



FIRE DEPARTMENT

December 6, 2022

TO: Mayor and City Council

FROM: Chief Mike Snider

RE: **Annual Accreditation Update**

The main components of accreditation:

- **Strategic Plan:** Capturing the community's expectations and prioritizing them inside our department.
- **Community Risk Assessment Standards of Cover (CRASOC):** Comprehensive risk assessment of the community along with determining the critical tasking and deployment strategies necessary to mitigate the risk.
- **Self-Assessment Manual (SAM):** Thorough review and evaluation of all aspects of service provided for the community.
- **Site Visit Recommendations:** Recommendations of Accreditation site team after an extensive review of department documents and onsite visit with department.

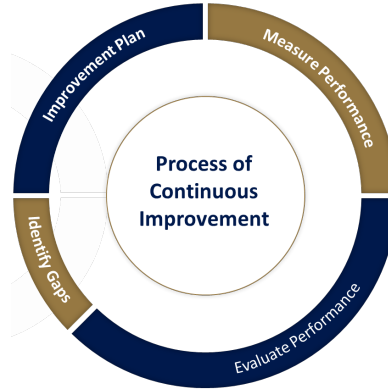
Accreditation Cycle Timeline:

- December 2021 - Reaccreditation through the Commission on Fire Accreditation International (CFAI).
- 2022 – Work on site visit recommendations and review of current Strategic Plan and Standards of Cover documents.
- February 2023 – External and internal stakeholder meetings to review community expectations and concerns, SWOT analysis, identify new departmental goals and objectives, review of departmental mission and value statements. Anticipate document to be published by the third quarter of 2023.
- 2024 – Department will be working on the update and rewrite of the Community Risk Assessment Standards of Cover (CRASOC).
- 2025/2026 – Department will be working on writing the self-assessment manual and preparing for an Accreditation site team visit.
- 2027 – Anticipated hearing in front of Commission for reaccreditation.



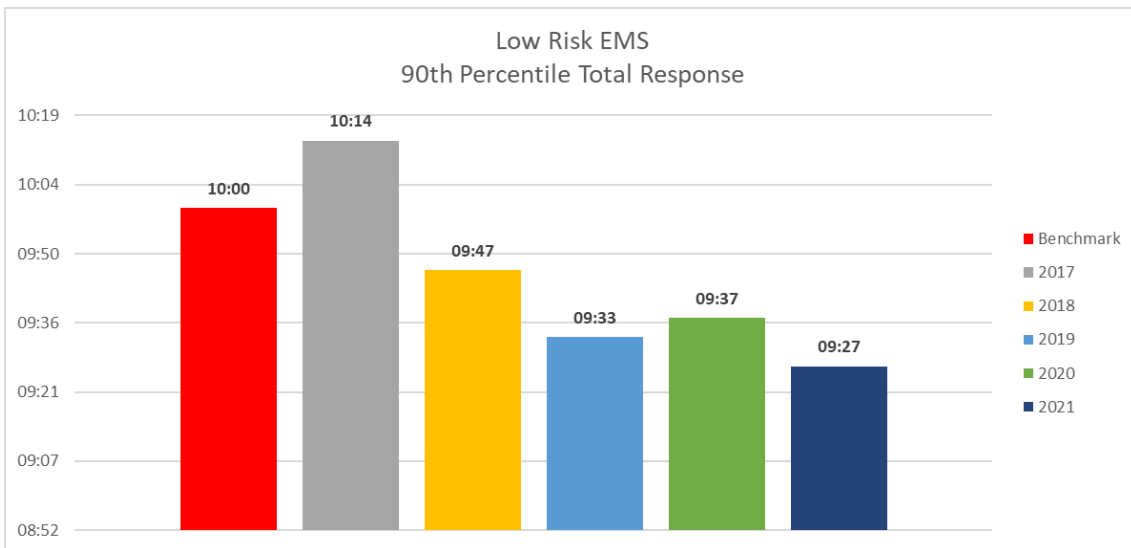
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Accreditation is a process of continual improvement



Going through the accreditation process has allowed us to identify and evaluate service gaps, while working on continual improvement. It also allows us to make recommendations so decisions can be made based on actual response performance data and program evaluations.

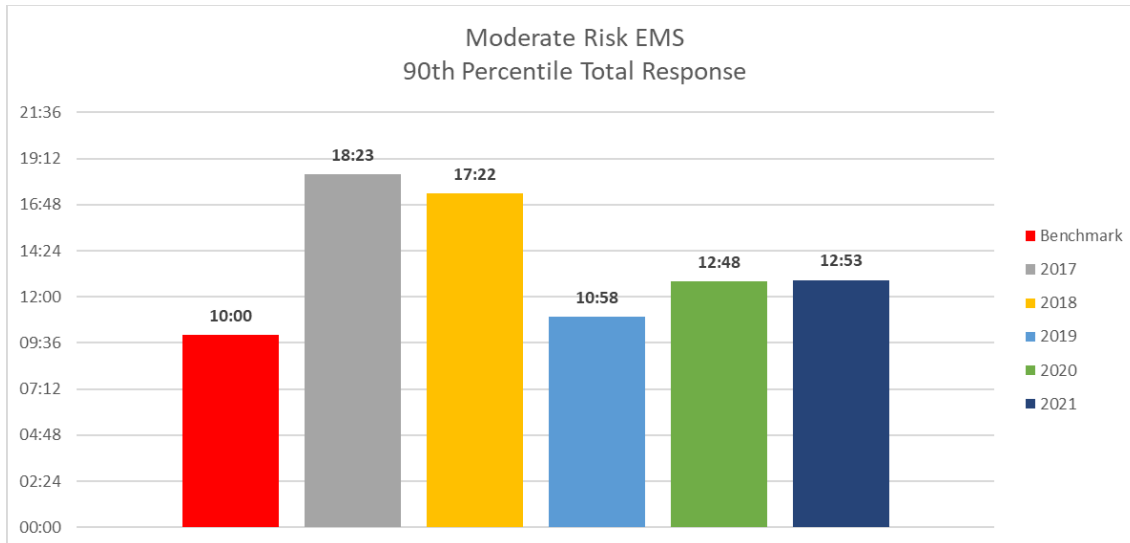
Emergency Medical Services (EMS)



- Low risk EMS response primarily involves a medical incident with one patient.
- Data continues to indicate we are continuing to meet our benchmark of 10 minutes on these types of incidents with the deployment of one med unit and one pumper or truck (total of five personnel). Moving forward the department will evaluate the benchmark and look at goals for additional improvement.

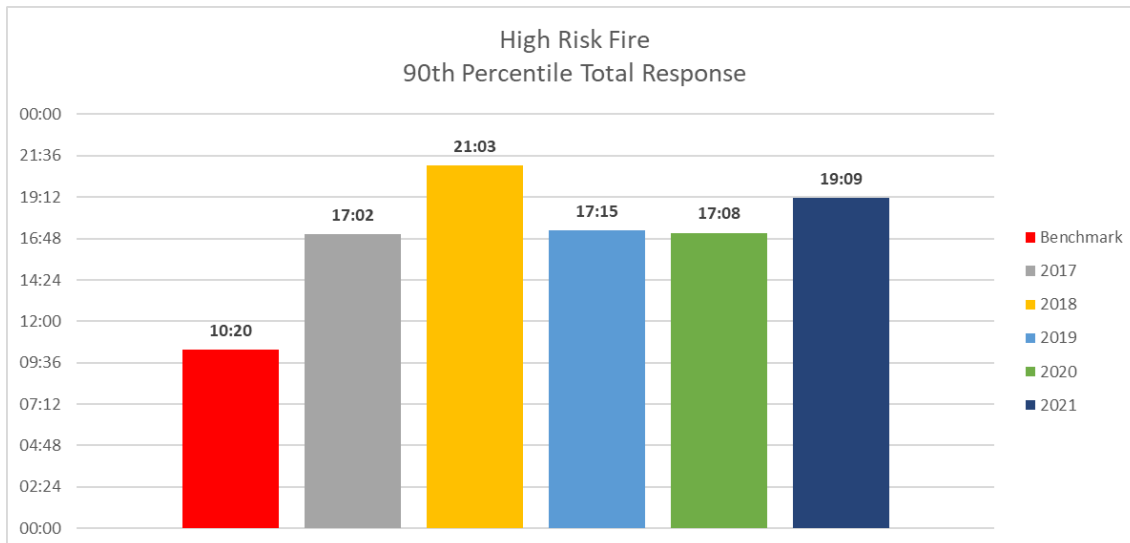


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- Moderate risk EMS response involves cardiac arrest and medical incidents with two to four patients.
- Data indicates that we have been steady with responses the last couple of years, but are not meeting the established benchmark of 10 minutes for one pumper or truck, one med unit and one chief officer to arrive on a scene (total of six personnel).

Fire



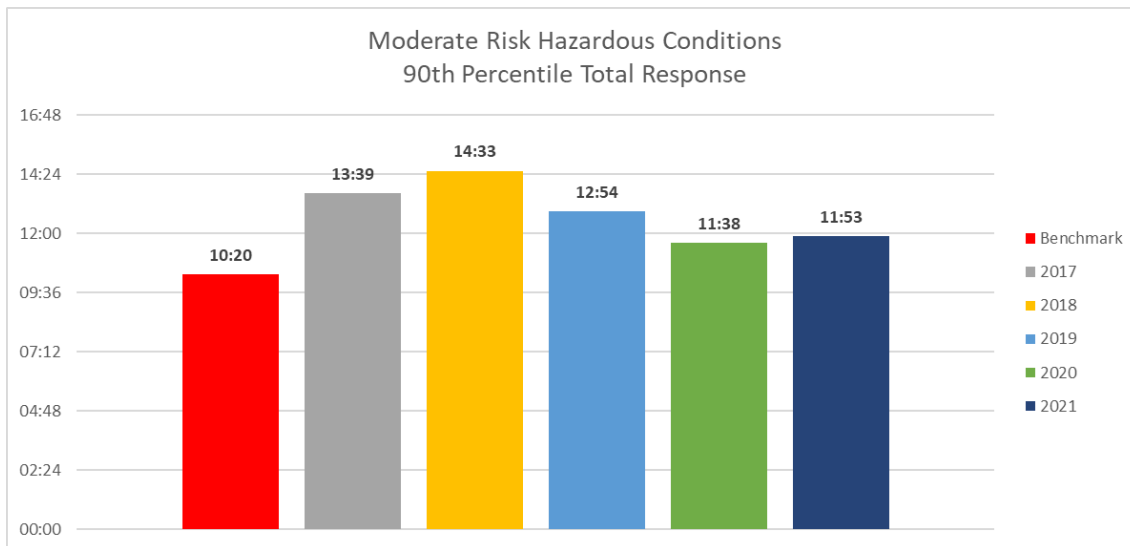
- High risk fire response includes residential or commercial structure fires and aircraft emergencies.



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- Data continues to indicate we experience challenges in our attempt to meet NFPA 1710 service delivery benchmarks, 10 minutes and 20 seconds for 18 personnel. Data is also affected when incidents are dispatched for a lower risk incident (example of a smoke detector sounding) and personnel identify an active fire when they arrive on scene, which requires additional units to deploy.
- The challenge in this data set can be identified through the relationship between distance and time. To staff a structure fire with 18 personnel, we must respond from a minimum of four separate stations under ideal conditions (all units available in quarters), which makes achieving our benchmark goal a challenge due to the road miles travelled from each station to the incident address.

Hazardous Conditions

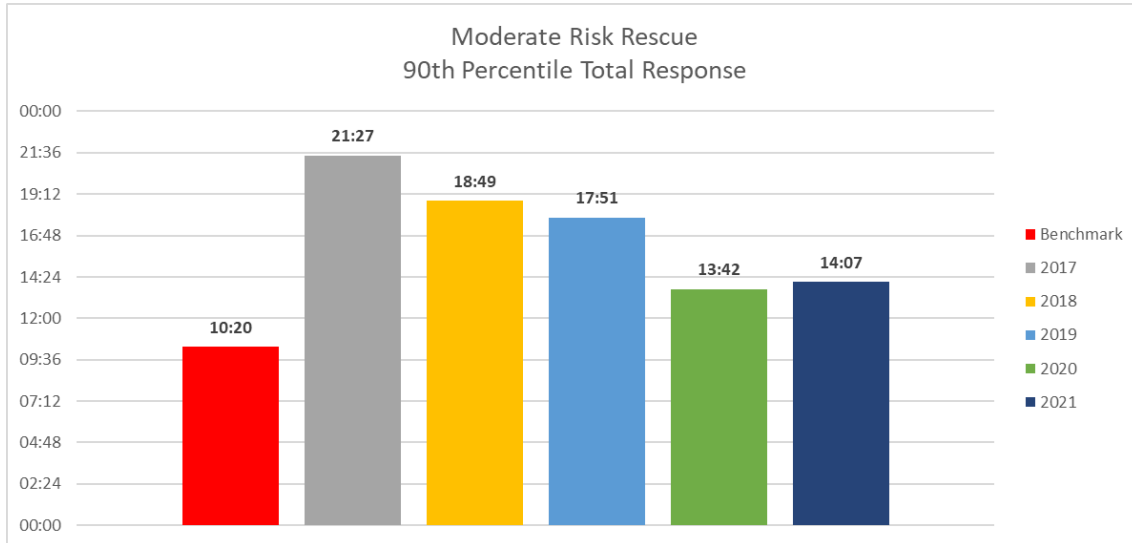


- Moderate risk hazardous conditions responses include gas line breaks, carbon monoxide alarms with symptoms, odor of natural gas inside a structure, fuel spills of 20 to 55 gallons and explosive ordinance disposal (EOD) threats.
- Data indicates that we have been steady with responses the last couple of years, but are not meeting the established benchmark of 10 minutes and 20 seconds for two pumpers or trucks, one med unit and one chief officer to arrive on a scene (total of nine personnel).
- The challenge in this data set can be identified through the relationship between distance and time. To effectively and safely staff for a moderate risk hazardous condition, we must respond from a minimum of two separate stations under ideal conditions (all units available in quarters), which makes achieving our benchmark goal a challenge due to the road miles travelled from each station to the incident location.



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Technical Rescue



- Moderate risk rescue responses include elevator, industrial and swimming pool rescue, motor vehicle collisions with one to four patients, extrications, vehicles into buildings and two or more pedestrians struck.
- Our benchmark is 10 minutes and 20 seconds for two pumpers or trucks, two med units and one chief officer to arrive on a scene (total of eleven personnel). We have shown steady improvement within this category, but continue to have difficulty meeting the established benchmark.
- Again, the challenge in this data set can be identified through the relationship between distance and time, which makes achieving our benchmark goal a challenge due to the road miles travelled from each station to the incident location.





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October 2021 Site Visit Recommendations

	Status
1. It is recommended the agency evaluate and further define the upper range limit for each component in their total response time performance within their outlier policy.	In process
2. It is recommended the agency formalize their processes to validate and adjust as needed response critical tasking.	Ongoing
3. It is recommended that the agency create a policy to formalize the use of company personnel to complete annual fire inspections.	In process
4. It is recommended that the agency perform a work-load/staffing analysis of the prevention division and explore new technologies to enhance outcomes of the current staffing levels.	Completed - Brycer, First Due Inspections, PSST Prevention staff
5. It is recommended that the agency work toward the establishment of specific, targeted, and achievable annual benchmark goals for reduction in both fire property loss and fire casualties.	In process
6. It is recommended that the agency increase the frequency of their fire investigations to align with their fire suppression response data and their standard operating guideline for initiating fire investigations.	In process
7. It is recommended that the agency evaluate if the current investigator staffing levels are adequate to meet the objectives of the fire investigation program.	In process - PSST Prevention staff
8. It is recommended that the agency develop an all-hazards continuity of operations plan for essential city government operations.	In process
9. It is recommended that the agency annually reevaluate its benchmark response times based on previous years' baseline performance to establish achievable target response times.	Ongoing
10. It is recommended that the agency identify rescue technicians on their daily staffing document to identify specialty-trained rescue personnel available for emergency response.	Completed - November 2021
11. It is recommended that the agency develop a plan to address all current and future fixed facility needs for Fire Station 1.	In process
12. It is recommended that all personnel who serve as an incident safety officer receive the necessary training to operate in that position.	In process
13. It is recommended that the agency develop a formal and documented appraisal process using measurable data to determine the effectiveness of the health and wellness program.	Completed - October 2021

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| 14. It is recommended that the agency select a crew performance standard and then evaluate, document, and analyze crew performance against the identified standard. | In process - 1410 standards |
| 15. It is recommended that the agency continue implementing components of their staffing study to ensure dispatchers are available/dedicated to monitor fireground radio traffic during structure fires and other high impact events. | In process |
| 16. It is recommended that the use of emergency medical dispatch is conducted on all incidents to ensure proper pre-arrival instructions are provided to callers. | PSST - electronic PROQA |



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2018 -2023 Strategic Plan

Status

Goal 1 - Establish and enhance communications to ensure a well-informed workforce and community.

Completed, but will continue to evaluate and make needed improvements

Goal 2 - Develop a project management template to establish a tracking and accountability program to be used for projects and committees.

Completed

Goal 3 - Training-to maintain and facilitate training program that ensures the mission of the department is delivered to meet community expectations, regulatory, license requirements and industries best practices.

Ongoing

Goal 4 - Develop a program to recruit highly motivated employees to support the department's mission.

Ongoing

Goal 5 - Develop a comprehensive retention program/plan to maintain an effective and efficient workforce.

Ongoing

Goal 6 - Evaluate, develop, and maintain a health and wellness program that promotes personnel wellness within the department.

Completed, but will continue to evaluate and make needed improvements

Goal 7 - Identify information technology needs, opportunities, and challenges and make recommendations for the implementation of technologies that enhance department operations and the delivery of service.

Completed, but will continue to evaluate and make needed improvements

Goal 8 - Develop specific programs to evaluate and enhance resiliency for all physical assets.

In process



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2019 - 2024 Community Risk Assessment Standards of Cover

Immediate (within 12 months) Recommendations -

The analysis of this community risk assessment and current mitigation capabilities to deploy and respond to those risks indicates that the greatest immediate needs for the department are staffing increases for the communications center, operations division, and administration divisions. Therefore, it is recommended that the department leadership begin working with city leaders to identify sustainable revenue streams that can support these expansion needs.

To generate funding for these recommendations, the department should work collaboratively with other city resources to support the research, evaluation, and application process for grant funds that could potentially offset the costs associated with departmental expansion and continuous improvement strategies.

To become more proactive, it is recommended the department collaborate with city staff to identify and formalize expansion triggers for the department that adhere to the 4-minute travel time identified in NFPA 1710 and the 1.5-mile travel distance recommended by ISO. To continue to meet the needs of the community as it develops, ensure that these triggers are included in the city's comprehensive build-out plans for future development, and encourage the use of development incentives to fund new stations when proposed development exceeds deployment capabilities to meet NFPA 1710 response performance standards.

Conduct comprehensive strategic planning evaluation in anticipation of potential Station 4 and Station 5 relocation/reconstruction. These response districts are extremely vulnerable due to their existing gaps in coverage, and any relocation must consider NFPA 1710 response time recommendations and ISO travel distance recommendations. Without additional stations being constructed and staffed in these districts, the department must continue to provide the maximum protection to these districts from a single deployment location.

To address the community risk identified through this assessment, the department should add an additional rescue (ambulance) once Station 3 is constructed. District 3 has the highest EMS demand by district and currently relies on adjacent district rescues to respond. To improve response times and service delivery in the community, Station 3 needs a rescue.

Summary	Status
Identify sustainable revenue streams for expansion needs.	Completed - PSST
Collaborate with City for potential grant funds.	In process
Identify expansion triggers and include in future build-out plans.	In process
Strategic planning for Station 4 and Station 5 relocation/reconstruction.	Completed
Add an additional rescue at Station 3.	In process - PSST

If Rescue 3 and the associated staffing expansions are denied or delayed, the department should consider repositioning Rescue 7 to Station 3. District 3 has the highest EMS demand by district and currently relies on adjacent district rescues to respond. Given the geographical positioning of Station 3, the infrastructure in the immediate area may allow for greater resiliency against the demand to cover other districts within the community. If Rescue 7 is repositioned to Station 3, evaluate the ability to replace a Rescue in District 7 as soon as possible.

Repositioning of a rescue if Station 3 Rescue addition is denied/delayed.

Completed

Investigate available technology to assist in the compliance monitoring process and data analysis needed for accreditation and strategic planning identified in Goal 7 of the 2018-2023 Strategic Plan.

Technology to assist with compliance monitoring/data analysis.

In process - CAD/RMS transition

Continue to pursue opportunities to increase firefighter preparedness and safety through acquiring live fire training props for the department as identified in Goal 3 of the 2018-2023 Strategic Plan.

Live fire training props for department.

In process - PSST

The department is encouraged to research and implement available information technologies as identified in Goal 2 and Goal 7 of the 2018-2023 Strategic Plan. These efforts will enhance department operations and improve its ability to serve the community.

Research and implement information technology.

In process - CAD/RMS transition

Near Term (within 2-5 years) Recommendations -

Evaluate the recommendations from the study of the Communications Center to ensure processing procedures and staffing levels comply with national standards. As soon as practicable, implement the staffing recommendations of the study in order to enhance operational effectiveness, safety, and efficiency.

Implementation of Communications Center study (procedures and staffing).

In process - Expansion requests and PSST

Increase staffing levels in administration to efficiently and effectively manage departmental operations and plan for the needs of the community. When funding allows, add administration staffing consistent with the span of control recommendations of one administrator managing between three to seven operational personnel. To attain that goal, the administration should seek to increase staffing by a minimum of ten to twelve personnel over the next four years. Minimum staffing recommendations for all divisions:

- Administrative assistants (2)
- Prevention Division (2) - Captain of Prevention, Inspector/Fire Investigator
- Training Division (4) - Battalion Chief of EMS, Captain of EMS, two Community Paramedics
- Support Services Division (1) - Battalion Chief of Planning
- Administration Division (1) - GIS analyst/ITS Support
- Deputy Chiefs (2) – Deputy Chief of Operations, Deputy Chief of Administration

Increase staffing levels in Fire Department administration.

In process - Expansion requests and PSST

<p>Construct an additional station (Station 8) in the northern portion of fire station District 4, which is located in Council District 3. Given the infrastructure in place and geographic information system (GIS) modeled travel times, resources deployed from Station 4 cannot physically get to several emergency service zones in that area to meet industry benchmarks.</p>	<p>Construct a Station 8 in northern part of the city.</p>	<p>In process</p>
<p>Closely monitor the call volume and response times from Station 1 (headquarters), and if warranted, consider additional staffed resources at Station 1. An additional pumper or truck and rescue would address reliability issues identified within this high demand district, and the rest of the community.</p>	<p>Consider additional staffed resources at Station 1.</p>	<p>Ongoing</p>
<p>Request an additional ladder truck for the city in order to reduce ERF times on high risk/high consequence incidents and address the documented ISO recommendations received in 2017. Ensure the ladder truck is in the best position to respond most efficiently to tactical related risk structures.</p>	<p>Request an additional ladder truck for the city.</p>	<p>Completed - No Sales Tax Bond Issue 2019</p>
<p>If approval for an additional ladder truck is denied or delayed, re-evaluate the positioning of the Station 7 ladder truck. Consideration of the community’s fire risks and deployment modeling from Station 3 indicates that this apparatus would be more effective if assigned to a more centralized location. Ensure the ladder truck is in the best position to respond most efficiently to high-risk structures throughout the city.</p>	<p>Repositioning of a ladder truck if additional ladder truck is denied/delayed.</p>	<p>Ongoing</p>
<p>Actively participate in the comprehensive planning processes for the city. Ensure that all development planning includes input and recommendations from fire personnel related to fire protection for the city.</p>	<p>Participate in comprehensive planning process in the City.</p>	<p>Completed</p>
<p>The department should look closely at the organization’s records management (Fire Data Management or “FDM”) capabilities. If, after evaluation, the system is determined to be unable to meet the needs of the organization, evaluate other records management systems to ensure the department is using a system to efficiently and effectively meet its needs.</p>	<p>Evaluate the department's records management system (FDM).</p>	<p>Completed</p>
<p>Evaluate the advantages and disadvantages of utilizing a new deployment model for EMS calls. Consider strategies that would reduce the volume on pumpers, trucks, and chief officers. Any evaluation must ensure that the quality of service for emergency medical incidents or the safety of the department’s personnel is not compromised. Considerations should include the evaluation of additional devices or technology on apparatus that can assist with care and improve service delivery.</p>	<p>Evaluate utilizing a new deployment model for EMS calls.</p>	<p>In process</p>
<p>Long Term (within 5-10 years) Recommendations -</p>		
<p>Monitor and adjust staffing levels within the administration as necessary to ensure that the span of control between administration, the communications center, and operational staffing meets recommended levels as expansion takes place.</p>	<p>Evaluate span of control within administration as staffing expansions take place.</p>	<p>Ongoing</p>

<p>Evaluate the advantages and disadvantages of a staffing plan, which includes minimum staffing of four firefighters on every fire apparatus to become compliant with NFPA 1710 standards. This staffing would allow the ERF to arrive sooner with fewer physical resources to transport personnel to high-risk incidents. This staffing would also be consistent with the National Institute for Standards and Technology (NIST) Field Experiments Study findings documented in Appendix A.</p>	<p>Evaluate minimum staffing of four firefighters on every fire apparatus (NFPA 1710 standards)</p>	<p>Ongoing</p>
<p>Evaluate opportunities to construct an additional station in the area around the Bailey Road Bridge joining north and south 291 Highway. This location is a challenge to get to against the response benchmarks and will continue to develop with the 50 Highway/291 Highway interchange redevelopment. This station would have great mobility throughout the community given the major infrastructure in the immediate area and would also address the volume of emergency responses occurring in the core of the city.</p>	<p>Evaluate possible station at area around the Bailey Road Bridge.</p>	<p>Ongoing</p>
<p>Closely monitor the development in the area of New Longview, View High, and Paragon Star. These locations, on the extreme western boundary of the city, exceed the four-minute travel time identified in NFPA 1710 and the 1.5-mile travel distance recommended by ISO. Consider constructing an additional station that can effectively cover the area or investigate the advantages and disadvantages of operating multiple fire apparatus out of Station 3 until a new fire station is constructed.</p>	<p>Monitor development on western boundary of the City.</p>	<p>Ongoing</p>
<p>Develop plans to address the travel time issues identified for coverage areas that currently exceed NFPA 1710 response time recommendations. Strategically plan, using creative deployment concepts and progressive strategies to minimize the impact of elongated response times to the community. Active participation in the comprehensive planning processes for the city must ensure that all development planning includes input and recommendations from fire personnel related to fire protection for the city.</p>	<p>Develop plans for travel time issues within coverage area.</p>	<p>Ongoing</p>