



**Commission on
Fire Accreditation
International®**

Accreditation Report

**Lenexa Fire Department
9620 Pflumm Road
Lenexa, Kansas 66215
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
Lenexa Fire Department
on May 1-5, 2022**

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TABLE OF CONTENTS

PREFACE.....	3
EXECUTIVE SUMMARY	3
OBSERVATIONS	7
Category 1 — Governance and Administration.....	7
Category 2 — Assessment and Planning	7
Category 3 — Goals and Objectives.....	10
Category 4 — Financial Resources.....	12
Category 5 — Community Risk Reduction Program	12
Criterion 5A – Prevention Program	12
Criterion 5B – Public Education Program	13
Criterion 5C – Fire Investigation, Origin and Cause Program	14
Criterion 5D – Domestic Preparedness Program	14
Criterion 5E – Fire Suppression Program.....	15
Criterion 5F – Emergency Medical Services (EMS) Program	17
Criterion 5G – Technical Rescue Program	18
Criterion 5H – Hazardous Materials (Hazmat) Program	19
Category 6 — Physical Resources	20
Category 7 — Human Resources.....	22
Category 8 — Training and Competency	23
Category 9 — Essential Resources	24
Criterion 9A – Water Supply	24
Criterion 9B – Communication Systems	25
Criterion 9C – Administrative Support Services and Office Systems	25

Criterion 9D – Information Technology	26
Category 10 — External Systems Relationships	26
Category 11 — Health and Safety	27

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 Lenexa Fire Department (LFD) is a career organization with 95 uniformed personnel, staffing three engines, three ladder companies, one squad, and one battalion chief at six fire stations. All engine and ladder companies are staffed with three firefighters and the rescue squad is staffed with two firefighters. All units are equipped to provide advanced life support (ALS). The department operates 24 hours a day, 7 days a week with a minimum of 21 personnel. Five full-time personnel are dedicated to fire prevention. One full-time member is assigned to public education and three full-time positions are dedicated to fire training.

The city covers 34.7 square miles in the Kansas City, Kansas metropolitan area in Johnson County. The city is home to 57,434 residents with almost 25,000 households and 2,500 businesses (20 of which are listed Fortune 500 companies), including high tech and bioscience companies. Weekday daytime population approaches 100,000 and the Kansas Department of Transportation (KDOT) estimates that approximately 230,000 vehicles per day use the highways and interstate interchanges located within the city. Two Burlington Northern Santa Fe (BNSF) rail lines traverse the city with a volume of 45 to 55 trains daily. A series of viaducts and bridges help minimize impacts to vehicular traffic.

The Commission on Fire Accreditation International (CFAI) has completed a comprehensive review and appraisal of the Lenexa Fire Department based upon the tenth edition of *Quality Improvement for the Fire and Emergency Services*. 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 agency is eligible for an award of accreditation.

The peer assessment team followed CFAI processes, and the Lenexa 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 Lenexa 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 and to ensuring appropriate succession training for the accreditation manager position. The current accreditation manager was the assistant accreditation manager until the incumbent retired in December 2021. A new assistant accreditation manager has been assigned to provide support and succession. Several members are being evaluated as possible successors for the next accreditation in five years. One member of the department acts as a peer assessor for CFAI, and several others are scheduled to take the *Quality Improvement for the Fire and Emergency Services* course. These approaches ensure continuity, more direct access to quality improvement with similar organizations, and engagement of a broader spectrum in the agency.

The peer assessment team had meetings with fire department members, the city manager, and the human resources director. Individually and collectively, they expressed a long-standing interest in the process. 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 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 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 review historical data and critical tasking towards revising emergency response to reported fire incidents in occupancies with fire protection and detection systems. ([2C.3](#))
2. It is recommended the agency account for alarm transfer time of each incident and incorporate that into its total response time analysis of each risk classification and category, and then conduct a comprehensive analysis of its total response time baselines and adjust its benchmarks accordingly. (This recommendation applies to the following performance indicators: CC [2C.5](#), CC 2C.8, 9B.7)
3. It is recommended the agency specify and narrow its timeframes for each objective to aid in prioritizing, implementing, and evaluating progress of the plan. ([CC 3B.1](#))

4. It is recommended the agency include additional outcomes in its formal documented annual program appraisals to measure performance towards meeting the agency's goals and objectives. (This recommendation applies to the following performance indicators: [5A.7](#), [CC 5B.4](#), [CC 5C.4](#), [CC 5D.9](#), [CC 5E.3](#), [CC 5F.9](#), [CC 5G.2](#), [CC 5H.3](#), [8B.6](#), [CC 9B.13](#), [CC 11B.6](#))
5. It is recommended the agency's fire prevention staff receive public education training and certifications to ensure acquisition and maintenance of applicable knowledge, skills, and abilities related to the field. ([CC 5B.2](#))
6. It is recommended the agency evaluate and implement a plan to address succession and maintain a cadre of qualified fire investigators as current members are re-assigned and their roles and responsibilities change. ([CC 5C.3](#))
7. It is recommended the agency explore alternatives to the "EOC in a box" method for equipping an emergency operations center facility and determine the most feasible solution for implementation. ([5D.4](#))
8. It is recommended the agency collaborate with city management and the communications department to develop a crisis communications plan and facilitate additional emergency operations center-specific training for communications department staff to exercise the plan. ([5D.8](#))
9. It is recommended the agency conduct a deployment study of the long-term impacts of removing Squad 2 and the locations of Fire Stations 6 and 2, consistent with the jurisdiction's Vision 2030, Goal 1 (Personal and Community Safety). ([CC 5E.1](#))
10. It is recommended the agency evaluate all its facilities for health and safety concerns and develop and implement a plan of mitigation measures. ([6B.3](#))
11. It is recommended the agency inspect, clean, and test personal protection equipment according to the manufacturer's recommendations. ([6F.4](#))
12. It is recommended the agency continue exploring methods to increase member diversity to be more reflective of the city's demographics. ([7B.4](#))
13. It is recommended the agency develop a policy establishing a reporting and notification process for fire hydrants going in and out of service. ([9A.7](#))
14. It is recommended the agency coordinate with its communications center to conduct a full-scale exercise to test center operations with Lenexa fire units in the event of a radio communications failure or disruption. ([9B.12](#))

The agency responded to a total of 6,675 emergencies in 2021 including: 402 fire calls (6 percent); 4,802 emergency medical service (EMS) calls (72 percent); 1,185 fire alarm activations without fire (18 percent); 137 hazardous materials calls (2 percent); and 149 other miscellaneous calls (2 percent). Servicing these incidents required a total of 8,363-unit movements.

In 2018, the Insurance Services Office (ISO) visited the city to rate its public protection classification (PPC). The outcome of the visit was a continuation of a Class 1 PPC, which was first achieved in

2014. Additionally, Lenexa Fire is very proud of their accredited agency status since 2002 and being the first in Kansas to achieve such recognition.

Lenexa Fire Department provides its members at Fire Station 3 with a comfort animal, a dog named Lucy. This effort is designed to help members handle the day-to-day stress of performing emergency response work. Efforts such as this are becoming more common, but this is still considered an innovative practice for others to emulate.

OBSERVATIONS

Category 1 — Governance and Administration

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources. The city manager is the administrative head of the city and is accountable to the city council. Two council members are elected from each of four wards in the city and a mayor is elected at-large. All serve four-year terms, which are staggered so half the seats are up for election every two years. The mayor provides leadership regarding policy matters deliberated by the city council. The city manager and department heads are responsible for implementing council policies.

The agency participates in annual city government planning retreats with council members and city staff. Services, programs, and budgets are reviewed at these retreats. The resulting budget is approved by the city council, which provides the agency with the organizational structure and resources required to provide services and programs to the community. The city council is assisted by and appoints individuals to the planning commission, parks and recreation board, arts council, and uniform building code board of appeals. Agency representatives consistently attend city council and planning commission meetings and attend other special body meetings when issues under the fire department's areas of responsibility are discussed.

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies and objectives. The Lenexa Fire Department is organized into five divisions, each led by a chief officer. The deputy chief oversees operations/training/succession, supervising a battalion chief assigned to emergency medical services (EMS) and training and emergency management divisions, and three operational shifts (each lead by a battalion chief). One assistant chief each is assigned to support services and fire prevention. The deputy chief and assistant chiefs report directly to the fire chief.

Category 2 — Assessment and Planning

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development. Lenexa's service area is legally defined in the city's municipal code and in Kansas state statute. A county-wide interlocal automatic and mutual agreement is in place that includes all jurisdictions bordering the city: Shawnee to the north, Overland Park to the east, Olathe to the south, and De Soto to the west. These agreements clearly define the service areas they apply to.

Lenexa Fire Department (LFD) utilizes commercially available software for its records management system (RMS) to document life and property loss and saved and injuries sustained to civilians and firefighters. The RMS is compliant with coding standards of the National Fire Incident Reporting System (NFIRS) and the Kansas Fire Incident Reporting System (KFIRS).

The agency has organized the city into three planning areas, six station response areas, and 43 one-square-mile planning zones. Lenexa's 43 one-square-mile grid pattern is part of a grid used throughout Johnson County. Each of the city's square mile grid planning zones are categorized as urban (greater than 2300 population per square mile) or rural (less than 2300 population per square mile) and analyzed for service demands, characteristics of the built environment, daily fluctuations in

population, critical infrastructure, and response time performance. Transportation issues, special risks, high fire risk occupancies, assessed property values, and target hazards are also identified. Eleven planning zones are categorized as urban, all in the eastern planning area of Lenexa. The remainder, making up central and western Lenexa, are categorized as rural.

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact consider factors such as cultural, economic, historical and environmental values, as well as operational characteristics.

The agency utilizes three methods for analyzing risk. In the first, incident types are classified into fire, emergency medical services (EMS), technical rescue, and hazardous materials. Each incident type is assessed based on probability, consequence, and impact. Five years of data was used to determine probability as a daily, weekly, monthly, or quarterly/annual event. Evaluation of consequence is based on an event's impact on loss of life, critical infrastructure, and financial loss. Impact to the agency is determined by critical task analyses of each incident type. A modified Heron's Formula is used to calculate numerical values of these three assessed elements. The resulting risk score categorizes the incident type risk as low, moderate, high, or maximum.

The second method includes the utilization of the occupancy vulnerability assessment profile (OVAP) to assess code-enforced occupancies. Evaluation of 19 criteria in the OVAP results in a risk score specific to an occupancy, categorizing it as low, moderate, high, or maximum. The assessed criteria include square footage and height of a building; occupant load, access, and mobility; presence or absence of a fire sprinkler system; and the degree of regulatory oversight of the building, hazard index, and fire load. Numerical values are attributed to each criterion and a total score calculated.

Thirdly, target hazards are identified in each planning zone and throughout the community. The agency has identified apartments, nursing homes, hotels, schools, large commercial structures, critical infrastructure, special occupancies, and an underground business complex as target hazards.

The agency's risk assessment efforts extend to other city and county entities. LFD personnel actively participate on the city's safety committee, a regional EMS committee, a medical directors liaison committee, and a regional traffic incident management committee. Outcome measures are focused on property dollar value saved/loss and fire service and civilian casualties on fire incidents and cardiac survival is reported to the agency by Johnson County Medical Director's office. The results of the agency's community risk assessment using these processes is documented for each of the 43 planning zones in LFD's community risk assessment-standards of cover document (CRA-SOC).

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the agency's deployment practices are consistent with jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency and outcomes throughout all service areas. The agency develops procedures, practices and programs to appropriately guide its resource deployment.

LFD identifies occupancies that are equipped with fire protection and detection systems, being an element of OVAP assessments. Resource deployment and response to protected occupancies is identical regardless of the presence of such systems. It is recommended the agency review historical

data and critical tasking towards revising emergency response to reported fire incidents in occupancies with fire protection and detection systems.

The agency has adopted a modified National Fire Protection Association 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* (NFPA 1710) benchmark. The standard's time frames for alarm processing, turnout, travel, and total response times are adopted benchmarks in the city's urban planning zones. Travel time benchmarks in rural planning zones are modified to one minute longer for the first-due unit and two minutes longer for assembling an effective response force (ERF).

Each total response time component is monitored for every planning zone. However, the agency's communications center is not a primary public safety answering point (PSAP). The alarm transfer time from the primary PSAP to the secondary PSAP is aggregately reported to the agency at the 90th percentile but is not available to the agency for inclusion in its data tables for analysis by risk class and categorization. Additionally, it was recognized by the peer assessment team that the agency's baseline performance of most total response time components is close to, or better than, its benchmarks in most risk classifications and categories. It is recommended the agency account for alarm transfer time of each incident and incorporate that into its total response time analysis of each risk classification and category, and then conduct a comprehensive analysis of its total response time baselines and adjust its benchmarks accordingly.

The agency's information technology personnel have created and maintain a custom dashboard that is displayed at all LFD facilities, available at computer workstations, and through mobile applications. The dashboard displays station and unit locations on a map, current active incidents, predicted aggregate incident activity per hour for the upcoming 24-hour period, current weather conditions, and other information. Turnout time reports for the total response area are reviewed every 24 hours. If a unit's turnout time falls outside of the benchmark, the cause for delay is reported in the RMS incident report. The agency annually documents its response time baselines for each service type and within each planning zone. Emergency response programs are formally appraised in writing annually and further report on the quality of performance.

Critical task analyses have enabled the agency to determine the appropriate number of resources required to effectively mitigate emergency incidents of varying risk class and category. The process consisted of a review of historical response data, incident types, incident severity, and outcomes. From this, a pre-determined number of resources are assigned to the different hazard classes and categories of risk. Critical task analysis is monitored in conjunction with the agency's annual training plan when members are timed in a variety of scenarios. Chief officers are forwarded the results of the annual critical task analyses and meet to consider revisions.

The agency's efforts to maintain and improve performance highlighted the need to add an additional fire station. Following a pilot study in 2020, Fire Station 6 was formally placed in service in March 2021 to address service demands in the northeast portion of the jurisdiction. The new station has reduced the call volume of Fire Stations 1 and 2 to that portion of the city in 2021 by about half of what it was in 2020 and has decreased overall demand on Fire Stations 1 and 2 by 8 percent and 27 percent, respectively (2021 in comparison to annual call volume from 2017 to 2020). A large city center development is expected to push Fire Station 2's call volume closer to its level prior to when Fire Station 6 opened. The station is housed in the old city hall building, which became available when the new city hall relocated to the City Center development. Inclement weather forces relocation

of the apparatus from Fire Station 6 to Fire Station 2. This occurred on 37 days in 2021, resulting in 92 incidents requiring response by units outside the station response area. A temporary shelter is planned to be completed in 2022 to protect fire apparatus from the elements and eliminate the problems posed by inclement weather.

The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency and safety of its operations, notwithstanding any external influences beyond its control. The agency has identified the impacts of these external influences and communicates them to the authority having jurisdiction.

LFD's RMS allows for documentation of incident data that aids in assessing emergency response performance. Incident information is generated in the computer aided dispatch (CAD) system, forwarded to the RMS, and updated by response personnel to reflect situations encountered. Data are calculated to report each response time component of each unit to monitor efforts to achieve benchmarks. Real time digital dashboards and daily, weekly, and monthly reports are automatically generated by the RMS and reviewed by command staff. The CRA-SOC identifies performance gaps in the previous five calendar years individually and in aggregate. The agency's assistant chief of fire prevention attends monthly city planning meetings reviewing information of proposed development projects. This enables planning for service impacts in and around areas being developed and resulting impacts to other areas of the city. The process aided in the decision to open Fire Station 6.

The agency has several incident mitigation programs in place and has documented two that have been very successful. A program at apartment complexes regarding proper disposal of smoking materials has led to a decrease in smoking-related fires at those locations, from 22 in 2016 to only 5 in 2020, despite an increase in the number of these types of occupancies throughout the city. A county-wide hands-only cardiopulmonary resuscitation (CPR) initiative has helped improve the cardiac arrest profile in Lenexa as reported in Johnson County's Utstein Survival Report.

A plan to address service gaps, current and anticipated, revolve around the potential need for moving Fire Station 2 further west and continually evaluating the county-wide Live Move-Up-Module (LiveMUM) system and its ability to help address coverage gaps before concurrent incidents occur. Re-locating fire stations is costly and land availability in that part of Lenexa is limited.

The fire chief routinely communicates and presents the findings and established service level objectives in the CRA-SOC to the city manager and city council at annual governing body, council meetings, and other events.. External/community stakeholders were consulted in 2021 during the development of the agency's strategic plan and resulted in a list of 44 community expectations of the agency.

Category 3 — Goals and Objectives

The mission, vision and values of the agency are incorporated into a strategic plan. Once a strategic plan is in place and resources are available, the strategic plan provides direction, determines initiatives, and guides the goals and objectives of the agency.

Lenexa Fire Department (LFD) has a published strategic plan that encompasses the years 2022 to 2025. Development of the plan began in May 2021 and was formally presented for final review and

comment to the governing body in May 2022. The agency's strategic plan includes its mission, vision, and values and functions in conjunction with the agency's community risk assessment-standards of cover (CRA-SOC) and the jurisdiction's capital improvement and comprehensive plans.

The strategic plan defines the agency's general goals and S.M.A.R.T. objectives, directs its activities in a manner consistent with its mission and is appropriate for the community it serves. The strategic plan identifies the agency's goals and objectives for the next four years. Internal stakeholders (representing all ranks and divisions) and external (community) stakeholders directly participated in the development of the plan. External stakeholders communicated their service priorities, expectations, and concerns via online surveys. Internal stakeholders from each station and on each operational shift conducted a SWOT (strengths, weaknesses, opportunities, threats) analysis. The results of these SWOT analyses were aggregated, and common themes identified.

A smaller group representative of the agency, called the SPOC (strategic planning oversight committee) worked for several days to review and incorporate external and internal stakeholder feedback to develop all the components of the strategic plan, including the mission, vision, values, and goals and objectives. SPOC membership consists of representatives from each operational shift, functional division, plus two administration members.

All the goals and objectives in the strategic plan are assigned the same timeframe for completion, though the expectation is they will be accomplished at different times and are different priorities. While the timeframes are realistic in aggregate, more specific and narrower timeframes can help outline the order of accomplishing objectives towards achieving goals. It is recommended the agency specify and narrow its timeframes for each objective to aid in prioritizing, implementing, and evaluating progress of the plan.

The agency uses a management process to implement its goals and objectives. Goals and objectives are assigned to division, program, and committee managers and those with functional responsibilities or are subject matter experts. Tracking and progress is monitored by the assistant chief of support services with assistance from SPOC members.

The agency has comprised a comprehensive list of external partners who support LFD's mission and pursuit of its goals and objectives. Public and private partners are identified at the local (other city departments, school districts, chamber of commerce), state (state fire marshal, community colleges), national (National Fire Academy, Assistance to Firefighters Grant Program), and international (International Association of Fire Chiefs, Center for Public Safety Excellence) levels.

Processes are in place to measure and evaluate progress toward completion of goals and objectives and overall plan performance. The goals and objectives are re-examined and modified periodically.

The agency's executive staff formally reviews goal progress annually and make modifications for the following year. This includes review of the agency's overall system performance and areas for improvement are identified. The agency's annual program appraisals assist with this review, as well. During the year, goals and objectives are reviewed by SPOC members, who aim to meet quarterly to ensure and measure progress. The agency utilizes meeting minutes from the executive staff's review to communicate goal progress to the membership.

LFD's fire chief reviews the agency's goals and objectives with the city manager and city council at annual governing body retreats and through the budget development and adoption process.

Community members are informed via access to city and agency documents online and city newsletters.

Category 4 — Financial Resources

Agency planning involves broad staff and community participation in financial planning and resource allocation. The agency's financial planning and budget process reflects sound strategic planning and a commitment to its stated goals and objectives. The agency prepares a balanced budget, which adequately maintains level of service and personnel resources.

The City of Lenexa has a strong financial planning process that includes short and long-term forecasting of expenses and revenue. The city annually provides staff a budget guidance document with a focus on meeting the city's Vision 2030 document. It provides eight governing body guiding principles that the city is working to accomplish as part of their strategic planning process.

The agency conducts an administrative retreat for future financial planning and goal setting. The information gathered from the retreat and projected needs create the agency's proposed budget. The proposed budget is presented to city administration for review and is combined as part of the proposed overall city budget. The city council approval process includes public hearings that result in the creation of a budget message and ratification of the adopting ordinance.

Agency financial management demonstrates sound budgeting and control, proper recording, reporting and auditing. The peer assessment team confirmed that the City of Lenexa is in receipt of the most currently available Certificate of Achievement for Excellence in Financial Reporting (certificate) from the Government Finance Officers Association of the United States and Canada (GFOA) for its Annual Comprehensive Financial Report (ACFR). The agency has submitted the city's most recent GFOA certificate and ACFR as prima facie compliance with this criterion. The city has received the GFOA for 30 consecutive years.

Appropriately allocated financial resources support the organizational mission, stated long-term plan, goals and objectives and also maintain the quality of programs and services. City financial resources are appropriate in meeting the needs of the fire agency. Over the past ten years revenue, largely based on property tax, has increased steadily. This has allowed the agency to be fully responsive to community service needs relative to response and infrastructure. An example of this was the Lenexa Fire Department's (LFD) ability to increase full-time staffing by 8 positions since 2013. The city has adopted and followed its policy to maintain a total reserve balance of between 30 percent and 35 percent of the annual general fund revenues. Lenexa's strong financial position has allowed it to achieve a Moody's Investor's Service rating of (Aaa) and a Standard and Poor bond rating of (AAA).

Category 5 — Community Risk Reduction Program

Criterion 5A – Prevention Program

The agency operates an adequate, effective and efficient program as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting and control of fire and non-fire risks.

Lenexa Fire Department's (LFD) fire prevention division manages public education, fire and life safety inspections, and fire investigations. It is staffed full-time with an assistant chief, three captains, a customer service representative, and approximately ten part-time fire inspectors (off-duty operations firefighters working extra hours). The agency has established a public education committee with operations staff to assist with community education.

The fire prevention office is responsible for plans reviews, annual fire prevention inspections, prevention activities, public education, and program management. Site plan reviews are completed in conjunction with the building and codes department and the local water authority. The fire prevention office is responsible for all daycare, schools, permits, commercial occupancies, and group home inspections.

The agency's full-time, uniform fire prevention staff are required to receive investigator, inspector, officer, and National Incident Management System training and maintain them annually. The agency has developed a formal and documented annual program appraisal for the prevention program. The program appraisal documents inputs, outputs, outcomes/impacts, recommendations, and goals for the next year of the program. Many of the outcomes are documented as activities to occur in the future, instead of what effects and results were achieved in the appraised year. It is recommended the agency include additional outcomes in its formal documented annual program appraisals to measure performance towards meeting the agency's goals and objectives. The agency has mechanisms in place to track, evaluate, and trend community risks based on emergency incidents annually and use this information to direct risk reduction efforts.

Criterion 5B – Public Education Program

A public education program is in place and directed toward reducing community risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. Multiple Lenexa Fire Department (LFD) members deliver public education programs to elementary schools, daycare facilities, church groups, businesses, and other audiences. Examples of program content include juvenile fire setter intervention, station tours, fire extinguisher classes, cardiopulmonary resuscitation (CPR)/first aid classes, fire safety trailer education, severe weather preparedness, life safety presentations, fire drills, as well as providing information at city festivals and special events. At the company level, on duty members are equipped with materials to provide consistent station tours and life safety presentations to schools, assisted living facilities, and homeowners' associations. LFD does not require specific public education training and certification, however, it does send personnel to public education related conferences. It is recommended the agency's fire prevention staff receive public education training and certifications to ensure acquisition and maintenance of applicable knowledge, skills, and abilities related to the field.

The public education program is under the oversight of the assistant chief of fire prevention and a captain is designated as the public education manager. The division has two additional captains and a customer service technician. Additionally, a nine-person public education committee consisting of members of varying tenure and rank helps to provide program stability and succession.

LFD's public education program targets specific risks and at-risk audiences from data gathered through emergency incidents, inspections, as well as input from staff members, community leaders, businesses, and local schools. The agency works in concert with state, county, and local organizations to target identified risks. LFD leverages a state program for the installation of free smoke alarms in residences. Locally, the agency has begun work to educate seniors on fall prevention. LFD has

partnered with local churches to facilitate additional outreach to seniors and assist with the installation of grab bars in seniors' homes.

The agency conducts a formal annual program appraisal that documents inputs, outputs, outcomes/impacts, recommendations, and goals for the next year of the program. Many of the outcomes are documented as activities to occur in the future, instead of what effects and results were achieved in the appraised year. It is recommended the agency include additional outcomes in its formal documented annual program appraisals to measure performance towards meeting the agency's goals and objectives.

Criterion 5C – Fire Investigation, Origin and Cause Program

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property to drive community risk reduction activities. The agency operates a fire investigation, origin and cause program authorized by the State of Kansas Statue 31.137, City Administrative Policy AD 01, and department policies. The program is overseen by the fire prevention division's assistant chief. The program is staffed with International Association of Arson Investigator (IAAI) certified fire investigators and state certified fire investigators. Fire investigations are conducted through a systematic approach based on the scientific methodology and National Fire Protection Association 921: *Guide for Fire and Explosion Investigations* (NFPA 921). The agency works with Lenexa Police Department (LPD) and the Johnson County Crime Lab for collection and analysis of evidence ensuring the chain of custody.

The agency analyzes data and uses the information from fire investigations to reduce risks. An example of this was several responses involving outside cooking fires caused by improper installations. Lenexa Fire Department (LFD) conducted public service announcements, coordinated meetings with building officials, and met with the manufactures' representatives to abate the problem. The agency is part of the Eastern Kansas Multi-County Task Force that shares fire investigation information and provides additional investigators and resources on a regional basis.

The agency does not have a formal succession plan for the fire investigation program. Fire investigators have retired, been promoted, or designated to other assignments. It is recommended the agency evaluate and implement a plan to address succession and maintain a cadre of qualified fire investigators as current members are re-assigned and their roles and responsibilities change.

The agency conducts a formal annual program appraisal that documents inputs, outputs, outcomes/impacts, recommendations, and goals for the next year of the program. Many of the outcomes are documented as activities to occur in the future, instead of what effects and results were achieved in the appraised year. It is recommended the agency include additional outcomes in its formal documented annual program appraisals to measure performance towards meeting the agency's goals and objectives.

Criterion 5D – Domestic Preparedness Program

The agency operates an all-hazards preparedness program that includes a coordinated multiagency response plan designed to provide the community preparedness and resiliency in response to terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area. Lenexa Fire Department (LFD) has made strides to improve its domestic preparedness program

by adding a new sworn emergency management coordinator in 2019 and establishing committees and steering groups to achieve program goals. The agency has established an emergency management committee consisting of representatives from all 11 city departments to assess risk in the city and contribute to development of the emergency operations plan (EOP).

The city is in the process of having a new comprehensive EOP adopted by the city council. The new plan is based on an emergency support functions (ESF) model and correlates with the Johnson County EOP. The agency has also developed a draft continuity of operations plan (COOP) for the city and adoption by the city council will occur in calendar year 2022.

LFD ensures city employees are compliant with the National Incident Management System (NIMS) and ensures that those designated to work in the emergency operations center (EOC) adhere to training outlined in the EOP. EOC equipment is stored at a police department facility. This equipment can be rapidly deployed at one of four locations throughout the city. However, EOC positions are “in a box”, as the city uses the “EOC in a box” method of equipping a facility for emergency operations. This methodology of operating an EOC presents challenges, especially during set-up, and may limit the availability of tools used to manage a large incident by what can fit in a box and if that box is at the correct location. It is recommended the agency explore alternatives to the “EOC in a box” method for equipping an emergency operations center facility and determine the most feasible solution for implementation.

LFD utilizes *WebEOC*, which is administered by the Johnson County Emergency Communications Center (JCECC), to record information and provide resource management data. In addition to *WebEOC*, the agency utilizes *Rhodium* software for real-time event situation updates and incident action planning.

Citywide communications are managed by the city’s communications department, which is staffed with five employees. The communications department has access to Johnson County’s mass notification system. Currently, the system is used for internal communications (e.g., emergency EOC employee callbacks) and notifications during community events (i.e., residents register via text message to receive event notifications for said event). Communicating effectively during EOC activations requires specific skill sets and training exercises to hone those skills. The city does not have a crisis communications plan in place, though communications department staff develop ad hoc event-specific public information plans. It is recommended the agency collaborate with city management and the communications department to develop a crisis communications plan and facilitate additional EOC-specific training for communications department staff to exercise the plan.

The agency conducts a formal annual program appraisal that documents inputs, outputs, outcomes/impacts, recommendations, and goals for the next year of the program. Many of the outcomes are documented as activities to occur in the future, instead of what effects and results were achieved in the appraised year. It is recommended the agency include additional outcomes in its formal documented annual program appraisals to measure performance towards meeting the agency’s goals and objectives.

Criterion 5E – Fire Suppression Program

The agency operates an adequate, effective, efficient and safe fire suppression program directed toward controlling and/or extinguishing fires to protect the community from injury or death, and reduce property loss. Lenexa Fire Department (LFD) provides fire suppression services from six fire

stations, operating on three shifts with a minimum shift staffing of 21 officers and firefighters. The staffing operates a battalion chief unit, one squad, three engine companies, two quints, and one ladder truck. Fire Station 6 is a new location at the former city hall that operates only during non-freezing weather due the lack of an environmentally controlled apparatus bay. Authorization for a temporary apparatus facility is funded as part of the 2022 budget to enable year-round operation until a new building is constructed.

The agency has an incident command system (ICS) in place and utilizes *Blue Card* command training for all officers. A safety officer is part of the initial deployment of resources for structure fires. All personnel are trained to meet and exceed the National Fire Protection Association 1001: *Standard for Fire Fighter Professional Qualifications* (NFPA 1001) for fire suppression.

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).

2017 - 2021 Moderate Risk Fire Suppression Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	5:40	6:24	00:44
		n=79		
1st Due	Rural	7:29	7:24	00:05
		n=66		
ERF	Urban	6:08	10:24	04:16
		n=48		
ERF	Rural	9:25	12:24	02:59
		n=28		

2017 - 2021 High Risk Fire Suppression Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	5:17	6:24	01:07
		n=41		
1st Due	Rural	7:59	7:24	00:35
		n=55		
ERF	Urban	10:30	10:24	00:06
		n=31		
ERF	Rural	10:21	12:24	02:03
		n=50		

Fire Station 6 was opened to provide protection to the city’s northeast area. Without the availability of additional staffing, Squad 2 was removed from service and the personnel redeployed to staff Fire Station 6. It is recommended the agency conduct a deployment study of the long-term impacts of removing Squad 2 and the locations of Fire Stations 6 and 2, consistent with the jurisdiction’s Vision 2030, Goal 1 (Personal and Community Safety).

The agency conducts a formal annual program appraisal that documents inputs, outputs, outcomes/impacts, recommendations, and goals for the next year of the program. Many of the outcomes are documented as activities to occur in the future, instead of what effects and results were achieved in the appraised year. It is recommended the agency include additional outcomes in its formal documented annual program appraisals to measure performance towards meeting the agency's goals and objectives.

Criterion 5F – Emergency Medical Services (EMS) Program

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that protects the community from injury or death. Lenexa Fire Department (LFD) provides first responder advanced life support (ALS) services throughout its jurisdiction. Patient transportation units are provided by Johnson County Medical Action (Med-Act) ALS units that service all of Johnson County. Three Med-Act units are stationed in the city, including one at LFD Fire Station 3, and comprise the effective responses force (ERF) to moderate and high-risk medical incidents. Med-Act units are not dedicated to Lenexa but are a countywide resource. LFD and Med-Act personnel operate under protocols authorized by the Johnson County EMS Physicians Advisory Committee, which is a standing committee of the Kansas City Medical Society. Protocols include standing orders and offline medical control (in the event of communications failure). Personnel operating in the system, including agency personnel, are provided the opportunity to participate in annual protocol review, revision, and adoption via participation in the EMS Physicians Advisory Committee's five-stage process. Following this process, protocols are published in hard-copy and online.

Patient care reports are generated for every patient contact as required by the Kansas Administrative Code and is compatible with the National Emergency Medical Services Information System (NEMSIS) standard. Though LFD is not a "covered entity" under the Health Insurance Portability and Accountability Act (HIPAA), the agency recognizes the act's patient health information (PHI) protection measures as best practices to follow and has codified these practices in internal policy. Personnel receive HIPAA training upon hire and annually as part of the agency's training plan.

LFD incorporates quality assurance (QA) officers on each operational shift to review patient care reports. A 13-member EMS QA Committee meets quarterly to review a random sample of reports and flagged reports by shift QA officers and provide recommendations for follow-up. The agency also participates in the Johnson County QA process and peer review committee. All cardiac arrest reports are reviewed by the agency's medical director, the battalion chief of EMS and training, and fire captain of EMS training.

The program appraisal documents inputs, outputs, outcomes/impacts, recommendations, and goals for the next year of the program. The agency is provided an annual Utstein survival report specific to Lenexa that is not included in the outcomes section of its annual appraisal. This report documents survival to hospital discharge of cardiac arrest patients whose arrest was witnessed by a bystander and had an initial rhythm of ventricular fibrillation or pulseless ventricular tachycardia. Patient survival to discharge from the hospital with good neurological function is a gold standard of outcome measures. It is recommended the agency include additional outcomes in its formal documented annual program appraisals to measure performance towards meeting the agency's goals and objectives.

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).

2017 - 2021 Moderate Risk EMS Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	5:29	6:04	00:35
		n=7541		
1st Due	Rural	6:49	7:04	00:15
		n=2846		
ERF	Urban	8:53	10:04	01:11
		n=5371		
ERF	Rural	9:49	12:00	02:11
		n=2065		

2017 - 2021 High Risk EMS Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	5:20	6:04	00:44
		n=143		
1st Due	Rural	7:25	7:04	00:21
		n=98		
ERF	Urban	11:22	10:04	01:18
		n=140		
ERF	Rural	12:22	12:04	00:18
		n=94		

Criterion 5G – Technical Rescue Program

The agency operates an adequate, effective, efficient and safe technical rescue program directed toward rescuing the community from any life-endangering causes (e.g., structural collapse, vehicle accidents, swift water, confined space, cave-in, trench collapse). Agency personnel are trained and equipped for confined space, still water, ice, rope, cave, and vehicle extrication rescues. The agency rotates annual training on all these disciplines. The agency has mutual and automatic aid agreements in place to assist with large scale technical rescue incidents. The agency disbanded the deployable swift water rescue team based on the mitigation of swift water risks in the community through engineering efforts.

It was verified and validated by the peer assessment team that the Lenexa Fire Department had a statistically insignificant number of technical rescue incidents for 2017-2021, to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

The agency conducts a formal annual program appraisal that documents inputs, outputs, outcomes/impacts, recommendations, and goals for the next year of the program. Many of the outcomes are documented as activities to occur in the future, instead of what effects and results were achieved in the appraised year. It is recommended the agency include additional outcomes in its

formal documented annual program appraisals to measure performance towards meeting the agency’s goals and objectives.

Criterion 5H – Hazardous Materials (Hazmat) Program

The agency operates an adequate, effective, efficient and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. The hazardous materials program is managed by a battalion chief. All emergency response personnel are trained to the first responder operations (FRO) level. LFD also has 16 technician-certified members. Should resources beyond the operations level be required, the agency is able to request aid from Overland Park, Olathe, and/or Kansas City, Missouri Fire Department hazardous materials response teams, and from private companies such as Haz-Mat, Inc. The agency can deploy a variety of unmanned aircraft systems (UAS) to survey large scale incidents and provide live video feeds and still photographs back to the incident commander without having to commit human resources to a hazardous area.

The agency has policies in place and complies with applicable hazardous materials regulations. The hazardous materials coordinator establishes and ensures the completion of required training based on minimum training requirements. Training completions are tracked in the agency’s records management system (RMS). LFD also complies with other applicable hazardous material regulations such as annual employee health screenings and permanent retention of employee exposure records.

Performance Gap Analysis

The following tables 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).

2017 - 2021 Moderate Risk Hazmat Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	6:16	6:24	00:08
		n=124		
1st Due	Rural	7:49	7:24	00:25
		n=54		
ERF	Urban	7:15	10:24	03:09
		n=118		
ERF	Rural	8:23	12:24	04:01
		n=48		

2017 - 2021 High Risk Hazmat Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	6:20	6:24	00:04
		n=12		
1st Due	Rural	7:19	7:24	00:05
		n=12		
ERF	Urban	7:36	10:24	02:48
		n=10		
ERF	Rural	9:07	12:24	03:17
		n=12		

The agency conducts a formal annual program appraisal that documents inputs, outputs, outcomes/impacts, recommendations, and goals for the next year of the program. Many of the outcomes are documented as activities to occur in the future, instead of what effects and results were achieved in the appraised year. It is recommended the agency include additional outcomes in its formal documented annual program appraisals to measure performance towards meeting the agency’s goals and objectives.

Category 6 — Physical Resources

Development and use of physical resources are consistent with the agency’s established plans. A systematic and planned approach to the future development of facilities is in place. Lenexa Fire Department (LFD) staffs six fire stations and all stations are staffed with a minimum of one emergency response unit. The fire chief and administration work with architects, builders, and the community to design, build, and renovate agency facilities. The agency recently retrofitted a portion of the previous city hall into a fire station to meet the needs of the community and improve emergency response coverage. There are plans to construct a temporary environmentally controlled apparatus bay and eventually a new facility for Fire Station 6. There are other stations and training towers listed as unfunded priorities and are scheduled to be replaced in future plans.

The agency designs, maintains and manages fixed facility resources that meet the agency’s goals and objectives. Fire administration is located conjointly with Fire Station 1 and the fire prevention office is in the previous city hall. The agency also has a dedicated training center with classroom space and simulation labs. In 2021, the agency moved into a temporary station located in the previous city hall to meet coverage needs in northeast Lenexa. The temporary station requires the apparatus be stored outside causing the unit and staff to be relocated during inclement weather.

All fire stations were built to the meet applicable building codes and standards at the time of construction. However, several are not equipped with built-in fire protection or monitored fire alarm systems. Four of the six fire stations are outfitted with vehicle exhaust removal systems, and all are outfitted with emergency generators. It is recommended the agency evaluate all its facilities for health and safety concerns and develop and implement a plan of mitigation measures.

Personal protective equipment (PPE) is stored in the apparatus bays in most stations and are out of direct sunlight. Station maintenance and repairs are conducted by city facilities staff and coordinated through the battalion chief of logistics.

Apparatus resources are designed, purchased and maintained to adequately meet the agency's goals and objectives. The agency's process for design and procurement of apparatus includes participation from an internal apparatus committee and fleet services. The agency has sufficient reserve apparatus to meet the needs of replacing out-of-service units when they are being repaired and maintained.

The inspection, testing, preventive maintenance, replacement schedule and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs. The agency performs daily, weekly, and monthly inspections of its apparatus. Documentation of these activities is found in the agency's records management system (RMS). LFD contracts with a third-party vendor to conduct annual pump and ladder testing and conducts annual hose testing internally. All maintenance and testing records are also maintained in the agency's RMS.

The city Municipal Services Department's service center provides a facility with adequate space for apparatus maintenance and repairs. The facility has numerous bays equipped to fit all apparatus and staffed during the week with six mechanics. The fleet services division is responsible for routine maintenance and third-party vendors are used for specific apparatus repairs, maintenance, and testing. Fleet services conducts regularly scheduled preventative maintenance. The service center provides five mechanics with emergency vehicle technician (EVT) certifications, with four of them being master EVTs. The fleet division has an on-call policy and procedure for emergency repairs.

Equipment and supplies are adequate and designed to meet the agency's goals and objectives. A specified inventory level of tools and small equipment is maintained by the agency and strategically distributed on apparatus. A cache of reserve equipment is also maintained. The agency has a documented small tools/equipment replacement plan. The agency utilizes a third-party vendor for self-contained breathing apparatus (SCBA) compressor air sampling testing, and SCBA testing and maintenance. Repair of small tools and equipment is managed by the logistics battalion chief in a software program specified for inventory control and is reconciled with actual inventory annually.

Safety equipment is adequate and designed to meet agency goals and objectives. The agency issues two sets of personal protective equipment (PPE) to all personnel and maintains extra PPE stock. One station is equipped with an extractor, and personnel are expected to wash PPE after it becomes contaminated and utilize the second set of PPE during the cleaning process. Other stations are equipped with a washer that meets manufacturer's recommendations for PPE cleaning but are not extractors. Special operations personnel are issued additional PPE specific to the specialty.

PPE is stored in the apparatus bays of most fire stations; however, each station is outfitted with direct-capture exhaust extraction systems, except at Fire Stations 5 and 6. Fire Station 6 apparatus is currently stored outside, minimizing the need for exhaust capture. The logistics battalion chief is responsible for managing PPE repairs with a third-party vendor. The agency does not conduct annual or routine PPE inspections, regular cleanings, or testing unless a repair is required. It is recommended the agency inspect, clean, and test personal protection equipment according to the manufacturer's recommendations.

The agency uses a third-party vendor for annual flow testing, hydrostatic testing, air compressor sampling, and SCBA repairs. The agency completes daily checks of individual SCBAs, and fit tests are conducted annually.

Category 7 — Human Resources

General human resources administration practices are in place and are consistent with local, state/provincial and federal statutory and regulatory requirements. The City of Lenexa Human Resources (HR) Department has a full time HR director, an assistant HR director, three HR partners, an HR generalist, a senior HR specialist, as well as a part time senior HR specialist. LFD's assistant chief of support services liaisons between the agency and city HR as a human resources specialist. Current and established policies direct HR administrative practices.

Systems are established to attract, select, retain and promote qualified personnel in accordance with applicable local, state/provincial and federal statutory requirements. LFD uses several mechanisms to announce entry-level, lateral, and promotional positions, such as CareerBuilder.com, message boards, recruitment agencies, bulletin boards, and social media platforms. Lateral or promotional opportunities are typically announced internally via electronic mail and on the agency's announcement boards.

Agency administration and operations members are part of the recruiting process. Brochures and social media posts are readily available, and the city encourages members to share recruitment opportunities widely. The city has a robust referral program that pays Lenexa employees a bonus should a referred candidate become successfully employed with the city. In 2020, the city paid over \$10,000 for over 60 referrals made between 2019 and 2020.

LFD utilizes ClearCompany/Automatic Data Processing, Inc. (ADP) to screen and track potential candidates during recruitment. ClearCompany/ADP was implemented in early 2021 and has allowed the city and agency to have frequent contact with potential new hires. LFD noted there are fewer candidates applying for available positions and increasing competition with neighboring agencies. The system allows the agency to immediately vet applications and schedule interviews. By speeding up the process and increasing early communications with candidates, LFD increases their chances of hiring the most desirable candidates.

LFD's workforce composition is not currently reflective of the service area demographics and intentional efforts to recruit a more diverse candidate pool has been ongoing. The city closely tracks workforce demographics and publishes a comprehensive workforce composition report annually. As typical across the nation, female firefighter recruitment has been challenging for the agency, although small strides have been made in recent years. It is recommended the agency continue exploring methods to increase member diversity to be more reflective of the city's demographics.

New members are oriented to the LFD in a consistent manner and a probationary process is used by the agency. New members receive a six-month interim performance appraisal allowing supervisors to provide members with verbal and written notice of any required performance improvements. Thereafter, members receive formal annual appraisals with semi-annual performance reviews.

LFD has a robust employee recognition program in place. A committee assembles annually to evaluate employees nominated for awards that are reflective of the agency's core values. Formal badge ceremonies and informal service recognitions are held throughout the year. LFD submitted a nomination and successfully received the U.S. Department of Justice's 2017 Public Safety Officer Medal of Valor award. The award was presented by the President to two LFD members during a White House ceremony in May 2019.

Documented personnel policies and procedures are in place to guide both administrative and personnel behavior. LFD has utilized Power DMS to track and catalogue policies and procedures. As a result of the agency's successful use of this system over the years, the city recently adopted the system for all city departments, including management of personnel policies, procedures, and rules. The system facilitates easy updates and circulation of policies throughout all city departments. Included in Power DMS is a policy that defines and prohibits harassment, bias, and unlawful discrimination of members and has an internal ethics and conflict of interest policy that is published and communicated to employees. Members also have access to an independent reporting hotline.

Human resources development and utilization is consistent with the agency's established mission, goals and objectives. LFD has a position classification system and a policy that outlines procedures for making changes to job descriptions. There is an informal process in place for receiving feedback and input from agency members through the chain of command and through participation in LFD, city, county, regional, state, and/or national committees. Career and professional development programs are strongly encouraged by LFD. The city offers a tuition reimbursement program that is well utilized by the agency. Most (23 of 29) recent tuition reimbursement recipients in the city were LFD members.

A system and practices for providing employee/member compensation are in place. Benefits and pay rates are made available to all employees on the city's intranet and internet sites and employees are made aware of any changes. Each year, the city publishes a comprehensive benefits guide to assist employees in choosing the right type of plan and coverage level. Benefits presentations are provided annually prior to healthcare open enrollment.

Category 8 — Training and Competency

A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs.

Lenexa Fire Department (LFD) has established general goals and specific objectives that direct the agency's training priorities. The agency's formalized training is designed to maintain personnel skills and certifications, such as in hazardous materials, emergency medical services (EMS), and incident management. Insurance Services Office's (ISO) training subjects and hours recommendations are also used to develop annual training. Each position in the agency is required to complete training annually based on the tasks associated with each position. In addition, annual, quarterly, and monthly training plans are established for agency personnel to follow under direction of the battalion chief of training and training captains. The battalion chief of training and training captains are responsible for maintaining training records.

Training and education programs are provided to support the agency's needs. The battalion chief of training, two training captains, and operations battalion chiefs are responsible for developing an annual training plan and developing and coordinating required training set forth by the state, medical director, and agency. One training captain is responsible for fire training and one for EMS training. The agency has recently undergone a reorganization and one staff person was reassigned from the training division to operations.

The agency requires applicants to be certified as firefighters before applying and hosts an eight-week recruit academy. The recruit academy consists of administration, fire suppression, and EMS training.

The agency ensures all personnel obtain the required training hours in accordance with annual ISO requirements. Processes are in place for initial and ongoing driver training and all command officers are required to be *Blue Card* certified. Individual performance appraisals help to focus officer development and remediation training for officers and a lieutenant officer development plan is near implementation. The agency uses formal methods to receive feedback following training, specifically utilizing survey monkey.

The agency conducts a formal annual program appraisal that documents inputs, outputs, outcomes/impacts, recommendations, and goals for the next year of the program. Many of the outcomes are documented as activities to occur in the future, instead of what effects and results were achieved in the appraised year. It is recommended the agency include additional outcomes in its formal documented annual program appraisals to measure performance towards meeting the agency's goals and objectives.

Printed and nonprinted training and education resources, library materials, media equipment, facilities and staff are available in adequate quantity, relevancy and diversity, and are current. The agency has training and education resources, such as library materials, media equipment, facilities, and staff to provide training and instruction. Company officers are required to obtain and maintain fire officer instructor certification. Certified instructors and/or subject matter experts are available in the department and regionally to provide EMS and special operations training.

The agency has a dedicated training center with high-fidelity simulation labs, a library, an auditorium, and several classrooms. LFD also has a multi-story tower located at Fire Station 1 available for various types of training and access to burn buildings in neighboring jurisdictions for live fire training. City leadership recognizes a training tower as an unfunded capital improvement project for future consideration.

Category 9 — Essential Resources

Criterion 9A – Water Supply

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria.

Lenexa Fire Department (LFD) scored 38.75 out of 40 in its 2018 ISO report. However, it scored 2.5 out of three points in 621 — Credit for Hydrants. Water supply is reliable and capable of distributing adequate volumes of water and pressures. The agency's fire prevention office works with the building department and the local water authority (WaterOne) to ensure all areas are properly distributed with fire hydrants that meet minimum fire flow requirements.

WaterOne maintains records of all fire hydrant inspections and testing. Private hydrant testing records are evaluated by fire inspectors during annual inspections. The agency has identified 14 occupancies with hydrants over 1000 feet from a hydrant and has planned options to supply water to those occupancies. Procedures to identify and communicate hydrant issues and water supply issues with field personnel and WaterOne have been established; however, they are not documented in policy. It is recommended the agency develop a policy establishing a reporting and notification process for fire hydrants going in and out of service.

Criterion 9B – Communication Systems

The public and the agency have an adequate, effective and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies.

Johnson County Emergency Communication Center (JCECC) operates a modern state of the art dispatch center that provides emergency communications and dispatch services to Lenexa Fire Department (LFD). JCECC has achieved Accredited Center of Excellence (ACE) status through the International Academies of Emergency Dispatch (IAED). The center is well staffed with modern equipment, hardware and software systems, and emergency procedures. The radio system is an Association of Public-Safety Communications Officials (APCO) Project 25 (P25) communication system designed to provide coverage of 95 percent portable on-the-hip in-building coverage. Systems are in place for radio communication when coverage is not accomplished.

The computer aided dispatch (CAD) system utilizes an automatic vehicle location (AVL) system to determine the closest response unit based on priority and jurisdiction. JCECC has established policies and procedures in place and provides pre-arrival medical instructions. The communication system is interoperable with local, regional, and statewide systems for the department to communicate with mutual aid and automatic aid resources. Mobile data terminals (MDT) were found in apparatus and CAD information is displayed for personnel to view and communicate via on-screen push buttons.

Lenexa Police Department's (LPD) communication center is the primary public safety answering point (PSAP) for the city. Emergency calls for the agency are initially received by LPD and then transferred to JCECC. The handling and transfer times of LPD are not currently included as part of the total response time. The agency does receive summary documentation at the 90th percentile for the transfer of the calls. It is recommended the agency account for alarm transfer time for each incident and report alarm handling time that incorporates primary PSAP to secondary PSAP alarm transfer time in its total response time analysis.

JCECC has procedures in place should the center need to be evacuated to ensure seamless coverage. Prior to the coronavirus pandemic, the center was testing components of the plan on a quarterly basis. These tests are scheduled to resume in the second quarter of 2022. A full-scale exercise has been discussed but has not been conducted. It is recommended the agency coordinate with its communications center to conduct a full-scale exercise to test center operations with Lenexa fire units in the event of a radio communications failure or disruption.

The agency conducts a formal annual program appraisal that documents inputs, outputs, outcomes/impacts, recommendations, and goals for the next year of the program. Many of the outcomes are documented as activities to occur in the future, instead of what effects and results were achieved in the appraised year. It is recommended the agency include additional outcomes in its formal documented annual program appraisals to measure performance towards meeting the agency's goals and objectives.

Criterion 9C – Administrative Support Services and Office Systems

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions such as

organizational planning and assessment, resource coordination, record keeping, reporting, business communications, public interaction and purchasing. Lenexa Fire Department (LFD) administrative and support staff operate from a modern business office co-located with a fire station. The agency has record keeping systems in place with redundant capabilities to ensure continuity of operations. The agency has ongoing training programs in place for administrative staff. Policies and procedures for the city and LFD are reviewed and updated on a regular basis. Community information is provided by LFD through a website and various social media platforms. A regional mass notification system known as NotifyJoCo is available to Lenexa for emergency public communications. Public records and record compliance is maintained based on city and state requirements.

Criterion 9D – Information Technology

Information technology resources are in place with adequate staff to efficiently and effectively conduct and manage the agency's information technology functions, such as hardware and software implementation and maintenance and data analysis. Lenexa Fire Department (LFD) uses several software systems and hardware platforms to meet information technology (IT) needs. The agency's hardware, software and IT personnel are appropriate for the agency's size, function, complexity, and mission. The IT office oversees the agency's cybersecurity and hardware systems, and the agency has internal personnel that manage IT functions, such as hardware and software implementation, maintenance, and data analysis. The agency relies on a single, internal captain responsible for training, the drone program, leatherworks, data management, and other software and hardware IT needs.

The agency's records management system (RMS) software's life expectancy will expire at the end of 2022 but has maintained legacy data on local servers. The agency is working to replace this software in coordination with neighboring agencies. Lenexa has been hosting RMS presentations for the region's fire agencies and will invite the top vendors to return for additional evaluation of their software and services.

Category 10 — External Systems Relationships

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations and/or cost effectiveness. Lenexa Fire Department (LFD) utilizes external relationships to leverage response time improvement, purchasing, and develop training capabilities. Examples of such relationships include the countywide purchase of self-contained breathing apparatus (SCBA) and multi-agency purchasing of cardiac monitors and automatic external defibrillators (AED), mutual/automatic aid agreements with neighboring jurisdictions, and technical rescue training in the Meritex industrial park, a 2.7 million square foot underground industrial park.

Members of LFD maintain active relationships at varying levels of the organization with the Johnson County Fire Emergency Services Chiefs Association, Heart of America Fire Chiefs Council, Kansas State Association of Fire Chiefs, Mid-America Regional Council (MARC) and the International Association of Fire Chiefs (IAFC). Many other key relationships are identified in the agency's strategic plan. LFD continually seeks to foster functional relationships that may assist in the achievement of agency goals and objectives and actively provides feedback to improve services in the region.

The agency maintains current agreements with those external agencies which support the identified programs. LFD implemented a scheduling software to ensure that agreements are managed and reviewed annually. The software emails reminders to individuals responsible for reviewing and revising the agreements. The agency maintains a mutual and automatic aid inter-local cooperation agreement with various municipalities and fire districts in Johnson County. The agreements allow for consistent and reliable service, as resources from any Johnson County fire agency can provide coverage in Lenexa as needed. The agreement was recently reviewed and revised in August 2021 and is in the process of being circulated to all participating agencies for signatures.

LFD evaluates external agency performance regularly through training exercises and monitors performance by observing daily tracking reports from LFD's records management system (RMS). Emergency medical services (EMS) skill validation and training is conducted monthly with Johnson County Med-Act. Alarm processing time performance of the Johnson County Emergency Communications Center is tracked through daily summary reports.

Category 11 — Health and Safety

The agency's occupational health, safety and risk management programs protect the organization and personnel from unnecessary injuries, loss, and liability. Lenexa Fire Department (LFD) health, safety and risk management plan is overseen by the assistant chief of administration. The agency and city have updated and established policies and procedures to provide a safe and healthy work environment, while reducing injuries and liability. The Johnson County Fire and Emergency Services Chiefs Association (JCFESCA) has established an incident safety officer training program that includes a safety officer on the initial dispatch of resources.

Safety programs are developed and presented for new equipment/apparatus and operational procedures. Accidents and injuries are formally investigated and documented, and lessons learned are incorporated into training programs and policy changes. The agency's safety committee resumed formal face-to-face meetings in 2021 after a pause in response to the coronavirus pandemic. The committee's goal is to continue development of near miss reporting that focuses on a culture of lessons learned. The city has also established a "Speak Up" hotline for employees to report safety concerns.

The agency has a wellness/fitness program for personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program. The agency has a long-established wellness and fitness program. Pre-employment, rehabilitative and regular physical examinations are provided for all employees. Cancer and mental health screenings are provided for employees as part of their annual medical examinations. Fire stations are equipped with contemporary fitness equipment and assessments are conducted annually using the Cooper Institute's fitness assessment.

In 2021, as part of the annual physical evaluation, the agency contracted the use of a physical therapist to provide employees with a work plan to reduce the leading cause of agency injuries: strains and sprains. Employee support services are provided utilizing the agency's chaplain, Saint Luke's employee assistance program and Johnson County Mental Health's critical incident stress management. Other support provided includes a peer support team and contractual psychologists. The agency is also experimenting with the use of a comfort dog to assist with the wellness of its members.

The agency conducts a formal annual program appraisal that documents inputs, outputs, outcomes/impacts, recommendations, and goals for the next year of the program. Many of the outcomes are documented as activities to occur in the future, instead of what effects and results were achieved in the appraised year. It is recommended the agency include additional outcomes in its formal documented annual program appraisals to measure performance towards meeting the agency's goals and objectives.