



Commission on
Fire Accreditation
International

Annual Compliance Report 8th Edition

**Lee's Summit, Missouri Fire Department
207 SE Douglas Street
Lee's Summit, MO
USA 64063-2328**



**This Report Prepared on October 31, 2020
By
Paramedic Engineer Kasey Smith, Accreditation Manager
For The
Commission on Fire Accreditation International**

**This Report Represents the Agency's Status
As It Relates To Its Accreditation Report
Dated August 17, 2016**

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Preface

The accreditation report submitted to the Commission on Fire Accreditation International (CFAI) enabled the commission to award accreditation status to your agency. Part of the requirements to retain accredited agency status is your commitment to quality improvement by keeping CFAI informed of any significant changes or developments in activities, direction, or programming. This is accomplished by the preparation and submission of an annual compliance report.

The accreditation report is the internal control document of the commission to record your agencies commitment to the quality improvement process. The annual compliance report is the document used by the Commission to monitor your status as it relates to your standards, procedures and practices as well as the progress made toward addressing strategic and specific recommendations.

Each section must be completed, and documentation provided for all changes identified. Examples of appropriate documentation are: certified copy of the governing body minutes, CEO written directives, copies of Federal or State Statutes, copies of local ordinances or resolutions, copies of purchase orders, copies of signed contracts, copies of Federal or State administrative rules, copies of Federal or State regulatory agency ordered action or settlement agreement, copies of court ordered action or settlement agreement, copies of local government charters, or copies of voter approved referendum. Copies of any supporting documentation that was used by the agency to effectuate a change should also accompany the compliance report. Examples of supporting documentation are feasibility studies, ISO grading reports, position papers, legal opinions, recommendation memos, or consultant's reports.

Updating Agency Information: CPSE is tracking much of your agency information and demographics in our database. In order to keep this information current, we request that you **update your agency profile before submitting your ACR.**

The agency head, accreditation manager and department assistant will have multiple identities (personal and agency) and can switch between the two. Login to the portal using your email address.

Click [here](#) to login to the portal.

The annual compliance report is due 45 days before the anniversary date of your agency's most recent award of accreditation.

Any questions regarding the report, its content or length should be directed to the [CFAI Program Director](#).

Agency Information

Enter the [CPSE portal](#) and update your agency information

Agency Name: Lee's Summit, Missouri Fire Department

Agency Address: 207 SE Douglas Street, Lee's Summit, MO 64063

Agency Website: <http://cityofls.net/Fire>

Agency Head: Chief Mike Snider

Agency Head E-Mail: Mike.Snider@cityofls.net

Agency Head Phone: (816) 969-1301

Accreditation Mgr: Paramedic Engineer Kasey Smith

Accred. Mgr. E-Mail: Kasey.Smith@cityofls.net

Accred. Mgr. Phone: (816) 969-1300

Date of most recent Award of Accreditation: August 17, 2016

Annual Compliance Report due date: October 31, 2020

Annual Compliance Report Number (1-4): 4

Current ISO Rating 2
If your agency has a split ISO rating, please document below:
ISO: 2/2x

Current Population: 99,618

Department Type: Career

Number of Fire Stations: 7
Number of Full Time Personnel: 155
Number of Part Time (Volunteer/Paid on call) Personnel: 0

ACR Reporting Period: 1/1/2019 to 12/31/2019

Agency/Jurisdiction Changes

1. Has there been a change in key positions of the agency during the past reporting period? Yes

- a. If yes, please explain and provide an updated organizational chart.

On August 26, 2019, Mike Snider was hired by City Manager Steve Arbo and appointed the position of Fire Chief. Accreditation Manager Darrel Clowes left the agency in early December 2019 and Paramedic Engineer Kasey Smith was named as the next Accreditation Manager in April 2020. See Exhibit #1

2. Has there been a change in the governance of the agency? No

3. Has there been a change in the area/population the agency protects? Yes

On October 18, 2019, Woodland Elementary at 12709 Smart Road was annexed into the city. See Exhibit #2

4. Have there been any changes in resources (i.e. equipment, stations, apparatus, etc)? Yes

- a. Truck 2 was replaced with a new Aerial Apparatus that went into service in December of 2019. Training was held for all personnel on the new apparatus. This was conducted by Marshall Brookes, Aerial Specialist, from Pierce. See Exhibit #3

5. Have there been any changes in programs/services? No

6. Describe any significant changes to your annual budget? Yes

- a. In 2019, there was a 15.6% increase to the annual budget. This was due, in large part, to the approval of a step-pay plan in the approved labor agreement for our sworn members and a compensation plan implementation for our chief officers and non-sworn administrative staff. See Exhibit #4

Accreditation Model Annual Compliance

A. Is your agency in compliance with all core competencies? Yes

If you are not in compliance, identify and explain all core competencies and then provide your plan for improvement during the next year (see example below). Ensure you provide exhibits as necessary. Note that during the phone interview regarding your ACR, the reviewer may have questions regarding these competencies and request additional exhibits.

B. Agencies will provide exhibits for the following core competencies each year:

- a. 2D.6 (Annual Response Performance Gaps)
- b. 3D.1 (Updated Goals and Objectives)
- c. 5A.5 (Risk Reduction Program Appraisal) See Exhibit #5
- d. 5B.3 (Public Education Program Appraisal) See Exhibit #6
- e. 5C.5 (Fire Investigation Program Appraisal) See Exhibit #7
- f. 5E.3 (Fire Suppression Program Appraisal) See Exhibit #8
- g. 5F.7 (EMS Program Appraisal) See Exhibit #9
- h. 5G.3 (Technical Rescue Program Appraisal) See Exhibit #10
- i. 5H.3 (Hazardous Materials Program Appraisal) See Exhibit #11
- j. 5I.2 – Not Applicable
- k. 5J.2 – Not Applicable
- l. 5K.2 (Tactical Medic Program Appraisal) See Exhibit #12
- m. 9B.10 (Communications Program Appraisal) See Exhibit #13

C. Have there been any changes in compliance to non-core competencies? YES

Specific recommendations:

7F.3 has been accepted and implemented in 2017.

9A.5 has been accepted and implemented in 2017.

1B.5 has been rejected in 2019.

7B.8 has been accepted and implemented, 2019.

9A.6 has been rejected in 2019

Specific Recommendations –

- 1B.5 -- It is recommended that the agency assess its title to ensure it is consistent with its mission. REJECTED August, 2019

Identify and explain: The intent of this recommendation was to include EMS, Rescue, or Emergency Services in the department title since over 90% of the annual calls are for service types other than Fire Suppression. None of the 63 external stakeholders present for the 2018 strategic plan identified the need for a change of title for the department. During the internal stakeholder work sessions for the 2018 strategic plan, the department's Mission Statement has been revised to read: "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." Based on that revision, the department did not feel that a title change was necessary at this time.

Plan for improvement: The department will track how other agencies respond to the changing service delivery of their departments, and survey our internal and external stakeholders again in 2021 (to comply with 2D.10) to determine if a title change will be warranted in the future.

- 5C.2 – It is recommended that the agency identify and establish a standard level of expertise to be obtained by all public education team members and fire prevention life safety staff.

Identify and explain: Policy 15, section E.1.B requires all (five-year members) to obtain Fire instructor I certifications. In 2019, 28 of the 38 Pub Ed team members had this certification. See Exhibit #14

Plan for improvement: The Prevention Division will identify and evaluate additional instructor certifications or training that could be incorporated into the program in the future.

- 6B.1 – It is recommended that the agency, in cooperation with the city's human resources and risk manager, perform a detailed facility needs assessment to ensure that all facilities continue to remain maintained and functional.

Identify and explain: The BERP program was the primary objective in sustaining progress in recommendation 6B.1. In 2019 this program went IDLE as it was being re-assessed and eventually re-formulated at the city level. Due to this re-assessment progress has halted until fire administration is advised by the city on how the program is re-formulated and proceeding so forth.

Plan for improvement: The city currently has no funding mechanism in place to address remodeling or station improvements other than annual expansion budget requests. The Support Services Division Chief is working through city management channels to address this deficiency by investigating the potential for expanding the BERP coverage to accommodate additional facility improvements. In the event that the BERP funds remain inaccessible for updating and remodeling of the fixed facilities, the department should facilitate a meeting between department leadership, Human Resources, and the City's Risk Manager to determine another process to address this recommendation. See Exhibit #15

- 6C.2 – It is recommended that agency track the impact placed on services when one or both quint apparatus are out of service to determine the benefits of acquiring a reserve aerial apparatus.

Identify and explain: The department tracks when apparatus are out of service, including aerial apparatus. These occurrences are documented in FDM (records management system). The assessment strategy currently employed is an evaluation of response time data for mission critical incidents requiring their assignment, typically 111's. The findings and trends identified are presented annually to the AHJ in an open council meeting.

Plan for improvement: The department was granted approval of adding an additional aerial apparatus in August of 2019. The department will consider monitoring the impact on services as mentioned in 6C.2 if needed, however with

the anticipation of an additional aerial, temporary tracking is no longer needed. See Exhibit #16

- 6E.1 – It is recommended that the agency establish and maintain a reserve cache of loose equipment so that items are not removed from reserve apparatus and placed onto frontline apparatus when equipment is out of service for repair.

Identify and explain: This process has been started but not completed. There is a cache of equipment available, but it is not a complete set.

Plan for improvement: The Physical Asset Committee and the Support Services Division have informally developed a purchasing schedule that prioritizes high cost items. As more of these tools are acquired, that will continue to increase the inventory of the department's reserve equipment. The department should develop a form of tracking the reserve tools in stock and establish a baseline for each tool type. Many items have been identified for replacement in conjunction with the replacement of the apparatus, and have been replaced. A formal list will be produced in the spring of 2020 as a part of the master equipment list that will be produced for the apparatus inventory.

- 7B.8 – It is recommended that the city and agency review the existing firefighter compensation package comparing it to similar agencies to ensure those benefits are such to retain a tenured workforce. ACCEPTED and IMPLEMENTED, 2019.

Identify and explain: The departments' union representatives have worked closely with management, city staff, and elected officials to address the wage/benefit negotiations. A contract agreement was reached in the first quarter of the year and was approved by the City Council on March 5, 2019. See Exhibit #17

Plan for improvement: The department management has no direct input on this recommendation, as it is a union represented labor issue, but staff continues to monitor the situation closely and provide feedback on the compensation and benefits of all core general employees.

- 7F.3 – It is recommended that the agency and its health and wellness committee continue to pursue options to reduce vehicles exhaust exposure to personnel in all fire stations. ACCEPTED and IMPLEMENTED, 2017.

Identify and explain: In November 2017, the department was approved for the purchase of 23 AirVac diesel exhaust filtration systems. The systems were installed in six of the seven stations in January 2018. A diesel exhaust filtration system will be installed in the new Station 3 when construction is completed in 2020.

Plan for improvement: The department will evaluate the effectiveness of the AirVac systems and the air quality levels of the apparatus bays of all stations. Air quality measuring systems may need to be identified and utilized by company personnel at scheduled periods to determine the effectiveness of these systems since their installation.

- 9A.4 – It is recommended that the agency schedule meetings at least annually that involve bringing all water purveyors to one table to discuss the current needs

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

Identify and explain: The Assistant Chief of Prevention meets weekly with the city water supervisor. Meetings with water District 12, 13, and Unity Village occur as needed to address the system demands. See Exhibit#18

Plan for improvement: The Assistant Chief of Prevention will continue to be included in planning meetings with all purveyors to discuss interconnectivity of all water systems and the impacts of future growth. The city desires annexation of primary providers within the corporate boundary of Lee's Summit and surrounding contract cities, but no formal agreements have been reached.

- 9A.5 – It is recommended that the agency place printed maps of the water supply infrastructure into all stations and incorporate the information into mobile data terminals (MDTs) during the future installation process. ACCEPTED and IMPLEMENTED, 2017.

Identify and explain: The mobile data terminals (MDTs) have all current hydrant locations installed on their mapping systems, and hydrants with known deficiencies are identified on MDTs. Map books with hydrant information are on all apparatus and at every station at this time.

Plan for improvement: The department is currently working with the city water department to identify and correct any hydrant deficiencies in the coverage area. The Fire Department will continue to collaborate with the city codes and development departments to ensure fire personnel have the most current information on water supply possible. The department is also in the process of creating and printing updated map books based on the National Grid for all apparatus with hydrant locations identified and in color.

- 9A.6 – It is recommended that the agency reach an agreement with the responsible parties for privately owned hydrant systems and amend Policy 49 to allow personnel to flow these hydrants during inspections to ensure operational functionality. REJECTED, 2019

Identify and explain: The department does not have a policy 49 that covers flowing hydrants, city owned or private, as this is the sole responsibility of the city water department. Due to city liability concerns, testing and flowing of the privately owned hydrants within our service area must remain the responsibility of the individual owners and their contracted inspectors. Department inspection forms document this responsibility.

Plan for improvement: At this time, the city does not plan any policy changes. Inspections will remain the private owners' responsibility, with the exception of backflow systems and check valve inspections.

- 9B.6 – It is recommended that the agency continue to monitor the alarm handling times and call volume of the communications center. A benchmark measurement should be established where the additional call volume would dictate an increase in staffing.

Identify and explain: Alarm handling times and call volume are monitored and reported on monthly. During 2019 the City provided funding for a performance audit of the Fire Department Communications Center. The audit was completed in the fourth quarter of 2019 with the release of the report pending. During 2019 two additional personnel were hired and trained to bring the Communications Center to full staffing. The Communications Center currently has 7 trained CTO personnel. This includes all Lead Communications Specialist, and three Communications Specialists. See Exhibit #19

Plan for improvement: Call handling times and call volume will continue to be monitored monthly, quarterly, and annually to track performance and quantify capacity concerns for communications center personnel. The 2019 Performance Audit Report will be reviewed upon its completion and establish a better understanding of staffing needs. These needs will then be assessed to determine what addition resources and funding is needed at that time. These findings will continued to be monitored and presented to city administration as needed.

- 9B.9 – It is recommended the agency implement a quality assurance program for all dispatch operators to help define future training programs.

Identify and explain: During 2019 the City provided funding for a performance audit of the Fire Department Communications Center. The audit was completed in the fourth quarter of 2019 with the release of the report pending. During 2019 two additional personnel were hired and trained to bring the Communications Center to full staffing. During this process the training manual was revised. Final assessment includes a directed verbal and observed performance review. The evaluation is conducted by the Lead Trainer, and is assisted by all members. The Communications Center currently has 7 trained CTO personnel. This includes all Lead Communications Specialist, and three Communications Specialists. A standardized list of recommended training classes has been developed for personnel to enhance their skills and training. Much of this training is available through the regional MARC/GTI program. See Exhibit #20

Plan for improvement: The department will join APCO during the first quarter of 2020 to allow acquisition of additional training through on-line offerings to improve accessibility by night shift personnel. During the fourth quarter a QA/QI process was developed for low frequency/high risk events. During the initial implementation it will include cardiac arrest/non-breather and structure fires. Implementation is to begin first quarter of 2020, with a planned expansion of the program in the third or fourth quarter of 2020.

- 9C.5 – It is recommended that the agency work with the city's information technology services department to create more electronic formatting for forms so that customers have easier and more efficient access to their processes.

Identify and explain: The department currently has all repair requests, household supply requests, EMS supply requests, and uniform requests in electronic format. In 2018, the department also developed an electronic form for all public interaction, and overtime/compensatory time notifications through online forms. These online forms continued in 2019 and updated as needed.

Plan for improvement: In 2019 the request to our city Information Technology Services (ITS) for a structural firefighting gear request /repair form was submitted. This form will have a cleaning and repair section included on the request form when completed. This request was near completion and is expected to be implemented in January of 2020.

Performance Monitoring

Are you currently meeting the following performance indicators? Yes

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.

Identify and explain:

In 2019, the department made a formal presentation to the AHJ documenting and describing the performance gaps identified in our current standards of cover. This council presentation took place on November 12, 2019. See Exhibit #21

Plan for improvement:

The department will continue to monitor and evaluate any performance gaps identified quarterly through the Emergency Response Performance & Outcomes Committee. The committee will then identify causes and work to develop and implement solutions to those performance gaps, which will then be re-evaluated to identify any improvement. The results of these evaluations will continue to be reported to the AHJ annually in an open council session.

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.

Identify and explain:

The department provided the AHJ with an update on the performance capabilities in all risk classifications in November of 2019. See Exhibit #21

Plan for improvement:

The department will continue to monitor and evaluate any performance gaps identified quarterly through the Emergency Response Performance & Outcomes Committee. The committee will then identify causes and work to develop and implement solutions to those performance gaps, which will then be re-evaluated to identify any improvement. The results of these evaluations will continue to be reported to the AHJ annually in an open council session.

2D.10 The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.

Identify and explain:

The department held external stakeholder meetings for the development of the department's Strategic Plan in the first quarter of 2018.

Plan for improvement:

The department will investigate the potential to develop an electronic survey that will allow community feedback on the services provided by the department. Additionally, the department will host and facilitate another external stakeholder event in 2021 to ensure that the department remains community focused.

Agency Performance Tracking

Please fill out the spreadsheets below to track and identify your performance in the programs identified below.

Distribution Benchmark

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

Concentration Benchmark

For 90 percent of all moderate risk fires, the total response time for the arrival of the ERF, staffed with 9 firefighters and officers, shall be 10 minutes and 20 seconds. The ERF for moderate risk fires shall be capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and back up line for fire control; complying with Occupational Safety and Health Administration (OSHA) requirements of two-in and two-out; performing search and rescue; controlling utilities; and establishing an advanced life support (ALS) medical group capable of transportation of a patient to the hospital. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

Baseline Performance:

The written descriptions of Baseline performance for each risk classification are taken from the department's most recent self-assessment cycle.

In 2017, the department transitioned away from reporting separately for metro/urban, suburban, and rural; the department currently has only one reporting area: Urban. This change has been documented in the May 2017 revision of Policy 44.

Distribution Baseline

For 90 percent of all moderate risk fires, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, (3) total is 8 minutes and 12 seconds in all areas. The first-due unit for all risk levels shall be capable of: providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing a back-up line and advancing an attack line, each flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

Concentration Baseline

For 90 percent of all moderate risk fires, the total response time for the arrival of the ERF, staffed with 6 firefighters and 3 officers; (9) total is 17 minutes and 00 seconds in all areas. The ERF is capable of:

establishing command; providing an uninterrupted water supply; advancing an attack line and back up line for fire control; complying with Occupational Safety and Health Administration (OSHA) requirements of two-in and two-out; performing search and rescue; controlling utilities; and establishing an advanced life support (ALS) medical group capable of transportation of a patient to the hospital. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

Moderate Risk Fire Suppression - 90th Percentile Times - Baseline Performance			2016-2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	mm:ss	mm:ss	01:27	01:18	01:22	01:38
Turnout Time	Turnout Time 1st Unit	Urban	mm:ss	mm:ss	02:15	02:17	02:08	01:51
Travel Time	Travel Time 1st Unit Distribution	Urban	mm:ss	mm:ss	06:16	04:58	06:08	05:18
	Travel Time ERF Concentration	Urban	mm:ss	mm:ss	23:40	14:28	11:46	13:57
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	mm:ss	mm:ss	08:44	08:12	09:36	08:37
			n=XX	n=XX	n=48	n=57	n=49	n=52
	Total Response Time ERF Concentration	Urban	mm:ss	mm:ss	26:53	17:00	14:28	17:00
			n=XX	n=XX	n=36	n=50	n=36	n=28

Benchmark Performance:

Distribution Baseline

For 90 percent of all high risk fires, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, (3) total is 8 minutes and 03 seconds in all areas. The first-due unit for all risk levels shall be capable of: providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing a back-up line and advancing an attack line, each flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

Concentration Baseline

For 90 percent of all high risk fires, the total response time for the arrival of the effective response force (ERF), staffed with 12 firefighters and 6 officers; (18) total is 21 minutes and 03 seconds in all areas. The ERF is capable of: establishing command; appointing a site safety officer; establishing a rapid intervention crew; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying OSHA requirements of two-in and two-out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; establishing an ALS medical group capable of transportation of a patient to the hospital; operating an aerial fire apparatus; and performing salvage and overhaul. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

Baseline Performance:

Distribution Baseline

For 90 percent of all high risk fires, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, (3) total is 8 minutes and 03 seconds in all areas. The first-due unit for all risk levels shall be capable of: providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing a back-up line and advancing an attack line, each flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

Concentration Baseline

For 90 percent of all high risk fires, the total response time for the arrival of the effective response force (ERF), staffed with 12 firefighters and 6 officers; (18) total is 21 minutes and 03 seconds in all areas. The ERF is capable of: establishing command; appointing a site safety officer; establishing a rapid intervention crew; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying OSHA requirements of two-in and two-out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; establishing an ALS medical group capable of transportation of a patient to the hospital; operating an aerial fire apparatus; and performing salvage and overhaul. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

High Risk Fire Suppression - 90th Percentile Times - Baseline Performance			2016-2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	mm:ss	mm:ss	01:12	01:27	01:33	01:42
Turnout Time	Turnout Time 1st Unit	Urban	mm:ss	mm:ss	02:24	01:53	01:54	02:02
Travel Time	Travel Time 1st Unit Distribution	Urban	mm:ss	mm:ss	04:44	04:53	05:03	05:06
	Travel Time ERF Concentration	Urban	mm:ss	mm:ss	14:18	17:10	13:11	14:56
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	mm:ss	mm:ss	07:59	08:03	08:38	08:15
			n=XX	n=XX	n=46	n=53	n=55	n=80
	Total Response Time ERF Concentration	Urban	mm:ss	mm:ss	28:22	21:03	17:02	22:38
			n=XX	n=XX	n=25	n=31	n=30	n=29

Benchmark Performance:

Distribution Benchmark

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

Concentration Benchmark

For 90 percent of all moderate risk EMS, the total response time for the arrival of the ERF, staffed with 3 firefighters, 1 firefighter paramedic, and 2 officers, (6) total, shall be 10 minutes. The ERF shall be capable of: establishing incident command; performing a patient assessment; performing advanced airway maneuvers; applying advanced airway adjuncts; operating a mechanical ventilator; performing and interpreting 4, 12 and 15 lead electrocardiograms; performing synchronized cardio-version; performing defibrillation; monitoring carbon dioxide waveforms; administering nasal, oral, mucosal, venous, sub-lingual, sub-cutaneous, intra-muscular, and intraosseous medication; performing drug dose calculations; operating a mechanical medication infusion pump; monitoring body

temperature; monitoring blood glucose; applying traction, rigid and semi-rigid splints; assessing blood pressure and pulse rate; establishing venous or intraosseous access; contacting all regional hospital emergency departments by radio; applying the Lucas compression device; and transporting a patient on a secured wheeled cot to a hospital. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

Baseline Performance:

Distribution Baseline

For 90 percent of all moderate risk EMS incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters certified as an EMT-B is 6 minutes and 54 seconds in all areas. The first-due unit for all risk levels shall be capable of: initiating command; providing basic life support (BLS) tasks; performing a patient assessment; initiating oxygen therapy; monitoring blood glucose; applying an Automated External Defibrillator (AED); controlling bleeding, and performing cardio-pulmonary resuscitation (CPR). These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

Concentration Baseline

For 90 percent of all moderate risk EMS, the total response time for the arrival of the ERF, staffed with 3 firefighters, 1 firefighter paramedic, and 2 officers, (6) total is 17 minutes and 22 seconds in all areas. The ERF is capable of: establishing incident command; performing a patient assessment; performing advanced airway maneuvers; applying advanced airway adjuncts; operating a mechanical ventilator; performing and interpreting 4, 12 and 15 lead electro-cardiograms; performing synchronized cardio-version; performing defibrillation; monitoring carbon dioxide waveforms; administering nasal, oral, mucosal, venous, sub-lingual, sub-cutaneous, intra-muscular, and intraosseous medication; performing drug dose calculations; operating a mechanical medication infusion pump; monitoring body temperature; monitoring blood glucose; applying traction, rigid and semi-rigid splints; assessing blood pressure and pulse rate; establishing venous or intraosseous access; contacting all regional hospital emergency departments by radio; applying the Lucas compression device; and transporting a patient on a secured wheeled cot with lights and sirens to a hospital. These operations shall be done in accordance with departmental standard operating guidelines while providing for the safety of responders and the general public.

Moderate Risk EMS - 90th Percentile Times - Baseline Performance			2016-2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	mm:ss	mm:ss	01:03	00:54	00:53	01:02
Turnout Time	Turnout Time 1st Unit	Urban	mm:ss	mm:ss	01:40	01:47	01:46	01:55

Travel Time	Travel Time 1st Unit Distribution	Urban	mm:ss	mm:ss	04:54	04:53	05:32	04:56
	Travel Time ERF Concentration	Urban	mm:ss	mm:ss	07:46	10:57	12:55	10:44
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	mm:ss	mm:ss	06:44	06:54	07:23	07:26
			n=XX	n=XX	n=120	n=128	n=133	n=123
	Total Response Time ERF Concentration	Urban	mm:ss	mm:ss	10:58	17:22	18:23	15:23
			n=XX	n=XX	n=86	n=84	n=84	n=79

Benchmark Performance:

Distribution Benchmarks

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

Concentration Benchmarks

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

Baseline Performance:

Distribution Baseline

For 90 percent of moderate risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, (3) total, is 8 minutes and 12 seconds in all areas. The first-due unit is capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel in accordance with department standard operating guidelines.

Concentration Baseline

For 90 percent of all moderate risk rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 6 firefighters, 2 firefighter paramedics, and 3 officers, (11) total, is 18 minutes and 49 seconds in all areas. The ERF is capable of: establishing incident command; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing ALS medical care and transportation for up to 4 victims in accordance with department standard operating guidelines.

Moderate Risk Technical Rescue - 90th Percentile Times - Baseline Performance			2016-2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	mm:ss	mm:ss	01:40	01:34	01:39	01:55
Turnout Time	Turnout Time 1st Unit	Urban	mm:ss	mm:ss	01:36	01:43	01:52	01:58
Travel Time	Travel Time 1st Unit Distribution	Urban	mm:ss	mm:ss	06:04	05:10	06:16	06:02
	Travel Time ERF Concentration	Urban	mm:ss	mm:ss	15:04	15:59	17:27	15:02
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	mm:ss	mm:ss	08:51	08:12	09:20	09:11
			n=XX	n=XX	n=108	n=108	n=92	n=119
	Total Response Time ERF Concentration	Urban	mm:ss	mm:ss	17:51	18:49	21:27	18:47
			n=XX	n=XX	n=106	n=90	n=57	n=56

Benchmark Performance:

Distribution Benchmarks

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

Concentration Benchmarks

For 90 percent of all moderate risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 5 firefighters, 1 firefighter paramedic and 3 officers, (9) total, shall be 10 minutes and 20 seconds. The ERF shall be capable of: establishing command; appointing a site safety

officer; appointing a hazmat group supervisor; establishing a hazmat operations group; establishing an ALS medical group; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

Baseline Performance:

Distribution Baseline

For 90 percent of all moderate risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer; (3) total is 7 minutes and 18 seconds in all areas. The first-due unit is capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.

Concentration Baseline

For 90 percent of all moderate risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 5 firefighters, 1 firefighter paramedic, and 3 officers, (9) total is 14 minutes and 33 seconds all areas. The ERF is capable of: establishing command; appointing a site safety officer; appointing a hazmat group supervisor; establishing a hazmat operations group; establishing an ALS medical group; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

Moderate Risk Hazmat - 90th Percentile Times - Baseline Performance			2016-2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	mm:ss	mm:ss	01:14	01:12	01:26	01:10
Turnout Time	Turnout Time 1st Unit	Urban	mm:ss	mm:ss	01:41	01:54	01:45	02:04
Travel Time	Travel Time 1st Unit Distribution	Urban	mm:ss	mm:ss	05:24	04:58	06:33	05:26
	Travel Time ERF Concentration	Urban	mm:ss	mm:ss	10:18	11:12	10:43	10:13
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	mm:ss	mm:ss	07:57	07:18	09:01	07:51
			n=XX	n=XX	n=73	n=83	n=68	n=72
	Urban	mm:ss	mm:ss	12:54	14:33	13:39	12:39	

	Total Response Time ERF Concentration		n=XX	n=XX	n=73	n=76	n=34	n=39
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Strategic Recommendations

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
<p>1A.1 – It is recommended that the agency work with city staff to update the 1971 ordinance and codify it to meet the 2007 charter directive.</p>	<p>ACR 2017- The department communicated the need to city administration.</p> <p>ACR 2018- The City updated the charter on April 4, 2017.</p> <p>The department will begin work with the city legal staff on the process of actually updating the 1971 Ordinance in 2018. (Exhibit 23)</p> <p>ACR 2019- Cat 1A.1 meeting with City Attorney Beth Murano was held on 3/18, but due to length of 2195 contract negotiations, the ordinance has not yet been revised or codified. The department will</p>	<p>ACR 2017- The City updated the charter on April 4th, 2017. See Exhibit 15.</p>	

	<p>continue to collaborate with the city's legal department in order to update the 1971 ordinance in 2019 once 2195 and City contract negotiations are completed.</p> <p>ACR 2020- The ordinance documentation was evaluated and communications with the City continued into 2020. (Exhibit 22)</p>		
<p>2B.5/2C.5 – It is recommended that the agency monitor the improvements made in the current deployment model to identify any positive outcomes.</p>	<p>ACR 2017- The department developed outcome measures by program to be implemented into guiding documents. The cardiac arrest save outcomes increased from 10.47% in 2015 to 16.38% in 2016 following the repositioning of an ambulance.</p> <p>ACR 2018- The department has hired nine full-time employees to staff an</p>	<p>ACR 2017- As of January 1, 2017 two guiding documents were implemented for outcome measurement and trending. Some outcome data was available from 2016. Additionally outcomes are trended in the annual appraisals. See Exhibit 16.</p> <p>ACR 2018- The department continues to evaluate the outcomes identified in Policy 44 and the</p>	

	<p>expansion ambulance at Station 6, which went in service on August 1, 2017. The outcomes associated with this expansion are still being evaluated at this time. (Exhibit 17)</p>	<p>annual program appraisals for the ACR to identify trending. Updating and revision of Policy 44 is scheduled to occur in the third quarter of 2018. (Exhibit 24)</p> <p>ACR 2019- The department was able to demonstrate the value of adding Rescue 6 in 2017 by lowering low risk ems response times. Significant planning in 2018 to ease the transition to AVL and closest unit response districts rather than deploying from traditional station response districts was completed. (Exhibit 18)</p> <p>ACR 2020- The department continued to monitor performance outcomes outlined in Policy 44 via monthly Labor Management Meetings and Program</p>	
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		Appraisal updates. Trends identified in 2019 will be re-assessed Throughout 2020. (Exhibit 23)	
2B.5/2C.5 – It is recommended that the agency request routine alarm handling reports from the primary PSAP located within the Lee’s Summit Police Department.	<p>ACR 2017- The department is investigating what response data can be obtained from the primary PSAP. See Exhibit 17.</p> <p>ACR 2018- The department has communicated to Mid-America Regional Council (MARC) the desire to obtain the primary PSAP information from their database. (Exhibit 25)</p> <p>ACR 2019- Communications continued in 2018 between the department and MARC to obtain this data set. (Exhibit 19)</p> <p>ACR 2020- Communications were continued in 2019 and</p>		

	updates were received also in 2020. (Exhibit 24)		
2B.8 – It is recommended that the agency develop, and include in the standards of cover document, performance outcome expectations for all fire responses so the agency’s capabilities can be assessed against the community’s risks.	<p>ACR 2017- The department developed outcome measures by program to be implemented into guiding documents. See Exhibit 16. This data will be included in the departments SOC when it is published in 2020.</p> <p>ACR 2018- The department continues to track performance outcomes in accordance with our guiding documents. These expectations will be included in the SOC scheduled to begin in the fall of 2018. (Exhibit 24)</p> <p>ACR 2019- These expectations will be included in the SOC scheduled to begin in the fall of 2018. (Exhibit 20) with</p>	<p>ACR 2020- The department completed the SOC in 2019. A presentation was given in November of 2019 to AHJ with SOC findings. (Exhibit #21)</p>	

	a completion date scheduled for July of 2019.		
5B.3 -- It is recommended that the agency continue to monitor the effectiveness of meeting projected timelines for construction plan reviews and permitting in order to identify the need to add additional personnel to the prevention division as workloads continue to increase.	<p>ACR 2017- The department performed a divisional critical task analysis and work assessment to build a staffing plan for the future. See Exhibit 18.</p> <p>ACR 2018- Based on recommendations within the 2017-2027 Staffing Plan, the department submitted an expansion request as a part of FY18 budget for an additional Captain in Prevention. (Exhibit 2 and 26)</p> <p>ACR 2019- Since the FY18 expansion request remained unfunded, the department chose to prioritize their requests in FY19 and a prevention position was not included.</p>		

	(Exhibit 21 & 22)		
5B.3 -- It is recommended that the agency identify and establish a standard level of expertise to be obtained by all public education team members and fire prevention/life safety staff.	<p>ACR 2017- The department's Workforce Planning Committee has revised department job descriptions and the career ladder policy to address consistency in levels of training and expertise. See Exhibit 19. The department is organizing a public education course for the fall of 2017. See the public education policy in Exhibit 21.</p> <p>ACR 2018- The Captain in Prevention provides annual training for all public education members. Currently 80% of the public education team has completed the Fire Instructor 1 course in accordance with Policy 15. (Exhibit 5 and 27)</p>		

	<p>ACR 2019 – the department implemented a mentoring requirement for new Pub Ed team members. An email to all the stations discussed the new curriculum. (Exhibit 23)</p> <p>ACR 2020 – Each new Pub Ed member must observe two sessions as a third person on the team before being released to be a full team member. 28 of the 38 members in 2019 had Instructor 1 certs. (Exhibit 6)</p>		
<p>5B.8/5C.7 -- It is recommended that the agency develop a consistent system or method to record and capture quantitative outputs for events pertaining to the fire prevention/life safety program and the public education program.</p>	<p>ACR 2017- The department developed a process within the FDM system to capture outputs of these events when they occur. See Exhibit 20.</p> <p>ACR 2018- After evaluation, the FDM method failed to capture fire prevention</p>		

	<p>outcomes as intended, due primarily to a lack of data entry participation. To improve future documentation, the Prevention Division is considering alternate methods that will potentially improve prevention data collection in 2018. (Exhibit 28) ACR 2019</p> <p>Prevention tracks and documents the number of students at each pub ed events. (Exhibit 24) ACR 2020- Prevention continues to track students at each pub-ed event and will assess Technological Needs in 2020.</p>		
<p>5G.6 -- It is recommended that a quality improvement criteria be incorporated into the agency's existing EMS policies to ensure the agency's EMS committee regularly reviews processes and issues which may arise.</p>	<p>ACR 2017- The department has identified its quality improvement criteria and will be infusing them into department policy as identified in</p>	<p>ACR 2019- The department currently has two policies (30 & 44) that identify quality improvement criteria that are reviewable</p>	

	<p>the 2017 program appraisal. See Exhibit 22.</p> <p>ACR 2018- Policy 30 identifies the criteria required to ensure quality improvement. The review of processes and identification of issues occurs when the Medical Director for the region attends EMS Committee meetings and personally leads the department QA/QI discussions. He also participates in the department's review of EMS protocols and policies. (Exhibit 29)</p>	<p>quarterly by the EMS committee or the ERPO committee. (Exhibit 25 & 26)</p> <p>ACR 2020- The department continued to utilize quarterly EMS Committee and ERPO Meetings to evaluate the effectiveness of QI Criteria as stated in Policies 30 and 44. (Exhibit 23)</p>	
<p>5H.5 -- It is recommended that the agency evaluate the capabilities of the current city emergency operations center (EOC) and develop a plan for improving the center's technology.</p>	<p>ACR 2017- The department received a bid for EOC upgrades. See Exhibit 23.</p> <p>ACR 2018- In 2017, a grant application was filed to fund this project, however the grant application failed. The department is now</p>		

	<p>utilizing a phased approach to improve the center's technology as budget allows. (Exhibit 30) ACR 2019- The department invested in 6 new flat screen wall-mount monitors and repaired and painted the auditorium that allow the EOC to operate more efficiently when staffed during EOC activations. (Exhibit 27) ACR 2020- Further updates to the EOC that were discussed were placed on hold due to COVID-19 and virtual based meeting requirements.</p>		
<p>6B.4 -- It is recommended that the agency update and begin to implement the city's plan to bring existing facilities in compliance with the Americans with Disabilities Act (ADA) of 1990 beginning with addressing accessibility issues pertaining to the fire dispatch center</p>	<p>ACR 2017- The department reached out to building services for a RFQ and received one back to address the stairwell with a chairlift. The department will</p>		

<p>located in the basement of headquarters at station 1.</p>	<p>continue to identify solutions. See Exhibit 24.</p> <p>ACR 2018- The city policy regarding ADA compliance involves new construction or remodeling of existing facilities. Due to budget restrictions, no action was taken in 2017.</p> <p>ACR 2019- The department began construction on a replacement Station 3. This station will be constructed with ADA compliance features. Access to the communications center at Headquarters remains unchanged.</p> <p>ACR 2020- Station 3 remained unfinished in 2019 and went into 2020. This facility, as mentioned above is ADA compliant. Further Development will also</p>		
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	include this strategic recc when new facilities have the funding.		
7G.1 -- It is recommended that the agency expand their current medical physical program for incumbent personnel to include mandatory annual physicals.	<p>ACR 2017- The department continues to support its policy for annual physicals. The department is working towards making them mandatory. See Exhibit 25.</p> <p>ACR 2018- This topic has been discussed internally, but is a component of the union labor agreement. Contract negotiations will begin in 2018.</p> <p>ACR 2019- By year end no agreement had been reached in the contract negotiations between Local 2195 and the City.</p>		
8C.1 -- It is recommended that the agency develop a plan to expand its current training facility and incorporate training props for	ACR 2017 – The department has been researching a training prop, which can		

<p>conducting live fire training, keeping apparatus and personnel in the coverage area.</p>	<p>incorporate live fire training. See Exhibit 26.</p> <p>ACR 2018-</p> <p>The department sponsored three Captains to participate in the first State of Missouri Division of Fire Safety NFPA 1403 Instructor/Evaluator certification class held in Jefferson City in October of 2017. A state owned burn trailer has been identified and internal discussions and cost analyses are ongoing regarding the feasibility and liability of having the trailer brought to our training facility. (Exhibit 31)</p> <p>Bus burn demonstration on October 27 for NAPT (live fire training, but keeping units in coverage area)</p> <p>ACR 2019-</p>		
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	<p>Communication began with a local department that currently has a portable live burn training prop to address this recommendation. The department also has 4 members that are certified to NFPA 1403 instructor standards. (Exhibit 28)</p>		
<p>9B.1 -- It is recommended that the agency continue to pursue enhancements to their two-way radio system to improve in-building coverage and reduce dead spots currently experienced with the communications system.</p>	<p>ACR 2017- A City Ordinance 8024 adopted the results of the general obligation bond for public safety improvements, which includes new emergency services radio equipment and related infrastructure. See Exhibit 27.</p> <p>ACR 2018- Installation of a new Motorola P25, Phase 2 radio system will be completed in the fourth quarter of 2018. This upgrade will provide for 95% in-building coverage within the</p>		

	<p>service area, and is part of the Kansas City MARRS radio system that serves the entire Kansas City area. (Exhibit 32) ACR 2019- While funding has been available for this upgrade, there have been several obstacles to its implementation in 2018. The current expectation is that the system will be operational in the 4th quarter of 2019. (Exhibit 29) ACR 2020- This was not completed by 4th quarter of 2019 as anticipated however the new system went live in 2020.</p>		
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Other Information

Not Applicable

Exhibit List

- Exhibit #1: Fire Org Chart and Press Release Link
- Exhibit #2: Woodland Elementary Annexation Map and FD Gram
- Exhibit #3: Target Solutions Training for New T2 Aerial
- Exhibit #4: FY20 Budget Summary
- Exhibit #5: Risk Reduction Program Appraisal
- Exhibit #6: Public Education Program Appraisal
- Exhibit #7: Fire Investigation, Origin and Cause Program Appraisal
- Exhibit #8: Fire Suppression Program Appraisal
- Exhibit #9: Emergency Medical Program Appraisal
- Exhibit #10: Technical Rescue Program Appraisal
- Exhibit #11: Hazardous Materials Program Appraisal
- Exhibit #12: Tactical Medic Program Appraisal
- Exhibit #13: Communication System Program Appraisal
- Exhibit #14: Pub-Ed Members List
- Exhibit #15: Screenshot Email with BERP Updates
- Exhibit #16: Additional Aerial Approval Press Release
- Exhibit #17: IAFF Local 2195 Agreement
- Exhibit #18: Water Systems Email and Meeting Notes
- Exhibit #19: Communications Staffing Update Email with Attachment
- Exhibit #20: Communications Center Training and Check Off
- Exhibit #21: SOC Presentation to AHJ Agenda
- Exhibit #22: Chapter 13 Update
- Exhibit #23: ERPO Meeting Minutes
- Exhibit #24: PSAP Communication Email

Verification

I verify that the information contained in this report is complete and true to the best of my knowledge.

Signature of Agency Head

Title

Date