



**Commission on
Fire Accreditation
International**

Accreditation Report

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

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by the
Commission on Fire Accreditation International**

**This report represents the findings
of the peer assessment team that visited the
Lee's Summit Fire Department
on October 17-21, 2021**

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PREFACE

To the citizens and the governing body of the agency: This report represents a thorough review of the organization to verify and validate how this agency is executing its stated mission in accordance with universally accepted practices for a contemporary fire and emergency services organization. Quality improvement can only be initiated and realized by those agencies that challenge themselves through a comprehensive self-assessment. This report documents that this agency is seeking organizational improvements and discovering elements of excellence. Please note that the recommendations by the peer assessment team are opportunities for improvement provided from professionals in the fire and emergency service industry.

To the agency: This report communicates the outputs and outcomes of your dedication and commitment to quality improvement. Your self-assessment, community risk assessment: standards of cover, and strategic plan amount to years of work to understand your community, establish accountable goals, institute transparency, and factually comprehend what you did not know about your organization. The verification and validation of your agency by a team of peers represents a major accomplishment. The recommendations in this report are opportunities to become better and stronger in your community. Finally, take this report and communicate to your community the areas you identified during your self-assessment that were outstanding and those that represent improvement opportunities.

EXECUTIVE SUMMARY

The Lee's Summit Fire Department is a career organization with 139 sworn uniformed personnel and 16 civilian personnel, staffing 5 engines, 2 quint/ladder companies, 6 advanced life support (ALS) transport ambulances, and two chief officers from seven fire stations. All fire suppression vehicles are staffed with a minimum of three firefighters and equipped to provide ALS. All ambulances are staffed with two cross-trained personnel. The minimum daily staffing is 35 personnel per shift. The number of staff dedicated to community risk reduction/public fire education is three full-time personnel. Two full-time personnel are dedicated to fire training. Additionally, four full time personnel are assigned to the support services division.

The City of Lee's Summit is located in the southeast region of the Kansas City metropolitan area. The city was originally incorporated in 1865 with approximately 70 acres of land. Today, the city has grown to be the sixth largest city in Missouri with 65.87 square miles with an estimated population of 98,469. In recent years the city has experienced rapid growth in population and in all sectors including commercial, industrial, and residential development. Additionally, the Lee's Summit Fire Department contractually provides emergency services to the cities of Greenwood and Unity Village, Missouri.

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

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

The peer assessment team observed a strong commitment by the agency to the CFAI accreditation process. The current accreditation manager has a support team and plans are in place to further enhance that team and implement future succession planning. In the past, several members of the agency regularly acted as peer assessors for CFAI. Plans are in place to support the CFAI peer assessor process moving forward. These approaches ensure continuity, more direct access to quality improvement with similar organizations, and the engagement of a broader spectrum of the agency.

The peer assessment team had meetings with the city manager, fire chief, finance director, human resource director, and fleet division staff. Individually and collectively, they expressed a long-standing interest in the process, having been engaged and involved from the outset of the agency's journey towards accreditation. There is clearly a commitment to continue to follow and support the implementation of identified opportunities for improvement. It can be anticipated that all representatives will be strong supporters and network participants as the full benefits of going through the self-assessment process are realized and built on in the future.

The peer assessment team identified opportunities for improvement that are provided below. These recommendations flowed from discussions, interviews, and a review of agency supplied documentation to support its self-assessment conclusions.

The following represents a synopsis of the recommendations that were made by the peer assessment team during the on-site visit. Additional details for each of these recommendations can be found in the Observations Section of this report. For each of the recommendations, the performance indicator from the model is provided, including notating if it is a core competency (CC).

Recommendations

Recommendations were developed from the evaluation of criterion, core competencies, and performance indicators.

1. It is recommended the agency evaluate and further define the upper range limit for each component in their total response time performance within their outlier policy. ([CC 2C.2](#))
2. It is recommended the agency formalize their processes to validate and adjust as needed response critical tasking. ([CC 2C.4](#))
3. It is recommended that the agency create a policy to formalize the use of company personnel to complete annual fire inspections. ([CC 5A.3](#))
4. It is recommended that the agency perform a work-load/staffing analysis of the prevention division and explore new technologies to enhance outcomes of the current staffing levels. ([CC 5A.3](#))

5. It is recommended that the agency work toward the establishment of specific, targeted, and achievable annual benchmark goals for reduction in both fire property loss and fire casualties. ([5A.7](#))
6. It is recommended that the agency increase the frequency of their fire investigations to align with their fire suppression response data and their standard operating guideline for initiating fire investigations. ([CC5C.2](#))
7. It is recommended that the agency evaluate if the current investigator staffing levels are adequate to meet the objectives of the fire investigation program. ([CC5C.3](#))
8. It is recommended that the agency develop an all-hazards continuity of operations plan for essential city government operations. ([5D.7](#))
9. It is recommended that the agency annually reevaluate its benchmark response times based on previous years' baseline performance to establish achievable target response times. (This recommendation applies to the following: ([CC 5G.1](#) and [CC 5H.1](#)))
10. It is recommended that the agency identify rescue technicians on their daily staffing document to identify specialty-trained rescue personnel available for emergency response. ([5G.1](#))
11. It is recommended that the agency develop a plan to address all current and future fixed facility needs for Fire Station 1. ([6B.1](#))
12. It is recommended that all personnel who serve as an incident safety officer receive the necessary training to operate in that position. ([CC7F.5](#))
13. It is recommended that the agency develop a formal and documented appraisal process using measurable data to determine the effectiveness of the health and wellness program. ([7G.5](#))
14. It is recommended that the agency select a crew performance standard and then evaluate, document, and analyze crew performance against the identified standard. ([CC8B.3](#))
15. It is recommended that the agency continue implementing components of their staffing study to ensure dispatchers are available/dedicated to monitor fireground radio traffic during structure fires and other high impact events. ([9B.5](#))
16. It is recommended that the use of emergency medical dispatch is conducted on all incidents to ensure proper pre-arrival instructions are provided to callers. ([9B.11](#))

The agency demonstrated its keen desire to immediately implement plans to address opportunities for improvement. The best example of this was the agency's ability while on site to provide additional documentation when requested and update documents in a timely manner based on the team's recommendations.

The agency responded to a total of 10,313 emergencies in 2020 including: 2,131 fire calls (20.6 percent); 7,155 emergency medical service (EMS) calls (69.4 percent); and 1,027 miscellaneous calls (10 percent). Servicing these calls in 2020 resulted in a total of 19,619 unit movements, including 5,724 EMS transports.

In 2017, the Insurance Services Office (ISO) visited the city to rate its public protection classification. The outcome of the visit was a lowering of the public protection classification from Class 3 to Class 2.

The Lee's Summit Fire Department demonstrates a great level of support to its members health, safety, and mental well-being by having both a peer support team for their first responders and a peer support team for command-level officers for high acuity events. The team is active within the agency and region supporting other jurisdictions. These two teams are jointly supported by labor and management.

Additionally, during the pandemic the agency provided and continues to provide free rapid COVID testing for city employees and their dependents at Fire Station 1. Early in the COVID-19 pandemic, the agency had the forethought to purchase a hospital-grade molecular testing unit. This unit can identify Influenza A, Influenza B, RSV, and COVID-19. The agency fire station testing site has since been approved to report and record its results with the State of Missouri. This proactive program limits potential exposure while reducing unnecessary quarantines and time away from work. This service and capability is proactive and noteworthy.

OBSERVATIONS

Category 1 — Governance and Administration

The City of Lee's Summit is legally established by charter in accordance with the Missouri Constitution. The city was originally incorporated as a town in 1865. In 1996 voters adopted a city charter changing their status to a home rule city. The city is governed by a mayor/council-manager form of government. The mayor and eight council members are elected for a term of four years. The mayor is elected at-large and two council members each are elected from four geographic districts. The city manager is appointed by the mayor and city council. The city manager serves as the chief administrative officer responsible for the execution of city council goals and policies.

The Lee's Summit Fire Department is legally established by the city's Code of Ordinances, Chapter 13-*Fire Prevention and Protection*. The fire chief is appointed by and is a direct report of the city manager. The fire chief has served in his current capacity for two years. The agency complies with local, state, and federal mandates. The agency stays abreast of legal and regulatory changes with its partnership with the city's leadership team that includes the legal and human resources departments. The agency utilizes an internal continuing education/quality improvement program as outlined by the Missouri Department of Health's Bureau of Emergency Medical Services to ensure compliance with state medical related requirements and associated changes for response programs.

The organizational structure aligns with and supports the agency's mission, purposes, goals, strategies, and objectives. The agency is structured with three distinct divisions: administration, operations, and communications. The administration division includes fire prevention, training, emergency management, and support services reporting up to the fire chief. The administrative division is staffed with the fire chief, four assistant chiefs, one battalion chief, three captains, one engineer, data analyst, office coordinator, and administrative assistant. The operations division operates on a 48/96-hour shift schedule. The operations division is staffed with one assistant chief and one battalion chief per shift along with the associated station captains, engineers, and firefighters. The communications division is staffed with, four lead communications specialists, and nine communication specialists. Agency senior staff state that the existing structure and resources adequately address the organizational requirements for providing an all-hazard approach based on their identified risks in the community. The agency has an established work-force development plan to address future growth. Personnel roles and responsibilities are documented in writing. The chain of command is detailed in the agency's organizational chart.

Category 2 — Assessment and Planning

The Lee's Summit Fire Department collects and analyzes data specific to the distinct characteristics of its legally defined boundaries and contract service areas and applies the findings to organizational services and services development. The agency has clearly defined and documented legal boundaries, contract service areas that include the cities of Greenwood and Unity Village, and mutual aid service areas. The agency has response areas identified into the seven fire station districts across the city and contract areas. The seven station districts are further organized into 230 emergency service zones in one-square kilometer grids as determined by the United States National Grid system. The agency documents the fire station districts in complete detail, including population densities, socio-economic characteristics, land use, transportation systems, critical infrastructure, historical demands for service, identified future growth zones, and no water zones.

The agency has a documented and adopted methodology for identifying, assessing, categorizing, and classifying risks in each fire station response district and emergency service zone. The agency adopted a tri-axial method using Heron's Formula Modified for Tetrahedrons considering the factors of probability, consequence, and impact on operational resources. This formula is applied to all emergency response program areas. The agency utilized this approach in its first community risk assessment-standard of cover (CRA-SOC) and determined the approach was effective in classifying risks, so the decision was made to use this approach in their revised document.

The agency assesses and evaluates emergency and non-emergency demands for service on a monthly, quarterly, and annual basis. As part of the process, the agency evaluates fire loss, response times, save data, and other performance outcomes on a quarterly and annual basis for the last five years.

The agency has established benchmark performance goals based upon National Fire Protection Association (NFPA) 1710: *Standard for Organization and Deployment of Fire Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. The agency monitors and reports baseline response performance on a monthly, quarterly, and annual basis. This information is shared and discussed at command staff meetings, operations committee meetings, and in labor meetings. Recommendations for system improvement are discussed and documented for future budget prioritizations. The agency has documented policy and methodology for response data performance outliers. In discussions with the agency and the review of the policy document, the total response time upper range limits appear excessive for each component of the total response time performance. [It is recommended the agency evaluate and further define the upper range limit for each component in their total response time performance within their outlier policy.](#)

The agency has conducted and published a critical task analysis for each risk category and risk class to determine first due and effective response force effectiveness. The agency has several informal methods of discussing effectiveness of critical tasking and at times documenting these discussions, however there is no formal method of validating critical tasking or documented changes to critical tasking based on analysis. [It is recommended the agency formalize their processes to validate and adjust as needed response critical tasking.](#)

The agency utilizes its internal Policy 44-Response Performance and Outcomes document as their guiding methodology to assess response performance and identify areas for response improvement. The agency assesses response time performance by risk class and service category monthly, quarterly, and annually. The agency recently utilized this process to relocate an ambulance from an underutilized response area to another district to improve response times and service delivery. Additionally, the agency assesses all service areas including community risk reduction efforts in its annual program appraisal process.

The agency utilizes a proactive approach participating in the city's development review and building pre-application process to identify new areas of growth or redevelopment that potentially impacts service delivery and demands for service. The city has experienced significant growth rates over the past 25 years with a significant amount of undeveloped land for continued future growth.

The agency utilizes the analysis of its response strategy, outcomes, service gaps, projected growth, and strategic plan goals to identify short- and long-term plans for improvement. The agency reports service performance and outcomes to the authority having jurisdiction on an annual basis along with their identified gaps, short- and long-term plans for system improvement.

Category 3 — Goals and Objectives

The Lee's Summit Fire Department has a published 2018-2023 strategic plan. The strategic plan was approved by the fire chief and presented to the city manager and governing body. The plan is available in hard copy and electronically to both internal and external stakeholders. The fire chief presents accomplishments and provides an update to the plan annually to the city manager and elected governing body.

The agency developed 8 organizational goals and 42 corresponding objectives to support its mission and the community served. The goals and objectives were developed using a defined process to identify strengths, weaknesses, opportunities, and threats with both internal and external stakeholder input. The eight strategic initiatives are broadly classified into the following categories: communications, project management, technology, training, workforce planning, physical assets, recruitment, health and wellness. Objectives supporting the strategic initiatives are measurable with the elements of time, quantity, and quality.

The agency utilizes a detailed spreadsheet to track progress on the eight strategic initiatives and supporting objectives. The fire chief and data analyst are responsible for tracking and updating the management tool. Accomplishments and progress reports are discussed at monthly command staff meetings by assigned program leads and the spreadsheet updated at six-month intervals.

The strategic plan goals with supporting objectives along with the standard of cover response goals and plans for improvement play an integral role in annual operating budget goals and five-year capital requests. As progress is tracked, goals accomplished, or as priorities shift the organizational goals and objectives are adjusted and updated. Accomplishments are tracked by the spreadsheet and published in the annual reporting process to the city manager, city council, agency staff, and citizens.

Category 4 — Financial Resources

The agency's strategic plan goals and objectives along with its standard of cover performance goals are reflected in developing their annual and capital budgeting processes. The city has well defined policies and procedures to direct the budgeting process. By city policy, the fire chief is responsible for the development and administration of the agency budget based upon city manager and finance director guidelines. The city's financial resources are adequate to achieve the agency's mission and response goals. The agency was successful in fiscal year-22 to expand positions and programs.

The peer assessment team confirmed that the city is in receipt of the most currently available Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting (certificates) from the Government Finance Officers Association (GFOA) of the United States and Canada for its Budget and their Annual Comprehensive Financial Report (ACFR). The department has submitted its most recent GFOA certificates as prima facie compliance with this criterion.

The city's financial resources are appropriately allocated to support the agency's mission, goals, objectives, and the majority of their capital replacement plan needs. The agency utilizes dedicated revenue streams to fund large apparatus and other equipment needs on a scheduled basis. The city allocates annual resources to its building and equipment replacement plan fund, vehicle and equipment replacement plan fund, managed equipment replacement fund, and public safety equipment replacement plan fund for scheduled replaced of apparatus, other vehicles, building

upgrades, information technology equipment, fire fighting and medical equipment. The city maintains a minimum of a 16.6% contingency fund balance by policy for unexpected downturns in revenues or other unanticipated significant expenses. The city currently maintains a triple-A bond rating for debt service.

Category 5 — Programs

Criterion 5A – Community Risk Reduction Program

The Lee's Summit Fire Department's prevention division is tasked with the primary responsibility for the community risk reduction (CRR) program. The CRR program focuses on fire prevention through plan review, building inspection, and public education. The division consists of three personnel who divide the responsibilities between them such that one is responsible for reviewing the site plans for new construction, one is responsible for reviewing the building plans, and the third conducts the physical inspections prior to granting the occupancy permit. Additionally, operations division company personnel complete annual fire inspections for all businesses other than target hazards such as hospitals and schools. The City of Lee's Summit has adopted the 2018 International Fire Code (IFC) through passage of ordinance No. 8537.

The agency's prevention division though limited on staff, has with the help of the operations division maintained an annual inspection cycle though 2019. During the global pandemic of 2020 and early 2021, the agency scaled back the annual inspections to target hazards such as hospitals and nursing homes only. These inspections were completed by the prevention division personnel only.

Now that operations are returning to normal and the routine practice in 2019, the agency was only able to complete annual fire inspections of the majority of their businesses with the assistance of certified operations division company personnel. It was noted during the interview process there is no policy to direct this activity. [It is recommended that the agency create a policy to formalize the use of company personnel to complete annual fire inspections.](#) It is noted, the community continues to experience a great amount of residential and commercial growth. The result of this growth is likely to soon overwhelm the current staffing levels of the dedicated prevention division staffing for plans review and target hazard inspections. [It is recommended that the agency perform a work-load/staffing analysis of the prevention division and explore new technologies to enhance outcomes of the current staffing levels.](#)

During the document review process and interviews, it was observed that although the agency documents annual fire loss and casualties it had not established benchmark goals for fire loss or casualties. [It is recommended that the agency work toward the establishment of specific, targeted, and achievable annual benchmark goals for reduction in both fire property loss and fire casualties.](#)

Criterion 5B – Public Education Program

The Lee's Summit Fire Department operates a public education program under the direction of the fire prevention division supplemented by off-duty operations personnel. Currently there are 33 members of the public education team. Traditionally, the agency has been able to reach children at 1st, 3rd and 5th grade levels with their school public education programs reaching 4,512 students in 2019. Due to the COVID 19 pandemic, the agency has been forced to move away from traditional in person public education. By using social media, videos, and outside partnerships the agency has still

attempted to reach audiences regarding fire safety, weather emergencies, and COVID 19 preparedness. The agency has also hosted mass testing and vaccination sites as part of the response to COVID 19.

The agency plans to explore options to increase the number of staff to assist with community risk reduction activities including public education. The agency is hopeful return to in person education events during 2022.

Criterion 5C – Fire Investigation, Origin and Cause Program

The Lee's Summit Fire Department has developed an adequate fire investigation, origin, and cause program following National Fire Protection Association (NFPA) 921: *Guide for Fire and Explosion Investigators* and applicable state of Missouri standards. The agency executes the fire investigation program with ten state-certified fire investigators, two of the ten are assigned to the fire prevention division. The assistant chief of fire prevention supervises the program. The agency has obtained authorization to conduct investigations through Lee's Summit City Ordinance 8537. The agency is a Kanas City Arson Task Force member, which provides regional training and support in fire investigations. When investigations are conducted, the agency utilizes a science-based approach to determine cause and origin; however, evidence collection and testing has been a challenge for the agency as the police department does not currently have an evidence technician to support the agency. While having 10 State Certified Investigators on staff, 80% of the investigators are response personnel on shift assigned to emergency vehicles, and the remaining 2 are chief officers. All investigators perform this function as an additional duty with challenges identified with recalling personnel for investigations. When the need for an investigation is identified, a fire prevention chief officer responds or is recalled to the scene, or an emergency unit is taken out of service to conduct the investigation. [It is recommended that the agency evaluate if the current investigator staffing levels are adequate to meet the objectives of the fire investigation program.](#) The agency's fire investigator certification requirements are guided by agency policy and state certification requirements, and an agency standard operating guide outlines fire investigation activities. The current edition of the standard operating guideline outlines parameters for when units should request a fire investigation; however, there does not appear to be consistency between the fire response data and resultant fire investigations. [It is recommended that the agency increase the frequency of their fire investigations to align with their fire suppression response data and their standard operating guideline for initiating fire investigations.](#)

The agency conducts a documented appraisal of the fire investigation, origin, and cause program annually. The appraisal effectively assesses the organization's inputs, outcomes, and program goals.

Criterion 5D – Domestic Preparedness, Planning and Response

The Lee's Summit Fire Department operates a city-wide preparedness program that includes a multi-agency response plan designed to protect the community from all hazards. The fire chief is designated as the emergency coordinator. The agency operated the emergency management program with multiple chief officers performing roles as collateral duties until January 2020. The agency created the emergency management division placing an assistant chief in the role of day-to-day coordinator just prior to the pandemic. Several other staff chief officers continue to serve as a back-up to the assistant chief/coordinator as needed. The agency maintains a dual function classroom/emergency operations center (EOC) with adequate space for the appropriate representation

from other city departments and county partners in the basement of fire headquarters adjacent to the fire communications center.

The agency maintains a city-wide all-hazards emergency operations plan (EOP). The EOP was originally developed in 2004 and was under revision in late 2019-early 2020 when the global pandemic struck. The EOP is now nearing completion and will soon be scheduled for adoption. The EOP defines roles and responsibilities for all primary and support agencies for disaster response. The agency along with their public works partners have a continuity of operations plan (COOP) specific to the pandemic. At this time, the agency nor other city partners for disaster response have an all-hazards related COOP however plan to accomplish this in the future. [It is recommended that the agency develop an all-hazards continuity of operations plan for essential city government operations.](#)

Criterion 5E – Fire Suppression

The Lee’s Summit Fire Department provides an effective and efficient fire suppression program operating from seven fire stations. The agency operates five front line engines, two front line quint apparatus, six advanced life support ambulances, and two chief officers per shift. The agency cross-staffs several specialty response vehicles including two brush fire trucks, a heavy rescue/hazardous materials response vehicle, and a water rescue boat with tow vehicle. The agency staffs the suppression apparatus with a minimum crew of three. Minimal daily staffing per shift is 35.

The agency responds to low-risk fires with one suppression unit with a minimum staffing of three personnel. Examples of low-risk fires include outside fires, trash fires, and passenger vehicle fires. The agency responds to moderate risk fires with an effective response force of nine personnel from two suppression units, one ambulance, and one chief officer. Examples of moderate risk fires include commercial vehicle fires, water-flow alarm investigations, and detached out building. The agency responds to high-risk structure fires (commercial/residential) with an effective response force of 18 personnel from three engines, one quint, two ambulances, and two chief officers. The second arriving chief officer typically assumes the incident safety officer role during structure fires. The agency has adequate operational policies and procedures for incident command, accountability, rapid intervention team/maydays, and two-in and two-out.

Performance Gap Analysis

The following table represent the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2016-2020 Moderate Risk Fire Suppression Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	8:44	6:20	02:24
		n=248		
ERF	Urban	14:28	10:20	04:08
		n=190		

2016-2020 High Risk Fire Suppression Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	8:12	6:20	01:52
		n=248		
ERF	Urban	14:28	10:20	04:08
		n=190		

Criterion 5F – Emergency Medical Services (EMS)

The Lee’s Summit Fire Department operates as an advanced life support (ALS) transport agency. The agency operates out of 7 fire stations with a daily minimum staffing of 35 firefighters with minimum of 7 paramedics on duty. The agency currently has 74 certified paramedics assigned to the operations division. The agency operations six ALS transport ambulances with additional services supplemented by five engines, two quints, and one squad.

The agency is served by its own medical director who provides feedback as needed as part of the quality assurance and quality improvement process. Additionally, there is an internal review of all electronic patient care reports. Training is provided using a mixture of company level quarterly skills verification and online platforms such as Vector Solutions. Health Insurance Portability and Accountability Act (HIPAA) training is provided annually.

The agency provides every member access to established protocols using web or app-based platforms. The protocols are currently under revision to improve the usability for the providers operating on scenes.

Performance Gap Analysis

The following table represent the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2016-2020 Moderate Risk EMS Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	7:23	6:00	01:23
		n=659		
ERF	Urban	14:25	10:00	04:25
		n=439		

It was verified and validated by the peer assessment team that the Lee’s Summit Fire Department had a statistically insignificant number of high or maximum risk emergency medical incidents for 2016-2020 to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

Criterion 5G – Technical Rescue

The Lee's Summit Fire Department provides effective initial technical rescue capabilities for their community; mutual aid support for complex technical rescue operations is available from the Kansas City Regional Technical Rescue Team. The agency maintains sufficient personnel trained to the operational level for rescue operations and has four personnel trained as rescue technicians, with multiple additional personnel currently obtaining rescue technician training through the state. Daily staffing does not identify trained and certified rescue technicians while all other specialties are specified to meet deployment objectives. [It is recommended that the agency identify rescue technicians on their daily staffing document to identify specialty-trained rescue personnel available for emergency response.](#)

All agency engine and truck companies carry sufficient extrication, rope rescue, and water/ice rescue equipment. The agency cross staffs a dual-purpose hazmat/rescue apparatus out of Fire Station 3. The agency also maintains a technology-enhanced 18' water rescue boat and multiple rapid-deployment inflatable boats. Annually the agency conducts a formal and documented appraisal that assesses the program's inputs, outcomes, needs, and technical rescue performance; however, benchmark response times are not adjusted based on baseline performance. [It is recommended that the agency annually reevaluate its benchmark response times based on previous years' baseline performance to establish achievable target response times.](#)

The agency's water rescue boat has recently been outfitted with state-of-the-art sonar, live subsurface video, and search grid GPS capabilities. The agency and the community have identified water rescue and recovery as an essential capability. Historically, locating a victim needing water rescue or recovery was a time-consuming and challenging process. Periods of darkness would make these rescues or recoveries even more difficult and dangerous. Through proactive research and funding justification, the technical rescue program was able to secure funding and outfit their rescue boat with this new technology. Crews have begun training with these new capabilities and have utilized the technology to promptly and safely recover a victim following a water emergency.

Performance Gap Analysis

The following table represent the agency's actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2016-2020 Moderate Risk Tech Rescue Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	8:51	6:20	02:31
		n=508		
ERF	Urban	17:50	10:20	07:30
		n=388		

It was verified and validated by the peer assessment team that the Lee's Summit Fire Department had a statistically insignificant number of high risk or maximum risk technical rescue incidents for 2016-

2020 to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

Criterion 5H – Hazardous Materials (Hazmat)

The Lee’s Summit Fire Department provides technician-level, offensive hazardous materials response capabilities to their community. The agency has developed policies and standard operating guidelines, and hazmat risk-based response models to manage its program. The agency maintains 25 state certified hazmat technicians spread out through the seven stations and three shifts. The assistant chief of emergency management oversees the program, and the assistant chief of training manages the training requirements. A cross-staffed dual-purpose hazmat/rescue apparatus carries sufficient equipment for offensive hazmat mitigation. All front-line apparatus are equipped with initial monitoring and minor mitigation equipment. Sufficient training is provided to all operations personnel to meet and maintain their State of Missouri hazmat certification. The agency is one of seven regional hazmat teams, and at least annually, all regional teams train to operate together. Medical monitoring procedures are implemented at hazmat emergency scenes, and annual physical exams are provided for all operations personnel. A formal and documented appraisal is conducted for the hazmat program, which assesses the program’s inputs, resources, needs, outcomes, and performance; however, benchmark response times are not adjusted based on baseline performance. [It is recommended that the agency annually reevaluate its benchmark response times based on previous years’ baseline performance to establish achievable target response times.](#)

Performance Gap Analysis

The following table represent the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2016-2020 Moderate Risk Hazmat Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	8:44	6:20	02:24
		n=248		
ERF	Urban	13:09	10:20	02:49
		n=190		

It was verified and validated by the peer assessment team that the Lee’s Summit Fire Department had a statistically insignificant number of high-risk or maximum-risk hazardous materials incidents for 2016-2020 to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

Category 6 — Physical Resources

The Lee’s Summit Fire Department maintains eight fixed sites to include seven fire stations and one decommissioned station that is now home to the support services division. Fire Station 3 was replaced in 2020 allowing for support services to operate out of the old location. The agency has purchased land and developed plans for the replacement of both Fire Station 4 and 5. The agency has

followed a model with the new fire stations to create a hot, warm, and cold zones for personal protective equipment and personnel decontamination to better protect its members from occupational diseases and contaminants.

The agency works closely with the city leadership and elected officials to determine the location of future facilities as well of the replacement and updating of current facilities. During the site visit it was noted that several identified deficiencies were at Fire Station 1/Fire Headquarters including water/plumbing issues, inability to upgrade electrical power for additional needs, and the lack of elevator for American with Disabilities Act compliance. It was also noted limited office space for future growth of staff. [It is recommended that the agency develop a plan to address all current and future fixed facility needs for Fire Station 1.](#)

The agency uses a vehicle equipment replacement program (VERP) fund to manage its scheduled replacement of all emergency vehicles. The VERP has established a regular scheduled vehicle replacement plan. The current schedule calls for front line replacement of engines after 12 years of service, quints/ladders trucks after 10 years of service, and front-line transport units after six years of service. The agency uses a physical asset committee to ensure employee input is considered and to ensure apparatus meet their operational needs.

The agency utilizes the city's central vehicle maintenance (CVM) facility for routine maintenance and repairs. The CVM is staffed with mechanics trained and certified for vehicle and apparatus repair. The CVM is a shared resource for all city vehicle repair and maintenance however they do maintain staff dedicated specifically to serving fire vehicles. The CVM has nine employees, six of which are mechanics. Five of those mechanics are auto service excellence (ASE) certified, and currently one of those is also emergency vehicle technician (EVT) certified. The sixth mechanic works in the parts department with a supervisor. The mechanics have biannual training on their certifications. The manager of the maintenance department holds all the same certifications, as well as being a certified public fleet supervisor. The agency is under contract with the CVM for all maintenance and repair of vehicles. The preventive maintenance of emergency and fleet vehicles is scheduled after every 200 hours of operation. Apparatus information such as milage and hours is made available to the CVM each time fuel is obtained from city facilities. The agency does have a partnership with a local apparatus vendor to provide specialty maintenance and repairs as needed.

The agency uses the physical asset committee to assist support services in ensuring that equipment needs are being met. The agency is in the process of standardizing equipment across the fleet. The agency is aware that the tools and equipment on reserve apparatus is limited and have plans in place to address the issue. Systems are in place for all equipment repairs to made through electronic request. The agency has moved to the CheckIt platform for their inventory tracking system.

The agency has established and follows internal policies that outline the type and quantity of personal protective equipment (PPE) issued to personnel. Each member has two sets of structural PPE which is replaced on a regular cycle or as needed. Turnout gear is inspected yearly. The agency is moving to an app-based inventory management system for PPE.

Category 7 — Human Resources

The City of Lee's Summit provides human resources support services to the agency. The city has developed and maintains comprehensive human resources policies, which the agency has supplemented with local agency-specific policies. All policies are monitored for legal compliance and

remain up to date. The city has an appointed human resources director with whom the fire chief and operations chief(s) communicate for human resource support. The city human resources office is sufficiently staffed with six personnel providing human resources support to employee ratio at 1:114. A seventh human resources employee has been approved and is being added to the city office in early 2022.

In cooperation with the city human resources office, the Lee's Summit Fire Department has established and maintained an effective process for recruitment and promotion of personnel. Entry-level and external positional announcements are posted on the city website and advertised. Internal promotions are handled within the agency utilizes human resources approved promotion processes. The agency is actively involved in all aspects of the recruitment process, and screening, qualifying, and hiring of personnel are completed in the NeoGov software system. This system provides human resources and the agency with hiring analytics and hiring statuses. The city human resources provide the agency and community with comprehensive demographics and workforce statics. These statistics are posted on the city's website and bulletin boards in the city hall. The city human resources office also provides a full-day orientation for all new employees. The agency has a documented probationary process for all new members and promotions. The city and the agency both have employee recognition programs in place, which recognize the employees' valuable work. The agency has increased its efforts to attract qualified personnel for the local fire academies and paramedic academies. The human resources division regularly seeks feedback through surveys for improvement of services and needs.

The city and the agency have developed and implemented human resources policies and practices to guide and correct personnel behaviors. Both the city and agency policies were found to be current and following a regular review process. Essential policies such as workplace violence, ethics, harassment, and discrimination require annual training to ensure all personnel of aware of and familiar with the policies. A city and agency disciplinary system is in place and exercised when necessary. The city/agency and International Association of Fire Fighters Local 2195 have a contract outlining the agreed-upon grievance procedures. All policies are available via the city's intranet: SummitUp, and all agency policies are available via the intranet and anytime through a phone application.

All agency positions have a current and accurate position description. The city human resources office manages position descriptions, and an assigned human resources classifier reviews all position descriptions. A city-wide electronic-based appraisal system is in place, which requires all employees to receive an annual rated and documented appraisal. The agency has developed an internal proposal form for personnel to submit input for changes or improvements. Multiple career and development programs are in place, including certification courses, an acting captain program, and an acting battalion chief program. These programs and processes demonstrate the agency's commitment to developing the next generation's agency leaders.

The city maintains all pay and compensation records documents for the employees. All employees have access to pay and benefits statements through the city's intranet system. City benefits packages are provided in print to all new employees, and existing employees can access benefit information and make benefit changes during the open season each year electronically. A 2019 compensation comparative study was completed for the agency; this study increased the fire department compensation relative to similar local agencies.

The human resources division manages a city-wide occupational health and safety program. The city's legal division is responsible for managing the risk management program. The fire chief is

assigned the responsibility of managing local level health, safety, and risk programs. The city intranet is utilized to report injuries, near misses, and unsafe/unhealthy work conditions. The city's safety manager and the fire department safety committee work together to develop and maintain safety policies and conduct and document mandatory training. The agency has been proactive in providing sufficient personnel protection equipment to all employees to limit employee workplace exposures. It was observed that although an incident safety officer is assigned as part of the agency's incident management system, the individual filling the role may not always have incident safety officer training. [It is recommended that all personnel who serve as an incident safety officer receive the necessary training to operate in that position.](#)

Mishap and accident investigations are completed for all incidents to prevent accident/injury recurrence and to increase workplace safety. This joint safety investigation process is efficient and ensures that all required parties remain informed of incidents and injuries. Sound risk management practices at the emergency scene are focused on firefighter safety with the power to halt any unsafe acts empowered to all agency personnel.

The agency has developed a wellness and fitness program for its members. This program is guided by a wellness and fitness committee that has been in place since 2015. The agency contracts annual medical evaluations for its members, and during that evaluation, personnel are offered a fitness evaluation. The agency encourages employees to participate in physical fitness, providing time for exercise, fitness equipment at all stations, health education through Vector Solutions, and an annual \$100 fitness membership reimbursement. The city offers a contracted employee assistance program (EAP) offering substance abuse support and mental health support as part of the program. Within the agency, personnel are identified as peer support members integrating into the local area critical incident debriefing and counseling support system. The agency does not currently conduct a formal and documented appraisal of the health and wellness program. [It is recommended that the agency develop a formal and documented appraisal process using measurable data to determine the effectiveness of the health and wellness program.](#)

Category 8 — Training and Competency

The Lee's Summit Fire Department has developed and manages an effective training and education program that directly supports the agency's fire suppression, emergency medical services, technical rescue, hazardous materials, and community risk reduction programs. The training division completes a training needs evaluation to ensure that national, state, and local training requirements are met each year. The training program in place meets the agency's needs and meets all applicable legal requirements. The agency has developed career ladder policies that identify the minimum training and certification levels for all positions and encourage professional credentialing.

The agency's training division has developed a multi-level training process covering all positions, including new firefighters, paramedics, engineers, acting captains, captains, and chief officers. Training is published on three platforms: an agency Outlook Calendar, on the agency staffing application, and on the agency's training records management system. The agency effectively evaluates individual performance through a documented local and state certification process; however, the agency has not fully implemented a crew performance evaluation process. [It is recommended that the agency select a crew performance standard and then evaluate, document, and analyze crew performance against the identified standard.](#) The agency's training records management

system (Vector Solutions) meets standards and aids agency personnel in documenting and evaluating training information.

The agency has a non-live fire training facility and sufficient equipment located at Fire Station 7 to meet their training needs. Inservice apparatus and equipment are utilized for training activities; the training division continues to add training equipment to their cache. All equipment used for training is maintained and inventoried using an electronic inspection application. The agency has an agreement in place to utilize a local live fire training tower; this utilization was demonstrated during the site visit. The agency's training division is managed by an assistant chief of training with all personnel at or above the rank of engineer maintaining fire instructor certification. The agency has purchased the International Fire Service Training Association's ResourceOne instructor package for all agency instructors. This has ensured that all curriculum is current and revised as new editions are made available. The training division evaluates their training materials and equipment throughout the year against the state fire marshal's requirement, National Registry of Emergency Medical Technicians, and federal requirements.

Category 9 — Essential Resources

Criterion 9A – Water Supply

The peer assessment team confirmed that the Lee's Summit Fire Department is in receipt of a most recent Insurance Services Office (ISO) grading of 38.60 out of 40 points. The agency has submitted its most recent ISO report as prima facie compliance with this criterion.

Criterion 9B – Communication Systems

The Lee Summit Police Dispatch Center is the primary public safety answering point (PSAP) for all 9-1-1 calls directly from the public. Fire and medical calls are transferred to the agency's fire communication center for dispatch. The center is part of the agency's operations division. The center is part of the Metropolitan Area Regional Radio System (MARRS) and has the responsibility to dispatch seven other fire departments. At this time, the agency is the only one of the eight total agencies that is using mobile data terminals (MDTs) to send and receive information.

The communication center is located within Fire Station 1. The center operates four fully functional consoles each equipped with a 911 phone, radio console, computer for the computer aided dispatch (CAD) system, record management system (RMS), and various other software programs. The center has two additional consoles available to use without a 911 phone. The center relies on three separate computer systems to operate these consoles. The center has an internal one-hour battery back-up and relies on the station generator to further support their operations during prolonged power outages.

The center reported in 2020 that call processing time for emergency medical service incidents at the 90th percentile was 57 seconds and all other incidents were 81 seconds with a benchmark for both being one minute. Currently the center has a minimum staffing level of two dispatches on duty. This staffing level does not allow the center to have a dedicated personal monitoring radio communications while departments are operating at high-risk incidents. Results from a prior commissioned staffing study recommended additional staff. Additional staffing was recently funded for this fiscal year. [It is recommended that the agency continue implementing components of their](#)

[staffing study to ensure dispatchers are available/dedicated to monitor fireground radio traffic during structure fires and other high impact events.](#)

Members of the center are trained in the use of emergency medical dispatch (EMD) protocols however direct observation and interviews concluded it is not routinely used to triage incidents or to provide pre-arrival instructions. [It is recommended that the use of emergency medical dispatch is conducted on all incidents to ensure proper pre-arrival instructions are provided to callers.](#)

Criterion 9C – Administrative Support Services and Office Systems

Administrative support is provided through the agency's command staff and administrative support staff positions that are distributed throughout multiple divisions. Physical office resources and supplies as well as technological resources are appropriate for the agency. Processes are in place to replenish or procure supplies and obtain technical support for information technological resources.

The agency uses a central location on their intranet called SummitUp to store and provide all documents, policies, protocols, and manuals for staff use. The agency also maintains an app-based program for accessing documents such as medical protocols outside of the intranet. Both applications are recent additions. The agency reviews and revises documents prior to upload to the systems.

Category 10 — External Systems Relationships

The Lee's Summit Fire Department is an active partner at the local, regional, and state level. The agency participates in regional committees such as Mid-America Regional Council Emergency Rescue (MARCER) Committee, metropolitan emergency manager committee (MEMC), local emergency planning commission (LEPC), and regional homeland security coordinating committee (RHSCC) related to their core programs. The agency is also an active partner with other city agencies. The agency operates an emergency communications center providing service for seven other fire departments.

The agency maintains several internal and external agreements and contracts. All contracts and agreements are a collaborative effort between the agency and other city agencies or external partners. Contracts are uploaded to the city intranet with a defined review periods noted. Contracts are approved by the city's law department.