart Ultrasound)
- Aorta and Aortic Valve Ultrasounds
- Carotid Arteries Ultrasound with CIMT Calculation
- Thyroid Ultrasound
- Liver, Gall Bladder, Spleen, & Kidney Ultrasounds
- Bladder Ultrasound
- Pelvic Ultrasounds for Women (Ovaries and Uterus)
- Prostate and Testicular Ultrasounds for Men

Cardiopulmonary Assessment

- Resting ECG
- Cardiac Treadmill Stress Test with 12 lead ECG
- Pulmonary Function Test

Fitness Evaluation (NFPA 1583-WFI Guidelines)

- Muscular Strength and Endurance Evaluation
- Aerobic Endurance Evaluation (VO2 Max Calc)
- Flexibility (Sit and Reach)
- Nutrition and Diet Recommendations
- Personal Fitness Recommendations and Exercise Prescription
- Body Weight and Composition (Body fat, Calipers)

Medical Clearances

- OSHA Respirator Medical Clearances
- Firefighter Medical Clearances NFPA 1582



LIFE SCAN WELLNESS CENTERS

Saving the Lives of America's Heroes

2023 Aggregate Data Significant Findings

APRN Physical Exam	
Abnormal Cholinesterase	64
Decreased WBC's	229
Elevated BUN/Creatinine & low eGFR	647
Elevated Heavy Metals	28
Elevated Hemoglobin A1c > 6.4%	920
Elevated LDL/HDL Ratio >3.6 and/or LDL	3577
Elevated Liver Enzymes	3128
Elevated Triglycerides > 150 mg/dL	5182
High or Low TSH level	1113
Increase PSA > 1ng/mL over 1 year or > 4ng/mL	392
Low Platelets	274
Low Testosterone < 200 ng/dL	899
Positive Hemocult	7
Exercise Physiology	
Pulmonary Function	
Abnormal PFT's (Fail per NFPA)	102
Hypertension	
Stage 2 HTN BP > 160/100mmHg	200
Undiagnosed Stage 1 HTN BP > 140/90mmHg	2162
Body Fat %	
Overweight >30%(Female)	397
Overweight >25% (Male)	2206
Cardiovascular	
Unable to stress R/T significant finding	203
Abnormal resting EKG	525
Abnormal rhythm or BP response to GXT	627
METs <10	2624
VO2 <34mL/kg/min	2090

Ultrasound Studies	
Cardiovascular	
Bicuspid Aortic Valve	86
Carotid Stenosis > 50%	41
Dilated Aortic Root > 4.0 cm	497
Distal Aortic Aneurysm	10
Left Ventricular Hypertrophy	1367
Low Ejection Fraction < 50%	128
Mitral Valve Prolapse	409
Renal Aneurysm	0
Severe Aortic Insufficiency	18
Severe Valve Insufficiency	1
Gall Bladder	
Gall Bladder Mass	4
Gall Bladder Polyp(s)	942
Gall Stones	732
Kidneys/Renal	
Kidney Mass	194
Kidney Stones	882
Liver	
Fatty liver	10,521
Liver Mass	468
Pelvic	
Complex ovarian cyst	29
Enlarged prostate by volume	1443
Ovarian Mass	53
Prostate Mass	135
Severe varicoceles	1
Testicular Mass	60
Thickened endometrium	2
Urinary bladder mass	41
Uterine Mass	235
Spleen	
Spleen Enlargement	439
Thyroid	
Complex Thyroid cyst	1077
Heterogenous/Cystic appearance	2193
Nodules- Follow-up > 1cm	1668
Nodules- Monitor < 1cm	3642
Total # of Abnormals	54,914

TESTIMONIALS

See what others have to say about our services.



Rhoda Mae Kerr

Fire Chief (Ret)
Past IAFC President
Fort Lauderdale Fire Department



I believe it is incumbent upon fire chiefs to lead by example when it comes to our health. FLFR was already using Life Scan Wellness as their physical provider when I arrived. So, I'm doing the treadmill test and the Exercise physiologist tells me I am in atrial fibrillation. I had no palpitations, no shortness of breath! I underwent a successful ablation. I feel great but didn't know I was feeling bad until I felt better!



Tony Washington

Assistant Chief
Alexandria Fire Department Alexandria, VA



We always thought our annual physicals were enough. They weren't. I just had an annual physical with another vendor and passed but ended up with Stage 3 testicular cancer. It would have been found immediately after my Life Scan annual physical! We chose Life Scan Wellness Centers because of the quality of the annual physicals, the professionalism of the employees, depth of knowledge they have, and they don't make you feel like a number but an actual patient. We have found several things in our first round of Life Scan Annual Physicals, and I wish we had done this earlier.

"We found several things in our first round of Life Scan Annual Physicals, and I wish we had done them earlier."



Otto Drozd III

Executive Secretary
Metropolitan Fire Chiefs Association



“Your organization's commitment to excellence truly shone through, and I am compelled to extend my thanks and appreciation.... Your organization's unwavering commitment to providing high-quality services is a critical component in providing for the health and wellness of fire fighters across the nation.”



Sheriff Robert Gualtieri

Pinellas County Sheriff's Office
2019 NSA Sheriff of the Year



“Since 2012 Life Scan has discovered over 75 significant health concerns in our employees such as heart disease, carotid artery blockages, and brain cancer. I would highly recommend it. Life Scan to employers to help protect the long term health of their employees.”

OUR PARTNERS





 **LIFE SCAN**
Wellness Centers

www.LifeScanWellness.com



SAVING THE LIVES OF AMERICA'S HEROES



WHAT TO EXPECT!

Lifescanwellness.com

Before the Exam

All members will receive an email from Life Scan Wellness. This email will contain a link that is specific to each person and their health history. This link is not to be shared under **ANY** circumstances. Each member should fill their health history out prior to arriving to their exam which should take 10-20 minutes. Each member should also have had their blood drawn, whether that be during onsite draws or on location at a local LabCorp, at least 10 days prior to their exam date. Having the blood work done prior to the exam will ensure the most timely exam and result interpretation. Everyone should read the information at the top of the packet carefully so they know how to prepare for the day. See below:

Life Scan appointment requirements:

- Wear athletic clothes and shoes.
- Complete all forms provided in this packet prior to your Life Scan appointment.
- Please fast for 4 hours prior to your Life Scan appointment and refrain from any caffeinated or carbonated beverage's.
- It is important to arrive hydrated and bring water with you for before and after exercise.
- No Tobacco use 4 hours prior to your Life Scan appointment.



Upon Arrival

Each group of three should all arrive on or before the designated appointment time. Upon arrival they will be greeted by the team and sent an electronic consent and privacy form to sign. A copy of this will be placed in their chart. They will then be assigned to start at one of our three stations.

Nurse Practitioner

The member will have the following tests performed by the Nurse Practitioner:

- Vision
- Hearing
- Labs reviewed
- Head to toe physical exam.
- Behavioral Health screenings reviewed

Ultrasound

The member will have an ultrasound probe placed on the skin using a transducer and gel to visualize the following organs.

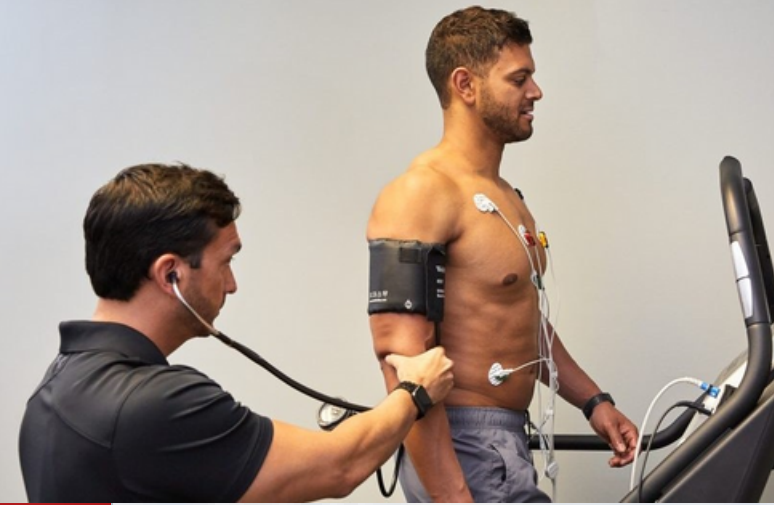
- Carotid
- Thyroid
- Heart
- Abdominal Organs - Gallbladder, Kidneys, Spleen, Liver
- Abdominal Aorta
- Bladder
- Prostate (external scan)
- Testicular or Uterus/Ovaries

The member will also be asked to provide a urine sample. This is NOT a drug screen, it is a routine dipstick urinalysis

Cardiopulmonary

The member will have the following tests performed by the Exercise Physiologist:

- Vitals
- Pulmonary Function Testing (spirometry)
- Cardiac stress test (Submaximal testing to predicted VO2 with 12-lead EKG to monitor for rhythm changes)
- Body Composition
- NFPA 1583 physical fitness assessment



Post Exam

After the member has attended all three stations they will return to wrap up their results with the Nurse Practitioner. This gives them the opportunity to ask questions and clarify findings. Please keep in mind we are not diagnostic, so any findings will need to be taken to the members' primary care for further testing. Results will be sent to the member the same day and will include all testing and PDFs of labs, stress test, PFT and educational resources if applicable.

For more information check out our video on youtube.

[Our Mission](#)





Program Name: Community Risk Reduction Program

Program Manager(s) / Author(s): Division Chief Christopher NW King

Appraisal Year: 2024

Category / Criterion: Category 5, Criterion 5A

Performance Indicator: CC 5A.7 The agency conducts a formal and documents program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk based on the community risk assessment/standards of cover.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations:

- It is recommended that the agency conduct a workforce analysis of the fire prevention division to meet the program goals and objectives. (CC 5A.3)
- It is recommended that the agency review its inspection frequency schedule based on the occupancy type and risks associated with the occupancy. (5A.5)

Progress Made on Recommendations:

The department is actively working on this recommendation. Refer to the department's 2025 Agency Annual Compliance Report (ACR) for more information on work completed toward this recommendation.

PROGRAM DESCRIPTION

Program Purpose / Description:

The objective of the Community Risk Reduction (CRR) Program is to safeguard lives and property through the proactive elimination of fire and life safety hazards. These hazards are identified through inspections conducted in a variety of settings, including residential, commercial, and industrial properties.

Program Staffing & Resources:

The department's Prevention Division, which oversees the CRR Program, is led by a Division Chief, supported by a Captain, and Lieutenant. The inspection districts in the City of Lawrence are overseen by twenty-two (22) inspectors from the department's Operation Division, comprising fifteen (15) Operations Captains and six (6) Night Consultant incentive inspectors.

Collaboratively, the Kansas State Fire Marshal contributes to this endeavor through an annual Memorandum of Understanding (MOU), facilitating inspections and reviews.

The City of Lawrence's Code Compliance Division offers support through referrals and inspections, encompassing the Property Maintenance Code and Rental Licensing program.

In 2024, a budget of approximately \$75,000 was allocated for Prevention expenditures, inclusive of fire cause and origin investigations. These funds are earmarked for Community Risk Reduction (CRR) services and Fire Investigations; however, due to mid-year budget



constraints and identified funding shortfalls, money that was originally dedicated to this program was reallocated.

PROGRAM GOALS & OBJECTIVES

Significant Achievements:

2024 LDCFM CRR Inspections for 2024:

- Total Department Inspections: 3,732
- Operations / Night Consultant (NC) Inspection Districts (Primary Inspections): 2,694
- Operations / NC Inspection Districts (Re-inspections): 287
- Occupancy Load Check Inspections (NC Incentive Program): 139
- Prevention Annual (Primary and Re-inspections): 327
- Prevention Permit Inspections (All Planning and Development Services Certificate of Occupancy for Commercial permit inspections): 285
- Prevention Plan Reviews of Projects (Planning) & Permits (Commercial): 502

Previous Year's Goals and Progress:

Goal	Strategic Alignment	Progress
Reorganize the Prevention Division, and annual inspections within the CRR program to enable 100% of inspections completed.	Safe & Secure	The Prevention Division rebalanced the number of assigned inspections per inspection districts to create a more balanced workload among Operations crews. The Prevention Division provided additional education and training for use, management, and maintenance strategies for each inspection district. The department only achieved approximately 68% of assigned annual inspections.
Professional development for Prevention staff responsible for multidiscipline inspections and plan reviews.	Engaged and Empowered Teams	Ongoing. The Prevention Division has once again identified a need for becoming leaner with current service levels to accomplish the needed and ongoing professional development.



		The department continues to support staff in these opportunities.
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Current Year's Goals:

Goal	Strategic Alignment	Progress
Evaluate the current assignment of inspections for inspection districts. The department plans to conduct a survey to engage Company Officers and gather insights into the challenges, successes, management, and current maintenance of their inspection districts.	Safe & Secure, Engaged and Empowered Teams	Ongoing.
Select and adopt a third-party inspection and reporting of code compliance company for all fire protection systems within the City of Lawrence.	Safe & secure	Ongoing.
Evaluate the current ISO grading schedule for the department. Identify opportunities within the scoring to alter the frequency and type of inspections completed annually.	Safe & Secure	Ongoing.

Benefits of these Goals:

Evaluate the current assignment of inspections for inspection districts.

- This will allow the department's Prevention Division to ensure the balance of the inspection workload among the department's Prevention Division and Operations crews.

The department plans to conduct a survey to engage Company Officers and gather insights into the challenges, successes, management, and current maintenance of their inspection districts.

- This valuable insight will allow the Prevention Division to properly evaluate the challenges the department Operation crews face when completing their annual



assigned inspections. This information will be reviewed, and the Prevention Division will recommend adjustments that will allow for a better inspection completion rate.

Select and adopt a third-party inspection and reporting of code compliance company for all fire protection systems within the City of Lawrence.

- This will help alleviate the workload of the department's inspection groups by shifting routine inspections, compliance, and tracking reports to a third party. It will also streamline the inspection and reporting process, ensuring timely and consistent compliance across all fire protection systems. The department is the only department in the metro-KC area that does not utilize a third-party to complete these inspections and ensure compliance with fire protection systems.

Evaluate the current ISO grading schedule for the department. Identify opportunities within the scoring to alter the frequency and type of inspections completed annually.

- This will assist the department with prioritization / efficiency of inspections, ensuring personnel and resources are directed toward areas that will have the greatest impact on fire protection and ISO scoring. This will also provide the department with a better opportunity to maintain the current ISO 1 rating.

PROGRAM IMPACT/ OUTCOMES

Is this program meeting the department's priorities:

This program does not meet the department's priorities. The department is currently working on reevaluating the program's priorities and setting goals that can be effectively implemented.

Program Impact:

With the current level of delivery of the CRR Program, and if no changes are made in the future, the result would be seen in a lower ISO rating for the community.

Significant Incidents or Events:

During Fire Prevention Week, the department partnered with the American Red Cross to install up to 200 free smoke alarms in North Lawrence. This neighborhood was chosen for the initiative due to its relative isolation within the department's coverage area and the presence of some of Lawrence's oldest homes. This opportunity allowed for additional community engagement and risk reduction efforts.

The department's Prevention Division worked with external partners to help create an ISO Grading Schedule Training opportunity upcoming in 2025. The department is hosting this event (which will be open to other agencies). This opportunity will allow for better understanding of ISO ratings and how they affect the community.

PROGRAM SELF-ASSESSMENT

Program Strengths:

Internal and external partnerships of the program facilitate the success of the program.



Program Weaknesses:

Internal management and accountability for completing 100% of assigned inspections, which is the department's identified goal, within the inspection districts. T

2024 Inspection District Completion Stats:

- Out of 21 inspection districts, LDCFM achieved the following completion rates:
 - 6 districts > 97%
 - 2 districts > 80%
 - 9 districts between 64-75%
 - 1 district ≥ 30%
 - 3 districts < 10%

Program Opportunities:

The department's CRR Program deliverables' success will improve with inspection completion rates. The department's Prevention Division has provided, and will continue to offer, education and training for managing and maintaining the Records Management System (RMS) that logs inspections.

The department will evaluate increased call volumes and station activities to identify current and projected opportunities for completing inspections, balancing departmental priorities related to the overall mission.

By focusing on these areas, the department can improve inspection completion rates and better align efforts with the department's mission.



Program Name: Public Education Program

Program Manager(s) / Author(s): Division Chief Joseph Hardy

Appraisal Year: 2024

Category / Criterion: Category 5, Criterion 5B

Performance Indicator: CC 5B.4 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts, outcomes and to measure performance and progress in reducing risk.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations:

- It is recommended the agency analyze the workload and workforce of the public education program to meet community expectations and goals of reducing risk. (CC 5B.2)

Progress Made on Recommendations:

The department is actively working on this recommendation. Refer to the department's 2025 Agency Annual Compliance Report (ACR) for more information on work completed toward this recommendation.

PROGRAM DESCRIPTION

Program Purpose / Description:

The Public Education Program is designed 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 through service to our community." This program aims to raise the public's awareness of the potential hazards they face and how they can combat them with proper knowledge and life safety awareness.

Program Staffing & Resources:

The public education program is managed by a program manager at the Division Chief level, and assisted by a Captain, with additional support from one employee per shift who receives incentive pay. Additionally, one employee holds a CPR incentive and is responsible for overseeing the department's CPR program.

PROGRAM GOALS & OBJECTIVES

Significant Achievements:

During this review period, LDCFM attended 50 events, engaging with approximately 3,030 citizens.



Previous Year's Goals and Progress:

Goal	Strategic Alignment	Progress
Records Management System	Effectively communicate with our community and partners to understand the department's commitment to their expectations.	The goal of researching a new records management system has not yet been completed; however, initial steps have been taken to explore potential opportunities. The department has begun assessing available systems to enhance data tracking, reporting, and overall efficiency in public education program management.
Drop active incentives from 7 to 4	Effectively communicate with our community and partners to understand the department's commitment to their expectations.	The department successfully reduced incentives from seven to four, meeting the initial goals while maintaining program effectiveness. However, with limited personnel, the department must reassess program needs and refine the delivery methods to ensure continued impact and efficiency in public education efforts.

Current Year's Goals:

Goal	Strategic Alignment	Progress
Records management System	Effectively communicate with our community and partners to understand the department's commitment to their expectations.	Ongoing.



Reassess program needs and refine our delivery methods to ensure continued impact and efficiency in public education efforts.	Effectively communicate with our community and partners to understand the department's commitment to their expectations.	Ongoing.
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Benefits of these Goals:

Reassessing program needs and refining delivery methods will enhance the effectiveness of public education efforts while maximizing efficiency with limited personnel. Implementing a new records management system (RMS) will improve data tracking, streamline reporting, and support better decision-making. Together, these efforts will strengthen community outreach and ensure resources are used effectively to meet public education goals.

PROGRAM IMPACT/ OUTCOMES

Is this program meeting the department's priorities:

Yes, the program is meeting the needs, but reassessing program needs and refining delivery methods will further enhance its effectiveness. This approach will help maximize the impact of public education efforts while addressing the challenges posed by limited personnel.

Program Impact:

During this review period, the department attended a total of 50 events, engaging with approximately 3,030 citizens. These interactions included fire safety education, fire truck visits, community events, station tours, and other public outreach efforts, reinforcing the department's commitment to community education and safety.

Significant Incidents or Events:

During this review period, the department attended a total of 50 events, engaging with approximately 3,030 citizens. These interactions included fire safety education, fire truck visits, community events, station tours, and other public outreach efforts, reinforcing the department's commitment to community education and safety.

The department purchased a digital Lion Bullseye Fire Extinguisher prop, which can be used indoors at schools or businesses, making it easier to educate the public on proper fire extinguisher usage without being dependent on weather conditions. This new tool is highly beneficial for the team, enhancing hands-on training experience and expanding the department's educational capabilities.

The department's fire medical data analyst is responsible for managing the department's social media presence, posting safety messages related to weather emergencies and other special situations. These posts have reached thousands of viewers, playing a crucial role in helping community members plan their daily activities or travel routes while keeping them

informed and safe. The department primarily utilizes Facebook as its social media outlet and will continue to use this platform to deliver timely, relevant information to the public.

PROGRAM SELF-ASSESSMENT

Program Strengths:

The department's Public Education Program demonstrates strong community engagement through a variety of outreach efforts, including events, fire safety education, and interactive programs like fire truck visits and station tours. The use of digital tools, such as the Lion Bullseye Fire Extinguisher prop, enhances hands-on training and expands the ability to educate in diverse settings. Additionally, the effective use of social media, particularly Facebook, allows us to reach thousands of citizens with timely safety messages, further strengthening our community's preparedness and awareness.

Program Weaknesses:

The program's weakness lies in the rising demands on both the department's operations and administration roles. Currently, the department relies on one Chief Officer, one Captain, four firefighter incentive positions, and two civilian administrative employees to handle the early stages of phone calls, emails, scheduling, preparation, and event attendance, followed by event breakdown and completion along with social media posts to inform the public. This model places significant strain on personnel to ensure the program's success, often leading to burnout and inefficiency. To address this, we must re-evaluate the current model and adopt a more effective and efficient approach.

Program Opportunities:

A full-time public educator or well-care coordinator would be highly beneficial for several reasons. Given staffing shortages, increased training requirements for operational personnel, year-after-year call volume increases, and the added demands on administrative staff, the department has outgrown its current model.

A dedicated public educator would help ease the impact on both operations and administrative personnel. In the long run, this change would not only save money but also make the program more efficient, consistent, and effective, ultimately benefiting the community by improving the quality and reach of our public education efforts.



Program Name: Fire Investigation, Origin, and Cause Program

Program Manager(s) / Author(s): Division Chief Christopher NW King and Captain Jason Ray

Appraisal Year: 2024

Category / Criterion: Category 5, Criterion 5C

Performance Indicator: CC 5C.4 The agency conducts a formal and documents program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations: None

Progress Made on Recommendations: N/A

PROGRAM DESCRIPTION

Program Purpose / Description:

The department's Fire Investigation Unit (FIU) is responsible for determining the origin, cause, and circumstances of fires and the Management of the Fire Investigation, Origin, and Cause Program. Using a combination of scientific analysis, forensic techniques, and investigative procedures, the FIU seeks to uncover the factors leading to fire incidents, providing critical insights for prevention, safety improvement, and potential legal proceedings.

Program Staffing & Resources:

The FIU consists of eight department members, including the Division Chief of Prevention, Prevention Captain, and two investigators (Operations employees) per shift who serve in a part-time, as-needed capacity. These Operations personnel receive an incentive for their investigative duties. All members of the FIU must hold a Kansas State Fire Investigator II certification.

Each investigator is equipped with a handgun, ballistic vest, and a specialized investigation bag containing essential tools and equipment required to effectively perform their duties. Investigators are provided with ammunition for biannual training and qualification, a requirement for Investigator II certifications.

Fire Investigations are documented using specialized software that aligns with NFPA 921: Guide for Fire and Explosion Investigations and NFPA 1033: Standard for Professional Qualifications for Fire Investigator. This software streamlines the investigation process and ensures the creation of comprehensive origin and cause reports for each fire incident.



The program maintains a secure evidence storage room at Station 1, equipped with racking, evidence processing tools, and electronic tracking systems for proper evidence management.

A designated FIU vehicle is stationed at the department's Investigation Station, outfitted with evidence collection tools, excavation and power hand tools, decontamination equipment, and adequate space for conducting on-scene interviews.

PROGRAM GOALS & OBJECTIVES

Previous Year's Goals and Progress:

Goal	Strategic Alignment	Progress
2025 budget approval of four full-time (FTE) fire investigators with community risk reduction responsibilities within the Prevention Division.	Safe and Secure	Unsuccessful. The department will continue to ask for expansion FTEs in upcoming budget proposals.
Training opportunities for fire investigators including interview and interrogation, digital evidence collection processes, affidavit, and search warrant writing.	Efficient and Effective Processes Engaged and Empowered Teams	Ongoing.

Current Year's Goals:

Goal	Strategic Alignment	Progress
2026 budget approval of four full-time (FTE) fire investigators with community risk reduction responsibilities within the Prevention Division.	Safe and Secure	Ongoing.
Training opportunities for fire investigators include interview and interrogation, digital evidence collection processes, affidavit, and search warrant writing.	Efficient and Effective Processes Engaged and Empowered Teams	Ongoing.

Benefit of these Goals:

Approving four full-time fire investigators with community risk reduction (CRR) responsibilities within the Prevention Division will enhance fire investigations by ensuring quicker response times, more thorough case analysis, and increased arson detection. This



addition will improve community safety by allowing investigators to identify fire trends and proactively educate the community on fire prevention.

PROGRAM IMPACT/ OUTCOMES

Is this program meeting the department's priorities:

Yes, however, the workload of the FIU has increased over the past several years and the need for full-time fire investigators is apparent. As this workload has increased, it has created a strain on employees receiving the fire investigation incentive and has a negative impact on the Operations Division.

Program Impact:

A comprehensive fire investigation unit serves as a critical cornerstone of public safety within the city's emergency services framework. Internally, it provides firefighters and emergency personnel with valuable insights into fire behavior patterns, structural vulnerabilities, and emerging hazards, enabling continuous improvement in firefighting tactics and prevention strategies. The program also strengthens interdepartmental collaboration between LDCFM, law enforcement, and code enforcement officials, while creating opportunities for professional development among investigation staff.

Externally, thorough fire investigations help reduce insurance costs for property owners, support criminal prosecutions when arson is involved, and inform evidence-based policy decisions regarding building codes and safety regulations. The program's findings contribute to public education initiatives, ultimately leading to enhanced community awareness of fire safety practices and a reduction in preventable fire incidents, thereby fostering a safer urban environment for all residents.

Significant Incidents or Events:

- The FIU vehicle was replaced with a 2023 Ford F600 investigation unit.
- Fire Investigators received token access to the Kansas State Criminal Justice Information System
- In 2024, Fire Prevention/ Fire Investigations permanently moved to the Investigation Center. This consolidation of resources allows for efficient collaboration among investigators.
- In 2024, FIU Investigators conducted 73 fire investigations, resulting in 6 arrests.

PROGRAM SELF-ASSESSMENT

Program Strengths:

- FIU program provides internal mentorship and support between new and experienced members
- Strategic partnerships with law enforcement agencies ensure multi-level support (local, state, federal)

Program Weaknesses:

- Incentive-based positions present challenges for employees due to time commitments for professional development and case management outside their regular duties.
- Additional training beyond the minimum annual hours is essential for developing investigators.
- Incentive-based investigators face difficulties in maintaining continuity of active investigations due to incentive duties, shift work, and work-life balance.
- The FIU has seen significant turnover from retirements, promotions, and reassignments, complicating the training of new investigators to a higher level in their discipline.

Program Opportunities:

- Job Shadowing Opportunity: The department should allow investigators to job shadow LKPD Detectives for 1-2 months to enhance their skills in interviewing, digital evidence collection, and writing search warrants and affidavits.
- Full-Time Fire Investigators: The department needs to allocate four full-time fire investigators with added community risk reduction responsibilities, benefiting the community and the Prevention Division.
- Collaboration with Law Enforcement: The department can coordinate with external agencies to reestablish the Douglas County Arson or Fire Investigation Task Force. This model would enable the department to conduct fire origin and cause investigations, while local law enforcement would handle follow-up investigations for prosecution. Current challenges exist in local agencies absorbing this program component.

Program Name: Domestic Preparedness Program

Program Manager(s) / Author(s): Division Chief Joseph Hardy

Appraisal Year: 2024

Category / Criterion: Category 5, Criterion 5D

Performance Indicator: CC 5D.9 The agency conducts a formal and documented appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations: None.

Progress Made on Recommendations: N/A.

PROGRAM DESCRIPTION

Program Purpose / Description:

The priority of the Domestic Preparedness Program is to establish a comprehensive, all-hazards approach to coordination, enabling seamless access to additional resources as required, particularly during large-scale emergencies. This ensures the department maintains the capacity to execute swift and effective responses to critical incidents on a mass scale.

With utilization of the Continuity of Operations Plan (COOP), the department maintains clear communication with peer partners and internally. This program also assesses the department's capabilities in staffing, training, equipment, and interagency coordination to ensure resilience in fire suppression, emergency medical services, and hazardous materials response during large-scale incidents.

Program Staffing & Resources:

Currently, there are two employees that can make changes to our COOP. There are no incentives or direct overtime budget to support this program.

PROGRAM GOALS & OBJECTIVES

Significant Achievements:

Establishing the Emergency Operations Plan (EOP) was a major achievement over the last year. This was a rewrite of the original that was crafted the year prior and is pending approval by the Authority Having Jurisdiction (AHJ), the City of Lawrence's City Manager. Once City Manager approves, this plan can be implemented.

Previous Year's Goals and Progress:

Goal	Strategic Alignment	Progress
Maintain COOP and go further in depth	Improve internal communications by providing a clear and	Successfully completed. With the utilization of informational boards, the



	effective exchange of information for enhanced continuity throughout the organization. Effectively communicate with our community and partners to understand the department's commitment to their expectations.	department is able to pass along information on a daily basis. These boards were installed strategically within the stations to ensure the ability for department members to keep up department information or other opportunities. The COOP has been maintained.
Once EOP is approved, begin educating and training and putting it into practice. Re-evaluate and adapt if needed.	Improve internal communications by providing a clear and effective exchange of information for enhanced continuity throughout the organization. Effectively communicate with our community and partners to understand the department's commitment to their expectations.	The EOP was completed in this calendar year. This was a collaborative effort between the department, Lawrence Kansas Police Department (LKPD), and the Douglas County Emergency Management (DCEM). The department is still waiting on AHJ approval of the EOP.

Current Year's Goals:

Goal	Strategic Alignment	Progress
Get Emergency Operations Plan approved by City Manager and Establish an implementation plan.	Improve internal communications by providing a clear and effective exchange of information for enhanced continuity throughout the organization.	Ongoing.
With recent changes in roles within the department, the COOP will need to be updated with permanent positions once roles are filled on a more permanent basis.	Improve internal communications by providing a clear and effective exchange of information for enhanced continuity throughout the organization.	Ongoing.



Benefits of these Goals:

These goals will allow the department to improve internal communications and provide clear and effective communications not only for the department employees, but also for external stakeholders and partners.

PROGRAM IMPACT/ OUTCOMES

Is this program meeting the department's priorities:

This program meets the department's priorities.

Program Impact:

This program provides the department's ability to respond effectively to emergencies, disasters, and large-scale incidents within the community. It would assess current capabilities in staffing, training, equipment, and interagency coordination to ensure resilience in fire suppression, emergency medical services, and hazardous materials response. This program would also identify strengths, gaps, and recommendations for improving readiness through policy enhancements, resource allocation, and continuous training initiatives.

Significant Incidents or Events:

The department has maintained the COOP. With the recent departure of the department's Fire Chief, Chief Officers are filling in interim / acting roles. With this change, the department has begun focusing attention on the City of Lawrence and Douglas County Interlocal Agreement for providing EMS services to Douglas County. This agreement identifies through roles and responsibilities and also funding.

The department also has been working towards utilizing our funds through the awarded Assistance to Firefighter Grants (AFG - EMW-2022-FG-03783) and putting this effort into our swift water program. The goal is to send members to train on swift water and building the department's effective responses to critical incidents which involve water.

PROGRAM SELF-ASSESSMENT

Program Strengths:

The department effectively utilizes grant funding to support advanced training opportunities for its members, enhancing overall preparedness and response capabilities. Additionally, the development of the Emergency Operations Plan (EOP) strengthens the City of Lawrence's ability to manage larger incidents that may exceed local resources. Our strong collaboration with peer agencies and active participation in the Local Emergency Planning Committee (LEPC) further reinforce coordinated regional response efforts and disaster preparedness.

Program Weaknesses:

The department should conduct a thorough assessment to identify outdated equipment, gaps in specialized training, and any deficiencies in coordination with external agencies for large-scale disaster response. Addressing these areas will ensure the department remains proactive in preparedness efforts and capable of effectively managing complex emergencies. This will take time and effort in an already stretched workload for staff.



Program Opportunities:

The department is developing a Project Charter to address station expansion, with a focus on staffing and resources for two additional stations. This expansion presents an opportunity to enhance service coverage and response capabilities while ensuring strategic resource allocation. Proper planning will be essential to prevent operational strain and maintain effective service delivery across the growing coverage area.

Program Name: Fire Suppression Program

Program Manager(s) / Author(s): Acting Deputy Chief Tyler Wade

Appraisal Year: 2024

Category / Criterion: Category 5, Criterion 5E

Performance Indicator: CC 5E.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program and to measure its performance towards meeting the agency's goals and objectives.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations:

- It is recommended that the agency continue to evaluate critical tasks and necessary personnel to meet effective response force benchmark goals to fire suppression incidents. (CC 5E.1)

Progress Made on Recommendations:

The department is actively working on this recommendation and has developed a revised response deployment matrix along with updated critical tasking for fire suppression incidents. Implementation of the revised matrix is currently "on hold" as Douglas County Emergency Communications Center begins the process of incorporating Emergency Fire Dispatch protocols into their system. For more details on progress made toward this recommendation, refer to the department's 2025 Annual Compliance Report (ACR).

PROGRAM DESCRIPTION

Program Purpose / Description:

The Fire Suppression Program provides fire suppression services to the city of Lawrence, Kansas and Grant Township, Kansas.

Program Staffing & Resources:

In 2024, the department operated from five fire medical stations within the City of Lawrence, along with one ambulance station in Baldwin City and another in Eudora.

The Operations Division was structured into three shifts: X-shift, Y-Shift, and Z-shift, with a minimum daily staffing level of 39 sworn employees. These stations house deployable resources, including five (5) four-person staffed engines/quints, a three-person tractor drawn aerial (TDA) company, seven (7) two-person medic units (ambulances), and two (2) operations chief officers.

In May 2024, in response to significant budgetary challenges related to overtime expenses, a General Order was issued that led to the occasional "browning out" of Engine 5 for partial or full shifts. On these days, Ladder 5 (TDA) was up staffed to four personnel to maintain



operational capacity. While this measure reduced the number of available fire apparatus in the city, the overall impact on the community was minimal, as Station 5 typically houses two fire apparatus during normal operations.

PROGRAM GOALS & OBJECTIVES

Significant Achievements:

- The department reports there were no civilian fire fatalities in 2024.
- The department secured funding in the 2025-2029 CIP for the expansion of Station #6.
- The department placed in service new Quint 3 – a 107' aerial.
- The department designed two Pierce Volterra EV Fire Engines in 2024, with expected delivery to take place in 2025.

Previous Year's Goals and Progress:

Goal	Strategic Alignment	Progress
Expansion LDCFM Fire Medical Station #6	Safe and Secure KPIs SaS-3 Percent of fires contained to their room of origin. SaS-4 Percent of cardiac arrest patients with pulsatile rhythms upon arrival to a hospital.	Funding has been secured in the 2025-2029 CIP for the expansion of Station #6, with a phased approach to completion. A Facility Design Committee was established to collaborate on the design of Station #6 to ensure it meets the needs and requirements of the department.
Increase minimum staffing of Tiller/Rescue company to four to ensure NFPA compliance	Safe and Secure KPI SaS-3 Percent of fires contained to their room of origin.	During the 2025 budget planning process, the department prioritized maintaining four-person staffing on all engines and quints. As planning continues for the addition of Stations 6 and 7, it is recommended that all fire suppression apparatus, including Ladder 5, adhere to the four-person staffing model to ensure consistency and operational effectiveness.



Current Year's Goals:

Goal	Strategic Alignment	Progress
Increase total number of relief officers across all three shifts.	Safe and Secure KPI SAS-3 Employee Engagement Index for Fire Medical	Ongoing.
Place two Pierce Volterra Engines in service and provide necessary training to all LDCFM employees	Safe and Secure KPI SaS-3 Percent of fires contained to their room of origin.	Ongoing.
Expansion of LDCFM Station #6	Safe and Secure KPIs SaS-3 Percent of fires contained to their room of origin. SaS-4 Percent of cardiac arrest patients with pulsatile rhythms upon arrival to a hospital.	Ongoing.

Benefits of these Goals:

Expanding the pool of employees eligible to serve as Relief Officers will help distribute workload more equitably, reduce overtime, and ensure the department meets operational minimum staffing requirements.

The addition of two new engines reinforces the department's commitment to fleet replacement, prioritizing both safety and response effectiveness.

With funding secured for expansion Station #6, the department will continue advancing service improvements by decreasing response times, increasing unit reliability, expanding coverage, and enhancing the quality of care for both emergency and non-emergency situations.

PROGRAM IMPACT/ OUTCOMES

Is this program meeting the department's priorities:

Yes, the program meets the department's priorities. The department has identified areas in which development and expansion of the current program are needed to accommodate the growing department.

Program Impact:



The department's Fire Suppression Program continues to have a positive impact on the community served. When resources are deployed for non-emergency and emergency response, a fully staffed and well-trained apparatus arrives to mitigate risk appropriately.

Significant Incidents or Events:

- The department received approval for one (1) Deputy Chief of Operations FTE. In December 2024, an Acting Deputy Chief was appointed with plans to fill the permanent position once a new Fire Chief is in place.
- The department implemented a Relief Officer (RO) program to replace the existing Acting Officer Program. The RO initiative came to fruition through negotiations with IAFF local #1596. It is anticipated this program will evenly distribute the workload of employees serving as relief officers department wide.
- Fire Service Casualties and Fatalities: 0
- Fire Civilian Casualties and Fatalities: 0

PROGRAM SELF-ASSESSMENT

Program Strengths:

- Minimum staffing on most fire suppression apparatus is four firefighters.
- The department maintains a well-trained workforce proficient in carrying out critical fire ground tasks.
- The department continues to invest in modern fire apparatus equipment as evident by fleet and PPE replacement.
- A well established and effective incident command structure is in place and utilized on every incident.

Program Weaknesses:

- Due to budgetary challenges, Engine 5 (E5) is browned out when minimum staffing falls below 39. This is an overtime cost saving measure and has had negative impacts on morale.
- Call volume increasing without expansion of resources, both personnel and apparatus.

Program Opportunities:

- Expansion of resources, both personnel and apparatus. This will reduce the workload on employees and provide more equitable coverage throughout the response area.
- Station expansion to include Stations #6 and #7.
- Increasing minimum staffing on Ladder 5 to four personnel.



Program Name: Emergency Medical Service (EMS) Program

Program Manager(s) / Author(s): Division Chief John Darling

Appraisal Year: 2024

Category / Criterion: Category 5, Criterion 5F

Performance Indicator: CC 5F.9 The agency conducts a formal and documented appraisal, at least annually, to determine the impact, outcomes, and effectiveness of the program and to measure its performance towards meeting the agency's goals and objectives.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations: None.

Progress Made on Recommendations: N/A.

PROGRAM DESCRIPTION

Program Purpose / Description:

The purpose of the Emergency Medical Service (EMS) Program is to oversee and ensure that Douglas County is provided high quality pre-hospital medicine, both advanced life support (ALS) and basic life support (BLS), from seven (7) strategically located stations; five (5) in the City of Lawrence, one (1) in Baldwin City, and one (1) in the City of Eudora, as well as through the care given by county first-responders from local allied agencies.

Program Staffing & Resources:

The EMS Division consists of a sworn Division Chief, a civilian Logistics Technician, two non-firefighter paramedics in the Mobile Integrated Health (MIH) Team, and a three-person Medical Claims Team overseen by a Medical Claims Supervisor. The EMS Division has two staff vehicles, one for the Division Chief, the other for the MIH Team. The EMS Division also has a Ford Transit Van for use by the Logistics Technician. Unlike the rest of the department's operating budget, the EMS Program is 100% County funded.

The EMS Program also serves as a significant revenue stream. In 2024, it brought in \$4.3 million revenue from Medical Claims.

PROGRAM GOALS & OBJECTIVES

Significant Achievements:

- **Medical Claims Revenue:** Revenue collected increased from \$3.2 million in 2023 to over \$4.3 million in 2024 due to improvements in software and increased personnel. Another part of this increase is relatively weak collections in 2023 due to chronic staffing shortages. At the beginning of 2024, Medical Claims were almost 6-months behind Operations incidents, and by the end of the year this gap had decreased to 2-3 weeks. While the department projects to see persistent improvements in efficiency and maximizing recovery from Medical Claims in 2025 over 2023 performance, 2024 is likely to be a "peak" year.



- **Third-Party / Private Ambulance Transportation Services:** The department and other Douglas County stakeholders worked through the process of revising Chapter 5 of the Douglas County Code. This Chapter affects many parts of the delivery of emergency services in Douglas County, and Articles 4 and 5 of the code have been revised to allow private / third-party ambulance services to provide non-emergency transportation between hospitals, or from a hospital to a lower level of care. Once a corresponding change is made to the City of Lawrence code, the department's ambulances will no longer be the only option available for these services, increasing their availability to respond to higher priority emergency incidents.
- **Purchase of Two (2) Replacement Ambulances:** This increased the reliability of the current ambulance fleet, as many units are aging, and the reliability of older units continues to be an issue.
- **Expired Controlled Substances Disposal Workflow:** Before COVID-19, the Kansas Board of Pharmacy collected expired controlled substances from the department, but policy changes ended this service without an alternative. This led to a four-year accumulation of expired medications. In 2024, the department consulted the Kansas Board of Pharmacy and DEA, established a new disposal process, cleared the backlog, and implemented a sustainable solution to prevent future buildup.
- **EMS Division Staffing Challenges:** In 2024, the EMS Division saw key staffing changes, including a new Division Chief of EMS and the hiring of a full-time EMS Administrative Specialist after a long vacancy. Additionally, the Logistics Technician transitioned to a sworn firefighter, highlighting the department's commitment to workforce development.
- **Adaptation of the Mobile Integrated Health (MIH) Team:** In 2024, the department's MIH Team had its first full year of operations. While there were some staffing challenges, over the course of the year the team began to show some of its full potential in both reducing demand on 911 resources and helping vulnerable members of the population receive the most appropriate care for their needs. While hard data showing the impact of this program is still in development, on an anecdotal level the efficacy of the MIH Team is demonstrated by the fact that the department's Operations crews report a significant reduction in the number of 911 calls by high-utilizer members of the population after they have been referred to the MIH Team.

Previous Year's Goals and Progress:

Goal	Strategic Alignment	Progress
Upgrade 7 portable ZOLL Z-Vent ventilators from Basic to Standard models, add 4 new AutoPulse NXT mechanical CPR devices into the system and after adequate training has been achieved.	Efficient and Effective Processes	Z Vent upgrade complete. 4 additional AutoPulse NXTs purchased. Need to roll out training to support BiPAP and the new AutoPulse boards. Bottleneck has been staff time/ OT to meet and develop training / rollout plans.



Build and solidify the MIH Teams place in the Douglas County EMS System through collaboration and work from the Government Performance Lab (GPL) through the Harvard Kennedy School.	Engaged and Empowered Teams Community Engagement Equity and Inclusion	After some initial challenges, the MIH Team is fully staffed with two motivated and high-performing paramedics who are proactively making a difference with many underserved populations in our community. The department has deepened collaboration with other community organizations such as the Douglas County Health Department. There is now a dedicated APRN riding with the MIH Team 1/3 of the time and are on pace to have a full-time Community Health Worker from the Health Department also riding with them. This vastly increases the team's resilience and ability to provide these services while staff are on leave, attending meetings, etc.
Maintain warranties and preventative maintenance programs for ZOLL and STRYKER products.	Sound Fiscal Stewardship	Hiring a full-time Logistics Technician to manage warranty claims has been a sound investment. In 2024, the department saved almost \$58,000 on warranty claims from ZOLL alone. In 2025, work will need to be done to inventory warrantied products and develop a plan for maintaining future adequate future warranties for equipment maintenance.
Implement CompX Narcotic lockers with access only by Paramedics.	Efficient and Effective Processes	This system did not function as expected and after the initial pilot was a



		failure, it was never fully integrated. In 2024, the department purchased the narcotics tracking module for the existing Operative IQ software program to achieve many of the goals of the CompX program. Implementation has been delayed, pending the onboarding of a new Logistics Technician.
Expansion Captain of EMS position	Engaged and Empowered Teams Produce and implement a comprehensive leadership and career development program, investing in the creation of a qualified, educated workforce that promotes a supportive work environment. Create and implement a succession planning process to fill vacancies more effectively to shorten onboarding time and ensure continuity of knowledge and activities.	This expansion position was not approved through the 2025 budget; however, the department will continue to advocate for this position.

Current Year's Goals:

Goal	Strategic Alignment	Progress
Enable 3 rd party ambulance services to provide non-emergency transfer services, freeing up LDCFM units for 911 calls & decreasing call volume	Efficient and effective processes	Changed county code, need to change city code, develop licensing process and get these services running.
Achieve legal agreements necessary for coordinating patient data & care information between MIH	Community Engagement Efficient and Effective Processes	Working with a contract attorney to draft these agreements.



Team and other stakeholders.	Equity and Inclusion Engaged and Empowered Teams	Need to see them through city / county / outside organization approval.
Increase reliability of MIH program – build out capabilities for future expansion	Community Engagement Equity and Inclusion Engaged and Empowered Teams Sound Fiscal Stewardship	Anticipating further program expansion as success in reducing 911 call volume is demonstrated. Develop plans / estimates for increasing service hours, numbers of teams, etc.
Increase capabilities of Medical Claims Team. By 2026 all Medical Claims team members should be Certified Ambulance Coders and have completed initial training so they can handle most routine matters without guidance, freeing up Medical Claims Supervisor to seek multiple long-delayed enhancements and efficiencies that will further improve operations and claim recovery.	Efficient and Effective Processes Sound Fiscal Stewardship Engaged and Empowered Teams	2/3 of Medical Claims team are currently Certified Ambulance Coders. Medical Claims is on pace to increase revenue by ~25% in 2024 vs. 2023. Note this is likely to be a one-year spike driven by lower-than-usual revenue collection in 2022 and 2023.
Implement digital tracking system for controlled medications	Efficient and Effective Processes	A digital tracking solution was purchased in late 2024 but implementation has been delayed due to staffing turnover. The goal in 2025 is to permanently move away from pen-and-paper process for tracking controlled medications to a system that is more accountable and auditable.
Implement better and more cohesive tracking of medical supply inventories and ordering processes	Efficient and Effective Processes Sound Fiscal Stewardship	Past practices have ensured reliability of EMS supplies at affordable prices but without data collection that would allow easy



		calculation of burn rates, trending, etc., which could improve forecasting and identify additional efficiencies.
Expand capabilities of county EMS first responder agencies by providing them with medications and additional equipment	Community Engagement Efficient and Effective Processes Equity and Inclusion Engaged and Empowered Teams	Douglas County EMS first responders are authorized by protocol to provide ALS / BLS care under their defined scope of practice, but those agencies do not have many of the same medications and supplies as the department's units. In 2025, the department seeks to identify a package of medications and EMS supplies that can be provided to all county units that respond to EMS calls. This will significantly expedite the process by which lifesaving medications can be administered, especially in rural areas which have traditionally had longer response times than incorporated parts of Douglas County.
Create and implement processes necessary to empower the LDCFM EMS Committee to continuously improve EMS protocols, formulary, standing orders, procedures, and equipment.	Efficient and Effective Processes Engaged and Empowered Teams	The department's EMS Committee has not been able to effectively drive improvements in the department's EMS services in recent years for several reasons which include OT restrictions which prevented contemporaneous meetings, and a lack of clearly defined workflows for moving items from concept to execution.



LAWRENCE-DOUGLAS COUNTY FIRE MEDICAL

		The department has identified multiple opportunities for improvement that should make ongoing revisions of EMS policies, procedures and equipment function more efficiently and with greater buy-in from employees at all levels.
Establish regular QA/QI process that drives training and protocol changes	Efficient and Effective Processes Engaged and Empowered Teams	Currently, it is usually the Medical Claims Team who identifies issues with documentation or patient care since they read every patient care report. The department's goal is to make better use of the existing technology to screen high acuity calls for review by peer providers and discussion by a full QA / QI team which will make recommendations for protocol changes or additional training.
Expansion Captain of EMS position	Efficient and Effective Processes Engaged and Empowered Teams Succession Planning	In mid-2024, the Division Chief of EMS left the department for another agency. With no other sworn members of the EMS Division, the department did not have anyone able to step into that role who was familiar with EMS Division operations and plans. In addition, one of the main factors that will limit the EMS Division's ability to reach its other goals is the lack of staff time to work on these initiatives. Specifically, the two ongoing processes of protocol revisions and



		QA/QI reviews will require a sworn full-time employee to manage effectively and efficiently. Until more staff time is available, the department is unlikely to be able to follow the continuous improvement model for these two functions.
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Benefit of these Goals:

The benefit of achieving these goals will be to have a more cohesive and efficient model for providing EMS services to the community, ensuring they receive the best possible service for their tax dollars. This includes increased reliability of ambulances that respond to 911 incidents by diverting non-emergency transports to third-party agencies. This will ensure that the EMS providers who respond to emergency incidents will operate according to EMS protocols that are up to date and subject to continuous improvement based on data from QA/QI as well as research from other organizations.

PROGRAM IMPACT/ OUTCOMES

Is this program meeting the department's priorities:

While there are many opportunities for improvement, the department's EMS Program is meeting its priorities.

Program Impact:

The EMS Program has the largest demand of all department programs. In 2024, the department responded to 11,956 EMS calls (68% of all calls for the year).

Internally, the increasing call volume is mostly driven by increasing EMS call volume, increasing demand on a system that is already strained. This strain results in fatigue, which is increasing rates of errors, injury, and sick leave usage.

Externally, to function effectively, this program must maintain positive working relationships with stakeholders that include both city and county governments, Lawrence Memorial Health hospital (LMH), county first responder agencies, and many social service organizations.

Significant Incidents or Events:

One of the biggest and most effective changes in 2024 was implementing the Mobile Integrated Health program. This team is still actively pursuing additional enhancements to reach maximum efficacy, one of which is enabling data sharing to provide hard numbers on the difference they are making.

However, on an anecdotal level, all Operations members can speak to the difference they have made in helping patients with chronic complaints find better and more appropriate care outside of the 911/ER setting.



Another significant incident occurred over the summer, when an exterior Ring camera happened to catch the moment a citizen went into cardiac arrest, and the full response of the department from the 911-call until they were transported to the hospital. The citizen survived, neurologically intact, and has become a strong ambassador for the importance of the cardiac chain of survival, including allowing their experience to be shared in awareness messages for the American Heart Association.

PROGRAM SELF-ASSESSMENT

Program Strengths:

In relation to the department's hiring requirement that all new firefighters must become paramedics within the first years of employment, the department has more paramedics than at any time in its existence. This allows providers to rotate through riding positions and has been a significant factor in preventing increased call volume (3,000 more calls from 2021 – 2024) from causing even more strain and burnout on employees.

In addition, changes in Kansas laws regarding EMS have made updates to medical protocols much less cumbersome to adopt, meaning they can be more fluid and adaptable to changing circumstances and lessons learned in training or on emergency incidents. This allows the EMS Program to be a highly agile entity under the continuous improvement philosophy.

Program Weaknesses:

The department's call volume continues to grow without an increase in the number of emergency units available for response. The process for QA / QI review is reactive and the first pass of review for most calls comes from the Medical Claims team, rather than EMS providers.

Overtime restrictions have been implemented due to budgetary issues meant that many initiatives were paused for most of 2024, resulting in no forward movement and in many cases an increased backlog of issues to be resolved heading into 2025.

There remains a significant discrepancy between the care that can be provided by county first responders, even those with ALS licenses, and the care that is provided by the department's units.

Program Opportunities:

The department's MIH Program is in the process of operating in conjunction with an APRN, and soon, a Community Health Worker from the Lawrence-Douglas County Public Health Department. This has the potential to dramatically improve the hours during which MIH services can be reliably delivered and increase the resources they can bring to bear to reduce call volume. In addition, it is expected that in 2025 data sharing agreements will be completed with MIH stakeholders that will allow quantitative data analysis and identification of further efficiencies.

Another opportunity to reduce demand on the system without increasing resources is to allow private third-party services to provide non-emergency transfers from hospital settings. This would free the department's ambulances for 911 responses and increase the



time they are available in their demand zones. In 2025, the department anticipates changes to city and county codes to enable these third-party agencies to begin functioning.

While these two processes are reducing demand on Operations crews, the department will also work on improving the quality of services provided by the EMS Program. The desired end state is an ongoing program that provides robust QA / QI through a combination of underutilized technology assets, peer review by providers, and discussion with the Douglas County Medical Director. The results of this program will be provided to the Training Division to drive EMS training, and to the EMS Committee. The EMS Committee will review these recommendations along with suggestions from the department's providers and lessons learned from both incidents and training to drive revision, development, or acquisition of protocols, management documents, job guides and EMS equipment.



Program Name: Technical Rescue Program

Program Manager(s) / Author(s): Division Chief Justin Temple and Battalion Chief Zane Morgan

Appraisal Year: 2024

Category / Criterion: Category 5, Criterion 5G

Performance Indicator: CC 5G.2 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program and to measure its performance towards meeting the agency's goals and objectives.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations:

- It is recommended that the agency develop formal training and documentation for the training of trench, confined space and water rescue. (CC 5G.1)

Progress Made on Recommendations:

The department is actively working on this recommendation. Refer to the department's 2025 Agency Annual Compliance Report (ACR) for more information on work completed toward this recommendation.

PROGRAM DESCRIPTION

Program Purpose / Description:

The department 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.

Program Staffing & Resources:

The department's Technical Rescue response continues to be deployed from Station 5. Normal daily operational staffing of nine employees supports the following apparatus: Medic 5 (2), Engine 5 (4), and Ladder 5 (3). Additional resources that support the Technical Rescue response include (1) hard bottom boat "Connector," (1) hard bottom boat "Gator Tail," (2) inflatable boats, and the KS Task Force 2 enclosed trailer.

PROGRAM GOALS & OBJECTIVES

Significant Achievements:

- The department continued to identify available training to utilize the FEMA's Assistance to Firefighters Grant (AFG) of \$174,800.
- The department was able to support nine spots in the CMC Rope Rescue class held in Kansas City, MO.
- The department purchased a 12.5 ft. INMAR inflatable with 20 hp. Honda engine.

Previous Year's Goals and Progress:



Goal	Strategic Alignment	Progress
Swift Water Training	Engaged and Empowered Teams Efficient and Effective Processes	In 2024 Company Level Training continued while utilizing the KS River and Clinton Lake as the primary sites. Even with the AFG grant, a difficult 2024 budget cycle created challenges in scheduling and supporting outside training and its potential overtime expense impact. Swiftwater Rescue Technician Training at the Flood Rescue Academy Training Facility, Georgetown, TX, had to be cancelled due to the facility closing after losing its funding. This impacted 36 members who had been scheduled to attend.
CMC Rope Rescue Training Class	Engaged and Empowered Teams Efficient and Effective Processes	The department was able to support nine spots in the CMC Rope Rescue class held in Kansas City, MO.
Create a technical rescue training track in Vector Training.	Engaged and Empowered Teams Efficient and Effective Processes	With the help of the Training Division, NFPA 1006 Technical Rescue Training can now be logged in Vector Training.

Current Year's Goals:

Goal	Strategic Alignment	Progress
Swift Water training	Engaged and Empowered Teams Efficient and Effective Processes	The department will continue to identify potential options for outside training that would utilize the AFG grant prior to its expiration in August 2025. If training is identified that is outside the August



		deadline, the department will work with our grant representative on any extension opportunities.
Create a Technical Rescue Task Book	Engaged and Empowered Teams Efficient and Effective Processes	The Technical Rescue Task Book will mirror objectives identified by the KS Search and Rescue Division of the KS Fire Marshalls Office. This will assist in guiding, tracking, and support future training support needs. It will also serve as supporting documentation for those individuals who may become rostered with KS TF1 and KS TF2.

Benefits of these Goals:

The AFG grant provided an opportunity for the department to support members in attaining certified training in the area of Swiftwater and Floodwater training. Water Rescue responses continue to be one of the most frequent technical rescue responses by the department. There will continue to be responses for water rescue as the primary agency or through mutual aid requests from our Douglas County Fire Department partners.

With the ability to track individual NFPA 1006 Technical Rescue training in our Vector Training RMS, the Technical Rescue Task Book will assist in guiding, and track those competencies of the specific technical rescuer positions. The task book should mirror those needed competencies that have already been identified by the KS Search and Rescue Division of the KS Fire Marshals Office. This will help the department to identify and possibly prioritize future training needs and budgetary costs. This task book will also serve as training verification for those supported department members that may be rostered for the KS TF1 and KS TF2 teams.

PROGRAM IMPACT / OUTCOMES

Is this program meeting the department's priorities:

Yes. Technical Rescue will always be a "high-risk, low volume" call nature. Training plays a crucial role in the safety and outcomes of those responses. The department will continue to respond to all technical rescue call types and will continue to be looked to as the "subject matter specialists". There are opportunities for broader conversations with Douglas County and what our responses into the county look like. Those responses into the county obviously have a budgetary impact on an already tight budget.

Program Impact:

Having trained and competent rescuers will have an obvious impact on scene safety and potential positive outcomes for those needing rescue.



The program will continue to rely on funding in an already stressed budget.

Potential for opening up additional conversations with Douglas County related to Technical Rescue needs and impacts.

Significant Incidents or Events:

- The department continued to identify available training to utilize the FEMA's Assistance to Firefighters Grant (AFG) of \$174,800.
- The department was able to support nine spots in the CMC Rope Rescue class held in Kansas City, MO.
- The department purchased a 12.5 ft. INMAR inflatable with 20 hp. Honda engine.

PROGRAM SELF-ASSESSMENT

Program Strengths:

There is a significant history of the departments Technical Rescue preparedness and response. The department continues to have dedicated individuals assigned to station 5 that train at the company level on new and current equipment. The AFG grant will help in training a large number of members in the area of Swiftwater and Floodwater responses. Rope rescue continues to be a foundational skill set for all technical rescue disciplines. With Nine new members obtaining Rope I & II through CMC this past year, that foundation has only gotten stronger.

Program Weaknesses:

The department's technical rescue needs have always relied on grant opportunities and sharing a budget line with fire equipment. This inevitably leads to financial difficulties when new or existing equipment needs to be replaced. An additional identified weakness is the role the department plays within the entirety of Douglas County for technical rescue response. As the largest agency in the county, the department is frequently asked to respond county-wide for technical rescue incidents, with no formal agreement in place. It is anticipated that a formalized technical rescue agreement may be needed moving into the future.

Program Opportunities:

Continue to work within the department's budget to support identified training opportunities and needs.

Opportunities to have constructive conversations with Douglas County and the departments that would require our assistance in technical rescue.

Concentrate on initial stabilization that helps support a possible tiered response in the future.



Program Name: Hazardous Materials (Hazmat) Program

Program Manager(s) / Author(s): Division Chief Lyle Schwartz and Captain Nathan Coffman

Appraisal Year: 2024

Category / Criterion: Category 5, Criterion 5H

Performance Indicator: CC 5H.3 The agency conducts a formal and documented program appraisal, at least annually, to determine impacts and effectiveness of the program and to measure its performance towards meeting the agency's goals and objectives.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations: None.

Progress Made on Recommendations: N/A.

PROGRAM DESCRIPTION

Program Purpose / Description:

The Hazardous Materials (Hazmat) Program aims to protect the community and the environment by responding to and mitigating hazards associated with the uncontrolled release of hazardous and toxic materials. The department does this by providing training and resources for personnel to be able to control these incidents effectively and efficiently.

Program Staffing & Resources:

The department staffs 41 Hazardous Materials Technicians and 104 Operations certified personnel. Additionally, one employee receives incentive pay to perform routine calibration and maintenance on gas monitors used by LDCFM. The Hazardous Materials Program operates with a budget of \$66,000 funded jointly by Douglas County and the City of Lawrence.

The primary apparatus used for hazardous material incidents is Engine, which serves a dual role as a frontline fire suppression unit and specialized hazardous materials unit. In addition to Engine 4, the department maintains a hazardous materials trailer which supports large-scale or prolonged incidents.

Between Engine 4 and the hazardous materials trailer, the department carries an extensive array of specialized equipment, including Level A entry suits, Level B splash suits, gas monitoring devices, liquid testing supplies, and radiological monitors. The units are also stocked with plugging kits, liquid containment supplies, drum overpack kits, extra SCBA bottles and grounding/bonding kits.

PROGRAM GOALS & OBJECTIVES

Significant Accomplishments:



During the 2025 budget planning process, a request was made to repurpose Engine 4 to a dedicated hazardous materials response unit. This request was not funded for the 2025 budget year.

In 2024, a manifest of single use items was developed and included a replacement cycle to ensure response supplies are "in date". This list also serves as a master inventory and the replacement cycle ensures items are within manufacturer and industry standards.

Previous Year's Goals and Progress:

Goal	Strategic Alignment	Progress
Develop a plan and timeline to transition Engine 4 to a dedicated hazardous materials response vehicle	Efficient and Effective Processes Environmental Sustainability Engaged and Empowered Teams	Requests were made during the 2024 budget process but was unfunded in the City's final budget.
Host a Hazardous Materials Technician class	Efficient and Effective Processes Environmental Sustainability Engaged and Empowered Teams	Due to budget challenges during 2024, hosting a Hazardous Materials Technician class was postponed until 2025.
Develop a replacement cycle plan for disposable and single-use equipment on hazardous materials responses	Efficient and Effective Processes Environmental Sustainability Engaged and Empowered Teams	Implemented. Items were identified and a master list was created. Timelines for replacement are being developed based on industry best practice or manufacturer recommendations.

Current Year's Goals:

Goal	Strategic Alignment	Progress
Request funding for dedicated hazardous materials response vehicle or repurpose Engine 4 for dedicated hazardous materials response.	Efficient and Effective Processes Environmental Sustainability Engaged and Empowered Teams	



Host a Hazardous Materials Technician course	Efficient and Effective Processes Engaged and Empowered Teams	
Provide Operations level training department wide in various areas of hazardous materials response (i.e. monitoring and identification techniques, spill mitigation, and decontamination procedures)	Engaged and Empowered Teams	

Benefits of these Goals:

A dedicated hazardous materials response unit enhances safety and efficiency during incident response. A single specialized unit allows for a more organized and effective approach by consolidating all necessary equipment in one location. This reduces response time, ensures better resource management, and improves overall incident mitigation.

Offering an in-house hazardous materials technician course increases the department's capability to respond to local incidents by expanding the number of qualified employees available for deployment. This enhances overall response effectiveness, ensuring a greater level of expertise and readiness during hazardous materials incidents.

Providing operations-level training ensures that department personnel maintain the knowledge and skills necessary to respond effectively to hazardous materials incidents. Regular training enhances their ability to operate specialized equipment and successfully mitigate risk.

PROGRAM IMPACT / OUTCOMES

Is this program meeting the department's priorities:

Yes, this program aligns with the department's priorities to enhance its capability to effectively respond to hazardous materials incidents. Having a dedicated hazardous materials station and team ensures that personnel are equipped with the necessary training, equipment, and resources to mitigate risk effectively.

Program Impact:

The hazardous materials response program provides an all-hazards response for the City of Lawrence and Douglas County, ensuring incidents are managed by certified and highly trained responders. As the primary response mechanism for hazardous materials within Douglas County, this program plays a critical role in protecting the community.



Significant Incidents or Events:

- Incident #24-001563: Large fuel spill from fuel service station
- Incident #24-007079: Rail car leak investigation
- Incident #24-013135: 50-gallon fuel spill from motor vehicle accident

PROGRAM SELF-ASSESSMENT

Program Strengths:

- All department members are trained at the Operations or Technician level for hazardous material response.
- The Hazardous Materials Program has a dedicated annual budget.
- Regional Resources (Kansas State Fire Marshals Office, Kansas National Guard Civil Support Team) are available to bolster hazardous materials responses when needed.

Program Weaknesses:

- Lack of dedicated deployable hazardous material response vehicle.
- There is a deficiency in the number of hazardous material technicians with partner agencies within Douglas County.
- Several employees assigned to the hazardous materials team are not certified at the Technician level.
- The annual budget for the program has remained the same for many years and CIP requests for hazardous material related equipment has been unfunded in budget cycles.

Program Opportunities:

- With the purchase of replacement apparatus within the department, there is an opportunity to repurpose a reserve apparatus for hazardous material response.
- Federal grants for additional funding related to apparatus and equipment.
- Local training opportunities will allow for more trained responders in partner agencies.
- Due to the possibility of hosting a team for the 2026 FIFA World Cup, opportunities may arise which allow hazardous materials response personnel to work with other regional assets in a coordinated operational deployment.



Program Name: Wildland Fire Program

Program Manager(s) / Author(s): Battalion Chief Rob Fleeup

Appraisal Year: 2024

Category / Criterion: Category 5, Criterion 5K

Performance Indicator: CC 5K.3 The agency conducts a formal and documented program appraisal, at least annually, to determine impacts and effectiveness of the program and to measure its performance towards meeting the agency's goals and objectives.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations: None.

Progress Made on Recommendations: N/A.

PROGRAM DESCRIPTION

Program Purpose / Description:

The department's Wildland Fire Program is dedicated to providing comprehensive and strategic wildland and vegetation fire suppression. The department's mission is to ensure the safety and protection of areas within its areas of coverage which include the city of Lawrence, KS, and Grant Township, KS.

Program Staffing & Resources:

The department operated with a minimum daily roster of 36 personnel, ensuring effective fireground operations and apparatus staffing. The department maintains:

- (4) Four Type 1 Engines (structural firefighting, >400-gallon water capacity, >1,000 GPM pump).
- (5) Five Type 1 Quints (ladder operations, fire suppression from elevated positions, one is a tiller truck staffed with three personnel).
- (2) Two Type 7 Brush Trucks (wildland firefighting, 50-200-gallon tanks, 10-50 GPM pumps).
 - These are housed at LDCFM Stations 2 and 4. These units are cross-staffed but can be fully staffed on red flag warning days for rapid wildland fire response.

In 2023, the department was awarded the Local Safety and Security Equipment (LSSE) Grant, which funded the purchase of essential wildland PPE for frontline firefighters, improving safety and readiness. While there is no designated wildland firefighting budget, grant funding has covered critical needs.

Overtime compensation is provided during heightened wildfire activity to maintain operational coverage.

PROGRAM GOALS & OBJECTIVES



Significant Achievements:

The department's Wildland Fire Program has made advancements over the past year. As wildland fires continue to grow in both frequency and intensity across the country, the department has strategically enhanced this program to ensure preparedness and to effectively respond to these complex incidents:

- Integration of wildland firefighting training and Red Card certification into the department's new hire Fire Academy, ensuring that every new firefighter joining the department is equipped with the essential knowledge, skills, and qualifications required for wildland firefighting.
- LSSE Grant funding has supported the department in acquiring specialized wildland firefighting and personal protective equipment (PPE) for all frontline firefighters, ensuring they are properly protected during wildland fire responses. The grant has allowed for the development of comprehensive wildland firefighting training programs. These programs focus not only on tactical firefighting but also on fire behavior analysis, risk management, and operational safety, which are essential for managing wildland incidents in increasingly volatile environments.

Previous Year's Goals and Progress:

Goal	Strategic Alignment	Progress
Enhanced Operational Procedures and SOPs: Refine department operational SOPs related to wildland firefighting. This will involve a detailed review and update of the existing SOP, ensuring they are in line with the latest wildland firefighting best practices.	This aligns with the initiative to ensure the enhancement of the team's wildland firefighting capabilities. The plan also focuses on enhancing operational effectiveness and efficiency.	The SOP evaluation is ongoing. The SOPs have been written and need to be submitted for review.
Wildland Firefighting Training: A significant emphasis will be placed on initiating and expanding our wildland firefighting training programs. This initiative aims to train the new hire academy firefighters with wildland firefighting skills, ensuring they are prepared to meet the challenges of wildland	The plan acknowledges the need for continuous improvement, which includes the allocation of budget for training opportunities. This aligns with the initiative to ensure the enhancement of the team's wildland firefighting capabilities.	Initial training has been accomplished for the department in the form of RT 130 (recurrent training) and the 2024 new hire academy is red card certified.



fire suppression and management.		
Continued Financial Strategy Development: Building on last year's efforts, we will continue to refine our financial strategies. This includes establishing a more robust and dedicated budget for wildland firefighting and ensuring adequate funding for equipment and vehicle replacement, training, and operational needs.	The plan recognizes the need for realistic goals and objectives, including budgetary considerations, to enhance the department's strengths and address identified weaknesses	The LSSEE grant funds have been spent to purchase PPE and wildland hose. The department has been unable to set aside any budget for the program.
Resource Optimization and Enhancement: The department will conduct a comprehensive assessment of our physical resources, including equipment and apparatus, to identify areas for improvement or upgrade. This will ensure our team is equipped with the best tools to effectively respond to wildland fire incidents.	The strategic plan highlights the need for continuous improvement, which includes regular reviews and assessments of current equipment and training resources.	Hand tools, hose and PPE have been updated. Wildland engine(s) are out of date and are in need of being upgraded. This is ongoing.
Community Engagement and Education: Strengthen Grant Township community engagement and controlled burn education to increase public awareness about wildland fire prevention and safety.	The strategic plan highlights the importance of community engagement and ensuring that departmental strategies meet community needs.	The LDCFM has not engaged Grant Township in a Wildland Education Plan designed to raise awareness and equip residents with the knowledge necessary to prevent and respond to wildland fires.
Performance Monitoring and Continuous Improvement: The department will implement monitoring mechanisms to track performance against these goals, ensuring	There is an emphasis on continuous improvement, which includes the regular assessment of operational demands and safety standards.	The monitoring mechanism is currently based on these goals and is limited by funds and staffing not available.



continuous improvement and adaptability in our strategies and operations.		
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Current Year's Goals:

Goal	Strategic Alignment	Progress
Further review and update the SOPs for wildland firefighting to align with current practices. This includes focusing on procedural efficiency and ensuring safety standards are met despite resource limitations.	This goal supports the City of Lawrence's objective of ensuring public safety and resilience in the face of increasing environmental risks.	The SOP and any related SOP will need to be evaluated through the review process and training programs created.
Prioritize foundational wildland firefighting training for new hires, including Red Card certification. Identify funding sources for advanced training for officers to build leadership and preparedness in wildland fire management.	This goal directly supports the city's strategic plan for professional development and workforce preparedness. This also aligns with the City's focus on providing comprehensive training and maintaining a skilled workforce.	New hires have been trained and certified. The initial plan is to continue this training through the new hire academy and offer it to existing members.
Focus on securing additional grants and funding to support apparatus replacement, equipment upgrades, and advanced training. Develop cost-effective strategies to maintain operational readiness despite limited financial resources.	This goal aligns with the City of Lawrence's emphasis on fiscal responsibility and efficient resource management.	The department's Grant Teams have been sidelined due to lack of funding; however, when it becomes available again, they can assist in locating and applying for grants.
Assess current equipment, particularly Type 7 and Type 6 brush engines, to determine immediate needs for repair or replacement.	This objective supports the city's strategy of environmental stewardship and sustainability by ensuring that. This goal also	The assessment determined the current fleet of wildland engines are outdated and need to be replaced. This item is ongoing.



Prioritize resource maintenance and optimization.	aligns with the City's mission to optimize resources and enhance infrastructure without unnecessary expenditures.	
Strengthen community engagement in Grant Township, focusing on controlled burn education and public outreach to enhance awareness of wildland fire prevention, safety, and awareness about wildland fire prevention and safety.	This goal is aligned with the City's commitment to fostering strong relationships with residents and promoting public education and encouraging citizen involvement in safety initiatives.	It is ongoing.
Implement a performance monitoring system to track progress against goals, ensuring ongoing improvement in operational effectiveness, training, and equipment readiness.	This objective is in line with the City's focus on continuous improvement and adaptive strategies.	The current model of evaluation continues to work as this program is developing slowly based on lack of funding.

Benefits of these Goals:

- Updated Wildland SOPs will ensure procedural efficiency and safety despite resource limitations, improving preparedness for environmental risks.
- Prioritized training will enhance firefighter competency, leadership, and preparedness, ensuring a skilled workforce for wildland fire deployment.
- Securing additional funding will help support equipment upgrades, training, and operational readiness while maintaining fiscal responsibility.
- Equipment assessment and replacement will optimize resources, ensuring reliable apparatus and sustainability in wildland firefighting efforts.
- Community engagement in Grant Township will increase public awareness, prevention efforts, and collaboration in wildland fire safety.
- Performance monitoring will foster continuous improvement, tracking progress in training, equipment, and operational effectiveness.

PROGRAM IMPACT / OUTCOMES

Is this program meeting the department's priorities:

The department's Strategic Plan highlights key priorities such as community engagement, emergency response effectiveness, and continuous professional development, all of which are directly aligned with the objectives of the Wildland Fire Program.

As wildland fire incidents continue to pose a growing threat, this program has addressed a critical gap in the department's overall incident management capabilities. While the program currently meets operational standards and addresses the immediate needs for wildland fire response, further expansion is necessary to enhance the department's preparedness and response capabilities.

Program Impact:

Internal Impact: The program is crucial for enhancing the department's ability to manage wildland fire incidents. The need for a dedicated budget remains a key factor for the program's growth, particularly for acquiring updated equipment and providing specialized training.

External Impact: The program contributes significantly to risk reduction across the community by mitigating the frequency and severity of vegetation fires. As the program continues to evolve, its ongoing development will play a pivotal role in enhancing the safety and resilience of Douglas County, supporting both the department's operational goals and the community's fire prevention needs.

Significant Incidents or Events:

In 2024, the department did not experience any significant wildland or vegetation fire events that required large-scale deployments. While the department has remained prepared for such incidents, the year saw a relatively low incidence of major vegetation fires within our jurisdiction.

The continued utilization of the LSSE Grant, awarded in 2023. This grant funding was instrumental in acquiring new PPE and other essential equipment for wildland firefighting.

PROGRAM SELF-ASSESSMENT

Program Strengths:

The department's Wildland Fire Program continues to demonstrate key strengths that reflect the department's commitment to enhancing its ability to manage wildland fires effectively, even amid financial constraints. While securing a dedicated program budget remains a challenge, the department is actively working towards expanding the program to ensure it meets both current and future needs.

One of the program's significant strengths is its utilization of cross-trained personnel who staff the brush engines. This flexibility in personnel and apparatus deployment maximizes available resources and ensures that the department can quickly and effectively respond to wildland fire incidents. Additionally, the Wildland Fire Program's service extends beyond the city of Lawrence and Grant Township, regularly providing mutual aid to surrounding areas.

This regional collaboration not only enhances the department's own preparedness but also bolsters the overall wildland fire response capabilities in Douglas County and neighboring communities.

Program Weaknesses:

While some updates have been made, further efforts are needed to streamline response policies, which would enhance both the efficiency and consistency of wildland fire operations across the department.

A significant limitation remains the department's reliance on only two cross-staffed brush engines, both of which are aging Type VII models. These engines have shown operational limitations and reduced reliability, posing challenges when responding to wildland fire incidents. Their outdated nature limits their value in handling large-scale or simultaneous fire events, restricting the department's ability to effectively manage multiple incidents.

This coupled with the absence of a dedicated budget for the Wildland Fire Program continues to hinder growth and the ability to address these critical shortcomings. Without sufficient funding, efforts to update aging equipment, such as the Type VII engines, remain stalled, and additional specialized training for personnel is delayed.

Program Opportunities:

The development of a dedicated budget for the program would allow for the acquisition of updated equipment and the expansion of advanced personnel training. Establishing a budget, combined with formalizing department wildland firefighting SOPs, will enhance the program's overall capabilities, ensuring it can effectively respond to the evolving threats of wildland fires.

Another opportunity for the program is to deepen its focus on cross-training. While personnel are already cross trained for wildland firefighting, there is room to enhance this through specialized training that addresses the unique challenges of wildland fire management.

There is potential to strengthen and expand mutual aid agreements and collaborative efforts with surrounding communities and agencies. By building stronger partnerships with neighboring fire departments and organizations involved in wildland fire management, the department can enhance regional preparedness.



Program Name: Tactical Medic Program

Program Manager(s) / Author(s): Battalion Chief Rob Fleeup

Appraisal Year: 2024

Category / Criterion: Category 5, Criterion L

Performance Indicator: CC 5L.3 The agency conducts a formal and documented program appraisal, at least annually, to determine impacts and effectiveness of the program and to measure its performance towards meeting the agency's goals and objectives.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations: None.

Progress Made on Recommendations: N/A.

PROGRAM DESCRIPTION

Program Purpose / Description:

The department's Tactical Medic Program is committed to providing EMS support to the Lawrence Kansas Police Department's (LKPD) Crisis Response Team (CRT) and other law enforcement agencies. The program's mission is to deliver medical care to officers and civilians involved in high-risk law enforcement incidents.

Program Staffing & Resources:

The department supports a Tactical Medic Program, covering member incentives, overtime wages based on hourly rates, and essential EMS equipment with an EMS line-item budget of \$3,000. Uniforms and Personal Protective Equipment (PPE) are provided by the LKPD, ensuring the team is well-equipped.

The program is staffed with six (6) Tactical Medics, overseen by an Operations Chief Officer as the program manager and supported by a Company Officer, also a Tactical Medic, ensuring effective operation and inter-agency collaboration.

Significant overtime reductions that impacted the entire department prevented the TMT program from the minimum monthly training and staffing concerns have also limited the amount of personnel available for call outs.

PROGRAM GOALS & OBJECTIVES

Significant Achievements:

Tactical Medics responded to critical requests from LKPD and other local law enforcement, including Topeka (Kansas), underscoring their reputation within the community, including their expertise and preparedness.

The team has maintained the maximum members allowed under the Memorandum of Understanding (MOU) between the City of Lawrence and the International Association of Fire Fighters (IAFF) Local 1596 and enhanced its operational efficiency through the revision of department SOP 111.21: Tactical Medic, which now includes advanced TMT and SWAT training



for the members which has provided the medics with current and industry standards for TMT and SWAT operators.

The medics significantly contributed to community safety by training local law enforcement in advanced emergency care, ensuring rapid and effective response in critical situations, and committed to training; however, this training has been limited to on-duty members training to maintain operational readiness.

Previous Year's Goals and Progress:

The program had several goals that were prioritized, including updating the team's training to meet current industry and local expectations, ensuring the physical fitness standards are aligned with LKPD's, and reviewing the Tactical Medic and Paramedic Protocol with the new LMH Medical Director. All goals were accomplished except the finalized protocols for AEMT and Paramedic members.

Goal	Strategic Alignment	Progress
Tactical Medic and Paramedic Protocol	Increased Communication, Succession Planning	Ongoing with Medical Director.
Transparent Selection Process	Increased internal and external communication; Succession planning; Leadership and Development	SOP 111.21: Tactical Medic has been updated, and selection process has been formalized.
Upgrade Members training	Succession Planning; Leadership and development; Safe and Secure	Members' training is compliant with SOP 111.21: Tactical Medic and includes industry standards.

Current Year's Goals:

Goal	Strategic Alignment	Progress
Tactical (AEMT) Medic and Paramedic Protocol	Increased Communication, Succession Planning	Ongoing with LMH Medical Director.
Increase potential for funding the TMT service.	Leadership and development; Safe and Secure	Planned for 2025 and ongoing.

Benefits of these Goals:

The updated medical protocols are essential for enabling AEMTs to perform advanced life-saving measures beyond their current scope of practice, which may be necessary in tactical situations. This ensures that the Tactical Medic Team remains adaptable to the unique challenges they may encounter. In addition, the team continuously evaluates current EMS practices to ensure they meet the highest standards, providing both the department and the community with confidence in the care provided during high-risk operations.

Due to limited / dedicated funding for the program, the team's ability to explore alternative funding sources is crucial to ensure that team members have regular opportunities to train

alongside the LKPD, maintaining a seamless and effective tactical response capability. Securing appropriate funding and updating protocols not only supports the department's ability to provide advanced tactical medical care but also enhances public trust and ensure operational readiness.

The successful achievement of these goals will ultimately benefit the department, community, and the public, ensuring that the Tactical Medic Program remains a vital and effective component of the city's public safety infrastructure.

PROGRAM IMPACT / OUTCOMES

Is this program meeting the department's priorities:

The Tactical Medic Program continues to meet and align with the department's priorities, as well as the City of Lawrence's strategic objectives. The program consistently addresses key priorities such as internal and external communication, leadership development, succession planning, and advancing public safety through collaboration with law enforcement.

This program has successfully maintained strong communication channels with both internal stakeholders and external partners, including LKPD and the Douglas County Medical Director. This ensures operational coordination during tactical incidents and facilitates the continued development of training; even as recent funding challenges have limited joint training opportunities.

Despite the financial limitations impacting training, the program remains committed to maintaining high operational standards and upgrading its training regimen to reflect the evolving needs of EMS and tactical response. The recent development of advanced medical protocols for AEMTs—allowing them to perform life-saving measures beyond their current scope—demonstrates the program's proactive approach to ensuring tactical medics are equipped with the skills necessary to respond effectively in high-risk situations.

Leadership development and succession planning have also been key areas of focus, with the introduction of team leader and assistant team leader roles. These positions have strengthened the leadership structure of the program and ensured continuity of operations.

Program Impact:

Internal Impact: The program remains a highly sought-after opportunity within the department, with multiple candidates expressing interest in joining. Members of the team have gained specialized training, including the implementation of Tactical Medical training and Basic SWAT School, which allows the team to function as a cohesive unit. This training enhances both their expertise and their effectiveness during high-risk operations, contributing to a high standard of care during tactical incidents.

External Impact: The program continues to play a vital role in not just LKPD's high-risk operations, but in support of other local. Tactical Medics are a required presence during high-risk operations, ensuring that law enforcement personnel and civilians receive timely, advanced medical care in dangerous situations. Despite their vital role, the team maintains a low public profile, focusing on their tactical medical responsibilities while fostering effective relationships with law enforcement.



Overall, the Tactical Paramedic Program has maintained its internal appeal and external effectiveness, positioning itself as a critical asset both within the department and in the context of public safety operations involving LKPD.

Significant Incidents or Events:

In 2024, the Tactical Medic Program continued to support high-risk operations despite significant budget challenges. Due to a reduction in available department overtime, the team was forced to limit its joint training with the CRT; however, the team successfully completed medical training and attended basic SWAT school, ensuring that their essential skills were maintained despite the reduced training opportunities.

Mission support remained strong, with the team providing medical coverage for high-risk operations within the city of Lawrence and extending support to Douglas County, collaborating with external law enforcement agencies.

PROGRAM SELF-ASSESSMENT

Program Strengths:

The Tactical Medic Program continues to demonstrate its key strengths, particularly the resilience of its members, and their ability to adapt to challenging conditions. While budget reductions have limited training opportunities, the team has effectively worked around these constraints, maintaining a high level of readiness through strategic use of available resources. The selection of dedicated team members remains a core strength, with everyone committed to maintaining the rigorous standards required for physical fitness, tactical training, and team cohesion.

Support from LKPD has also played a critical role in the program's success, particularly through the provision of frontline PPE and equipment that ensures the team's safety and operational effectiveness. The team's adaptability, combined with the strong collaboration with LKPD, has led to consistently high levels of satisfaction from law enforcement partners.

Program Weaknesses:

A challenge for the Tactical Medic Program continues to be the application of advanced life support (ALS) protocols in the field. The department is transitioning to an all-paramedic department, which will enhance the team's capabilities, but with the current staffing composition—primarily AEMTs—leaves a gap in providing advanced patient care during critical incidents.

Staffing shortages remain a concern; with only six (6) active team members, the program faces a resource gap that can lead to overwork and limit the team's ability to provide comprehensive coverages for all tactical callouts. This shortage also puts a strain on members, who may be required to cover multiple roles during critical incidents, which can affect overall performance and response effectiveness.

The program's ability to meet its full potential is constrained by inadequate funding, particularly when it comes to training and participation in joint operations.

Program Opportunities:

As the Tactical Paramedic Program continues to evolve, a key opportunity lies in either upskilling current AEMTs to paramedic certification or, through attrition, replacing members with paramedic-certified personnel. This approach would address the current deficit in patient care capabilities, ensuring that the team has the advanced medical expertise required during high-risk operations.

To address the ongoing staffing shortage, the program can focus on targeting recruitment of paramedics and tactical medical support personnel. Increasing the number of team members would reduce overwork, allowing for better rotations and coverage during critical callouts, while also expanding the overall capability of the team.

Additionally, the program can explore law enforcement grants and other funding options to secure resources needed for training, equipment, and team expansion. Establishing partnerships with medical training institutions and other tactical teams could provide additional training resources and opportunities for joint exercises, ensuring the team remains at the forefront of tactical medical care.

Finally, investing in mental health support and resilience training will be crucial for ensuring the long-term well-being of team members, maintaining their performance in high-stress environments. These opportunities will help the Tactical Medic Program continue to thrive, addressing key limitations while enhancing its overall impact and effectiveness.



Program Name: Training and Education Program Performance

Program Manager(s) / Author(s): Division Chief Joseph Hardy

Appraisal Year: 2024

Category / Criterion: Category 8, Criterion B

Performance Indicator: CC 8B.6 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's effectiveness and compliance with meeting the needs of the organization.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations: None.

Progress Made on Recommendations: N/A.

PROGRAM DESCRIPTION

Program Purpose / Description:

The department's Training Program provides a high level of competency in all areas of firefighting and emergency medical services (EMS). Additionally, the training provided fulfills requirements for both the Insurance Service Office (ISO), as well as the State of Kansas Board of Emergency Medical Services minimum requirements for biannual recertification.

This program delivers high-quality, hands on, simulation-based training on a wide variety of fire and EMS subjects. This program expanded to include self-paced training environments to provide continuing education that was flexible as possible due to the increasing demands on emergency response.

Program Staffing & Resources:

The Training Division is staffed by three positions: a Division Chief, a Captain, and a Lieutenant, each playing a pivotal role in overseeing department-wide training initiatives. Training Division staff collaborates with subject matter experts to deliver comprehensive fire, EMS, and specialized training programs, ensuring well-rounded development for all department members.

The department has invested in advanced training resources to enhance the realism and effectiveness of our training scenarios. The iSimulate program, along with an additional manikin, provides lifelike medical simulations, replicating real-world medical equipment and offering real-time feedback. Our state-of-the-art training tower, built in 2019, supports a wide range of scenarios, from apartment and residential fires to basement and high-rise situations, and includes two burn rooms for live fire training, adhering to NFPA 1403 standards.

In addition to the tower, we have a dedicated training center and the Jayhawk Room for classroom instruction, alongside three 40-foot Connex boxes for efficient storage. To further enhance practical skills, the department also utilizes three forcible entry props. Together,



these resources reflect our ongoing commitment to providing high-quality, realistic training for all personnel.

PROGRAM GOALS & OBJECTIVES

Significant Achievements:

This year, the department achieved several significant milestones that have enhanced both our capabilities and partnerships. We conducted wildland fire training on an 86-acre property in Douglas County, collaborating with our peer partners at Douglas County Fire District 1.

Additionally, we hosted Recruit Class 29, welcoming 12 new members who successfully became red card certified. Our team also gained valuable hands-on experience working off-property at three demolition locations.

A standout achievement was performing roof operations on a downtown commercial structure, where we spent three weeks refining our skills and building our knowledge base for future operations.

We also introduced a Probationary Firefighter task book and implemented a Relief Officer Program, complete with its own task book, to further develop leadership skills and ensure continuity in officer roles.

Throughout the year, we continued to strengthen our partnerships by working alongside Douglas County Fire District 1, Northwest Consolidated District, Willow Springs Fire Department, Eudora City Fire Department, and other County Fire Departments, fostering collaboration and shared expertise.

Previous Year's Goals and Progress:

Goal	Strategic Alignment	Progress
Empower Operations members to design and deliver classes	Succession Planning	Successful. We use data driven classes, and we use data given on evaluations to adjust accordingly. We use subject matter experts to assist with delivery and have been successful in doing so.
Have strong documentation of all current processes and procedures.	Succession Planning	Successful. We have a Training Folder where we keep all of our documentation for history.

Current Year's Goals:

Goal	Strategic Alignment	Progress
Enhance Specialized Training and Certification	Succession Planning	



Opportunities: Expand specialized training courses (such as advanced fire tactics, technical rescue, or Swift water) to further develop skills in specific areas, ensuring that all personnel are prepared for a broader range of emergency situations. This could include offering more advanced certifications and partnering with external agencies to provide specialized courses.		
Implement a Comprehensive Training Evaluation and Feedback System: Develop a formalized system for evaluating training effectiveness, including post-training assessments and feedback from participants. This system would help identify areas for improvement, ensure that training objectives are met, and enable the program to adapt to evolving challenges in both fire and EMS operations.	Succession Planning	

Benefits of these Goals:

The benefit of enhancing specialized training and certification opportunities is that it will ensure personnel are equipped with the advanced skills needed to handle a wider range of emergency situations, increasing overall operational effectiveness and safety. This will also foster a more confident and versatile workforce, capable of responding to complex incidents with greater expertise.

Implementing a comprehensive training evaluation and feedback system will provide valuable insights into the effectiveness of the program, allowing for continuous improvement and adaptation to meet the department's evolving needs. By identifying strengths and areas for growth, the department can refine training methods, optimize resource allocation, and ensure that training efforts consistently align with performance objectives, ultimately improving response outcomes and operational efficiency.



PROGRAM IMPACTS / OUTCOMES

Is this program meeting the department's priorities:

It is clear that we are meeting the department's priorities through focused and strategic efforts. The benefit of enhancing specialized training and certification opportunities is that it will ensure our personnel are equipped with the advanced skills necessary to manage a broader range of emergency situations, ultimately improving operational effectiveness and safety. This will contribute to a more confident and adaptable workforce, capable of handling complex incidents with greater expertise.

Implementing a comprehensive training evaluation and feedback system will provide valuable insights into the program's effectiveness, facilitating continuous improvement and allowing the department to better align with evolving needs. By identifying strengths and areas for improvement, the department will be able to refine training methods, optimize resource allocation, and ensure that our training efforts remain aligned with performance objectives. These initiatives are in direct support of our department's priorities, fostering a culture of continuous improvement and enhanced operational performance.

Program Impact:

The Training Division has made a profound impact on the department's overall readiness and operational effectiveness this year, marked by key accomplishments that have strengthened both our internal capabilities and external partnerships. We successfully conducted wildland fire training on an 86-acre property in Douglas County, working alongside peer partners from Douglas County Fire District 1. Our efforts to build capacity also included hosting Recruit Class 29, where 12 new members completed their red card certification. In addition, our team gained invaluable practical experience through off-property training at three demolition sites, with a particularly notable achievement being our three-week roof operation exercises on a downtown commercial structure.

In response to our growing needs, we introduced a Probationary Firefighter Task Book and launched a Relief Officer Program, each supported by tailored task books to facilitate leadership development and ensure operational continuity. The Training Division also maintained strong collaborative relationships, working with numerous local fire agencies, including Douglas County Fire District 1, Northwest Consolidated District, Willow Springs Fire Department, and Eudora City Fire Department. These initiatives have enhanced our collective knowledge, fostered mutual support, and further solidified the foundation for continued growth in our training capabilities and partnerships.

Significant Incidents or Events:

Department members training hours for 2024. 29% met 100% of training. 55% are within 10% of their hours. 84% are at or above 90%.

PROGRAM SELF-ASSESSMENT

Program Strengths:



The Training Division has demonstrated significant strengths this year through its successful partnerships, innovative training initiatives, and ongoing improvements to its training delivery. A standout achievement is the Wildland Training conducted in collaboration with Douglas County Fire District 1.

Additionally, the department's commitment to hands-on, real-world training was highlighted by commercial roof operations on a downtown building, where crews spent several weeks refining skills critical to complex firefighting operations. Another key strength is the development and implementation of the Probationary Firefighter Task Book and Relief Officer Task Book, both of which ensure structured leadership development and operational continuity.

These programs provide clear, goal-oriented frameworks that help new and existing personnel grow within the department. Furthermore, our delivery of EMS training to Douglas County first responders has been revitalized.

As the program has outgrown the old model, we have successfully adapted it to be more effective and efficient, ensuring that it meets the evolving needs of both our department and neighboring agencies. These strengths showcase the Training Division's commitment to continuous improvement, collaboration, and excellence in operational readiness.

Program Weaknesses:

The Training Division is facing significant challenges, operating with a reduced budget while still striving to take advantage of external training opportunities that are essential to keeping up with industry best practices. The department's training tower, which is a vital resource, requires \$22,000 worth of repairs to its burn room, adding pressure to an already tight financial situation. Despite these obstacles, the division has remained resourceful, finding creative ways to maximize spending to ensure the greatest number of members can attend valuable training and bring back new skills and knowledge to the department.

Additionally, the division has experienced a reduction in staffing, losing two members toward the end of the year, leaving the team with a new captain and limited chief time. This reduction has made it increasingly difficult to meet the growing demands of the department, as the remaining staff work hard to maintain the quality of training and services. While the division continues to push forward and adapt, the strain on personnel is undeniable. Despite these challenges, the Training Division is committed to delivering high-quality training, though it requires considerable effort and dedication from its remaining members.

Program Opportunities:

Despite the challenges faced by the Training Division, there are significant opportunities for growth and improvement. By strategically utilizing external training opportunities, the department can continue to develop its personnel while ensuring that best practices are integrated into daily operations. Investing in targeted training programs will allow members to bring back valuable knowledge and skills, enhancing the department's overall capabilities. With our funding challenges, we must look at opportunities that we may not have had to do in the years past.

Additionally, the need for repairs to the burn room in the training tower presents an opportunity to assess and prioritize long-term facility improvements that will benefit future training initiatives. Seeking alternative funding sources, such as partnerships, could help offset costs and ensure the continued use of this critical resource. LDCFM can continue to reach out to KUFRTI to see if there is a desire to collaborate on with cooperating with future opportunities.

The recent temporary structuring of the Training Division, while challenging, also provides an opportunity to refine training delivery methods and explore more efficient approaches. By leveraging subject matter experts and focusing on high-impact training programs, the division can continue to meet the department's needs while optimizing resources. The commitment to high-quality training remains strong, and with strategic planning, the division can turn these challenges into opportunities for long-term success.



Program Name: Communications Systems Program

Program Manager(s) / Author(s): Division Chief Justin Temple

Appraisal Year: 2024

Category / Criterion: Category 9, Criterion 9B

Performance Indicator: CC 9B.13 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.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations: None.

Progress Made on Recommendations: N/A.

PROGRAM DESCRIPTION

The Communications Systems Program is to maintain a working relationship with the Douglas County Emergency Communications Center (DGECC) and all other users of the emergency communications system that supports accurate and benchmarked communications.

The department works within an agreement for service with the DGECC. Meetings are held bi-weekly to weekly to address emerging topics and opportunities that could impact communications and the delivery of emergency services.

Program Staffing & Resources:

The department maintains an extensive inventory of portable radios and mobile radios. All sworn employees are issued a personal portable radio and every LDCFM fire apparatus, medic unit, specialty vehicle, and staff cars are outfitted with mobile radios.

LDCFM utilizes station alerting in the seven fire medical stations and is actively seeking funds to upgrade these systems.

A Division Chief of Operations serves as the internal communication systems program manager. In this role, he acts a liaison between Douglas County Emergency Communications Center (DCECC) and LDCFM. Additionally, radio inventory, programming and Maintenance falls within his responsibilities.

PROGRAM GOALS & OBJECTIVES

Significant Achievements:

The single biggest impact to this program was not an achievement, but the closing of the Station Alerting Project CIP. The project was closed during the RFP process due to the reallocation of funds to support the needed EV infrastructure for the delivery of two Pierce Volterra engines.



LDCFM is supporting DCECC as they begin the implementation process of Emergency Fire Dispatch (EFD). This initiative will align fire dispatching protocols with EMS dispatching protocols.

Work on the portable radio Emergency Activation Button progressed through two different tests which led to conclusion of how the action should react on the Counties radio system.

All mobile radios have been replaced with the new Motorola APX 6500 mobile radios.

Douglas County Law Enforcement agencies migrated to encryption of their talk groups this past year. The department was approved to install the encryption key in Chief Officer, Captain, Fire Investigation and Tactical Medic portable radios and mobile radios. The impact of encryption continues to be monitored.

Previous Year's Goals and Progress:

Goal	Strategic Alignment	Progress
Station Alerting Project CIP	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	The Station Alerting Project CIP was closed, and money reallocated to another CIP project.
Call Nature Deployment Matrix	Effectively communicate with our community and partners to understand the department's commitment to their expectations.	Communications with DCECC and County Fire Chiefs continue. Communications with DCECC on EFD natures and determinant codes have started.
Emergency Activation Button on Portable Radios	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	Ongoing. Initial conversations with County Fire Chiefs have started and a need for a working group identified.
Mobile Radio Project	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	All mobile radios have been exchanged with the new Motorola APX 6500.



Current Year's Goals:

Goal	Strategic Alignment	Progress
Station Alerting Project CIP	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	
Call Nature Deployment Matrix	Effectively communicate with our community and partners to understand the department's commitment to their expectations.	
Emergency Activation Button on Portable Radios	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	
Mobile Data Computer Infrastructure and support	Effectively communicate with our community and partners to understand the department's commitment to their expectations.	

Benefits of these Goals:

Talks and coordination during the City's budget process should continue to emphasize the importance of the Station Alerting upgrade needs. This upgrade continues to be needed to bring the LDCFM's station alerting in-line with available technology and "best practices". This upgrade was identified as a priority by the department's Health and Safety Committee as they continue to focus on the health and well-being of our firefighters.

The Emergency Fire Dispatch (EFD) call natures will align with the Emergency Medical Dispatch (EMD) processes already in use with DCECC dispatching. The department will also be able to tailor our responses more accurately to call natures and those specific target hazards within our community. This will also help drive procedures for automatic requests for mutual aid from our supporting partners.

The continued evolution of conversations related to the Emergency Activation Button on portable radios will impact firefighter safety on the emergency scene. A recommended



procedure will need to include all Douglas County Fire Departments. Recommended procedures on the emergency scene will need to address how the activation is monitored, responded to, and address how different radio technologies and other mutual aid agencies

The department's Mobile Data Computer (MDC) technology is outdated and in need to be updated. Support for connectivity in the departments apparatus that utilize MDC's and in-truck Wi-Fi networks is currently underway with the City's IT department and network specialist. Budgetary constraints will have the single biggest impact on this project. This project should include conversations outside the "normal" purchasing processes, such as leasing vs. purchasing. The program will also need to address our process of wholesale swaps of this type of technology. The process should be brought in line with other computer replacement programs already in use by the City of Lawrence.

PROGRAM IMPACTS / OUTCOMES

Is this program meeting the department's priorities:

Yes. LDCFM will continue to collaborate with DECC to ensure department priorities and needs are met.

Program Impact:

Communications is regularly identified as either a strength or failure of outcomes. Our responses to incidents demand supported "best practices" that start in DCECC, and drive adopted responses of department resources. Communication will also have an impact on firefighter health and safety related to firefighter maydays or career long health related to how alarms are received with fire stations. Support for communication technology is not cheap and will require due diligence during the budgetary process.

Significant Incidents or Events:

- DCECC was approved to purchase and implement the Emergency Fire Dispatch (EFD) protocols.
- All department mobile radios have been replaced with the new Motorola APX 6500 mobile radios.
- Douglas County Law Enforcement agencies migrated to encryption of their talk groups in 2024, complying with a federal government mandate. LDCFM received approval to install this encryption key in radios assigned to Chief Officers, Captains, Fire Investigators, and Tactical Medics.

PROGRAM SELF-ASSESSMENT

Program Strengths:

Our relationships with DCECC, and other Douglas County departments are key to the success of communications. Communications should follow a system wide procedure that considers of agencies capabilities and budgetary constraints.

Program Weaknesses:



Currently, City of Lawrence and Douglas County Sheriff IT have significant influence on pieces of communication program. Each operate within their own specific IT governance and require a joint effort that sometimes creates challenges in quickly addressing issues.

Budgetary support will continue to influence how aggressive the department can be in maintaining current technology related to communications. Processes that have never included splitting City and County budgeted money related to the EMS agreement have not been utilized in support of communications technology.

Communications within the department does not have dedicated IT support and relies on available City IT staff, third party vendors.

Program Opportunities:

The department should consider the impact of the Douglas County EMS agreement in the support of MDC and connectivity in the department's medic unit fleet.

Continuing to identify budgetary priorities that will support the completion of the Station Alerting upgrade.

Continued refinement of resource deployment through adoption of EFD.



Program Name: Health and Safety Program

Program Manager(s) / Author(s): Division Chief John Darling

Appraisal Year: 2024

Category / Criterion: Category 11, Criterion B

Performance Indicator: CC 11B.6 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

ACCREDITATION RECOMMENDATIONS & STRATEGIC GOALS

2022 Accreditation Report Recommendations:

- It is recommended that the agency develop a plan for tracking and compliance for annual screenings that meets the agency's goals and objectives. (CC 11B.1)

Progress Made on Recommendations:

The department is actively working on this recommendation. Refer to the department's 2025 Agency Annual Compliance Report (ACR) for more information on work completed toward this recommendation.

PROGRAM DESCRIPTION

Program Purpose / Description:

The department's Health and Safety Management Program priorities are to advocate, research, establish, and recommend guidelines for the organization and operation for the wellness and fitness of department members. The Program Team is established as a Labor-Management partnership under the Memorandum of Understanding (MOU) between the City of Lawrence and International Association of Fire Firefighters (IAFF) Local 1596. The Program Team is led by the Division Chief of EMS and consists of six (6) members appointed by Local 1596, three (3) Captains, all Training Division members, all Operations Chiefs, the Fire Chief, and the Risk Manager for the City of Lawrence.

Program Staffing & Resources:

There are no personnel specifically assigned to this program. The budget for this program is \$230,000 which includes dedicated amounts to fitness equipment, annual department physicals, mental health resources, replacement mattresses at stations, and other associated items. As this program is advisory in nature it does not have many direct expenses – any recommendations from the team that are adopted are taken out of other budgets.

There is a minor overtime (OT) expense to hold these meetings, since the committee is made up of representatives from all Operations shifts, up to four (4) non-exempt members may



attend each meeting on OT. Meetings generally last 60-90 minutes, so over the course of a year, this program can result in 24 – 36 hours of OT. Meetings are held every other month.

PROGRAM GOALS & OBJECTIVES

Significant Achievements:

In 2024, the department expanded accessibility of mental health resources through the Responder Employee Assistance Program (REAP). The Peer Support Team continued to grow and deployed approximately 60 times in 2024 to provide mental health support to our members after significant / impactful incidents.

The Health and Safety Team formalized the addition of the City Risk Manager to its membership, improving communication and data sharing, specifically related to employee injuries.

Previous Year's Goals and Progress:

Goal	Strategic Alignment	Progress
Implementation of mental health resource availability and ensuring accessible resources across various platforms.	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	The REAP program has been established and mental health resources are available to members on FMNet (the department's intranet).
Health and Safety Committee will assess Critical Incident data to enhance data collection methods, understand departmental trends, and minimize risks for employees by evaluating injury data and identifying improvement opportunities.	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	Data sharing process began from the City Risk Manager. Program team members requested more information which is in the process of being compiled. The goal is to use de-identified data to find trends and opportunities for reducing the frequency of employee injuries.
Deploy the department's Peer Support Team to provide assistance to members who have experienced incidents identified in the Critical Incident Report.	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	This team deployed approximately 60 times in 2024 after significant incidents. The number is approximate because this program does not have an established workflow or reporting process for tracking how often its members deploy and provide these services.



Injury Reduction	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	There was little significant movement towards this goal, as the team is still in the process of data collection and analysis before recommendations for injury reduction can be made.
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Current Year's Goals:

Goal	Strategic Alignment	Progress
Fire Station Noise and Design Study	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	This has been an ongoing project over several years with Professor Hamilton at the University of Kansas to study the effects of station noise on firefighter sleep patterns and wellness. One study was completed, and we are in preliminary discussions about study design for the next study.
Mattress Replacement Program	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	This program is designed to replace a small portion of the mattresses in service each year, to allow restful sleep during down time, and avoid large single-year expenses. This program was paused in 2024 due to budget cuts. In 2025, the department must determine if this program can be resumed, or a different model must be adopted for managing mattress life cycles.
Station Alerting Improvements	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	A growing body of evidence has shown that being shocked out of sleep by bright lights and loud noises places significant stress on the cardiovascular system every time the station alert is sounded. Industry best



		practices are moving to a "ramp-up" model that starts with less aggressive stimuli and gradually increases. In late 2024, the department switched to a single tone alarm for all responses, as opposed to the prior practice of having a much louder and more aggressive alarm for Level 1 responses. Funds have been set aside for a more comprehensive overhaul of station alerting systems, with a goal of implementing them in 2025.
Annual Firefighter Physical Improvements	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	The department's longstanding practice has been to have annual physicals performed by the Occupational Health group at Lawrence Memorial Hospital. While they have provided adequate general fit-for-duty examinations, there has been a strong interest in more comprehensive exams with more focus on firefighter health hazards and cancer screenings. In 2024 an RFP was put out and Lifescan Fitness was selected as the new vendor for these services. In 2025 our goal will be to manage the changeover to this system and ensure all firefighters have a physical under the new system.
Continue evaluation of employee injury data for trends and make recommendations for improvements to reduce future injuries.	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.	Build on the work in 2024 to gather data regarding employee injuries, and analyze it for common factors that could be reduced or eliminated. Seek data from peer agencies to



	Engaged and Empowered Teams	compare our injury rates to those of other agencies and focus on areas in which LDCFM has higher-than-average injuries.
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Benefits of these Goals:

If achieved, these goals will be steps toward a desired end state where the department has a workforce that is receiving adequate rest between calls, where cardiovascular stress and injury is minimized, and where firefighter wellness is prioritized both during their employment and into a healthy retirement.

PROGRAM IMPACTS / OUTCOMES

Is this program meeting the department's priorities:

This program generally meets the department's priorities and obligations under the MOU; however, several meetings in 2024 were cancelled due to budget-related OT restrictions. It was later clarified that these meetings would continue, but the result was a loss of momentum, and 2024 was less productive than it might have been.

Program Impact:

This program allows members from all levels of the organization to make suggestions to improve the health and safety of department employees. In addition to the obvious benefits from a healthier and safer workforce, this program also promotes employee engagement in department operations, and this program's successes help build morale as they demonstrate the department's commitment to protecting our members.

Significant Incidents or Events:

The Health and Safety Program Team met less frequently than normal in 2024. Despite this, several initiatives that have been promoted by the Health and Safety Team in recent years continue to advance. This includes the Peer Support Team, which deployed approximately 60 times, and the REAP which spent its fully allocated amount on providing mental health care to department employees. The department expects that the use of these resources in 2024 will pay off in reduced behavioral health issues and improved morale for department employees.

The department also was a founding participant in the Heart of America began participating in the Heart of America Health and Wellness Alliance, an initiative between Kansas City metro-area departments and scientists from National Disease Research Interchange (NDRI) to coordinate evidence-based practices for improving firefighter health. As a result of this participation, the department has been the first department from this group to enroll employees in a Female Firefighter Exposure Cohort study being conducted by researchers from the University of Arizona.



PROGRAM SELF-ASSESSMENT

Program Strengths:

The Health and Safety Program Team has a strong core of motivated employees from all levels of the organization who are passionate about helping the department find opportunities to improve employee health / well-being and enhance operational safety. This team has access to more data regarding employee injuries than ever before to help drive needed changes and are better integrated with the City of Lawrence's overall Risk Management Program. Through partnership in a regional alliance, the department has achieved better access to emerging science and new evidence-based practices for improving employee health and wellness.

Program Weaknesses:

Currently, the Division Chief of EMS chairs this group and is also responsible for managing agendas, minutes, and assignments coming out of those meetings. Due to many other demands at the time of that position, these are not always completed in a timely manner, resulting in delays and inefficiencies. In addition, while issues can be tracked to some degree through meeting minutes, there is no established workflow for how recommendations from the Health and Safety Program Team will be handled by the department's Command Staff.

Program Opportunities:

If one or more members of the team are willing to take a more active role in handling the administrative duties of this committee, it is likely that minutes, agendas, and assignments would come out much more quickly after these meetings. This would also be an opportunity to provide employees with more perspective and experience of how changes are made at the department level. This would align with our goals for increased employee engagement and succession planning.

Another opportunity in 2025 is to use the data from City Risk Management regarding employee injury trends and our partnership with the regional health and wellness alliance to determine what "normal" rates are for various types of injuries and medical issues. While ideally there would be no injuries, firefighting is a physical job where many of the situations in which employees find themselves are beyond the control of the employer. The most productive use of this program team's time will be to identify areas in which the department sees significantly higher injury rates than our nearby peers and seek targeted interventions.

