

LEE'S SUMMIT FIRE DEPARTMENT

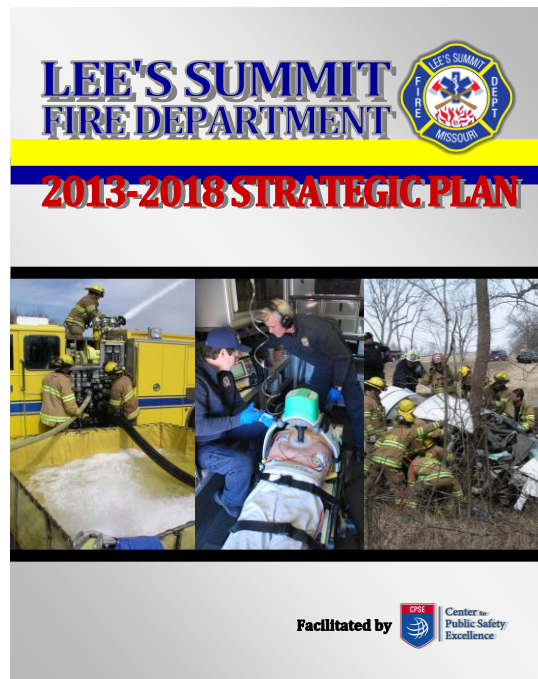


2017-2027 Staffing Plan

Strategic Planning

Workforce Planning Committee

11/01/2016



The foundation of human resource needs to meet the community's expectations for the Lee's Summit Fire Department.

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Professionalism. Respect. Integrity. Duty. Excellence.

DISCLAIMER

The following document is to be used as a strategic planning tool only, and is NOT to be construed as a final, adopted plan moving forward. These are requests for expansion of staffing only, and should not be taken as a “given” from City Hall administration.

Thank you to the Workforce Planning Strategic Committee for their hard work in compiling this document, as well as those they interviewed and provided input.

Rick Poeschl, Fire Chief

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Mission

We, the members of the Lee's Summit Fire Department, are committed to our community and those we serve with a long standing tradition of providing safe and efficient services while saving lives, minimizing risk, and protecting property utilizing a team of emergency professionals.

Vision

The vision of the Lee's Summit Fire Department is that by the year 2018, the department will be recognized as an agency that reflects best practices in the delivery of services to our community. Through the pursuit of our goals, including international accreditation, we will demonstrate continuous improvement in all duties our community trusts us to provide. In honoring this trust, we are setting the standards of excellence; guided by our values of professionalism, respect, integrity, duty, and excellence.

Through our workforce development, training, and health and wellness initiatives, we will invest in our greatest organizational assets, ensuring that our workforce is appropriately staffed and professionally developed and trained, while focusing on a healthy and safe environment. This will be further bolstered by the utilization of contemporary guiding documents reflecting the industry's best practices.

We recognize the importance of enriched development of technology solutions to further support our delivery to the community. With improved management of our current and future physical assets, we will position the agency to meet the ever-changing demands of the community we serve.

Our strengthened systems of internal and external communication will prove our unified commitment to meet or exceed the expectations of our community and to hold one another accountable for carrying out our mission, living our values, and ensuring that this vision becomes reality.

Values

Professionalism-Respect-Integrity-Duty-Excellence

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Executive Summary

This staffing plan is a result of the department's community driven strategic plan which was published in 2013. The staffing plan study considered several factors: community comments/concerns, historical data, and industry standards. The proposed plan addresses challenges identified through analysis. When supported, the department will provide efficient and effective emergency services based on industry's best practices and meet the expectations of external and internal stakeholders.

The study indicated some staffing deficiencies. Two primary challenges for the staffing deficiencies were identified. First, the department's standards of cover have not been built to meet industry staffing standards. Safety staffing standards and response time quality are not optimal. Response time quality is nearly double the standard for structure fire response against the benchmark identified through accreditation processes and the Insurance Services Offices (ISO) survey. Secondly, the community has outgrown previous response coverage goals (not based on standards pre-existing or current) and continues to grow in areas of previous existing deficiency. The department should consider rapid growth to improve output quality and increase resiliency due to growing demands for service. Declining response quality can negatively impact outcomes to the community and department.

Based on U.S. Census data (2010), the department cannot respond to 20,051 people in the community based on NFPA 1710 response time standards; this represents 20.71% of the population protected by the department. Based on Jackson County records and not including Cass County, the department cannot respond to property valued at \$2,680,536,309 based on NFPA 1710 standards; this represents 31.17% of the appraised market value of the property protected by the department.

In addition to deficiencies in emergency operations, other department divisions are deficient in staffing. With the exception of operations, none of the divisions have grown since early 2000. Specifically, the training and administration divisions have decreased in staffing over that time. Due to limited resources, divisions have shared responsibility for many years in order to achieve tasks. These shared responsibilities cause delays for completion.

The span of control for the fire chief is currently at nine. Tasks have been challenging to perform effectively, with oversight of this many personnel. The fire chief has been designated as the emergency manager for the city. This role has been shared by three assistant chiefs in three different divisions. These and many other tasks have been a challenge with the amount of changes due to the Commission on Fire Accreditation International (CFAI) continuous improvement/ accreditation process.

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Due to the increased volume in the communications center, frequently radio communications have needed to be repeated or have been missed. This has not been effective as the communications center is an essential role, particularly if there is a mayday situation. Resources have not been available for dedicated communications when structure fires occurred, not only for the department but for all other agencies as well. The center monitors 24 radio channels due to all the contract agencies. The 800 MHz system will improve radio quality, but will potentially add frequencies or talk groups. Additionally due to volume, Emergency Medical Dispatching has been abbreviated or at times eliminated, causing utilization of the emergency rule for dispatchers. Frequent holds have occurred due to the increasing volume.

This plan includes immediate, near-term, and some far-term recommendations to address the current staffing challenges and future community growth known at the time of the study. Should the plan be supported over the next five years, the department will have followed through to meet its vision statement published in 2013. A recommendation will be to complete another staffing plan study in five years (2022) to identify what will be needed for continued improvement to meet the needs of the community and department.

The department is transitioning into the 9th edition of the CFAI model, and as such will need to comply with new core competencies associated with an accredited agency. Staffing directly correlates with performance with several specific competencies. Here are a few:

- CFAI CC 2C.7 The agency has identified efforts to maintain and improve its performance in the delivery of its emergency services for the past three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

The interpretation from the CFAI 9th Edition Interpretation Guide:

“One of the core tenants of the CFAI accreditation process is the constant pursuit of improvement. There are always factors that will negatively influence the delivery of emergency services. The intent is that the agency is able to provide documentation and proof of its efforts to maintain and improve the level of performance over time. For agencies seeking accreditation for the first time, they should have at least the most recent three years of performance data. For agencies subsequently seeking accreditation, they should have the most recent five years of performance data.”

- CFAI CC 2D.7 The agency has systematically developed a continuous improvement plan that details actions to be taken within an identified timeframe to address existing gaps and variations.

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The interpretation from the CFAI 9th Edition Interpretation Guide:

"The continuous improvement plan should propose new and more demanding benchmark targets so that the agency can embrace the spirit of CFAI's stated mission to continuous quality improvement of fire and emergency service agencies."

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

The interpretation from the CFAI 9th Edition Interpretation Guide:

"This is the first step of a two part process. In this performance indicator the intent is that the agency formally reports to the AHJ on significant operational issues related to the community risk assessment – standards of cover through the use of existing resources. The formal notification would address such items as:

- Baseline performance (actual) versus benchmark performance (targeted) inclusive of trends i.e., identification if continuous improvement is being made or, at minimum, historical performance levels are being maintained.
- Progress being made towards implementing recommendations found in the community risk assessment – standards of cover document

The intent is to mirror the process for submission of the strategic plan to the AHJ i.e., the longer term strategic plan and the shorter-term improvement plan are approved within the agency and submitted to the governing body or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports."

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

The interpretation from the CFAI 9th Edition Interpretation Guide:

"This is the second step of a two part process. In this performance indicator the intent is that the agency formally reports to the AHJ on identified emerging issues

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that potentially impact its ability to deliver the expected level of service e.g., first-due unit is no longer capable of providing ALS on scene within a total response time of seven minutes, primarily because a large new residential development has been built since the time of publishing the community risk assessment – standards of cover document.

In this example, the intent is that the agency has performed its due diligence and has formally identified to the AHJ that it cannot meet the seven minute total response time in the new development area through the use of existing infrastructure and related resources. This should trigger further discussions and planning efforts between the agency and the AHJ. Refer to performance indicator 2D.8 for the intent of “formally notifies”.

- CFAI 9B.5 Adequate numbers of fire or emergency dispatchers, supervisors, and management personnel are on duty to handle the anticipated call volume.

The interpretation from the CFAI 9th Edition Interpretation Guide:

“The intent is to ensure the reliability of communications systems through a robust integration of resources through adequate staffing, ensuring the reliability of public safety needs.”

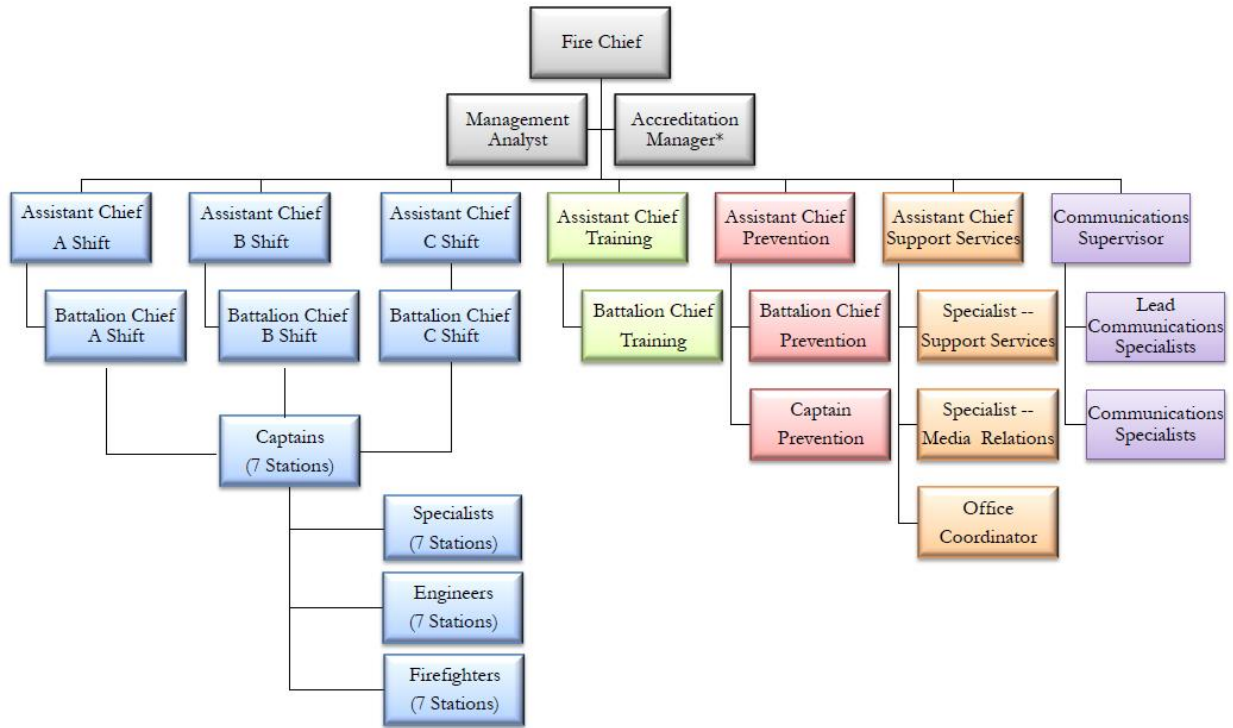
- CFAI CC 9C.1 The administrative support services are appropriate for the agency’s size, function, complexity, and mission, and are adequately staffed and managed.

The interpretation from the CFAI 9th Edition Interpretation Guide:

“The intent is to adequately match the administrative support resources with the local service delivery model.”

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2016 Department Organizational Chart



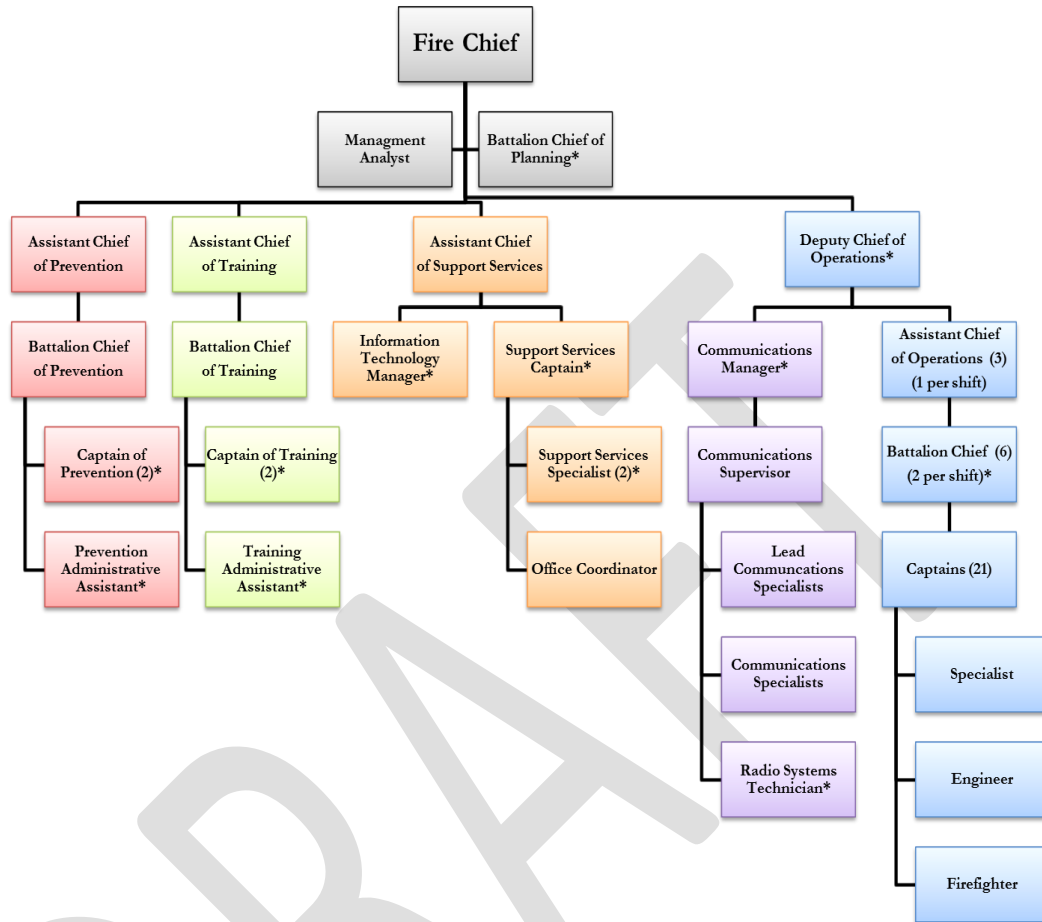
*Being filled by a Captain from the Operations Division

**All sworn ranks may include paramedic designation

Division	Full-Time Equivalents (FTE's) FY17
Administration	2
Support Services	4
Prevention	3
Training	2
Communications	13
Operations	129
Total FTE's	153

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2017 Conceptual Organizational Chart



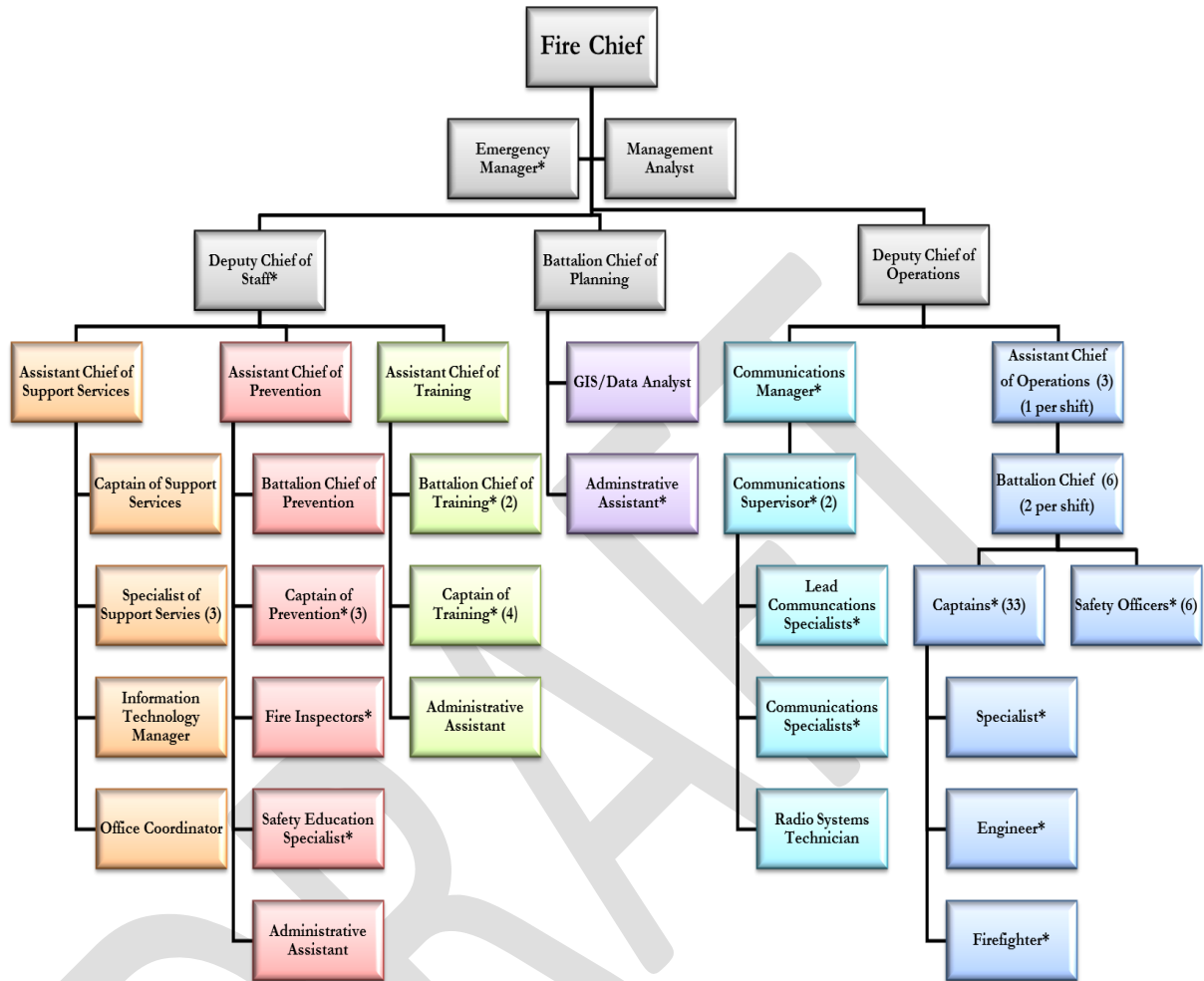
* Indicates expansion position

**All sworn ranks may include the paramedic designation

Division	Full-Time Equivalents (FTE's) FY17	Immediate expansion FY18
Administration	2	+1
Support Services	4	+2
Prevention	3	+2
Training	2	+3
Communications	13	+11
Operations	129	+22
Total FTE's	153	194 (+41)

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2026 Near to Far-term Conceptual Organizational Chart



*Indicates expansion positions

**All sworn ranks may include the paramedic designation

(Operational expansion of three additional stations, special ops, NFPA 1710 staffing, and safety officers)

Division	Full-Time Equivalents (FTE's) FY18	Near and Far-term expansion By FY27
Administration	3	+2
Support Services	6	+0
Prevention	5	+2
Training	5	+3
Communications	24	+13
Operations	151	+141
Total FTE's	194	355 (+161)

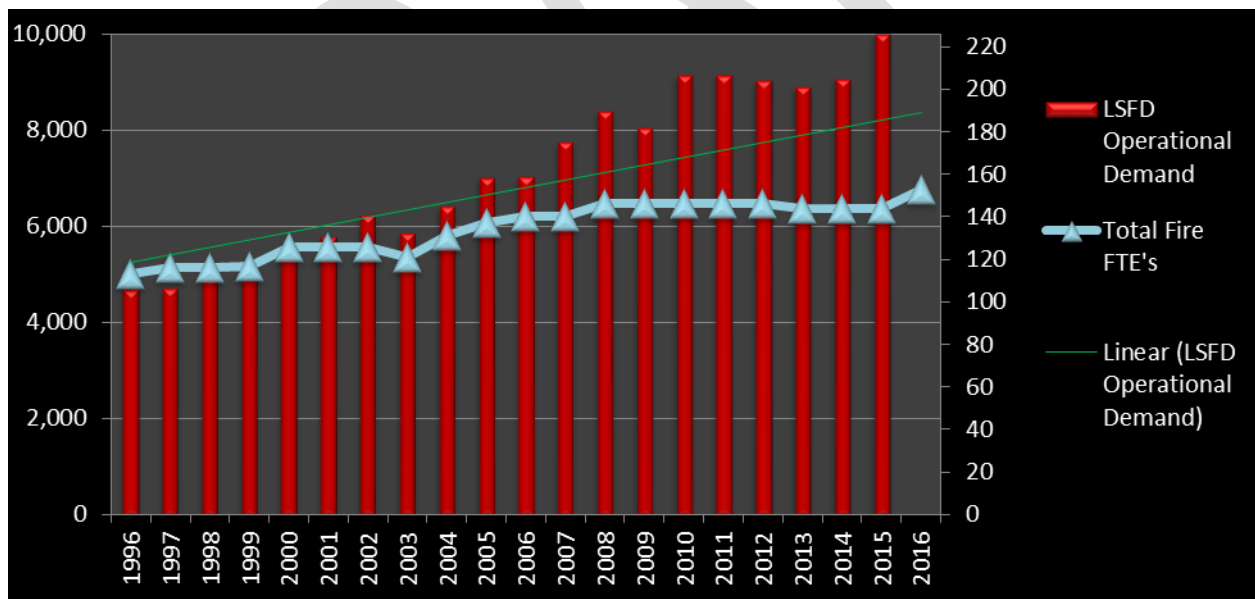
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Staffing over Twenty Years

A twenty year study, using documents such as the city comprehensive annual financial report (CAFR) and the 2015 City Development Report, was performed by the department's workforce planning committee. This analysis evaluated several indicators: population, demand, FTE's, and financial resources. Information identified the department's staff reduced from 14 FTE's in 1996 to 11 in 2016 when evaluating the administrative, training, prevention, and support services divisions. The communications center increased staffing in 2000 from a minimum of one dispatcher to two dispatchers per shift, but hasn't grown since that time. The operations division has grown in staffing based on previous organizational response goals. The accreditation process identified these response goals were not aligned with industry standards.

Department Staffing vs. Operational Demand Histogram

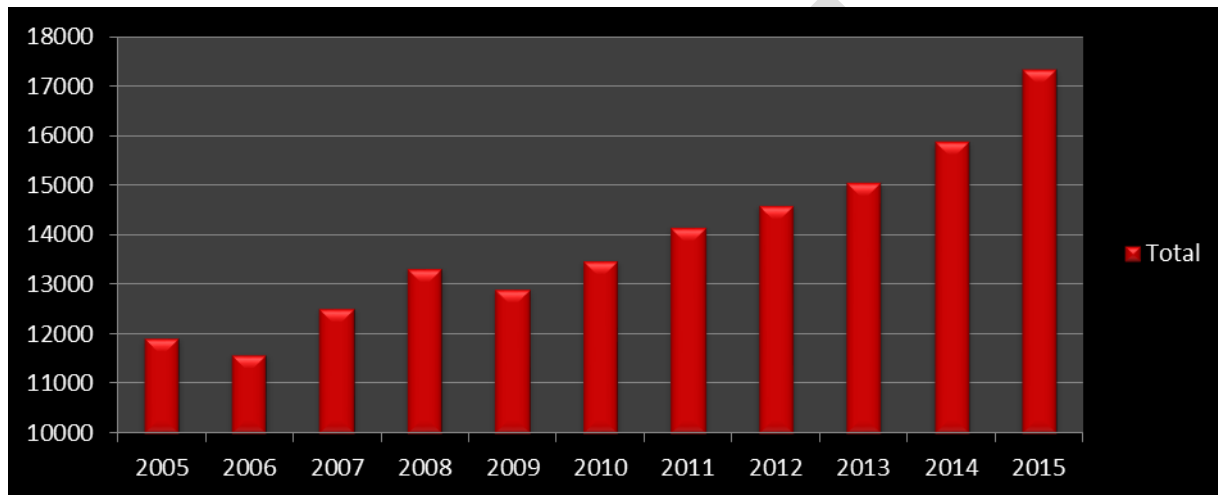
A twenty year trend identified the total FTE's to the operational demand of the department. In 1996 the department had a call to FTE ratio of 41.62, and by 2015 the ratio increased to 69.44. Since 1996, the department's operational demand has increased 112.36% and has grown in department staffing by 35.39%. Growth has occurred in the operations division, but other divisions have not grown or lost FTE's.



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Communications Center Personnel Staffing vs. Center Demand Histogram

A twenty year trend on demand data could not be completed based on the lack of historical data available. However ten years of data was available. The department's communications center provides emergency communications for nine regional fire departments. Demand in the communications center has increased 45.56% in the past 10 years. Staffing has not increased since 2000 (16 years ago).



Historical Growth

The following comparison is not to indicate any department holds a greater value to the community over the other. It is meant to describe the financial growth of one department comparatively to the other based on historical trending.

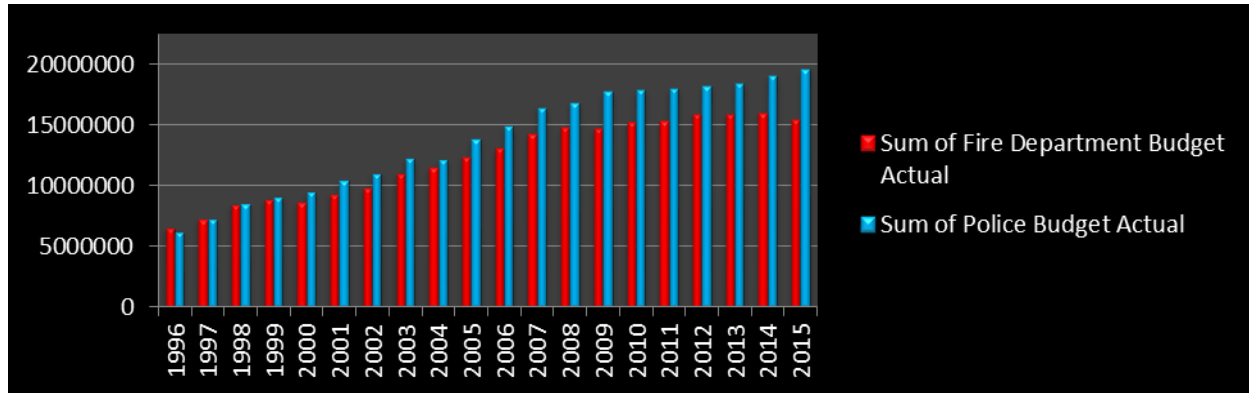
In 1996 (FY97), the fire department budget exceeded the police department by approximately \$200,000 at approximately 4%. Today that ratio is significantly different. The FY16 actuals showed a difference of \$4.2 million dollars to the police department with percent value of a 27.205% greater budget than the fire department.

Public Safety Budgets

Department	FY97	FY16	Percent Growth
Fire	\$6,489,481 (+4.61%)	\$15,439,776	137.920%
Police	\$6,202,965	\$19,640,181 (+27.20%)	216.625% (+57.065%)

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Fire Department vs. Police Department Budget Actuals



Public Safety FTE's

Department	FY96	FY16	Percent Growth
Fire	113	144	27.433%
Police	147	202	37.414% (+9.981%) more growth

Core Programs

The department priorities are consistent in the application of its mission:

1. Life Safety
2. Incident Stabilization
3. Property Conservation

These priorities are applied through the department's six existing divisions.

Administration	Training
Prevention	Communications
Support Services	Operations

These divisions can be further broken down into programs which affect all aspects of the mission to meet the community's expectations of the fire department. The division's responsibilities are broken down into 14 further programs.

Fire Suppression	Emergency Dispatching
Fire Prevention	Emergency Medical Services
Fire Investigation	Tactical Emergency Medical Services
Public Education	Hazardous Materials Response
Code Enforcement	Rescue-Basic and Technical
Emergency Management	Support Services
Training and Occupational Safety	Administration

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In 2013, the department began working in the continuous improvement model/accreditation process and published its first community driven strategic plan. The department was awarded international accredited status in August 2016 for the first time in department history.

Key Guiding Documents

Working in the continuous improvement process/accreditation model, the department published required guiding documents to support the plan for organizational improvement. These documents were considered while developing this plan.

1. *Community-Driven Strategic Plan 2013-2018*
2. *Community Risk Assessment Standards of Cover (CRASOC) 2015*
3. *Program Appraisals 2015*
4. *Fire and Emergency Services Self-Assessment Manual 2016*
5. *Commission on Fire Accreditation Report 2016*

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Growth by Division

Administration

Prior to 2011, the division had two FTE's, but lost the administrative assistant to the chief through resignation. The division didn't fill the vacancy due to budgetary constraints until the fall of 2015 when it was reclassified as a management analyst. The fire department administration division has not grown in the past twenty years.

Training

Prior to 2000 the division had three FTE's to provide the mission of the division. Department reorganization in 2000 removed one of the FTE's. The division hasn't grown since and is leaner today than it was in 1996.

Prevention

The staffing in this division was two until 2000, when a third FTE was added. The division has remained at three FTE's since.

Support Services

The division hasn't grown over the research period from 1996. The division has held at four FTE's.

Communications Center

The center went from minimum staffing of one on duty per shift, to two in 2000. Emergency communications for nine regional fire departments are provided with two people per shift. The center has not grown since 2000.

Operations

The operations division has grown adding two fire stations with two fire apparatus, three rescue ambulances, and a response chief since 1996. Minimum staffing has remained at three on fire apparatus over the twenty year period. The staffed deployment coverage for nearly 70 square miles is not effective to reach industry standard response time quality.

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Department History of Excellence and Evolution

In the not so distant past the department was nationally known, associated with excellence in innovation and progressive policy. In 1996 the department was continuing to build on strong operational capabilities providing a fully functional all community hazard response force. This included an underwater dive rescue team, along with advanced technical rescue response, hazardous materials response, fire suppression response, advanced life support emergency medical transport service, and a dedicated fire department emergency communications center. In 1998, the department expanded to its sixth station. The department added a technical services chief, and by the end of 1998 non-operational support staff (administration, training, prevention, support services, and technical services) was at 15 FTE's. The department's training division was placed in a leadership role with the Mid-America Regional Council (MARC) firefighter training academy held in Overland Park, Kansas. The academy provided regional training to firefighter candidates for many regional communities.

In 2000, the fire department communications center increased staffing to provide a minimum of two dispatchers per shift and added new fire departments by contract. A battalion chief was added to each shift to assist with operational demand and shift training. With the addition of the battalion chiefs, the training division decreased staffing. The three FTE's in the training division were reduced to two.

Station 7 was added in 2007 to the southwest portion of the city slated to have a housing boom. Two ambulances were added to the operational fleet assisting with the increasing response demand.

The response coverage to the city was based on a response plan of an "average" of 5 minutes travel time from a fire station. This was the department's response goal and was not based on any industry standard. The department tracked its response quality based on the average travel response time of the first arriving fire department unit regardless of its type, and no other quality measurements.

Operational capabilities today are different from what they were in 1996. Operational service level provisions have decreased. The department no longer has an underwater dive rescue team. The department no longer provides technical rescue technician response outside of vehicle extrication or ice rescue. In place of the previous local service capabilities the department relies on regional technical mutual aid to respond into the city. These response teams come from Kansas City, Missouri or Blue Springs, Missouri. Regional mutual aid is available for all other programs if needed. Regional mutual aid is requested for fire suppression or emergency medical response.

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In 2013 the department began working toward international accreditation through the Center for Public Safety Excellence's (CPSE) Commission on Fire Accreditation International (CFAI). A community driven strategic plan was published in 2014, a study of Community Risk Standards of Cover (CRSOC) published in 2015, and a self-assessment process using the 8th Edition Fire and Emergency Service Self-Assessment Manual (FESSAM) was completed in 2016. This process occurred over three years and included several identified needs for improvement organizationally.

In 2016, an on-site review by four CFAI Peer Assessors verified and validated the credibility of the accreditation documents. Later in the year, the department was reviewed by the CFAI who found the department's accreditation documents credible, meaning believable. In addition to all of the plans for improvement identified internally through the process, the CFAI identified twenty-six additional recommendations for improvement. In a public hearing, after interviewing department representatives including the city mayor, the department was granted international accredited status on August 17, 2016.



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Administration Division

Challenges

The fire chief is the chief operations division officer, ensuring coordination between the three operational shifts. With the span of control for the fire chief at nine, this function is a challenge to perform effectively. The fire chief is also designated as the emergency manager for the city. This role is currently shared over three assistant chiefs in three different divisions. These and many other tasks have been a challenge for the division with the amount of changes due to the CFAI continuous improvement/ accreditation process. With the infusion of the CFAI continuous improvement model, tasks have increased significantly. The Accreditation Manager and Management Analyst have assisted with many of these tasks.

These include:

- Assisting with coordination and planning related activities including resource deployment, continuous improvement/ accreditation efforts, immediate, near-term, and long-term planning.
- Oversight and direction of data analysis including response performance, outcome measures, and prepares or directs studies and department research efforts.
- Coordinating the department's data collection process and advises on industry's best practices for policy development.
- Acting in an advisory capacity to the fire chief and senior leadership staff on department planning related issues.
- Facilitating annual appraisal processes with department leadership staff for each program identifying input, output, outcomes, and goals.
- Coordinating planning and analysis related programs including geographical information systems (GIS) and record management system (RMS) Quality Assurance.
- Oversight of the accreditation processes including the assembly and maintenance of compliance and reference documentation.
 - Strategic Planning
 - Strategic Initiative Committee Chair oversight
 - Community Risk and Standards of Cover
 - Compliance methodology
 - Program output and outcomes assessment
 - Operational resiliency assessment
 - Deployment model effectiveness assessment
 - Self-Assessment Manual compliance
 - Category, Criterion, and performance indicator management
 - Annual Compliance Report (ACR)

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- Representing the department and city with the Center for Public Safety Excellence (CPSE), ensuring active participation and advocacy in accreditation related matters.
 - CFAI Peer Assessor Activity and required training
 - Regional Accreditation Consortium participation
 - Excellence Conference and Accreditation hearing participation
- Performing as a peer assessor for the CFAI.
- Assisting with drafting new or revisions of policies and/or operating guidelines.
 - Providing training on new policies or guidelines.
- Assigning projects to achieve accreditation tasks and objectives.
- Providing or facilitating training to members of the department on accreditation related topics.
- Developing sustainability and succession planning efforts in accreditation related matters.
- Reviewing performance measurement reports.
- Educating internal and external stakeholders on continuous improvement, accreditation, and planning and analysis.
- Assisting in the development and presentation of information for internal and external audiences.
 - Department members
 - City Management team
 - City Council
 - CFAI

Future Growth

The needs in this division will continue to grow for many years into the future as the city and department continue expansion. The performance analysis (outcomes) assessment capabilities of the division should grow to be engaged real-time, instead of delayed reactionary assessments. The role of emergency management should be developed with succession planning. Specific GIS/Analyst functions should be completed on a regular basis and will need to be established within the department. This analysis is in line with the CFAI continuous improvement model allowing the AHJ to be informed and make data driven decisions to meet community expectations.

Immediate Needs (FY18)

Deputy Chief of Operations (1) - This position would manage the operations division and provide oversight to the communications center. By adding this position, the span of control for the fire chief would be reduced to six, and the deputy chief's span of control would be four. This would enhance operations shift and communications center continuity.

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Battalion Chief of Planning and Analysis (1) – The continuous improvement/accreditation tasks have become the model of how the department evaluates itself for improvement. These are currently performed by a captain from the operations division who swaps back and forth between operations and administration throughout the year, usually at several months at a time to catch up on processes. While in the operations capacity, occasionally the unit assigned will be placed last out due to accreditation related activity. This current process also impacts the effectiveness of the operations division causing overtime and decaying company and operational continuity. Communication has been challenging as participation in staff and other command meetings are limited based on being a member of the labor group. This expansion would allow planning and analysis tasks to be managed daily providing more effective communication with the fire chief, analyst, and command staff; removing the negative impact to the operations division.

Near Term (2-5 years)

Emergency Manager (1) – This position would become the emergency manager for the city. They would be involved in regular emergency management training at the local, regional, and federal level.

Administrative Assistant (1) – This position would assist with document development, scheduling, and coordination of administrative tasks.

Far Term (5-10 years)

Deputy Chief (1) – This position would provide oversight to the prevention, training, and support services divisions. This would decrease the extended span of control of the fire chief and make communication more effective through the chain of command.

Management/GIS Analyst (1) – This position would allow the department to be more efficient and effective with data analysis for continuous improvement/accreditation processes, such as output and outcomes while studying the capabilities of resource availability. This would allow the department to plan more effectively instead of delays caused by a lack of resources.

Administrative Division Staffing Plan

Immediate (FY18)	Near Term (2-5 years)	Far Term (5-10 years)
Deputy Chief of Operations	Emergency Manager	Management/GIS Analyst
Battalion Chief of Planning and Analysis	Administrative Assistant	Deputy Chief

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Support Services Division

Challenges

Delays are occurring due to the increasing volume of tasks on the division. Frequently, chief officers shuttle resources due to a lack of staffing. Communication with vendors is impacted due to this which delays the effectiveness of the division. With increasing demand and future needs of current personnel, the support services staff is challenged to meet current department expectations.

Future Growth

The continuous improvement/accreditation model has forced the division to perform more tasks regularly and provide communication of the tasks through documentation.

Procurement process should increase in the near term with the need to expand to meet deployment objectives. This increased demand on the division will need support through staffing depth.

Immediate Needs (FY18)

Captain of Support Services (1) - This position would communicate with operation division chiefs and captains for physical resource organization during maintenance activities and for stations resource management through the procurement process. Additionally, the captain would communicate with vendors and assist with the budgetary process.

Support Services Specialist (1) - This position would provide depth in the division and allow division function quality to remain effective should personnel be on leave, and other times of vacancy. Increased tasks are pulling additional staff (from other divisions, or command staff) to assist. This will allow the reintegration of the media services tasks due to the lack of resources.

Near Term (2-5 years)

Unknown at this time

Support Services Staffing Plan

Immediate (FY18)	Near Term (2-5 years)	Far Term (5-10 years)
Captain of Support Services	Unknown	Unknown
Support Services Specialist	Unknown	Unknown

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Prevention (Risk Reduction) Division

Challenges

Currently the prevention division is having difficulty completing all work as assigned due to the volume of work. The members of this division frequently work extended hours to complete the minimum tasks. The division has difficulty maintaining timeliness on re-inspections due to the volume of work. With the state of development in the city, this only further increases the work load in the division.

The business inspection program relies heavily on the operations division to conduct annual inspections of all businesses in the city. The operations division has seen an increase in demand relating to emergency service calls, in addition to an expanding number of business inspections each year. Another outcome with relying on the operations division to conduct inspections is that it reduces response readiness by having units out of district, and personnel with delayed access to their units. It has also been identified through the accreditation process that inspections should be conducted by personnel holding certification to do so. To provide training and maintain certifications for all members of the operations division would present both financial and logistical challenges.

The Fire Investigation and Fire Education program rely mainly on recalled or overtime personnel to conduct investigations and deliver education programs. It has been increasingly challenging to fill this volume of overtime or obtain recall personnel. When this occurs these programs fall back onto the staff of the prevention department as well and further add to the workload.

Future Growth

The demand for this division is anticipated to continue to grow for many years in the future. The city is continuing to have new development which drives demand in this division.

The Fire Investigation and Fire Education program is expected to continue to see an increase in demand as the city continues to grow. In addition, the Fire Education program has limited its scope due to limited resources in this area. With greater resources the opportunities for more education and citizen contact would be possible.

Immediate Needs (FY18)

Captain in Prevention (1) – This position would be a 40 hour position that would share the duties already assigned to the Captain in prevention and assist in reducing the workload on all positions in the division.

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Administrative Assistant in Prevention (1) – This position would reduce the data entry and secretarial duties currently being conducted by members in this division, or being assigned to the administrative assistant in support services. Currently the three members of prevention division conduct routine data entry, filing of reports and paperwork, and conduct routine scheduling.

Near Term (2-5 years)

Captain in Prevention (2) - These two positions and one previous Captain in Prevention would be assigned to shift, one on each of the operations shifts. Their duties would include all previous duties as a Captain in Prevention. In addition they would serve as the on duty Fire Investigator for all incidents. In addition they would be the designated safety officer on each shift and would be assigned to all first alarm and greater incidents to serve in that role. This position also allows for after hours prevention business to be conducted such as life safety inspections, recreational burn permit requests, and special event inspections.

Fire Safety Education Specialist (1) – This position would be assigned to manage and deliver the Fire and Public Safety Education program. The division currently has limited capacity to deliver education in all available areas, and is not always able to provide for all requests. In addition there are additional opportunities in the community that the department is not actively involved with due to limited resources. This position would be a 40 hour position with the ability for a modified work schedule to meet demands of needs such as evening and weekend events.

Long Term (5-10 years)

It should be the goal of the division to expand its capabilities to conduct annual business inspections without relying on the operations division. This could be done by expanding the number of captain positions, the creation of a fire inspector position, or through the use of an intern/seasonal employee program within the division. With the increasing demand on the operations division, and the increased awareness of response times and district coverage this becomes imperative. Additionally, the division should continue to monitor growth, development, and sources of demand for the division and plan accordingly for future expansion as needed.

Prevention Division Staffing Plan

Immediate (FY18)	Near Term (2-5 years)	Far Term (5-10 years)
Captain of Prevention (1)	Captain of Prevention (2)	Fire Inspectors (?)
Administrative Assistant	Safety Education Specialist	

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Training Division

Challenges

Due to the capacity of critical tasks on this division, tasks are not being completed effectively. In addition to being responsible for training and professional development of all employees, the division also oversees or has responsibilities for: organizational health and wellness, infectious disease exposures, emergency medical services licensure, logistical control of all controlled substance medications, hiring process management, promotional process management, management and procurement of training resources, reconciliation of data for performance, medical record management, quality assurance/quality improvement of all programs, collaboration with regional partners for process improvement, servicing and replacement of all durable medical equipment, medical equipment inventory, coordination of the tactical medic program, and emergency medical services preceptor program management.

Future Growth

The department anticipates rapid growth following the continuous improvement model implementation/accreditation process. This is due to operational coverage not meeting industry's best practices. With additional staff needing on-going training, and the return of consistent specialized training for all programs, additional resources are needed within the division to be effective in its mission.

Immediate Needs (FY18)

Captain of Training (1) – This officer would facilitate training for the programs of fire suppression, hazardous materials, and technical rescue. They would also be the dedicated drillmaster for developing new recruits for the department. The demand on shift battalion chiefs has exceeded their capabilities to provide adequate fire based training.

Captain of Training (1) – This officer would facilitate training for emergency medical services to all members of the department. They would also have a key role in the development of a community paramedic program.

Administrative Assistant – This individual would perform analysis of output and outcomes from the emergency medical services records management system. They would also manage all training records for certification, credentialing, or licensure requirements.

Near Term (2-5 years)

Battalion Chief of Training (1) – This officer would assist with oversight of training development for all programs and supervise the captains of training.

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Captain of Training (1) – This officer would assist with training facilitation of fire suppression, hazardous materials, and technical rescue. They would also assist with the role of department drillmaster for recruit training.

Captain of Training (1) – This officer would assist with training facilitation of emergency medical services to all members of the department. They would also have a key role in the community paramedic program.

Training Division Staffing Plan

Immediate (FY18)	Near Term (2-5 years)	Far Term (5-10 years)
Captain of Training (2)	Battalion Chief of Training	unknown
Administrative Assistant	Captain of Training (2)	

Communications Center

Challenges

Due to the increased volume in the communications center, frequently radio communications need to be repeated or are missed. This is not effective as the communications center is an essential role, particularly if there is a mayday situation. Resources are not available for dedicated communications when structure fires occur, not only for the department but for all other agencies as well. The center currently monitors 24 radio channels due to all the contract agencies. The 800 MHz system will improve radio quality, but will potentially add frequencies or talk groups. Additionally due to volume, Emergency Medical Dispatching is abbreviated or at times eliminated, utilizing the emergency rule for dispatchers. Frequent holds occur due to volume.

The center not only provides emergency communications for nine fire departments, but is responsible for all overtime callouts. Callout errors occur due to the volume of callouts while also performing emergency communications functions. Due to the increased volume, training is delayed and dispatchers are unable to decompress impacting their health and wellness.

In addition to managing the communications center for nine fire departments, the supervisor is also the information technology liaison for the department. This includes managing the applications, maintenance, upgrades, reports, end user views, and form creation for the two primary record management systems (RMS) FDM software and the FDM computer aided dispatch (CAD). In addition to those systems, the supervisor manages all fire department software and hardware for the center, EOC, and DOC. Due to information technology tasks, regional support and assisting on dispatcher consoles during

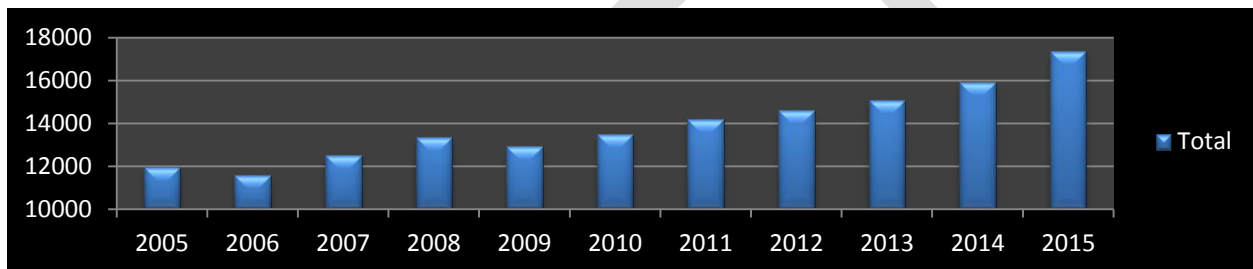
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high call volumes or to maintain minimum staffing, task completion is delayed. Occasionally, the supervisor has been required to work shift work in addition to the forty hour shift to cover vacancies for minimum staffing and volume.

Communications Center Personnel Staffing vs. Center Demand Histogram

A twenty year trend on demand data could not be completed due to the lack of historical data. However, ten years of data was available. The department's communications center provides emergency communications for nine regional fire departments. Demand in the communications center has increased 45.56% in the past 10 years. Staffing has not increased since 2000.

Communications Center Emergency Dispatch Communications Demand by Year



Future Growth

Call volumes are increasing not only for the department but for many of the other jurisdictions which services are provided. The center will need to continue to look for process improvements based on the increasing demand regionally. This includes increasing resources and technology.

Immediate Needs (FY18)

Communications Specialist (6) – These positions would allow for staffing of a minimum of three per shift compared to two currently. The increased minimum staffing is to engage the communications tasks and to allow for greater quality during high risk operations events.

Lead Communications Specialist (2) – This would provide a lead communications specialists for all shifts tied to minimum staffing.

Communications Manager (1) – This position would allow for effective management of the communications center. This would create effective communications with the nine fire agencies to troubleshoot and investigate complaints, and allow for more effective management of dispatch services, information technology, and radio systems.

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Communications Supervisor (retained) – This position would supervise the lead communications specialists and be responsible for shift scheduling.

Information Technology Manager (1) – This position would perform tasks associated with IT support for the department. Additionally, this position would perform analyst functions within the CAD, mobile CAD, AVL, and other FDM systems. This position would also be involved with the data support needs for the continuous improvement/accreditation process such as GIS and other CAD related data. This position could be moved under the support services division to be more engaged with department procurement processes and other administrative functions.

Radio Systems Technician (1) – This position would troubleshoot all emergency radio challenges for quality assurance of the radio systems. They would also provide support for the station alerting systems at all fire stations for optimal performance.

Near Term (2-5 years)

Communications Specialist (6) – These positions would provide resiliency to the minimum staffing of three per shift.

Communications Supervisor (1) – This position would establish a day and night supervisor.

Far Term (5-10 years)

Communications Specialist (6) – These positions would allow depth to keep up with the anticipated increasing volume.

Communications Center Staffing Plan

Immediate (FY18)	Near Term (2-5 years)	Far Term (5-10 years)
Communications Specialist (6)	Communications Specialist (6)	Communications Specialist (6)
Lead Communications Specialist (2)	Communications Supervisor	
Communications Supervisor		
Information Technology Manager		
Radio Systems Technician		

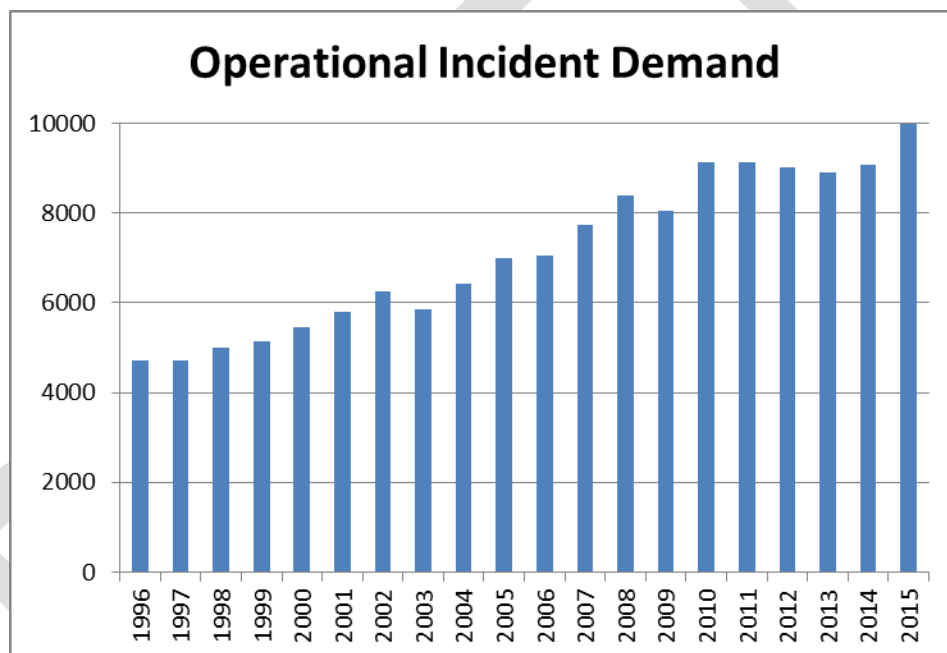
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Operations Division

Challenges

The current response capabilities are not built to meet industry standards for response quality¹, nor is it meeting community expectations².

- The travel time to respond for the first arriving unit and the effective response force deployment design of the department was built for an “average” of five minutes travel time. Industry standard response travel time for populated areas is four minutes, 90% of the time. Due to increasing emergency and non-emergency tasks (inspections, training, support service, public education, and administrative duties) first due units are not reliable within their first due areas to meet industry standards, 90% of the time. Response performance by program and risk level is published annually.



¹ National Fire Protection Association (NFPA) 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*

² Community Driven Strategic Plan, Community Expectations

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2015 Operational Resiliency

This chart illustrates the performance of operations resources in 2015 within their primary response areas. If resources are not able to perform with at least 90% resiliency they cannot perform to the travel time potential identified by the travel time study providing that capability 90% of the time. All tasks affect operational resiliency regardless if the tasks are associated with the mission of operations.

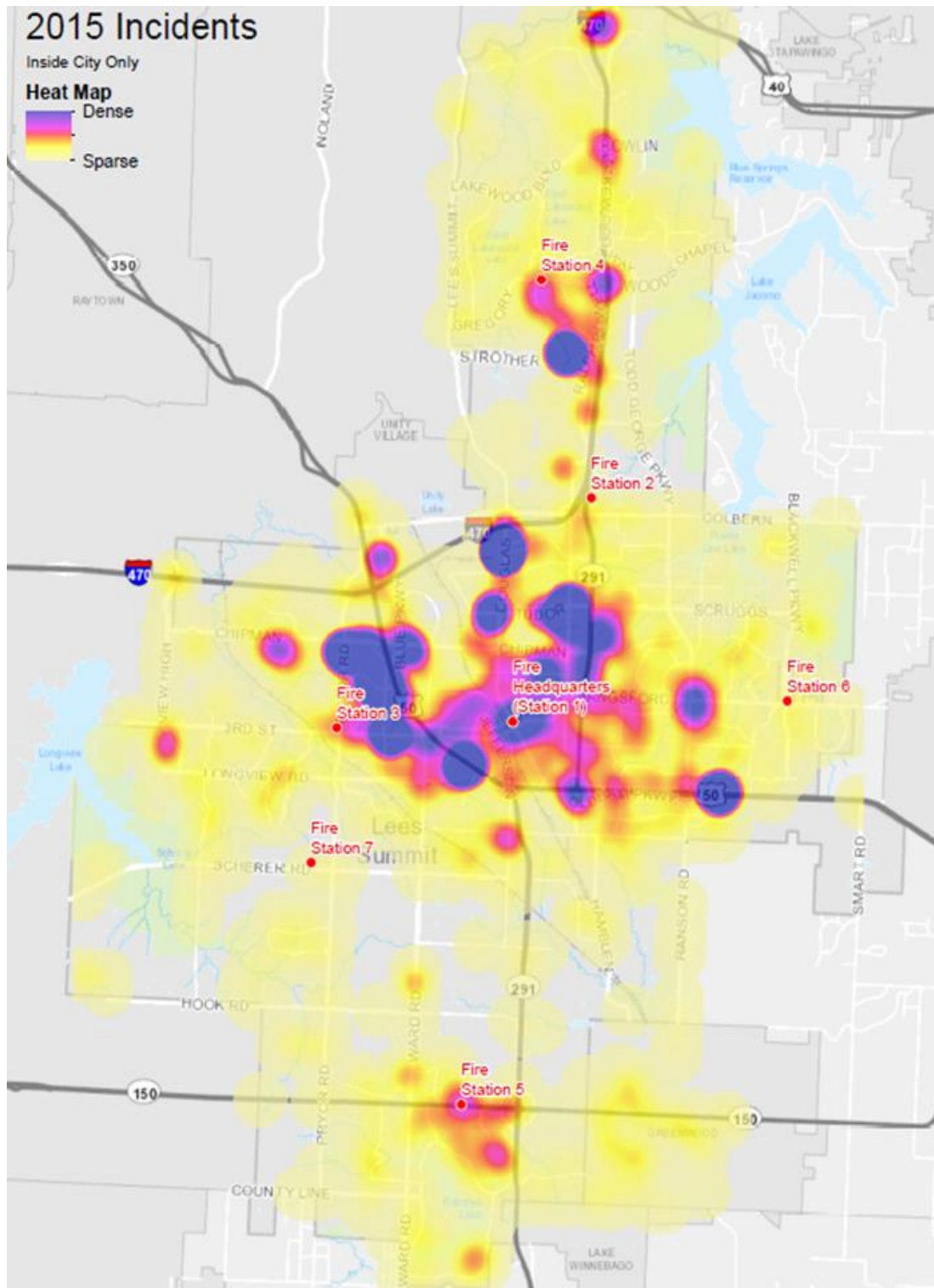
District ³	Calls within District	Calls made within district	Calls needing an medical unit	Calls made with 1 st due rescue	Primary units	Fire unit resiliency in district	Medical unit resiliency in district
1	1803	1566	1356	1058	P1 and R1	86%	78%
2	1295	1178	1070	NA	P2, T2, or G2 R1, R6, R4	90%	NA
3	2489	2181	2000	NA	P3 or G3, R1, R7	87%	NA
4	1358	1232	1020	848	P4, R4	90%	83%
5	955	877	684	571	P5, R5	91%	83%
6	1143	1051	874	734	P6, R6	91%	83%
7	341	301	232	182	P7 or T7, R7	88%	78%

- Fire units are frequently moving throughout the day in and out of primary response areas. The commit time of all tasks impact the resiliency of units to provide quality response time.
- The commit time associated with the number of medical units transporting patients in and out of the city impacts the resiliency within their primary response areas.

³ The department will attempt to transition to an automatic vehicle location (AVL) deployment system which will essentially do away with response districts in 2017. The closest unit will be assigned to provide the highest quality response travel time based on resources available.

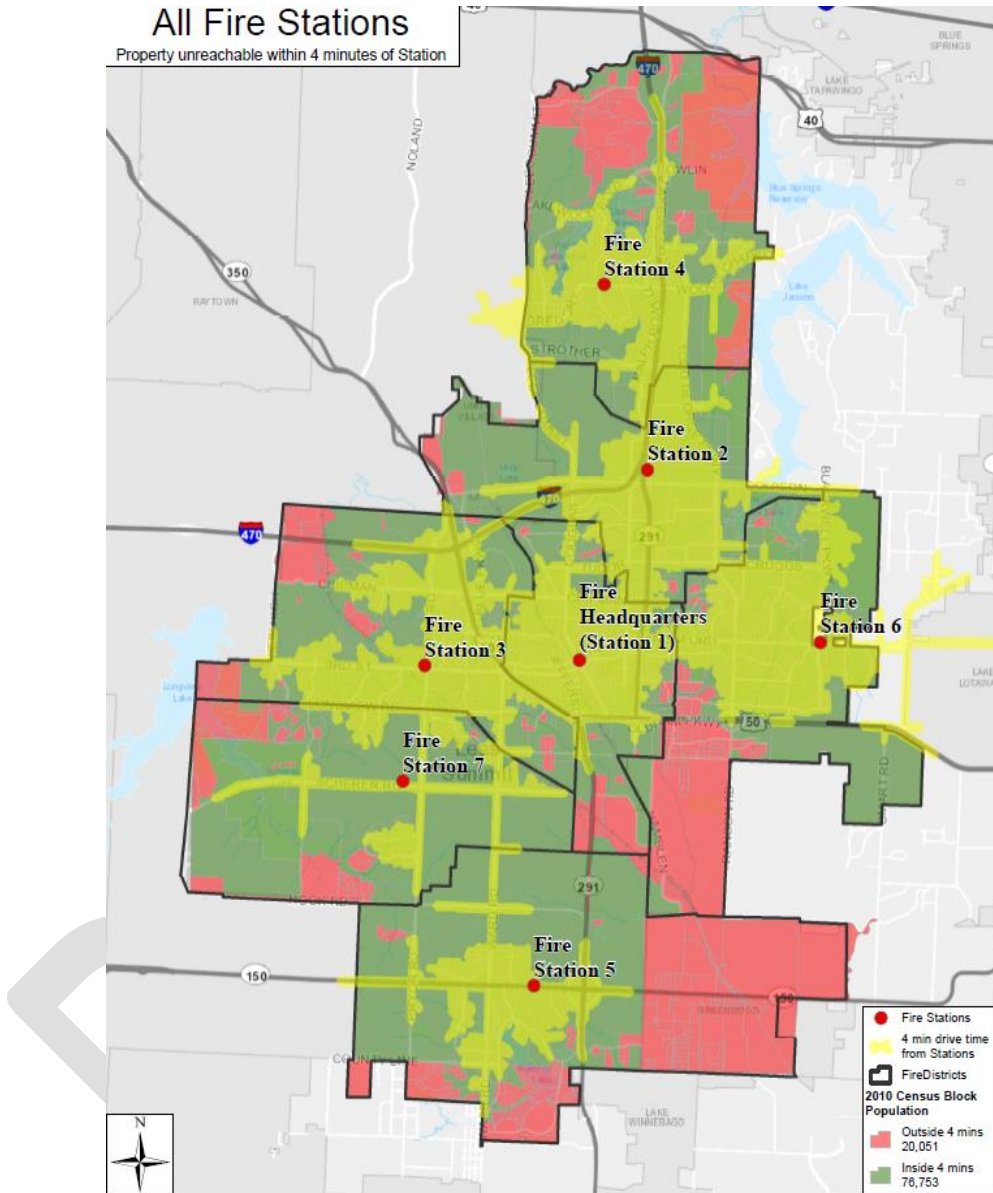
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2015 Thermal Map of Operational Demand



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Travel Time Study Performed by City ITS Against 2010 Census Population



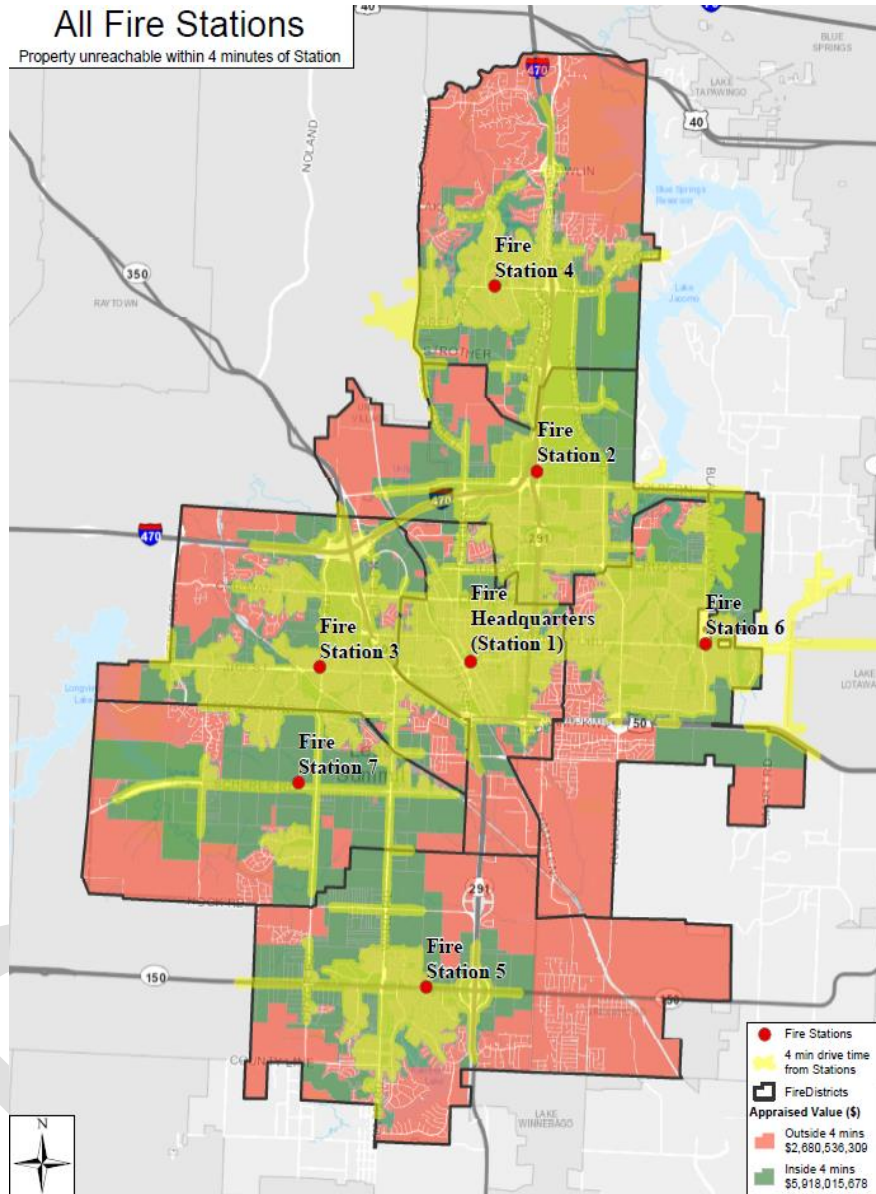
Population reachable in 4 minutes	76,753 (79.29%)
Population unreachable in 4 minutes	20,051 (20.71%)

- The travel time capabilities of the first arriving units when all are available do not provide industry standard coverage⁴ (4 minutes) to several populated areas.

⁴ National Fire Protection Association (NFPA) 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*

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Travel Time Study Performed by City ITS Against Property Value



Based on 2015 Jackson County Records (doesn't include Cass County)

Appraised Property reachable in 4 minutes	\$5,918,015,678 (68.83%)
Appraised Property unreachable in 4 minutes	\$2,680,536,309 (31.17%)

- The travel time capabilities of the first arriving units when all are available do not provide industry standard coverage⁵ (4 minutes) to several populated areas.

⁵ National Fire Protection Association (NFPA) 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*

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- The travel time for the effective response force (ERF) was not considered previously in the coverage to the community prior to entering the CFAI model. The ERF is the amount of resources needed to mitigate different types of emergencies within the coverage area. Because of the lack of ERF planning for coverage until 2014, the department deployment locations (fire stations) are spaced out for 5 minute average travel distribution with single resource types ready for deployment from those stations. The industry benchmark is eight minutes travel time for the arrival of the ERF 90% of the time. Currently, the department is nearly double that time in some programs due to the limited amount of resources spread out for coverage over nearly 70 square miles.
 - The repositioning of Rescue 6 to Station 2 improved ERF response quality on EMS incidents to the whole coverage area in every population density zone type.
 - When several units are needed to mitigate an emergency incident, such as a structure fire, the travel time associated with mobilizing eight apparatus to the scene in any one location within the community is not close to industry standards (NFPA 1710, eight minutes travel time).

Travel Time ERF Baseline 90% Performance Jan-June '16
High Risk Fire (Eight fire response units)

Urban zones	17:45 (8:00 benchmark *8 th edition)
Suburban zones	12:37 (10:00 benchmark *8 th edition)
Rural zones	18:31 (10:00 benchmark *8 th edition)

- Minimum staffing levels
 - Minimum staffing has remained at three on fire apparatus over the twenty year period. This staffing level is common regionally, though ***not associated with industry standards⁶ for safety or performance⁷***. The staffed deployment coverage for nearly 70 square miles is not effective to reach industry standard response times.
 - Because of the current staffing level, additional apparatus must be mobilized to provide the number of firefighters on scene to mitigate certain incidents. If staffing met industry standards for safety and performance, less units would need to be assigned to larger scale incidents and would provide greater resource resiliency to the community.

⁶ National Fire Protection Association (NFPA) 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*

⁷ National Institute for Standards and Technology (NIST) Field Experiments Study

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- Minimum staffing competency for hazardous materials technician and technical rescue technician are **not** provided to the community associated with daily coverage. If a technician level hazardous materials event, or a technical rescue technician level event occurs (other than ice rescue or vehicle extrication), regional mutual aid is relied upon to respond into our community and perform critical tasks associated to mitigate the event. The department responds but operates in an awareness capacity based on current staffing standards.
- The utilization of fire apparatus for all operational responses, and for business inspections impacts the draw-down of resources to be reliable for higher risk event types.
- The department has exceeded its overtime budget several years in a row due to personnel leave and vacancies.
- The demand on chief officers to respond has increased due to the continuous improvement/accreditation model. The two chief officers are deploying more often to incidents, and deploy simultaneously on all structure fires. For every structure fire deployment, a recall chief has to respond to provide coverage to the community. Recall chiefs are either off duty or 40 hour administration positions. If a chief officer is assigned to a call within the community, ERF is not in place to deploy to higher risk incident types, such as structure fires.

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Future Growth to the Community

Development projects publicly known as of October 2016⁸

Fire District 1 (central region of the city, includes the historic downtown)

- Missouri Innovation Campus- A combined educational /commercial complex approximately 200,000 square feet in size. To be located in the area of Ward Road and Tudor Road.
- Summit Place Shopping Development at Summit Technology
 - Opening Fall 2017
- Mid-sized hotel with approximately 90 rooms. To be located in the area of Ward Road and Tudor Road.
- Summit Orchard development and luxury apartments located at Chipman Road and Ward Road.
 - 150,000 square feet of mixed use office, retail, and restaurant
 - 300 apartments
- A large 291 and 50 Highway infrastructure project with new development in the Adessa property on the east and west sides of 291 Highway.
- "The Grove At Lee's Summit" 291 Highway and Bailey Road
 - 1 million square foot business park
 - Phase 1 tentatively scheduled to open 2019

Fire District 2 (north central region of the city, includes Unity Village)

- A large international manufacture business with approximately 500 employees is proposed to move into the area of Independence Avenue and McBaine Street.
- A combined retail/commercial development in the area of Strother Road and Independence Avenue proposed to be approximately 100,000 square feet of new development.
- A mid-sized family activity center located at McBaine Drive and Independence Avenue.
- A commercial warehouse on McBaine Drive at approximately 50,000 square feet.
- A senior living/skilled nursing facility has been proposed in the Colbern Road corridor, unknown the number of rooms or beds.
- Tudor Road infrastructure development west of Douglas Street to Ward Road.
- Blue Parkway developments to the north of 470 Highway following infrastructure improvements.

Fire District 3 (west central region of the city, includes the western gateway)

- The Commons at John Knox Village, a multi-story senior living center located in the John Knox Village campus.
- The Meadows at John Knox Village, multiple multi-story senior living facilities located in the John Knox Village campus.

⁸ Information supplemented from the 2015 LSFDF Standards of Cover

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- Autumn Leaves at Third Street and Kessler is a 52 unit memory care nursing facility.
- Summit Place development in the area of Ward Road and Blue Parkway. This development includes two major anchor retail stores including a wholesale club and additional commercial pad sites.
- A large commercial/entertainment development located at 470 Highway and View High Drive. A combined sporting venue with commercial, residential, and hotel with a conference center occupancy.
- Continued development of the New Longview area with 309 multi-family residential units. Located in the area of Third Street and View High Drive.
- View High Drive and Third Street: 74 acre "Village at View High" mixed use development
 - 250,000 square feet of retail
 - 100,000 square feet of office and medical space
 - 312 apartment units in 17 buildings
 - 13 acre gated community 150 senior living apartments
- B and B Theaters complex within New Longview
- Continued development of the retail shopping development in the area of Blue Parkway and Chipman Road.

Fire District 4 (northern region of the city, includes the northern gateway)

- A private High School in the area of Strother Road and Lee's Summit Road.
- Multiple multi-story senior living facilities and additional four-plexes in the area of Manhattan Drive and Meadowview Drive.
- Residential development in the area of Akin Boulevard and Morgan Drive. This includes 74 townhomes and a clubhouse.
- Residential development in the area of Bowlin Road east of Lakewood Way. This includes 160 residential lots with a proposed senior living/nursing facility.
- Continued development of the large residential subdivision in the area of Woods Chapel Road and Park Ridge Boulevard with 100 additional lots of single family residential.

Fire District 5 (southern region of the city, includes the City of Greenwood)

- Continued development of the large residential subdivision in the northwest corner of Ward Road and 150 Highway.
- Continued development of a mid-sized subdivision in the area of Hook Road and Pryor Road with approximately 75 additional lots.
- A twenty-four hour Walmart in the area of 150 Highway and Market Street.
- Continued development of the large subdivision in the southwest corner of 150 Highway and Ward Road including an additional 200 single family lots.
- Continued development of a large subdivision in the area of Ward Road and County Line Road with an additional 180 lots of single family residential.
- Continued development of the mid-sized subdivision in the area of Pryor Road and Sage Canyon Road.

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Fire District 6 (eastern region of the city, includes the eastern gateway)

- A multi-story senior living center in the area of Battery Drive and Shenandoah Drive.
- Residential development in the area of Todd George Road and Scruggs Road. Ninety three single family residential lots.
- Continued single family residential development of the large subdivision in the area of Langsford Road and Millstone.
- Continued single family residential development of the large subdivision in the area of Langsford Road and Wood Street.
- Major infrastructure development with an additional interchange at 50 Highway and Blackwell with frontage road extension for approximately two miles to the east.
- Commercial development in the area of Todd George Road and Blue Parkway including a large grocery store and multiple commercial/retail shops.

Fire District 7 (southwestern region of the city)

- Continued single family residential development of the large subdivision in the area of Pryor Road and Eagle Creek Drive.

Immediate Needs (FY18)

Supplemental Staffing (9) - Supplemental staffing would be utilized to combat historical overtime expenditures experienced due to extended absences and turnover of personnel. The positions would be entry level Firefighter/Paramedic positions.

Battalion Chiefs (3) - This would add an additional Battalion Chief per shift. Chief Officer demand has continuously increased to provide command and safety resources at emergency incidents. Additionally, since Battalion Chiefs were added to shifts to supplement the Assistant Chiefs, there have been several additions of resources and personnel to their purview. With the near future expectations of additional resources being added, the addition of the three Battalion Chief positions will provide adequate span of control and aid in establishing the infrastructure required of the command staff as strategic planning of the organization future continues.

Rapid Response Vehicle (9) - This would add a single unit resource with minimum staffing of two personnel per shift. This rapid response squad will assist with resiliency of district coverage in high demand areas and can be transitioned in to initial response vehicles in areas that are currently without adequate coverage. With this squad approach, unconventional stations may be appropriated until adequate fire station expansions can be funded.

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Near Term (2-5 years)

1710 Staffing (Phases 1, 2 and 3) (27) - In compliance with NFPA 1710 standards for staffing, phases one through three will provide a minimum of four-person staffing on all front line fire apparatus. This provides a faster effective response force with fewer physical resources while enhancing emergency incident safety with Occupational Health and Safety Administration (OSHA) compliance with the arrival of the first fire apparatus for two in – two out. Using fewer resources on higher risk incidents supports the standards of cover to the community with increased resiliency.

Special Operations (15) - Staffing of Squad 1 to provide resources associated with advanced technical rescue and hazardous materials technician incidents associated with minimum staffing to support the standards of cover. This unit would receive specialized training to perform advanced tasks related to those programs and continue to support the region in addition to the community. Minimum staffing would be four per shift/day.

Rescue 3 (9) - The advanced life support ambulance would provide coverage to a high demand area and support the resilience of other rescues within the community.

Rapid Response Vehicle (9) – This would add a single unit resource with minimum staffing of two personnel per shift. This rapid response squad will assist with resiliency of district coverage in high demand areas and can be transitioned in to initial response vehicles in areas that are currently without adequate coverage. With this squad approach, unconventional stations may be appropriated until adequate fire station expansions can be funded.

Station 8 (24) – This station would be staffed with one fire apparatus and one rescue and would provide coverage to an area that is not served with industry standard response quality and supplement needs to meet effective response quality standards to the community. (Planning for this station should begin immediately to coincide with existing and rapidly expanding risk based on known development in the city.)

Far Term (5-10 years)

Captain/Safety Officer (9) - This position will enhance chief officer safety while responding to emergency incidents, provide incident command support, and may fill the role as the incident safety officer on complex incidents while assisting with resiliency to the standards of cover.

Station 9 (24) - This station would be staffed with one fire apparatus and one rescue and would provide coverage to an area that is not served with industry standard response quality and supplement needs to meet effective response quality standards to the

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community. (Planning for this station should begin immediately to coincide with existing and rapidly expanding risk based on known development in the city.)

Station 10 (24) - This station would be staffed with one fire apparatus and one rescue and would provide coverage to an area that is not served with industry standard response quality and supplement needs to meet effective response quality standards to the community. (Planning for this station should begin immediately to coincide with existing and rapidly expanding risk based on known development in the city.)

Tracking Performance (Response Times and Outcomes)

In pursuit of international accreditation, the department was required to track its response performance quality differently than before. This model looked at all components of total response time (TRT), including the first qualifying arriving unit, and the arrival of the effective response force at the 90th percentile. Response performance had never been evaluated in this manner.

Benchmarks were adopted from the 8th Edition of the Accreditation Model which allowed for variance of response time quality from NFPA standards based on population: urban, suburban, and rural densities. The department's deployment model hadn't been built on the arrival on an effective response force against recognized benchmarks.

The department informally identified a goal of the average travel time for a single unit at an average of five minutes to all areas of the city. It had not taken into consideration the quality for the arrival of all resources necessary to address hazards and risks in all locations of responsibility. This deployment design has negatively impacted the response quality to the community.

The department published its first CRSOC in October 2015. This document was a thorough analysis of the department's capabilities and limitations for response time quality against the benchmarks adopted. It documented immediate, near term, and long term goals for improvement. Several of the immediate and some of the near-term recommendations have been instituted or are in process.

In March 2016, the Commission of Fire Accreditation International (CFAI) evolved and published the 9th edition of the FESSAM. All agencies that are accredited or pursuing accreditation are required to progress to the 9th Edition model. Changes are identified in the new model such as:

- No variance for population density on response time quality.

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- Reports of response quality and associated outcomes by planning zone.
- Several additional core competencies and performance indicators.
- Associating outcomes with response performance.

The response time benchmarks previously adopted under the 8th Edition will have to change to meet the expectations of the 9th Edition CFAI model.

Response Time Benchmarks Evolution

The previous benchmarks from 2013-2016 based on the 8th edition model.

CFAI 8th Edition benchmarks (allowed variance from NFPA 1710 for population density)

Population Density	1 st arriving unit (travel time)	Effective Response Force (travel time)
Metro/Urban zones	4 minutes at 90%	8 minutes at 90%
Suburban/Rural zones	5 minutes at 90%	10 minutes at 90%

In 2016, the department adopted NFPA 1710 as the guiding standard for response time quality to the whole community. Previously only the zones populated at the urban standard received this quality benchmark. The other previous benchmarks allowed an additional minute in suburban and rural zones for the travel time of the first arriving unit, and two minutes travel time for the arrival of the effective response force.

The current model (9th Edition), no longer recommends a variance based on population density. The department adopted the only recognized standard for the whole community, NFPA 1710.

Baseline data will be segregated into planning zones to show performance quality but will be held against a single response benchmark.

Current Lee's Summit Fire Department benchmarks are aligned with (NFPA 1710) for the 9th Edition CFAI model.

Lee's Summit, Unity Village, City of Greenwood	1 st arriving unit (travel time)	Effective Response Force (travel time)
All Planning Zones	4 minutes at 90%	8 minutes at 90%

This new singular benchmark to the entire response area allows for more effective operational deployment planning based on ESRI GIS travel time studies. Other factors such

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as future build out and resiliency to organizational demand are also considered in the deployment study to meet the community's expectations.

Community Expectations, Concerns, and other Feedback

In order to effectively plan the needs of the department, the expectations of its stakeholders should be considered. This includes the department's external stakeholders, specifically the community.

The department's strategic planning process was facilitated by the Technical Advisor Program (TAP) from the Center for Public Safety Excellence in 2013. The first component of this process involved a community meeting. In this meeting, forty-six community members gave their impression of the organization and documented their expectations, concerns, and other feedback.

These comments were included in the formulation of the staffing plan.

- Community Service Program Priorities

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	270
Rescue - Basic and Advanced	2	232
Fire Suppression	3	212
Fire Prevention	4	124
Hazardous Materials Mitigation	5	110
Domestic Preparedness Planning and Response	6	98
Public Fire/EMS Safety Education	7	84
Fire Investigation	8	74

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Community Expectations (verbatim, in priority order). *Note: There are many other comments, these were identified applicable to this objective, see pages 9-11 of the strategic plan for all comments pertaining to expectations.*

- 1. To provide fast emergency service in times of crisis. Quick emergency response meeting industry best practices.
 - 2. Expertise in the field - both well-trained and physically proficient - knowledge and performance. Maintain a professional staff with training and competencies greater than the accepted mean levels.
 - 4. Up-to-date and above standard equipment / facilities. That the firefighters have the equipment they need to do the job.
 - 9. Professionally certified personnel in all positions. Professionally credentialed (or certified) fire chiefs, officers, supervisors, inspectors, paramedics, fire truck drivers, firefighters and dispatchers.
 - 10. Great leadership. Leadership within the department that creates a department that meets the needs of the community and personnel.
 - 11. To maintain the highest level of preparedness possible.
 - 14. To handle public funds in an honest and common sense manner. Spend our money as if it were its own.
 - 15. Minimize damage to property and injury to people.
 - 16. Specialization / expertise in areas that will most likely affect / happen in our community.
 - 23. Meet or exceed benchmark performance standards for a comparable sized department.
 - 25. No need to utilize other municipalities due to lack of...
 - 30. Provide feedback, both positive and negative in a profession, time-sensitive manner when their own expectations were not met, or when they were exceeded.
 - 36. Cover all areas of the community equally. Equal coverage in the city for emergencies.
- **Areas of Community Concern** (verbatim, in no particular order). *Note: See pages 12-14 of the strategic plan for all areas of concern comments.*
 - Do you always have to have fire trucks respond with the paramedics? Overkill.
 - Does the fire department have proper funding?
 - Concerned that the department does not have the proper levels of on-going training.
 - Do we have enough firemen for the growing city?
 - Concerned with the cost of the services.
 - Are there enough fire stations for our community?
 - Does the department have adequate resources for the equipment needed?
 - The city budget is not providing the equipment needed for fire and medical.
 - Fire stations at 3rd and Prior and at Raintree need replacing.
 - Ability to sustain high performance levels.
 - Response time to sections of the community.

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- Keep within the budget.
 - Understaffed
 - Too much geography to cover in Lee's Summit, not enough equipment available.
 - Out of date and substandard fire stations.
 - Some areas of the community don't have the emergency response and coverage that is needed.
 - Is staffing adequate for the growing community?
 - They need updated satellite buildings that have the necessary equipment.
 - Do they sometimes send too many staff to an insignificant fire call?
 - Are they growing at an adequate pace to meet the needs of a growing community?
 - Do our people have the proper training and education?
 - Do we have the proper manpower to provide the proper service for our community?
 - I am concerned about a disaster happening and not being prepared. Do our LS services all work together?
 - How will community programs, new equipment and more staff be funded if needed?
 - As the community grows, how many calls are you able to effectively respond to?
 - Concerned that the budget does not allow for enough firemen.
 - More fire stations needed.
 - Concerned about response times
 - More fire staff.
- **Positive Comments** (verbatim, in no particular order). *Note: See pages 15-18 of the strategic plan for all comments.*
 - Like the yellow fire trucks.
 - Response time A+
 - Response times seem to be improved.
 - Excellent response times when I have called.
 - Good coverage in the community.
- **Other Comments** (verbatim, in no particular order) *Note: See all comments on page 19 of the strategic plan.*
 - City administration and council must address the needs of the department.
 - We have an amazing fire department. My expectation is that this community continues to support them and give them the tools they need to continue and expand on their great work.

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Conclusion

An organized staffing plan of this magnitude has never been developed in the history of the department. While requiring considerable commitment by the department, city, and community, this staffing plan provides a comprehensive review and strategy for organizational success. Adequate resources will allow the department to meet the expectations and demands of our growing and progressive community.

DRAFT

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Appendix A

FY18 Implementation Plan

Following a strategic planning session with both Lee's Summit Fire Department Management and International Association of Firefighters (IAFF) Local 2195 Executive Board, a priority was identified for the initial expansion focus to be on administrative staff and communication positions. This was communicated through management channels to the city identifying a need to provide the structure to support the operational expansion requests coming in the near future.

Following the session, a command staff decision was made based on the expanding demand of the EMS program to create an additional position to oversee the program. Historically this has been under the purview of the Training Division. This position would be titled the Assistant Chief of Emergency Medical Services.

FY18 Personnel Requests:

Communications Specialist x4:

This would expand the human resources in the fire department communications center to a minimum staffing of three per shift instead of two. This would possibly allow the personnel to perform priority dispatching for tiered resource deployment.

Captain of Training x2:

These positions would dedicate personnel to the training program that has been challenging to maintain. One would be dedicated to EMS training and the other to Fire, Rescue, and HazMat training.

Administrative Assistant:

This position would assist the Training and Prevention Divisions with administrative duties such as scheduling and data entry. They would also perform analysis of output and outcomes from the emergency medical services records management system. They would also manage all training records for certification, credentialing, or licensure requirements.

Assistant Chief of EMS:

This position would introduce an EMS (Emergency Medical Services) division within the department. EMS is the primary service delivery component to the citizens of Lee's Summit. As a standalone division, the Assistant Chief of EMS would be charged with oversight of all licensing aspects required through state and federal requirements for EMS delivery. This position would coordinate with the training division to maintain EMS licensures for all personnel. Department, local and regional program participation and direction is expected. Oversight of the departments EMS committee, development and

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management of a community paramedic program and cooperation with regional EMS groups and hospitals will be expected.

Captain of Prevention:

This position would share the duties already assigned to the Captain in prevention and assist in reducing the workload on all positions in the division.

Captain of Support Services:

This reclassification of the Fire Specialist position would communicate with operation division chiefs and captains for physical resource organization during maintenance activities and for stations resource management through the procurement process. Additionally, the captain would communicate with vendors and assist with the budgetary process.

Battalion Chief of Planning and Analysis:

This position would assume the roles and responsibilities of the Lee's Summit Fire Department Accreditation Manager. They would manage the departments CRASOC, response performance and outcome data, annual compliance report to the CFAI, strategic plan, program appraisals, compliance with accreditation performance indicators, and represent the City and department in all Center for Public Safety Excellence activity. These responsibilities have been managed by a Captain from the Operations Division.

Description	FY18 Impact	Recurring Impact
Communication Specialist x4	\$ 205,709	\$ 205,109
Captain of Training x2	\$ 162,072	\$ 152,938
Administrative Assistant	\$ 49,512	\$ 48,455
Assistant Chief of EMS	\$ 109,638	\$ 104,829
Captain of Prevention	\$ 81,036	\$ 76,469
Battalion Chief of Planning and Analysis	\$ 101,354	\$ 96,697
Reclassification		
Captain of Support Services	\$ 3,789	\$ 3,789
Total	\$ 713,110	\$ 688,286