



**Commission on
Fire Accreditation
International**

Accreditation Report

**Lee's Summit Fire Department
207 South East Douglas Street
Lee's Summit, Missouri 64063
United States of America**

**This report was prepared on July 6, 2016
by the
Commission on Fire Accreditation International
for the
Lee's Summit Fire Department**

**This report represents the findings
of the peer assessment team that visited the
Lee's Summit Fire Department
on May 16-20, 2016**

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Lee’s Summit Fire Department Organizational Chart

Summary Rating Sheet (For Commission Use Only)

EXECUTIVE REVIEW

PREFACE

The Lee's Summit Fire Department recently received candidate agency status. On March 8, 2016 the agency asked the Commission on Fire Accreditation International (CFAI) for a site visit to determine if it could be recommended for accreditation. On March 9, 2016, the CFAI appointed a peer assessment team. The peer team leader approved the agency's documents for site visit on April 15, 2016. The peer assessment team conducted an onsite visit of the Lee's Summit Fire Department on May 16-20, 2016.

In preparation for the onsite visit, each team member was provided access and reviewed the self-assessment manual, standards of cover (SOC), community risk analysis, and strategic plan posted by the Lee's Summit Fire Department on the Center for Public Safety Excellence (CPSE) SharePoint site. The agency used the services of the Center for Public Safety Excellence (CPSE) Technical Advisor Program to support the development of its community risk hazard analysis, SOC, and strategic plan.

SUMMARY

The CFAI has completed a comprehensive review and appraisal of the Lee's Summit Fire Department based upon the eighth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM)*. The commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The peer assessment team's objectives were to validate the agency's self-assessment study, identify and make recommendations for improvement, issue a report of findings, and conclude if the agency is eligible for an award of accreditation.

The peer assessment team followed CFAI processes and the Lee's Summit Fire Department demonstrated that its self-study accreditation manual, community risk analysis (CRA), SOC, and strategic plan met all core competencies and criteria. The peer assessment team recommends accredited agency status for the Lee's Summit Fire Department from the Commission on Fire Accreditation International.

The agency has a well-developed and organized community risk assessment process, which is based upon the CFAI model using Herons Formula Modified for Tetrahedrons. The application of the risk assessment model has allowed the agency to establish a standards of cover for all programs. Baseline and benchmark statements measure emergency services response time performance. The agency utilized the services of the CFAI technical advisor program to assist in the creation of their CRA/SOC.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that the alarm handling time, turnout time, and travel time for the first-due and effective response force components of the total response time continuum, as contained in the SOC, are in line with the industry best practices identified in the eighth edition of the *FESSAM* may present what could be a gross deviation. It is clear the agency is committed to taking steps to meet the expectations.

The agency has identified a need to improve its baseline performance in the areas of firefighter turnout and travel times for specific companies. Due to the geographic nature of the service area,

some demand zones are located beyond the ability of existing units to respond within the expected baseline.

The peer assessment team identified opportunities for improvement that are captured in the recommendations section and in the observations and performance section of the report. These recommendations flowed from discussions, interviews, and a review of agency supplied documentation to support its self-assessment conclusions. The agency demonstrated its keen desire to immediately implement plans to address opportunities for improvement. The best example of this commitment to the recommendation include reduce overall turnout time and to add a rescue unit to Fire Station 6 in the next 12 months.

The peer assessment team observed a strong commitment by the agency to the CFAI accreditation process. The accreditation manager had completed all the required training and has been assigned as a peer assessor in 2016. It was observed by the assessment team that a rather large number of the command administrative staff, as well as the executive board of the IAFF local are aware of and have contributed to the accreditation process. Numerous accreditation documents were found to be available on-line for review by the agency members and the community at large. The agency and the accreditation manager have participated in the local accreditation consortium. These approaches ensure continuity, more direct access to best practices with other similar organizations, and the engagement of a broader spectrum of the agency.

The peer assessment team members had meetings with the mayor, city manager, and the president of the firefighters' association. Individually and collectively they expressed an interest in the process, having been engaged and involved in the agency's journey towards accreditation. There is clearly a commitment to continue to follow and support the implementation of identified opportunities for improvement. It can be anticipated that all representatives will be strong supporters and network participants as the full benefits of going through the self-assessment process are realized and built on in the future.

Composition

The city of Lee's Summit is located within the Kansas City metropolitan statistical area, in Jackson County, Missouri. The fire department was given the legal authority by the city to provide services on October 12, 1971. Since that time the agency has expanded their role to include emergency medical services including emergency and non-emergency patient transport.

The most recent census data collected in 2010 indicates Lee's Summit had a population of 91,364. The Lee's Summit Fire Department also provides fire protection and EMS services to the city of Greenwood, and Unity Village, Missouri. Service to these additional incorporated areas adds an additional 5,320 residents to the agency's population.

The city displayed a mix of historical homes, commercial districts, and large modern commercial and industrial developments. The landscape of the city offers subtle rolling hills with rural land areas designated for future development. Agreements outline the performance anticipated from the agency within these areas.

The agency's service area includes all forms of roadways including limited access highways and interstates. Waterways near the service area offer recreational opportunities as well as response challenges for rescue situations. A subterranean structure located in the city's northern area includes several federal and commercial office complexes.

The agency responded to a total of 10,000 events in 2015 including: 2,022 (20.22%) fire calls; 6,833 (68.33%) emergency medical service (EMS) calls; 759 non-emergency medical transports; hazardous materials calls 553 (5.53%); and other rescue calls 592 (5.92%).

The fire department has managed to evolve with the growth of building stock and related population; it is now a fully career service staffed by a minimum of 33 uniformed personnel on a daily basis working out of seven fire stations.

In 2012 the Insurance Services Office (ISO) visited the city to rate its public protection classification. The outcome of the visit was a public protection classification of 3.

Government

Council-Manager form of government
Mayor and 8 Council members
City Manager
Fire Chief

Fire Department

7 fire stations
129 uniform and 15 civilian personnel
3 shift system

Staffed Resources

5 pumpers
2 ladders/quints
5 rescues/ambulances
2 chief officers

Cross-staffed Resources

1 squad/technical rescue/hazmat/mobile command unit
2 grass units
1 all terrain vehicle
1 squad – subterranean response unit
1 boat

Non-staffed Units

2 reserve pumpers
2 reserve rescue/ambulances

Daily Minimum Staffing (All Stations): 33

CONCLUSIONS

The self-study manual produced by the Lee's Summit Fire Department was of high quality. The manual represented a significant effort by the staff of the department to produce and present a quality document.

- The Lee's Summit Fire Department demonstrated that all core competencies were met and received a credible rating.
- The Lee's Summit Fire Department demonstrated that all applicable criteria were met and received a credible rating.
- The peer assessment team recommends accredited agency status for the Lee's Summit Fire Department from the Commission on Fire Accreditation International.

RECOMMENDATIONS

The peer assessment team conducted an exit interview with the agency consisting of the mayor, city manager, fire chief, and most of the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The agency was given an opportunity to respond to any errors in findings of fact.

Strategic Recommendations

Strategic recommendations were developed from information gathered from the onsite assessment visit and the evaluation of the criteria and core competencies.

Category I – Governance and Administration

Criterion 1A: Governing Body

Core Competency

1A.1 The agency is legally established.

It is recommended that the agency work with city staff to update the 1971 ordinance and codify it to meet the 2007 charter directive.

Category II – Assessment and Planning

Criterion 2B: Fire Risk Assessment and Response Strategies

Criterion 2C: Non-Fire Risk Assessment and Response Strategies

Core Competencies

2B.5 Agency baseline and benchmark total response time objectives for fire response conform to industry best practices as prescribed on pages 70-71 for first due and effective response force (ERF).

2C.5 Agency baseline and benchmark total response time objectives for non-fire response conform to industry best practices as prescribed on pages 70-71 for first due and effective response force.

- It is recommended that the agency monitor the improvements made in the current deployment model to identify any positive outcomes.
- It is recommended that the agency request routine alarm handling reports from the primary PSAP located within the Lee's Summit Police Department.

2B.8 The agency utilizes a formal process periodically to assess the balance between fire suppression capabilities and fire risks in the service area. Identified imbalances are addressed through the planning process.

It is recommended that the agency develop, and include in the standards of cover document, performance outcome expectations for all fire responses so the agency's capabilities can be assessed against the community's risks.

Category V – Programs

Criterion 5B: Fire Prevention/Life Safety Program

Core Competencies

5B.3 The program has adequate staff with specific expertise to meet the fire prevention/life safety program goals and objectives.

- It is recommended that the agency continue to monitor the effectiveness of meeting projected timelines for construction plan reviews and permitting in order to identify the need to add additional personnel to the prevention division as workloads continue to increase.
- It is recommended that the agency identify and establish a standard level of expertise to be obtained by all public education team members and fire prevention/life safety staff.

5B.8 An appraisal is conducted, at least annually, to determine the effectiveness of the fire prevention program and its efforts in risk reduction.

It is recommended that the agency develop a consistent system or method to record and capture quantitative outputs for events pertaining to the fire prevention/life safety program and the public education program. This recommendation also applies to core competency 5C.7¹.

Criterion 5G: Emergency Medical Services (EMS)

Core Competency

5G.6 A patient care record is created and maintained for each patient encountered by the EMS system. This report contains patient history, incident history, data regarding treatment rendered, and the patient disposition recorded. The agency must make reasonable efforts to protect reports from public access and maintain them as per local and state/provincial records retention requirements.

It is recommended that a quality improvement criteria be incorporated into the agency's existing EMS policies to ensure the agency's EMS committee regularly reviews processes and issues which may arise.

Criterion 5H: Domestic Preparedness Planning and Response

Core Competency

5H.5 Processes are in place to provide for interoperability with other public safety agencies in the field including portable, mobile, and fixed communications systems, tools, and equipment.

It is recommended that the agency evaluate the capabilities of the current city emergency operations center (EOC) and develop a plan for improving the center's technology.

¹ 5C.7 An appraisal is conducted, at least annually, to determine the effectiveness of the public education program and its efforts in risk reduction.

Category VI - Physical Resources

Criterion 6B: Fixed Facilities

Core Competency

6B.4 Facilities comply with federal, state/provincial and local codes and regulations.

It is recommended that the agency update and begin to implement the city's plan to bring existing facilities in compliance with the Americans with Disabilities Act (ADA) of 1990 beginning with addressing accessibility issues pertaining to the fire dispatch center located in the basement of headquarters at station 1.

Category VII – Human Resources

Criterion 7G: Wellness/Fitness Programs

Core Competency

7G.1 The agency provides for initial, regular, and rehabilitative medical and physical fitness evaluations.

It is recommended that the agency expand their current medical physical program for incumbent personnel to include mandatory annual physicals.

Category VIII – Training and Competency

Criterion 8C: Training and Education Resources

Core Competency

8C.1 Available training facilities and apparatus are provided to support the training needs of the agency.

It is recommended that the agency develop a plan to expand its current training facility and incorporate training props for conducting live fire training, keeping apparatus and personnel in the coverage area.

Category IX – Essential Resources

Criterion 9B: Communication Systems

Core Competency

9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field.

It is recommended that the agency continue to pursue enhancements to their two-way radio system to improve in-building coverage and reduce dead spots currently experienced with the communications system.

Specific Recommendations

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

Category I – Governance and Administration

Criterion 1B: Agency Administration

Performance Indicator

1B.5 The agency's title is consistent with its mission.

It is recommended that the agency assess its title to ensure it is consistent with its mission.

Category V – Programs

Criterion 5C: Public Education Program

Performance Indicator

5C.2 The program has staffing with specific expertise to accomplish the program goals and objectives.

It is recommended that the agency identify and establish a standard level of expertise to be obtained by all public education team members and fire prevention life safety staff.

Category VI – Physical Resources

Criterion 6B: Fixed Facilities

Performance Indicator

6B.1 Each facility has adequate space for agency functions (e. g., operations, fire prevention, training, support services, administration, etc.)

It is recommended that the agency, in cooperation with the city's human resources and risk manager, perform a detailed facility needs assessment to ensure that all facilities continue to remain maintained and functional.

Criterion 6C: Apparatus and Vehicles

Performance Indicator

6C.2 Apparatus types are appropriate for the functions served, e.g., operations, staff support services, specialized services, and administration.

It is recommended that agency track the impact placed on services when one or both quint apparatus are out of service to determine the benefits of acquiring a reserve aerial apparatus.

Criterion 6E: Tools and Small Equipment

Performance Indicator

6E.1 Tools and small equipment are distributed appropriately in sufficient quantities.

It is recommended that the agency establish and maintain a reserve cache of loose equipment so that items are not removed from reserve apparatus and placed onto frontline apparatus when equipment is out of service for repair.

Category VII – Human Resources

Criterion 7B – Recruitment, Selection, Retention, and Promotion

Performance Indicator

7B.8 The working conditions and environment are such that the agency attracts diverse and qualified applicants and retains a tenured workforce.

It is recommended that the city and agency review the existing firefighter compensation package comparing it to similar agencies to ensure those benefits are such to retain a tenured workforce.

Criterion 7F – Occupational Health and Safety and Risk Management

Performance Indicator

7F.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

It is recommended that the agency and its health and wellness committee continue to pursue options to reduce vehicle exhaust exposure to personnel in all fire stations.

Category IX – Essential Resources

Criterion 9A: Water Supply

Performance Indicators

9A.4 The agency maintains regular contact with the managers of public and private water systems to stay informed about all sources of water available for fighting fires.

It is recommended that the agency schedule meetings at least annually that involve bringing all water purveyors to one table to discuss the current needs and performance of the water system and development plans to address future growth and increased system demands.

9A.5 The agency maintains copies of current water supply and hydrant maps for its service areas.

It is recommended that the agency place printed maps of the water supply infrastructure into all stations and incorporate the information into mobile data terminals (MDTs) during the future installation process.

9A.6 Hydrant adequacy and placement reflects the locality's known hazards and the agency's needs for dealing with those hazards.

It is recommended that the agency reach an agreement with the responsible parties for privately owned hydrant systems and amend Policy 49 to allow personnel to flow these hydrants during inspections to ensure operational functionality.

Criterion 9B: Communication Systems

Performance Indicators

9B.6 Adequate numbers of fire or emergency dispatchers are on duty to handle the anticipated call volume.

It is recommended that the agency continue to monitor the alarm handling times and call volume of the communications center. A benchmark measurement should be established where the additional call volume would dictate an increase in staffing.

9B.9 A communications training program for emergency dispatchers is in place that ensures adequate, timely, and reliable fire agency emergency response.

It is recommended the agency implement a quality assurance program for all dispatch operators to help define future training programs.

Criterion 9C: Administrative Support Services and Office Systems

Performance Indicator

9C.5 Organizational documents, forms, and manuals are maintained and current

It is recommended that the agency work with the city's information technology services department to create more electronic formatting for forms so that customers have easier and more efficient access to their processes.

OBSERVATIONS

Category I — Governance and Administration

The Lee's Summit Fire Department operates within a council-manager form of municipal government. The fire chief is one of twelve department heads reporting to the city manager. The fire chief meets with the city manager monthly to review the Condition and Activity of the Fire Department Report that includes progress updates on goals and performance, as well as future planning.

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources. The city of Lee's Summit operates under the "powers the General Assembly of the state of Missouri has authority to confer upon any city" consistent with the Missouri Constitution and not limited or denied by the city charter or statute. City Ordinance 1317, 1, 10-12-71 provides for "an efficient and modern fire department" and "vests responsibility for direction and control" of the department in the fire chief. A 2007 amendment to the city charter stated all ordinances and resolutions of a permanent nature shall be revised, codified, and promulgated. With this in mind, it is recommended that the agency work with city staff to update the 1971 ordinance and codify it to meet the 2007 charter directive.

The established administrative structure provides an environment for achievement of the agency's mission, purposes, goals, strategies, and objectives. The city assesses and approves programs and basic agency policies through monthly reviews and use of feedback from the city's management team. The city also conducts independent performance audits on identified key performance areas such as economic development and customer service. In addition, the city depends on the human resources and legal departments to ensure legal compliance. The fire chief routinely uses the support available through these city departments to manage the agency.

The agency conducted an internal discussion during development of its strategic plan related to the appropriateness of its name in relation to its mission. Input from external stakeholders, customers, and city representatives was also considered. While the community appeared to be completely accustomed to the roles of the fire department, it is recommended that the agency assess its title to ensure it is consistent with its mission.

Category II — Assessment and Planning

The Lee's Summit Fire Department has embraced the use of the CFAI self-assessment process to logically and rationally define and align its self-assessment manual, community risk hazard analysis, standards of cover (SOC), and strategic plan. The agency used the services of the Center for Public Safety Excellence (CPSE) Technical Advisor Program to support the development of these various components. Internally, the department established a strategic planning work group and assigned staff to provide support to the overall accreditation process. The efforts of the agency produced a comprehensive and integrated approach that is appropriate, acceptable, and affordable as it relates to the identified needs of the community. The city has taken a conservative and staged approach to supporting the funding of the agency's proposals.

The agency collects and analyzes data specific to the distinct characteristics of the community served and applies the findings to organizational planning. An analysis in the SOC appropriately identifies that the city's population densities are metro (8%), urban (11%), suburban (17%), and rural (64%). The older part of the downtown core of the city is metro density. The immediate area surrounding the downtown core was built out over the last 30 years and is predominately of a suburban density. The outer fringes and some of the residential sections of the service area are of a rural density. The agency has completed a comprehensive analysis of the risk within the various population density areas. The results of the analysis and the associated identified needs are integrated into the SOC.

The agency assesses the nature and magnitude of the hazards within its jurisdiction and develops appropriate response coverage strategies. Each significant fire and non-fire risk is categorized and listed to permit future analysis and study in determining standards of cover and related services. Special attention is paid to identify, analyze, and develop strategies for non-fire or limited fire risks that gain importance due to cultural, economic, environmental, or historical value.

The benchmark service level objectives incorporated into the SOC are based on local needs and circumstances and industry standards and best practices adopted from the: *Commission on Fire Accreditation International (CFAI) Fire & Emergency Service Self-Assessment Manual (FESSAM), eighth edition; CFAI Standards of Cover, fifth edition.*

The agency has developed a risk assessment matrix that is appropriate, acceptable, and affordable in relation to the identified needs of the community. The agency's comprehensive evaluation and planning process provides very detailed information related to both the fire and non-fire risks in each of its 139 emergency services zones (ESZ), which measure $\frac{3}{4}$ by $\frac{3}{4}$ mile squares. This information was used by the SOC committee to identify appropriate responses capable of efficiently, effectively, and safely addressing the risks within the current capabilities of the agency's delivery system. The committee also identified opportunities for improvement that are included in the SOC document.

The agency's assessment and planning process, used to develop its SOC, has considered the overall fire risk it protects, its areas of responsibility, the demographics of the city, the economic indicators influencing its ability to deliver services, the historical fire loss data, the available water supply, and the use of automatic fire protection systems for certain occupancies. The currency of the risk status is further enhanced by continuous interaction with the fire prevention division. Ultimately the agency has used the results of its various processes to determine the appropriate deployment of resources to address the identified risks. This comprehensive approach has ensured the establishment of an appropriate and effective SOC strategy for fire risks.

In the development of the SOC, careful consideration was also given to the non-fire risks in the community. The non-fire risks include technical rescue, hazardous materials, and emergency medical services.

The agency has completed an analysis and evaluation of the related service demands for each of these risk types. Appropriate performance objectives are contained in the SOC relative to the response of adequate personnel within an appropriate timeframe. The agency made clear and attainable recommendations in the SOC that identifies opportunities to further develop the agency's response capabilities.

The key to keeping the SOC strategy effective is the agency's ongoing commitment to: continually measuring the gap between benchmark and baseline times; identifying contributing factors to those

gaps; and developing remedies, through appropriate recommendations, to make continuous improvements. The agency provided evidence of quarterly evaluations of company performance against the benchmarks adopted in the SOC. The agency's SOC team meets twice annually to analyze changes in population density or any other significant changes in the risk posed by the service area to the fire department.

The agency uses data generated by its records management system and computer aided dispatch system to create reports that assist in assessing performance within these planning areas. The results are used to update and revise the SOC document, as needed. An example of the benefits of going through this process is the agency's recent relocation and addition of one rescue ambulance.

The assessment team noted that the agency had not included any anticipated performance outcomes in the benchmark or baseline statements found in the SOC. It is recommended that the agency develop and include in the standards of cover document, performance outcome expectations for all fire responses so the agency's capabilities can be assessed against the community's risks.

The agency's practice is to document alarm handling as the time interval from the receipt of the alarm at the fire department communications center until the beginning of the transmittal of the response to emergency response facilities or the emergency response units in the field. The Lee's Summit Police Department is the agency's primary public safety answering point (PSAP). Most calls for service are initiated at the police center and then routed to the fire communications center. The fire department is provided performance time from the police for all priority one 9-1-1 calls answered at the primary location. This data allows the fire department to estimate the amount of time a fire or EMS-related call may be delayed in initiating a response.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that the alarm handling time, turnout time, and travel time for the first-due and effective response force components of the total response time continuum, as identified in the standards of cover, are in line with the industry best practices identified in the eighth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM)* and do not constitute a gross deviation. It is clear the agency is committed to taking steps to meet the *FESSAM* expectations.

The agency's communications center is currently licensed to provide pre-arrival medical instruction through the International Academy of Emergency Medical Dispatch (IAEMD). The agency also uses the protocols mandated by IAEMD for fire dispatch in anticipation of the potential accreditation of its fire dispatch component.

There are no simple solutions to reducing the travel times; however, consistent with the continuous improvement principles inherent with CFAI, the agency has implemented both short and long-term actions to address this issue. Those steps include such actions as:

- The agency identified the need to monitor the alarm handling time generated at the primary PSAP located within the Lee's Summit Police Department communications center. Routine reporting to the fire department of the primary PSAP's transfer time performance is critical to further improvements to overall alarm handling time.
- The agency continues to work towards implementation of automatic vehicle locator (AVL) technology for response vehicles.

- The agency recognizes the need to address the extended travel time for units on the far northern and southern portions of the service area. Placing an additional rescue ambulance in service will help address a portion of this issue, but the agency may need to further address staffing and the ability to meet the time benchmark for the effective response force for high-risk fires.

It is recommended that the agency monitor the improvements made in the current deployment model to identify any positive outcomes. It is also recommended that the agency request routine alarm handling reports from the primary PSAP located within the Lee's Summit Police Department.

The agency is aware that being able to report on the successful implementation of these necessary improvements, and the ability to provide reliable and verifiable data within the next year, will be the most important issues in its first annual compliance report to the commission. The agency is committed to meeting that target for implementing a successful remedy to its current problems.

A strategic plan for 2013-2018 is in place and, along with the budget, is guiding the activities of the agency. The plan is submitted to the appropriate authority having jurisdiction. The strategic plan has supported the agency's efforts to align with the mission and vision of the city and the needs of the community. The plan was developed in consultation with external and internal stakeholders. There was extensive external and internal involvement in the strategic planning process. The published plan was distributed electronically to all members of the agency. The SOC will also be incorporated into the provided materials to all employees beginning in 2016. The first of the plan's annual reviews and updates was completed and approved in 2014.

Category III — Goals and Objectives

The agency's strategic plan is guided by a vision statement, a mission statement, a set of core values, and established goals and objectives. The related performance measures are stated in the city's annual adopted budget document and serve to establish the benchmarks of the department's goals and objectives. These statements, goals, objectives, and performance measures are also integrated within the current strategic plan for 2013-2018. The development and maintenance of this document ensures the agency retains an alignment with the mission and vision of the city and the needs of the community.

The agency has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves. On an annual basis, the agency identifies specific, measurable, attainable, realistic, and time-bound (SMART) objectives that incorporate measurable elements of time, quantity, and quality to develop its goals and objectives. In some cases they are a continuation of the previous year and, in most cases, they are aligned with identified needs in the agency's strategic plan and standards of cover.

The annual goals and objectives for each major division of the agency are developed, analyzed, and made available to the agency members. To ensure alignment with the goals of the city, the fire department must indicate which of the city-specified strategic goals is affected by their particular program. Performance measures for the goals, and specific objectives of the major divisions of the agency are published in the annual budget document and are compared to the previous year's actual achievements.

The agency's goals and objectives are contained in its five-year strategic plan for 2013-2018. The implementation of the published objectives are currently at various levels, from early stages of

activity through to completion. New goals and objectives are added, or the existing language and outcomes are amended, to meet the goals of the city and the fire department.

A management process is utilized for implementation of goals and objectives. The agency tracks progress towards implementing its goals and objectives by a management process that includes: holding regular meetings to discuss the pursuits and progress of each group; conducting senior staff meetings to verbally discuss the progress of each objective, both administratively and operationally; and submitting annual performance measure reports. The assistant chiefs and program managers report the results to the fire chief. The goals and objectives, and the progress towards their implementation, are readily available to all members of the agency through messages and shift meetings.

Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically. The fire chief reviews and approves updates to the agency's goals and objectives. In those instances where the city manager or city council changes its focus areas and related goals and objectives, the agency re-evaluates and modifies, as appropriate, its mission, goals, and objectives to ensure that they are consistent with council priorities.

Category IV — Financial Resources

The Lee's Summit Fire Department, in conjunction with city finance and procurement personnel, develops initial operating and capital budgets. The processes to be followed during the development and approval stages of the budget are articulated in various city procedures and documents.

Financial planning and resource allocation is based on agency planning involving broad staff participation. The agency follows and complies with all policies, guidelines, and processes for budget preparation that are provided to all city departments by the finance and procurement department. The support services assistant chief and management analyst work with the agency's chiefs to gather input from various committees on program budgets, which help make up the overall agency budget.

The proposed budget is presented to the fire chief by staff officers and prioritized based upon need. The final budget is submitted by the fire chief to the city manager for inclusion in the overall city budget process for adoption by city council.

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting and auditing. The peer assessment team confirmed that the city of Lee's Summit is in receipt of the most currently available Certificate of Achievement for Excellence in Financial Reporting (certificate) from the Government Finance Officers Association of the United States and Canada (GFOA) for its Comprehensive Annual Financial Report (CAFR). The agency has submitted its most recent GFOA certificate and CAFR as prima facie compliance with this criterion.

Financial resources are appropriately allocated to support the established organizational mission, the stated long-term plan, goals and objectives, and maintain the quality of programs and services. Historically, the council has been generally supportive of the agency's mission and provides the projected fiscal resources identified in the budget as being necessary to adequately fund the programs required to continue delivery of quality services. Though program services are typically well funded, budget support has not always been adequate to ensure desired levels of incumbent training and certification and division procurement activities.

The agency weathered the economic downturn from 2008-2012 fairly well and maintained its service levels. The agency works closely with the city's finance department to monitor and manage financial health and funding plans, such as the city's various internal services funds identified for equipment replacement programs (vehicles, facilities, information technologies, and public safety equipment).

Category V — Programs

Criterion 5A – Fire Suppression

The Lee's Summit Fire Department is a full-service fire and rescue organization designed to provide essential public safety and emergency services to a growing population base. To meet the needs of its residents, the agency currently staffs five pumpers, two quints, and five medic ambulances. The agency provides enhanced services by using the cross-staffing concept to staff one heavy rescue/hazmat unit, one 18' rescue boat, two Type-II wildland units, and an off-road side-by-side vehicle protecting the subterranean business complex. The pump capacity of all pumpers and quints is a minimum of 1,250 gallons per minute.

The agency operates a three-shift system and has established a minimum staffing benchmark of 33 firefighters 24 hours a day, 7 days a week. The agency also maintains a minimum of three firefighters per company on all front-line fire apparatus at all times. Each respective shift is led by an assistant chief of operations who is assisted by a battalion chief of operations. During high volume times the agency utilizes a call-back system to staff additional medic units and engine companies. A company officer or chief officer is designated as the scene safety officer by the incident commander at all working incidents. Additional safety officers may be designated as necessary to address the size and complexity of the incident.

The agency operates an adequate, effective, and efficient fire suppression program directed toward controlling and/or extinguishing fires for the purposes of protecting people from injury or death, and reducing property loss.

The peer assessment team identified that the agency currently takes advantage of available supplemental resources in neighboring communities. Agreements were found in place with several neighboring communities where additional resources are available if necessary. Additional firefighting resources are available from those assets within the Kansas City metropolitan area.

The agency has in place what would be considered a complete set of guidelines and procedures for responding to fires. They complete a review of all standard operating guidelines related to the program on an annual basis. These annual reviews ensure the continued introduction of industry best practices and lessons learned.

The agency has adopted an incident management system and routinely uses it during all emergency responses, regardless of the size or complexity of the incident. In addition, the agency has adopted and follows the expectations of the National Incident Management System (NIMS).

The agency routinely appraises the effectiveness of its fire suppression program. Battalion chiefs monitor the response reports for their particular shift in the agency's reporting system. They identify trends and contributing factors in public and firefighter injuries and deaths as well as the related losses associated with properties and the environment. They also use the review process to address trends and to implement best practices for mitigating significant incidents. As a result of the

combined efforts of the various review processes, the agency has been able to demonstrate the need to relocate emergency response units and to request through the budgeting process additional assets.

The agency's response and deployment standards are based upon the metro, urban, suburban, and rural population densities, and the fire demand of the community. Seven fire stations provide coverage to the city of Lee's Summit and contract areas including Greenwood, Unity Village and mutual aid when requested; agency staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire agency management and the city council. The agency's benchmark service level objectives are as follows:

For 90 percent of all low, moderate, high and maximum risk fires, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 6 minutes and 20 seconds in metro and urban areas; 7 minutes and 20 seconds in suburban areas; and 7 minutes and 20 seconds in rural areas. The first-due unit for all risk levels shall be capable of: providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing a back-up line and advancing an attack line, each flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all low risk fires, the total response time for the arrival of the effective response force (ERF), staffed with 3 firefighters and officers, shall be: 6 minutes and 20 seconds in metro and urban areas; 7 minutes and 20 seconds in suburban areas; and 7 minutes and 20 seconds in rural areas. The ERF for low risk fires shall be capable of: establishing an uninterrupted water supply; hoisting a ground ladder; performing forcible entry; and advancing and attack line. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all moderate risk fires, the total response time for the arrival of the ERF, shall be: 10 minutes and 20 seconds in metro and urban areas; 12 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The ERF for moderate risk fires shall be capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and back up line for fire control; complying with Occupational Safety and Health Administration (OSHA) requirements of two-in and two-out; performing search and rescue; controlling utilities; and establishing an advanced life support (ALS) medical group capable of transportation of a patient to the hospital. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all high risk fires, the total response time for the arrival of the effective response force (ERF), staffed with 18 firefighters and officers, shall be: 10 minutes and 20 seconds in metro and urban areas; 12 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The ERF for high risk fires shall be capable of: establishing command; appointing a site safety officer; establishing a rapid intervention crew;

providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying OSHA requirements of two-in and two-out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; establishing an ALS medical group capable of transportation of a patient to the hospital; operating an aerial fire apparatus; and performing salvage and overhaul. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all maximum risk fires, the total response time for the arrival of the ERF, staffed with 31 firefighters and officers, shall be: 10 minutes and 20 seconds in metro and urban areas; 12 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The ERF for maximum risk fires shall also be capable of: establishing incident command; appointing an operations division officer; appointing a site safety officer; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with OSHA two-in and two-out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure, controlling utilities; establishing a ALS medical group capable of transporting multiple patients to the hospital; Establishing an ALS rehabilitation group; establishing a rapid intervention group; controlling utilities; and establishing two elevated streams into service from aerial ladders. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

The agency's baseline statements reflect actual performance during 2013 to 2015. The agency does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The agency's actual baseline service level performance is as follows:

For 90 percent of all low risk fires, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, (3) total, is: 8 minutes and 34 seconds in metro and urban areas; 9 minutes and 44 seconds in suburban areas; and 10 minutes and 15 seconds in rural areas. The first-due unit for all risk levels shall be capable of: providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing a back-up line and advancing an attack line, each flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all moderate risk fires, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, (3) total is: 7 minutes and 21 seconds in metro and urban areas; 8 minutes and 3 seconds in suburban areas; and 9 minutes and 26 seconds in rural areas. The first-due unit for all risk levels shall be capable of: providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing a back-up line and advancing an attack line, each flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all high risk fires, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer is: 7 minutes and 42 seconds in metro and urban areas; 8 minutes and 20 seconds in suburban areas; and 7 minutes and 56 seconds in rural areas. The first-due unit for all risk levels shall be capable of: providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing a back-up line and advancing an attack line, each flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all maximum risk fires, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer; (3) total, will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The first-due unit for all risk levels shall be capable of: providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing a back-up line and advancing an attack line, each flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all low risk fires, the total response time for the arrival of the effective response force (ERF), staffed with 2 firefighters and 1 officer; (3) total is: 8 minutes and 34 seconds in metro and urban areas; 9 minutes and 44 seconds in suburban areas; and 10 minutes and 15 seconds in rural areas. The ERF is capable of: establishing an uninterrupted water supply; hoisting a ground ladder; performing forcible entry; and advancing and attack line. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all moderate risk fires, the total response time for the arrival of the ERF, staffed with 6 firefighters and 3 officers; (9) total is: 12 minutes and 29 seconds in metro and urban areas; 18 minutes and 2 seconds in suburban areas; and 18 minutes and 15 seconds in rural areas. The ERF is capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and back up line for fire control; complying with Occupational Safety and Health Administration (OSHA) requirements of two-in and two-out; performing search and rescue; controlling utilities; and establishing an advanced life support (ALS) medical group capable of transportation of a patient to the hospital. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all high risk fires, the total response time for the arrival of the effective response force (ERF), staffed with 12 firefighters and 6 officers; (18) total is: 19 minutes and 58 seconds in metro and urban areas; 15 minutes and 58 seconds in suburban areas; and 21 minutes and 16 seconds in rural areas. The ERF is capable of: establishing command; appointing a site safety officer; establishing a rapid intervention crew; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying OSHA requirements of two-in and two-out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; establishing an

ALS medical group capable of transportation of a patient to the hospital; operating an aerial fire apparatus; and performing salvage and overhaul. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all maximum risk fires, the total response time for the arrival of the ERF, staffed with 22 firefighters and 9 officers; (31) total, will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The ERF is capable of: establishing incident command; appointing an operations division officer; appointing a site safety officer; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with OSHA two-in and two-out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure, controlling utilities; establishing a ALS medical group capable of transporting multiple patients to the hospital; Establishing an ALS rehabilitation group; establishing a rapid intervention group; controlling utilities; and establishing two elevated streams into service from aerial ladders. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

The team also reviewed the available 2016 response time data and confirmed it is consistent with the provided information for 2013-2015.

Low Risk Fires			2013-2015	2015	2014	2013
90th Percentile Times - Baseline Performance						
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:18	1:23	1:17	1:16
		Suburban	1:29	1:31	1:32	1:27
		Rural	1:31	1:42	1:28	1:27
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:37	2:40	2:25	2:42
		Suburban	2:28	2:26	2:24	2:46
		Rural	2:40	2:29	2:45	2:55
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	5:36	5:29	5:35	5:52
		Suburban	6:57	6:25	7:02	7:24
		Rural	7:02	6:37	7:20	7:09
	Travel Time ERF Concentration	Metro-Urban	5:36	5:29	5:35	5:52
		Suburban	6:57	6:25	7:02	7:24
		Rural	7:02	6:37	7:20	7:09
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	8:34	8:25	8:32	8:50
		Suburban	9:44	9:03	10:06	9:48
		Rural	10:15	9:50	10:47	10:28
	Total Response Time ERF Concentration	Metro-Urban	8:34	8:25	8:32	8:50
		Suburban	9:44	9:03	10:06	9:48
		Rural	10:15	9:50	10:47	10:28

Moderate Risk Fires			2013-2015	2015	2014	2013
90th Percentile Times - Baseline Performance						
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:25	1:12	1:52	2:11
		Suburban	1:35	1:21	2:12	1:35
		Rural	2:07	1:56	2:10	2:07
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:27	2:25	2:09	3:15
		Suburban	1:45	1:30	3:08	1:18
		Rural	2:07	2:07	1:47	2:22
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	4:27	4:27	4:49	3:54
		Suburban	5:10	6:03	5:10	2:16
		Rural	6:45	6:45	4:22	4:30
	Travel Time ERF Concentration	Metro-Urban	8:47	10:37	7:52	8:47
		Suburban	15:16	12:19	4:53	15:16
		Rural	14:24	16:10	8:32	14:24
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	7:21	7:21	7:47	6:58
		Suburban	8:03	8:03	9:23	5:46
		Rural	9:26	9:26	7:23	7:45
	Total Response Time ERF Concentration	Metro-Urban	12:29	12:29	10:41	12:37
		Suburban	18:02	15:21	9:40	18:02
		Rural	18:15	18:20	12:21	18:15

High Risk Fire			2013-2015	2015	2014	2013
90th Percentile Times - Baseline Performance						
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:43	1:53	1:34	1:43
		Suburban	1:58	2:07	1:45	1:12
		Rural	1:40	1:57	1:35	1:00
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:22	2:22	2:35	2:14
		Suburban	2:23	2:17	2:26	2:17
		Rural	2:10	2:09	2:18	2:19
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	4:30	4:23	4:19	4:51
		Suburban	4:49	4:23	4:55	5:24
		Rural	4:55	4:55	4:31	5:01
	Travel Time ERF Concentration	Metro-Urban	13:32	15:27	11:48	10:15
		Suburban	12:26	12:26	12:47	8:10
		Rural	14:02	11:39	14:02	14:10
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	7:42	7:42	7:44	7:41
		Suburban	8:20	7:30	8:45	8:07
		Rural	7:56	8:15	7:45	7:56
	Total Response Time ERF Concentration	Metro-Urban	19:58	20:05	23:45	16:51
		Suburban	15:58	15:58	18:08	14:13
		Rural	21:16	16:44	22:40	21:16

Criterion 5B – Fire Prevention / Life Safety Program

The agency relies on its prevention division along with suppression companies to administer its fire prevention and life safety program. The division is comprised of one assistant chief, one battalion chief, and one captain. Support is received from fire suppression crews that conduct annual fire safety inspections.

The agency operates an adequate, effective, and efficient program directed toward fire prevention, life safety, hazard risk reduction, the detection, reporting, and control of fires and other emergencies, the provision of occupant safety and exiting, and the provisions for first aid firefighting equipment.

The agency operates under the *2012 International Fire Code (IFC)* with local amendments. The current fire prevention code was adopted in 2013 by the city council through Ordinance 13-7370. The agency maintains a three to six year code adoption cycle; this is based on the amount of significant changes seen in the IFC, and the economic impact the new codes will have on the community. The agency also utilizes input from internal and external customers prior to adoption of any new fire code.

The fire prevention division provides an effective fire prevention program to the community. To ensure compliance with all applicable fire protection laws and department objectives, the fire prevention division focuses on code enforcement in the areas of new construction, schools, daycares, existing occupancies, and hazardous materials occupancies. Each of the occupancy types are inspected annually. Inspections of existing businesses and target hazards are completed primarily by operational companies and are reviewed by the prevention division. The prevention division then schedules follow-up inspections to address code compliant issues identified in the company level inspection.

The agency provides adequate staff with the specific expertise to meet the program goals and objectives. Of the prevention division's three personnel, two are certified to the level of Fire Inspector 1. Operational personnel receive annual training from the assistant chief of prevention as to how to conduct fire inspections. Currently the state of Missouri has no legislation mandating training certification levels for fire inspectors; although they offer training and certification to fire inspector levels one and two. Certification requirements are left up to the authority having jurisdiction.

The agency has established the prevention division through adoption of the IFC 2012 Building Code under Missouri State Bill Number 13-100, Ordinance number 7370. It is recommended that the agency continue to monitor the effectiveness of meeting projected timelines for construction plan reviews and permitting in order to identify the need to add additional personnel to the prevention division as workloads continue to increase. It is also recommended that the agency identify and establish a standard level of expertise to be obtained by all public education team members and fire prevention/life safety staff.

Prior to 2015 the agency conducted what would be considered an informal appraisal of the fire prevention program on an annual basis with no written documentation. The agency completed a formal program appraisal in 2015 that identified outputs, outcomes/inputs, and continuous improvement goals for 2016. Logging of other prevention activities has not been done. It is recommended that the agency develop a consistent system or method to record and capture quantitative outputs for events pertaining to the fire prevention/life safety and public education programs.

Criterion 5C – Public Education Program

The Lee's Summit Fire Department delivers a targeted public safety education program through its fire prevention division of relevant fire and life safety educational programming to the community. The programming is primarily aimed at school-aged children in order to influence fire and life safety behaviors in a large portion of the city's demographic (approximately 30% under age 19).

The safety education team also offers adult and senior programs aiming to reduce deaths, injuries and property loss. The public education team consists of one assistant chief of fire prevention and a dedicated fire prevention captain. Forty-three operations personnel are scheduled on an overtime assignment to conduct activities such as school visits and health fairs in support of the full-time staff.

A public education program is in place and directed toward identifying and reducing specific risks in a manner consistent with the agency's mission. The public education program is directed towards identifying and reducing specific risks in a manner consistent with its mission. The agency targets audiences based on assessment of community demographics, review of agency incident types and volume, and safety education program evaluations. The targeted audiences include pre-school children, young school-aged children, civic and business groups, and aging residents. Program content can be modified to address short-term community or risk issues, such as the need to properly dispose of smoking materials to avoid grass fires during periods of drought.

The agency partners with the Heart of American Fire Chiefs Association (HOA) to ensure qualified income families have access to smoke alarms and batteries.

The agency's public education policy directs the administration, scheduling, delivery, and evaluation of the basic public safety education activities to be delivered by team members. The policy is reviewed at least every two years by the assistant chief of prevention.

An appraisal is conducted twice annually by the assistant chief of prevention to assess the safety education program and to prepare each fiscal year's budget prioritization. In addition, the assistant chief reviews call volume data compiled monthly for the city manager and public safety advisory board (PSAB) in order to identify trends related to emergency responses and discuss program effectiveness or community need. Criteria examined include: call volume by type and station area; potential spikes in call types; and patient contacts. The provision of programming and future needs can be realigned semi-annually, based on the review cycle. It is recommended that the agency develop a consistent system or method to record and capture quantitative outputs for events pertaining to the fire prevention/life safety program and the public education program.

The agency's public education program is supported by firefighters who request to participate. Team members receive mentoring and complete an observation period before being eligible to provide education independently. Due to this style of personnel staffing, it is recommended that the agency identify and establish a standard level of expertise to be obtained by all public education team members and fire prevention life safety staff.

Criterion 5D – Fire Investigation Program

The Lee's Summit Fire Department has a dedicated fire investigation branch to conduct investigations of all reported fires within the city. The branch has one chief of fire investigations and six fire investigators. In cases where a fire investigator is unavailable or in the case of fatal fires or complex fires a request is made to other agencies for assistance, such as Missouri State Fire Marshal's Office (SFMO), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), or the Federal Bureau of Investigations (FBI).

The agency operates an adequate, effective and efficient program directed toward origin and cause investigation and determination for fires, explosions, and other emergency situations that endanger life or property.

The 2012 *International Fire Code* and Lee's Summit City Ordinance 7370 authorizes the agency's fire investigation program. The code establishes the authority to investigate the cause, origin, and circumstances of any fire or explosion by the Fire Investigation Unit (FIU). The agency's establishing and regulating by-law has described and defined the fire prevention division as having the statutory responsibility to investigate fires and determine fire origin and cause. The division investigates fires, explosions, and other hazardous conditions.

The FIU investigations are scientifically and systematically conducted using the National Fire Protection Association (NFPA) 921: *Guide for Fire and Explosion Investigations, 2011 edition* and the skills identified in NFPA 1033: *Standard for Professional Qualifications for Fire Investigator*. Company officers are provided with mandated overview training on the content of the standard to ensure that they are familiar with the overall expectations of an investigation.

The current staffing level allows the agency to adequately meet its mandate of conducting fire cause determination and fire injury investigations. All fire investigators are qualified to NFPA 1033. The assistance of the Missouri SFMO, ATF, and FBI has proven very valuable in completing the criminal portion of the investigations.

The division completes a review of all of its standard operating guidelines on an annual basis. All significant changes to the guidelines are reviewed and approved by senior agency management.

A full appraisal is conducted annually using an appraisal template, which identifies inputs and outputs, outcomes and impacts, conclusions, and continuous improvement goals to enhance the program over the next appraisal cycle. The FIU appraisal is completed annually by the assistant chief of prevention and is communicated through management channels to assist in the development of the fire investigation program.

Criterion 5E – Technical Rescue

The Lee's Summit Fire Department provides a technical rescue program to its residents including, but not limited to: vehicle entrapment, high angle, swift water, ice rescue, confined space, and trench collapse. The agency is staffed and equipped to respond to basic technical rescue incidents within the city, contract areas, and mutual aid when requested. All firefighters are trained to the minimum of the awareness level. Depending on the technicality of the rescue, the department may be able to mitigate or stabilize the incident while waiting on regional technical mutual aid units to perform the rescue. Mutual aid would likely come from Central Jackson County Fire Protection District located

in Blue Springs or the Kansas City Fire Department. Additionally, Squad 1, a cross-staffed apparatus, is equipped with equipment for trench rescue and confined space rescue.

A company officer or chief officer is designated as the scene safety officer by the incident commander at all working incidents. Additional safety officers may be designated as necessary to address the size and complexity of the incident.

The agency operates an adequate, effective, and efficient program directed toward rescuing trapped or endangered persons from any life-endangering cause, e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire, etc.

The agency has several standard operating guidelines (SOGs) in place that pertain to technical rescue incidents (SOG 1: *Risk/Benefit Analysis Statement*; SOG 2: *Emergency Incident Management*; SOG 3: *Communications*; SOG 4: *Safety*, and SOG 12: *Technical Rescue*. These develop the framework of the incident decision-making and priorities, utilization of incident management system (IMS), communications guidelines, and safety and personal accountability that is utilized during all technical rescue incidents.

The agency is currently using an appraisal template, which identifies inputs and outputs, outcomes and impacts, conclusions, and continuous improvement goals to enhance the program over the next appraisal cycle. The technical rescue appraisal is completed annually by a representative designated by the fire chief and is communicated through management channels to assist in the development of the technical rescue program. The effectiveness of the technical rescue program is also appraised through the agency post incident analysis processes which are conducted on major incidents or when there are lessons to be learned from other types of incidents.

The agency's response and deployment standards are based upon the metro, urban, suburban, and rural population densities, and the technical rescue demands of the community. Seven fire stations provide coverage to the city of Lee's Summit and contract areas including Greenwood, Unity Village, and mutual aid when requested; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The agency's benchmark service level objectives are as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, 3 total shall be: 6 minutes and 20 seconds in metro and urban areas; 7 minutes and 20 seconds in suburban areas; and 7 minutes and 20 seconds in rural areas. The first-due unit shall be capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel in accordance with agency standard operating guidelines.

For 90 percent of all low risk rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 3 firefighters, 1 firefighter paramedic, and 1 officer, (5) total, shall be: 10 minutes and 20 seconds in metro and urban areas; 12 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing command; sizing up to determine if a technical rescue

response is required; requesting additional resources; force entry into a vehicle; and providing ALS care to a victim in accordance with department standard operating guidelines.

For 90 percent of all moderate risk rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 6 firefighters, 2 firefighter paramedics and 3 officers, (11) total, shall be: 10 minutes and 20 seconds in metro and urban areas; 12 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing incident command; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing ALS medical care and transportation for up to 4 victims in accordance with department standard operating guidelines.

For 90 percent of all high risk rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 10 firefighters, 4 firefighter paramedics and 5 officers, (19) total, shall be: 10 minutes and 20 seconds in metro and urban areas; 12 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing incident command; establishing a site safety officer; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing ALS medical care and transportation for up to 7 victims involved in a motor vehicle collision (MVC) in accordance with department standard operating guidelines.

For 90 percent of all maximum tier I risk rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 16 firefighters, 6 firefighter paramedics and 8 officers, (30) total, shall be: 10 minutes and 20 seconds in metro and urban areas; 12 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing incident command; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing ALS medical care and transportation for 8 or more victims involved in a MVC in accordance with department standard operating guidelines.

For 90 percent of all maximum tier II risk rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 18 firefighters, 4 firefighter paramedics, and 9 officers, 31 total shall be: 10 minutes and 20 seconds in metro and urban areas; 12 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing incident command; appointing a site safety officer; establishing a rescue group supervisor; staffing rescue and support group operations; establishing an ALS medical group; establishing an ALS transportation group; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during the technical rescue incident involving a natural or man-made disaster in accordance with agency standard operating guidelines.

The agency's baseline statements reflect actual performance during 2013 to 2015. The agency does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The agency's actual baseline service level performance is as follows:

For 90 percent of low risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, (3) total, is: 7 minutes and 36 seconds in metro and urban areas; 8 minutes and 57 seconds in suburban areas; and 10 minutes and 22 seconds in rural areas. The first-due unit is capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel in accordance with department standard operating guidelines.

For 90 percent of moderate risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, (3) total, is: 7 minutes and 43 seconds in metro and urban areas; 8 minutes and 33 seconds in suburban areas; and 10 minutes and 16 seconds in rural areas. The first-due unit is capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel in accordance with department standard operating guidelines.

For 90 percent of high risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, (3) total, is: 5 minutes and 13 seconds in metro and urban areas; no historical data in suburban areas; and 9 minutes and 27 seconds in rural areas. The first-due unit is capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel in accordance with department standard operating guidelines.

For 90 percent of maximum tier I risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, (3) total, will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The first-due unit is capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel in accordance with department standard operating guidelines.

For 90 percent of maximum tier II risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, (3) total, will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The first-due unit is capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel in accordance with department standard operating guidelines.

For 90 percent of all low risk rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 3 firefighters, 1 firefighter paramedic and 1 officers, (5) total, is: 10 minutes and 49 seconds in metro and urban areas; 12 minutes and 3 seconds in suburban areas; and 14 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; force entry into a vehicle; and providing ALS care to a victim in accordance with department standard operating guidelines.

For 90 percent of all moderate risk rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 6 firefighters, 2 firefighter paramedics, and 3 officers, (11) total, is: 17 minutes and 25 seconds in metro and urban areas; 15 minutes and 10 seconds in suburban areas; and 21 minutes and 20 seconds in rural areas. The ERF is capable of: establishing incident command; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing ALS medical care and transportation for up to 4 victims in accordance with department standard operating guidelines.

For 90 percent of all high risk rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 10 firefighters, 4 firefighter paramedics, and 5 officers, (19) total, is: unknown in metro and urban areas with no historical deployment data; 11 minutes and 34 seconds in suburban areas; and unknown in rural areas with no historical deployment data. The ERF is capable of: establishing incident command; establishing a site safety officer; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing ALS medical care and transportation for up to 7 victims involved in a motor vehicle collision (MVC) in accordance with department standard operating guidelines.

For 90 percent of all maximum tier I risk rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 16 firefighters, 6 firefighter paramedics, and 8 officers including the technical unit, (30) total, will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The ERF is capable of: establishing incident command; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing ALS medical care and transportation for 8 or more victims involved in a MVC in accordance with department standard operating guidelines.

For 90 percent of all maximum tier II risk rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 18 firefighters, 4 firefighter paramedics, and 9 officers including the technical response unit, (31) total, will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The ERF is capable of: establishing incident command; establishing a site safety officer; establishing a rescue group supervisor; staffing rescue and support group operations; establishing an ALS medical group; establishing an ALS rehab group; establishing an ALS transportation group; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incident involving a natural or man-made disaster in accordance with department standard operating guidelines.

The team also reviewed the available 2016 response time data and confirmed it is consistent with the provided information for 2013-2015.

Technical Rescue - 90th Percentile Times – Low Risk - Baseline Performance			2013- 2015	2015	2014	2013
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:28	1:32	1:23	1:30
		Suburban	1:31	1:25	1:45	1:24
		Rural	1:39	1:49	1:32	1:32
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:29	2:11	2:26	2:34
		Suburban	2:28	2:41	2:30	2:24
		Rural	2:34	2:26	2:33	2:41
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	4:33	4:34	4:21	4:40
		Suburban	6:15	5:24	6:49	6:01
		Rural	7:08	7:10	7:08	7:06
	Travel Time ERF Concentration	Metro-Urban	7:39	6:44	7:10	8:38
		Suburban	8:33	6:40	9:47	7:19
		Rural	10:03	9:01	10:01	12:22
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	7:36	7:25	7:45	7:45
		Suburban	8:57	8:52	9:06	9:14
		Rural	10:22	10:24	10:11	10:26
	Total Response Time ERF Concentration	Metro-Urban	10:49	11:34	10:25	12:19
		Suburban	12:03	9:23	12:44	11:22
		Rural	14:20	12:48	14:45	15:43

Technical Rescue - 90th Percentile Times – Moderate Risk - Baseline Performance			2013-2015	2015	2014	2013
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:36	1:36	1:54	1:17
		Suburban	1:39	1:39	1:29	2:11
		Rural	1:49	1:46	1:37	1:56
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:06	2:01	1:49	2:23
		Suburban	2:18	2:11	2:27	2:22
		Rural	2:16	1:51	2:20	2:32
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	4:38	4:08	4:38	4:41
		Suburban	5:51	5:16	5:34	6:18
		Rural	7:02	6:53	7:35	6:17
	Travel Time ERF Concentration	Metro-Urban	9:34	9:34	7:53	9:45
		Suburban	11:13	25:16	7:10	7:08
		Rural	13:40	13:37	13:27	18:33
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	7:43	6:46	7:56	9:22
		Suburban	8:33	8:33	8:08	8:54
		Rural	10:16	9:36	11:20	10:30
	Total Response Time ERF Concentration	Metro-Urban	17:25	17:25	11:18	21:14
		Suburban	15:10	27:53	10:11	10:56
		Rural	21:20	21:18	20:15	24:12

Technical Rescue - 90th Percentile Times – High Risk - Baseline Performance			2013-2015	2015	2014	2013
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:09	:39	1:09	1:09
		Suburban	1:59	1:59	0	1:04
		Rural	1:16	1:32	:59	1:04
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:00	1:33	1:31	2:00
		Suburban	1:34	1:34	0	1:19
		Rural	2:39	2:08	2:39	3:14
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	1:55	:01	0	1:55
		Suburban	0	0	0	0
		Rural	5:34	5:34	4:54	4:08
	Travel Time ERF Concentration	Metro-Urban	0	0	0	0
		Suburban	6:00	0	0	6:00
		Rural	0	0	0	0
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	5:13	2:13	0	5:13
		Suburban	0	0	0	0
		Rural	9:27	9:27	7:51	6:57
	Total Response Time ERF Concentration	Metro-Urban	0	0	0	0
		Suburban	11:34	0	0	11:34
		Rural	0	0	0	0

It was verified and validated by the peer assessment team that the Lee’s Summit Fire Department did not have sufficient maximum risk technical rescue incidents, which required an effective response force to be assembled for 2013-2015, to provide reliable data. There are therefore no baseline service performance statements provided for the effective response force in this report.

Criterion 5F – Hazardous Materials (Hazmat)

The Lee’s Summit Fire Department has a comprehensive approach to hazardous materials emergencies wherein all first-due companies are trained to the awareness and operations levels. The agency’s fire prevention, operations, and training divisions share a role in managing the agency’s hazardous material (Hazmat) program. The prevention division provides support for prevention and mitigation through code enforcement. The operations division manages incident response for low, moderate, and high risk incidents. The training division manages the hazardous material team capability for the organization and supports the operations division during incident response.

Each single unit resource in the organization is equipped with resources to manage the initial response to a hazardous material incident, such as binoculars, Department of Transportation Emergency Response Guide, and National Institute of Occupational Safety and Health (NIOSH) Pocket Guide to Chemical Hazards. Pumpers and truck companies are equipped with additional resources to determine the presence of a hazardous material utilizing monitoring equipment such as combustible gas indicator, carbon monoxide detectors, hydrogen sulfide detectors, oxygen sensors, photo ionization detectors, thermal imaging camera, and thermal sensors. Additionally, all pumpers,

ladder trucks, rescues, and command vehicles carry minimal equipment for damming, diking, and diverting operations. Once the company detects the presence of a chemical they use the monitors to establish protective zones to restrict access to the hazard. The pumpers and trucks also have the equipment to set up and perform decontamination operations to include chemical protective clothing and portable containment basins.

A company officer or chief officer is designated as the scene safety officer by the incident commander at all working incidents. Additional safety officers may be designated as necessary to address the size and complexity of the incident.

The agency operates an adequate, effective, and efficient hazardous materials program directed toward protecting the community from the hazards associated with fires and uncontrolled releases of hazardous and toxic materials.

The agency has developed standard operating guidelines (SOGs) to provide a central core of directives from which personnel can effectively, efficiently, and safely meet the level of response for hazmat events. The agency's Policy 42 requires a complete review of SOGs biennially. Personnel assigned to the hazmat team complete the initial review and senior management reviews and approves any recommended changes.

The agency is currently using an appraisal template, which identifies inputs and outputs, outcomes and impacts, conclusions, and continuous improvement goals to enhance the program over the next appraisal cycle. The hazmat appraisal is completed annually by a representative designated by the fire chief and is communicated through management channels to assist in the development of the hazmat program. The appraisal identifies an increase in demand with some improvement in components of total response time (TRT) reported with the records management system (RMS). This is an increase in activity with gas line breaks during utility development.

The agency's response and deployment standards are based upon the metro, urban, suburban, and rural population densities, and the hazardous materials response demands of the community. Seven fire stations provide coverage to the city of Lee's Summit and contract areas including Greenwood, Unity Village and mutual aid when requested; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The department's benchmark service level objectives are as follows:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, (3) total, shall be: 6 minutes and 20 seconds in metro and urban areas; 7 minutes and 20 seconds in suburban areas; and 7 minutes and 20 seconds in rural areas. The first-due unit shall be capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.

For 90 percent of all low risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF) including the hazardous materials response team, staffed with 2 firefighters and 1 officer, (3) total, shall be: 10 minutes and 20

seconds in metro and urban areas; 12 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone in accordance with department standard operating guidelines.

For 90 percent of all moderate risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 5 firefighters, 1 firefighter paramedic and 3 officers, (9) total, shall be: 10 minutes and 20 seconds in metro and urban areas; 12 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing command; appointing a site safety officer; appointing a hazmat group supervisor; establishing a hazmat operations group; establishing an ALS medical group; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

For 90 percent of all high risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF) including the hazardous materials response team, staffed with 11 firefighters, 3 firefighter paramedics, and 5 officers, (19) total, shall be: 10 minutes and 20 seconds in metro and urban areas; 12 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing command; appointing a site safety officer; appointing a hazmat group supervisor; establishing an ALS medical group; establishing a hazmat operations group; establishing a support operations group; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

For 90 percent of all maximum risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF) including the hazardous materials response team, staffed with 21 firefighters, 4 firefighter paramedics and 6 officers, (31) total, shall be: 10 minutes and 20 seconds in metro and urban areas; 12 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing command; appointing a site safety officer; appointing a hazmat group supervisor; establishing an ALS medical group; establishing a hazmat operations group; establishing a support operations group; establishing a transportation group; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

The agency's baseline statements reflect actual performance during 2013 to 2015. The agency does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The agency's actual baseline service level performance is as follows:

For 90 percent of all low risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer; (3) total is: 9 minutes and 16 seconds in metro and urban areas; 10 minutes and 17 seconds in suburban areas; and 9 minutes and 16 seconds in rural areas. The first-due unit is capable of: establishing command; sizing up and assessing the situation to determine the presence of a

potential hazardous material; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.

For 90 percent of all moderate risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer; (3) total is: 10 minutes and 06 seconds in metro and urban areas; 11 minutes and 12 seconds in suburban areas; and 9 minutes and 52 seconds in rural areas. The first-due unit is capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.

For 90 percent of all high risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer; (3) total, will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The first-due unit is capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.

For 90 percent of all maximum risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer; (3) total, will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The first-due unit is capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.

For 90 percent of all low risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 2 firefighters and 1 officer, (3) total, is: 9 minutes and 16 seconds in metro and urban areas; 10 minutes and 17 seconds in suburban areas; and 9 minutes and 16 seconds in rural areas. The ERF is capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone in accordance with department standard operating guidelines.

For 90 percent of all moderate risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 5 firefighters, 1 firefighter paramedic, and 3 officers, (9) total is: 13 minutes and 56 seconds in metro and urban areas; 15 minutes and 31 seconds in suburban areas; and 20 minutes and 26 seconds in rural areas. The ERF is capable of: establishing command; appointing a site safety officer; appointing a hazmat group supervisor; establishing a hazmat operations group; establishing an ALS medical group; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

For 90 percent of all high risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF) including the hazardous materials response unit, staffed with 11 firefighters, 3 firefighter paramedics, and 5 officers, (19) total

will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The ERF is capable of: establishing command; appointing a site safety officer; appointing a hazmat group supervisor; establishing an ALS medical group; establishing a hazmat operations group; establishing a support operations group; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

For 90 percent of all maximum risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF) including the hazardous materials response unit, staffed with 18 firefighters, 4 firefighter paramedics, and 9 officers; (31) total , will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The ERF is capable of: establishing command; appointing a site safety officer; appointing a hazmat group supervisor; establishing an ALS medical group; establishing a hazmat operations group; establishing a support operations group; establishing a transportation group; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

The team also reviewed the available 2016 response time data and confirmed it is consistent with the provided information for 2013-2015.

Hazardous Materials - 90th Percentile Times – Low Risk - Baseline Performance			2013-2015	2015	2014	2013
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:11	1:09	1:16	1:05
		Suburban	1:06	1:07	1:23	:54
		Rural	1:40	1:59	1:40	1:31
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:59	2:05	2:46	3:04
		Suburban	2:53	1:42	2:56	2:47
		Rural	2:29	1:55	1:55	2:36
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	6:19	6:25	6:19	5:45
		Suburban	7:18	6:33	9:00	5:12
		Rural	5:55	6:08	5:50	5:17
	Travel Time ERF Concentration	Metro-Urban	6:19	6:25	6:19	5:45
		Suburban	7:18	6:33	9:00	5:12
		Rural	5:55	6:08	5:50	5:17
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	9:16	8:39	9:47	8:26
		Suburban	10:17	8:07	10:36	9:13
		Rural	9:16	9:16	8:53	7:49
	Total Response Time ERF Concentration	Metro-Urban	9:16	8:39	9:47	8:26
		Suburban	10:17	8:07	10:36	9:13
		Rural	9:16	9:16	8:53	7:49

Hazardous Materials - 90th Percentile Times – Moderate Risk - Baseline Performance			2013-2015	2015	2014	2013
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:22	1:22	1:39	1:20
		Suburban	1:27	1:35	1:27	:57
		Rural	1:48	1:48	1:55	:55
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:19	2:19	2:11	2:54
		Suburban	2:40	3:02	2:00	2:26
		Rural	2:29	2:27	2:31	2:09
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	6:41	7:34	5:36	6:41
		Suburban	7:59	9:57	5:47	7:37
		Rural	7:10	7:49	6:17	7:10
	Travel Time ERF Concentration	Metro-Urban	10:28	11:06	0	8:19
		Suburban	11:53	10:04	11:00	11:53
		Rural	:02	:02	0	0
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	10:06	10:47	9:08	9:55
		Suburban	11:12	13:40	8:04	10:39
		Rural	9:52	10:51	9:44	8:58
	Total Response Time ERF Concentration	Metro-Urban	13:56	15:09	0	10:48
		Suburban	15:31	13:59	13:32	15:31
		Rural	20:26	20:26	0	0

Criterion 5G – Emergency Medical Services (EMS)

The Lee’s Summit Fire Department (LSFD) maintains an ambulance service license through the Missouri Department of Health and Senior Services, which gives the fire department legal authority to operate as an ambulance service in the state of Missouri. The agency’s medical director provides program oversight and approves protocols for service delivery. All communications personnel are trained and certified as Emergency Medical Dispatchers (EMD). All sworn personnel are trained and licensed Emergency Medical Technicians (EMT) or Emergency Medical Technician Paramedics (EMT-P).

The LSFD is staffed and equipped to respond to basic life support (BLS) and advanced life support (ALS) emergency incidents within the city, contract areas of Greenwood, Unity Village, and mutual aid when requested.

The agency has five rescues (ground transport ambulances), located at stations 1, 2, 4, 5, and 7. Each rescue is staffed at a minimum, with a state licensed EMT and EMT-P. Station 1 also has two reserve rescues, which are staffed on an as needed basis. All pumper and truck minimum-staffing requirement is three EMT’s with the exception of stations 3 and 6. These two stations currently do not have an ambulance. Because of this, an EMT-P is required for staffing on the fire apparatus at those stations, as of Feb ’16. All rescues, pumpers, and trucks are equipped with a mechanical cardio-pulmonary resuscitation (CPR) device, an automatic external defibrillator (AED), and a basic life support first aid kit.

A company officer or chief officer is designated as the scene safety officer by the incident commander at all working incidents. Additional safety officers may be designated as necessary to address the size and complexity of the incident.

The agency operates an EMS program that provides the community with a designated level of out-of-hospital emergency medical care.

The agency has developed standard operating guidelines (SOGs) for EMS response so that responding personnel can effectively, efficiently, and safely work to provide the optimum level of service. In addition, agency personnel follow the treatment protocols established by the medical director.

A patient care record is created and maintained for each patient encounter within the agency's electronic patient care report (ePCR) system. The agency currently uses the Image Trend[®] software to manage their ePCR records.

All patient care records involving critical patient care conditions, failures of the emergency communications system, and mass casualty incidents receive an independent review by the medical director. Other records are reviewed upon request. To improve the delivery of emergency medical care, it is recommended that a quality improvement criteria be incorporated into the agency's existing EMS policies to ensure the agency's EMS committee regularly reviews processes and issues which may arise.

The agency has a Health Insurance Portability and Accountability Act (HIPAA) compliance program in place. All personnel have received proper training to this act. Members of the agency are responsible for maintaining privacy and confidentiality of an individual's personal information in accordance to local, state, and federal protocols. The agency has not discovered any violations of the HIPAA regulation since the policies were implemented. The agency trains each new employee on its procedures during initial EMT training and for all members during continuing education training.

All patient contacts receive the city notice of privacy practices (NPP) form. This is standard practice with the medical crews involved in patient care delivery. The patient's signature on the electronic Image Trend report includes HIPPA consent and Protocol 23 provides for each patient receiving the NPP form. Non-transport patient refusals also receive the form, as acknowledged by the patient's signature within the refusal of care form.

The agency is currently using an appraisal template which identifies inputs and outputs, outcomes and impacts, conclusions, and continuous improvement goals to enhance the program over the next appraisal cycle. The EMS appraisal is completed annually by a representative designated by the fire chief and is communicated through management channels to assist in the development of the EMS program. The appraisal identifies a 6.20% negative trend in successful cardiac arrest resuscitations reported within the Image Trend RMS. This is documented as an outcome from the program, though quantified from a moderately small data set of 86 inputs. Response performance is evaluated based on the objective statements within the Response Performance Compliance Policy and trended from risk level baselines.

The agency's response and deployment standards are based upon the metro, urban, suburban, and rural population densities, and the medical support demands of the community. Seven fire stations provide coverage to the city of Lee's Summit and contract areas including Greenwood, Unity Village

and mutual aid when requested; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The agency’s benchmark service level objectives are as follows:

For 90 percent of all low, moderate, high and maximum risk EMS incidents, the total response time for the arrival of the first-due unit staffed with 2 firefighters EMT-B, shall be: 6 minutes in metro and urban areas; 6 minutes in suburban areas; and 7 minutes in rural areas. The first-due unit for all risk levels shall be capable of: initiating command; providing basic life support (BLS) tasks; performing a patient assessment; initiating oxygen therapy; monitoring blood glucose; applying an Automated External Defibrillator (AED); controlling bleeding, and performing cardio-pulmonary resuscitation (CPR). These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all low risk EMS, the total response time for the arrival of the effective response force (ERF), staffed with 3 firefighters, 1 firefighter paramedic, and 1 officer; (5) total, shall be: 10 minutes in metro and urban areas; 12 minutes in suburban areas; and 12 minutes in rural areas. The ERF shall be capable of: establishing incident command; performing a patient assessment; performing advanced airway maneuvers; applying advanced airway adjuncts; operating a mechanical ventilator; performing and interpreting 4, 12 and 15 lead electro-cardiograms; performing synchronized cardio-version; performing defibrillation; monitoring carbon dioxide waveforms; administering nasal, oral, mucosal, venous, sub-lingual, sub-cutaneous, intra-muscular, and intraosseous medication; performing drug dose calculations; operating a mechanical medication infusion pump; monitoring body temperature; monitoring blood glucose; applying traction, rigid and semi-rigid splints; assessing blood pressure and pulse rate; establishing venous or intraosseous access; contacting all regional hospital emergency departments by radio; and transporting a patient on a secured wheeled cot to a hospital. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all moderate risk EMS, the total response time for the arrival of the ERF, staffed with 3 firefighters, 1 firefighter paramedic, and 2 officers, (6) total, shall be: 10 minutes in metro and urban areas; 12 minutes in suburban areas; and 12 minutes in rural areas. The ERF shall be capable of: establishing incident command; performing a patient assessment; performing advanced airway maneuvers; applying advanced airway adjuncts; operating a mechanical ventilator; performing and interpreting 4, 12 and 15 lead electro-cardiograms; performing synchronized cardio-version; performing defibrillation; monitoring carbon dioxide waveforms; administering nasal, oral, mucosal, venous, sub-lingual, sub-cutaneous, intra-muscular, and intraosseous medication; performing drug dose calculations; operating a mechanical medication infusion pump; monitoring body temperature; monitoring blood glucose; applying traction, rigid and semi-rigid splints; assessing blood pressure and pulse rate; establishing venous or intraosseous access; contacting all regional hospital emergency departments by radio; applying the Lucas compression device; and transporting a patient on a secured wheeled cot to a hospital. These operations shall be done in accordance

with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all high risk EMS, the total response time for the arrival of the ERF, staffed with 10 firefighters, 4 firefighter paramedics and 5 officers, (19) total, shall be 10 minutes in metro urban areas; 12 minutes in suburban areas; and 12 minutes in rural areas. The ERF shall also be capable of: establishing incident command; establishing a safety officer; establishing a triage officer; establishing a transport officer; establishing a treatment officer; performing a patient assessments; performing advanced airway maneuvers; applying advanced airway adjuncts; operating mechanical ventilators; performing and interpreting 4, 12 and 15 lead electro-cardiograms; performing synchronized cardio-version; performing defibrillation; monitoring carbon dioxide waveforms; administering nasal, oral, mucosal, venous, sub-lingual, sub-cutaneous, intra-muscular, and intraosseous medications; performing drug dose calculations; operating mechanical medication infusion pumps; monitoring body temperature; monitoring blood glucose; applying traction, rigid and semi-rigid splints; assessing blood pressure and pulse rates; establishing venous or intraosseous access; contacting all regional hospital emergency departments by radio; applying the Lucas compression device; and begin treatment and transport for a minimum of 5 to 7 patients to a hospital. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all maximum risk EMS, the total response time for the arrival of the ERF, staffed with 19 firefighters, 6 firefighter paramedics and 5 officers, (30) total, shall be 10 minutes in metro and urban areas; 12 minutes in suburban areas; and 12 minutes and in rural areas. The ERF shall be capable of: establishing incident command; establishing a safety officer; establishing a triage officer; establishing a transport officer; establishing a treatment officer; performing a patient assessments; performing advanced airway maneuvers; applying advanced airway adjuncts; operating mechanical ventilators; performing and interpreting 4, 12 and 15 lead electro-cardiograms; performing synchronized cardio-version; performing defibrillation; monitoring carbon dioxide waveforms; administering nasal, oral, mucosal, venous, sub-lingual, sub-cutaneous, intra-muscular, and intraosseous medications; performing drug dose calculations; operating mechanical medication infusion pumps; monitoring body temperature; monitoring blood glucose; applying traction, rigid and semi-rigid splints; assessing blood pressure and pulse rates; establishing venous or intraosseous access; contacting all regional hospital emergency departments by radio; applying the Lucas compression device; and begin treatment and transport for a minimum of 8 or more patients to a hospital. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

The agency's baseline statements reflect actual performance during 2013 to 2015. The agency does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The agency's actual baseline service level performance is as follows:

For 90 percent of all low risk EMS incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters certified as an EMT-B is: 7 minutes and 42 seconds in metro and urban areas; 9 minutes and 16 seconds in suburban areas; and 8 minutes and 53 seconds in rural areas. The first-due unit for all risk levels shall be capable of: initiating command; providing basic life support (BLS) tasks; performing a patient assessment;

initiating oxygen therapy; monitoring blood glucose; applying an Automated External Defibrillator (AED); controlling bleeding, and performing cardio-pulmonary resuscitation (CPR). These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all moderate risk EMS incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters certified as an EMT-B is: 7 minutes and 23 seconds in metro and urban areas; 8 minutes and 24 second in suburban areas; and 8 minutes and 47 seconds in rural areas. The first-due unit for all risk levels shall be capable of: initiating command; providing basic life support (BLS) tasks; performing a patient assessment; initiating oxygen therapy; monitoring blood glucose; applying an Automated External Defibrillator (AED); controlling bleeding, and performing cardio-pulmonary resuscitation (CPR). These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all high risk EMS incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters certified as an EMT-B will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The first-due unit for all risk levels shall be capable of: initiating command; providing basic life support (BLS) tasks; performing a patient assessment; initiating oxygen therapy; monitoring blood glucose; applying an Automated External Defibrillator (AED); controlling bleeding, and performing cardio-pulmonary resuscitation (CPR). These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all maximum risk EMS incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters certified as an EMT-B will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The first-due unit for all risk levels shall be capable of: initiating command; providing basic life support (BLS) tasks; performing a patient assessment; initiating oxygen therapy; monitoring blood glucose; applying an Automated External Defibrillator (AED); controlling bleeding, and performing cardio-pulmonary resuscitation (CPR). These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all low risk EMS, the total response time for the arrival of the effective response force (ERF), staffed with 3 firefighters, 1 firefighter paramedic, and 1 officer; (5) total is: 10 minutes and 49 seconds in metro and urban areas; 12 minutes and 33 seconds in suburban areas; and 12 minutes and 9 seconds in rural areas. The ERF is capable of: establishing incident command; performing a patient assessment; performing advanced airway maneuvers; applying advanced airway adjuncts; operating a mechanical ventilator; performing and interpreting 4, 12 and 15 lead electro-cardiograms; performing synchronized cardio-version; performing defibrillation; monitoring carbon dioxide waveforms; administering nasal, oral, mucosal, venous, sub-lingual, sub-cutaneous, intra-muscular, and intraosseous medication; performing drug dose calculations; operating a mechanical medication infusion pump; monitoring body temperature; monitoring blood glucose; applying traction, rigid and semi-rigid splints; assessing blood pressure and pulse rate; establishing venous or intraosseous access; contacting all regional hospital emergency departments by

radio; and transporting a patient on a secured wheeled cot with lights and sirens to a hospital. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all moderate risk EMS, the total response time for the arrival of the ERF, staffed with 3 firefighters, 1 firefighter paramedic, and 2 officers, (6) total is: 17 minutes and 19 seconds in metro and urban areas; 19 minutes and 9 seconds in suburban areas; and 15 minutes and 9 seconds in rural areas. The ERF is capable of: establishing incident command; performing a patient assessment; performing advanced airway maneuvers; applying advanced airway adjuncts; operating a mechanical ventilator; performing and interpreting 4, 12 and 15 lead electro-cardiograms; performing synchronized cardio-version; performing defibrillation; monitoring carbon dioxide waveforms; administering nasal, oral, mucosal, venous, sub-lingual, sub-cutaneous, intra-muscular, and intraosseous medication; performing drug dose calculations; operating a mechanical medication infusion pump; monitoring body temperature; monitoring blood glucose; applying traction, rigid and semi-rigid splints; assessing blood pressure and pulse rate; establishing venous or intraosseous access; contacting all regional hospital emergency departments by radio; applying the Lucas compression device; and transporting a patient on a secured wheeled cot with lights and sirens to a hospital. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all high risk EMS, the total response time for the arrival of the ERF, staffed with 10 firefighters, 4 firefighter paramedics and 5 officers; (19) total will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The ERF is capable of: establishing incident command; establishing a safety officer; establishing a triage officer; establishing a transport officer; establishing a treatment officer; performing a patient assessments; performing advanced airway maneuvers; applying advanced airway adjuncts; operating mechanical ventilators; performing and interpreting 4, 12 and 15 lead electro-cardiograms; performing synchronized cardio-version; performing defibrillation; monitoring carbon dioxide waveforms; administering nasal, oral, mucosal, venous, sub-lingual, sub-cutaneous, intra-muscular, and intraosseous medications; performing drug dose calculations; operating mechanical medication infusion pumps; monitoring body temperature; monitoring blood glucose; applying traction, rigid and semi-rigid splints; assessing blood pressure and pulse rates; establishing venous or intraosseous access; contacting all regional hospital emergency departments by radio; applying the Lucas compression device; and begin treatment and transport for a minimum of 5 to 7 patients with lights and sirens to a hospital. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

For 90 percent of all maximum risk EMS, the total response time for the arrival of the ERF, staffed with 19 firefighters, 6 firefighter paramedics and 5 officers; (30) total, will be updated to identify a baseline when a deployment occurs. There is no historic data at this level of risk to identify a baseline. The ERF is capable of: establishing incident command; establishing a safety officer; establishing a triage officer; establishing a transport officer; establishing a treatment officer; performing a patient assessments; performing advanced airway maneuvers; applying advanced airway adjuncts; operating mechanical ventilators; performing and interpreting 4, 12 and 15 lead electro-cardiograms; performing synchronized cardio-version;

performing defibrillation; monitoring carbon dioxide waveforms; administering nasal, oral, mucosal, venous, sub-lingual, sub-cutaneous, intra-muscular, and intraosseous medications; performing drug dose calculations; operating mechanical medication infusion pumps; monitoring body temperature; monitoring blood glucose; applying traction, rigid and semi-rigid splints; assessing blood pressure and pulse rates; establishing venous or intraosseous access; contacting all regional hospital emergency departments by radio; applying the Lucas compression device; and begin treatment and transport for a minimum of 8 or more patients with lights and sirens to a hospital. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

The team also reviewed the available 2016 response time data and confirmed it is consistent with the provided information for 2013-2015.

EMS - 90th Percentile Times – Low Risk – Baseline Performance			2013- 2015	2015	2014	2013
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:06	1:07	1:09	1:01
		Suburban	1:05	1:06	1:07	:59
		Rural	1:07	1:08	1:09	1:03
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:28	2:14	2:30	2:38
		Suburban	2:28	2:07	2:33	2:33
		Rural	2:17	1:57	2:28	2:25
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	5:02	4:56	4:59	5:11
		Suburban	6:43	6:31	6:46	6:47
		Rural	6:13	6:02	6:11	6:31
	Travel Time ERF Concentration	Metro-Urban	7:54	7:18	7:58	10:00
		Suburban	10:03	9:24	9:44	10:55
		Rural	9:21	8:30	9:35	12:38
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	7:42	7:30	7:46	7:52
		Suburban	9:16	8:48	9:31	9:25
		Rural	8:53	8:29	9:06	9:03
	Total Response Time ERF Concentration	Metro-Urban	10:49	9:59	10:54	12:33
		Suburban	12:33	11:53	12:50	13:38
		Rural	12:09	10:58	12:24	15:19

EMS - 90th Percentile Times – Moderate Risk – Baseline Performance			2013- 2015	2015	2014	2013
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:09	1:18	1:06	1:06
		Suburban	1:12	1:13	1:28	1:00
		Rural	1:21	:57	1:30	1:24
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:21	1:59	2:29	2:21
		Suburban	2:10	2:00	2:18	2:16
		Rural	2:15	2:24	1:56	2:06
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	4:22	4:45	4:22	4:15
		Suburban	6:20	5:51	6:20	6:37
		Rural	6:11	5:45	5:05	6:52
	Travel Time ERF Concentration	Metro-Urban	10:44	10:01	9:56	11:53
		Suburban	11:04	10:52	15:44	10:32
		Rural	10:09	10:09	10:04	13:31
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	7:23	7:38	7:29	6:46
		Suburban	8:24	8:15	8:28	9:36
		Rural	8:47	8:33	7:56	8:51
	Total Response Time ERF Concentration	Metro-Urban	17:19	13:05	17:33	24:57
		Suburban	19:09	14:47	20:14	19:09
		Rural	15:09	15:09	12:16	21:39

Criterion 5H – Domestic Preparedness Planning and Response

By city ordinance, the agency is responsible for the development of the city’s emergency operations plan (EOP). The EOP serves as an all-hazards plan for the city of Lee’s Summit and as the city’s plan for operating at any large-scale, regional, state, or national incident of significance.

The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan, designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area. By ordinance, the fire department is the lead agency and responsible for emergency management in the city of Lee’s Summit.

Through its involvement with the county, the agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan, designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

The EOP covers all emergency support functions and all phases of emergency operations. This comprehensive all-hazards plan provides an appropriate multi-agency organizational structure and authorizes those agencies to carry out predetermined functions and duties. Created in 2004 and updated as necessary, the purpose of this planning document is to provide guidance and specific procedures for responding to a broad spectrum of hazards, emergencies, or disasters such as terroristic threats, earthquakes, hurricanes, and nuclear and radiological emergencies. The all-hazards plan conforms to the standards reflected in the National Response Framework.

The assessment team confirmed that the plan is reviewed annually and updated as necessary. The county conducts, at minimum an annual multi-jurisdictional exercise. All city employees train and operate under the National Incident Management System (NIMS). In a major emergency, the fire chief assumes the role of emergency management director; support and advice is provided from the county office of emergency management coordinator, senior representatives of the city manager's office, city council, and emergency response agencies affected by the particular emergency.

The agency has overall responsibility for the review and maintenance of the Standard Operating Guideline 13 that direct the agency's domestic preparedness planning and response activities. The agency's policies require training and that annual training efforts be focused on the community's ability to react and respond in the event of a local or regional emergency.

There is a well-equipped city emergency operations center (EOC) located within the fire department headquarters that has been activated several times in the past several years; mainly for winter weather events and a tornado event in 2015. The EOC operates under NIMS during these activations and is mainly set up under the NIMS-defined functions versus the ESF platform. The center features the ability for all city departments to monitor and collaborate on key decisions related to the city's response to the event. The EOC is aged and in need of upgrades for some of the technology. It is recommended that the agency evaluate the capabilities of the current city emergency operations center and develop a plan for improving the center's technology.

Category VI — Physical Resources

The Lee's Summit Fire Department maintains seven fire stations that are distributed across the city with the intent of meeting the community's service level objectives. The agency is seeking funding approval for an additional station to address recent growth in the southwest portion of the city. The city and the agency rely on gaining approval for general obligation (GO) bonds to fund new construction and renovation of facilities. The city has a capital improvement plan however does not use the information for the fire department; however, it utilizes a building and equipment replacement plan (BERP). Central building services (CBS) provide custodial and maintenance or repair services utilizing in-house staff or approved contractors.

Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place. All appropriate parties, including the governing body, administration, and staff are involved in the development of all major plans and proposals. Agency administrative personnel and staff develop proposals which are presented to the city manager for approval through city council. Input is gained from the personnel assigned to those fire stations being renovated or replaced. Past capital projects have been funded through the issuance of general obligation bonds.

Fixed facility resources are designed, maintained, managed, and adequate to meet the agency's goals and objectives. The present number and location of the fire stations are adequate to house the agency's present number of resources. However, several areas within the city limits exceed the stated performance objective for travel time for the distribution of the closest resources for all medical and fire responses. This includes the community of Greenwood, which is serviced under contract by the agency, where all resources are located beyond the agency's baseline travel time performance measurement.

The peer assessment team observed the agency's commitment to ensuring that all facilities meet or exceed all applicable codes and regulations. The agency presently has four facilities which do not meet the access requirements of the Americans with Disabilities Act (ADA). The city's equal employment opportunity policy states that "reasonable efforts will be made to accommodate the impairments of qualified individuals with disabilities and individuals' religious practices and observances, unless undue hardship to the city would result, to the extent required by law." The city is in the process of implementing an updated audit of all city facilities to ensure accessibility in compliance with the ADA.

To assure the agency continues to consider further compliance with the ADA, it is recommended that the agency update and begin to implement the city's plan to bring existing facilities in compliance with the Americans with Disabilities Act (ADA) of 1990 beginning with addressing the accessibility issues related to the fire dispatch center located in the basement of headquarters at station 1.

The agency's facilities are clean and well maintained. An informal needs assessment of existing agency facilities has been conducted by the assistant chief responsible for support services. It is recommended that the agency, in cooperation with the city's human resources and risk manager, perform a detailed facility needs assessment to ensure that all facilities continue to remain maintained and functional.

The assessment team also identified that the contracted services being provided to the city of Greenwood can cause a drawdown of emergency resources otherwise available to respond within Lee's Summit.

Apparatus resources are designed and purchased to be adequate to meet the agency's goals and objectives. To meet the agency's standards of cover and service level objectives it operates a response fleet of 38 fire apparatus and support vehicles. The agency pays very close attention to maintaining the appropriate distribution and concentration of resources to ensure it meets the adopted performance statement. During the most recent assessment of the baseline performance objectives, the agency identified a need to reposition a rescue (ambulance) from Fire Station 6, to Fire Station 2. This relocation created an opportunity for the agency to address another need identified in the strategic plan to add an additional rescue to Fire Station 6.

The agency's reserve apparatus, consisting of two pumpers and two ambulances are housed at Fire Station 1. In the event the agency's available units are reduced below one ambulance and/or two pumpers, the agency initiates a callback of off-duty personnel to staff the reserve fleet.

The agency has a robust vehicle replacement plan (VERP). This plan ensures that apparatus repair costs are tracked and replacement occurs in a timely manner to keep the fleet up to date with modern standards.

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability needs.

The agency relies on a separate city-run vehicle maintenance department that operates as a third party vendor and is responsible for fleet maintenance, providing oversight, and administration of the city's vehicle replacement plan (VERP). The maintenance department is appropriately staffed with properly trained and qualified repair technicians. Fire department apparatus are given priority for repair over other city vehicles in order to maintain effective operations.

The shared expectations of both the operations and fleet division are well established in standard operating guidelines. They are reviewed every two years to ensure continuity of operations and a consistent approach to keeping the fleet well maintained.

Equipment resources are adequate and designed and maintained to meet the agency's goals and objectives. Program managers are responsible for ensuring that tools and equipment are maintained and tested. The program managers report results and needs to the assistant chief of support services. The agency is in the process of establishing a physical asset committee to streamline the process and increase efficiency.

In the agency's history, equipment is often pulled from the reserve fleet when frontline equipment is placed out of service for replacement due to damage. This practice impacts the agency's ability to provide adequate equipment for personnel to perform assignments on incident scenes when the reserve apparatus are placed into service and utilized. To address this observed issue, it is recommended that the agency establish and maintain a reserve cache of loose equipment so that items are not removed from reserve apparatus and placed onto frontline apparatus when equipment is out of service for repair.

Safety equipment is adequate and designed to meet the agency goals and objectives. The agency has a comprehensive safety program that appropriately identifies and distributes a high quality cache of safety equipment for its employees. Personal protective equipment, including ear protection, eye protection, and medical exposure equipment, is provided for personal issue. Other safety equipment is provided for particular tasks on an as needed basis.

Company officers are charged with having their personnel safety equipment with them while on-duty. An inspection of the personal safety equipment is conducted during the annual safety stand down week. Each firefighter is issued two sets of structural firefighting gear. The agency currently is in the process of acquiring an extractor for cleaning gear in-house. Currently the agency sends gear out for repairs; this sometimes takes several weeks to be returned.

Category VII — Human Resources

The human resources functions for the Lee's Summit Fire Department are provided through the city's department of human resources. The department includes professional, technical, and support staff. Positions include: a director (personnel officer); a benefits specialist; a risk management officer for disability management and occupational health and safety; benefits and pension staff.

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.

City policy designates the director of human resources as personnel officer who is responsible for all human resource activities in the various city departments. Human resources staff administers the necessary city policies, procedures, and directives to ensure compliance with all of the related demands.

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.

The agency employs comprehensive processes to screen, qualify, and test candidates for new and promoted positions. Promotions are based on city and agency defined processes to ensure merit and fitness is demonstrated by exam or other evidence. The agency develops its screening and qualifying devices in partnership with human resources to ensure hiring and promotion processes are job-related and comply with legal requirements.

The agency has defined, supervised probationary processes to evaluate new and promoted members based on knowledge, skills, and abilities. Recruit firefighters are considered on probation for twelve months and evaluated on six-month intervals. Beginning July 1, 2016, supervisors will complete performance evaluations of probationary firefighters on a three-month cycle. Promoted and non-sworn personnel are on probation for six months.

The agency has lost personnel, specifically licensed paramedics, to neighboring fire agencies. The agency presumes the city's compensation structure and a 2010 compensation study drive this trend. To help the agency remain competitive it is recommended that the city and agency review the existing firefighter compensation package comparing it to similar agencies to ensure those benefits are such as to retain a tenured workforce.

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior. Policies related to human resources are published electronically and available for all employees via the city's intranet site. The human resources staff is responsible for the maintenance and circulates any changes to these documents.

Policies defining and prohibiting discrimination, or related harassment, are outlined in the collective bargaining agreement and city policies. The related information is provided to new employees at orientation and the documents are published electronically and available to employees via the city's intranet site.

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives. The agency has a position classification system in place whereby a labor/management workforce planning committee assesses job functions and job descriptions. Updates are communicated to human resources for review and implementation. The agency is actively reviewing and updating operations-related job classifications based on priorities established in its recent strategic planning process.

A system and practices for providing employee/member compensation are in place. Pay rates and compensation for all agency employees are published electronically and are available via the city's intranet site. Unionized staff wages are as a result of collective bargaining; pay rates are included, but are only accurate in the first year of publication.

Occupational health and safety and risk management programs are established and designed to protect the organization and personnel from unnecessary injuries or losses from accidents or liability. The agency's safety program was designed and implemented to reduce workplace health and safety incidents, and to promote health and wellness in the workplace. The fire chief is the designated safety officer and occupational health and safety program manager. Agency policy details program guidelines and procedures to report accidents and injuries and to prevent them wherever possible. The agency works with the human resources risk manager and participates in a city safety committee.

Through preparation of its Fire and Emergency Services Self-Assessment Manual (FESSAM), the agency identified the need to research, develop, and implement a safety officer program. The workforce planning committee completed initial program development and submitted it to the training committee in 2015. The proposed program has identified that any acting captain or above would need to be trained to execute this role.

The agency liaison is working with the city safety committee to establish citywide processes for communicating workplace hazards. There are opportunities to involve several departments that are stakeholders to include fleet and human resources risk management.

While on site, the team determined that some, but not all of the agency's fire stations are equipped with exhausting systems to reduce exposure risk. With this observation it is recommended that the agency, and its health and wellness committee, continue to pursue options to reduce vehicle exhaust exposure to personnel in all fire stations.

The agency has a wellness/fitness program for recruit and incumbent personnel and provisions for non-compliance by employees/members are written and communicated.

Each potential firefighter recruit completes a pre-employment medical and physical fitness exam conducted by a city contract provider. These potential employees must also pass a candidate physical ability test (CPAT) before receiving a job offer. Policy states sworn incumbents are to undergo physicals annually in October-November. Previous physical cycles were every three years for personnel under age forty and annually for those over forty. Every five years, employees would receive chest x-rays as part of the process. The agency follows city guidelines in providing rehabilitative medical processes for those experiencing an on-the-job injury or illness.

The agency is proactively emphasizing and institutionalizing the importance of physical and mental fitness by providing access to items and programs such as, but not limited to: physical fitness equipment, a peer fitness trainer program, gym memberships, nutrition and meal planning, and an employee assistant program.

While the agency currently offers incumbent members the opportunity to voluntarily obtain a medical physical from their personal physician; it is recommended the agency expand their current medical physical program for incumbent personnel to include mandatory annual physicals.

The agency has a new wellness and fitness program policy to detail and direct employees on expectations and available resources. Per agency directive, the policy should be reviewed at least bi-annually; therefore, it is due for review in 2018. The health and wellness committee plans to monitor the policy and assess its progress twice per year as part of scheduled committee meetings. The committee will present agency leadership any recommended changes.

Category VIII — Training and Competency

The agency operates a training division comprised of the assistant chief of training and one battalion chief. Both personnel operate out of the agency's headquarters and provide oversight and administration of all fire rescue and medical training. The agency operates a training facility at Fire Station 7. The agency does not have the ability to do live burn training at this site. The agency utilizes live burn training facilities at Blue River Community College and at the Kansas City Fire Department; both facilities are approximately 15 miles away from the agency's borders. Currently,

the agency is unable to schedule companies for live fire training as it would impede the ability to meet the obligations set forth in the standard of cover (SOC).

A training and education program is established to support the agency's needs. The agency utilizes regulatory, licensure requirements, consensus standards, city and agency policies, and standard operating guidelines (SOGs) to define the training needs of the organization. The use of post incident analysis (PIAs) and member performance evaluations is incorporated into the process of identifying agency training needs. The agency also utilized a survey of the company training officers in 2015 to identify the types of training needed.

Training and education programs are provided to support the agency's needs. The training program is organized and meets the needs of the agency and its members; it also meets the current state certification requirements. All members of the agency meet the intent of the Firefighter Level II requirements of the National Fire Protection Association (NFPA) 1001: *Standard for Fire Fighter Professional Qualifications*, prior to the end of initial recruit training. The training program is in a restructuring stage as it previously was diminished by the downturn of the local economy. The agency has made great strides to develop a robust program to address the training needs associated with the level of service provided. The training program continues to evolve and set higher standards for the agency's members.

The agency evaluates and measures performance of members utilizing didactic and practical skill assessment to develop, maintain, and enhance competency. Currently, personnel are evaluated by company officers and the results are reported to the assistant chief of training.

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, diversity, and are current.

Each fire station operated by the agency has an area to conduct didactic training sessions. Fire Station 7 is designated as the agency's formal training facility. It is equipped with a classroom, three-story training tower, and a variety of training props. The agency does not have the ability to conduct live fire training within the jurisdiction. Under agreements, the agency is able to utilize the facilities of Blue River Community College and the Kansas City Fire Department for recruit and live-fire training. Both of these facilities are approximately 15 miles outside of the jurisdictional boundaries.

The agency is unable to send incumbent personnel for live fire training as it would have a negative impact on its ability to provide coverage according to the established standard of cover. To help address this problem, it is recommended that the agency develop a plan to expand its current training facility and incorporate training props for conducting live-fire training, keeping apparatus and personnel in the coverage area.

The agency utilizes nationally recognized training materials. The training division and training committee annually evaluate training materials to ensure that they are consistent with organizational principles and practices; along with any current NFPA consensus standards. The training staff also regularly receives recommendations from administrative and operational personnel for new training materials that go through the same evaluation process prior to being added to the agency's training resources.

Category IX — Essential Resources

Criterion 9A – Water Supply

The agency primarily relies on the city's water agency to ensure the provision of a well-maintained, reliable, and adequate water system for the majority of the jurisdiction under their protection. Small portions of the jurisdiction along with the contracted area of the city of Greenwood are supplied water from four other water purveyors.

A solid working relationship exists between the agency and the city water agency. This includes the regular exchange of information to identify areas where the water supply system can be improved. Currently, the agency does not meet regularly with the other purveyors; the only communication is done on an as-needed basis.

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements for emergencies.

The assistant chief of fire prevention serves as the liaison officer with the Lee's Summit Water Utilities (LSWU) for coordination purposes to review and approve the required fire flow for all significant new construction developments. This ensures the agency will be able to conduct effective fire suppression efforts. The agency, along with LSWU, must approve alternate methods proposed by the developer where the fire flow requirements are not being met. The LSWU conducts flows of hydrants annually and as requested. LSWU utilizes water modeling software to conduct flow calculations.

Virtually all built up areas of the city are adequately served by the domestic water supply with over 5,000 hydrants. The distribution system and hydrant distances are meeting best practices of 300 feet for commercial areas and 500 feet for single-family residential areas.

The hydrant locations and alternate water sources are maintained in both hard copy and electronic format. Responding crews utilize printed map books to access hydrant location information while enroute to fire scenes. Crews can also access information through the agency's records management system on station computers. There is an appropriate system in place for the sharing of information between the fire department and the water department related to any problems that develop with the pressurized water system.

Should the domestic water supply be rendered inoperable, the fire department is prepared to draft from numerous sources of water that include, but are not limited to, lakes and streams that are in abundance in the region. All first-due pumpers are outfitted with hard suction hoses for drafting. The agency relies on tenders responding from neighboring jurisdictions to support firefighting operations in non-hydrant protected areas. The agency uses tenders through an automatic aid response and does not configure it into the effective response force (ERF). These areas are identified in the computer aided dispatch system (CAD).

The agency holds weekly meetings with the utility during regular development review committee meetings. The agency and water utility do not currently meet with all of the other water purveyors serving the jurisdiction. To improve these relationships it is recommended that the agency schedule meetings at least annually that involve bringing all water purveyors to one table to discuss the current

needs and performance of the water system and development plans to address future growth and increased system demands.

The agency currently relies on printed street maps carried onboard fire apparatus to identify hydrants nearest the location of occurring fire incidents and computer accessible infrastructure maps on the city's intranet while in the station. Stations do not have large printed maps on hand for the purpose of training on location and size of water mains and grids or the ability to identify dead end and closed loop supply systems. To improve the information available to it is recommended that the agency place printed maps of the water supply infrastructure into all stations and incorporate the information into mobile data terminals (MDTs) during the future installation process.

The agency has several areas within their jurisdiction that are covered by privately owned hydrant systems. It is the responsibility of the property owners to ensure that the hydrants are functional. The agency does not currently receive reports on the status of these hydranted areas. To further improve the reliability of the water services, it is recommended that the agency reach an agreement with the responsible parties for privately owned hydrant systems and amend Policy 49 to allow personnel to flow these hydrants during inspections to ensure operational functionality.

Criterion 9B – Communication Systems

The Lee's Summit Fire Department provides emergency communications services for the communities of Lee's Summit and eight additional local fire service agencies. Lee's Summit provides this service as the community's secondary public safety answering point (PSAP) with the primary PSAP located within the Lee's Summit Police Department. The fire department's center is well constructed, equipped, and is staffed with fire department employees. A fee is paid to the city for all outside communication services. All operators are trained as emergency medical dispatchers (EMD) and use a certified method of providing pre-arrival medical instruction.

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

The radio system serving Lee's Summit uses UHF radio technology. The agency assigns portable radios to every riding position on first line apparatus, all command staff personnel, and other specialty assignments. All fire department mobile and portable radios have some interoperable capability, but cannot work outside the UHF/VHF spectrum. Additional radios are provided by those regional partners who utilize an 800 MHz system. The fire station alerting uses outdated technology; a replacement feasibility study is currently underway.

The current UHF radio system does not offer total two-way radio coverage for the entire service area. While upgrades to the radio system have taken place over the years, the existing coverage does not afford firefighters adequate in-building coverage, nor are all service areas covered with service. It is recommended that the agency continue to pursue enhancements to their two-way radio system to improve in-building coverage and reduce dead spots currently experienced with the communications system.

The fire dispatch center has adequate provisions for meeting the incoming call volume associated with emergencies. All staff in the center are cross-trained and able to assume call taker or dispatch

functions should the need arise during times of high call volume. The on-duty supervisor can be pressed into similar service, if necessary to ensure appropriate supervision capability continues to be in place at all times.

The dispatch center operates under the direction of the fire chief with all communications operators being fire department employees. Standard operating procedures are in place for all operations including the management of the city's early warning tornado siren network. Training for new operators includes state required certifications as well as EMD licensure. Policies are reviewed and updated on an annual basis.

The agency provides emergency communications services for the city of Lee's Summit and eight other fire services agencies. The dispatch center is staffed on 12 hours shifts by a minimum of two operators. The added call volume from not only the city of Lee's Summit but those other communities they contract with could force a compromise in the ability to adequately manage calls.

It is recommended that the agency continue to monitor the alarm handling times and call volume of the communications center. A benchmark measurement should be established where the additional call volume would dictate an increase in staffing.

The communications training program did not include a quality assurance review of the operator's performance by the communications manager or supervisors. It is recommended the agency implement a quality assurance program for all dispatch operators to help define future training programs.

Criterion 9C – Administrative Support Services and Office Systems

The Lee's Summit Fire Department, with support from several city departments, has access to administrative support services and office systems that meet most of its needs. The agency's support services division manages and monitors internal processes, needs, and future planning.

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

The agency is operating at authorized levels in relation to administrative support. Additional staff from city support departments, such as finance and procurement, information technology services, human resources, and legal assist with issues and projects to help the agency meet its administrative goals and objectives. The city and agency display a strong management team concept, which supports the process of continuous improvement.

Limited agency administrative support staff provides public services such as receiving and completing incident report requests. Currently forms are paper and not available electronically for customers to access or submit. To improve the efficiency of these processes it is recommended that the agency work with the city's information technology services department to create more electronic formatting for forms so that customers have easier and more efficient access to their processes.

Category X — External Systems Relationships

The Lee's Summit Fire Department has numerous written agreements that cover the levels of operations identified in their community risk assessment/standards of cover (CRA/SOC), as well as the performance of emergency communications services for eight neighboring jurisdictions. The agency is a partner with both local and state organizations where written agreements are current and include legally approved language for termination as well as resolutions of conflicts. Three specific agreements unique to Lee's Summit include the provision of specific services to the municipality of Greenwood, Unity Village, and the John Knox Retirement Community.

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence the agency's mission, operations, or cost effectiveness.

The agency understands and supports the need to integrate resources across jurisdictional boundaries and provides response capabilities for other jurisdictions in the area. The city is geographically located in the Kansas City metropolitan statistical area and has agreements in place to provide and receive aid from numerous neighboring jurisdictions.

By developing and maintaining the various agreements, the agency has ensured an advanced state of preparedness to immediately respond should there be a major emergency take place that exceeds its internal capabilities.

The fire service agency has well-developed and functioning external agency agreements. The system is synergistic and is taking advantage of all operational and cost effective benefits that may be derived from external agency agreements.

The agency reviews all agreements on an annual basis to ensure they continue to identify the current expected practices by all parties during a simultaneous response to a common emergency. This annual review also ensures that the agreements support evolving objectives of both the fire department and the city. By city policy all new agreements must be reviewed and approved by its legal branch. The agency is currently working towards producing and considering for adoption new agreements with Greenwood, John Knox and Unity Village which will further define the levels of service provided to both of these communities.

ORGANIZATION CHART



Lee's Summit Fire Department

