LEE'S SUMMIT
MISSOURI

The City of Lee's Summit

Final Agenda

City Council - Work Session

Tuesday, December 11, 2018

6:30 PM

City Council Chambers

City Hall

220 SE Green Street

Lee's Summit, MO 64063

(816) 969-1000

Preliminaries:

A.   Invocation

B.   Pledge of Allegiance

C.   Call to Order

D.   Roll Call

1.   Approval of Agenda

2.   Council Roundtable

Council Roundtable is reserved for items of general interest, community announcements and other such information. Council may ask for clarification or give direction about agenda items or discuss items of an emerging nature.

3.   Public Comments:

Anyone wishing to address the Mayor and Council during Public Comments will be limited to 3 minutes. Each speaker must fill out a Public Comment Card. The Public Comment Cards are located at the entrance of Council Chambers. After completion, the card is to be given to the City Clerk. Please be concise with comments and respect the 3 minute time limit.

4.   Presentations:

A.   [2018-2390](#)   Fire Department Annual Presentation to the Authority Having Jurisdiction (AHJ) on their service and response capabilities.

   Presenter: Chief Poeschl and Captain Clowes

B.   [2018-2455](#)   Discussion of the Use Tax

   Presenter: Nick Edwards, Assistant City Manager

5.   Committee Reports

Committee chairs report on matters held in Committee.

6.   Council Comments:

(NOTE: Total time for Council Comments will be limited to 5 minutes.)

7.   Staff Roundtable

Staff Roundtable is reserved for items of general interest, community announcements and other such information; however, staff may ask for clarification or direction from the council related to items on the agenda or for items of an emergency nature for which insufficient time exists for adding to the agenda.

---

8. Adjournment

Unless determined otherwise by the Mayor and City Council, no new agenda items shall be considered after 11:00 p.m.

For your convenience, City Council agendas, as well as videos of City Council and Council Committee meetings, may be viewed on the City's Legislative Information Center website at "lsmo.legistar.com"

Packet Information

File #: 2018-2390, **Version:** 1

Fire Department Annual Presentation to the Authority Having Jurisdiction (AHJ) on their service and response capabilities.

Issue/Request:
Fire Department Annual Presentation to the Authority Having Jurisdiction (AHJ) on their service and response capabilities.

Key Issues:
As part of the Lee's Summit Fire Department's attainment of accreditation through the Commission of Fire Accreditation International (CFAI), Fire Department staff will present findings and reports of accreditation issues in accordance with CFAI requirements.

Proposed City Council Motion:
[Enter text here]

Background:
The Lee's Summit Fire Department attained international accreditation through the Commission on Fire Accreditation International in August 2016. While attaining accreditation is a big accomplishment for the department, the intent of the process is always looking towards "continual improvement". There are items in divisions within the Fire Department that CFAI recommends improvement in the service to the citizens.

Also, an accredited fire department must fulfill the requirements of the Annual Compliance Report (ACR), in which a report is to be given to the Authority Having Jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of the current delivery system to mitigate risks as identified in the Standards of Cover. That department is also required to notify the AHJ of gaps between current capabilities, capacity, and level of service approved by the AHJ. This presentation will fulfill those requirements.

Other documents covered in this presentation which connects with the accreditation process include: 2018 Strategic Plan, 2018 Self-Assessment progress, 2018 CFAI Annual Compliance Report, 2017 ISO report in correlation to Accreditation.

Impact/Analysis:
[Enter text here]

Other Information/Unique Characteristics:
[Enter text here]

Chief Poeschl and Captain Clowes

2018 Agenda:
Progress of Accreditation

- 2018 Strategic Plan published
  - Community expectations and priorities

- Review of 2016-2018 response performance data

- 2017 ISO report correlation to Accreditation and response performance data

- Conclusions and Next Steps

Criterion 2D.8 & 2D.9

Compliance actions:

- **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.

- **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.

2018 Strategic Plan

- 63 External stakeholders
  - Community expectations and priorities
- 33 Internal stakeholders
  - Performed SWOT analysis and identified 3-5 year plan of action for department
- Mission statement, core values, vision statement

Community Expectations

- The department has difficulty meeting the benchmarks identified by the community (external stakeholders) through the community meetings held in 2013 and 2018 for strategic planning.

  - *Expectation #1 in 2013*: "To provide fast emergency service in times of crisis. Quick emergency response meeting industry best practices."

  - *Expectation #1 in 2018*: "Fast and effective fire and emergency response. To arrive at any emergency in 5 minutes or less."

Community Priorities Documented in the 2018 Strategic Plan

Programs	Ranking	Score
Emergency Medical Services	1	335
Fire Suppression	2	305
Rescue – Basic and Technical	3	278
Hazardous Materials Mitigation	4	182
Domestic Preparedness Planning and Response	5	172
Community Risk Reduction	6	141
Public Fire and Life Safety Education	7	109
Fire Investigation	8	102

Response Benchmarks (The bull's-eye)

Total Response Time (TRT) Benchmarks @ the 90th percentile Based on NFPA 1710 Standard		
	EMS	**Fire, Rescue and Haz-Mat**
Call Handling	60 seconds	60 seconds
Turnout	60 seconds	80 seconds
Travel Time (1st Unit) (Distribution)	4 minutes	4 minutes
ERF Travel Time (Concentration) -Includes 1st arriving unit	8 minutes	8 minutes
Total Response Time (TRT)	10 minutes	10 minutes 20 seconds

Response Performance Data

LOW RISK EMS

■ Response Concentration

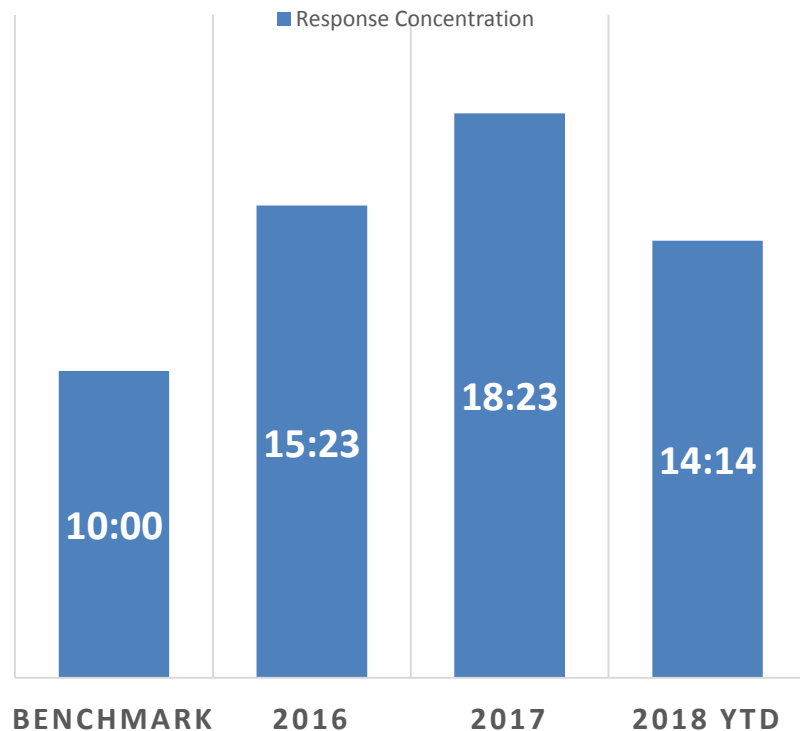| BENCHMARK	2016	2017	2018 YTD
10:00	10:57	10:14	09:47
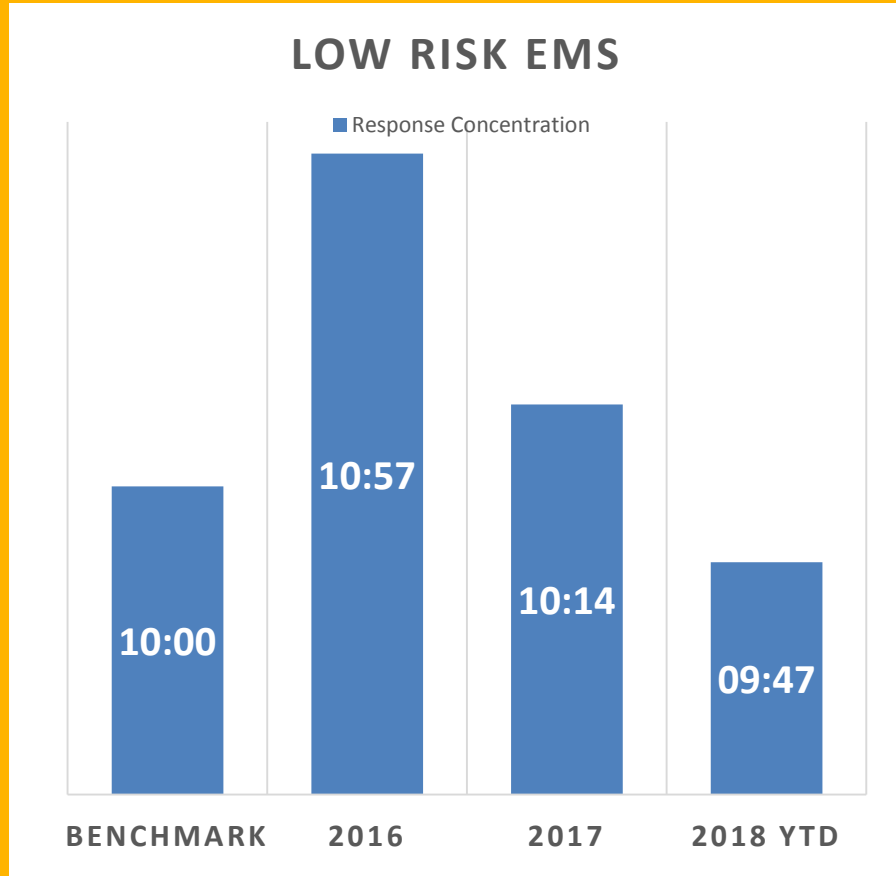
Units Assigned:
- 1 Pumper or Truck
  - 1 Rescue

Total of 5 personnel assigned

Response Performance Challenges

MODERATE RISK EMS

Response Concentration

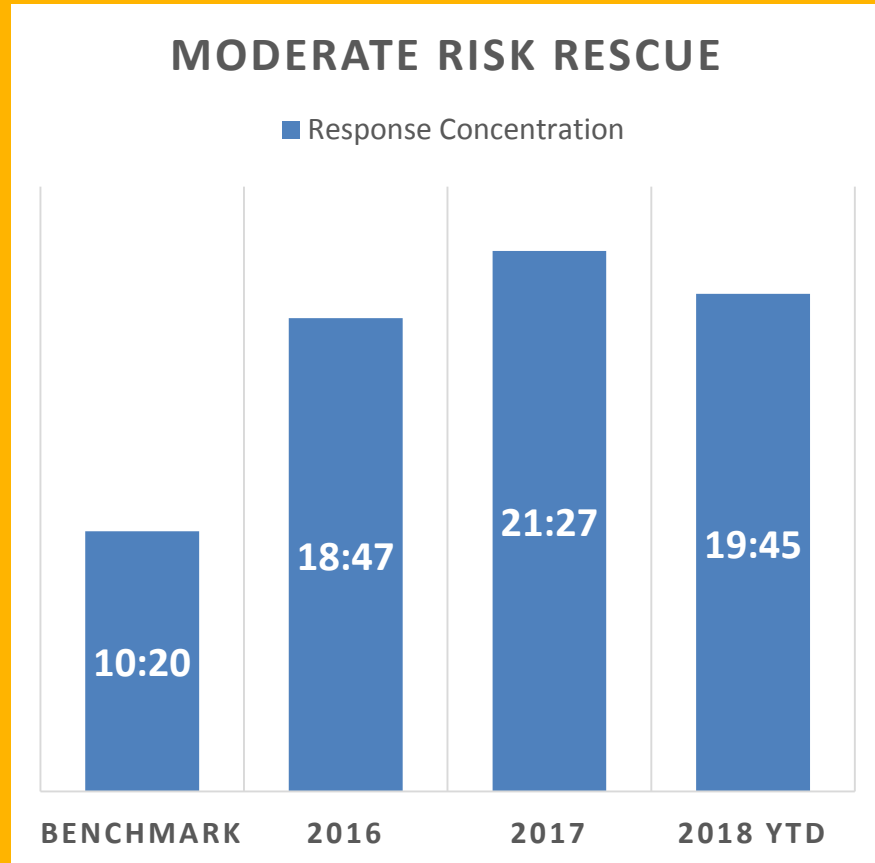| Category	Value
BENCHMARK	10:00
2016	15:23
2017	18:23
2018 YTD	14:14

Units Assigned:
- 1 Pumper or Truck
  - 1 Rescue
- 1 Chief Officer

Total of 6 personnel assigned

Response Performance Challenges

MODERATE RISK RESCUE

■ Response Concentration

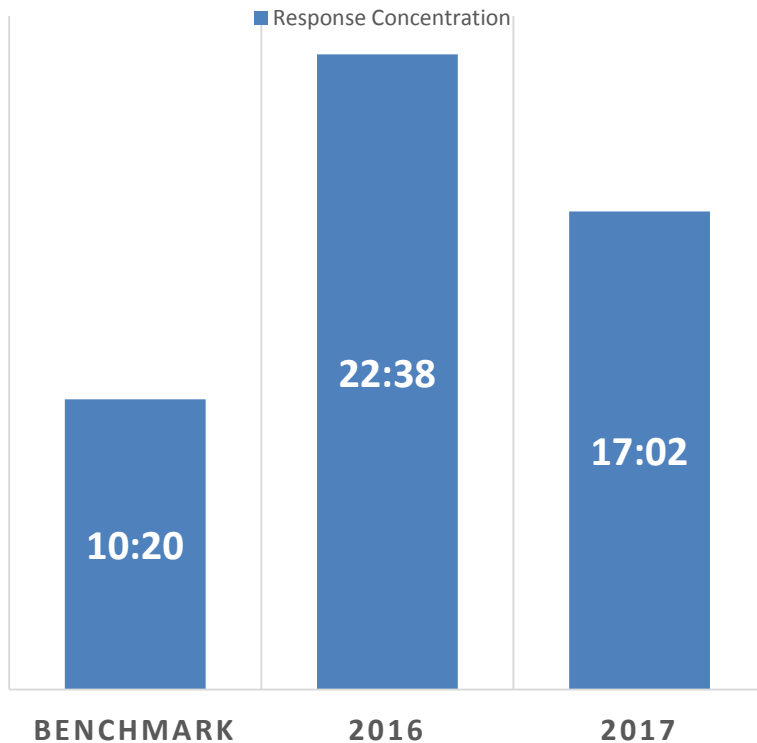| BENCHMARK	2016	2017	2018 YTD
10:20	18:47	21:27	19:45

Units Assigned:
- 2 Pumpers or Trucks
- 2 Rescues
- 1 Chief Officer

Total of 11 personnel assigned

Response Performance Challenges

HIGH RISK FIRE

■ Response Concentration

BENCHMARK	2016	2017
10:20	22:38	17:02

Units Assigned:

- **3 Pumpers**
- **1 Truck**
- **2 Rescues**
- **2 Chief Officers**

Total of 18 personnel assigned

2017 Resource Management Challenges

- Ambulance Recalls: **67**
  - When resources dropped to 0 ambulances.
- Multi-Major Incident recalls: **34**
  - When resources dropped to 1 pumper or less.
- Chief Recalls: **41**
  - When both duty chiefs were committed to incidents.
  - During the 40-hour week, staff chiefs assist with coverage.
  - As operational resources are committed to incidents, fewer resources remain available to deploy to new emergencies. The department responds by recalling off duty personnel and mutual aid requests.

2017 ISO Public Protection Classification Report

- **Water Supply** 38.60 / 40 points.
- **Emergency Communications Systems** 9.4 / 10 points.
- **Community Efforts** 4.45 / 5.50 points.
- **Fire Department** 33.85 / 50 points.

"Divergence: Even the best fire department will be less than fully effective if it has an inadequate water supply. Similarly, even a superior water supply will be less than fully effective if the fire department lacks the equipment, personnel, or operational considerations to use the water. If the relative scores for fire department and water supply are different, ISO adjusts the total score downward to reflect the limiting effect of the less adequate item on the better one."
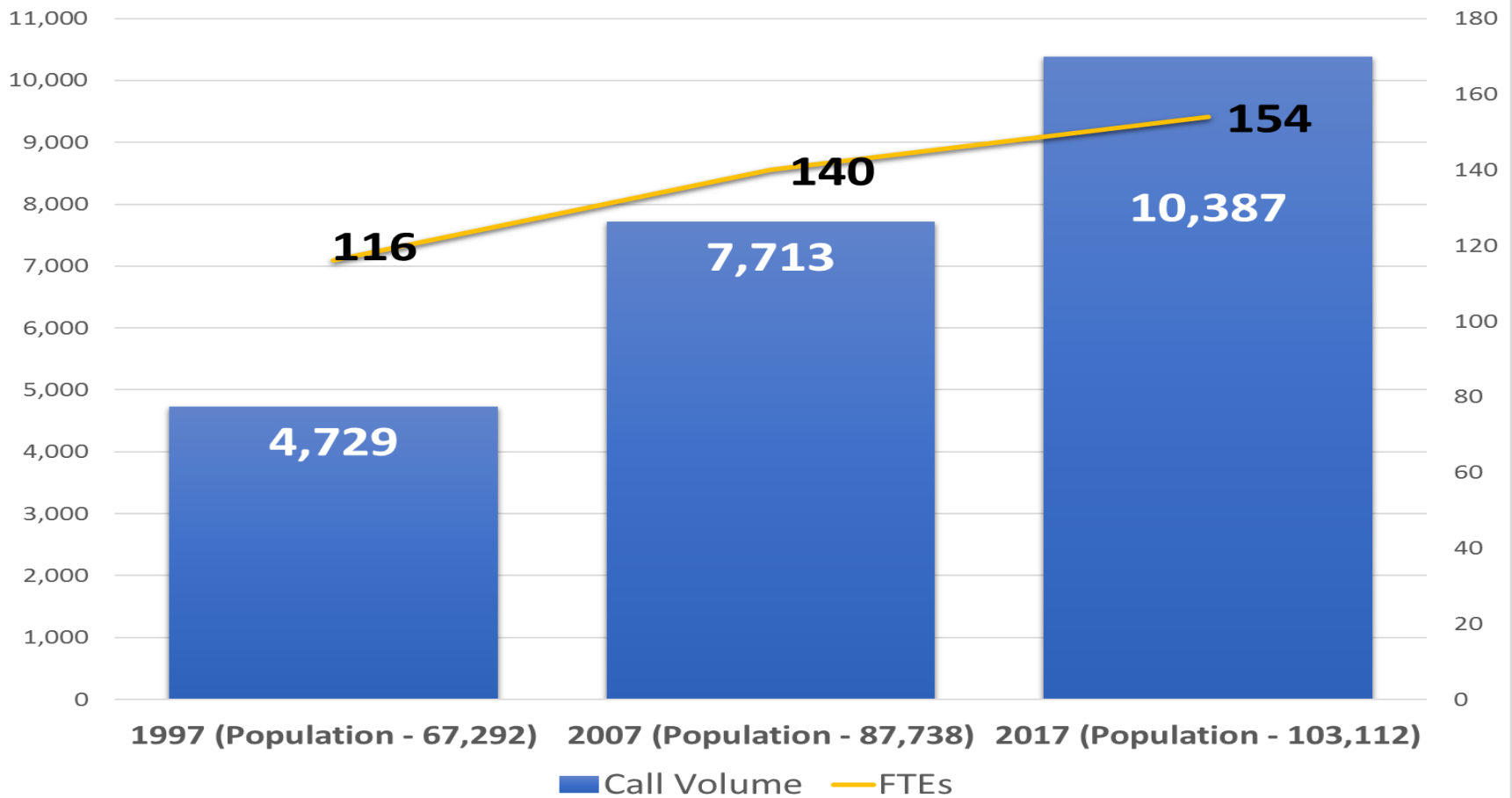
2017 ISO/CFAI Correlation

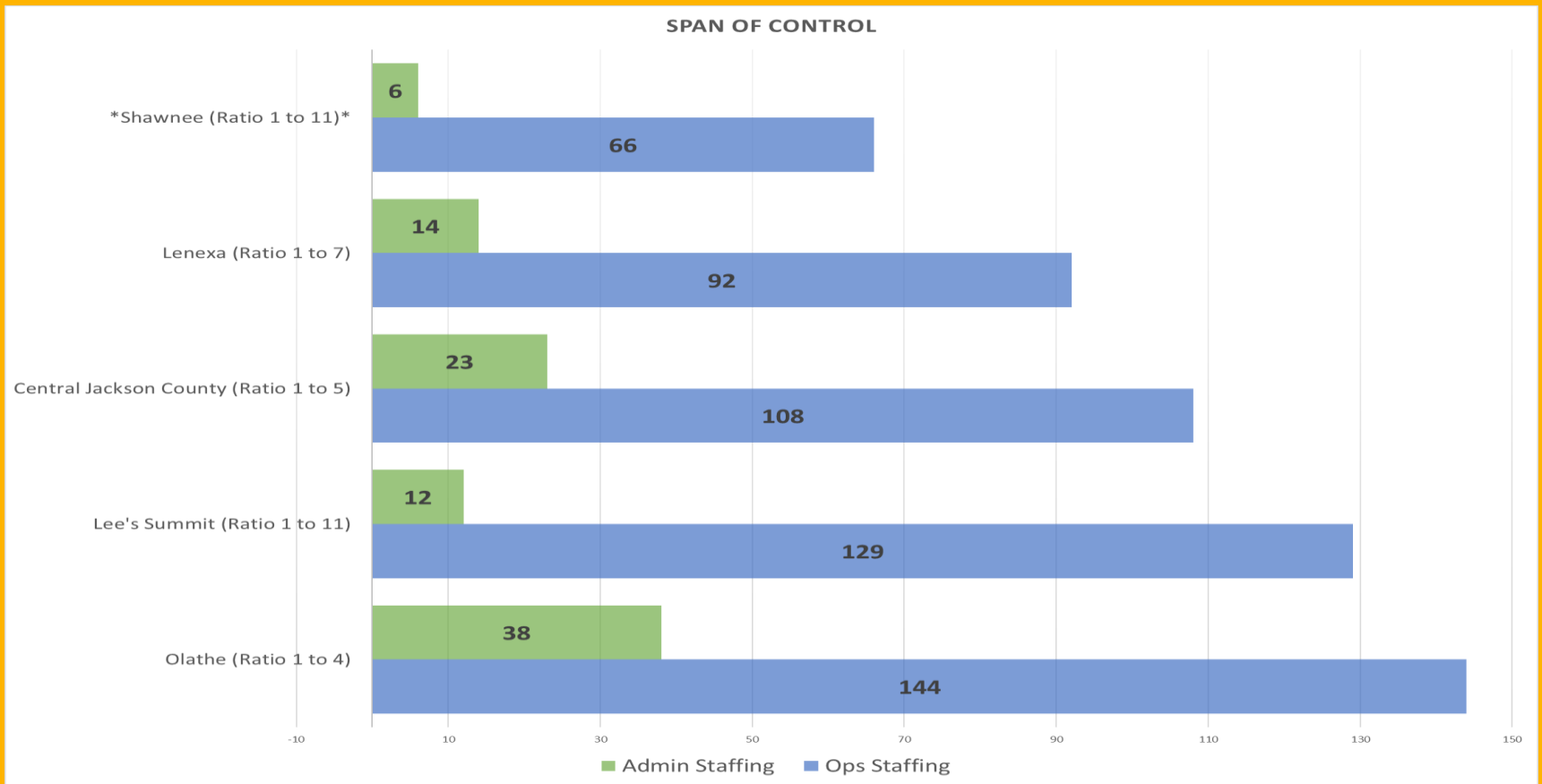| FSRS Feature	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	2.40	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	3.00	3
440. Credit for Emergency Communications	9.40	10
Fire Department		
513. Credit for Engine Companies	5.94	6
523. Credit for Reserve Pumpers	0.49	0.50
532. Credit for Pump Capacity	3.00	3
549. Credit for Ladder Service	0.86	4
553. Credit for Reserve Ladder and Service Trucks	0.17	0.50
561. Credit for Deployment Analysis	3.83	10
571. Credit for Company Personnel	9.56	15
581. Credit for Training	8.00	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	33.85	50
Water Supply		
616. Credit for Supply System	29.34	30
621. Credit for Hydrants	2.87	3
631. Credit for Inspection and Flow Testing	6.39	7
640. Credit for Water Supply	38.60	40
Divergence	-5.76	--
1050. Community Risk Reduction	4.45	5.50
Total Credit	80.54	105.50

Challenges
– Fire Department (33.85/50)

　Line 549 = 3.14 point deduction

　Line 553 = 0.33 point deduction

　Line 561 = 6.17 point deduction

　Line 571 = 5.44 point deduction

– Divergence = 5.76 deduction

Operational Staffing Challenges

Administrative Staffing Challenges

SPAN OF CONTROL

Location	Admin Staffing	Ops Staffing
Shawnee (Ratio 1 to 11)	6	66
Lenexa (Ratio 1 to 7)	14	92
Central Jackson County (Ratio 1 to 5)	23	108
Lee's Summit (Ratio 1 to 11)	12	129
Olathe (Ratio 1 to 4)	38	144

■ Admin Staffing ■ Ops Staffing

2015 SOC and Build Out
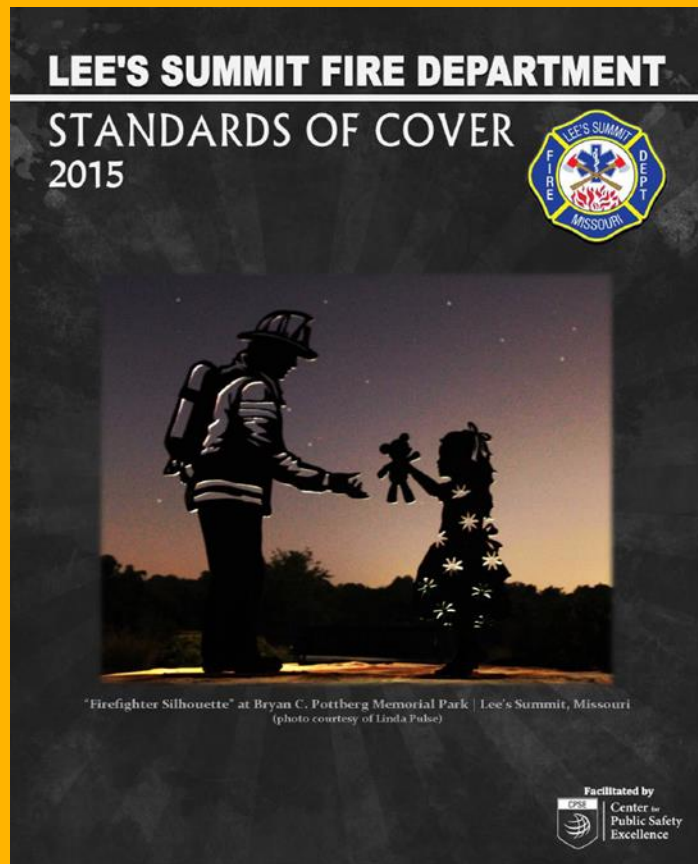
- Study of the capabilities and limitations of resources relative to hazards and risks in the community.
  - Reflected data from 2012-2014
  - SOC Recommendations
    - Immediate (within 12 months)
    - Near-term (2-5 years)
    - Far-term (5-10 years)

2015 SOC Recommendations

- Immediate (within 12 months) from 2015
  - Two items remain on the list:
    - Automatic Vehicle Location (AVL)
    - Build Administration, Training, Support Services, Prevention, Communications, and Operations Divisions to support the growth of the city.

- Near-term (within 2-5 years) from 2015
  - Several items in planning or process:
    - Multiple company resources at stations 1 and 3 to address reliability challenges.

2015 SOC Recommendations

- Far-term (5-10 years) from 2015
  - Items on the list
    - Station addition in the northern area of the city.
    - Station addition in the area of Bailey and 291 Hwy.
    - Possible station addition in the area of New Longview and Paragon Star.
    - Operational staffing consistent with industry standards. Compliance with the *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*
      - Supported by the National Institute for Standards and Technology (NIST) Field Experiments Study

Current Stations

- Several fire stations are aging and need planning for renovation or replacement.

LSFD Facility	Year Constructed	Age in Years
Station 1 (HQ) Y	1976	42
Station 2	2011	7
Station 3 XYZ	1971	47
Station 4 YZ	1977	41
Station 5 YZ	1980	38
Station 6	1998	20
Station 7	2007	11

- X   Indicates a replacement plan exists
- Y   Indicates non ADA compliance
- Z   Indicates gender needs

Conclusions

Immediate Needs:

- New Rescue 3 and staffing for apparatus.
- Additional administrative staffing to support mission objectives.
- New station and staffing to address inability to meet response time benchmarks in northern portion of City.
- Rebuild Station 4 and Station 5.

Questions?

LEE'S SUMMIT FIRE DEPARTMENT

Strategic Plan
2018 - 2023

Facilitated by

CPSE | Center for Public Safety Excellence

This page intentionally left blank.

Introduction

The Lee's Summit Fire Department (LSFD) provides fire suppression, emergency medical services, technical rescue, hazardous materials mitigation, fire prevention, public education, and disaster preparedness to the residents, businesses, and visitors to Lee's Summit, Missouri. LSFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation International (CFAI) *Fire & Emergency Service Self-Assessment Manual* 9th *Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the agency's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the agency with an opportunity to participate in the development of their organization's short-term direction and focus. Members of the organization's external and internal stakeholders' groups demonstrated commitment to this important project and remain committed to the document's implementation.

LEE'S SUMMIT FIRE DEPARTMENT
STRATEGIC PLAN
Table of Contents

Organizational Background

The city of Lee's Summit, Missouri has an extensive history, which impacted where they are today. Originally founded on October 28, 1865 by William B. Howard as the Town of Strother, the town became Lee's Summit later, but the origin of the name "Lee" is not entirely known. One theory is that the town was named after Civil War General Robert E. Lee, since incorporation took place shortly after the war and many citizens migrated from the Southern states. However, another version suggests the town was named after a prominent early settler, Dr. Pleasant Lea. The discrepancy in the spelling of "Lea" has been attributed to railroad sign painters. What started out as 11 blocks that currently encompass the downtown business district, the town and subsequently, the city, continued to grow over time to the current 65.87 square miles, which is present day Lee's Summit. The city was formally incorporated in 1868. Today, Lee's Summit is a Charter City, in a Classification I county, and operates under a council-manager type government.

One of the first written records of the Lee's Summit Fire Department appeared in an 1885 article describing a 28 by 30-foot multi-use building at Third and Douglas that housed fire department equipment.[1] In that same year, the fire department experienced its first major fire. While most of the town's residents were attending Sunday morning church services, a fire erupted in the downtown district, which consisted of dry, wooden buildings. A detailed account of the fire, as printed in the April 16, 1885, issue of The Lee's Summit Journal, stated the buildings burned "...like greased wood." Virtually the entire business district was destroyed, and the loss aggregated at $87,000, with a total of 25 buildings consumed by the flames.

---

[1] Wallace A History of the Lee's Summit Fire Department, unknown date

The Lee's Summit Fire Department protects the community from 7 stations with 139 sworn and 15 civilian personnel. The department provides emergency services to over 100,000 residents, with 96,000 residing in Lee's Summit and 5,700 in two neighboring communities, Greenwood and Unity Village. The department responds to approximately 10,000 calls for service annually, delivering traditional fire suppression, advance life support emergency medical transport, hazardous materials mitigation, technical rescue and emergency management services. The department's focus on quality service delivery and performance is indicative of its receipt of international accredited status from the Commission on Fire Accreditation International.

Organizational Structure
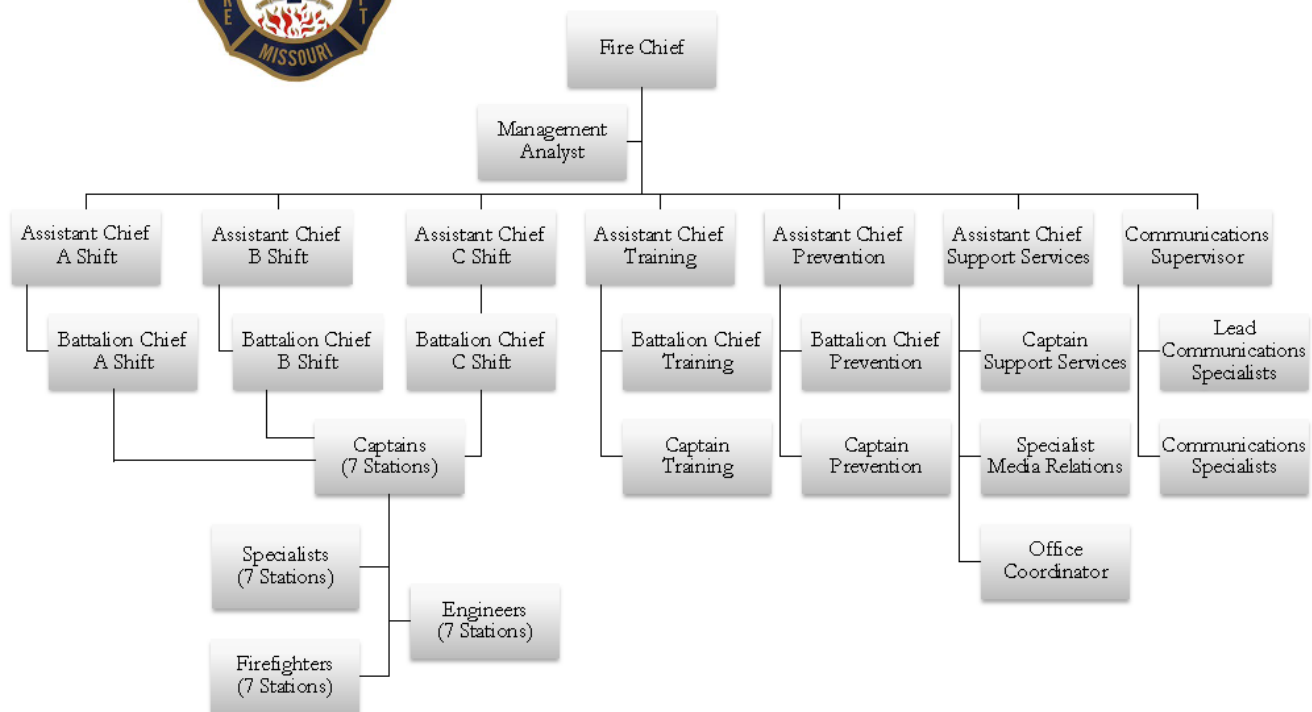
Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community–driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources.

The process of strategic planning can be defined as "a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why."[2]

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

---

[2] See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community's and the agency's external and internal stakeholders for their participation and input into this Community–Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Rick Poeschl and his team for their leadership and commitment to this process.

The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.

2. Establish the community's service program priorities and expectations of the organization.

3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.

4. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.

5. Revisit the Values of the organization's membership.

6. Identify the internal Strengths and Weaknesses of the organization.

7. Identify areas of Opportunity for, and potential Threats to the organization.

8. Identify the organization's critical issues and service gaps.

9. Determine strategic initiatives for organizational improvement.

10. Establish a realistic goal and objectives for each initiative.

11. Identify implementation tasks for the accomplishment of each objective.

12. Determine the Vision of the future.

13. Develop organizational and community commitment to accomplishing the plan.

Development of this strategic plan took place in January 2018, beginning with a meeting hosted by a representative from the CPSE for members of the community (external stakeholders, as named in the table below). Input received from the meeting revolved around community expectations and concerns, as well as positive and other comments about the organization.

Lee's Summit Fire Department External Stakeholders			
Linda Ahern	Mike Allen	Tim Arbeiter	Dana Arth
Keith Asel	Sean Bachtal	Ron Baker	Dale Beasley
Paula Belser	Karl Blumenhorst	James Brady	Gladys Bratton
Deborah Cammisano	Leonard Casey	Melissa Clogston	Bill Cowling
Ken Davis	Julie Doane	Kevin Driskell	Mark Dunning
Ryan Elam	Craig Faith	Kay Ford	Gene Gamber
Jerod Gravatt	Rexanne Hill	Larry Hillier	Kathryn Kelsey
Dr. Ed Kraemer	Susie Krug	Pat Kueny	Scott Lamaster
Tammy Landrum	Rodney Loesch	Cindy Lyon	Jodie Maddox
Sam Mahlstadt	Steve Marsh	Sharon McCann	Rick McDowell
Tim McGinnis	Brenda Miller	Lauren Moyer	Ashley Nowell
Brian Opoka	John Owen	Fred Pickard	Laurence Pressly
James Pryde	Dan Rexroth	Drayton Riley	Doug Rusher
Dr. Steve Salanski	Karen Sallee	Matt Sanning	Colleen Sliffe
Joe Snook	Neil Ullery	Rachelle VanDriver	Rick Viar
Jack Volz	Rick Wasson		

External Stakeholders Work Session

Community Group Findings

A key element of the Lee's Summit Fire Department organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the agency invited community representatives to provide feedback on services provided.

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Lee's Summit Fire Department needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison. The results are shown here:

Programs	Ranking	Score
Emergency Medical Services	1	335
Fire Suppression	2	305
Rescue – Basic and Technical	3	278
Hazardous Materials Mitigation	4	182
Domestic Preparedness Planning and Response	5	172
Community Risk Reduction	6	141
Public Fire and Life Safety Education	7	109
Fire Investigation	8	102

External Stakeholders Work Session

Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed.

Respondents were asked to list, in priority order, up to five expectations they have for the agency. Responses were then analyzed for themes and weighted. The weighting of the prioritized expectations was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectations of the community's external stakeholders prioritized and weighted accordingly:

Community Expectations of the Lee's Summit Fire Department (verbatim, in priority order)

1. Fast and effective fire and emergency response. Timely, professional response when called. Immediate and confusion-free response to the address and location. Prompt response time. Prompt response to calls. To arrive at any emergency within 5 minutes or less. (141)

2. Training employees and trainers to "practice" as part of training. Well-trained paramedics, as well as firefighter response. Knowledge. Well trained in all aspects of safety and rescue. Adequate training to interact with the people they serve including: mental illness, substance use, etc. (103)

3. Ability to do quality initial medical-related response. Ability to bring to bear any training and equipment required in the course of an EMT call or fire emergency. Assessing the situation quickly and implementing the plan swiftly. Provide medical assistance until EMTs arrive. Quality. Maintain your superior services. Provide reliable EMT and ambulance service. (69)

4. Up-to-date equipment - in good repair, latest technology. Updated and "best in class" technology, equipment, and tools. Adequate equipment to do the job effectively. Up-to-date equipment and fire apparatus. (66)

5. Community education. Educating the public on fire safety. Offer CPR training to organizations (Boy Scouts of America, churches, etc.). Community education participation (fire prevention, CPR training, etc.). Provide classes in safety for the public. (56)

6. Community outreach to make citizens aware of services other than firefighting. Public education of fire safety - schools, fire detectors, etc. High level of community engagement - prevention efforts. Community relations and involvement. Involved in community events. (51)

7. Reduction of risks - new codes to address new needs and enforcement of codes. More inspections of businesses. Prevention resources. Fire code inspection, fire prevention, etc. Positive/consulting relationship with safety inspections. (51)

8. Treat all citizens with respect and kindness. Responders are compassionate and caring. Respect to all. They are sympathetic and personable to those they assist (emotionally intelligent). Friendly, approachable staff. Compassionate, understanding, and respectful. Polite. Empathy. Be a positive influence to the community but in particular, our growth. (34)

9. Professionalism. Professional. Professionalism in service(s). Professional ethics and standards. (21)

10. Community emergency management. Strong coordination of activity around emergency preparedness. (17)

11. Stay ahead of the city expansions scenarios so as to maintain coverage/response metrics during city's growth. Keep up with community growth. Have sufficient firehouses to services the growing community effectively. Properly located stations. (16)

12. Community partnerships developed and maintained (public/private, non-profit service providers). Support other public/private agencies in fire protection as well as ongoing education. (12)

13. To bring down homeowners' insurance. Low insurance rate. (9)

14. Good stewardship of taxpayer dollars. Efficient and effective use of resources. (7)

15. Assure gaining qualified employees. The department is able to hire the best out of many applications. (5)

16. To have access to water for fighting fires, in all of the city limits. All citizens have access to hydrants to fight home fires regardless to water district. (5)

17. A positive view of the department by the community/city council/city manager. They have a voice at the city to make sure their needs are met. Meet with the city at least every six months on their needs as the city grows. (5)

18. Provide salaries which will attract and maintain talented individuals. (5)

19. Protect life and property from fire and other disasters. (5)

20. High level of communication with EMS. (5)

21. That LSFD has the funding needed to continue the excellent service they currently provide. (5)

22. To ensure the mission statement is being delivered by all staff members. (5)

23. Assist occupants exiting a hazardous situation as quickly as possible, including pets. (4)

24. Care for staff in times of crisis. Care for the caregiver. (4)

25. Uphold and maintain highest standards for the personnel employed as firefighters. (3)

26. Possess the best technology and training currently available to the modern fire department. As technologies become available, the department is exploring ways to utilize to become more efficient and cost effective. (3)

27. To work with public water supply districts within the city limits to put in larger waterlines to support firefighting. (3)

28. Providing the public with smoke detectors when families cannot afford. (3)

29. That they identify and address public safety situations as they arise. (3)

30. Help with egress changes during construction (hospital). (3)

31. Very visible and approachable - i.e., good community relations. (2)

32. Personnel. (2)

33. Do not settle for good. (2)

34. Retain and enhance "community caring" culture. (1)

35. Dedication. (1)

36. Current practice and safety procedures. (1)

37. Not afraid to answer quick questions (i.e., life safety) and give opinions - does tend to add "red tape." (1)

38. Continuous planning and execution of initiatives to assure progress is happening. (1)

39. Accountability within and outside the department. (1)

40. Innovation in common procedures, transport needs, etc. (1)

Areas of Community Concern

The planning process would be incomplete without an expression from the community regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the agency. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community's external stakeholders prioritized and weighted accordingly.

Areas of Community Concern about the Lee's Summit Fire Department (verbatim, in priority order)

1. Staffing - always a full staff of qualified firefighters. Retention of qualified personnel. Maintain a qualified list of qualified replacements. Are we able to hire the best possible personnel? The amount of hired personnel is matched to the demand. Aging workforce - secure and train for the future. More diverse workforce. Appropriate staff size and number. (128)

2. Ability to get the city's complete support for their needs regarding the listed expectations. Always need to be sure they have adequate resources - facilities, manpower (including pay), communications, and equipment. Do they have an adequate budget? Funding for personnel - to compete for new hire firefighters, as well as to retain high quality experienced firefighters/paramedics. Sustainability. (51)

3. Continue the first-class training department. Cross-functional training. Lee's Summit needs to invest in a good fire training facility and HazMat training facility. (51)

4. People may not want a fire station to close to their house, due to noise (but they still want quick response!). Locations of fire stations to allow best response time across the city. An adequate number of stations to meet the needs of a growing city. Do we have enough fire stations? (49)

5. Lack of pay for the fire department. Do they get paid enough? Are salaries comparable/better than adjoining departments? The pay and benefits are comparable to other fire departments similar in size. (48)

6. Equipment in top condition. Replaced when necessary in a timely fashion. Do they have all the equipment they need for them to stay safe? (36)

7. Ensure that fire stations are up-to-date, in good repair. A pleasant place to stay. Aging facilities. Aging firehouses that need to be updated or replaced. Mold in Station 3. (33)

8. Ability to keep pace with growth. Meeting growing community needs. As city grows, have staff and equipment located to maintain response time. (32)

9. Impact of the union on the workforce. Union vs. LSFD optics. Their affiliations that support and campaign for candidates. I think this gives them a bad reputation. (19)

10. Response times. Slow response times. (13)

11. Community doesn't know all the services they offer. Communication with the public. (13)

12. Is there adequate overlapping coverage in case of multiple calls around the same time? (12)

13. Does water resource to fight fires work? - I had a house fire, I heard the closest fire hydrant was not working, forcing the use of one further away. - I know of another situation where a sizable rupture of a pipe to a fire hydrant "ruptured" while hydrant was being used. Public water supply district within the city limits isn't interested in replacing 2 and 4-inch lines to provide water for firefighting. Residents can only watch homes burn. (10)

14. Should have more community stakeholder involvement to elicit feedback. (8)

15. Do they have a citywide disaster plan? Crisis or national/regional emergency. (8)

16. Regionwide EMS communication. Collaboration with other health and emergency entities, find continuous resources. (7)

17. Making sure firefighters do not become over worked. Is the department being stretched too think? (7)

18. Communication systems up-to-date. Quality/capability of communication equipment. (7)

19. Highway 150 divided from 291 to Ward Road. Does this cause problems with response time? (5)

20. HazMat knowledge on lake. (5)

21. Ability to grow with a growing community, size and scale. (5)

22. How much is enough? (5)

23. Peer counselling for our fire department. We have an excellent staff of firefighters and EMTs and anymore they spend more time on mental health calls. How are we taking care of theirs? (5)

24. Relationship with city staff. (5)

25. Removal of emergency CERT class for citizens. (4)

26. Enforce traffic laws for fire equipment, in emergency - too many not yielding. (4)

27. Work with area partners to approach individuals who are frequent users of fire and EMS. (4)

28. That they are treated with respect from the community. (4)

29. Outreach to underserved. (4)

30. Ability to accommodate demographic change(s). (4)

31. Personnel live in the community. (3)

32. Training materials for teaching/instructing articles for community newsletters. (3)

33. Calls to 911 are sent to the fire department quickly. (3)

34. We are a new building; are they familiar with our admin team and students? (3)

35. How is the culture within the department? (3)

36. Need for additional ambulances. (3)

37. The fire department should make sure all personnel are physically able to perform the job. (2)

38. Know about utilities they work around. (2)

39. Ability to manage a large-scale event (terrorist attack, etc.). (2)

40. Succession plans are in place internally, so they don't have to go outside for hires. (2)

41. Does the department, city administration, and city council have a shared vision? (2)

42. Adequate career paths for staff. (1)

43. Involvement in political processes/elections. (1)

44. How is the relationship with EJC and City of Kansas City/other surrounding communities? Can it be better? (1)

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about the Lee's Summit Fire Department (verbatim, in no particular order)

- Very professional firefighters/paramedics.

- Excellent public image/community involvement.

- Strong training programs – cross training of firefighting/EMS.

- Seem to do a good job with response time.

- Seem friendly when responding to calls.

- Community engagement.

- The department saved my daughter-in-law when she had a massive heart attack (died while on transport to hospital and revived by crew).

- I personally used services several times – find firemen to be professional.

- Keeping citizens up to date.

- Great medical and EMS.

- Very high/positive public perception.

- Seem to be prepared for anything that might come up.

- High visibility, professional handling of fireworks season which is a big deal/high potential risk in Lee's Summit.

- LSFD seems to have developed a nice balance of allowing people to celebrate 4th of July while maintaining safety concerns (i.e., licenses and inspections).

- Love that they are able to respond to non-emergencies, i.e.; smoke detectors going off, assist elderly and others with changing batteries in smoke detectors, etc.

- Open to communications.

- Continued and recruit training.

- Professional.

- Responsive to needs.

- Area support (attends HOA meetings).

- Professional.

- Personnel very respectful when responding to calls and helpful to the residents.

- Good response time.

- Very professional.

- Well trained from medical perspective.

- Have seen improvements in fire stations and emergency help.

- In the course of my five or six recent interactions over the past 5 years with the dept., I have experienced nothing but complete professionalism and amazing service.

- Culture that supports desire for quality service.

- Quality fire and medical response abilities.

- They protect our community to the best of their ability.

- They continue to train their employees.

- Highly visible and responsive when called upon.

- Collaborative and partnership – effective.

- Open/clear communication across public sector (internal/external).

- Seek best practices (strive to improve each year).

- Responsive to the community.

- EMT/ambulance service – extremely expensive to start up and huge positive we have it.

- Grown with city.

- LSFD is very community driven and involved.

- Seems to ask community for support when needing a tax levy to keep up with growth and gets that support.

- Always looking for ways to improve, such as working on strategic plan.

- Availability to community.

- Willingness and availability to educate.

- Training both fire and EMS.

- Response.

- Leadership positive and professional.

- Seem motivated toward quality improvement.

- Professional.

- Growing with the community.

- Keeping up with needed equipment and new fire stations.

- Fast time get to place as I can see.

- They look good.

- Looking good is not same as performance.

- Training what kind and where?

- The accreditation recently received.

- The leadership seems to be forward thinking and values the input from the community.

- The image of the LSFD is positive.

- The fire department utilizes technology to offer superior service.

- They are well respected and loved.

- They go out their way to always be helpful.

- Friendly to all.

- Very well trained in their positions.

- Good leadership/best practices.

- Community outreach/resource.

- Supportive of other city departments (parks).

- Well trained/equipped.

- Responsive.

- Pleasant coordination with senior leaders.

- Detail driven.

- Community engagement (i.e.; school programs)

- Good communications with the public through service club programs, etc.

- Seem to have quick response to emergencies.

- Facilities and equipment are kept in good shape.

- Professional appearance of personnel.

- Fire services and ambulance services.

- Support of police during accidents and emergencies.

- Family assistance is needed to get family members from home to auto for the trip to the doctor.

- Keeping fire alarms working house.

- Just being available when needed.

- Communication.

- Professional staff.

- Very cooperative.

- Leadership team has been supportive on building and expansion projects.

- The entire team looks/acts professional.

- In general fire stations are modern or there are plans to upgrade. Long term capital planning.

- Community responsive.

- Current equipment.

- Community involvement.

- Works well with other community professional organizations.

- Communication with private sector.

- Dedicated professionals.

- Quality of service delivery.

- Proactive planning/training (knowledge, skills, abilities).

- Respect for others and community.

- Continually looking to improve – (best practices).

- Fully accredited fire department that is outstanding in its field.

- Excellent community relations with other city departments and non-profits.

- Good citizen information about fire department and its members.

- Socially aware staff involved in this community.

- Education program for citizens and students.

- Strong leadership.

- Good support from city staff.

- Good vehicle and equipment replacement program.

- Outstanding personnel.

- Always professional.

- Fast response time (usually).

- Well maintained trucks.

- Well located through the community.

- Serves the community well.

- They risk their own safety to save a dog on a lake.

- Quick response time!

- Professional staff. (EMS, fire, management)/highly trained.

- Kind caring team of professionals who responds to calls.

- Culture within the department is amazing from what I hear from those who work there.

- Great leadership.

- Our fire department truly cares for our community on and off duty.

- They work together – train together.

- They are the best with what the city gives them.

- Dedicated.

- Attentive to community events. Volunteer training.

- Responsive to calls from the public for education of items read in media or online.

- Collaborative with the city council.

- Each team member is approachable in the public and engaging.

- Visible to the community in non-critical settings giving back to those they serve.

- Fire department leadership and staff represent the department very professionally.

- Fire department staff is very approachable – good ambassadors.

- Responsiveness to the community.

- Professional staff.

- Engaged in community.

- Approachable/open door.

- Credible – high value.

- Knowledgeable – code and life safety.

- Understands what companies face when trying to be compliant with employee's behaviors – working with us.

- Great EMT response and attitudes.

- Strong leadership.

- Willing to do the hard work, no matter what the title.

- Great presence out and about.

- Approachable.

- Seeks continuous improvement.

- Overall positive.

- Good outreach.

- Planning for new fire stations.

- Responsive – fire is always quick to respond in times of need.

- Engaged in partner organizations.

- Communicate well about what's going on in the department.

- All my encounters with LSFD are fantastic.

- Very quick response times, friendly staff.

- Appear to have great, high end equipment.

- Fire chief and managing staff are all great people and we are lucky to have them.

- They do a lot of great things for our community and seem to have a vested interest.

- Community centric and visible to citizens, and you seem genuinely happy about it.

- Work ethic and skills seem top notch.

- Long and strong history of upholding the highest standards of care and professionalism.

- Great job!

- Professional.

- Well trained.

- Response times.

- Friendliness and helpful staff. Professional staff.

- Supporting our community at events.

- Hiring the best of the best; caring individuals.

- Continue to strive for excellence in work and accreditation. Want LSFD to be department others look to emulate.

- Quality/knowledgeable leadership.

- Highly skilled front-line staff.

- Resourceful collaboration with stakeholders.

- Good follow up related to process improvement.

- Reliable.

- Quality/excellence – high standards.

- Outstanding workforce.

- Community integration – business and community collaboration.

- Growth of department to meet growth of city.

- Stable leadership.

- Great communications and response to assist in community business and real estate.

- Being understanding and somewhat flexible to unique challenges within a large tenant population in relation to codes, policies and responses to unique problems.

- Polite professional, easy to talk to.

- If situation applies, explains what is being done and why to the party involved.

- Very professional department.

- Great leadership team.

- Well maintained fleet of equipment.

- Very professional.

- Dom the best with what they have.

- Very good public education program.

- Involved with city and downtown Lee's Summit.

- Great group of employees.

- Certification: 10% of all fire departments nationally.

- Strategic planning engages community.

- Friendly.

- Prevention.

- Community involvement.

- Awareness and participation with school programs.

- Positive reputation in city and across public perception.

- Department seems engaged, involved and interested in activities across and within the city and its citizens.

- Our personal experiences have been very good and positive.

- Interaction has been very professional and respectful.

- Equipment, locations, personal appearance is top notch and well managed.

- Planning.

- Professional.

- Culture of the service!!!

- Helpful when in need.

- From what I've seen they are trained well.

- Great balance in the leadership of the fire department.

- All fire staff are professional.

- Very community focused.

- Already accredited, doing a good job.

- Well run organization.

- Timely response to emergency situations.

- Well trained in the best response to each call.

- Willing to provide good training for fire and safety training.

Other Thoughts and Comments

The community was asked to share any other comments they had about the Lee's Summit Fire Department or its services. The following written comments were received:

Other Community Comments about the Lee's Summit Fire Department (verbatim, in no particular order)

- Would like to partner more in decreasing frequent users of emergency rooms and jail.

- Enforcement of no parking lanes in shopping centers and nursing homes.

- Keep up the good work.

- I don't believe I have ever met a fireman that wasn't extremely happy, pleasant, and loved their job.

- I would like to suggest a "training in process" sign to be posted when training for underwater recovery.

- Firefighters came to our house and changed the battery in our smoke detector that is on an 18' high ceiling. Not sure everyone knows this.

- Thank you for the work that you do. I've seen such compassion when you are performing your duties. That goes a long way with the people who need your assistance.

- Thanks to LSFD for continued outstanding service.

- Water district 13 has lines and meters within city limits. They show no interest or need to replace the 2" & 4" water lines around Prairie Lee Lake, north and south sides down. Would like the fire department and City of Lee's Summit to use whatever means to get Public Water Supply District 13 to upgrade lines.

- Does Lee's Summit regularly check fire hydrants? Do they check to assure use of hydrants does not create problems with pipes freezing the hydrants?

- My parents live in John Knox – I would like to see the ability via app/website that a resident can be identified on what hospital they use. This helping all records stay at one hospital.

- Would like more information;

- Personnel?

- Fires?

- Ambulance calls?

- Time getting to calls?

- It says a lot about our fire department, in that we can have an accreditation that only about 1% of fire departments get. Do we communicate that often enough to a wide enough audience?

- Outstanding organization.

- Serves EMS needs of our community at a high standard.

- Actionable survey items will always outscore training or risk reduction items…. just a thought.

- Department has excellent PR and image.

- Good equipment and communications.

- During family emergencies (ambulance) fire equipment and staff are on site to assist.

- We are grateful for the service and commitment to Lee's Summit.

- It has been a pleasure working with everyone that has come to our hospital, whether on a call response or an inspection.

- Pleased with leadership and direction of the department.

- Continue to support business community.

- Through bond issues, etc. the citizens show their regard for the FD and its mission and staff.

- Strong department. Stay committed to change!

- We had a young teller pass out on a Saturday morning. From the time she went down to Lee's Summit EMS began working on her was 6 minutes! I checked the surveillance video and verified this. What an amazing response from the team. To this day I don't know how they got there that quickly.

- LSFD does their best to take all sides in to consideration, knowing the cannot please all. They are good when asked for transparency.

- I'm very proud of our fire department and services.

- We are blessed to have a fire department of this caliber that serves our community.

- The top department in the metro!

- Keep up, all the good work! Only been in the community a short while, but wow we are blessed to have a great fire department.

- I am grateful for the LSFD. I imagine it can be difficult to ask for things like salary increases equipment, buildings, etc. When the community is not faced with an obvious void or deficiency. Sometimes being reactive to a need gets more publicity than a proactive approach, that's the shame of it.

- Thank you for taking the time to ask and listen to the feedback.

- I believe more open forums like today are great. In addition, it would be good to have the follow up understood after today as well.

- Outstanding fire department! True community resource!

- Thanks for opportunity to provide feedback!

- I have worked with multiple agencies in the metro KC area and the City of LS is the most reasonable, responsive and excellent in working with their business partners and community.

- Like that they are always striving to get better.

- The fine line or balance, between statements, signage and commentary tossed about during elections could spill into public perception of the department, be it right or wrong.

- Thank you for the boldness in taking on accreditation. It takes courage be vulnerable and seek the truth.

External Stakeholders Work Session

Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization's approach to community-driven strategic planning, with focus on the agency's Mission, Values, Core Programs and Support Services, as well as the organization's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named and pictured below.

Lee's Summit Fire Department Internal Stakeholders			
Brian Austerman *Assistant Chief*	Dave Bell *Captain*	Darrel Clowes *Captain*	Myles Collins *Paramedic Firefighter*
Ed Delaney *Paramedic Firefighter*	Jim Eden *Assistant Chief*	Connor Eller *Paramedic Engineer*	Nick Galate *Captain*
Jeromy Geib *Engineer*	Jason Harmon *Specialist*	Randy Hartmann *Paramedic Specialist*	Justin Hazen *Specialist*
Craig Hill *Specialist*	Patrick James *Firefighter*	Brian Jones *Specialist*	Neil MacEachern *Paramedic Firefighter*
Dan Manley *Assistant Chief*	Kevin McCaw *Assistant Chief*	Jason Miller *Paramedic Firefighter*	Shawn Mogg *Assistant Chief*
Mike Mohrman *Battalion Chief*	Zac Nelson *Specialist*	Rick Poeschl *Fire Chief*	Steve Pottberg *Specialist*
Kris Presnell *Captain*	Jon Prier *Paramedic Specialist*	Kasey Smith *Paramedic Engineer*	Mikael Snedeger *Firefighter*
Arby Todd *Battalion Chief*	Jake Wiemann *Paramedic Specialist*	Cole Wodrich *Firefighter*	Blake Wood *Paramedic Specialist*
Dave York *Captain*			

Internal Stakeholders Work Session

Mission

The purpose of the mission is to answer the questions:

- *Who are we?*   • *Why do we exist?*   • *What do we do?*   • *Why do we do it?*   • *For whom?*

A workgroup met to revisit the existing mission and after ensuring it answered the questions, the following mission statement was created, discussed, and agreed upon by the entire group:

> **The Lee's Summit Fire Department is dedicated to meet the increasing needs
> of the community by providing safe, progressive, and efficient services,
> while honoring our values and traditions.**

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

Professionalism	A commitment to professional service delivery through training and personnel development.
Respect	Compassion and empathy for our community and each other.
Integrity	An uncompromised commitment to trust, honesty, and ethical services to our community and each other.
Duty	A commitment to providing a high level of service to our community.
Excellence	Surpassing standards by striving to be the best in our profession through a continuous improvement process.

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Lee's Summit Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Programs and Services

The agency's internal stakeholders identified the following core programs provided to the community, as well as many of the services that enable the organization to deliver those programs:

Core Programs of the Lee's Summit Fire Department	
• Emergency Medical Services	• Fire Suppression
• Rescue – Basic and Technical	• Hazardous Materials Mitigation
• Domestic Preparedness Planning and Response	• Community Risk Reduction
• Public Fire and Life Safety Education	• Fire Investigation

Supporting Services of the Lee's Summit Fire Department		
• Training	• State Fire Marshal	• Red Cross
• Water Districts	• Mid-America Regional Council	• KCPL
• Law Enforcement	• Spire Gas	• Social Services
• Mutual Aid	• Local 2195, IAFF	• Honor Guard
• Information Technology	• Fleet Maintenance	• Other City Services
• City Council	• City Management	• Military
• Union Pacific Railroad	• Vendors	• Non-Profit Organizations
• Developers	• Chamber of Commerce	• Public in General
• Media	• Emergency Communications	• Hospitals
• School Districts	• National Weather Service	• MoDOT
• CPSE	• Public Works	• FEMA
• SEMA	• Faith-based Organizations	• John Knox Village

Internal Stakeholders Work Session

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Internal stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match-up with organizational strengths or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the internal stakeholders identified the agency's strengths as follows:

Strengths of the Lee' s Summit Fire Department	
• Public image/support	• Dedicated personnel – professionalism
• Equipment	• External relationships – hospital, PD, city
• Labor – management relationship	• Pride in the department and traditions
• Internal programs – i.e. honor guard, public education, health and wellness	• Regional involvement (MARC, COLS, HazMat, Mass casualty)
• Benefits – i.e. schedule, hours	• Camaraderie, peer support
• Data collection	• Adaptability
• Experience – wide range	• Fire Prevention Division
• Budget improvement	• Medical director
• Committees - involvement	• Some facilities
• Cancer Risk Reduction Program	• Fire-dedicated communication center
• BERP and VERP	• Internal expansion (positions)
• Department communication (CrewSense)	• Commitment to progression, i.e. accreditation
• Operational structure (NIMS)	• Well-defined expectations
• Marketing development (ISO, EDC)	• Strong chain of command
• Versatility – doing more with less	• Civic group involvement
• Knowledge/service years	• Peer support team

Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:

Weaknesses of the Lee's Summit Fire Department	
• Staffing – understaffed all divisions	• Funding – underfunded all divisions
• Training opportunities- internal/external – advanced scheduling	• Committee input/decision making – execution of ideas
• Succession planning	• Station/response times
• Keeping up with technology	• Recruitment – retention
• Internal/external communications - social media, TV	• No ability to meet core programs – specialty teams
• Loss of institutional knowledge through retirements	• Aging facilities
• Consistency – department and shift level	• Cultural/morale
• No dedicated emergency manager	• Stressed relationship with city management
• External IT (not having own) – AVL, mobile data, communications with LifePaks	• EMS report writing – inter-shift and intra-shift consistency - Imagetrend
• Equipment resources – extra ladder truck, tanker, fully equipped reserve apparatus	• Workforce diversity
• Lack of regional and state involvement	• Limited delegation
• Physical fitness facilities/equipment	• Inability to track PSAP times
• Lack of Class A uniforms – non-officers	• Training area limitations
• Administration to Ops information exchange	• Professional development – federal/state access to certified classes
• Paramedics – new medic workload, inability for old medics to drop – all medics	
• Department resiliency	

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

Opportunities for the Lee's Summit Fire Department	
• Training with other departments	• NFA (external training)
• Alternative funding (grant programs) (bonds, levy)	• Improved training adjuncts/equipment – dummies, cars, burn trailer, trench
• ISO improvement	• Marketing
• Local 2195 campaigning	• Partner with developers
• Media (social)/news	• Accreditation
• Being regional training entity	• Advancement and utilization of technology
• Community events	• Regional dispatch/staffing opportunity
• Citizens Fire Academy	• Public Safety Advisory Board
• Digital recruitment	• Community paramedicine – can we expand on this?
• Ride-along (citizens and communications specialists)	• HR relationship
• Community outreach - Fire Ops 101/CERT, Downtown Days	

Internal Stakeholders Work Session

Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

Potential Threats to the Lee's Summit Fire Department	
• Growth within community – demand on services	• New construction – building construction – synthetic materials and fire load.
• Tax base – reduction	• Highway safety
• Media/social media	• Potential loss of contract agencies
• Increased violence towards public safety	• State and federal regulations
• Keeping up with technology	• Healthcare changes (reimbursement)
• Misuse of EMS services	• EMS resources – supplies
• Availability of prescription drugs	• Litigation
• Infrastructure (roads and water pipes)	• Changing political climate
• Texting and driving	• Changing needs of the community
• Types of calls – electrical, HVAC, plumbing	• Aging demographics
• Cost of doing business	• Public perception
• Pandemics	• State policy (speed limit)
• Responder safety – response to behavioral health/drug abuse	• EPA Regulations – DEF Regen, No live burns
• HazMat transportation	• Competition for personnel
• Natural and manmade disasters	• Loss of state/federal funding
• Firefighter wellness	• Cyberattack on IT
	• Domestic terrorism (active shooter)

Technical Advisor Program

Critical Issues and Service Gaps

Following the identification and review of the agency's SWOT, two separate groups of internal stakeholders met to identify themes as primary critical issues and service gaps.

Critical Issues and Service Gaps Identified by the Internal Workgroups	
Group 1	**Group 2**

- Health and Wellness
  o Cancer risk reduction   o Lack of intra-city clinic
  o Physical fitness facilities and   o Time for PT
    equipment   o Annual physical
  o Physical Ability – requirements   o Culture/morale
  o Mental health   o Education
  o Training opportunities   o Peer support team
  o Funding   o Incentives
  o Insurance costs
	- Health and Wellness
	  o Equipment (age/quantity)
	  o Facilities
	  o Maintenance
	  o Going outside

- Technology
  o Data collection   o Vulnerability
  o Ever changing   o Training/capabilities
  o Funding   o Federal regulations
  o Interoperability   o Expanding current mission
  o Information technology   o Marketing (media)
  o Social media   o Report writing
	- Information Technology/Technology
	  o Slow IT response
	  o Continued breakdowns
	  o Outdated hardware
	  o Fire department dedicated IT

- Physical Assets
  o Additional reserve apparatus
  o Replacement programs
  o Facility improvement/expansion
  o Fully-stocked reserves
  o Apparatus allocation
	- Physical Assets
	  o Rehab/renewal/planned obsolescence
	  o Budgeted line item
	  o Live burn facility

- Communication
  o Internal   o Format
  o Consistency   o Technology
  o Frequency   o External
  o Committee efficiency   o Transparency
	- Communications
	  o Training opportunities
	  o Internal/external
	  o Methods
	  o Staffing
	  o How communication is delivered
	  o Uneven effort from Company Officers and Administration

Group 1 (continued)		Group 2 (continued)

- Training
  o Equipment
  o Scheduling
  o Availability
  o Internal/external
  o Subject matter experts
  o Consistency
  o Facilities
	o Funding
	o Professional development
	o Interdepartmental training
	o Quality
	o Repetition
	o Core programs
		- Training
		  o Interdepartmental training
		  o Communicating
		  o Participation
		  o Workforce development
		  o Succession planning

- Staffing
  o Funding
  o Succession planning
  o Competition for personnel
  o Public perception
  o Culture/morale
  o Industry shortage
  o Communication center
		- Staffing
		  o Applicant pool
		  o NFPA 1710
		  o Attrition
		  o Retention
		  o Communications specs
		  o Expansion
		  o Community expectations
		  o Compensation/benefits

- Recruitment
  o Digital recruiting
  o Advertising
  o Image
  o External educators
  o Community involvement
  o Pottberg Scholarship
  o Culture
	o Media use
	o Succession planning
	o Competition for personnel
	o Public perception
	o Culture/morale
	o Industry shortage
	o Communication center
		- Departmental Project Management
		  o Process
		  o Define timelines
		  o Tracking system
		  o Committee chairs

- Retention
  o Culture ("Why come ye here?")
  o Pay/benefits
  o Competition
  o Internal opportunities
  o Pride and ownership
	o Camaraderie
	o Personal development
	o Medic issues
	o Health and wellness
	o HR relationship
		- Succession planning
		  o Retirement
		  o Capture knowledge
		  o Professional development
		  o Delegation/empowerment
		  o Clearly defined expectations

- ISO
  o Apparatus
  o Staffing
  o Cost savings/insurance
  o Training		

- Turnout Times
  o Culture
  o Pre-alerting/technology
  o Consistency
	o Station design
	o Growth
	o Training
	o Lack of accountability	

Strategic Initiatives

Based upon all previously captured information and through a group discussion of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Lee's Summit Fire Department Strategic Initiatives		
• Health and Wellness	• Technology	• Physical Assets
• Communications	• Training	• Recruitment
• Project Management	• Workforce Planning	

Goals and Objectives

To continuously achieve the mission of the Lee's Summit Fire Department, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of LSFD's efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the LSFD fire company leadership, with the department's governing body, and with the community served.

> "Goals allow you to control the direction of change in your favor."
>
> Brian Tracy,
> Author

Goal 1	Establish and enhance communications to ensure a well-informed workforce and community.
Objective 1A	Evaluate current communication processes for shortcomings and efficiencies.
Timeframe	3 months

Critical Tasks	• Compile a list of current communications processes.
	  • FD and city processes.
	  • External industry and agency processes.
	• List and review outputs associated with department communication processes to determine effectiveness.
	• Create a list of potential systems that could modify, enhance or improve communications for inclusion in the survey identified in objective 4B.

Objective 1B	Conduct survey of personnel for preferred communication methods.
Timeframe	2 months

Critical Tasks	• Develop survey questions while considering:
	  • Format
	  • Technology preferences
	  • Frequency of information
	• Analyze the survey results.
	• Compare the survey with Objective 4A findings to determine discrepancies and/or shortfalls.

Objective 1C	Develop solutions for identified system shortfalls.
Timeframe	12 months
Critical Tasks	• Seek new opportunities in systems, processes, and platforms. • Prioritize opportunities and solutions. • Identify technology resources needed for implementation. • Draft solutions and present a report of findings for approval.

Objective 1D	Provide training and implement communications processes.
Timeframe	6 months
Critical Tasks	• Define training needs for any systems, processes, or platforms to be integrated. • Conduct a trial of new processes to determine capabilities. • Evaluate the train and fix any issues in the systems, processes, platforms, or training curricula. • Train personnel for implementation. • Develop guidelines regarding new implementation following the department's guideline process. • Implement the processes, systems, or platforms into the organization.

Objective 1E	Conduct ongoing evaluations of communication processes.
Timeframe	Ongoing
Critical Tasks	• Develop evaluation tools to determine the effectiveness of the communications processes. • Analyze any and all data to ensure communications remain progressive. • Identify improvements needed in the communication processes and platforms. • Draft changes proposed. • Create an action plan to determine implementation of the proposed changes.

Internal Stakeholders Work Session

Goal 2	Develop a project management template to establish a tracking and accountability program to be used for projects and committees.
Objective 2A	Identify and analyze existing internal and external processes available (formal and informal).
Timeframe	2 months
Critical Tasks	• Evaluate current processes utilized by LSFD. • Identify any applicable city processes. • Identify any corporate templates available. • Identify any available construction templates. • Identify any available public safety templates. • Analyze all acquired templates for applicability to the department. • Prepare a report of findings to include any applicable recommendations.

Objective 2B	Selection and establishment of a project management template.
Timeframe	2 months
Critical Tasks	• Select the identified sample templates for further evaluation. • Evaluate and test the sample templates for efficacy. • Propose the selected template for implementation.

Objective 2C	Develop an implementation plan for the project management template.
Timeframe	1 month
Critical Tasks	• Coordinate with Information Technology (IT) on implementation, usability, and access to the template. • Determine how the template will be introduced within the department. • Establish any needed policy for use of the template. • Establish a "go live" date for the template. • Finalize the implementation plan and seek approval if needed.

Objective 2D	Train and adopt the project management template.
Timeframe	1 month
Critical Tasks	• Develop the training outline. • Identify the instructors, methodology and needed props. • Establish the training schedule. • Identify who will participate in the training. • Implement the training process to identified participants. • Seek feedback on the training for future revision.

Objective 2E	Evaluate the project management template.
Timeframe	Ongoing Assigned to:
Critical Tasks	• Receive feedback from the end users. • Compile data for alteration recommendations. • Coordinate with IT on desired changes. • Determine if desired goal has been met. • Establish a schedule for routine evaluation.

Internal Stakeholders Work Session

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.
Objective 3A	Evaluate and analyze the current training program to ensure it is meeting organizational needs.
Timeframe	6 months
Critical Tasks	• The Training Committee is to gather data on retroactive and current status of training for core program service delivery. • Training Committee will compare and contrast data acquired with community and industry standards. • Training Committee will formalize report on evaluation and analysis to be utilized by Training Committee to make recommendations for Training Program. • Re-evaluate objective on biennial basis to ensure industry best practices are being achieved.
Objective 3B	Identify training materials, topics, and courses required for members to meet and maintain external and internal core training requirements.
Timeframe	6 months
Critical Tasks	• Review, revise, identify, and determine minimum training requirement based on standards or regulation (ISO, NFPA, federal, and state). • Determine minimum department standard for each position/rank/qualification. • Project the cost associated with delivery or maintenance of each level of training.
Objective 3C	Schedule, develop and implement a regimented annual training outline that satisfies the department's mission and values.
Timeframe	1 year
Critical Tasks	• Provide an analysis of current scheduling requirements to deliver required training. • Align the department's training quarters to the fiscal calendar. • Ensure ample notification to all instructors to allow proper preparation time to deliver training. • Reevaluate the objective annually to ensure industry best practices are being achieved.
Objective 3D	Ensure departmental instructors are adequately trained or prepared to deliver quality core training program content to personnel to develop competency in service delivery.
Timeframe	1 year
Critical Tasks	• Review and revise the department's list of instructors to include qualifications, certification, and licensure broken down by core program or topic. • Outline and implement training programs to develop or increase available instructors for core department programs. • Develop mentoring and evaluation process to enhance and maintain the quality of instruction.

Objective 3E	Maintain and enhance fire department training facilities to ensure ability to deliver safe and comprehensive training activities for all core programs, and to allow members to develop and demonstrate competencies for service delivery.
Timeframe	1 year
Critical Tasks	• The Training Committee will conduct evaluation of facilities to validate functional capability and capacity to deliver comprehensive training related to department core programs, based on organizational need and community risk. • The Training Committee will evaluate condition of training facilities and make recommendation of care and maintenance of facilities and then provide report to assist with budget process. • Based on the analysis completed, the Training Committee will make recommendations on any opportunities to improve current and future facilities to re-create realistic simulation of work environment. • Re-evaluate the process on annual basis.

Objective 3F	Broaden and Expand the available training props to address the needs of the core training programs.
Timeframe	1 year
Critical Tasks	• Analyze effectiveness of LSFD training props. • Develop needs analysis for training props to most effectively meet the needs in core training program delivery. • Conducted cost analysis for acquiring and maintaining props to include life cycle of prop. • Develop tool to measure effectiveness and performance of training props utilized for core programs. • Conduct annual review and make recommendations specific to training props on annual basis.

Goal 4	Develop a program to recruit highly motivated employees to support the department's mission.
Objective 4A	Identify and assess the current recruiting processes used by the department.
Timeframe	60 Days
Critical Tasks	• Develop a recruitment team. • Contact Human Resources (HR) for current HR procedures. • Obtain internal practices from the Training Division. • Obtain historical data on any previous processes. • Survey personnel on recruiting methods deemed desirable and effective. • Assess any recruiting tool effectiveness.

Objective 4B	Research and assess comparator agencies for recruitment processes used.
Timeframe	60 Days
Critical Tasks	• Identify the comparator agencies. • Contact comparator agencies to request current recruitment processes. • Assess comparator methods for effectiveness and relevance to the LSFD.

Objective 4C	Develop solutions for identified shortfalls in recruitment
Timeframe	90 days
Critical Tasks	• Evaluate the process with comparator information. • Identify opportunities for improvement. • Prioritize opportunities to meet departmental needs. • Develop an action plan for implementation. • Vet the process through the labor-management process.

Objective 4D	Implement the new recruitment program.
Timeframe	3 months
Critical Tasks	• Secure the resources needed for implementation. • Educate all relevant employees on the new process. • Communicate with any external partners. • Finalize the process into a formal state. • Adopt the process through any official channels needed. • Implement the new program. • Establish systems for feedback.

Objective 4E	Annually review the implemented program for effectiveness.
Timeframe	1 month, ongoing
Critical Tasks	• Establish an evaluation system to determine issues with the process. • Evaluate the process after each hiring process annually. • Identify opportunities for improvement. • Prioritize identified opportunities. • Adjust the action plan. • Go back through the implementation plan and then assess as needed or at least annually.

Internal Stakeholders Work Session

Goal 5	Develop a comprehensive retention program/plan to maintain an effective and efficient workforce.
Objective 5A	Evaluate the current workforce planning initiative and identify progress.
Timeframe	6 months, ongoing
Critical Tasks	• Identify completed steps and re-evaluate. • Evaluate work still in progress and identify outstanding needs. • Develop and implement new ideas and tasks.

Objective 5B	Maintain and enhance the current succession plan to ensure future organizational needs are met.
Timeframe	1 year
Critical Tasks	• Evaluate current job descriptions and identify possible changes. • Evaluate current mentoring program for effectiveness and plan for expansion. • Develop roadmaps based on individual career interests (Prevention, Training, Operations, and Administration).

Objective 5C	Develop a formal program to promote professional development at all levels.
Timeframe	1 year
Critical Tasks	• Identify training/certifications/educational levels for each job description. • Develop a timeline for the reoccurring delivery and attainment of required training/certifications/educational levels. • Promote personal success of the employee, while meeting the current and future needs of the department.

Objective 5D	Identify and promote internal opportunities for organizational involvement.
Timeframe	1 year
Critical Tasks	• Develop an input process for recommendations from all levels of the organization. • Identify and promote internal program opportunities (teams, committees). • Facilitate opportunity for educational program attendance (time trade, city leave).

Objective 5E	Maintain and enhance the current staffing plan to provide for long-term delivery of service.
Timeframe	6 months-ongoing
Critical Tasks	• Evaluate current staffing effectiveness. • Annual review of staffing plan • Evaluate current staffing plan for feasibility and future organizational and community needs. • Identify and recommend alternative staffing options to meet goals and objectives of the CRA-SOC

Goal 6	Evaluate, develop, and maintain a health and wellness program that promotes personnel wellness within the department.
Objective 6A	Health and Wellness Committee will conduct a review and analysis of department actions taken as a result of the previous strategic initiative to provide an outline for current program status.
Timeframe	3 months
Critical Tasks	• Review the previous strategic plan to evaluate the progress and remaining work to be done. • Analyze the effectiveness and create a current program report on performance measurements and recommendations to be considered in subsequent objectives in this goal. • Report findings to applicable departmental staff.

Objective 6B	Encourage members to participate in fitness initiatives according to WFI/NFPA standards.
Timeframe	1 year
Critical Tasks	• The Health and Wellness Committee will identify, explore incentives, and make recommendations through the labor management process to maximize participation in the physical fitness program. • Ensure appropriate equipment is available for the established physical fitness standards. • Peer Fitness members will educate all members on WFI and NFPA standards. • Establish baseline results for participating members with WFI evaluation tool. • Establish a physical fitness program in line with WFI/NFPA standards. • Ensure access for members to peer fitness trainers. • Evaluate the effectiveness of the exercise program through comparison between baseline and current results utilizing the WFI evaluation tool.

Objective 6C	Continue implementation, education, and enhancement of personnel behavioral health program.
Timeframe	1 year
Critical Tasks	• Educate all department members on the current status of the behavioral health program and resources. • Maintain and enhance the behavioral health resources, such as the Peer Support Team. • Develop and implement organizational behavioral health assessment guidelines for pre-employment and incumbent screening. • The Health and Wellness Committee will develop and formalize a directory of resources. • Evaluate the effectiveness of the behavioral health program utilizing surveys and available data with a tool developed by the committee.

Objective 6D	Identify potential resources to optimize any healthcare cost impacts.
Timeframe	1 year
Critical Tasks	• Continue to monitor the progress of city-operated healthcare clinic feasibility and cost impact. • Perform a detailed analysis of healthcare plans and cost impacts. • Evaluate outside agencies' successes with sick leave reduction incentives. • Make recommendations to the labor management process based on findings of the committee.

Objective 6E	Create awareness within the organization to reduce risk and exposure to cancer-causing situations.
Timeframe	1 year, ongoing
Critical Tasks	• Review, train, and implement Policy 49 throughout the department. • Offer cessation programs to all members of the department who currently utilize tobacco products. • Train all members to ensure proper procedures are followed; to include donning, doffing, and decontamination of protective clothing. • Health and Wellness Committee will develop a tool for evaluation of the program effectiveness, and then conduct an annual evaluation of the program.

Objective 6F	Maintain, enhance, and implement wellness screening program initiatives that meet the organizational needs for personnel wellness.
Timeframe	1 year, ongoing
Critical Tasks	• Conduct an analysis of the department wellness screening program to include the process and participation, and then compare and contrast with NFPA standards to identify gaps. • Health and Wellness Committee will review the existing contracts to evaluate and identify gaps in the current vendor contracts for service delivery. • Health and Wellness Committee will make recommendations of changes to the wellness screening process and develop an evaluation matrix as a tool for future assessment. • Negotiate amendments or new agreements, which meet organizational need. • Health and Wellness Committee members will educate all members on the wellness screening program. • Conduct the wellness screening. • Evaluate the wellness screening program and repeat the process.

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.
Objective 7A	Evaluate current committee structure and scope to determine committee effectiveness related to information technology.
Timeframe	3 months
Critical Tasks	• Clearly define the role of the Information Technology (IT) Committee within the organization. • Review and analyze committee inputs versus outputs since inception to determine effectiveness. • Consider any changes needed to improve outcomes including but not limited to the need for specific sub-committees. • Develop ownership task sheet and SME contact sheet. • Create report of findings and recommendations for the committee or workgroups.

Objective 7B	Identify, evaluate, and make recommendations on present technology utilized by the department.
Timeframe	3 months
Critical Tasks	• Catalog all technology systems and analyze their effectiveness. • Survey membership (SWOT analysis) on functionality of current technology systems in use. • Use survey results to help determine the need to modify, replace or improve current technology systems. • Identify/manage obsolescence of current technology systems. • Create a list of recommendations to improve the functionality and effectiveness of technology in the department.

Objective 7C	Evaluate need/justification for (full time) fire IT position (non-sworn).
Timeframe	6 months
Critical Tasks	• Determine if current utilization of city ITS model could be expanded to address issues identified. • Determine main focus of need within IT support chain. • Evaluate format currently used by the police for adoption by the fire department. • Conduct a position justification study to determine staffing needs. • Establish job description for fire IT personnel if indicated. • Clearly define role within the department.

Objective 7D	Re-evaluate effectiveness of current technology being utilized by the department.
Timeframe	4 months, ongoing
Critical Tasks	• Develop a process for documenting technology systems as they relate to our mission statement. • Create structure for out of service issues/tracking related to IT. • Determine trackable systems. • Evaluate trackable systems functionality.

Objective 7E	Establish a research and development process in order to identify future technology that supports our mission statement.
Timeframe	4 months, ongoing
Critical Tasks	• Identify available systems not currently being utilized. • Create systematic approach to testing for department congruency. • Report on process analysis annually. • Disseminate information to IT department.

Goal 8	Develop specific programs to evaluate and enhance resiliency for all physical assets.
Objective 8A	Identify and categorize all physical assets in Public Safety Equipment Replacement Program (PSERP).
Timeframe	6 months
Critical Tasks	• Established categories of all physical assets. • Apply the categorization matrix and set in all identified physical assets into the relevant category. • Create a main inventory of physical assets, based on category. • Consider potential funding sources relevant to physical assets (PSERP, budget, etc.). • Create and distribute a report on findings through the chain of command.

Objective 8B	Establish replacement schedules for all physical assets.
Timeframe	18 months
Critical Tasks	• Identify all physical assets that do not have an established, current replacement schedule. • Research manufacturer and NFPA recommendations relevant to each physical asset identified. • Establish item-specific replacement schedules. • Formalize the list through proper channels.

Objective 8C	Develop and implement minimum equipment requirements for all department vehicles.
Timeframe	1 year
Critical Tasks	• Establish minimum requirements for all pumpers and trucks utilizing NFPA and other industry standards. • Establish minimum requirements for all rescues utilizing NFPA and other industry standards. • Established minimum requirements for all grass rigs and support vehicles utilizing NFPA and other industry standards. • Identify specific equipment that is lacking relative to the minimum requirements. • Pursue the acquisition of said lacking equipment through the proper procurement processes. • Update any and all inventory systems as equipment acquisition occurs. • Create and deliver training curriculum for any new equipment acquisitions.

Objective 8D	Develop a formal research and development (R&D) process.
Timeframe	6 months
Critical Tasks	• Research relevant R&D protocols that exist within the industry. • Establish R&D protocols including the creation of any needed guidelines or policies. • Develop an evaluation template that identifies procurement requirements and serves to justify recommendations. • Seek approval for the evaluation template. • Establish a policy or SOG defining template use in the R&D process.

Objective 8E	Develop a short, medium, and long-term facility needs and improvement program.
Timeframe	1 year
Critical Tasks	• Identify recurring short-term needs and develop a schedule and work plan to meet the needs. • Identify medium-term needs and develop a schedule to meet the needs. • Identify long-term needs and prioritize. • Identify potential medium and long-term alternatives to meet the needs. • Identify funding sources (BERP, VERP, budget). • Evaluate objectivity of the programs. • Report findings for revision and implementation.

Vision

On the final day of the process, the CPSE presented the agency with a vision of where the organization will be in the future, if the strategic plan is accomplished. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

Lee's Summit Fire Department's 2023 Vision

is to be widely recognized as an internationally accredited fire and EMS agency that serves Lee's Summit with **PRIDE**, while honoring our values and traditions and always looking to the future.

Professionalism will remain at our core as we meet our community's expectations through the pursuit of quality training programs and opportunities that create department unity. Through the use of technology, we will become more efficient as a team, while being proactive toward exemplary service delivery.

Respect for those we serve and ourselves will be strengthened through processes that enhance our communications. We will ensure that internally, we communicate effectively, while focusing on connecting externally through better outreach.

Integrity will promote efficiency and stewardship. Through our focus on quality management of our physical assets, we will achieve a balance to confirm we have what we need but showing responsibility with what we are entrusted. We will also strive for better project management to be more productive and progressive.

Duty to who we are and how we perform will be exemplified by our investment in our greatest assets, our members, through enhanced workforce planning and recruitment initiatives, making sure there are enough of the right people that are ready to serve. We will bolster and invest more in health and wellness to safeguard our best of the best.

Excellence will anchor our commitment to unity, while we continue to meet our mission, live our values, accomplish our goals, and bring this vision to reality.

Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the agency's strategic plan is achieving results, the process of managing for results should be utilized, to include:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

Types of measures to consider that may be utilized to indicate and measure performance include:

- **Input** - Value of resource used to produce an output.
- **Output** – Quantifiable units produced which are activity-oriented and measurable.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Workload** – Work demanded or performed.

The Success of the Strategic Plan

The agency has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the agency used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

> **"No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point."**
>
> Good to Great and the Social Sectors
> Jim Collins

Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
AVL	Automatic Vehicle Location
BERP	Building and Equipment Replacement Program
CERT	Community Emergency Response Team
CFAI	Commission on Fire Accreditation International
COLS	City of Lee's Summit
CPSE	Center for Public Safety Excellence
CRA-SOC	Community Risk Assessment – Standards of Cover
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
DEF	Diesel Exhaust Fluid
EDC	Economic Development Council
EJC	Eastern Jackson County
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
FEMA	Federal Emergency Management Agency
HazMat	Hazardous materials
HOA	Home Owners' Associations
ISO	Insurance Services Office
KCPL	Kansas City Power & Light
LSFD	Lee's Summit Fire Department
MARC	Mid-America Regional Council
MoDOT	Missouri Department of Transportation

NFA	National Fire Academy
NFPA	National Fire Protection Association
NIMS	National Incident Management System
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
PSAP	Public Safety Access Point
PSERP	Public Safety Equipment Replacement Program
PT	Physical Training
SEMA	State Emergency Management Agency
SME	Subject Matter Expert
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities and Threats
VERP	Vehicle and Equipment Replacement Program
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
WFI	Wellness Fitness Initiative

Works Cited

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement.* Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.

Collins, James C. *Good to Great and the Social Sectors.* Boulder, Colorado: J. Collins, 2005.

Commission on Fire Accreditation International. (2015). *Fire & Emergency Service Self-Assessment Manual.* (9th Ed.)

February 27, 2017

Mr. Randy Rhoads, Mayor
Lees Summit FPSA
220 SE Green St
Lee's Summit, Missouri, 64063

RE: Lees Summit Fpsa, Cass, Jackson Counties, Missouri
Public Protection Classification: 02/2X
Effective Date: June 01, 2017

Dear Mr. Randy Rhoads,

We wish to thank you Mr. Mark Schaufler and Chief Rick Poeschl for your cooperation during our recent Public Protection Classification (PPC) survey. ISO has completed its analysis of the structural fire suppression delivery system provided in your community. The resulting classification is indicated above.

If you would like to know more about your community's PPC classification, or if you would like to learn about the potential effect of proposed changes to your fire suppression delivery system, please call us at the phone number listed below.

ISO's Public Protection Classification Program (PPC) plays an important role in the underwriting process at insurance companies. In fact, most U.S. insurers – including the largest ones – use PPC information as part of their decision- making when deciding what business to write, coverage's to offer or prices to charge for personal or commercial property insurance.

Each insurance company independently determines the premiums it charges its policyholders. The way an insurer uses ISO's information on public fire protection may depend on several things – the company's fire-loss experience, ratemaking methodology, underwriting guidelines, and its marketing strategy.

Through ongoing research and loss experience analysis, we identified additional differentiation in fire loss experience within our PPC program, which resulted in the revised classifications. We based the differing fire loss experience on the fire suppression capabilities of each community. The new classifications will improve the predictive value for insurers while benefiting both commercial and residential property owners. We've published the new classifications as "X" and "Y" — formerly the "9" and "8B" portion of the split classification, respectively. For example:

- A community currently graded as a split 6/9 classification will now be a split 6/6X classification; with the "6X" denoting what was formerly classified as "9."
- Similarly, a community currently graded as a split 6/8B classification will now be a split 6/6Y classification, the "6Y" denoting what was formerly classified as "8B."

- Communities graded with single "9" or "8B" classifications will remain intact.
- Properties over 5 road miles from a recognized fire station would receive a class 10.

PPC is important to communities and fire departments as well. Communities whose PPC improves may get lower insurance prices. PPC also provides fire departments with a valuable benchmark, and is used by many departments as a valuable tool when planning, budgeting and justifying fire protection improvements.

ISO appreciates the high level of cooperation extended by local officials during the entire PPC survey process. The community protection baseline information gathered by ISO is an essential foundation upon which determination of the relative level of fire protection is made using the Fire Suppression Rating Schedule.

The classification is a direct result of the information gathered, and is dependent on the resource levels devoted to fire protection in existence at the time of survey. Material changes in those resources that occur after the survey is completed may affect the classification. Although ISO maintains a pro-active process to keep baseline information as current as possible, in the event of changes please call us at 1-800-444-4554, option 2 to expedite the update activity.

ISO is the leading supplier of data and analytics for the property/casualty insurance industry. Most insurers use PPC classifications for underwriting and calculating premiums for residential, commercial and industrial properties. The PPC program is not intended to analyze all aspects of a comprehensive structural fire suppression delivery system program. It is not for purposes of determining compliance with any state or local law, nor is it for making loss prevention or life safety recommendations.

If you have any questions about your classification, please let us know.

Sincerely,

Dominic Santanna

Dominic Santanna
Manager -National Processing Center

cc: Ms. Vickie McLaughlin, Manager, Jackson County PWSD 12
           Mr. Mark Schaufler, Director, Lees Summit Water Dept
           Mr. John Johnson, Manager, Unity Village Water Department
           Ms. Kim Harris, Communications Supervisor, Lees Summit Fire Dispatch
           Chief Rick Poeschl, Chief, Lees Summit Fire Department
           Chief Jim Eden, Assistant Chief, Lees Summit Fire Department

Public Protection Classification (PPC™)

Summary Report

Lees Summit FPSA

MISSOURI

Prepared by

Insurance Services Office, Inc.
1000 Bishops Gate Blvd., Ste. 300
P.O. Box 5404
Mt. Laurel, New Jersey   08054-5404
1-800-444-4554

Report Created February 2017

Effective June 1, 2017

Background Information

Introduction

ISO collects and evaluates information from communities in the United States on their structure fire suppression capabilities. The data is analyzed using our Fire Suppression Rating Schedule (FSRS) and then a Public Protection Classification (PPC™) grade is assigned to the community. The surveys are conducted whenever it appears that there is a possibility of a PPC change. As such, the PPC program provides important, up-to-date information about fire protection services throughout the country.

The FSRS recognizes fire protection features only as they relate to suppression of first alarm structure fires. In many communities, fire suppression may be only a small part of the fire department's overall responsibility. ISO recognizes the dynamic and comprehensive duties of a community's fire service, and understands the complex decisions a community must make in planning and delivering emergency services. However, in developing a community's PPC grade, only features related to reducing property losses from structural fires are evaluated. Multiple alarms, simultaneous incidents and life safety are not considered in this evaluation. The PPC program evaluates the fire protection for small to average size buildings. Specific properties with a Needed Fire Flow in excess of 3,500 gpm are evaluated separately and assigned an individual PPC grade.

A community's investment in fire mitigation is a proven and reliable predictor of future fire losses. Statistical data on insurance losses bears out the relationship between excellent fire protection – as measured by the PPC program – and low fire losses. So, insurance companies use PPC information for marketing, underwriting, and to help establish fair premiums for homeowners and commercial fire insurance. In general, the price of fire insurance in a community with a good PPC grade is substantially lower than in a community with a poor PPC grade, assuming all other factors are equal.

ISO is an independent company that serves insurance companies, communities, fire departments, insurance regulators, and others by providing information about risk. ISO's expert staff collects information about municipal fire suppression efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data and assigns a PPC grade – a number from 1 to 10. Class 1 represents an exemplary fire suppression program, and Class 10 indicates that the area's fire suppression program does not meet ISO's minimum criteria.

ISO's PPC program evaluates communities according to a uniform set of criteria, incorporating nationally recognized standards developed by the National Fire Protection Association and the American Water Works Association. A community's PPC grade depends on:

> **Needed Fire Flows**, which are representative building locations used to determine the theoretical amount of water necessary for fire suppression purposes.

> **Emergency Communications**, including emergency reporting, telecommunicators, and dispatching systems.

> **Fire Department**, including equipment, staffing, training, geographic distribution of fire companies, operational considerations, and community risk reduction.

> **Water Supply**, including inspection and flow testing of hydrants, alternative water supply operations, and a careful evaluation of the amount of available water compared with the amount needed to suppress fires up to 3,500 gpm.

PPC is a registered trademark of Insurance Services Office, Inc.

Page 1

Data Collection and Analysis

ISO has evaluated and classified over 48,000 fire protection areas across the United States using its FSRS. A combination of meetings between trained ISO field representatives and the dispatch center coordinator, community fire official, and water superintendent is used in conjunction with a comprehensive questionnaire to collect the data necessary to determine the PPC grade. In order for a community to obtain a grade better than a Class 9, three elements of fire suppression features are reviewed. These three elements are Emergency Communications, Fire Department, and Water Supply.

A review of the **Emergency Communications** accounts for 10% of the total classification. This section is weighted at **10 points**, as follows:

- Emergency Reporting   3 points
- Telecommunicators   4 points
- Dispatch Circuits   3 points

A review of the **Fire Department** accounts for 50% of the total classification. ISO focuses on a fire department's first alarm response and initial attack to minimize potential loss. The fire department section is weighted at **50 points,** as follows:

- Engine Companies   6 points
- Reserve Pumpers   0.5 points
- Pump Capacity   3 points
- Ladder/Service Companies   4 points
- Reserve Ladder/Service Trucks   0.5 points
- Deployment Analysis   10 points
- Company Personnel   15 points
- Training   9 points
- Operational considerations   2 points
- Community Risk Reduction   5.5 points (in addition to the 50 points above)

A review of the **Water Supply** system accounts for 40% of the total classification. ISO reviews the water supply a community uses to determine the adequacy for fire suppression purposes. The water supply system is weighted at **40 points,** as follows:

- Credit for Supply System   30 points
- Hydrant Size, Type & Installation   3 points
- Inspection & Flow Testing of Hydrants   7 points

PPC is a registered trademark of Insurance Services Office, Inc.

Page 2

There is one additional factor considered in calculating the final score – **Divergence**.

Even the best fire department will be less than fully effective if it has an inadequate water supply. Similarly, even a superior water supply will be less than fully effective if the fire department lacks the equipment or personnel to use the water. The FSRS score is subject to modification by a divergence factor, which recognizes disparity between the effectiveness of the fire department and the water supply.

The Divergence factor mathematically reduces the score based upon the relative difference between the fire department and water supply scores. The factor is introduced in the final equation.

PPC Grade

The PPC grade assigned to the community will depend on the community's score on a 100-point scale:

PPC	Points
1	90.00 or more
2	80.00 to 89.99
3	70.00 to 79.99
4	60.00 to 69.99
5	50.00 to 59.99
6	40.00 to 49.99
7	30.00 to 39.99
8	20.00 to 29.99
9	10.00 to 19.99
10	0.00 to 9.99

The classification numbers are interpreted as follows:

- Class 1 through (and including) Class 8 represents a fire suppression system that includes an FSRS creditable dispatch center, fire department, and water supply.

- Class 8B is a special classification that recognizes a superior level of fire protection in otherwise Class 9 areas. It is designed to represent a fire protection delivery system that is superior except for a lack of a water supply system capable of the minimum FSRS fire flow criteria of 250 gpm for 2 hours.

- Class 9 is a fire suppression system that includes a creditable dispatch center, fire department but no FSRS creditable water supply.

- Class 10 does not meet minimum FSRS criteria for recognition, including areas that are beyond five road miles of a recognized fire station.

PPC is a registered trademark of Insurance Services Office, Inc.

Page 3

New PPC program changes effective July 1, 2014

We have revised the PPC program to capture the effects of enhanced fire protection capabilities that reduce fire loss and fire severity in Split Class 9 and Split Class 8B areas (as outlined below). This new structure benefits the fire service, community, and property owner.

New classifications
Through ongoing research and loss experience analysis, we identified additional differentiation in fire loss experience within our PPC program, which resulted in the revised classifications. We based the differing fire loss experience on the fire suppression capabilities of each community. The new PPC classes will improve the predictive value for insurers while benefiting both commercial and residential property owners. Here are the new classifications and what they mean.

Split classifications
When we develop a split classification for a community — for example 5/9 — the first number is the class that applies to properties within 5 road miles of the responding fire station and 1,000 feet of a creditable water supply, such as a fire hydrant, suction point, or dry hydrant. The second number is the class that applies to properties within 5 road miles of a fire station but beyond 1,000 feet of a creditable water supply. We have revised the classification to reflect more precisely the risk of loss in a community, replacing Class 9 and 8B in the second part of a split classification with revised designations.

What's changed with the new classifications?
We've published the new classifications as "X" and "Y" — formerly the "9" and "8B" portion of the split classification, respectively. For example:

- A community currently displayed as a split 6/9 classification will now be a split 6/6X classification; with the "6X" denoting what was formerly classified as "9".
- Similarly, a community currently graded as a split 6/8B classification will now be a split 6/6Y classification, the "6Y" denoting what was formerly classified as "8B".
- Communities graded with single "9" or "8B" classifications will remain intact.

Prior Classification	New Classification	Prior Classification	New Classification
1/9	1/1X	1/8B	1/1Y
2/9	2/2X	2/8B	2/2Y
3/9	3/3X	3/8B	3/3Y
4/9	4/4X	4/8B	4/4Y
5/9	5/5X	5/8B	5/5Y
6/9	6/6X	6/8B	6/6Y
7/9	7/7X	7/8B	7/7Y
8/9	8/8X	8/8B	8/8Y
9	9	8B	8B

PPC is a registered trademark of Insurance Services Office, Inc.

Page 4

What's changed?
As you can see, we're still maintaining split classes, but it's how we represent them to insurers that's changed. The new designations reflect a reduction in fire severity and loss and have the potential to reduce property insurance premiums.

Benefits of the revised split class designations
- To the fire service, the revised designations identify enhanced fire suppression capabilities used throughout the fire protection area
- To the community, the new classes reward a community's fire suppression efforts by showing a more reflective designation
- To the individual property owner, the revisions offer the potential for decreased property insurance premiums

New water class
Our data also shows that risks located more than 5 but less than 7 road miles from a responding fire station with a creditable water source within 1,000 feet had better loss experience than those farther than 5 road miles from a responding fire station with no creditable water source. We've introduced a new classification —10W — to recognize the reduced loss potential of such properties.

What's changed with Class 10W?
Class 10W is property-specific. Not all properties in the 5-to-7-mile area around the responding fire station will qualify. The difference between Class 10 and 10W is that the 10W-graded risk or property is within 1,000 feet of a creditable water supply. Creditable water supplies include fire protection systems using hauled water in any of the split classification areas.

What's the benefit of Class 10W?
10W gives credit to risks within 5 to 7 road miles of the responding fire station and within 1,000 feet of a creditable water supply. That's reflective of the potential for reduced property insurance premiums.

What does the fire chief have to do?
Fire chiefs don't have to do anything at all. The revised classifications went in place automatically effective July 1, 2014 (July 1, 2015 for Texas).

What if I have additional questions?
Feel free to contact ISO at 800.444.4554 or email us at PPC-Cust-Serv@iso.com.

Distribution of PPC Grades

The 2016 published countrywide distribution of communities by the PPC grade is as follows:

Countrywide

Class	Value
Class 1	178
Class 2	1,164
Class 3	3,265
Class 4	6,749
Class 5	9,464
Class 6	8,392
Class 7	4,484
Class 8	1,250
Class 8B	1,552
Class 9	10,377
Class 10	1,757
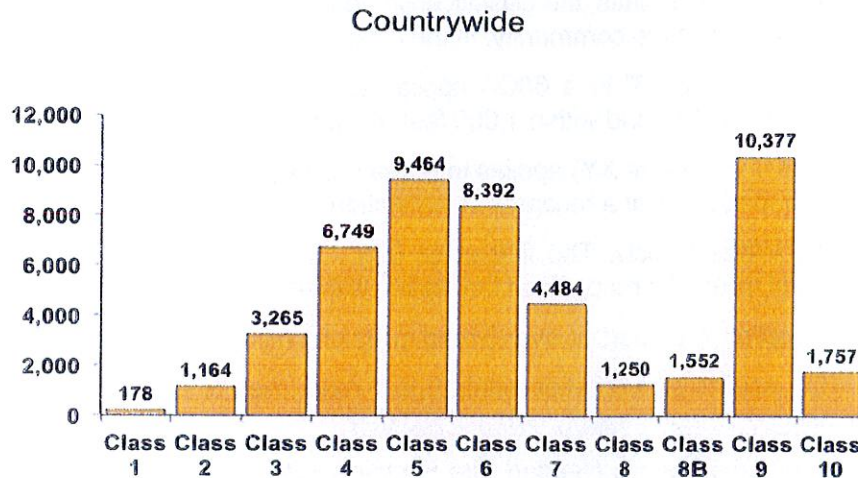
Assistance

The PPC program offers help to communities, fire departments, and other public officials as they plan for, budget, and justify improvements. ISO is also available to assist in the understanding of the details of this evaluation.

The PPC program representatives can be reached by telephone at (800) 444-4554. The technical specialists at this telephone number have access to the details of this evaluation and can effectively speak with you about your questions regarding the PPC program. What's more, we can be reached via the internet at www.isomitigation.com/talk/.

We also have a website dedicated to our Community Hazard Mitigation Classification programs at www.isomitigation.com. Here, fire chiefs, building code officials, community leaders and other interested citizens can access a wealth of data describing the criteria used in evaluating how cities and towns are protecting residents from fire and other natural hazards. This website will allow you to learn more about the PPC program. The website provides important background information, insights about the PPC grading processes and technical documents. ISO is also pleased to offer Fire Chiefs Online — a special, secured website with information and features that can help improve your PPC grade, including a list of the Needed Fire Flows for all the commercial occupancies ISO has on file for your community. Visitors to the site can download information, see statistical results and also contact ISO for assistance.

In addition, on-line access to the FSRS and its commentaries is available to registered customers for a fee. However, fire chiefs and community chief administrative officials are given access privileges to this information without charge.

To become a registered fire chief or community chief administrative official, register at www.isomitigation.com.

PPC is a registered trademark of Insurance Services Office, Inc.

Page 6

PPC Review

ISO concluded its review of the fire suppression features being provided for Lees Summit FPSA. The resulting community classification is **Class 02/2X**.

If the classification is a single class, the classification applies to properties with a Needed Fire Flow of 3,500 gpm or less in the community. If the classification is a split class (e.g., 6/XX):

➢ The first class (e.g., "6" in a 6/XX) applies to properties within 5 road miles of a recognized fire station and within 1,000 feet of a fire hydrant or alternate water supply.

➢ The second class (XX or XY) applies to properties beyond 1,000 feet of a fire hydrant but within 5 road miles of a recognized fire station.

➢ Alternative Water Supply: The first class (e.g., "6" in a 6/10) applies to properties within 5 road miles of a recognized fire station with no hydrant distance requirement.

➢ Class 10 applies to properties over 5 road miles of a recognized fire station.

➢ Class 10W applies to properties within 5 to 7 road miles of a recognized fire station with a recognized water supply within 1,000 feet.

➢ Specific properties with a Needed Fire Flow in excess of 3,500 gpm are evaluated separately and assigned an individual classification.

FSRS Feature	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	2.40	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	3.00	3
440. Credit for Emergency Communications	9.40	10
Fire Department		
513. Credit for Engine Companies	5.94	6
523. Credit for Reserve Pumpers	0.49	0.50
532. Credit for Pump Capacity	3.00	3
549. Credit for Ladder Service	0.86	4
553. Credit for Reserve Ladder and Service Trucks	0.17	0.50
561. Credit for Deployment Analysis	3.83	10
571. Credit for Company Personnel	9.56	15
581. Credit for Training	8.00	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	33.85	50
Water Supply		
616. Credit for Supply System	29.34	30
621. Credit for Hydrants	2.87	3
631. Credit for Inspection and Flow Testing	6.39	7
640. Credit for Water Supply	38.60	40
Divergence	-5.76	--
1050. Community Risk Reduction	4.45	5.50
Total Credit	80.54	105.50

PPC is a registered trademark of Insurance Services Office, Inc.

Page 7

Emergency Communications

Ten percent of a community's overall score is based on how well the communications center receives and dispatches fire alarms. Our field representative evaluated:

• Communications facilities provided for the general public to report structure fires

• Enhanced 9-1-1 Telephone Service including wireless

• Computer-aided dispatch (CAD) facilities

• Alarm receipt and processing at the communication center

• Training and certification of telecommunicators

• Facilities used to dispatch fire department companies to reported structure fires

	Earned Credit	Credit Available
414. Credit Emergency Reporting	2.40	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	3.00	3
Item 440. Credit for Emergency Communications:	9.40	10

Item 414 - Credit for Emergency Reporting (3 points)

The first item reviewed is Item 414 "Credit for Emergency Reporting (CER)". This item reviews the emergency communication center facilities provided for the public to report fires including 911 systems (Basic or Enhanced), Wireless Phase I and Phase II, Voice over Internet Protocol, Computer Aided Dispatch and Geographic Information Systems for automatic vehicle location. ISO uses National Fire Protection Association (NFPA) 1221, *Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems* as the reference for this section.

PPC is a registered trademark of Insurance Services Office, Inc.

Page 8

Item 410. Emergency Reporting (CER)	Earned Credit	Credit Available
A./B. Basic 9-1-1, Enhanced 9-1-1 or No 9-1-1 For maximum credit, there should be an Enhanced 9-1-1 system, Basic 9-1-1 and No 9-1-1 will receive partial credit.	20.00	20
1. E9-1-1 Wireless Wireless Phase I using Static ALI (automatic location identification) Functionality (10 points); Wireless Phase II using Dynamic ALI Functionality (15 points); Both available will be 25 points	25.00	25
2. E9-1-1 Voice over Internet Protocol (VoIP) Static VoIP using Static ALI Functionality (10 points); Nomadic VoIP using Dynamic ALI Functionality (15 points); Both available will be 25 points	25.00	25
3. Computer Aided Dispatch Basic CAD (5 points); CAD with Management Information System (5 points); CAD with Interoperability (5 points)	10.00	15
4. Geographic Information System (GIS/AVL) The PSAP uses a fully integrated CAD/GIS management system with automatic vehicle location (AVL) integrated with a CAD system providing dispatch assignments. * The individual fire departments being dispatched do not need GIS/AVL capability to obtain this credit.	0.00	15
Review of Emergency Reporting total:	80.00	100

Item 422- Credit for Telecommunicators (4 points)

The second item reviewed is Item 422 "Credit for Telecommunicators (TC)". This item reviews the number of Telecommunicators on duty at the center to handle fire calls and other emergencies. All emergency calls including those calls that do not require fire department action are reviewed to determine the proper staffing to answer emergency calls and dispatch the appropriate emergency response. NFPA 1221, *Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems,* recommends that ninety-five percent of emergency calls shall be answered within 15 seconds and ninety-nine percent of emergency calls shall be answered within 40 seconds. In addition, NFPA recommends that ninety percent of emergency alarm processing shall be completed within 60 seconds and ninety-nine percent of alarm processing shall be completed within 90 seconds of answering the call.

PPC is a registered trademark of Insurance Services Office, Inc.

Page 9

To receive full credit for operators on duty, ISO must review documentation to show that the communication center meets NFPA 1221 call answering and dispatch time performance measurement standards. This documentation may be in the form of performance statistics or other performance measurements compiled by the 9-1-1 software or other software programs that are currently in use such as Computer Aided Dispatch (CAD) or Management Information System (MIS).

Item 420. Telecommunicators (CTC)	Earned Credit	Credit Available
A1. Alarm Receipt (AR) Receipt of alarms shall meet the requirements in accordance with the criteria of NFPA 1221	20.00	20
A2. Alarm Processing (AP) Processing of alarms shall meet the requirements in accordance with the criteria of NFPA 1221	20.00	20
B. Emergency Dispatch Protocols (EDP) Telecommunicators have emergency dispatch protocols (EDP) containing questions and a decision-support process to facilitate correct call categorization and prioritization.	20.00	20
C. Telecommunicator Training and Certification (TTC) Telecommunicators meet the qualification requirements referenced in NFPA 1061, *Standard for Professional Qualifications for Public Safety Telecommunicator,* and/or the Association of Public-Safety Communications Officials - International (APCO) *Project 33.* Telecommunicators are certified in the knowledge, skills, and abilities corresponding to their job functions.	20.00	20
D. Telecommunicator Continuing Education and Quality Assurance (TQA) Telecommunicators participate in continuing education and/or in-service training and quality-assurance programs as appropriate for their positions	20.00	20
Review of Telecommunicators total:	100.00	100

PPC is a registered trademark of Insurance Services Office, Inc.

Page 10

Item 432 - Credit for Dispatch Circuits (3 points)

The third item reviewed is Item 432 "Credit for Dispatch Circuits (CDC)". This item reviews the dispatch circuit facilities used to transmit alarms to fire department members. A "Dispatch Circuit" is defined in NFPA 1221 as "A circuit over which an alarm is transmitted from the communications center to an emergency response facility (ERF) or emergency response units (ERUs) to notify ERUs to respond to an emergency". All fire departments (except single fire station departments with full-time firefighter personnel receiving alarms directly at the fire station) need adequate means of notifying all firefighter personnel of the location of reported structure fires. The dispatch circuit facilities should be in accordance with the general criteria of NFPA 1221. "Alarms" are defined in this Standard as "A signal or message from a person or device indicating the existence of an emergency or other situation that requires action by an emergency response agency".

There are two different levels of dispatch circuit facilities provided for in the Standard – a primary dispatch circuit and a secondary dispatch circuit. In jurisdictions that receive 730 alarms or more per year (average of two alarms per 24-hour period), two separate and dedicated dispatch circuits, a primary and a secondary, are needed. In jurisdictions receiving fewer than 730 alarms per year, a second dedicated dispatch circuit is not needed. Dispatch circuit facilities installed but not used or tested (in accordance with the NFPA Standard) receive no credit.

The score for Credit for Dispatch Circuits (CDC) is influenced by monitoring for integrity of the primary dispatch circuit. There are up to 0.90 points available for this Item. Monitoring for integrity involves installing automatic systems that will detect faults and failures and send visual and audible indications to appropriate communications center (or dispatch center) personnel. ISO uses NFPA 1221 to guide the evaluation of this item. ISO's evaluation also includes a review of the communication system's emergency power supplies.

Item 432 "Credit for Dispatch Circuits (CDC)" = 3.00 points

PPC is a registered trademark of Insurance Services Office, Inc.

Page 11

Fire Department

Fifty percent of a community's overall score is based upon the fire department's structure fire suppression system. ISO's field representative evaluated:

- Engine and ladder/service vehicles including reserve apparatus
- Equipment carried
- Response to reported structure fires
- Deployment analysis of companies
- Available and/or responding firefighters
- Training

	Earned Credit	Credit Available
513. Credit for Engine Companies	5.94	6
523. Credit for Reserve Pumpers	0.49	0.5
532. Credit for Pumper Capacity	3.00	3
549. Credit for Ladder Service	0.86	4
553. Credit for Reserve Ladder and Service Trucks	0.17	0.5
561. Credit for Deployment Analysis	3.83	10
571. Credit for Company Personnel	9.56	15
581. Credit for Training	8.00	9
730. Credit for Operational Considerations	2.00	2
Item 590. Credit for Fire Department:	**33.85**	**50**

Basic Fire Flow

The Basic Fire Flow for the community is determined by the review of the Needed Fire Flows for selected buildings in the community. The fifth largest Needed Fire Flow is determined to be the Basic Fire Flow. The Basic Fire Flow has been determined to be 3500 gpm.

Item 513 - Credit for Engine Companies (6 points)

The first item reviewed is Item 513 "Credit for Engine Companies (CEC)". This item reviews the number of engine companies, their pump capacity, hose testing, pump testing and the equipment carried on the in-service pumpers. To be recognized, pumper apparatus must meet the general criteria of NFPA 1901, *Standard for Automotive Fire Apparatus* which include a minimum 250 gpm pump, an emergency warning system, a 300 gallon water tank, and hose. At least 1 apparatus must have a permanently mounted pump rated at 750 gpm or more at 150 psi.

The review of the number of needed pumpers considers the response distance to built-upon areas; the Basic Fire Flow; and the method of operation. Multiple alarms, simultaneous incidents, and life safety are not considered.

The greatest value of A, B, or C below is needed in the fire district to suppress fires in structures with a Needed Fire Flow of 3,500 gpm or less: **7 engine companies**

a) **7 engine companies** to provide fire suppression services to areas to meet NFPA 1710 criteria or within 1½ miles.

b) **3 engine companies** to support a Basic Fire Flow of 3500 gpm.

c) **3 engine companies** based upon the fire department's method of operation to provide a minimum two engine response to all first alarm structure fires.

The FSRS recognizes that there are **7 engine companies** in service.

The FSRS also reviews Automatic Aid. Automatic Aid is considered in the review as assistance dispatched automatically by contractual agreement between two communities or fire districts. That differs from mutual aid or assistance arranged case by case. ISO will recognize an Automatic Aid plan under the following conditions:

- It must be prearranged for first alarm response according to a definite plan. It is preferable to have a written agreement, but ISO may recognize demonstrated performance.
- The aid must be dispatched to all reported structure fires on the initial alarm.
- The aid must be provided 24 hours a day, 365 days a year.

FSRS Item 512.D "Automatic Aid Engine Companies" responding on first alarm and meeting the needs of the city for basic fire flow and/or distribution of companies are factored based upon the value of the Automatic Aid plan (up to 1.00 can be used as the factor). The Automatic Aid factor is determined by a review of the Automatic Aid provider's communication facilities, how they receive alarms from the graded area, inter-department training between fire departments, and the fire ground communications capability between departments.

For each engine company, the credited Pump Capacity (PC), the Hose Carried (HC), the Equipment Carried (EC) all contribute to the calculation for the percent of credit the FSRS provides to that engine company.

Item 513 "Credit for Engine Companies (CEC)" = 5.94 points

Item 523 - Credit for Reserve Pumpers (0.50 points)

The item is Item 523 "Credit for Reserve Pumpers (CRP)". This item reviews the number and adequacy of the pumpers and their equipment. The number of needed reserve pumpers is 1 for each 8 needed engine companies determined in Item 513, or any fraction thereof.

Item 523 "Credit for Reserve Pumpers (CRP)" = 0.49 points

Item 532 – Credit for Pumper Capacity (3 points)

The next item reviewed is Item 532 "Credit for Pumper Capacity (CPC)". The total pump capacity available should be sufficient for the Basic Fire Flow of 3500 gpm. The maximum needed pump capacity credited is the Basic Fire Flow of the community.

Item 532 "Credit for Pumper Capacity (CPC)" = 3.00 points

Item 549 – Credit for Ladder Service (4 points)

The next item reviewed is Item 549 "Credit for Ladder Service (CLS)". This item reviews the number of response areas within the city with 5 buildings that are 3 or more stories or 35 feet or more in height, or with 5 buildings that have a Needed Fire Flow greater than 3,500 gpm, or any combination of these criteria. The height of all buildings in the city, including those protected by automatic sprinklers, is considered when determining the number of needed ladder companies. Response areas not needing a ladder company should have a service company. Ladders, tools and equipment normally carried on ladder trucks are needed not only for ladder operations but also for forcible entry, ventilation, salvage, overhaul, lighting and utility control.

The number of ladder or service companies, the height of the aerial ladder, aerial ladder testing and the equipment carried on the in-service ladder trucks and service trucks is compared with the number of needed ladder trucks and service trucks and an FSRS equipment list. Ladder trucks must meet the general criteria of NFPA 1901, *Standard for Automotive Fire Apparatus* to be recognized.

The number of needed ladder-service trucks is dependent upon the number of buildings 3 stories or 35 feet or more in height, buildings with a Needed Fire Flow greater than 3,500 gpm, and the method of operation.

The FSRS recognizes that there are **2 ladder companies** in service. These companies are needed to provide fire suppression services to areas to meet NFPA 1710 criteria or within 2½ miles and the number of buildings with a Needed Fire Flow over 3,500 gpm or 3 stories or more in height, or the method of operation.

The FSRS recognizes that there are **0 service companies** in service.

Item 549 "Credit for Ladder Service (CLS)" = 0.86 points

PPC is a registered trademark of Insurance Services Office, Inc.

Page 14

Item 553 – Credit for Reserve Ladder and Service Trucks (0.50 points)

The next item reviewed is Item 553 "Credit for Reserve Ladder and Service Trucks (CRLS)". This item considers the adequacy of ladder and service apparatus when one (or more in larger communities) of these apparatus are out of service. The number of needed reserve ladder and service trucks is 1 for each 8 needed ladder and service companies that were determined to be needed in Item 540, or any fraction thereof.

Item 553 "Credit for Reserve Ladder and Service Trucks (CRLS)" = 0.17 points

Item 561 – Deployment Analysis (10 points)

Next, Item 561 "Deployment Analysis (DA)" is reviewed. This Item examines the number and adequacy of existing engine and ladder-service companies to cover built-upon areas of the city.

To determine the Credit for Distribution, first the Existing Engine Company (EC) points and the Existing Engine Companies (EE) determined in Item 513 are considered along with Ladder Company Equipment (LCE) points, Service Company Equipment (SCE) points, Engine-Ladder Company Equipment (ELCE) points, and Engine-Service Company Equipment (ESCE) points determined in Item 549.

Secondly, as an alternative to determining the number of needed engine and ladder/service companies through the road-mile analysis, a fire protection area may use the results of a systematic performance evaluation. This type of evaluation analyzes computer-aided dispatch (CAD) history to demonstrate that, with its current deployment of companies, the fire department meets the time constraints for initial arriving engine and initial full alarm assignment in accordance with the general criteria of in 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.*

A determination is made of the percentage of built upon area within 1½ miles of a first-due engine company and within 2½ miles of a first-due ladder-service company.

Item 561 "Credit Deployment Analysis (DA)" = 3.83 points

PPC is a registered trademark of Insurance Services Office, Inc.

Page 15

Item 571 – Credit for Company Personnel (15 points)

Item 571 "Credit for Company Personnel (CCP)" reviews the average number of existing firefighters and company officers available to respond to reported first alarm structure fires in the city.

The on-duty strength is determined by the yearly average of total firefighters and company officers on-duty considering vacations, sick leave, holidays, "Kelley" days and other absences. When a fire department operates under a minimum staffing policy, this may be used in lieu of determining the yearly average of on-duty company personnel.

Firefighters on apparatus not credited under Items 513 and 549 that regularly respond to reported first alarms to aid engine, ladder, and service companies are included in this item as increasing the total company strength.

Firefighters staffing ambulances or other units serving the general public are credited if they participate in fire-fighting operations, the number depending upon the extent to which they are available and are used for response to first alarms of fire.

On-Call members are credited on the basis of the average number staffing apparatus on first alarms. Off-shift career firefighters and company officers responding on first alarms are considered on the same basis as on-call personnel. For personnel not normally at the fire station, the number of responding firefighters and company officers is divided by 3 to reflect the time needed to assemble at the fire scene and the reduced ability to act as a team due to the various arrival times at the fire location when compared to the personnel on-duty at the fire station during the receipt of an alarm.

The number of Public Safety Officers who are positioned in emergency vehicles within the jurisdiction boundaries may be credited based on availability to respond to first alarm structure fires. In recognition of this increased response capability the number of responding Public Safety Officers is divided by 2.

The average number of firefighters and company officers responding with those companies credited as Automatic Aid under Items 513 and 549 are considered for either on-duty or on-call company personnel as is appropriate. The actual number is calculated as the average number of company personnel responding multiplied by the value of AA Plan determined in Item 512.D.

The maximum creditable response of on-duty and on-call firefighters is 12, including company officers, for each existing engine and ladder company and 6 for each existing service company.

Chief Officers are not creditable except when more than one chief officer responds to alarms; then extra chief officers may be credited as firefighters if they perform company duties.

The FSRS recognizes **34.43 on-duty personnel** and an average of **0.00 on-call personnel** responding on first alarm structure fires.

Item 571 "Credit for Company Personnel (CCP)" = 9.56 points

PPC is a registered trademark of Insurance Services Office, Inc.

Page 16

FSRS Item	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	2.40	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	3.00	3
440. Credit for Emergency Communications	9.40	10
Fire Department		
513. Credit for Engine Companies	5.94	6
523. Credit for Reserve Pumpers	0.49	0.5
532. Credit for Pumper Capacity	3.00	3
549. Credit for Ladder Service	0.86	4
553. Credit for Reserve Ladder and Service Trucks	0.17	0.5
561. Credit for Deployment Analysis	3.83	10
571. Credit for Company Personnel	9.56	15
581. Credit for Training	8.00	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	33.85	50
Water Supply		
616. Credit for Supply System	29.34	30
621. Credit for Hydrants	2.87	3
631. Credit for Inspection and Flow Testing	6.39	7
640. Credit for Water Supply	38.60	40
Divergence	-5.76	--
1050. Community Risk Reduction	4.45	5.50
Total Credit	80.54	105.5

Final Community Classification = 02/2X

PPC is a registered trademark of Insurance Services Office, Inc.

Page 23

INSURANCE SERVICES OFFICE, INC.
HYDRANT FLOW DATA SUMMARY

City Lees Summit Fpsa
County Cass,Jackson   State MISSOURI (24)   Witnessed by: Insurance Services Office   Date: Jan 3, 2017

TEST NO.	TYPE DIST.*	TEST LOCATION	SERVICE	FLOW - GPM Q=(29.83(C(d²)p^0.5)) INDIVIDUAL HYDRANTS		TOTAL	PRESSURE PSI STATIC	RESID.	FLOW -AT 20 PSI NEEDED**	AVAIL.	REMARKS***	MODEL TYPE
1		Hamblen & Fleetway	Lees Summit Water Dept, Lees Summit	2710	0	12760	0	0	5000	10050		CNMP
10		Front of High School	Lees Summit Water Dept, Lees Summit	1190	1190	8380	0	0	5000	6000		CNMP
10A		Front of High School	Lees Summit Water Dept, Lees Summit	1190	1190	8380	0	0	4000	6000		CNMP
10B		Front of High School	Lees Summit Water Dept, Lees Summit	1190	1190	8380	0	0	3000	6000		CNMP
11		Chipman & Rice	Lees Summit Water Dept, Lees Summit	2590	0	9340	0	0	4500	6750		CNMP
11A		Chipman & Rice	Lees Summit Water Dept, Lees Summit	2590	0	9340	0	0	3500	6750		CNMP
12		North East Douglas Street & Maple	Lees Summit Water Dept, Lees Summit	1430	0	3180	0	0	2250	1750		CNMP
13		NW O'Brien & Killarney Ln	Lees Summit Water Dept, Lees Summit	2740	0	7040	0	0	8000	4300		CNMP
13A		NW O'Brien & Killarney Ln	Lees Summit Water Dept, Lees Summit	2740	0	7040	0	0	5500	4300		CNMP
13B		NW O'Brien & Killarney Ln	Lees Summit Water Dept, Lees Summit	2740	0	7040	0	0	2000	4300		CNMP
14		Pryor & Chipman	Lees Summit Water Dept, Lees Summit	3060	0	8260	0	0	5000	5200		CNMP
14A		Pryor & Chipman	Lees Summit Water Dept, Lees Summit	3060	0	8260	0	0	5000	5200		CNMP
14B		Pryor & Chipman	Lees Summit Water Dept, Lees Summit	3060	0	8260	0	0	4500	5200		CNMP
14C		Pryor & Chipman	Lees Summit Water Dept, Lees Summit	3060	0	8260	0	0	3500	5200		CNMP
15		Ashurst & Ashurst Pl.	Lees Summit Water Dept, Lees Summit	1910	0	4510	0	0	750	2600		CNMP
16		Longview Rd, at arena north hydrant	Lees Summit Water Dept, Lees Summit	1690	0	6040	0	0	5500	4350		CNMP

THE ABOVE LISTED NEEDED FIRE FLOWS ARE FOR PROPERTY INSURANCE PREMIUM CALCULATIONS ONLY AND ARE *NOT* INTENDED TO PREDICT THE MAXIMUM AMOUNT OF WATER REQUIRED FOR A LARGE SCALE FIRE CONDITION.

THE AVAILABLE FLOWS ONLY INDICATE THE CONDITIONS THAT EXISTED AT THE TIME AND AT THE LOCATION WHERE TESTS WERE WITNESSED.

*Comm = Commercial; Res = Residential.

**Needed is the rate of flow for a specific duration for a full credit condition. Needed Fire Flows greater than 3,500 gpm are not considered in determining the classification of the city when using the Fire Suppression Rating Schedule.

*** (A)-Limited by available hydrants to gpm shown. Available facilities limit flow to gpm shown plus consumption for the needed duration of (B)-2 hours, (C)-3 hours or (D)-4 hours.

INSURANCE SERVICES OFFICE, INC.

HYDRANT FLOW DATA SUMMARY

City Lees Summit Fpsa

County Cass,Jackson   State MISSOURI (24)   Witnessed by: Insurance Services Office   Date: ___ Jan 3, 2017 ___

TEST NO.	TYPE DIST.*	TEST LOCATION	SERVICE	FLOW - GPM			PRESSURE PSI		FLOW -AT 20 PSI		REMARKS***	MODEL TYPE
				INDIVIDUAL HYDRANTS		TOTAL	STATIC	RESID.	NEEDED **	AVAIL.		
16A		Longview Rd, at arena north hydrant	Lees Summit Water Dept, Lees Summit	1690	0	6040	0	0	4500	4350		CNMP
16B		Longview Rd, at arena north hydrant	Lees Summit Water Dept, Lees Summit	1690	0	6040	0	0	1500	4350		CNMP
17		Eagleview	Lees Summit Water Dept, Lees Summit	2780	0	2780	98	58	750	4000		
18		South West Market Street & Hwy 150	Lees Summit Water Dept, Lees Summit	1750	0	6350	0	0	4500	4600		CNMP
18A		South West Market St & Hwy 150	Lees Summit Water Dept, Lees Summit	1750	0	6350	0	0	3500	4600		CNMP
19		Huntington Dr & Allendale Lake Rd	Jackson County PWSD 12, RWD #12	1860	0	1860	100	42	750	2200		
1A		Hamblen & Fleetway	Lees Summit Water Dept, Lees Summit	2710	0	12760	0	0	5000	10050		CNMP
1B		Hamblen & Fleetway	Lees Summit Water Dept, Lees Summit	2710	0	12760	0	0	5000	10050		CNMP
1C		Hamblen & Fleetway	Lees Summit Water Dept, Lees Summit	2710	0	12760	0	0	4500	10050		CNMP
1D		Hamblen & Fleetway	Lees Summit Water Dept, Lees Summit	2710	0	12760	0	0	2250	10050		CNMP
2		Prairieview Elementary	Lees Summit Water Dept, Lees Summit	1430	0	11030	0	0	4500	9600		CNMP
20		West Main Street & Harris	Jackson County PWSD 12, RWD #12	2020	0	2020	106	42	3000	2400		
21		Jefferson at Community school	Lees Summit Water Dept, Lees Summit	2160	0	7310	0	0	4000	5150		CNMP
21A		Jefferson at Community school	Lees Summit Water Dept, Lees Summit	2160	0	7310	0	0	2000	5150		CNMP
22		Ward & 3rd (behind S/C)	Lees Summit Water Dept, Lees Summit	2260	0	2260	94	70	3500	4200		
2A		Prairieview Elementary	Lees Summit Water Dept, Lees Summit	1430	0	11030	0	0	1000	9600		CNMP

THE ABOVE LISTED NEEDED FIRE FLOWS ARE FOR PROPERTY INSURANCE PREMIUM CALCULATIONS ONLY AND ARE *NOT INTENDED TO PREDICT THE MAXIMUM AMOUNT OF WATER REQUIRED FOR A LARGE SCALE FIRE CONDITION.*

THE AVAILABLE FLOWS ONLY INDICATE THE CONDITIONS THAT EXISTED AT THE TIME AND AT THE LOCATION WHERE TESTS WERE WITNESSED.

*Comm = Commercial; Res = Residential.

**Needed is the rate of flow for a specific duration for a full credit condition. Needed Fire Flows greater than 3,500 gpm are not considered in determining the classification of the city when using the Fire Suppression Rating Schedule.

*** (A)-Limited by available hydrants to gpm shown. Available facilities limit flow to gpm shown plus consumption for the needed duration of (B)-2 hours, (C)-3 hours or (D)-4 hours.

INSURANCE SERVICES OFFICE, INC.
HYDRANT FLOW DATA SUMMARY

City Lees Summit Fpsa

County Cass,Jackson

State MISSOURI (24)

Witnessed by: Insurance Services Office

Date: Jan 3, 2017

TEST NO.	TYPE DIST.*	TEST LOCATION	SERVICE	FLOW - GPM INDIVIDUAL HYDRANTS	FLOW - GPM	FLOW - GPM TOTAL	PRESSURE PSI STATIC	PRESSURE PSI RESID.	FLOW -AT 20 PSI NEEDED **	FLOW -AT 20 PSI AVAIL.	REMARKS***	MODEL TYPE
3		Bristol & Bridgeport	Lees Summit Water Dept, Lees Summit	2850	0	8000	0	0	750	5150		CNMP
4		NE Colbern & Ball	Lees Summit Water Dept, Lees Summit	2470	0	6620	0	0	4500	4150		CNMP
4a		Ne Colbern & Ball	Lees Summit Water Dept, Lees Summit	2470	0	6620	0	0	3000	4150		CNMP
5		Lakewood Blvd & Anderson	Lees Summit Water Dept, Lees Summit	2430	0	13280	0	0	3500	10850		CNMP
6		Dick Howser & Brockton	Lees Summit Water Dept, Lees Summit	2390	0	8890	0	0	750	6500		CNMP
7		Hagen & Independence	Lees Summit Water Dept, Lees Summit	2630	0	11030	0	0	3500	8400		CNMP
8		Rte 350 (Unity Village)	Unity Village Water Department, Main	2990	0	2990	100	68	2250	4900		
9		Missouri & Douglas	Lees Summit Water Dept, Lees Summit	2430	0	6230	0	0	3000	3800		CNMP

THE ABOVE LISTED NEEDED FIRE FLOWS ARE FOR PROPERTY INSURANCE PREMIUM CALCULATIONS ONLY AND ARE *NOT* INTENDED TO PREDICT THE MAXIMUM AMOUNT OF WATER REQUIRED FOR A LARGE SCALE FIRE CONDITION.

THE AVAILABLE FLOWS ONLY INDICATE THE CONDITIONS THAT EXISTED AT THE TIME AND AT THE LOCATION WHERE TESTS WERE WITNESSED.

*Comm = Commercial; Res = Residential.

**Needed is the rate of flow for a specific duration for a full credit condition. Needed Fire Flows greater than 3,500 gpm are not considered in determining the classification of the city when using the Fire Suppression Rating Schedule.

*** (A)-Limited by available hydrants to gpm shown. Available facilities limit flow to gpm shown plus consumption for the needed duration of (B)-2 hours, (C)-3 hours or (D)-4 hours.

Accreditation International (CFAI) documents: *CFAI: Fire and Emergency Service Self-Assessment Manual, 8th Edition*, and *CFAI: Standards of Cover, 5th Edition*.

Section G of the SOC describes the methodology of continuous improvement the department will use to ensure baseline performance in all service delivery areas improve over time. The compliance team will continuously monitor response performance compliance with monthly, quarterly, and annual reports. The development of the system for regular analysis with recommendations is designed to coincide with the annual department budget development process as funding requests for the next fiscal year can be formulated as necessary, if funding resources permit.

Recommendations

Analysis of the current SOC study led to the following recommendations to address gaps in key areas:

Immediate (within 12 months) Recommendations:

1. Evaluate processes within the Communications Center to ensure processing procedures are as efficient as possible to ensure the fastest process possible. Investigate the ability to add resources to enhance operation effectiveness.

2. Evaluate the process of station notification for calls and the procedures performed for turn out.

3. The current process of pulling data for compliance monitoring needs to be changed. Currently, only one individual is able to extract data from the records management system. It is then manually queried through Excel and evaluated for quality assurance by the accreditation manager. Frequently the current process will bottleneck and result in regularly missed timelines. Aggressively investigate technology to assist in the compliance monitoring process.

4. Investigate technology to include mobile data terminals inside all apparatus with integrated deployment mapping. This technology would greatly enhance turn out time and avoid spending time at a wall map or referencing a map book inside an apparatus. Frequently resources are not able to announce their response status due to radio traffic being tied up by other units. Mobile data will allow resources to activate their status through the computer system and more efficiently document a more accurate deployment. This occurs frequently during multiple unit responses.

5. Aggressively investigate the addition of an automatic vehicle location (AVL) deployment system. AVL technology can automatically identify the closest appropriate resources to respond to different types of emergency incidents. The current system does not dispatch the closest resources to emergency incidents, but sends resources which fall into geographical planning districts. This enhanced system would provide the community with the fastest response time possible which will save lives and property.

6. The department should consider repositioning Rescue 6 to station #2. District 2 has the second highest EMS demand by district and currently relies on adjacent district rescues to respond. Given the geographical positioning of station #2, the infrastructure in the immediate area may allow for greater resiliency against demand to cover other districts within the community. If the rescue is moved from station 6, evaluate the ability to replace a rescue to district 6 as soon as possible.

7. Provide training on incident reporting frequently to ensure incidents are documented and performance data is collected and allocated properly.

8. Continue to build the administrative, training, support services, prevention, communications, and operations divisions to support the growth of the department to efficiently and effectively manage the needs of the community.

Near Term (within 2-5 years) recommendations:

1. The department should look closely at the organizations records management (Fire Data Management or "FDM") capabilities. If the system is 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.

2. The department should replace the station within district 3 with a station suited to meet the needs of the community. District 3 has the highest EMS demand of any district and needs an ambulance. The new station should be built not only with existing demand in mind, but also consider additional development within its response capabilities. Consider moving Rescue 7 to the new station #3.

3. Consider additional staffed resources at stations #1 and #3. Additional units would address reliability issues identified within these high demand districts. Investigate the ability to begin utilizing a new deployment resource similar to a squad. This resource would assist with reliability challenges for fire apparatus, particularly with EMS demand.

4. Closely monitor development along 50 Highway between Blackwell Road and 7 Highway. This development will increase demand for district 6.

5. Re-evaluate the positioning of the station #7 ladder. Consider the fire risks and evaluate deployment modeling from station #3 or station #1. Ensure the ladder truck is in the best position to respond most efficiently to tactical related risk structures.

6. Evaluate minimum staffing qualifications to begin staffing paramedics on all fire department apparatus. Based on the minimum staffing qualifications, the distribution (first arriving unit) data does not ensure that a paramedic is present for advanced life support for patient care. It isn't until the effective response force arrives that a single paramedic is on scene. By having a paramedic on all resources, it provides a higher level of care during a medical emergency and would be compliant with NFPA 1710 with a second paramedic on scene. This staffing would be consistent with the National Institute for Standards and Technology (NIST) Field Experiments Study documented in appendix A.

Long Term (within 5-10 years) recommendations:

1. Construct an additional station in the northern portion of district 4. Given the infrastructure in place and modeled travel time, resources deployed from station #4 cannot physically get to several emergency service zones in that area to meet industry benchmarks. This issue will be compounded with the residential development area at Lakewood way and Bowlin Road. Development within district 4 is increasing with the Catholic High School on Strother Road and the continued development of Wilshire at Lakewood. Development also continues to increase in the area of Strother Road and Independence.

2. Construct an additional station in the area around the Bailey Road Bridge joining North and South 291. This location is a challenge to get to against the response benchmarks and will continue to develop with the 50 Highway/291 interchange development. This station would have great mobility throughout the community given the major infrastructure in the immediate area.

3. Closely monitor the development in the area of New Longview and the development of Paragon Star. These two locations are trouble response areas from station #3. Consider constructing an additional station in the area.

4. Develop a plan to address the travel time issues identified in the metro/urban and suburban areas of Greenwood. Consider creative deployment concepts. A consideration may be to deploy a different response unit (squad) out of a fixed location within the City of Greenwood.

5. Require a staffing plan which includes minimum staffing of four firefighters on every fire apparatus to which will be compliant with NFPA 1710 standards. This staffing will allow for the effective response force to arrive sooner with less physical resources to transport personnel to higher risk incidents.

Fire						
Risk Level		Benchmark	Low	Moderate	High	Maximum*
Alarm Handling	Pick-up to Dispatch	*01:00*	n = 424 01:26	n = 88 01:22	n = 110 01:33	n = 2 01:17
Turnout Time	Turnout Time 1st Unit	*01:20*	n = 424 02:04	n = 88 02:08	n = 110 01:54	n = 2 00:49
Travel Time	Travel Time 1st Unit **Distribution**	*04:00*	n = 402 07:08	n = 49 06:08	n = 55 05:03	n = 1 03:44
	Travel Time ERF **Concentration**	*Low 04:00 Others 08:00*	n = 402 07:08	n = 37 11:46	n = 31 13:11	n = 1 07:20
Total Response Time	Total Response Time 1st Unit **Distribution**	*06:20*	n = 403 09:48	n = 49 09:36	n = 55 08:38	n = 1 06:49
	Total Response Time ERF **Concentration**	*Low 06:20 Others 10:20*	n = 403 09:48	n = 36 14:28	n = 30 17:02	n = 1 09:58

EMS						
Risk Level		Benchmark	Low	Moderate	High	Maximum
Alarm Handling	Pick-up to Dispatch	*01:00*	n = 5628 00:53	n = 150 00:53	n = 0	n = 0
Turnout Time	Turnout Time 1st Unit	*01:00*	n = 5626 01:53	n = 150 01:46	n = 0	n = 0
Travel Time	Travel Time 1st Unit **Distribution**	*04:00*	n = 5593 05:43	n = 133 05:32	n = 0	n = 0
	Travel Time ERF **Concentration**	*08:00*	n = 4667 07:59	n = 84 12:55	n = 0	n = 0
Total Response Time	Total Response Time 1st Unit **Distribution**	*06:00*	n = 5603 07:43	n = 133 07:23	n = 0	n = 0
	Total Response Time ERF **Concentration**	*10:00*	n = 4667 10:14	n = 84 18:23	n = 0	n = 0

Rescue						
Risk Level		Benchmark	Low	Moderate	High	Maximum
Alarm Handling	Pick-up to Dispatch	*01:00*	n = 392 01:29	n = 226 01:39	n = 10 01:46	n = 2 01:08
Turnout Time	Turnout Time 1st Unit	*01:20*	n = 391 02:04	n = 226 01:52	n = 10 00:46	n = 2 02:04
Travel Time	Travel Time 1st Unit **Distribution**	*04:00*	n = 233 06:44	n = 90 06:16	n = 3 09:43	n = 1 07:13
	Travel Time ERF **Concentration**	*08:00*	n = 244 08:50	n = 57 17:27	n = 0	n = 0
Total Response Time	Total Response Time 1st Unit **Distribution**	*06:20*	n = 234 09:29	n = 92 09:20	n = 4 12:18	n = 1 10:14
	Total Response Time ERF **Concentration**	*10:20*	n = 245 12:49	n = 57 21:27	n = 0	n = 0

Hazardous Conditions						
Risk Level		Benchmark	Low	Moderate	High	Maximum
Alarm Handling	Pick-up to Dispatch	*01:00*	n = 15 01:33	n = 115 01:26	n = 0	n = 0
Turnout Time	Turnout Time 1st Unit	*01:20*	n = 15 02:02	n = 115 01:45	n = 0	n = 0
Travel Time	Travel Time 1st Unit **Distribution**	*04:00*	n = 13 06:28	n = 68 06:33	n = 0	n = 0
	Travel Time ERF **Concentration**	*Low 04:00 Others 08:00*	n = 13 06:28	n = 34 10:43	n = 0	n = 0
Total Response Time	Total Response Time 1st Unit **Distribution**	*06:20*	n = 13 08:41	n = 68 09:01	n = 0	n = 0
	Total Response Time ERF **Concentration**	*Low 06:20 Others 10:20*	n = 13 08:41	n = 34 13:39	n = 0	n = 0

![CPSE Center for Public Safety Excellence logo]

4501 Singer Court, Suite 180
Chantilly, VA 20151
(703) 691-4620 T
(703) 961-0113 F
www.cpse.org

STATEMENT OF FINDINGS

TO: Commission on Fire Accreditation International

FROM: Jerry A Nulliner

DATE: 20 August 2018

SUBJECT: Review of the annual compliance report for Lee's Summit Fire
          Department, Missouri

INTRODUCTION

As the designated representative for the Center for Public Safety Excellence, Inc., I reviewed the Annual Compliance Report (ACR) for the Lee's Summit Fire Department. The purpose was to review this ACR to ensure the agency has maintained compliance with all core competencies and document any changes that have occurred in the previous year. Finally, to evaluate the agencies performance data and strategic recommendations for improvements in accordance with the 8th Fire and Emergency Service Self-Assessment Manual (FESSAM).

FINDINGS

Agency Information

    Captain Darrel Clowes is the Accreditation Manager for the agency. The
    information presented is well prepared and complete.

Agency/Jurisdiction Description

    A career fire department of 154 full time personnel in 7 fire stations, covering a
    population of approximately 97,135.

Agency/Jurisdiction Changes

    The agency cited recent promotions and changes in staffing. The accreditation
    manager position changed during this reporting cycle and a new Captain of
    Training was added.

Compliance with Core Competencies

The agency indicates it is compliant with all Core Competencies stated in the 8th edition of the FESSAM.

Compliance with Non-Core Competencies

The agency indicates it is compliant with all non-core competencies stated in the 8th edition of the FESSAM. The agency did include replies to site visit team recommendations.

Performance Monitoring

The agency indicates it is compliant with 2D.8, 2D.9, and 2D.10.

Performance Tracking

The agency has submitted performance data for the past two years. The data is consistent from one year to the next.

Strategic Recommendations.

Of the 13 strategic recommendations, all have been accepted and three have been met with implementation and the remainder are nearing implementation.

Other Information

The agency cited some clarification on a couple of recommendations.

Exhibit List

All applicable exhibits were provided and verified.

Verification

Fire Chief Rick Poeschl signed the annual compliance report.

CONCLUSION

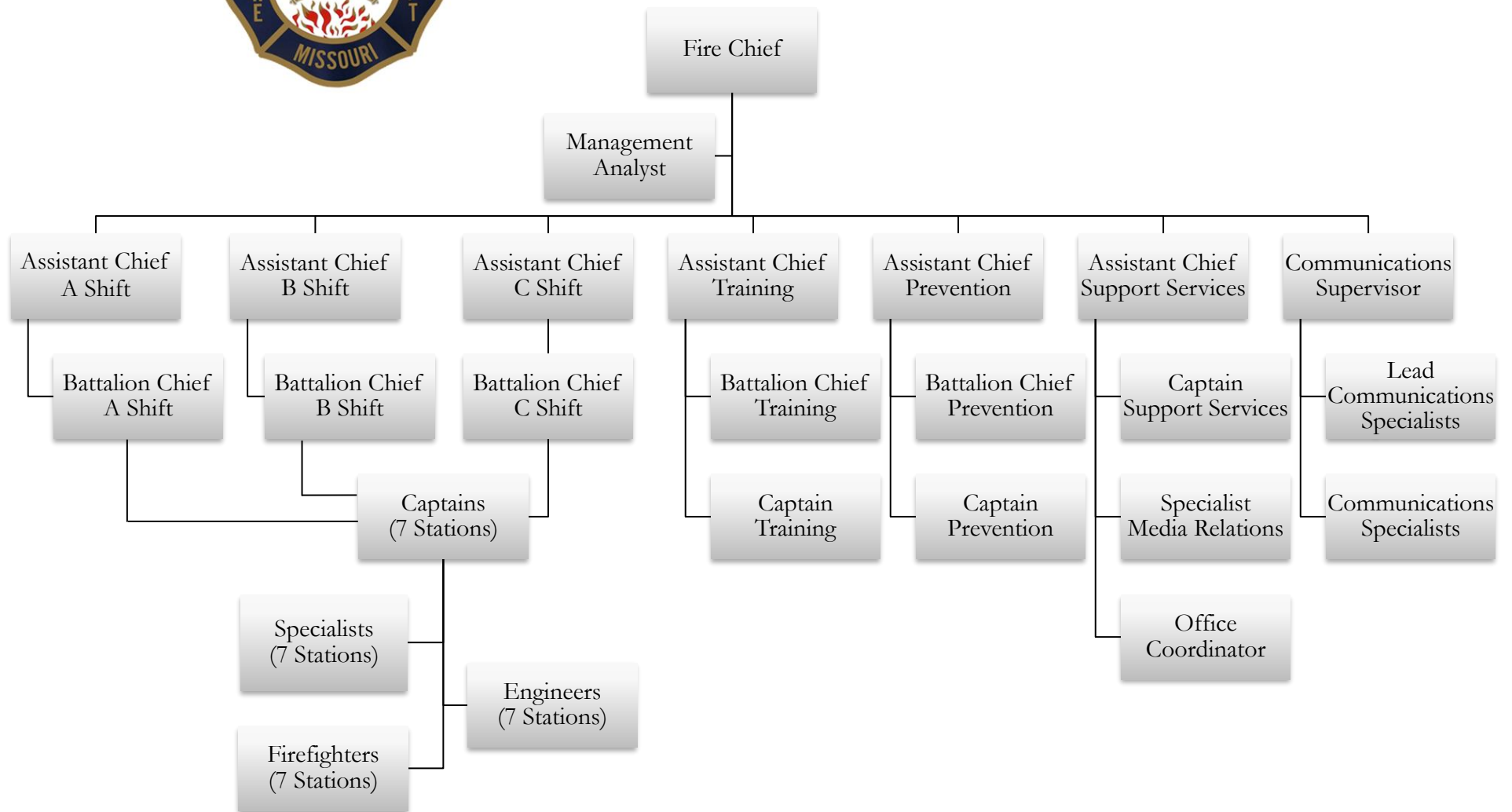The Lee's Summit Fire Department has demonstrated that it is in compliance with all stated standards and core competencies. The agency has begun to work towards compliance with the most current version of the FESSAM.

RECOMMENDATIONS

I recommend that the Commission on Fire Accreditation International accept the Lee's Summit Fire Department Annual Compliance Report and that the agency retain their Accredited Agency Status.

Lee's Summit Fire Department

```
                                    ┌─────────────┐
                                    │ Fire Chief  │
                                    └──────┬──────┘
                    ┌─────────────┐        │
                    │ Management  │────────┤
                    │  Analyst    │        │
                    └─────────────┘        │
```

Assistant Chief A Shift	Assistant Chief B Shift	Assistant Chief C Shift	Assistant Chief Training	Assistant Chief Prevention	Assistant Chief Support Services	Communications Supervisor
Battalion Chief A Shift	Battalion Chief B Shift	Battalion Chief C Shift	Battalion Chief Training	Battalion Chief Prevention	Captain Support Services	Lead Communications Specialists
			Captain Training	Captain Prevention	Specialist Media Relations	Communications Specialists
					Office Coordinator	

Captains (7 Stations)

Specialists (7 Stations)

Engineers (7 Stations)

Firefighters (7 Stations)

**All sworn ranks may include paramedic designation.

Packet Information

File #: 2018-2455, **Version:** 1

Discussion of the Use Tax

Issue/Request:
Discussion of the Use Tax

Key Issues:
The purpose of this presentation is to briefly reintroduce the use tax and determine if there is support to move forward with an election. As part of the presentation, a short eductional video will be shared that was produced by the City of Maryville for their election. The video can be found by using the following link:

<http://www.kmaland.com/news/maryville-voters-reject-use-tax-proposal/article_66687f1e-e249-11e8-8871-27d5c3bf43dd.html>

Proposed City Council Motion:
N/A

Background:
For the use tax to be on the April election ballot, an ordinance calling for the election would need to be approved by January 22, 2019.

Nick Edwards, Assistant City Manager

Use Tax Presentation

Presentation Outline

- What is the Use Tax?

- Is there a need for it?

- How would it help the City?

- What could it pay for?

- Discussion/Direction

Use Tax Working Group

- Brian Head – City Attorney
- Donnie Rodgers – DLSMS
- Rick McDowell - LSEDC
- George Binger – City Engineer
- Cheryl Nash – Creative Services Manager
- Bette Wordelman – Finance Director
- Joe Snook – Parks Administrator
- Andrew Felker – Chamber of Commerce
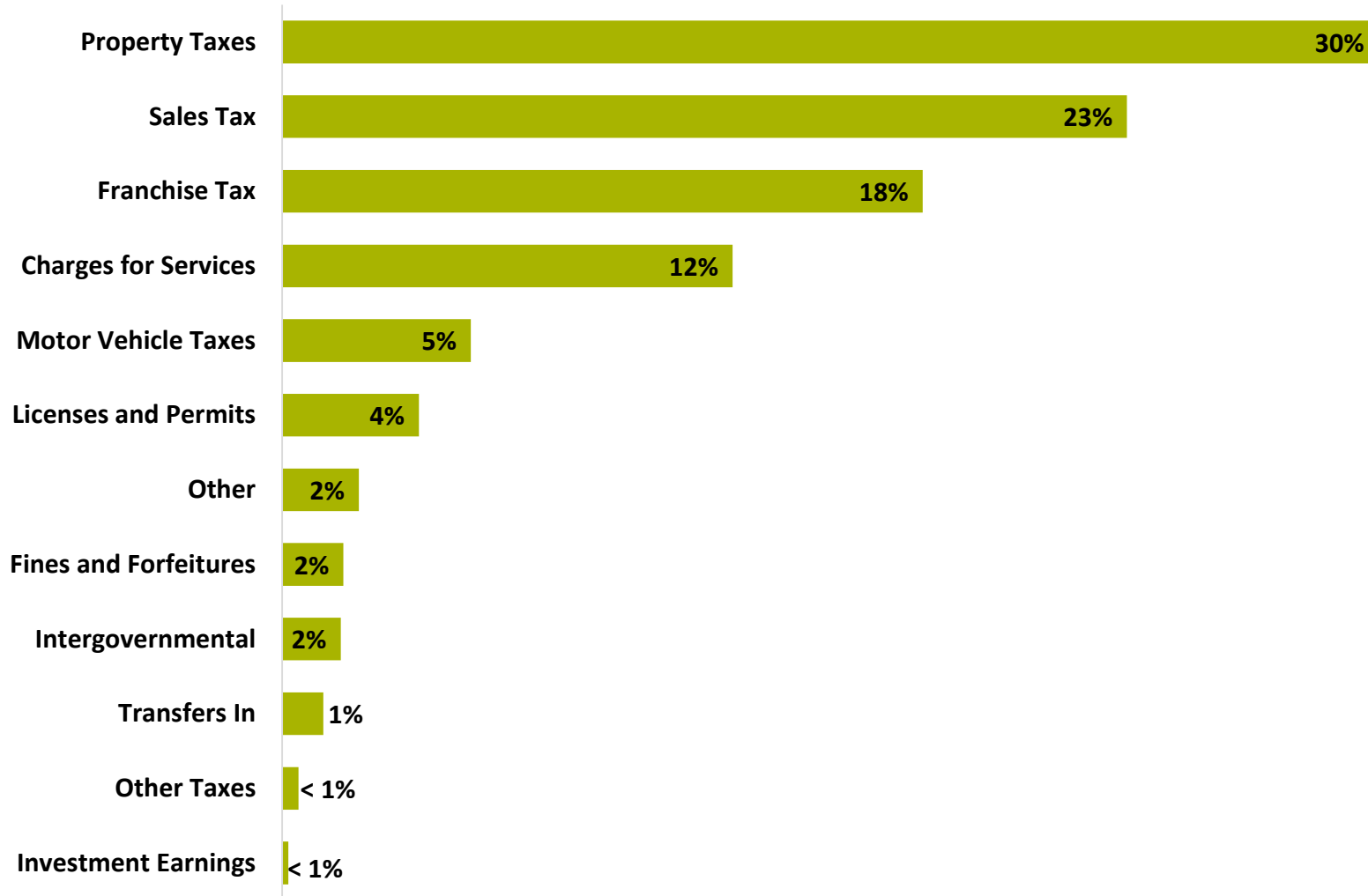- Steve Arbo – City Manager

What is the Use Tax?

- *"The local use tax is a sales tax imposed on the purchase of goods by Missouri residents from out of state vendors ONLY, those who don't charge sales tax on purchases."* Missouri Municipal League

- Would apply to online or catalog sales from out-of-state businesses that also have a physical presence in the state.

- The use tax would be a new way of applying our existing sales tax

- The State of Missouri is already collecting the use tax
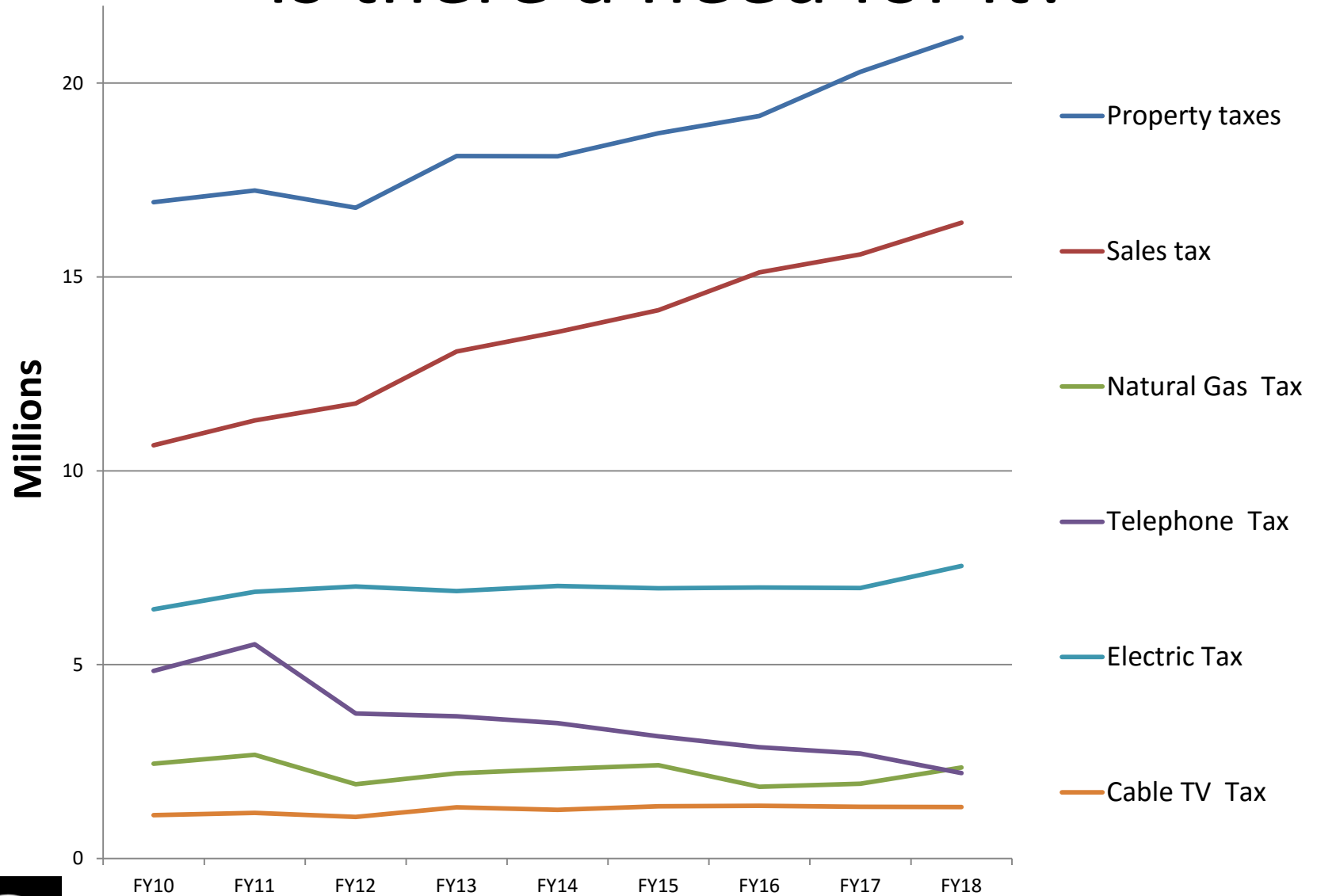
LS

What is the Use Tax?

[*Maryville Video*](#)

LS

Is there a need for it?

Category	Percentage
Property Taxes	30%
Sales Tax	23%
Franchise Tax	18%
Charges for Services	12%
Motor Vehicle Taxes	5%
Licenses and Permits	4%
Other	2%
Fines and Forfeitures	2%
Intergovernmental	2%
Transfers In	1%
Other Taxes	< 1%
Investment Earnings	< 1%

LS

Is there a need for it?

How could it help the City?

- Captures revenue ($1.3m) to protect municipal services

- Assures an equally competitive environment for our local businesses

- Creates diversity to the revenue stream

- Modernizes revenue stream for the future

LS

How could it be assigned?

- The use tax could mirror existing sales tax (2.25%) allocations….
  - General Operating Expenses (1% or $590K)
  - Capital Improvements (CIP) (.5% or $295k)
  - Road and Bridge Maintenance(.5% or $295k)
  - Parks (.25% or $147k)
- However State law allows discretion regarding allocation

LS

Discussion

- Is there Council support for a use tax to be considered by the voters?

- Placement on the April 2, 2019 ballot would require Council action by January 15 meeting

LS

2019 MISSOURI ELECTION CALENDAR

Official Election Day (RSMo 115.121; 115.123*; 247.180)	Last Day to Register to Vote (RSMo 115.135.1) (4th Wednesday prior to the election)	Style of Election (RSMo 115.121; 115.123*; 247.180)	First Day for Candidate Filing** (RSMo 115.127.5) (16th Tuesday prior to the election)***	Last Day for Candidate Filing** (RSMo 115.127.5) (11th Tuesday prior to the election)	Final Certification Day (RSMo 115.125) (10th Tuesday prior to the election)	First Day for Absentee Voting (RSMo 115.279.3; 115.281.1) (6th Tuesday prior to the election) [Military & Overseas]	Last Day Absentee Ballot can be mailed (RSMo 115.279.3) (2nd Wednesday prior to the Election)
February 5, 2019	January 9, 2019	Special Bond Election	N/A N/A	N/A	November 27, 2018	December 25, 2018	January 23, 2019
April 2, 2019	March 6, 2019	General Municipal	December 11, 2018 [December 18, 2018]	January 15, 2019	January 22, 2019	February 19, 2019	March 20, 2019
August 6, 2019	July 10, 2019	Special Election	N/A	N/A	May 28, 2019	June 25, 2019	July 24, 2019
November 5, 2019	October 9, 2019	Special Election	N/A N/A	N/A	August 27, 2019	September 24, 2019	October 23, 2019
February 4, 2020	January 8, 2020	Special Bond/Election	N/A N/A	November 19, 2019	November 26, 2019	December 24, 2019	January 22, 2020
March 10, 2020	February 12, 2020	Presidential Preference Primary	November 19, 2019 N/A	December 24, 2019	December 31, 2019	January 28, 2020	March 26, 2020

* Amended by HB 1036 in 2012.

** These dates prevail unless charter provides otherwise (RSMo 115.127.5)

*** Amended by HB 511 in 2003 to the 16th week prior to the election except any jurisdiction partially or wholly located in Kansas City, Missouri. Dates for these jurisdictions are in brackets.

2019 Election Disclosure Dates

2019 Official Election Dates	Last Day to Organize a Committee EXCEPT for Continuing Committees	**40 Day Before Election Report				8 Day Before Report			*30 Day After Election Report		
	Report Deadline	Report Deadline	Closing Date	1st Day for Filing Report	Report Deadline	Closing Date	1st Day for Filing Report	Report Deadline	Closing Date	1st Day for Filing Report	Report Deadline
	(30th Day Prior) Sunday	(30th Day Prior) Sunday	(45th Day Prior) Saturday	(44th Day Prior) Sunday	(40th Day Prior) Thursday	(12th Day Prior) Thursday	(11th Day Prior) Friday	(8th Day Prior) Monday	(25th Day After) Saturday	(26th Day After) Sunday	(30th Day After) Thursday
February 5, 2019 Special Bond Election	January 6, 2019	December 22, 2018	December 23, 2018	December 27, 2018	January 24, 2019	January 25, 2019	January 28, 2019	March 2, 2019	March 3, 2019	March 7, 2019	
April 2, 2019 General Municipal	March 3, 2019	February 16, 2019	February 17, 2019	February 21, 2019	March 21, 2019	March 22, 2019	March 25, 2019	April 27, 2019	April 28, 2019	May 2, 2019	
August 6, 2019 Special Election	July 7, 2019	N/A	N/A	N/A	July 25, 2019	July 26, 2019	July 29, 2019	August 31, 2019	September 1, 2019	September 5, 2019	
November 5, 2019 Special Election	October 6, 2019	N/A	N/A	N/A	October 24, 2019	October 25, 2019	October 28, 2019	November 30, 2019	December 1, 2019	December 5, 2019	
February 4, 2020 Special Bond/Primary Municipal	January 5, 2020	December 21, 2019	December 22, 2019	December 26, 2019	January 23, 2020	January 24, 2020	January 27, 2020	March 1, 2020	March 2, 2020	March 6, 2020	

* A candidate who takes office prior to the twenty-fifth day after the election shall have complied with the 30 Day After reporting requirements. Such report shall be for the period closing on the day before taking office. (Section 130.046.1(3) RSMo)

** If any committee accepts contributions or makes expenditures in support of or in opposition to any candidate or ballot measure, and the quarterly report required for the period prior to the election is filed prior to the 40th day before the election, the committee shall file an additional disclosure report not later than the 40th day prior to the election for the period closing on the 45th day prior to the election. (Section 130.046(3) RSMo)

The beginning date for a campaign finance disclosure report is the first day after the closing date of the most recent campaign finance disclosure report filed by a committee.

All committees shall file a disclosure report no later then the 15th day of January, April, July and October for the periods closing on the last day of the preceding month. (Section 130.046(3) RSMo)

If the last day to file a report falls on a Saturday, Sunday or an official holiday, the deadline for filing is extended to 5:00 p.m. on the next day which is not a Saturday, Sunday or official holiday. Reports filed by mail must be postmarked not later than midnight of the day prior to the report deadline to be considered timely filed. Reports hand delivered on the deadline must be received by 5:00 p.m. to be timely. (Section 130.046.8 RSMo)

Late Contribution Report: The receipt of a contribution or loan of more than $250, received between the 11th day before an election and the day before the election, shall be reported to the appropriate officer no later then 48 hours after receipt. The disclosure may be any written means of communication and shall be included in subsequent reports filed.

Consult Chapter 130 RSMo, the Jackson County Board of Election Commissioners or the Missouri Ethics Commission for more detailed information.

JACKSON COUNTY BOARD OF ELECTION COMMISSIONERS P.O. BOX 296 INDEPENDENCE, MISSOURI 64051 PHONE: (816) 325-4600 WEBSITE: http://jcebmo.org	**MISSOURI ETHICS COMMISSION** P.O. BOX 1370 JEFFERSON CITY, MISSOURI 65102-1370 PHONE: (573) 751-2020 TOLL-FREE: (800) 392-8660 WEBSITE: http://mec.mo.gov