

2019 ANNUAL REPORT

CENTRAL JACKSON COUNTY
FIRE PROTECTION DISTRICT



We Stand Ready.





LETTER

Dear Community:

It has been another amazing year at Central Jackson County Fire Protection District. As we continue to prepare the District for effective response to a wide range of hazards to the community, we take this time to mark and account our yearly progress within the District's Comprehensive Strategic Plan. In 2020 the District will embark on the creation of yet another multi-year planning document focusing on the needs of the communities we protect.

The year 2020 also marks the year the District launches several internal health initiatives. We now have the capability of treating minor medical needs in-house by our new Health/Wellness Manager. The District will work diligently in the tracking of occupational exposures, injuries and the associated root causes, all to impact our employees' health in a positive manner through prevention. This effort is highlighted by the District's new Risk Management Plan.

As our nation adapts in the struggle to address illicit use of firearms and active incidents of violence, the District must also adapt and forge collaborative relationships to assist in the mitigation and possible prevention of these types of incidents. All emergency operations personnel now have full ballistic protection thereby enhancing the safety of our personnel. The District has been actively leading local and regional efforts in the preparation of our communities against the growing number of events involving intentional violence.

This annual review highlights the outstanding effort, expertise and commitment by the men and women of CJCFPD.

2019 MILESTONES WERE AS FOLLOWS:

- We turned 58 years old on January 24th, 2019.
- CJC hired 9 new firefighters, 1 additional mechanic (bringing the District total to 2), and 1 new administrative assistant.
- Staff developed a new District Organizational Chart.
- We launched and implemented a new software system increasing accuracy and efficiency with payroll and accounting.
- The District has 2 drones and there are 3 personnel with their FAA Certificate with 3 more personnel in the process to be certified. Additionally, the District works collaboratively with the Blue Springs Police Department personnel operating their drone program.
- The District was introduced to the concept of having a comprehensive health incentive system. After this announcement, a labor/management project team was formed and met throughout the year. In December of 2019, District personnel were trained on all components associated with the developed health incentive program named "Health 2020."
- Central Jackson County Emergency Management produced an annual report. The report was distributed, and presentations were made to all collaborating government bodies.
- 2019 marked the first year the District conducted and published an Annual Review.

- The District surplused 3 aging vehicles from our fleet in January of 2019.
- We Published the District “1-pager.” This document was distributed to community partners and during community events and was intended to illustrate CJC “vital signs” graphically in a more easily understood manner.
- CJC published the new mobile application for District personnel utilization. Over the course of the year this application has proven to be valuable and has been adapted to meet many of our needs regarding communication.
- CJCEMA hosted the 2nd Annual Weather Conference at the Education Center with over 100 citizens in attendance.
- In early March the District was recognized at the Blue Springs Chamber of Commerce First Responder Luncheon.
- In April the District held its 2nd Annual Open House at the Education Center. Several hundred people attended this event. The Open House was a customer-friendly event that caught a lot of attention. Our intent is to hold this event every year in April.
- The District received its first ever Ground Emergency Medical Transport (GEMT) disbursement from the State of Missouri in May. The amount received was \$387,741.32 and was used to further support EMS Operations.
- In the month of June, the Board approved commission of a Demographic study to review and project District population trends. A consultant was hired for this study shortly after the June board meeting.
- Additionally, in June a large portion of the District administrative structure was re-organized, and the Bureau of Community Risk Reduction was created with Board approval.
- The District purchased 2 new Ambulances with the above mentioned GEMT funds.
- The Board also approved the purchase of additional Self-Contained Breathing Apparatus (SCBAs) for the Tri-District HazMat Team at a cost of \$17,000.
- The District renewed the non-emergency transport contract St. Mary’s Hospital. Additionally, a contract with Inter-City Fire Protection District to handle long distance transfers was executed.
- The Board set the Tax Increment Financing figure at 0.75 %.
- The Board of Directors adopted the Missouri Ethics Ordinance.
- The Board of Directors, with recommendation of District leadership set the tax rates for the following fiscal year.
- The District purchased 8 Transport Ventilator Units, updating a portion of our EMS response capacity.
- We purchased 3,2016 Ford Explores from the Missouri Highway Patrol.
- The Board of Directors approved the purchase of 5 new Thermal Imaging Cameras.
- Additionally, the Board of Directors approved the purchase of new rescue equipment and lifting tools.

- The Board of Directors directed the Fire Chief to place a no-tax General Obligation Bond for \$7.5 million on the February 4th, 2020 ballot. This ballot initiative had the full support of District Staff and IAFF 3133.
- The Board approved a contract with a physician that would be the collaborating physician for Nurse Practitioner McGinnis.

UPDATES TO POLICES/SOG'S WERE AS FOLLOWS:

- 215 – Return to Work
- 205 – Sick Leave
- 801 – Handling and Security of Controlled Drugs
- 500 Series – Updated 502: Disciplinary Procedure and removed 503
- 213 – Nepotism: Work Assignments for Relatives
- 1007 – Awards and Recognition
- 107.2 – Updated several Job Descriptions
- 707 – Updated Promotional Letter Process

CONFERENCES ATTENDED WERE AS FOLLOWS:

- Missouri Fire Chiefs Conference at Big Cedar.
- IAFC in Atlanta.
- Missouri Valley Conference in Grand Junction, Colorado.
- Missouri SEMA Conference in St. Charles, MO.
- Fire Protection District Conference at Lake of the Ozarks.

LOCAL, REGIONAL, AND STATE BOARDS/COMMITTEE MEMBERSHIPS WERE AS FOLLOWS:

- St. Mary's Hospital Board of Directors
- Truman Heartland Community Foundation Advisory Board
- Grain Valley School Board of Directors
- Blue Springs Chamber of Commerce Board of Directors
- Blue Springs Economic Development Council Board of Directors
- Grain Valley Partnership Board of Directors – Board President
- Missouri Fire and Ambulance District Insurance Trust Board of Directors
- Blue Springs, Missouri Sign Code Task Force

- Blue Springs Rotary
- Missouri Valley Division of the International Association of Fire Chiefs – Missouri State Representative
- Missouri University Fire Rescue Institute Advisory Board – Chairman
- Missouri University Fire Rescue Institute Region A Director
- Western Missouri Association of Fire Chiefs – Vice President
- Coordinated Complex Terrorist Attack Human Services Committee
- Coordinated Complex Terrorist Attack Training Committee
- Health Care Coalition – MARC
- Mid-America Regional Council Emergency Response (MARCER) – Co-Chair
- MARCER Community Paramedic – Chair
- Local Emergency Planning Commission (LEPC)
- LEPC Regional HAZMAT Training Committee
- Metropolitan Emergency Managers Committee – MARC
- Interoperability Communications Committee - MARC



DISTRICT RESPONSIBILITY SCHEMATIC 2019



HUMAN RESOURCES

GOAL 1 - *Develop human resource policies and procedures that are reflective of a dynamic workforce.*

OBJECTIVE 1 - *Update or replace current annual performance appraisal and employee self-assessment form. Priority: (H)*

With the inception of the District's new payroll system (ADP), additional functionality has been purchased that will replace the District's current performance appraisal system. Late 2020 is the expected timeline for L/M and Board review with an implementation goal of January 2021.

OBJECTIVE 2 - *Ensure all job classifications are reflective of the current organizational model. Priority:(L)*

The District updated several job classifications in the first quarter of 2019. However, the Committee is still conducting a complete assessment with changes for 2020.

OBJECTIVE 3 - *Optimize the ability for all employees to access and review benefit information electronically. Priority:(M)*

The Committee has collaborated with other L/M resources and implemented new technology in 2019. Updates continue and have become more consistent regarding the District webpage. The District purchased a mobile smart phone application. Internal usage of the application has been more than expected as well as the multiple functions of the application.

OBJECTIVE 4 - *Ensure the HR/Administrative needs of CJC/FPD are optimally met. Priority:(M)*

The Committee facilitated the implantation and District training regarding the District's new payroll system. Promotional and new employee checklists have been developed to assist onboarding of new employees and help in promotional pay tracking.

GOAL 2 - *Ensure the District presents a professional image while maintaining employee morale.*

Objective 1 - Conduct a complete review of the District's current Uniform, Grooming and Appearance Policies and SOG's. Priority: (H)

Policy 1009 was updated and passed with Board action in early 2018. The Committee has also completed the Decision Matrix, Return to Work Policy and is actively involved in the Awards Ceremony subcommittee.

OPERATIONS

GOAL 1 - *Develop a deployment model that meets current demand and considers staged expansion as a result of District Population Growth.*

OBJECTIVE 1 - *Develop a Deployment Matrix. Priority: (H)*

Several action items were addressed in 2019 regarding the Deployment Matrix. In July, the Board of Directors commissioned the development and preparation of a focused Demographic Study for the District. The study focused on population growth and census data. After presentation to the Board of Directors in November, this study became another fundamental document utilized by the District in formulating its current and future decisions regarding growth and deployment.

The District as whole has discussed the findings of the Demographic Study and our current Standard of Coverage in highlighting current service gaps and recognition of the need for future District dialogue. With considerable collaborative discussion, the District decided to forgo 2019 Ballot measures regarding the construction and staffing of a 6th Fire Station.

As a result of the above process, the District, through Board of Directors direction and with the support of IAFF 3133, elected to seek approval of General Obligations bonds in 2020 that would address a considerable number of capital asset needs, including additions to the current response fleet.. It is our belief that our current 10/10 apparatus replacement policy currently meets the needs of the District.

GOAL 2 - *Ensure that the district employs comprehensive and up to date policies, SOG's, and manuals that enhance operational decision making.*

OBJECTIVE 1 - *Create a comprehensive District IMS manual. Priority: (H)*

Throughout 2019, the Ops Committee has modified or removed significant verbiage and instruction from the IMS portion of Policy 400. These changes will be presented in 2020 to the Steering Committee.

OBJECTIVE 2 - *Policies and SOG's. Priority: (L)*

This process is ongoing without a prescribed end. Active Violence Incident SOG and Body Armor SOG were reviewed and updated. The District has completed organizational training on these SOG's and plans in 2020 to include joint law enforcement/fire ems training evolutions. A District Threat Awareness class was presented District-wide as well. The committee has also constructed a Drone SOG.

OBJECTIVE 3 - *Dispatch Review. Priority: (M)*

This process is ongoing without a prescribed end. In 2019 a successful 5-year contract was negotiated with the District's current dispatching agency. We have attended all quarterly meetings that focus on process and possible needed changes.

COMMUNITY SERVICE COMMITTEE

GOAL 1 — *Ensure an all hazards approach to community risk reduction that encompasses injury, illness, and fire loss prevention and community risk reduction.*

OBJECTIVE 1 — *Develop an EMS education program based on trends for falls, pediatric injuries, etc. Priority: (L)*

The chief officers assigned this responsibility conduct yearly evaluation regarding District call data and recommend changes to processes and protocols when appropriate. By way of example, secondary to a need identified through call data and QA/QI, the District purchased ventilators capable of bi-level ventilatory support.

OBJECTIVE 2 — *Ensure current fire safety programs directed at children are effective. Priority: (H)*

The District has developed a unique approach to reach the 1st and 4th grade students in the Blue Springs and Grain Valley School Districts. In 2019 the CRR Fire Prevention staff began utilizing pre and post-testing of students. Each year the results will be utilized to address new messaging to reach children. The Committee and CRR Division are also researching additional programming designed for school age children.

OBJECTIVE 3 — *Develop a program designed around current and emerging fire loss concerns. Priority: (M)*

The Committee, with the CRR Division has evaluated fire data and determined the top fire causes in 2019 were wood deck and cooking fires. Social media messaging has been constructed to focus on advice for preventing these types of fires and CRR staff continues to explore a programmatic approach to these issues.

GOAL 2 — *Ensure adequate community access to information related to community health and wellness, fire safety and public education.*

OBJECTIVE 1 — *Increase information visibility and access for the community. Priority: (L)*

Members of the Committee are currently overhauling the webpage with a focus on search engine optimization (SEO). This will allow internet search engines to more easily find and recognize District content moving it up the chain of search results. There have been 2 related pages added to the District's Facebook page. A more concentrated focus on metrics and analytics has been deployed when analyzing social media data.

OBJECTIVE 2 — *Establish community health postings or delivered programs based on community need and or trends. Priority: (H)*

The Committee, with assistance of the CRR Division has highlighted the greater need for fall education to the District residents. Falls remain one of the highest calls for service especially with our senior residents. CJCares has adopted the "Step ON" national fall prevention program.

GOAL 3 — *Ensure an adequate commercial inspection program targeting a prevention or reduction of commercial fire loss.*

OBJECTIVE 1 — *Evaluate current fire inspection program for effective inspection rotations covering all commercial occupancies. Priority: (M)*

This evaluation has been completed. The inspection process itself, as it pertains to items evaluated during the inspection is sufficient and detailed enough to identify common hazards during the actual inspection. All inspections assigned to CRR Fire Prevention are not being completed due to workload and manpower. We are developing a program process that if implemented, we believe will result in a greater degree of completion and increased quality. CRR Fire Prevention Division continues to partner with the Cities of Blue Springs and Grain Valley Codes and Building Departments. Recent collaborations include local fire code editions to the Blue Springs processes and discussions in both cities regarding potential marijuana industry impacts. We are currently encouraging a comparable relationship with the Jackson County Codes division.

OBJECTIVE 2 — *Continually monitor all trends: local, regional, state and national, for consistent commercial fire loss patterns, equipment, etc. Priority: (L)*

The Division maintains ongoing involvement with PFFIA and the Kansas City Regional Arson Task Force.

OBJECTIVE 3 — *Continually compare commercial fire loss investigation findings to inspection process and components. Priority: (L)*

Recent commercial losses have been low, but historical trends appear to be secondary to behaviors rather than physically identifiable hazards. CRR Fire Prevention is considering program development to address this potential trend.

GOAL 4 — *Develop a program for stronger code enforcement.*

OBJECTIVE 1 — *Determine how best to achieve effective and efficient code enforcement. Priority: (L)*

Historically, CJC is limited in enforcement authority since fire code enforcement is not assigned to the District by ordinance or regulation in any of our incorporated communities. CRR Fire Prevention is aware of permit fee structures both locally and around the region. To date, we've had good cooperation with the cities of Blue Springs and Grain Valley. Specifically, Blue Springs Building department has agreed to several code additions with their next ordinance adopting updated code version.

GOAL 5 — *Continually monitor the effectiveness and adjust the investigation process to ensure appropriate and adequate origin and because assessments are being done.*

OBJECTIVE 1 — *Ensure staff with investigation responsibilities are well trained and equipped to conduct effective investigation of all fires. Priority: (L)*

With the formation and training of the Fire Investigation Unit, CRR Fire Prevention has access to 9 CJC employees who are trained investigators, as well as a cadre of BSPD investigators. We will continue to monitor the appropriateness of callouts, participation of non-CRR members of the FIU and completion of investigations.

GOAL 6 — *Evaluate current community outreach programming and opportunities to ensure*

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programing content and delivery is appropriate and beneficial.

OBJECTIVE 1 – *Ensure outreach public relations/education events are adequate and beneficial.*
Priority: (H)

The District has held 2 annual Open Houses to date with over 500 in attendance at each event. Additionally, a smoke detector “blitz” program has been conducted each year since 2018. CJCares has attend a “Step On” class and through this class, the District can now offer balance improvement and fall prevention classes to our elderly populations. Over 16% of all call involve some sort of fall and in 2019, the average age of the patient involved was 70.9 years old.

ASSET MANAGEMENT & EQUIPMENT

GOAL 1 – *Assure proper considerations and action plans are employed to maintain/replace District assets*

OBJECTIVE 1 – *Conduct annual reviews of the Fixed Asset Plan. Priority: (H)*

The accomplishments made this year included completion of Solar panels at the Training Center, as well as remodeling of offices at the Training center to facilitate the move of resources. Two new Conference rooms were also added to Station 3. Sidewalks and entryways at Station 1 were also replaced.

OBJECTIVE 2 – *Develop an Apparatus Replacement and Maintenance Plan. Priority: (M)*

The District has moved forward with a bond initiative for the replacement of equipment and apparatus. The committee has participated in the development of specifications of two new ambulances, two new engines, and one ladder truck, in anticipation of the bond passage.

The committee had discussions on an SOG for apparatus replacement, and came to the consensus, that staff vehicles will be replaced on an as needed basis. Front line fire apparatus (engines and ladders) will be replaced on a ten-year front line, ten-year reserve rotation. Med units will be replaced on a rotation decided in conjunction with the EMS Committee. Ancillary equipment will be replaced on an as needed basis. All of these will be based on the economic impact to the District.

GOAL 2 – *Aggressively seek to maintain and/or enhance the District’s technology platforms and equipment.*

OBJECTIVE 1 – *Develop a District Technology Plan. Priority: (M)*

All electronic assets of the District are tracked through the IT division. The IT subcommittee continues to work on research of a tagging system for district assets, and work on enhancements to electronic training continues.

SUMMARY – *List of Items the Asset Committee has addressed in the last year:*

- Ambulance purchase

- Wire cutters purchased for all floor employees
- Station apparel/logos approval
- Window tinting approved for apparatus's
- 2 Honda generators researched and purchased for E-3 & E-5
- Hazmat bottle replacement
- Purchased 12 Co monitors for air way bags
- Batteries replaced by vendor for Tic cameras
- New Tic cameras purchased for front line apparatus & moving old Tic's to front line Med units
- Nomex/Particulate hoods purchased
- Tool purchase and mounted on Med units
- New hat design approved (for purchase by employee)
- New nozzles purchased for E-4
- Approval of quilted coats
- Training 2 more people for hose repair
- SOG for apparatus replacement-- staff vehicles as needed-- fire trucks 10/10 front/reserve depending on economy
- T/C Solar panels completed; paint & offices built
- Station 1 concrete repair

EMS OPERATIONS

GOAL 1 - *From an Emergency Medical perspective, with the assistance of EMS Education, ensure personnel continue to be trained and prepared to meet or exceed current professional standards of care.*

OBJECTIVE 1 - *Develop or confirm current EMS training curriculum balancing electronic distance learning, instructor-led classroom session, and skill performance. Priority: (H)*

The effectiveness of EMS training is identified through the QA/QI process. If there are deficiencies noted they are addressed by training topics through Target Solutions, quarterly skills validations, and coordination with the EMS Training Division to present needed topics for monthly CEU's.

As a result of this analysis, this year the EMS Committee plans to slightly alter the quarterly skills validations. In the past the process has been real world type EMS scenarios where participants

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would talk through their treatment modalities, and a separate station consisting of intubation skills maintenance. Starting in 2020 there will be a component, along with the intubations, in which the medics will need to demonstrate certain EMS skills reflecting the treatment scenarios.

The EMS Committee was asked to identify EMS training topics they and the rest of field providers believed would be beneficial to the organization in 2020. The list was shared with the EMS training division.

OBJECTIVE 2 - *Evaluate, review and update current protocols to ensure they still meet or exceed accepted national standards of care. Priority: (M)*

Protocols are continually reviewed by the Committee for any needed updates. If a member of the organization wishes to see a new protocol, or an alteration to a current protocol the committee members serve as a conduit for those individuals by bringing suggestions from the floor to committee meetings for evaluation. Two examples of recent protocol changes are the implementation of Dio and TXA to our formulary. These updates began as suggestions made by members of the organization and brought to the Committee.

Within the last year Chief Portz has placed the protocols on the CJCFFPD app so members can have immediate availability to them. The diagram style for easier electronic viewing continues to be developed.

GOAL 2 - *Continue to provide appropriate ALS and BLS response within CJC boundaries*

OBJECTIVE 1 - *Evaluate the practice of executing non-emergency inter-facility transfers. Priority: (L)*

Non-emergency transfers account for less than 11% of our EMS transports, however, historically have generated in excess of \$300,00 per year accounting for roughly 15% of our revenue. Currently, it is not fiscally reasonable to eliminate all non-emergency transfers.

For crew morale and safety two years ago, the decision was made to have long distance BLS transfers handled by KCFD. This past year KCFD decided to discontinue our contract with them for such transfers. We were able to enter a contract with Inter City Fire Protection District to handle these calls, and since we entered into the agreement on September 1st our crews have not ran any of these types of calls.

OBJECTIVE 2 - *Evaluate current EMS coverage and response. Priority: (M)*

For 2019 our frontline engines and ladder were ALS capable 99.87% of the time.

The call distribution for our 5 frontline ambulances in 2019:

- M1- 1780
- M3- 1773
- M5- 1237
- M4- 1156
- M2- 1112

GOAL 3 - Continue to provide the most current and most appropriate equipment for performance of EMS duties.

OBJECTIVE 1 - Evaluate impact of newly acquired EMS equipment. Priority: (H)

It had been known for some time that our transport ventilators need updated. The decision was made to replace them with ventilators that were also capable of providing CPAP and BiPAP as well. The purchase of these ventilators was approved in late September of 2019. The late year purchase combined with a delay by the manufacturer has pushed implementation of the equipment to the 1st quarter of 2020. Once implementation is completed ongoing training will be conducted, and user evaluations of the equipment will be performed.

OBJECTIVE 2 - Identify current equipment needs and establish an equipment rotation/replacement process. Priority: (H)

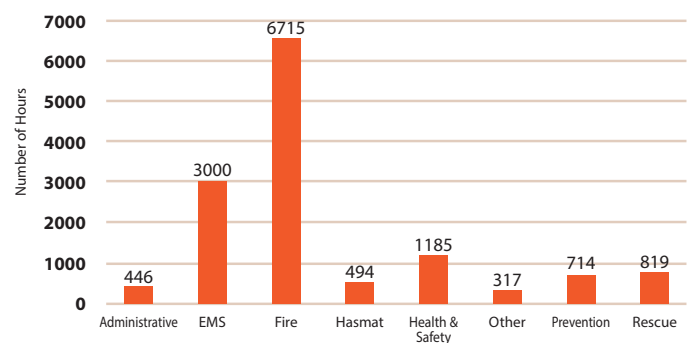
Fulfilling this objective helped identify the need for new transport ventilators. We have also been informed that some of our reserve cardiac monitors due to age will no longer be serviced or warrantied. For EMS Operations will seek replacement of 4 soon-to-be obsolete monitors. CJC operates Autopulses (automatic cardiac compression devices) that are approaching 15 years of service and are EMS Ops is also seeking replacement of 2 of the oldest units. To reduce potential patient and employee exposure to biological pathogens and communicable diseases the District's entire fleet of ambulances were retrofitted for compatibility with the Aeroclave decontamination device. Currently we have one of these units located at the training center. EMS Operations is seeking the funds to place one of these units at each station to ensure decontamination can be performed by the crews as quickly and conveniently as needed.

TRAINING

GOAL 1 - Ensure departmental training evolves with current and future methodologies and needs to further enhance the professional competencies of all personnel.

OBJECTIVE 1 - Develop and implement a process that identifies training needs including activities, knowledge, skills, and abilities required to deal with emergencies and daily operations.

2019 TRAINING



The Professional Development committee continued to utilize a survey as the main source of identifying employee needs as they relate to training. Response to the survey was positive with search and rescue, water supply, fire ground strategy and tactics, hose deployment, and extrication being the most requested topics. Training throughout 2019 covered these topics and more, totaling 6,715 hours in fire training. Additionally, a number of career development plan classes were delivered including two fire apparatus engineer courses. Additional training highlights for 2019 include two weeks of fire dynamics, three weeks of pump operations, and active violent incident training (HEIRT). The committee has also begun discussions and plans to implement individual and company performance measures. These performance measures will be based on industry best practices and national

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standards and will allow CJC to remain compliant in accreditation requirements.

OBJECTIVE 2 - *Develop a decision-making model reflective of the requirement that all training programs and materials should support the agency's mission.*

While a formal model has yet to be established, the Committee utilizes established processes, which ensure training programs are consistent with the District's mission. The two main processes utilized are the annual training survey incorporating employee input and the career development plan. The Committee continues to work toward incorporating mutual aid partners and has done so on a small scale; however, scheduling conflicts have prohibited a larger combined mutual aid training.

BENCHMARK COMMITTEE

GOAL 1 - *Continually examine current organizational progress regarding the implementation of this document and provide quarterly reports to the Labor/Management Steering Committee.*

OBJECTIVE 1 - *Produce documentation that illustrates progress as it relates to the organization's three principal documents.*

Several project management systems have been evaluated and a recommendation will be coming in early 2020 to assist with the upcoming strategic planning process. The Benchmark committee continued its efforts throughout 2019 capturing Committee progress and reporting it to the Labor/Management Steering committee. Furthermore, the Committee continued its work with annual program appraisals, which allows CJC to remain compliant with the accreditation process. The first annual compliance report, after our reaccreditation in 2018, was successfully submitted. Lastly, the committee has begun reevaluating the Community Risk Assessment and Standards of Cover document. This evaluation process includes examination of critical tasks associated with various incident types and determination of appropriate staffing levels. The critical task evaluation work began in late 2019 and will continue through the first half of 2020. This process is anticipated to make significant suggestions for change to response staffing levels, specifically structure fires.

HEALTH & SAFETY

GOAL 1 - *Promote a wellness model for the District that encompasses current and future trends regarding total firefighter/employee health*

OBJECTIVE 1 - *Develop a District Health/Wellness Plan. Priority: (H)*

The committee has researched the industry standards using the 4th edition of the WFI, NFPA 1582, 1583 standards. This recommendation was sent to Steering Committee and after a couple of months of review, the committee rejected the adoption of the WFI and sent it back to committee for more discussion. District members were surveyed. We have collected the results and used some of the requests during this year's "Safety Stand-Down" month training topics. During the 2019 Safety Stand-Down month, the

Committee brought in a professional trainer to cover the topic nutrition and the effects on the body. According to most of the class evaluations this was a “Very Good Class”, “One of the best nutrition classes we have hosted”. The Committee is considering repeating this educational piece for the Health 2020 program.

OBJECTIVE 2 - *Publish an annual (each January) Safety Culture Newsletter. Priority: (M)*

The District has utilized the Target Solutions platform to deliver Health and Safety topics to employees for monthly training. We will continue to evaluate the process to ensure the health and safety messages are making a difference. We are committed to improve our message using the department’s website and potential other social media outlets. The Peer Resource team, a sub-committee of the Health and Safety Committee, established a Facebook page for department members only access. This provides an array of information on mental health and PTSD to all interested District employees.

The Committee continues to research the topic of District Safety Officers and continues to research the best practical, feasible and fiscally responsible means to deliver the Safety Officer class. A joint L/M project team should be formed to include Operations Committee.

OBJECTIVE 3 - *Establish and aggressively maintain a safety-first decision-making model at all incidents. Priority: (H)*

The Committee has developed an After-Action Review SOG that will be before the L/M Steering Committee in January. The Committee is also currently reviewing the SOGs regarding PPE and encompassing decon (SOG 804.13). Timeline for completion of review and for any recommendations to be forwarded to the Steering Committee is the first quarter of 2020. The Committee has also developed the District’s 1st Annual Safety Culture Newsletter distributed in January 2020





APPENDIX A

RISK MANAGEMENT PLAN

1.0 - PURPOSE

1.1 - The Central Jackson County Fire Protection District (CJCFPD) has developed and will continually evaluate this Risk Management Plan to meet the following objectives:

- A. To limit the exposure of the fire district to situations and/or occurrences that could bring harmful or undesirable consequences to the district or its members.
- B. To provide the safest possible work environment for the members of the fire district, while recognizing the risks inherent to the fire department's mission.
- C. To provide guidance in the development and evaluation of the fire district Health and Wellness Program.

2.0 - SCOPE

2.1 - This Risk Management Plan has been created utilizing the guidance of NFPA 1500, Standard of Fire Department Occupational Safety and Health Program. CJCFPD recognizes NFPA 1500. The following elements shall be a part of the Risk Management Plan:

- A. Annual review of department operations and the impact of significant incidents.
- B. Review and update the department's Health and Wellness Program.
- C. Evaluation of current Standard Operating Guidelines/Policies related to Health & Safety.

3.0 - RESPONSIBILITIES

3.1 - NFPA 1500 has been utilized in the formulation of the District's standard of safety for daily operations. The standard of safety establishes the parameters in which the District conducts activities during emergency and non-emergency operations.

3.2 - A variety of control measures are used to increase the safety and health of our personnel. These control measures include, but are not limited to, training, education, protective clothing and equipment, the use of an incident management system, personnel accountability, and Standard Operating Guidelines/Policies.

3.3 - The Fire Chief is responsible for implementation of the District's Risk Management Plan. The Health and Wellness Coordinator is responsible for the development, management and evaluation of the plan annually. The Health and Wellness Coordinator is also responsible for maintaining the plan as needed in order to address changing exposures, occurrences, and activities.

3.4 - Every member of CJCFPD has the responsibility of ensuring their health and safety by encouraging and cooperating within the provisions of the Risk Management Plan and the Occupational Safety and Health Program.

4.0 - RISK MANAGEMENT MODEL

4.1 - The Risk Management Plan shall include the following components:

- A. Risk Identification: Actual or potential hazards
- B. Risk Evaluation: The potential of occurrence of a given hazard and the severity of its consequences

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- C. Risk Prioritization: Action priorities based upon the frequency and severity of the hazard
- D. Risk Control Measures: Solutions for elimination or reduction of real or potential hazards by implementing an effective control measure
- E. Risk Management Monitoring: Evaluation of the Effectiveness of risk control measures.

5.0 - METHODOLOGY

5.1 - This Risk Management Plan uses a variety of strategies and control measures to address different objectives. The specific objectives are identified from the following sources of information:

- A. Annual reports and data on the frequency and severity of accidents, injuries and occupational illnesses involving CJCFPD personnel.
- B. Non-descriptor information provided from the CJCFPD worker's compensation carrier.
- C. National trends and reports that relate to the CJCFPD and personnel.
- D. Knowledge of the inherent risks encountered by fire districts and specific situations identified within CJCFPD.
- E. Post incident analysis of significant emergency incident responses.
- F. Additional risks or potential losses identified by the Health and Safety Committee or district members.

6.0 - PLAN ORGANIZATION

6.1 - This comprehensive Risk Management Plan shall cover, at a minimum, risks associated with the following:

- A. Administration
- B. Facilities
- C. Protective clothing
- D. Apparatus/Equipment
- E. Non-emergency risks including such functions as training, physical fitness, non-emergency vehicle operation, station activities including vehicle maintenance, office work, and station maintenance.
- F. Emergency risks include those presented at both fire and non-fire incidents such as EMS, hazardous materials, special operations, and emergency response of fire district vehicles.
- G. Other related activities.

7.0 - RISK MANAGEMENT PLAN MONITORING/EVALUATION

7.1 - CJCFPD's Risk Management Plan will be monitored and evaluated for effectiveness each year during the first quarter of the fiscal year by the Steering Committee.

7.2 - Recommendations and revisions will be based on the following criteria:

- A. Annual accident and injury data for the preceding year
- B. Significant incidents that have occurred during the preceding year
- C. Effectiveness of control measures
- D. Changes to department operations or functions
- E. Information and suggestions from district staff and personnel

APPENDIX B

EMS EDUCATION DIVISION

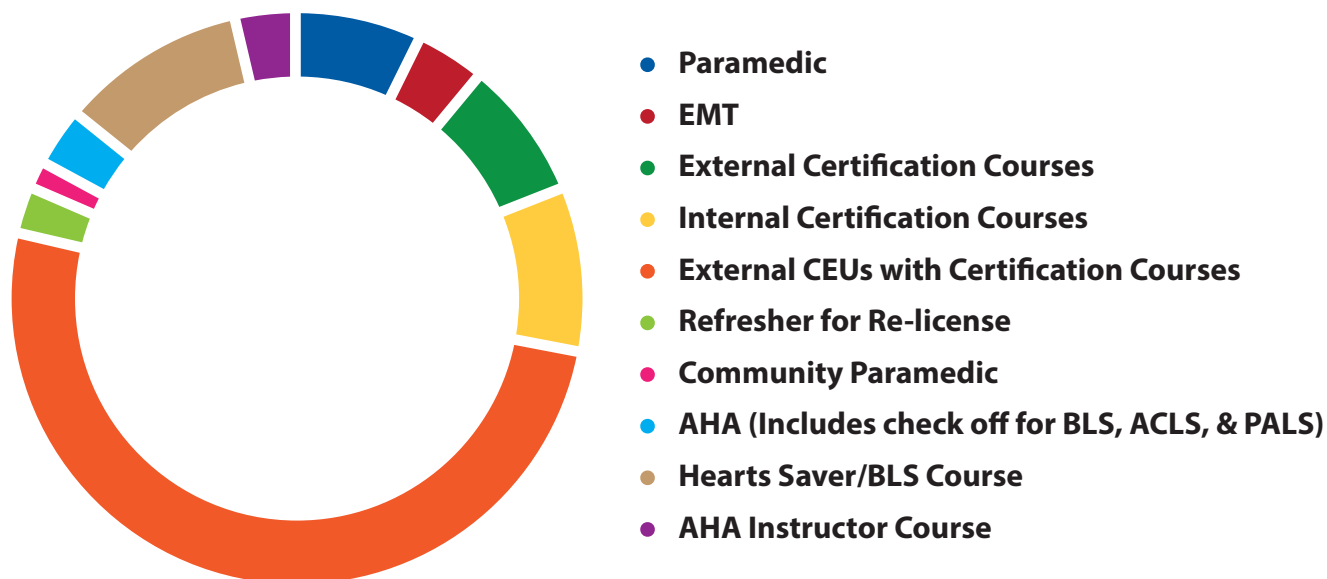
The division has provided the following learning opportunities and services to 1190 students that include both internal and external. The external agencies where we had taught provider courses and continuing education hours, include Liberty FD, Kearney FPD, Sni-Valley FPD and Northland Regional Ambulance District.

EMS education for CJCFPD employees included quarterly skill validations and cardiac arrest drills, classroom lectures and Target Solution for independent study.

2019 Highlights:

- Graduated 25 in the Paramedic April 2018 Course
- Graduated 22 in the EMT 2019 Courses
- Administrative restructuring-Division was placed directly under the Deputy Chief of Training and Education.
- A new position was created, a lead paramedic instructor.
- Developed a plan for moving to a hybrid learning environment for EMT and Paramedic students.
 - Provided 2 lessons for the current class for online study.
 - Conducted an online refresher class the first month of 2020.

STUDENT NUMBERS



APPENDIX C

2019 STATISTICS



2019 Stats

8,107
Incidents

16,208
Apparatus
Responses

Fire Prevention
489
Building
Inspections

92
Pub Ed Events

21,185
Adults & Children
Reached

CJCaress
266
Patient Interventions
for

86
Patients

6 hours
Typical time on task
per contact

Response Performance

	Time @ 90%
Call Processing	2:48
Turn Out	2:06
Total Response Time	9:23

Three Year Incident Data

	Total	Fire	Bldg. Fires	EMS	Other
2017	7884	154	28	5891	1893
2018	7835	197	40	5821	1817
2019	8107	114	11	6005	1988

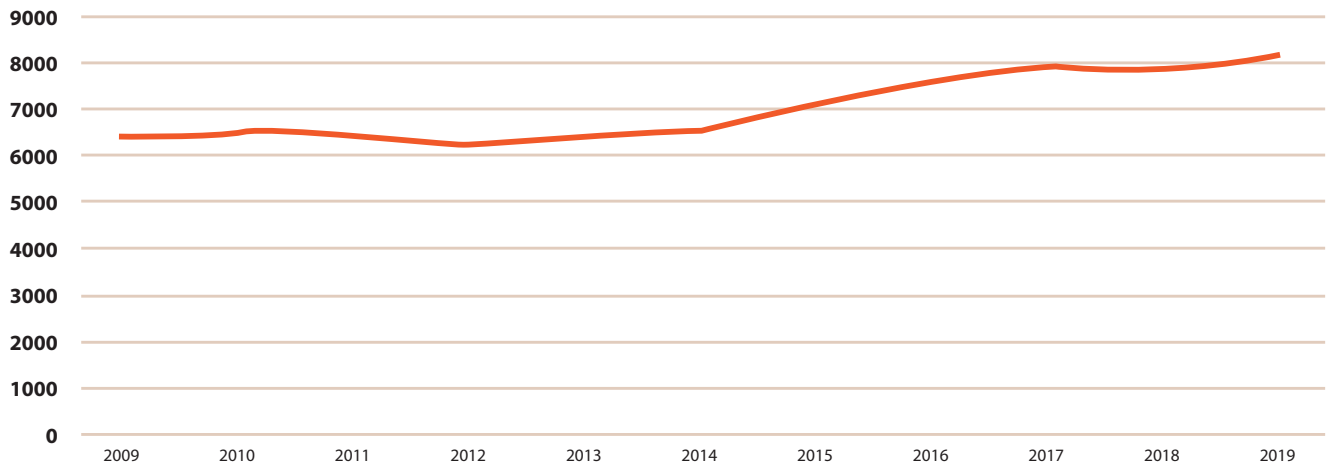
Turn Out Performance by Unit and Shift

	Time to 90%	Time to 80%	Median	Average
E2_A	2:05	1:43	1:10	1:16
E2_B	2:09	1:46	1:19	1:22
E2_C	2:05	1:51	1:23	1:26
E3_A	2:05	1:37	1:14	1:17
E3_B	2:08	1:47	1:18	1:22
E3_C	2:01	1:43	1:14	1:17
E4_A	2:16	1:46	1:16	1:22
E4_B	2:07	1:30	1:01	1:08
E4_C	2:11	1:45	1:15	1:20
E5_A	1:51	1:32	1:05	1:09
E5_B	2:00	1:38	1:09	1:17
E5_C	2:37	1:50	1:16	1:27
L1_A	2:05	1:48	1:10	1:15
L1_B	2:07	1:46	1:12	1:18
L1_C	2:14	1:49	1:14	1:22
M1_A	2:04	1:43	1:13	1:19
M1_B	2:11	1:47	1:10	1:18
M1_C	2:18	1:47	1:08	1:18
M2_A	1:45	1:28	0:58	1:04
M2_B	2:07	1:49	1:16	1:22
M2_C	2:05	1:43	1:13	1:21
M3_A	1:57	1:31	1:06	1:11
M3_B	2:16	1:48	1:17	1:24
M3_C	2:09	1:49	1:15	1:19
M4_A	2:44	2:12	1:29	1:38
M4_B	2:03	1:39	1:10	1:17
M4_C	2:21	1:55	1:17	1:26
M5_A	2:03	1:43	1:04	1:13
M5_B	2:09	1:50	1:09	1:21
M5_C	2:38	1:36	1:05	1:16

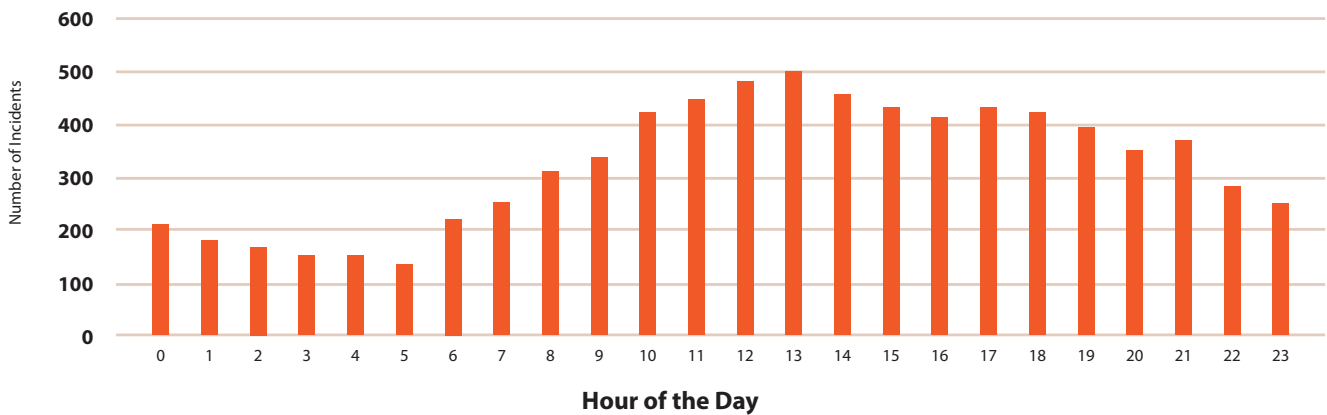
Total Responses by Unit

	E2	E3	E4	E5	L1	M1	M2	M3	M4	M5
Total	1,488	2,403	1,344	1,184	1,949	1,770	1,109	1,765	1,151	1,232
Fire	31	61	43	46	50	23	13	19	6	15
EMS	962	1,770	922	786	1,330	1,570	941	1,593	1,012	1,148
Other	495	572	379	352	569	177	155	153	133	69

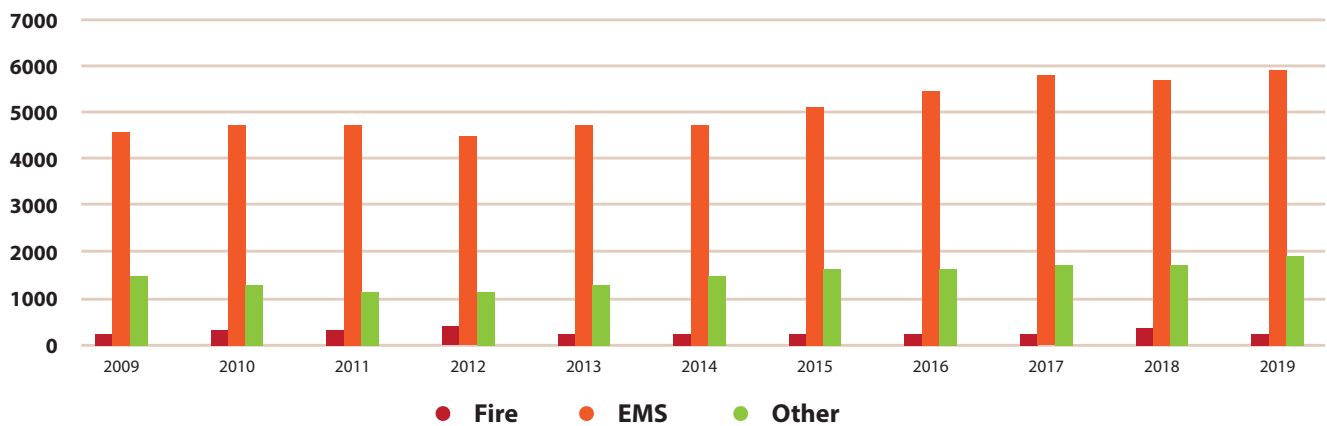
TOTAL NUMBER OF INCIDENTS BY YEAR



TOTAL NUMBER OF INCIDENTS BY HOUR



TOTAL NUMBER OF CALLS BY YEAR & TYPE



APPENDIX D

2019 SAFETY CULTURE NEWSLETTER

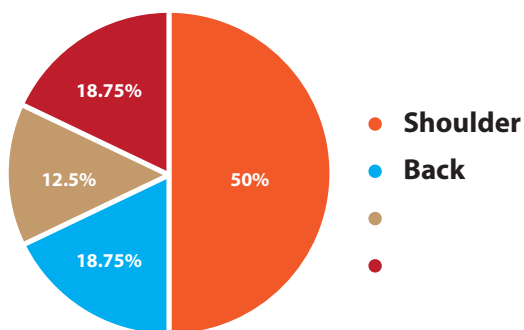
GROSS DECONTAMINATION - During 2019, the Health and Safety Committee evaluated the decontamination SOG currently in place. With the drastic increase in occupational cancer we wanted to take appropriate actions to improve the health and safety of our suppression personnel. After evaluation, it was evident there could be changes to our current practices to help protect our members. Crews were educated during the safety stand down month on gross decontamination procedures and special considerations while performing decontamination on scene and back at the station. One important change that has been utilized is gross decon on fire scenes. It has been noticed that crews are participating in gross decontamination by hosing off their contaminated gear, bagging their gear, and utilizing the hero wipes to help remove carcinogens. During 2019, the crews were also provided with particulate barrier Nomex hoods that increase the level of protection from carcinogen exposure. Hopefully everyone is utilizing these hoods to further protect themselves. Overall, these changes and implementations will help protect our members and will lead to improved safety practices in the future.

GEAR INSPECTIONS - Bunker gear inspections were performed this year for every employee on the floor. All suppression personnel had their primary and secondary set of bunker gear inspected with a new inspection format. The new format utilized by the committee was more thorough than previous practices. Our goal in performing these inspections is to protect our members and ensure their PPE is in an acceptable condition. Lion gear manufacturing was able to consult with CJC and provide education on the different elements of our turnout gear and focus points when performing gear inspections.

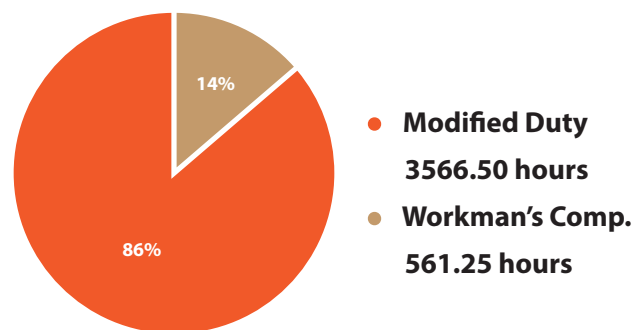


ACCIDENT & INJURY REPORTING - The Health and Safety Committee was involved with improving the reporting systems for personal injuries and accident forms. The previous forms were in paper form and reporting had become inconsistent. The obsolete information was removed, and pertinent information added to the forms. The committee streamlined the information required in these documents and converted them to electronic versions. The vision for these new forms is to have them all available on the CJC app; thus, making them easier to access for the employee and mainstream the reporting to the appropriate recipients. During 2019, there were a total of 16 reported injuries. While reviewing injury reports throughout the year, the safety committee has identified a couple of considerations to help prevent future injuries. First, the mega mover is a great tool for moving obese patients in the residence or the hospital setting and sometimes is a safer option compared to the Sampson strap. Second, dismounting the truck backwards facing the steps has less impact on the body and make sure to utilize 3 points of contact.

TOTAL REPORTED INJURIES



TOTAL TIME IN HOURS LOST



2019 SAFETY STAND-DOWN - June 2019 was a busy month for the committee as well as the crews. There was training every week over health and safety topics. The first week of training focused on wellness with information from a dietician. The second week was a yoga session for crews and office staff as well. The yoga for first responders is a newer vision to the fire service and there are many health benefits associated with it. The remainder of the month was geared towards safety culture information regarding cancer in the fire service and cancer prevention. There was a wide array of material utilized to educate the crews about increased cancer risks and measures to protect us. The information regarding cancer risk, decontamination procedures, and testimonies from firefighters around the country were presented to the crews by videos on Youtube, station Tv's, and reading material for company level training. Overall, the Safety Stand Down month was busy, but successful.

CLEANER APPARATUS CABS - Toward the end of 2019, the Health and Safety Committee was involved with conversations about a cleaner cab concept for our new fire apparatus. The Asset Committee and truck spec sub-committee were evaluating options for utilizing a cleaner approach to the cabin area of the new fire trucks being built. Our committee was involved in discussions with management on the vision for CJC. Specifically, how can we positively influence the health and protection against carcinogens for our suppression crews? Moving forward, our committee aims to help answer that question.

REDMOND SYMPOSIUM: NASHVILLE, TN - In August of this year, members from the Health and Safety Committee along with members of the Peer Resource Committee went to Nashville for the Redmond Symposium. This symposium was filled with members of the IAFF that came together to learn a wide array of topics pertaining to the fire service. Members from CJC learned about safety, fitness/nutrition, and mental health elements while at this conference. The information gathered from this was brought back to CJC and helped make changes to the future vision for the department.

FITNESS CHALLENGE - During the 2019 fitness challenge, there were a total of 88 participants. The fitness challenge consisted of 6 events that varied in fireground tasks or similar style of workload. The challenge also included PFT workouts with the crews during every other month. Of the employees that participated, a total of 58 employees completed 5 of the 6 fitness challenges as well as 4 PFT workouts. Those participants that completed all elements of the fitness challenge qualified for the incentive. Next year the fitness challenge will be integrated into the Health 2020 program.

HEALTH 2020 - The Health 2020 program is a new concept to the CJC organization. The goal of this program is to have a stronger and healthier work force. This can be accomplished by educating employees on resilience and the effect it has on their health, offer resiliency training, and educate the department on safety and surroundings on call and in public areas. Health 2020 will also collect and analyze data to be used in future health initiatives. Another goal of health 2020 is to increase knowledge and education regarding mental, physical, and nutritional health. Lastly, the health and safety committee strives to prevent injuries and improve the quality of life for its employees.



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A MOCK



We Stand Ready.

