

## **Category 1: Governance and Administration**

For purposes of this category, governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services, and interprets the agency's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.

The legal entity and governing authority define the duties and responsibilities of the agency in an official policy statement. An organization's charter or local or state/province general statutes likely contain an agency's official policy statement.

The chief executive or chief fire officer should provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. Keeping an elected governing board and/or high-ranking individual informed on all matters affecting the agency and delivery of emergency services is the primary responsibility of agency leadership.

It must be recognized that other organizations participate in the governance of the agency, such as the state/provincial and federal governments through legislation, regulations, and funding procedures, and other organizations through associations and bargaining units. The governing board coordinates all these diverse interests to set the direction of the agency.

The agency administration exercises responsibility for the quality of the agency through an organized system of planning, staffing, directing, coordinating, and evaluating. The agency administration is entrusted with the assets and is charged to uphold its mission and programs, to ensure compliance with laws and regulations, and to provide stability and continuity.

For many volunteer fire service organizations, the governing board is within the municipal or county government and is the executive/legislative body for municipal or county governance, some elected directly by the public, such as special districts. In the absence of a municipally appointed fire chief or chief executive officer, for purposes of accreditation, the duly elected or appointed volunteer fire chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility to a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or designee. It is vital that the leadership of every agency understand who sets policy for the government structure they are working in and their role in implementing that policy.

## **Criterion 1A: Governing Body**

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.

### **Summary:**

The Lenexa Fire Department is legally established under city ordinance and complies with local, state/provincial, and federal requirements. The legal requirements are monitored for changes to ensure compliance is maintained. A city organizational structure exists to guide and manage the city. Within that structure are special bodies that are defined to assist. The governing body maintains a policy perspective and authorizes staff to deliver programs and services to achieve established organizational mission, values, and governing body goals, following a defined code of ethics. The fire chief is appointed by the city manager through a credible, competitive process. Communication occurs between the governing body and staff during budget process, planning meetings, and other forums.

**Performance Indicators:**

**CC 1A.1      The agency is legally established.**

**Description**

The City of Lenexa, Kansas Fire Department is legally established and adopted through the City of Lenexa Municipal Code Ordinance 1-7-A-1.

**Appraisal**

The City of Lenexa Municipal Code Ordinance 1-7-A-1 has been adopted and has served to establish the Lenexa Fire Department.

**Plan**

The city ordinance will remain on file and will be considered for revision as needed. Updates and revisions will be submitted to the city council for approval and adoption.

**References**

City of Lenexa Municipal Code Article 1-7-A-1 Department Established

**CC 1A.2** The agency has a **methodology in place** for recognizing and reacting to changes in **legal requirements** of local, state/provincial and federal governments (i.e., inspection reports, regulatory references, meeting minutes and legal opinions).

### **Description**

The Lenexa Fire Department (LFD) works in conjunction with the finance, human resources, and legal departments to ensure compliance with local, state/provincial, and federal laws. Some of these entities include Equal Employment Opportunity Commission, Americans with Disability Act, Genetic Information Non-discrimination Act of 2008 (GINA), Prohibitions of Harassment/Discrimination/Retaliation, Fair Labor Standards Act (FLSA), Health Insurance Portability and Accountability Act of 1996 (HIPAA), Jury System Improvement Act of 1976, Drug Free Workplace Act of 1988, and the Family and Medical Leave Act (FMLA).

### **Appraisal**

The department has effectively adhered to all polices and remained compliant with local, state/provincial, and federal laws. The City of Lenexa human resources department, financial department, and legal department have partnered with the LFD to remain proactive in these areas.

### **Plan**

The LFD administration will continue to remain compliant with legal requirements at the local, state/provincial, and federal level. Changes will be implemented as necessary.

### **References**

City of Lenexa Personnel Policy - Americans with Disability Act (pp.13-16)

City of Lenexa Personnel Policy - Anti-Discrimination (p.13)

City of Lenexa Personnel Policy - Equal Employment Opportunity (pp.13-16)

City of Lenexa Personnel Policy - Fair Labor Standards Act (pp.44-50)

City of Lenexa Personnel Policy - Family and Medical Leave Act (pp.104-115)

City of Lenexa Personnel Policy - Genetic Information Non-discrimination Act of 2008 (GINA)  
(p.21)

City of Lenexa Personnel Policy - Harassment in the Workplace (pp.14-16)

City of Lenexa Personnel Policy - Health Insurance Portability and Accountability Act of 1996  
(pp.57-63)

City of Lenexa Personnel Policy - Jury System Improvement Act of 1976 (p.104)

1A.3 The governing body of the agency periodically reviews and approves services and programs.

### **Description**

The governing body annually reviews and approves the department budget. This approval process includes discussion of core services, accomplishments, annual goals, key performance measures, and historical expenditure information. The city manager conducts an annual performance review of the fire chief. The review is intended to measure the effectiveness of the fire chief and the department's mission and goal accomplishments.

### **Appraisal**

The formal and informal communication process between the fire chief, city staff, city manager and governing body has served the community well. The process has included annual city Management Team and Governing Body retreats to conduct service and program planning. Budget presentations have been developed, delivered, and submitted for governing body approval.

### **Plan**

The Lenexa Fire Department will continue to foster transparency through communication with the city staff, city manager and governing body.

### **References**

City of Lenexa Annual Budget Document - 2021

City of Lenexa Budget - Fire Department - 2021 (pp.106-109)

City of Lenexa City Manager Budget PowerPoint Presentation - 2020

Governing Body Retreat - Fire Department Update PowerPoint Presentation - 2020

Governing Body Retreat Agenda - 2021

Lenexa Fire Department Fire Chief Annual Performance Review - 2020

Lenexa Fire Department Update to the City Council (May 2021)

1A.4 The role and composition of various policymaking, planning and special purpose bodies are defined by the governing body in an organizational chart.

### **Description**

City of Lenexa (COL) Municipal Codes 1-4 (City Council) and 1-5 (Boards, Commissions, and Councils) establishes the various policymaking, planning, and special purpose bodies within the COL organizational structure. These include the COL City Council, Planning and Zoning Board, Lenexa Arts Council, COL Parks and Recreation Advisory Board, and the COL Foundation Board. The Lenexa Fire Department regularly attends scheduled Planning and Zoning Board meetings.

### **Appraisal**

The COL mayor, city council, and city manager have maintained the policy making, planning, and special purpose bodies' organizational structures as necessary. Through engagement with the Lenexa Community Development Department the Lenexa Fire Department Prevention Division has influenced and provided counsel to the Planning and Zoning Board regarding community fire safety issues.

### **Plan**

The organizational structure, roles, and composition of various policy making, planning, and special purpose bodies will continue to be evaluated and modified as needed, with active participation and representation by the fire department when necessary.

### **References**

City of Lenexa Organizational Chart - 2021

City of Lenexa Municipal Code Article 1-4 City Council

City of Lenexa Municipal Code Article 1-5 Boards, Commissions, and Councils

City of Lenexa Planning Commission Meeting Minutes (March 1, 2021)



1A.5 The governing body or designated authority approves the organizational structure that carries out the agency's mission.

### **Description**

The Lenexa City Manager is responsible for implementing the policies of the governing body, submitting a budget, directing, coordinating, and approving the administrative structure of each department.

### **Appraisal**

The City of Lenexa Governing Body, Lenexa City Manager, and City of Lenexa Fire Chief have annually discussed the department's structure to ensure that the level of service provided is commensurate to address risks of the community.

### **Plan**

The department will continue to evaluate the effectiveness of the organizational structure and make necessary recommendations to the governing body and city manager.

### **References**

City of Lenexa Budget - Fire Department - 2021 (pp.106-109)

City of Lenexa City Manager Budget PowerPoint Presentation - 2019

City of Lenexa Municipal Code Article 1-6-F City Manager, Section 1-6-F-2 Powers and Duties

City of Lenexa Organizational Chart - 2021

Lenexa Fire Department Job Description - Fire Chief

1A.6 The governing body adheres to an approved conflict of interest policy that is applicable to the governing board members and staff.

**Description**

City of Lenexa (COL) Municipal Code Article 1-6-H “Conflict of Interest” establishes reasonable standards and guidelines for ethical conduct regarding conflicts of interest for elected officials, candidates for elected office, appointed officials, and city employees. The code outlines and provides guidance for classifications of interest.

**Appraisal**

The governing body code of ethics has provided direction to avoid possible conflicts of interest.

**Plan**

The COL legal staff will continue to establish, and modify when necessary, policies to promote ethical conduct, and prevent unintended acts of impropriety.

**References**

City of Lenexa Personnel Policy - Code of Ethics (pp.123-124) City  
of Lenexa Municipal Code Article 1-6-H-1 Conflict of Interest

City of Lenexa Municipal Code Article 1-6-H-2 Disclosure of Substantial Interest

City of Lenexa Municipal Code Article 1-6-H-3 Substantial Interest in Contracts or Other  
Matters

1A.7 A communication process is in place between the governing body and the administrative structure of the agency.

**Description**

The fire chief reports directly to the city manager. The city manager is the administrative head of the city under direction of the mayor and city council. The city manager submits the annual budget and approves department structure, services, and programs. The fire chief and staff attend and are available during city council meetings, committee of the whole meetings, and the annual city council planning sessions.

**Appraisal**

The communication process between the department, the city manager, and the governing body is established, and has provided proper guidance of the department.

**Plan**

The city manager and fire chief will monitor the current process, utilize new communication method as necessary, and make changes when required.

**References**

City of Lenexa Municipal Code Article 1-6-F City  
Manager City of Lenexa Organizational Chart - 2021

**Criterion 1B: Agency Administration**

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and objectives.

**Summary:**

The City of Lenexa Fire Department has an established administrative structure to accomplish established mission, goals, and objectives. The department is organized into four major divisions: operations, prevention, professional development, and administration. Organizational structures and job descriptions are established and maintained to reflect current practices. The strategic plan guides the achievement of the organizational mission, goals, and objectives. Financial, physical, and human resources are allocated to meet the mission, goals, and objectives of the agency.

## **Performance Indicators:**

**CC 1B.1**      The administrative structure and allocation of financial, equipment and personnel resources reflect the agency's mission, goals, objectives, size and complexity.

### **Description**

The Lenexa Fire Department (LFD) is organized into four functional divisions to accomplish the mission, goals, and objectives. These include the operations, prevention, professional development, and administration divisions. Division chiefs are assigned to the prevention, professional development, and administration divisions. The deputy chief is assigned to the operations division. The division chiefs report directly to the deputy fire chief while supervising their areas of responsibility. The administration division is responsible for finance and human resources. The operations division is sub-divided into three operational shifts that are each supervised by a fire battalion chief. The battalion chief of logistics reports to the deputy chief of operations. The battalion chief of emergency management reports directly to the fire chief and is responsible for city's emergency management program. The LFD operates from an annual budget that is determined by the city. The budget for equipment and personnel resources are developed from the LFD mission, goals, and objectives.

### **Appraisal**

The administrative structure has been flexible and capable of meeting the department's mission, goals, and objectives. Responsibilities have been redistributed and job descriptions modified to better utilize internal talent and improve division of labor efficiencies. Budget allocation is appropriate for the size and complexity of the department.

### **Plan**

The department will continue to monitor the administrative structure to ensure allocation of resources meet the mission, goals and objectives, and make changes as necessary. The department will continue to provide updates to the city to ensure needs are understood

regarding the allocation of financial, equipment, physical, and human resources are adequate.

## **References**

City of Lenexa Budget and Goals - Fire Department - 2021 (pp.106-109)

Lenexa Fire Department Base Budget Requests with Attachment E-mail - 2021

Lenexa Fire Department Job Description - Battalion Chief: Emergency Management

Lenexa Fire Department Job Description - Battalion Chief: EMS Operations, Training, and Credentialing

Lenexa Fire Department Job Description - Battalion Chief: Logistics

Lenexa Fire Department Job Description - Battalion Chief: Operations

Lenexa Fire Department Job Description - Deputy Fire Chief

Lenexa Fire Department Job Description - Division Chief: Administration

Lenexa Fire Department Job Description - Division Chief: Operations

Lenexa Fire Department Job Description - Division Chief: Professional Development

Lenexa Fire Department Job Description - Fire Chief

Lenexa Fire Department Organizational Chart - 2021

1B.2 Personnel functions, roles, and responsibilities are defined in writing and a current organization chart exists that includes the agency's relationship to the governing body.

### **Description**

Lenexa Fire Department (LFD) job descriptions describe personnel functions, roles, and responsibilities. A current organization chart exists which includes the agency's relationship to the governing body. These references are regularly reviewed, updated, and published/accessible on the LFD intranet site.

### **Appraisal**

LFD job descriptions and organizational charts have been established and maintained. Updates and improvements have been completed as the organizational structure and positional functions have required change. The LFD works in coordination with the Lenexa Human Resources department to discuss modification to job descriptions as those become necessary.

### **Plan**

LFD will work with city departments and the governing body to ensure job descriptions are current and provide revisions as necessary.

### **References**

City of Lenexa Organizational Chart - 2021 Lenexa Fire  
Department Job Descriptions - All  
Lenexa Fire Department Organizational Chart – 2021

## **Category 2: Assessment and Planning**

Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs to identify potential goals and objectives. All agencies should have a basic source of data and information to logically and rationally define the organization's mission. Assessment and planning are critical to the establishment of service level objectives, standards of cover, and ultimately, the quality of program outcomes.

The overall purpose of using these processes is to establish a long-range general strategy for the operation of the system.



**Criterion 2A: Documentation of Area Characteristics**

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.

**Summary:**

The City of Lenexa Fire Department has defined response service areas. Formal agreements have been approved to provide and receive automatic and mutual aid. Response time standards have been developed for defined areas that will be further divided into specific planning zones in the future. The planning zone methodology considers specific characteristics in zones with regard to information (e.g., population, transportation, geography, hazards, risks) derived from both risk analysis and material provided by Environmental Systems Research Institute. Additional response area considerations include the identification of critical infrastructure and socio-economic demographics. A variety of public safety programs have been developed, delivered and documented to address risk reduction needs within the city. Data for property loss and preservation has been recorded annually.

## **Performance Indicators:**

2A.1 Service area boundaries for the agency are identified, documented, and legally adopted by the authority having jurisdiction.

### **Description**

There are legal boundaries established for the City of Lenexa (COL) which are clearly defined and serve the organization effectively. There are no undefined areas of coverage in the city or the surrounding borders. The geographical boundaries for the COL have been identified in the City Municipal Code (99-125 December 7, 1999) and are in accordance with the Kansas State Statute (KSA 12-517). The fire department provides services within established city limits as well as certain mutual and automatic aid areas. In relation to neighboring communities, the City of Olathe is located south of Lenexa; the City of De Soto is located west of Lenexa; the City of Shawnee is located north of Lenexa; and the City of Overland Park is located east of Lenexa. Formal boundary agreements exist with each of the surrounding cities as well as mutual and automatic aid agreements where appropriate.

### **Appraisal**

Boundaries have been identified, documented, and legally adopted.

### **Plan**

The COL and the Lenexa Fire Department will continue to monitor and make changes as needed to the maps that identify the geographical boundaries, road network, jurisdictional boundaries, and mutual and automatic aid areas.

### **References**

City of Lenexa Municipal Code Resolution 99-125 - City Limits and Boundary Lines

City of Lenexa Service Area Map

Fully Executed Mutual and Automatic Aid Interlocal Cooperation Agreement

Kansas Statute - K.S.A. 12-517

2A.2 Boundaries for other service responsibility areas, such as automatic aid, mutual aid, and contract areas, are identified, documented, and appropriately approved by the authority having jurisdiction.

### **Description**

The Lenexa Fire Department (LFD) participates with other fire departments in Johnson County, Kansas under the auspices of an established mutual and automatic aid interlocal agreement. This document has been approved by the fire chiefs and governing bodies of the agencies involved. The mutual and automatic aid interlocal agreement authorizes the LFD to respond outside of its boundaries based on incident type and travel time data as identified by the computer-aided dispatch system recommendations. In addition, this interlocal cooperation agreement authorizes all participating agencies to request additional mutual aid resources during large incidents from multiple agencies. Other private agreements exist outside of the scope of the mutual and automatic aid interlocal agreements for the LFD to respond to neighboring jurisdictions based on accessibility and incident type.

### **Appraisal**

The cooperative nature in which the mutual and automatic aid interlocal agreements was formed has produced a fair and balanced system. Agreement conditions have ensured high priority incidents are resourced appropriately, considering resource depletion of aid-given agencies.

### **Plan**

The LFD will continue to monitor and make changes as needed to private agreement and the mutual and automatic aid interlocal agreement, to ensure appropriate resource availability for the requesting department regarding specific incident response needs.

### **References**

Automatic Aid Agreement - Lenexa Fire Northbound US69, from 87<sup>th</sup> to I-35 Merge

Automatic Aid Agreement - Lenexa Fire Westbound K10, Just West of Renner to the Desoto/Lenexa City Limits

Automatic Aid Agreement - Olathe Fire SB I-35 from City Limits to 119<sup>th</sup> Street

Automatic Aid Agreement - Overland Park Fire Eastbound I-435 from Pflumm to Quivira

Fully Executed Mutual and Automatic Aid Interlocal Cooperation Agreement

**CC 2A.3** The agency has a **documented and adopted methodology** for organizing the response area(s) into geographical planning zones.

**Description**

The Lenexa Fire Department (LFD) has organized the community using 3 planning areas (east, central, and west), consisting of 43 one-mile square planning zones, and 6 station response areas. Each planning area, planning zone, and station response area is evaluated for fire, emergency medical service, hazardous materials, and technical rescue demands.

**Appraisal**

The organization of the community based on planning areas, planning zones, and station response areas, has provided the ability to evaluate and analyze data to ensure organizational goals and objectives are being met.

**Plan**

The LFD will continue to analyze and make changes as necessary to the geographic planning areas, zones, and station response areas, to ensure response service needs and operational objectives are met.

**References**

City of Lenexa Service Area Map

Lenexa Fire Department Community Risk Assessment Standards of Cover - 2021 (pp.91-93)

**CC 2A.4      The agency assesses the community by planning zone and considers the population density within planning zones and population areas, as applicable, for the purpose of developing total response time standards.**

### **Description**

The Lenexa Fire Department's (LFD) three planning areas (east, central, west) consist of 43 one-mile square planning zone "grids" that are defined by their population density. The planning zones represent two different population densities, urban and rural. The population densities are used in the development of the department's total response time standards. The planning zones are designated as urban, based on population with more than 2,300 individuals per square mile, are the most developed and have the greatest density of structures, population, and call demand. The planning zones designated as rural, based on population with less than 2,300 individuals per square mile, are less developed and have less call demand. Each planning zone has defined response time standards based on the population density.

### **Appraisal**

The City of Lenexa has effectively evaluated population density of each planning zone. Development of the LFD planning zones with total response time standards based on population densities have determined response performance expectations, allowing for appropriate concentration and distribution of resources. This has been effective for development of total response time standards.

### **Plan**

The LFD plans to monitor changes in population and density using data provided within the community data profile and adjust total response time standards when necessary to define the planning zone population definition accordingly.

### **References**

City of Lenexa Comprehensive Plan - Data Profile

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021 (p.93)

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021 (pp.267-317)

2A.5 Data that include property, life, injury, environmental, and other associated losses, as well as the human and physical assets preserved and/or saved, are recorded for a minimum of three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

### **Description**

The Lenexa Fire Department (LFD) utilizes the FIREHOUSE Software® program as the records management system for emergency incident record keeping. Records for 2016 through 2020 are available and have been used to establish the current community risk assessment and standards of coverage document. The records and reports in FIREHOUSE Software® are formatted to National Fire Incident Reporting System (NFIRS) and Kansas Fire Incident Reporting System (KFIRS) standards. Each report includes applicable property, life, injury, environmental, and any other associated loss information.

### **Appraisal**

The FIREHOUSE Software® information system has been effective at fulfilling the organization's needs for the collection, retention, and analyzation of incident data.

### **Plan**

The LFD will continue to use FIREHOUSE Software® or a comparable program for recording of all emergency event information. Software upgrades will be evaluated as available.

### **References**

Lenexa Fire Department FIREHOUSE Software® Civilian Casualties by Incident Report (2016-2020)

Lenexa Fire Department FIREHOUSE Software® Dollar Value Saved and Loss Analysis Report (2016-2020)

Lenexa Fire Department FIREHOUSE Software® Fire Service Casualties by Incident Report (2016-2020)

2A.6 The agency utilizes its adopted planning zone methodology to identify response area characteristics such as population, transportation systems, area land use, topography, geography, geology, physiography, climate, hazards, risks, and service provision capability demands.

### **Description**

The Lenexa Fire Department (LFD) works cooperatively with the City of Lenexa Community Development Department to provide well-coordinated efforts in such areas as budget planning, emergency access planning, utilities, construction plans, road improvements, population, etc., to allow for effective delivery of fire department emergency services. The community development department collects and maintains records from many sources regarding demographics of the city. A city profile is published and updated regularly by the community development department that details demographic and planning information. Demographic information is compiled by Environmental Systems Research Institute, Inc. (Esri) software and evaluated for each planning zone. City of Lenexa information is published in the Vision 2040 document and is adequate to identify response characteristics for service level demands.

### **Appraisal**

The demographic information has been researched, analyzed, and proven beneficial in assisting with identifying service level needs.

### **Plan**

The city anticipates population and business growth and will consider needs for related service modifications. Fire department executive staff will continue to collect information during planning and evaluation phases to make quality, data-driven decisions. LFD will work cooperatively with other city departments to project and prepare for services appropriate to demographic demands.

### **References**

City of Lenexa Comprehensive Plan - Data Profile

City of Lenexa Vision 2040 Document

Environmental Systems Research Institute (ESRI) American Community Survey (ACS)

Population Summary Report

Environmental Systems Research Institute (ESRI) Community Profile Report

Lenexa Fire Department Community Risk Assessment Standards of Cover - 2021 (pp.16-29)



2A.7 Significant socioeconomic and demographic characteristics for the response area are identified, such as key employment types and centers, assessed values, blighted areas, and population earning characteristics.

### **Description**

Information collected regarding economic indicators and economic factors is provided by the City of Lenexa Community Development, Information Technology, Finance, Human Resource, and Legal Departments. Specific data regarding economic indicators, assessed values, employment types, and population earning characteristics are available from the community development and finance departments. This information is published in the City of Lenexa Community Data Profile which describes those indicators relevant to planning and operational considerations. The Lenexa Fire Department (LFD) executive staff work in cooperation with the City of Lenexa Community Development Department to identify and assess socio-economic and demographic indicators that have the possibility of dramatically affecting the community. The LFD executive staff participates with other city department heads, the city manager, and the governing body to evaluate and plan future service needs.

### **Appraisal**

Stability of the socio-economic and demographic characteristics in the City of Lenexa has resulted in limited impacts on demands for service. Economic indicators have been considered during the planning and budgeting processes.

### **Plan**

The LFD will continue to leverage the expertise of other City of Lenexa departments to identify and assess significant socio-economic and demographic indicators that have the potential to impact the community.

### **References**

City of Lenexa Comprehensive Annual Financial Report - 2020

City of Lenexa Comprehensive Plan - Data Profile

Lenexa Fire Department Community Risk Assessment Standards of Cover - 2021 (pp.30-32)

2A.8 The agency identifies and documents all safety and remediation programs, such as fire prevention, public education, injury prevention, public health, and other similar programs, currently active within the response area.

### **Description**

The Lenexa Fire Department (LFD) identifies and documents safety programs that provide education in areas of public safety. Safety programs are provided to the community annually and as requested. Current safety programs offered by the LFD include proper use of fire extinguishers, basic first aid and cardiopulmonary resuscitation, juvenile fire setter intervention program, and general fire safety presentations. Additionally, the LFD visits all elementary schools within the response area annually and provides education on a variety of topics to include friendly firefighter demonstrations, smoke alarms, 911 system activation, exit drills in the home, identification of household hazards, and emergency preparedness. Online programs were created due to the restrictions from the COVID-19 pandemic. Public education activities are documented in FIREHOUSE Software® to record type of event and number of participants.

### **Appraisal**

The LFD has adequately identified and documented both current and new methods to provide public safety programs.

### **Plan**

The LFD will continue to monitor program identification, documentation, reach, and effectiveness and make changes as needed. This includes exploring new virtual opportunities utilizing professional media. Work will be done to ensure programs provided are representative of the community's needs.

### **References**

Lenexa Fire Department FIREHOUSE Software® Public Education Report - 2020

Lenexa Fire Department Programs and Event Request Webpage Screenshot

Lenexa Fire Department Standard Practice Guideline - Juvenile Firesetter Program

2A.9 The agency defines and identifies infrastructure that is considered critical within each planning zone.

**Description**

The Lenexa Fire Department (LFD) identifies critical infrastructure within the 43 planning zones. Critical infrastructure is identified through risk analysis and is documented in the standards of cover document. The LFD has identified critical infrastructure to include transportation routes, utilities, communication services, emergency production, and recreational areas.

**Appraisal**

Critical infrastructure has been appropriately identified and documented within each planning zone.

**Plan**

The LFD will continue to monitor and update critical infrastructure information. This information is considered vital to the operations of the LFD and will continue to be a component of the planning process.

**References**

Lenexa Fire Department Community Risk Assessment Standards of Cover - 2021 (pp.33-39)

**Criterion 2B: All-Hazard Risk Assessment and Response Strategies**

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.

**Summary:**

The Lenexa Fire Department (LFD) has identified, adopted, and documented a methodology to categorize and classify risks throughout the community. Historical service demands and loss and saved data has been recorded annually for each one-mile grid planning zone. Occupancy Vulnerability Assessment Profiling (OVAP) distinguishing occupancy risk and a modified Herron's formula distinguishing frequency, consequences, and impact within the city have been utilized to classify risk for each category and class of risk within each planning zone. Critical infrastructure and fire protection / detection systems are incorporated into risk analysis assessing capability and capacity to meet demands.

## **Performance Indicators:**

**CC 2B.1        The agency has a documented and adopted methodology for identifying, assessing, categorizing and classifying all risks (fire and non-fire) throughout the community or area of responsibility.**

### **Description**

The Lenexa Fire Department (LFD) utilizes three methods for identifying, assessing, categorizing, and classifying risks throughout the community or area of responsibility. The first method uses the tri-axial approach, which utilizes the elements of hazardous event probability, consequence, and the impact on the department relative to a risk classification. The tri-axial approach uses a modified Heron's Formula to calculate numerical values based on the three elements listed above, to produce a qualitative mathematical representation in the form of a tetrahedron triangle. The second and third methods use the VISION® software to evaluate Occupancy Vulnerability Assessment Profile (OVAP) for occupancy specific risk determination. Currently, all code-enforced occupancies have been assessed using this model which utilizes 19 criteria to evaluate the risk level. When a building has multiple occupancies, the greatest calculated occupancy risk is assigned to the structure. Applying the Vision software criteria, there have been no Maximum Risks identified. Less than 5% of the occupancies meet a Significant Risk threshold. More than 95% of all code-enforced occupancies are classified as Moderate Risk. The second method (OVAP) was modified to develop a third approach. For further comprehensive risk analysis, the two risk ranges were divided into four categories beginning with the top and bottom 10%. The remaining 80% was divided in half to define the four risk levels. This resulted in 9% of the occupancies being Maximum and Low Risk with over 30% being Significant Risk and the remaining 50% being Moderate Risk. The frequency and probability of occurrence of service demands is identified in each planning zone. All incident information is entered and maintained in the department's FIREHOUSE® Software system. In addition, the LFD uses this information as a planning tool for future response considerations.

### **Appraisal**

Utilization of the Heron's Formula has allowed the LFD to define risks and measure the

probability of occurrence, consequence to the community, and impact to the department within each planning zone. The information in the OVAP database has permitted the LFD to identify target hazards within each planning zone based on an occupancy's vulnerability and assessment profile. Using the two different OVAP methods for risk classification has allowed for a detailed risk measurement specific to an occupancy.

### **Plan**

The LFD will continue to apply credible methodologies to identify, assess, categorize, and classify community risks.

### **References**

Lenexa Fire Department Community Risk Assessment Standards of Cover - 2021 (pp.70-83)

2B.2 The historical emergency and non-emergency service demands frequency for a minimum of three immediately previous years and the future probability of emergency and non-emergency service demands, by service type, have been identified and documented by planning zone.

### **Description**

The Lenexa Fire Department (LFD) identifies the frequency and probability of occurrence of service demands in each planning zone. Current service demands are evaluated through data entered in the FIREHOUSE Software® system. Probability is assessed by analyzing the last four years of response data to determine the frequency of each type of incident in each planning zone. Future probability of service demands is assessed from information received from the City of Lenexa Community Development Department specific to socio-economic and demographic indicators that have the possibility of dramatically affecting the community.

### **Appraisal**

The frequency of emergency and non-emergency service demands has been effectively identified by service type and planning zone as documented in the LFD FIREHOUSE Software® system. Probabilities of future occurrences have been analyzed and estimated based on historical service demands, and socio-economic and demographic indicators.

### **Plan**

The LFD will continue to monitor service demand frequency and probability of occurrence in each planning zone. Coordination with other City of Lenexa departments will continue to occur to assess those indicators that have the potential to impact the community and service demands. This information will continue to be used as a planning tool for future distribution and concentration considerations.

### **References**

City of Lenexa Capital Improvement Program Executive Summary (2020-2024)

Lenexa Fire Department Community Risk Assessment Standards of Cover - 2021 (pp.94-200)

Lenexa Fire Department FIREHOUSE Software® Change in Incidents by Incident Type

for District 1 Report (2017-2020)

Lenexa Fire Department FIREHOUSE Software® Change in Incidents by Incident Type  
for District 2 Report (2017-2020)

Lenexa Fire Department FIREHOUSE Software® Change in Incidents by Incident Type  
for District 3 Report (2017-2020)

Lenexa Fire Department FIREHOUSE Software® Change in Incidents by Incident Type  
for District 4 Report (2017-2020)

Lenexa Fire Department FIREHOUSE Software® Change in Incidents by Incident Type  
for District 5 Report (2017-2020)

Lenexa Fire Department FIREHOUSE Software® Change in Incidents by Incident Type  
for District 6 Report (2017-2020)



2B.3 Event outputs and outcomes are assessed for three (initial accrediting agencies) to five (currently accredited agencies) immediately previous years.

### **Description**

The Lenexa Fire Department (LFD) captures emergency incident details within FIREHOUSE Software® to include loss and save data for property, life, injury, environmental, etc. Information collected is assessed to measure loss and save outcomes, and department outputs that support desired community outcomes.

### **Appraisal**

The LFD recorded incident data within FIREHOUSE Software® has allowed for effective evaluation and analysis of loss and save details, with identification of department outputs regarding service demands. Analysis of this data demonstrated the need for placement of fire station #6 to support the desired outcomes within that station response area.

### **Plan**

The LFD will continue to assess event outputs and outcomes to analyze risk management efforts, and address any concerns identified.

### **References**

Lenexa Fire Department FIREHOUSE Software® Civilian Casualties by Incident Report (2016-2020)

Lenexa Fire Department FIREHOUSE Software® Dollar Value Saved and Loss Analysis Report (2016-2020)

Lenexa Fire Department FIREHOUSE Software® Fire Service Casualties by Incident Report (2016-2020)

**CC 2B.4        The agency's risk identification, analysis, categorization, and classification methodology has been utilized to determine and document the different categories and classes of risks within each planning zone.**

**Description**

The Lenexa Fire Department (LFD) utilizes three methods for identifying, assessing, categorizing, and classifying risks throughout the community or area of responsibility. The first method uses the tri-axial approach, which utilizes the elements of hazardous event probability, consequence, and the impact on the department relative to a risk classification. The tri-axial approach uses a modified Heron's Formula to calculate numerical values based on the three elements listed above, to produce a qualitative mathematical representation in the form of a tetrahedron triangle. The second and third methods use the VISION® software to evaluate Occupancy Vulnerability Assessment Profile (OVAP) for occupancy specific risk determination. Currently, all code-enforced occupancies have been assessed using this model which utilizes 19 criteria to evaluate the risk level. When a building has multiple occupancies, the greatest calculated occupancy risk is assigned to the structure. Applying the Vision software criteria, there have been no Maximum Risks identified. Less than 5% of the occupancies meet a Significant Risk threshold. More than 95% of all code-enforced occupancies are classified as Moderate Risk. The second method (OVAP) was modified to develop a third approach. For further comprehensive risk analysis, the two risk ranges were divided into four categories beginning with the top and bottom 10%. The remaining 80% was divided in half to define the four risk levels. This resulted in 9% of the occupancies being Maximum and Low Risk with over 30% being Significant Risk and the remaining 50% being Moderate Risk. The frequency and probability of occurrence of service demands is identified in each planning zone. All incident information is entered and maintained in the department's FIREHOUSE® Software system. In addition, the LFD uses this information as a planning tool for future response considerations.

**Appraisal**

Utilization of the Heron's Formula has allowed the LFD to define risks and measure the probability of occurrence, consequence to the community, and impact to the department

within each planning zone. The information in the OVAP database has permitted the LFD to identify target hazards within each planning zone based on an occupancy's vulnerability and assessment profile. Using the two different OVAP methods for risk classification has allowed for a detailed risk measurement specific to an occupancy.

### **Plan**

The department will continue to identify, analyze, categorize, and classify community risks with specific methods within each planning zone.

### **References**

Lenexa Fire Department Community Risk Assessment Standards of Cover - Planning Zones - 2021 (pp.105-200)

Lenexa Fire Department Community Risk Assessment Standards of Cover - OVAP - 2021 (pp.76-83)

2B.5 Fire protection and detection systems are incorporated into the risk analysis.

**Description**

The fire protection suppression and detection systems are significant factors in the fire risk analysis determination produced by VISION® Software's Occupancy Vulnerability Assessment Profile (OVAP) used in the Lenexa Fire Department (LFD) Standards of Cover for the purpose of determining fire control needs.

**Appraisal**

The LFD has effectively incorporated fire protection and detection systems into risk analysis using the VISION® OVAP calculation.

**Plan**

The LFD will continue to monitor and update OVAP records to accurately reflect the presence and functionality of fire protection and detection systems in multi-family residential and commercial occupancies. This information will be considered during evaluation of occupancy risks against associated fire control requirements and LFD capabilities.

**References**

Lenexa Fire Department Community Risk Assessment Standards of Cover - OVAP - 2021 (pp.76-83)

Lenexa Fire Department FIREHOUSE Software® Occupancies Listed with Sprinkler System Types Report - 2020

2B.6 The agency assesses critical infrastructure within the planning zones for capabilities and capacities to meet the demands posed by the risks.

**Description**

The Lenexa Fire Department (LFD) identifies critical infrastructure within the City of Lenexa (COL) planning zones. Resource deployment is determined by incident type with consideration of capabilities. The strategic utilization of automatic/mutual aid resources assist the LFD in meeting the demands posed by critical infrastructure risks that exceed agency resource capacity and response times. The LFD currently has pre-planned critical infrastructure occupancy elements in each planning zone.

**Appraisal**

Critical infrastructure pre-plans have provided familiarity with the identified capabilities and capacities to mitigate potential risks.

**Plan**

The LFD will continue to monitor and update critical infrastructure information to recognize operations resource capability and capacity requirements.

**References**

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021 (pp.33-40, 105-196)

Lenexa Fire Department FIREHOUSE Software® Occupancy Pre-Plan Report - Westchester Village

Mutual and Automatic Aid Interlocal Agreement, Response Plans, and Signed Automatic Aid Response Agreements

2B.7 The agency engages other disciplines or groups within its community to compare and contrast risk assessments in order to identify gaps or future threats and risks.

### **Description**

The Lenexa Fire Department (LFD) engages with entities within the community to compare risk assessments. The LFD actively engages other city departments such as the police department to identify and assess threats and risks. The LFD additionally participates within committees comprised of City of Lenexa (COL) departments, local Johnson County Kansas (JOCOKS) agencies, midwest regional, state, and national associations. The LFD participates in the COL safety committee, JOCOKS Medical Director Liaison committee (MDLC), the regional Kansas City Arson Task Force, the Kansas Region V Emergency Medical Services committee, and the Regional Traffic Incident Management committee (RTIMC). Each entity works cooperatively to assesses and identify gaps and risks associated within their specific scope.

### **Appraisal**

The LFD has engaged with both internal and external disciplines or groups that have identified gaps or risks. For example, a MDLC meeting in March 2021 identified two needle sticks that occurred in the Johnson County Fire/EMS System. The gap was identified contributing to both incidents, additional training was developed and delivered to all responders specific to the causal factors. The RTIMC meets regularly to discuss metro traffic work being completed to reduce risks to responders.

### **Plan**

The LFD will continue to identify, engage, and contribute with entities within our community to compare identified risks.

### **References**

Johnson County EMS System Medical Director Program Liaison Committee Meeting Minutes (March 1, 2021)

Regional Traffic Management Committee Meeting Minutes (October 27, 2020)

## **Criterion 2C: Current Deployment and Performance**

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.

### **Summary:**

The Lenexa Fire Department (LFD) has divided the City of Lenexa (COL) into three geographically similar planning areas. Each of these planning areas are further divided into one square mile planning zones. A risk analysis has been completed for each of the 43 planning zones within the city. The fire department executive staff utilizes this information to develop response strategies. This information, along with efforts to comply with industry standards, has resulted in the apparatus and staffing deployment procedures currently in place. The executive staff regularly reviews incident data relevant to the hazards and risks related to structures. This assessment identifies the effectiveness of current procedures and potential changes for improvement. In addition, as the COL continues to develop, the fire department executive staff utilizes risk analysis as a planning tool for future coverage challenges and solutions such as improved deployment models and strategic utilization of automatic/mutual aid options.

**CC 2C.1** Given the levels of risks, area of responsibility, demographics, and socio-economic factors, the agency has determined, documented, and adopted a methodology for the consistent provision of service levels in all service program areas through response coverage strategies.

### **Description**

Given the levels of risks, area of responsibility, and demographics, the Lenexa Fire Department (LFD) uses the modified Heron's formula methodology for risk assessment to analyze service level provisioning. Service level and response strategies are documented in the incident response matrix based on incident and occupancy type. Automatic aid and mutual aid agreements assist in achieving service level objectives throughout the response area. Resource distribution and concentration is derived from volume and probability of service demands.

### **Appraisal**

The current methodology has provided consistent service delivery and concentration and distribution of resources throughout the response area.

### **Plan**

The LFD will continue to monitor and update the response matrix, automatic aid and mutual aid agreements to meet service demands throughout the response area. A modified Heron's formula risk assessment will be applied to create the risk profile in all planning zones for analyzation of future resource distribution and concentration. The LFD will continually research and explore other technologies and strategies, to ensure resources are distributed effectively.

### **References**

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021  
(pp.251-266)

Mutual and Automatic Aid Interlocal Agreement, Response Plans, and Signed Automatic Aid Response Agreements



**CC 2C.2** The agency has a **documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each planning zone and total response area.**

**Description**

The Lenexa Fire Department (LFD) uses a modified version of the National Fire Protection Association (NFPA) 1710 standard as the operational benchmark for emergency response performance as documented in the LFD standard of cover document. Response data is collected and stored using FIREHOUSE Software®.

**Appraisal**

The current methodology of monitoring the quality of emergency response based on a modified NFPA 1710 standard benchmark has allowed for consistent analyzation and identification of gaps in response performance objectives.

**Plan**

The LFD will continue to monitor response performance against a modified NFPA 1710 industry standard to determine effective response performance and determine if adjustments are needed as service gaps are identified.

**References**

Lenexa Fire Department Community Risk Assessment Standards of Cover - 2021 (pp.318-320)

Lenexa Fire Department Standard Practice Guideline - Service Level Objectives

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

2C.3 Fire protection systems and detection systems are identified and considered in the development of appropriate response strategies.

**Description**

Fire protection and detection systems are identified by the Lenexa Fire Department (LFD) through building permit processes and verified as compliant through annual occupancy inspections. The system information is also listed on the collected pre-plan information. Resource deployment and response strategies for different call types are linked to projected critical incident task demands regardless of the presence of such systems.

**Appraisal**

The analysis of incidents at fire protection and detection system occupancies has been adequate to evaluate and develop appropriate response strategies.

**Plan**

The LFD will continue to evaluate incidents at occupancies with fire protection and detection systems to ensure appropriate response strategies.

**References**

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021 (pp.76-83)

Mutual and Automatic Aid Interlocal Agreement, Response Plans, and Signed Automatic Aid Response Agreements

**CC 2C.4      A critical task analysis of each risk category and risk class has been conducted to determine the first-due and effective response force capabilities, and a process is in place to validate and document the results.**

**Description**

Emergency incidents are assessed on historical responses and outcomes. Fire, emergency medical services, technical rescue, and hazardous materials incidents are categorized into low, moderate, high, and maximum risk. Critical task analysis for incident call types establishes incident effective response force capabilities. Unique response deployment strategies are developed for individual risks that have specific pre-determined critical task needs. Deployment strategies are defined by a response plan matrix for each incident classification.

**Appraisal**

The Lenexa Fire Department incident effective response force critical task analysis has been effective for the operational response matrix development regarding first due and total effective response force needs.

**Plan**

The LFD will continue to monitor and evaluate resource deployment to address critical task needs for defined risk categories. Service gaps will be addressed through response matrix modifications to first due and total effective response force deployment.

**References**

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021  
(pp.205-250)  
Lenexa Fire Department Primary Response Area Matrix

**CC 2C.5** The agency has identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.

### **Description**

The Lenexa Fire Department identifies total response time components to include alarm handling, turnout time, travel time, distribution, and concentration elements for all service programs. Response time components for incidents are recorded in the FIREHOUSE Software® database and are analyzed against established baseline and benchmark standards in the entire response area. FIREHOUSE Software® generates reports to identify and evaluate response performance measurements. The LFD utilizes automatic aid resources, through the Johnson County Inter-Local Agreement, to achieve consistent and reliable service in portions of the City and highway responses with accessibility issues due to direction of travel.

### **Appraisal**

LFD has analyzed baseline total response time components against benchmark standards and found delivery of services to be consistent and reliable throughout the response area.

### **Plan**

The LFD will continue to monitor and evaluate response performance for consistency and reliability.

### **References**

Lenexa Fire Department Community Risk Assessment Standards of Cover - 2021 (pp.267-317)

Lenexa Fire Department FIREHOUSE Software® Reaction Time Report Previous 24hrs - C Shift (April 26, 2021)

Mutual and Automatic Aid Interlocal Agreement, Response Plans, and Signed Automatic Aid Response Agreements

2C.6 The agency identifies outcomes for its programs and ties them to the community risk assessment during updates and adjustments of its programs, as needed.

### **Description**

The Lenexa Fire Department (LFD) identifies outcomes for its programs and documents this information in annual program appraisals. The outcomes and impacts are tied to the program's community risk focus. Adjustments are made to a program based on identified risks, outcomes, or impacts.

### **Appraisal**

LFD has analyzed each program for the risk, identified outcomes, and completed adjustments, as necessary. An example of an adjustment occurred with the Public Education Program when the COVID 19 pandemic occurred. Delivery modifications were made to ensure effective public education to schools by providing online video fire safety instruction. Without this modification the identified outcome within the program objective would not have been possible.

### **Plan**

The LFD will continue to monitor, identify, and evaluate outcomes for program risks and adjust as necessary to ensure outcomes are met.

### **References**

Lenexa Fire Department Program Appraisal - Public Education Program – 2020

2C.7 The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.

**Description**

The Lenexa Fire Department identifies total response time components to include alarm handling, turnout time, travel time, distribution, and concentration elements for all service programs. Response time components for incidents are recorded in the FIREHOUSE Software® database and are analyzed against established baseline and benchmark standards in each planning zone. FIREHOUSE Software® generates reports to identify and evaluate response performance measurements. The LFD utilizes automatic aid resources, through the Johnson County Inter-Local Agreement, to achieve consistent and reliable service in portions of the City and highway responses with accessibility issues due to direction of travel.

**Appraisal**

LFD has analyzed baseline total response time components against benchmark standards and found delivery of services to be consistent and reliable throughout each planning zone.

**Plan**

The LFD will continue to monitor and evaluate response performance for consistency and reliability.

**References**

Lenexa Fire Department Community Risk Assessment Standards of Cover - 2021 (pp.265-317)

Lenexa Fire Department Primary Response Area Matrix

**CC 2C.8** The agency has identified efforts to maintain and improve its performance in the delivery of its emergency services for the past three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

### **Description**

The Lenexa Fire Department (LFD) regularly analyzes performance of emergency service delivery to identify service gaps and improvement opportunities. Performance objective tables are utilized to identify response trends over a five-year period. Trends identified in the performance objective tables have been effective in demonstrating the agency's ability to maintain service level objectives, identify gaps, as demonstrated over a five-year period. The former City Hall, located at 12350 West 87th Street, is currently being repurposed as a Public Safety Complex (PSC). The LFD, with city staff and governing body knowledge and authorization, have converted vacated space within the PSC to be utilized as a temporary fire station #6 until a new fire station is funded and constructed at the same location. Station #6 specifically addressed the service gaps identified in the northeast area planning zones.

### **Appraisal**

Efforts to maintain and improve performance has been effective. Additionally, response time trends over a five-year period have shown service gaps for the first unit travel time in five planning zones (61,62,63,85,86) in the northeast area, areas of Shawnee Mission Park, Whispering Hills subdivision, and four planning zones (76,77,78,100) in the northwest portion of the city. The northeast planning zones (62,63) both have a reduction in the first unit travel time partly due to specific response plan agreements with the Shawnee Fire department that is at the northern city border and is closer to the incidents within those planning zones. The other identified planning zones in the northwest portion of the city have low population and low incident responses, causing difficulty in analyzation of the performance objective table data. The area around Shawnee Mission Park and Whispering Hills subdivision will need additional distribution resources to address the response time gaps of the first arriving unit.

## **Plan**

The LFD will continue to use automatic aid resources to assist in maintaining performance in the delivery of emergency services. With the addition of station #6, resource distribution data will be analyzed to determine effectiveness. Continual discussions will occur with city staff for funding of a permanent station.

## **References**

Automatic Aid Agreement - 71st and Woodland Dr - Shawnee

Automatic Aid Agreement - 75th and Noland - Lenexa Automatic

Aid Agreement - 79th and Gleason - Lenexa

Automatic Aid Agreement - Lenexa Primary Response Area with Shawnee

City of Lenexa Capital Improvement Program Executive Summary (2017-2021)

City of Lenexa City Manager Budget PowerPoint Presentation - 2019

City of Lenexa Service Area Map

Lenexa Fire Department Response Metric Tables by Planning Zone



2C.9 The agency's resiliency has been assessed through its deployment policies, procedures, and practices.

### **Description**

The Lenexa Fire Department continually analyzes response performance for consistency and reliability of service delivery. The evaluation process includes training, deployment procedures, callback policy, and automatic aid/mutual aid practices. The LFD completed a large-scale disaster drill where all essential apparatus were simultaneously relocated to the Meritex facility for underground shelter. The LFD participated in the "Game of Drones" emergency operations center full-scale exercise in preparation for a complex coordinated terrorist attack. The Johnson County Inter-local agreement also assists with resiliency with incidents that require a full alarm assignment. The three closest LFD resources will be dispatched, the next two fire apparatus will be the closest units regardless of jurisdiction. For much of City, this model reduces the number of LFD resources committed to large incidents thereby improving Lenexa's resiliency and response capacity for future incidents. Mutual aid resources are also part of Lenexa ability to provide consistent and reliable service. Resources from any of the Johnson County fire agencies will provide coverage in Lenexa as requested. Mutual aid resources can be requested based on unit type and capability. The LFD callback policy outlines the ability to request off duty personnel to report for duty, callback personnel report to their assigned station, and staff reserve apparatus for coverage.

### **Appraisal**

The LFD has evaluated training, deployment procedures, callback policy, and automatic aid / mutual aid agreements for resiliency and to identify gaps for improvement. This evaluation process has been adequate to assess resiliency.

### **Plan**

The LFD will continue to evaluate service reliability through deployment policies, procedures, and practices for effectiveness and identify and implement service level improvements as needed.

## **References**

Johnson County EOC Full Scale Exercise - Game of Drones - After Action Report  
(September 25, 2019)

Lenexa Fire Department Apparatus Security Protection Plan Drill - 2021

Lenexa Fire Department Standard Practice Guideline - Incident Callback

Mutual and Automatic Aid Interlocal Agreement, Response Plans, and Signed Automatic  
Aid Response Agreements

**Criterion 2D: Plan for Maintaining and Improving Response Capabilities**

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.

**Summary:**

The Lenexa Fire Department (LFD) has established benchmark and assessed baseline standards to allow for evaluation of response performance objectives. Incident call processing, rollout, first unit arrival, full alarm arrival, and property loss are documented. Improvement opportunities are continually evaluated. In addition, the LFD's executive staff works in cooperation with the City of Lenexa Department of Community Development to regularly evaluate development within the City of Lenexa (COL). This allows LFD to plan and prepare for service changes in advance of the development completion.

## **Performance Indicators:**

**CC 2D.1** The agency has a **documented and adopted methodology for assessing performance adequacies, consistency, reliability, resiliency, and opportunities for improvement for the total response area.**

### **Description**

The Lenexa Fire Department (LFD) has a documented and adopted methodology that includes tracking of total response service level objective components at a city, planning area and zone level. Each level is evaluated by risk, incident type, and specific building fire class. This methodology allows for analyzation of consistencies, reliabilities, and resiliencies. Data fields in FIREHOUSE Software® that reflect rollout times, first unit on scene and effective response force (ERF) are recorded and provide immediate feedback to the report author on times that fail to meet established benchmarks. Daily, weekly, and monthly reports are automatically generated and emailed to staff to analyze response performance.

### **Appraisal**

The methodology adopted by the LFD for assessing performance has been effective in allowing for the assessment of consistency, reliability, and resiliency through data recorded in FIREHOUSE Software®. Opportunities for improvement have been identified and communicated to the city administration.

### **Plan**

The LFD will continue to use the current methodology of assessing response performance. Improvement opportunities such as software and technology will be continually researched and evaluated to ensure best practices.

### **References**

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021 (pp.318-320)

Lenexa Fire Department FIREHOUSE Software® Reaction Time Report Previous 24hrs - C Shift (April 26, 2021)

# Lenexa Fire Department Standard Practice Guideline - Service Level Objectives

2D.2 The agency continuously monitors, assesses, and internally reports, at least quarterly, on the ability of the existing delivery system to meet expected outcomes and identifies and prioritizes remedial actions.

### **Description**

The Lenexa Fire Department (LFD) monitors and assesses the existing delivery system against expected outcomes on at least an annual basis as documented in the annual compliance report, using the methodology as described in 2D.1. In cooperation with the City of Lenexa Information Technology (IT) Department an automated data dashboard has been created that displays current and historical fire metrics regarding response performance objective outcomes including areas not meeting reliability outcomes requiring appropriate remedial actions.

### **Appraisal**

The current delivery system has been effective, providing a fluid system of monitoring the service delivery against expected outcomes. This system allows continuous monitoring of live information for real-time analysis.

### **Plan**

The LFD will utilize the automated data dashboard to monitor and assess the proficiency of the existing delivery system to meet expected outcomes and identify remedial actions in most need of attention.

### **References**

Lenexa Fire Department Accreditation Annual Compliance Report - 2020

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021 (pp.318-320)

Lenexa Fire Department Data Dashboard Screenshot

**CC 2D.3** The performance monitoring methodology identifies, at least annually, future external influences, altering conditions, growth and development trends, and new or evolving risks, for purposes of analyzing the balance of service capabilities with new conditions or demands.

### **Description**

The Lenexa Fire Department (LFD) executive staff works in cooperation with the department of Community Development to regularly evaluate development within the City of Lenexa (COL). The type of development and locations are provided to the LFD staff to analyze demands of service capabilities. It also allows the LFD to identify risks associated with new development. The Division Chief of Prevention attends monthly Planning Commission meetings where future city development is discussed. Development recommendations from the Planning Commission are presented to the city council for review and approval.

### **Appraisal**

Efforts to identify future growth trends, risks, and altering conditions have been effective in allowing the LFD to maintain service capabilities. An increase in commercial and residential development during the past five years (2016-2020) created an increase in service demands. In response to this increase, station six has been created, allowing for an improvement in distribution and concentration coverage in the northeast portion of the city.

### **Plan**

The LFD will continue to monitor development and growth within the city. Efforts will continue to advocate for land acquisition for location of a seventh station for increased distribution coverage in the north central portion of the city.

### **References**

City of Lenexa Building Permits Report (2016-2020)

City of Lenexa Planning Commission Meeting Minutes (March 1, 2021)

2D.4 The performance monitoring methodology supports the assessment of the efficiency and effectiveness of each service program at least annually in relation to industry research.

### **Description**

The Lenexa Fire Department (LFD) regularly assesses the effectiveness of service programs through internally recorded data in the FIREHOUSE Software® along with data received from external partners. FIREHOUSE Software® data is retrieved and analyzed in regard to life and property loss. Data from external partners includes cardiac arrest outcomes, and bystander CPR and AED use.

### **Appraisal**

The Lenexa Fire Department (LFD) regularly assesses the effectiveness of service programs through internally recorded data in the FIREHOUSE Software® along with data received from external partners. FIREHOUSE Software® data is retrieved and analyzed regarding life and property loss. Data from external partners includes cardiac arrest outcomes and bystander CPR and AED use.

### **Plan**

The LFD will continue to annually evaluate the plan for effectiveness of service programs and make enhancements as needed based on internal and external input.

### **References**

Johnson County EMS System CARES Summary Report - 2020

Johnson County EMS System CARES Survival Report - 2020

Johnson County EMS System Measure and Improve Report - 2020

Johnson County EMS System Utstein Survival Report - 2020

Lenexa Fire Department Community Risk Assessment Standards of Cover - 2021 (pp.67-69)

Lenexa Fire Department FIREHOUSE Software® Dollar Value Saved and Loss Analysis Report (2016-2020)

Lenexa Fire Department FIREHOUSE Software® Re-Inspections by Type Summary Report (2016-2020)



2D.5 Impacts of incident mitigation program efforts, such as community risk reduction, public education, and community service programs, are considered and assessed in the monitoring process.

### **Description**

The Lenexa Fire Department (LFD) provides many programs to reduce risk in the community. Age specific education programs are provided annually to every Lenexa elementary school class. Beyond the school programs, community groups such as Boy Scouts and Girl Scouts participate in education programs as part of a merit badge effort. Education is provided to all ages within the community. Various classes are provided including fire safety, first aid, cardiopulmonary resuscitation, fire extinguisher use, and emergency preparedness, to residents and businesses in the community. Annual fire safety inspections are completed for all Lenexa businesses. The Lenexa Fire Prevention staff reviews all new commercial and residential developments and participates in building plan reviews for new and remodel construction projects.

### **Appraisal**

To evaluate the impact of mitigation programs, the LFD has utilized feedback from participants. The teachers from elementary schools where programs were delivered have been requested to evaluate the effectiveness of the fire safety presentations. The public education committee has reviewed and evaluated feedback as programs have been reviewed annually. Information has been received from the school education programs to evaluate effectiveness. The LFD has not adequately evaluated program effectiveness of other educational programs. A partnership was created with apartment managers regarding discarded smoking material which resulted in a program that led to a decrease in smoking related fires. Cardiac arrest data from external resources identified the need to increase the cardiac arrest survivability profile. The assessment resulted in a county wide hands-only CPR initiative that led to an increased cardiac arrest survivability profile.

### **Plan**

The LFD will continue to identify and employ methods to evaluate the effectiveness of mitigation program efforts. The use of technology for mitigation program feedback will be researched as a tool for future enhancements.

## **References**

Johnson County EMS System CARES Summary Report - *2020*

Johnson County EMS System CARES Survival Report - *2020*

Johnson County EMS System Measure and Improve Report - *2020*

Johnson County EMS System Utstein Survival Report - *2020*

Lenexa Fire Department Public Education Survey

**CC 2D.6**      **Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.**

**Description**

The Lenexa Fire Department (LFD) monitors operational performance level outcomes and gap analyses. Data is analyzed at the City, and planning zone levels regarding incident processing, rollout time, first unit arrival, and effective response objectives. Incident data is recorded in the FIREHOUSE Software®.

**Appraisal**

The LFD FIREHOUSE Software® incident data has identified current and potential response performance gaps. Inadequacies have been identified in planning zones 62, 63, 85, 86 regarding distribution performance. Station six was staffed and operational in 2020 to improve resource distribution and concentration coverage to address the deficit. It is still too early to evaluate the impact station #6 has for the distribution gap identified in the referenced planning zones.

**Plan**

The LFD will employ fire metrics reports and dashboard data to appraise existing system delivery capacities against performance gaps to achieve expected outcomes.

**References**

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021  
(pp.323-329)

Lenexa Fire Department Response Metric Tables by Planning Zone

**CC 2D.7** The agency has systematically developed a continuous improvement plan that details actions to be taken within an identified timeframe to address existing gaps and variations.

### **Description**

The Lenexa Fire Department (LFD) continuous improvement plan includes analyzing all aspects of response performance to identify service gaps. Use of LiveMUM (Live Move-Up-Module), provides real-time coverage maps and instantaneous recommendations for unit relocations according to historic or current service demands to optimize distribution and concentration needs. Station six has been staffed providing additional distribution coverage in the northeast area of the city. A fire station two rebuild is currently a high priority unfunded capital improvement project. Efforts will continue to advocate for land acquisition for location of station seven for increased distribution coverage in the north central portion of the city.

### **Appraisal**

LiveMUM has been evaluated continuously to identify effectiveness and gaps. The current systems allow for continuous improvement by identifying and addressing gaps and variations.

### **Plan**

Efforts will continue to advocate for land acquisition for location of station seven for increased distribution coverage in the north central portion of the city. The LFD will continually research and explore other systems and strategies, to ensure gaps are identified and addressed.

### **References**

City of Lenexa Capital Improvement Program Executive Summary (2017-2021)  
Johnson County Emergency Communications Center LiveMUM Screenshot  
Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021  
(pp.323-329)

2D.8 The agency seeks approval of its standards of cover by the authority having jurisdiction (AHJ).

### **Description**

The Fire Chief (FC) communicates directly with the City Manager (CM) regularly and interaction with the Mayor and City Council (CC) occurs as needed. The FC, CM, Mayor, and CC are considered the authority having jurisdiction (AHJ) for the Lenexa Fire Department (LFD). The AHJ has provided the LFD fire chief authority to make final decisions on the standards of Community Risk Assessment Standards of Cover (CRA/SOC) document. Formal approval has not been required from the LFD to the AHJ in the past, however service level objectives specific to LFD operations are communicated regularly as necessary. Presentations to the AHJ occur annually at management team retreats, year-end reviews, and budget preparation meetings.

### **Appraisal**

The process of seeking approval of the LFD standards of cover (SOC) has not been formal process in the past. The informal approval of the LFD SOC has been provided through regular meetings, conversations, and presentations. The AHJ has granted authority to the LFD fire chief for overall direction of the fire department. This process has been effective, allowing for continuity of fire department operations, and the addressing of any service level gaps.

### **Plan**

The LFD will continue to seek approval from the AHJ on LFD SOC through regular meetings, conversations, and presentations.

### **References**

City of Lenexa Budget and Goals - Fire Department - 2021 (pp. 106-109)

Governing Body Retreat - Fire Department Update PowerPoint Presentation - 2020

Lenexa Fire Department Job Description - Fire Chief

**CC 2D.9** On at least an annual basis, the agency formally notifies the AHJ of any gaps in current capabilities, capacity, and the level of service provided within its delivery system to mitigate the identified risks within its service area, as identified in its community risk assessment/standards of cover.

**Description**

The Executive Staff interacts regularly with the AHJ to discuss capabilities, capacity, and level of service. Frequently the communication is directly with the City Manager but interaction with the Mayor and City Council occurs as needed. The Fire Chief provides a formal report to the governing body and city manager during an annual Governing Body Retreat.

**Appraisal**

The process of providing the governing body and city manager a formal report during the governing body retreat, and annual budget presentation or during special circumstances has been effective in the notification of service gaps.

**Plan**

The LFD will continue to provide formal notice of service gaps to the governing body and city manager during the annual budget meeting, and governing body retreat or as special circumstances dictate.

**References**

Governing Body Retreat - Fire Department Update PowerPoint Presentation - 2020

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.

### **Description**

The Lenexa Fire Department (LFD) interacts in a formal manner with external stakeholders and the governing body to develop a Community-Driven Strategic Plan (CDSP). This process is currently on a five-year cycle. The LFD is currently in the process of updating the CDSP. Internal stakeholders have completed a SWOT analysis. Sixty-one external stakeholders completed an electronic survey that provided 44 community expectations as well as positive feedback and areas of concern. The LFD introduced the first Citizens Fire Academy (CFA) in 2016. The LFD hosts a CFA every year except for 2021 due to COVID-19 issues. Citizens participate in the eight-week program to acquire a better understanding of LFD services and provide additional insight of community expectations. Additionally, the LFD interacts regularly with external stakeholders through various public education activities and social media forums that provide feedback about community expectations.

### **Appraisal**

The LFD has had consistent interaction with external stakeholders. Frequent contact has occurred with the governing body at the annual retreat, council meetings, and other city functions. This communication has been critical in gaining insight for evaluating the LFD's effectiveness in meeting community expectations. The community driven strategic planning process has not been conducted every three years.

### **Plan**

The LFD will continue to maintain and monitor the effectiveness of current external stakeholder and governing body interaction practices. Consideration will be given to reducing the community driven strategic planning cycle from five to three years.

### **References**

Governing Body Retreat - Fire Department Update PowerPoint Presentation - 2020  
Lenexa Fire Department Social Media Report (June 2021)

# Lenexa Fire Department Strategic Plan - External Stakeholder Survey Results – 2021



### **Category 3: Goals and Objectives**

Agencies should establish general organizational goals designed to implement their assigned missions and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities of operational programs (to include at least those outlined in category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goals statements within a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T."

Specific

Measurable

Attainable

Realistic

Time-bound

### **Criterion 3A: Strategic Planning**

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.

#### **Summary:**

The Lenexa Fire Department (LFD) has established a five-year strategic plan which was developed by its internal and external stakeholders in November 2015. This plan includes a revised mission statement, values, vision. Plan creation included external influence in identification of program priorities, expectations, and concerns. Internally, members of the LFD identified core programs and supporting services, organizational strengths, weaknesses, opportunities, and threats, critical issues and service gaps as a foundation for the creation of goals, objectives, and critical tasks. The strategic plan has been published and is accessible to internal and external stakeholders. Plan details have been submitted and communicated with governing body and city staff.

## **Performance Indicators:**

**CC 3A.1        The agency has a current and published strategic plan that has been submitted to the authority having jurisdiction.**

### **Description**

In November 2015, the Lenexa Fire Department (LFD) contracted with the Center for Public Safety Excellence (CPSE) to facilitate a “Community-Driven” strategic planning process. That process resulted in the LFD’s published Strategic Plan 2016-2021. The plan was written in accordance with the Commission on Fire Accreditation International Fire and Emergency Service Self-Assessment Manual 8<sup>th</sup> edition, that provided a comprehensive vision and mission statement that provides the agency a clear path into the future. A strategic plan review was presented by Fire Chief Travis Vaughn to the governing body at the December 6, 2016 council meeting.

### **Appraisal**

The strategic plan has assisted the organization by having identified seven organizational goals for improvement. The LFD strategic plan has been published at each station in hard copy form and electronically on the city’s intra and internet sites. The strategic plan has been approved by the agency and submitted to the governing body and administrative officer.

### **Plan**

The LFD will continuously work toward accomplishment of the goals and objectives outlined in the 2016-2021 Strategic Plan while communicating outcomes and challenges to the city manager and governing body. The results of this work will be published and included as an addendum to the formal strategic plan.

### **References**

City of Lenexa Council Meeting Agenda - Strategic Plan Review (December 6, 2016)  
Lenexa Fire Department Strategic Plan (2016-2021)

3A.2 The agency coordinates with the jurisdiction's planning component to ensure the strategic plan is consistent with the community master plan.

### **Description**

The Lenexa Fire Department's (LFD) current strategic plan was developed as a "Community-Driven Strategic Plan" in 2015. The process was facilitated through contract with the Center for Public Safety Excellence (CPSE). The plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation International (CFAI) Fire & Emergency Service Self-Assessment Manual 8<sup>th</sup> Ed., and was intended to guide the LFD within city established parameters. The plan focused on community and membership participation to set forth a continuous improvement plan that provided a road map for a justifiable and sustainable future.

### **Appraisal**

The strategic plan provided a systematic process for continuous improvement for the LFD. The plan's parameters were inherently aligned with the city master plan, however, there was not direct coordination with the community master plan.

### **Plan**

The LFD will ensure the strategic plan is consistent with the community master plan during the next strategic plan process.

### **References**

Lenexa Fire Department Strategic Plan (2016-2021)

### **Criterion 3B: Goals and Objectives**

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.

#### **Summary:**

The department conducted a strategic planning session in November 2015. The strategic planning process was facilitated by the Center for Public Safety Excellence with internal and external stakeholders. The outcome of the process resulted in a revised department mission statement, vision, values, core program classifications, support services, critical issues, service gaps, goals, and objectives. The goals and requisite objectives created during the planning process were reviewed, revised and published. Information contained within the plan was reviewed with the Governing Body. Department membership was well represented in the development of department's values.

## **Performance Indicators:**

**CC 3B.1** The agency publishes current, general organizational goals and S.M.A.R.T. objectives, which use measurable elements of time, quantity and quality. These goals and objectives directly correlate to the agency's mission, vision and values and are stated in the strategic plan.

### **Description**

The Lenexa Fire Department (LFD) has organizational goals and S.M.A.R.T objectives. These goals and objectives are identified in the (2016-2021) Strategic Plan, 2016 Standards of Cover, and Capital Improvement Program Executive Summary (2020-2024). These published documents identify the long-range planning and associated objectives of the department that directly correlate to the LFD mission, vision, and values.

### **Appraisal**

Established plans have been published that guided the organization toward continual, long-term improvement. These plans have been communicated to the membership, city manager, governing body, and community. The goals and objectives have been written to include measurable elements.

### **Plan**

The LFD will continue the practice of publishing current organizational goals and objectives to meet the goals, objectives, and organizational vision.

### **References**

Lenexa Fire Department Accreditation and ISO Webpage Screenshot

Lenexa Fire Department Strategic Plan (2016-2021)

**3B.2** The agency conducts an environmental scan when establishing its goals and

objectives.

### **Description**

The Lenexa Fire Department's (LFD) current Strategic Plan development occurred November 2015 and was facilitated by representatives of the Center for Public Safety Excellence (CPSE). The internal stakeholders assembled over a three-day period to conduct an environmental scan to assist with identifying internal strengths, weaknesses, external opportunities, and threats; identify critical issues and service gaps; create goals and objectives; and establish a vision.

### **Appraisal**

Thirty-two external stakeholders along with internal members of all ranks participated in the strategic planning process. Through the environmental scan, priority goals with measurable objectives were effectively established.

### **Plan**

The LFD will continue to use a community-driven strategic planning process that includes an environmental scan for establishment of goals and objectives. The LFD is currently in the process of creating a new strategic plan for (2022-2027).

### **References**

Lenexa Fire Department Strategic Plan (2016-2021)

**external stakeholders in the development, implementation and evaluation of the agency's goals and objectives.**

### **Description**

The Lenexa Fire Department's (LFD) current Strategic Plan development occurred November 2015 and was facilitated by representatives of the Center for Public Safety Excellence (CPSE). External participants included members of the community and governing body. Internal participants included LFD members representing all ranks and divisions, contributed feedback. The external stakeholders gave feedback in four specific categories: Community Priorities, Community Expectations, Areas of Community Concern, and Positive Community Feedback. The internal stakeholders assembled over a three-day period and worked to review and revise the organization's mission statement, vision, organizational values; identify internal strengths, weaknesses, external opportunities and threats, identify critical issues and service gaps, then create goals and objectives.

### **Appraisal**

Thirty-two external stakeholders along with internal members of all ranks participated in the strategic planning process. Through the strategic planning process a new agency mission statement and values were developed as well as goals with measurable objectives to steer the future of the organization.

### **Plan**

The LFD will continue to use a community-driven strategic planning process involving external and internal stakeholders.

### **References**

Lenexa Fire Department Strategic Plan (2016-2021)

3B.4      The agency uses internal input to implement and evaluate its goals and objectives



and to measure progress in achieving the strategic plan.

### **Description**

The development of the Lenexa Fire Department's (LFD) current Strategic Plan included LFD members of all ranks representing all divisions. Thirty-two internal stakeholders were instrumental in the development of the organization's seven goals and supporting objectives. Each goal included an objective, timeframe, critical tasks, and funding estimates. Leadership-established work groups managed progress toward accomplishing the goals and objectives, amending timelines affected by environmental change.

### **Appraisal**

Thirty-two internal stakeholders reviewed existing and developed new departmental goals and objectives. The diversity of personnel that participated in the planning process allowed for overall organizational representation to create, implement, evaluate, and measure the goals and objectives.

### **Plan**

The LFD will continue to use internal input for goals and objectives to develop the strategic plan.

### **References**

Lenexa Fire Department Strategic Plan (2016-2021) (pp. 26-38)

3B.5 The governing body reviews the agency's goals and objectives and considers all

budgetary and operational proposals in order to ensure success.

### **Description**

The City of Lenexa Governing Body and City Manager are the authorized body responsible for establishing policy, to which the Lenexa Fire Department (LFD) submits annual goals and objectives for review. The Fire Chief provides agency goals and objectives to the Governing Body at least annually with consideration to budgetary and operational impacts. Within the LFD Strategic Plan, goal 5, objective 5A is “Analyze the current workforce condition.” A critical task of that objective is to continually evaluate compensation and benefits to maintain competitiveness with market agencies. The LFD reviewed a market compensation study for chief officers that included 10 agencies in the region. This information was provided to the city for further analysis.

### **Appraisal**

The LFD goals and objectives have been reviewed by the City of Lenexa Governing Body and City Manager in different forums. Hard copies of documents have been provided upon request. Fire department members have been available at city staff and governing body meetings to answer questions and provide status reports about organizational goals and objectives. Budgetary and operational impacts have been communicated and evaluated with the governing body.

### **Plan**

The LFD will continue its practice of providing updates on goals, objectives, budgetary, and operational impact to the Governing Body and City Manager to ensure future success.

### **References**

Chief Officer Compensation Comparison Study

City of Lenexa Budget - Fire Department - 2021 (pp.106-109)

City of Lenexa Employee Compensation Presentation (January 30, 2018)

Governing Body Retreat - Fire Department Update PowerPoint Presentation - 2020

Lenexa Fire Department Strategic Plan (2016-2021)

3B.6 When developing organizational values, the agency seeks input from its members

and is in alignment with its community.

### **Description**

The development of the Lenexa Fire Department's (LFD) current Strategic Plan included LFD members representing all ranks and divisions. The internal stakeholders were instrumental in the development of the organization's values. Thirty-two participating members were involved in the formation of revised organizational values.

### **Appraisal**

Thirty-two internal stakeholders reviewed the existing values and developed new departmental values during the initial stages of the 2016-2021 Strategic Planning process. The diversity of personnel that participated in the planning process enabled overall organizational representation with value development. LFD membership authored summary explanations to provide meaning and context for the newly established values.

### **Plan**

The LFD will continue to consult members when developing organizational values.

### **References**

Lenexa Fire Department Strategic Plan (2016-2021) (p.17, pp.19-20)

## **Criterion 3C: Implementation of Goals and Objectives**

The agency uses a management process to implement its goals and objectives.

**Summary:**

Organizational goals and objectives are managed and led by members with divisional responsibilities or subject matter experts. Goal progression and achievement is monitored at different intervals. Organizational goals are not only accessible and understood by Lenexa Fire Department personnel, but they are involved in the goal setting process.

When services and programs can be improved, outside resources are identified and utilized.

**Performance Indicators:**

**CC 3C.1        The agency identifies personnel to manage its goals and objectives and uses a defined organizational management process to track progress and results.**

**Description**

The Lenexa Fire Department (LFD) designates specific members to manage and lead the implementation of organizational goals and objectives. The division chief of administration is responsible to ensure strategic and annual planning is accomplished. Division, program, and committee managers are responsible for goal identification and implementation. The LFD uses a system to manage the department's annual goals and objectives. This system is comprised of individual division, and program coordinators. These goals are reviewed by the chief officers (executive staff) annually. Goal progress, challenges, and future direction are discussed. This management process allows the executive staff a comprehensive understanding of the department's direction, service gaps, accomplishments, and challenges. All staff members have access to the documents as they are revised.

**Appraisal**

The LFDs process of assigning members with functional roles or subject matter experts to lead implementation of the organization's goals has been effective. Challenges have been encountered due to short term instability with specific ranks and roles. This has resulted in designated goals and objective responsibilities becoming reassigned. Goal review and development has been an emphasis during the annual planning session for executive staff. Unanticipated impacts, such as position vacancies and COVID-19 restrictions, created challenges with consistent goal achievement. An example included the inability to engage citizens in public education and volunteer programs. The process has revealed certain program priority shifts resulting in some goals becoming no longer applicable.

**Plan**

The LFD will continue to evaluate the effectiveness of how it assigns goals and objectives with respect to divisions, ranks and expertise. The LFD will seek new methods that allow consistent monitoring of the goals and objectives feedback with progress results.

**References**

Lenexa Fire Department Strategic Plan (2016-2021)

3C.2 The agency's personnel receive information explaining its goals and objectives.

### **Description**

The Lenexa Fire Department (LFD) publishes the Self-Assessment Manual and Strategic Plan documents on the City of Lenexa (COL) website. Members receive information related to goals and objectives in various means, such as staff meeting minutes, officer development forums and committee meeting reports. Copies of the documents are available for download and printing by any member.

### **Appraisal**

The current method of communicating the different organizational goals and objectives has been effective.

### **Plan**

The LFD will seek process and technological opportunities to improve organizational communication and understanding of goals and objectives.

### **References**

Chief Officer Work Session Notes (April 12, 2021)

Lenexa Fire Department Accreditation and ISO Webpage Screenshot

Lenexa Fire Department Executive Staff Meeting Minutes (November 18, 2019) Lenexa

Fire Department Strategic Plan (2016-2021)

3C.3 The agency, when necessary, identifies and engages appropriate external resources to help accomplish its goals and objectives.

**Description**

The Lenexa Fire Department (LFD) recognizes the need to engage external resources to achieve agency goals and objectives. Other organizations and supporting services are identified to provide resources as required by the LFD. External agreements are established to automate responses to emergency incidents. Other agreements and memorandums of understanding are in place with outside resources when necessary.

**Appraisal**

Arrangements with outside resources have assisted the LFD in achieving its goals and objectives. External supporting services were identified in the development of the department strategic plan. LFD services, programs, and funding capacity have been strengthened through external partnerships. The LFD has realized improved emergency response times by expansion of resource distribution to include outside agencies. Approved cooperative purchase contracts have also reduced budgetary impacts.

**Plan**

The LFD will continue to identify and utilize outside resources to achieve agency goals and objectives.

**References**

Fully Executed Mutual and Automatic Aid Interlocal Cooperation Agreement

Lenexa Fire Department Strategic Plan (2016-2021) (p.21)

ZOLL AEDs and Software Cooperative purchase Resolution and Contract 2019-95

(August 20, 2019)



### **Criterion 3D: Measurement of Organizational Progress**

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.

#### **Summary:**

Goal and objective updates are provided to the governing body, department members and the public through meeting minutes, city website and social media outlets. The oversight of goals and objectives are assigned to members based on talent, interest, and availability regardless of rank and division role responsibility. Goals and objectives are reviewed at scheduled executive staff meetings and annual executive sessions.

## **Performance Indicators:**

**CC 3D.1      The agency reviews its goals and objectives at least annually and modifies as needed to ensure they are relevant and contemporary.**

### **Description**

The Lenexa Fire Department (LFD) goals and objectives are defined by the 2016-2021 Lenexa Fire Department Strategic Plan. The strategic plan goals and objectives are periodically reviewed by executive staff or assigned personnel to ensure current relevance and measurable progress. There is a formal review at an annual executive staff planning session.

### **Appraisal**

The LFD has been effective at monitoring the progress of strategic plan goals and objectives. Documentation of reviews has been limited to meeting minutes. This process has provided an effective method to communicate organizational progress in specific program areas. Goal progress has been updated in the strategic plan and published on the fire department webpage.

### **Plan**

The LFD will continue with the current practice of monitoring strategic plan goals and objectives. Improvements will be made with a more formal scheduling of plan review to measure progress. The LFD will further utilize executive staff meetings and create a coordinating group to evaluate the current relevance of strategic plan initiatives. Goals and objectives will be modified as necessary to meet current organizational mission demands.

### **References**

City of Lenexa Budget and Goals - Fire Department - 2021 (pp.106-109)

Lenexa Fire Department Strategic Plan (2016-2021)

Lenexa Fire Department Strategic Plan Goal Update Example (2016-2021) (p.36)

**CC 3D.2** The agency reviews, at least annually, its overall system performance and identifies areas in need of improvement, which should be considered for inclusion in the organizational goals and objectives.

**Description**

The Lenexa Fire Department (LFD) executive staff continually appraises practices through both formally scheduled and impromptu meetings. As goals and objectives are identified as needing inclusion or modification, they are assigned and distributed accordingly from an evaluation of priorities, experience and talent.

**Appraisal**

The process of evaluating overall system performance and improvement areas has been effective by the current method.

**Plan**

The LFD will continue to assess overall system performance and identify improvement areas that support organizational goals and objectives.

**References**

Lenexa Fire Department and City Facilities Semi-Monthly Meeting Minutes (October 8, 2020)

Lenexa Fire Department Strategic Plan (2016-2021)

3D.3 The agency provides progress updates, at least annually, on its goals and objectives to the AHJ, its members and the community it serves.

### **Description**

The Lenexa Fire Department (LFD) communicates goal and objective achievements through different means to the governing body, membership, and community. The governing body is apprised of goal and objective accomplishments during the department budget development process and annual governing body retreat. When necessary departmental updates can be given to the governing body during the City Council meetings during Tuesday City Council or Committee of the Whole meetings. Members receive timely updates through internal published administration and committee meeting minutes. Internet accessible annual budget documents and bimonthly city newsletters inform the public about department goal and objective progress.

### **Appraisal**

The LFD has communicated goal and objective advancement through internet accessible and internal department electronic communications. Social media has been utilized to improve public communications with some regard to organizational goals and objectives. The annual budget development and governing body retreat has provided an effective means to communicate department goal and objective status. These communication processes have been instrumental in creating organizational accountability to the governing body, membership, and community.

### **Plan**

The LFD will maintain and evaluate current communication practices about department goals and objectives. The organization will pursue additional alternatives to provide progress reports to the governing body, its membership, and the public in an efficient transparent manner.

### **References**

City of Lenexa Budget - Fire Department – 2021

City of Lenexa Webpage News - LFD HAAS Alert Screenshot (December 23, 2020)  
Lenexa Fire

Department Accreditation Annual Compliance Report – 2020

Lenexa Fire Department Facebook Post (February 18, 2019)

## **Category 4: Financial Resources**

This category evaluates an agency's financial condition to determine its ability to fund operational priorities and its prognosis for long-range quality of service. Resources must be adequate to maintain the various programs to which an agency made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer or chief executive officer, professional staff, and governing board share responsibility for planning, management, and stability of financial resources. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction (AHJ), departments, divisions, and other units.

Financial policies covering financial planning, revenue, and expenditures should be developed by the professional staff and adopted by the governing board. Financial policies should be reviewed and revised on at least an annual basis to ensure continued relevance and address any gaps.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities.

*NOTE: An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada for their Budget and Comprehensive Annual Financial Report may submit those certificates and reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.9.*

#### **Criterion 4A: Financial Planning**

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.

#### **Summary:**

The City of Lenexa Governing Body provides budget guidance and approval for Lenexa Fire Department services. Policies and procedures exist for input, budget development, and adoption. Both revenues and expenditures are monitored to ensure a balanced budget and are made accessible to provide transparency. Short- and long-range financial planning is conducted through strategic planning, an equipment replacement fund, and capital improvement program to support agency goals and objectives.

## **Performance Indicators:**

4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within the agency's scope of services.

## **Description**

The City of Lenexa (COL) City Manager and Chief Financial Officer provide direction to the Lenexa Fire Department (LFD) Fire Chief in developing the annual budget, long-range capital improvement, vehicle replacement, and equipment replacement plans. The COL Governing Body provides direction through the development of the following eight Governing Body Guiding Principles:

1. **Superior Quality Services:** Ensure that services are provided efficiently and effectively in ways that create a safe, clean, and attractive community for residents, businesses, and visitors.
2. **Prudent Financial Management:** Provide exceptional value in public investments by committing to structural fiscal balance in operational and capital activities while upholding transparent financial and budgeting processes.
3. **Strategic Community Investment:** Purposefully invest in high-quality infrastructure, facilities, programs, and initiatives across all areas of the community.
4. **Extraordinary Community Pride:** Celebrate Lenexa's history and reputation as a visionary community and use that heritage to instill future generations with the pride that is reflected in the city's public places, plans, programs, and people.
5. **Inclusive Community Building:** Enthusiastically engage the public in community initiatives and visioning, including intentionally seeking input and ideas from a diverse assembly of stakeholders.
6. **Responsible Economic Development:** Fortify the city's economic base by encouraging high-quality private development as well as fostering economic opportunity through thoughtful planning processes and the judicious use of economic development investment programs.
7. **Sustainable Policies and Practices:** Lead by example in implementing sustainable and resilient practices where financially and operationally practical as well as enact community-wide policies and strategies that motivate both residents



and businesses to do so when reasonable.

8. **Value-based Organizational Culture:** Create an organization that reflects the community's diversity and fosters a superior culture by employing, supporting, and rewarding professionals who make decisions with integrity, deliver results through teamwork, provide exceptional service, lead into the future with vision, are dedicated to excellence, and who truly care about Lenexa.

### **Appraisal**

The annual budget and capital improvement plan development has provided opportunities for city leaders to evaluate the current financial situation and future expenditures.

### **Plan**

The COL Governing Body will continue to guide and approve financing for future department services.

### **References**

City of Lenexa Budget Document - 2021 (p.3)

City of Lenexa Governing Body Goals Screenshot

Lenexa Fire Department Base Budget Requests with Attachment E-mail – 2021

4A.2 The agency has formally adopted financial policies that address; general fund reserves, reserves in other funds, fund balances, grants, debt, investment, accounting and financial reporting, risk management and internal controls, procurement, long-term financial planning, structurally balanced budgets, capital, revenues, expenditures, operating budgets and charges/fees. The agency reviews financial policies at least every three years and updates as needed.

### **Description**

The City of Lenexa (COL) has policies and guidelines in place to manage its financial and budgetary affairs. As required by Kansas statutes (K.S.A. 79-2925 to 79-2937) and by sound fiscal management, the annual budget process is defined by statutes, policies, and financial guidelines. Established financial policies include:

- Reserve Policy
- Investment of Idle Funds Policy
- Purchasing Policy
- Capital Asset Policy
- Capital Improvement Policy
- Debt Policy

### **Appraisal**

The COL policies, guidelines, and processes as established by Kansas Statutes have been efficient and well-defined.

### **Plan**

The COL will continue to evaluate and modify policies, guidelines, and processes annually to comply with state statutes and financial management guideline changes.

### **References**

City of Lenexa Annual Budget Document - 2021

City of Lenexa FY 2021 Budget Calendar Email (May 11, 2020)

City of Lenexa Governing Body Policy GB-Finance-1 - Reserve Funds Policy City of Lenexa Governing Body Policy GB-Finance-2 - Investment Policy

City of Lenexa Governing Body Policy GB-Finance -3 – Debt Policy

Kansas Statutes Annotated 79-2925 to 79-2937

**CC 4A.3      Guidelines and processes for developing the operating and capital budgets are defined and followed.**

**Description**

The City of Lenexa (COL) has policies and guidelines in place to develop the operating and capital budgets. As required by Kansas statutes (K.S.A. 79-2925 to 79-2937) and by sound fiscal management, the annual budget process steps are statutes, policies, and financial guidelines.

The COL annual budget process is defined by:

- (1) The Chief Financial Officer published budget assumption guidelines based on the current mill levy and the city's current assessed valuation.
- (2) Each department prepares and submits potential budget alternatives for consideration.
- (3) The City Manager reviews the budget assumptions and discusses submitted budget alternatives with each department head.
- (4) The Chief Financial Officer presents the recommended budget along with the capital improvement plan to the governing body for approval and adoption.
- (5) The budget is filed with Johnson County and the State of Kansas as prescribed by state law.

**Appraisal**

The COL policies, guidelines, and processes as established by Kansas Statutes have been efficient and well-defined.

**Plan**

The COL will continue to evaluate and modify policies, guidelines, and processes annually to comply with state statutes and financial management guideline changes.

**References**

City of Lenexa Annual Budget Document - 2021

City of Lenexa FY 2021 Budget Calendar Email (May 11, 2020)

4A.4 The financial planning/budget adoption process provides internal and external transparency for all expenditures and revenues for the agency.

### **Description**

The City of Lenexa (COL) provides transparency for all expenditures and revenues in the budget adoption process. The process is clearly defined with public access to previous and current year's proposed and adopted budgets.

The COL annual budget process components are:

- (1) The Chief Financial Officer published budget assumption guidelines based on the current mill levy and the city's current assessed valuation.
- (2) Each department prepares and submits potential budget alternatives for consideration.
- (3) The City Administrator reviews the budget assumptions and discusses submitted budget alternatives with each department head.
- (4) The Chief Financial Officer presents the recommended budget along with the capital improvement plan to the governing body for approval and adoption.
- (5) The budget is filed with Johnson County and the State of Kansas as prescribed by state law.

The COL annual budget documents are accessible to the public online or in person at COL City Hall.

### **Appraisal**

The COL has been transparent to the public during the annual budget adoption process.

### **Plan**

The COL will continue to evaluate, modify, and provide transparency to the financial planning and budget adoption process. The COL will seek web-based solutions to further enhance transparency of budgetary matters.

### **References**

City of Lenexa Annual Budget Document - 2021

City of Lenexa City Council Minutes (February 4, 2020)

City of Lenexa Finance Budget Webpage Screenshot

City of Lenexa Governing Body Policy GB-Finance-2 - Investment Policy

## **Category 5: Community Risk Reduction Program**

This category represents the community risk reduction program for the organization and community served. The intent is to define, develop, execute and measure the program as it relates to enforcement, education, economic incentive, engineering technology and emergency response. The program is a direct output of the Community Risk Assessment or Standards of Cover document. The program, while tracking traditional performance metrics, should focus on outcomes that identify the impact within the community.

The key elements used to evaluate these services are adequacy, deficiency, effectiveness, methods and results of programs. For purposes of accreditation, these terms are defined within the glossary.

The agency's mission, goals and objectives should determine the applicability of all the listed programs. The agency should decide the relevancy of each criterion in its self-assessment manual. For criteria in Category 5 that are not applicable to the agency, the agency should briefly explain why it does not provide this 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. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific prevention programs.

### **Summary:**

The City of Lenexa (COL) city council and Lenexa Fire Department (LFD), as the authority having jurisdiction, adopted the 2018 International Fire Code with appendices and city specific amendments. The LFD code enforcement program ensures compliance with fire protection laws and community risk reduction objectives. Community risk reduction efforts include annual fire prevention and life safety inspections of buildings within the COL based on adopted codes and designated risk. The LFD has increased its staffing to meet the objectives of the community risk reduction program. The fire prevention division currently consists of five full-time positions with one position currently vacant. The division is supplemented by eleven part-time fire inspectors and five fire investigators from the operations division staff. The LFD in conjunction with the COL Community Development Department follow adopted codes and ordinances during the plan review process. There are regular reviews of the community risk reduction program data to monitor the balance of fire and life safety risk, fire prevention and suppression capabilities. Occupancies are inspected regularly to ensure continuity of compliance with adopted codes. Incident fire and casualty losses are monitored regularly; when trends are identified, programs are created to reduce community risks. Fire prevention staff are provided regular training and development to ensure consistency and quality of prevention programs.



## **Performance Indicators:**

**CC 5A.1      The authority having jurisdiction has an adopted fire prevention and building code(s).**

### **Description**

The authority having jurisdiction for fire and life safety is the City of Lenexa (COL) Governing Body. The COL governing body adopted the 2018 International Fire Code (IFC), with all appendices and amendments by COL Ordinance #5696 effective April 1, 2019. This adoption serves as the collective fire prevention code for the COL. All codes adopted by COL Ordinance #5696 are used for plan reviews, code enforcement and fire prevention inspections performed by the Lenexa Fire Department (LFD). The 2018 IFC with appendices and COL amendments are enforced by the LFD Prevention Division that operates under the supervision of the division chief of prevention. The division chief of prevention, in collaboration with COL building code officials, recommends code adoption and amendments to the fire chief. The fire chief then submits the recommendations to the governing body for adoption. The governing body reviews and approves recommendations which are adopted with a majority vote. The 2006 IFC is the current code of the State of Kansas Fire Marshal's office.

### **Appraisal**

This code has allowed for efficiency in the fire prevention division, city building officials, and project developers during the plan review, permit and approval process. Additionally, the IFC has allowed for a consistent inspection process with state agencies who share responsibilities for schools, hospitals, adult care and childcare facilities.

### **Plan**

The LFD will continue its current practice of enforcing the adopted 2018 IFC. The LFD will continue to work with the COL to evaluate the adoption of future code editions of the International Code Council.

### **References**

International Fire Code Book Front - 2018

City of Lenexa City Council Minutes (December 4, 2018)

City of Lenexa Code Chapter 4-8 Building and Construction Standards

**CC 5A.2        The code enforcement program ensures compliance with applicable fire protection law(s), local jurisdiction, hazard abatement, and agency objectives as defined in the community risk assessment/standards of cover.**

**Description**

The Lenexa Fire Department (LFD) prevention division’s code enforcement program ensures compliance with applicable adopted codes and LFD community risk reduction objectives. Code enforcement is accomplished through annual fire and life safety inspections of commercial, industrial, public, and multi-family structures. The Kansas State Fire Marshal’s office also conducts inspections in the community required by state and federal laws. LFD prevention staff and operations division personnel record and report fire and life safety violations while engaged legally within a structure during incident response. The LFD plans evaluator supports future code enforcement by ensuring all building complexes, structures, and proposed projects meet applicable fire protection and city codes at the time of plan review. Annual fire/safety inspections are conducted in accordance with the 2018 International Fire Code adopted by the COL using electronic iPad and FIREHOUSE Software®. Where code violations have been identified through the initial inspection, a re-inspection is conducted 30 days after to ensure violations are corrected. If the occupant is non-compliant a final notice of violation letter is issued to the occupant by the fire prevention division chief. A final notice of violation letter directs the occupant to remediate the violation within an established timeframe. After the set period a re-inspection is conducted by a prevention inspector. If the occupant remains non-compliant a “Notice to Appear” is issued by the COL legal department for the occupant to appear in municipal court. The remaining violation(s) are adjudicated by the municipal court process. LFD code compliant inspections have been entered into the LFD prevention division FIREHOUSE Software® database and tracked for compliance.

**Appraisal**

The LFD fire prevention code enforcement program has ensured compliance with applicable adopted fire codes and the community risk reduction objectives of the LFD. Each year there are some occupancies that do not comply with correcting of violations. In

these instances, the issuance of the final notice of violation is sent to the occupant/owner for corrective action prior to issuance of a notice to appear in municipal court. The issuance of the final notice of violations has been a rare occurrence with no documented final notices issued in 2020. The current code enforcement process system has been efficient, cost effective, and provided the occupant time and opportunity to become compliant.

### **Plan**

The LFD will continue to facilitate its code enforcement program to ensure compliance with applicable adopted fire codes and LFD community risk reduction objectives. The prevention division will continue to apply an annual self-assessment compliance process against current codes and objectives.

### **References**

Apple iPad FIREHOUSE Software® Inspector Module Screenshot International

Fire Code Book Front - 2018

Lenexa Fire Department FIREHOUSE Software® Inspections by Violation Code Summary Report - 2020

Lenexa Fire Department Prevention Division Final Notice Letter

Lenexa Fire Department Standard Practice Guideline - Reporting Fire or Life Safety Concerns

State of Kansas Fire Prevention Code Article 1

**CC 5A.3      The prevention program had adequate staff with specific expertise to meet the goals, objectives and identified community risks.**

**Description**

The Lenexa Fire Department (LFD) utilizes personnel from prevention and operations divisions to satisfy staffing and expertise needs to meet the community risk reduction program goals and objectives. The prevention division has five personnel assigned as illustrated by the LFD organizational chart. The division chief of prevention has overall responsibility for the community risk reduction programs. The LFD prevention division is responsible for fire inspections, plan reviews, public education, and fire investigations. The LFD prevention division's full-time staff are cross trained to complete plan reviews, public education, and fire investigations. Investigation personnel receive focused training and education with the goal of becoming an International Association of Arson Investigator (IAAI) certified fire investigator. Eleven part-time inspectors conduct the annual fire and life safety inspections for businesses within the community. The inspectors possess fire inspector certification or are working to achieve it.

**Appraisal**

The LFD prevention division utilizes operations personnel on an overtime basis to provide staffing for community risk reduction objectives. To keep pace with the demands of fire prevention requirements and avoid the interruption of fire prevention activities, the division continues to look for ways to increase the staffing levels of part-time inspectors and investigators. Overtime inspectors and investigators have sustained program objectives.

**Plan**

The LFD will continue to evaluate fire prevention division staffing and credentialing levels to ensure adequate resources for the community.

**References**

City of Lenexa Budget and Goals - Fire Department - 2021 (pp.106-109)

International Association of Arson Investigators Certified Fire Investigator Certificate

Kansas Fire and Rescue Training Institute Fire Inspector I Certificate

Lenexa Fire Department Fire Prevention Life Safety Program Goals (2019-2020)

Lenexa Fire Department Organizational Chart – 2021

5A.4 A plan review process ensures that adopted codes and ordinances determine the construction of buildings and infrastructure (such as hydrants, access, and street width).

### **Description**

The Lenexa Fire Department (LFD) utilizes a plan review process to ensure code compliance with new construction and remodels of existing structures. Plans are submitted to the City of Lenexa (COL) Community Development Department. Plans are reviewed in Community Development with input from full-time LFD Prevention Division staff. The COL strives to complete a plan review within 20 working days for new project submittals and 10 working days for all other project submittals. At this time, the Community Development department along with the fire prevention division chief are responsible for ensuring applicable building and fire prevention construction requirements are met. Construction permits are issued by the Community Development Department when both the Community Development Department and Fire Prevention Division approve submitted proposals and plans.

### **Appraisal**

Adopted codes and ordinances have provided a foundation to ensure essential fire protection elements are included in community developments.

### **Plan**

The LFD and COL Community Development Department will continue to work towards streamlining the plan review process. The LFD will work with the community development department to seek new technology to improve efficiency in the plan review process.

### **References**

City of Lenexa Community Development Concept Plan Application and Checklist  
City of Lenexa Community Development Final Plan Application and Checklist  
International Fire Code Book Front – 2018

5A.5 The prevention program identifies the frequency that occupancies are inspected.

**Description**

The Lenexa Fire Department Prevention Division inspects approximately 3,400 commercial occupancies. The Lenexa Fire Department Prevention Division is committed to completing an annual inspection of each commercial occupancy. The LFD prevention division chief and staff manage the annual inspection program. Inspections are conducted annually to ensure timely correction of fire and life safety violations.

**Appraisal**

The annual inspection goal of every commercial occupancy had been consistently achieved prior to 2020. The 2020 annual inspection program was suspended for several months due to the COVID-19 pandemic. As COVID-19 restrictions were lifted, the inspection program resumed for all commercial occupancies during the fall of 2020. The annual frequency model has resulted in a trending reduction of initial violations and required re-inspections while improving community risk reduction education and enhancing customer service.

**Plan**

The prevention division will continue to evaluate the effectiveness of the annual inspection process. Changes to the program frequency will be implemented as needs are identified.

**References**

Lenexa Fire Department FIREHOUSE Software® Copy of Inspection by Type - 2020

Lenexa Fire Department FIREHOUSE Software® Inspections by Violation Code

Summary Report - 2020

Lenexa Fire Department FIREHOUSE Software® Re-Inspections by Type - 2020



5A.6 The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

### **Description**

The Lenexa Fire Department (LFD) identifies needs within its community risk reduction program to reduce the number of fire related casualties and the incidents that equate to loss of property. The LFD community risk reduction program includes engineering, education and enforcement measures. Fire incident and casualty data is recorded in FIREHOUSE Software® which permits retrieval and analysis of information collected. Benchmarks for improvement are established when specific community risks are recognized.

### **Appraisal**

The LFD review of fire incident and casualty data has aided in community risk assessment and development of loss reduction goals. An example of this was a recognized increase in apartment fires which resulted in the creation of a specific, targeted, and achievable annual loss reduction program. The prevention division established a goal to reduce the frequency and severity of fires and their causes within apartment complexes. From 2015 to 2020, 15 incidents were documented as a result of improper discarding of smoking materials. In 2017, 6 incidents resulted in \$1,278,875.00 of fire loss. Evaluation of 2017 incident data revealed the number one cause of fires located at apartment structures was improper disposal of smoking materials. In 2019, the City of Lenexa adopted the 2018 ICC code set along with the City of Lenexa Municipal Code adoptions. Lenexa Municipal Code 310.7 requires an approved smoking receptacle when smoking is permitted.

When an apartment property owner/manager allows smoking on their property, the permissible locations for smoking receptacles are coordinated with the LFD prevention division to identify the quantity and location of the smoking areas and receptacles.

Analysis of the LFD loss reduction program has shown a reduction in the volume of violations and fire incidents. Continual inspections and regular apartment manager meetings including public education and fire code adoption regarding disposal of smoking material, resulted in an increase of multi-family occupancies transitioning to smoke free.

## **Plan**

The LFD will continue to analyze the program and data to determine the impact of the program is consistent with the program goal. Modifications to the program will occur as gaps are identified. The LFD will continue meeting with apartment managers to evaluate compliance outcomes.

## **References**

City of Lenexa Multi-Family Smoke Free Complexes List

Lenexa Fire Department and Apartment Managers Meeting Rosters (June 15, 2017) and (December 14, 2017)

Lenexa Fire Department Apartment Manager Smoking Receptacle Summary Document and Flyer

Lenexa Fire Department Fire Dollar Loss by Heat Source Table (2016-2020)

Lenexa Fire Department FIREHOUSE Software® Cause of Heat Source Report Summary - 2020

Lenexa Fire Department FIREHOUSE Software® Cause of Ignition Report Summary - 2020

Lenexa Fire Department FIREHOUSE Software® Dollar Value Saved and Loss Analysis Report - 2020

Wilder Apartments Lease Agreement Sample

**CC 5A.7        The agency conducts a formal and documented program appraisal, at least annually, to determine the program’s impacts and outcomes, and to measure performance and progress in reducing risk based on the community risk assessment/standards of cover.**

**Description**

The Lenexa Fire Department (LFD) conducts an annual appraisal to determine the impacts of the community risk reduction program. Its efforts in risk reduction are based on the community risk assessment standards of cover and measures performance against adopted loss reduction goals. Program reviews assess community risk reduction effectiveness against fire suppression capabilities. Risk factors used for vulnerability determinations include buildings or complexes with elevated Occupancy Vulnerability Assessment Profile (OVAP) scoring, multi-use occupancies, adult care facilities, apartment complexes, education facilities, government buildings, and critical infrastructure. An on-going pre-fire survey program is conducted by the prevention division on buildings identified by OVAP scoring, usage and special hazards. Notable information gathered through the annual inspection program is incorporated into the pre-fire survey data. The LFD Prevention Division conducts a bi-monthly staff meeting to review emergency incidents, operational response, event planning, and fire hazard risk. The Division Chief of Prevention provides staff updates on potential risks as determined through the plan review process, fire/life safety inspections, fire investigations, and scheduled city or private events. Courses of action including response modification, additional staffing, and public education implementation to balance risk and response. Action plans are prepared for all major city events to identify potential risk hazards and personnel/equipment resource requirements to adequately address emergency preparedness needs. Incidents involving structure fires in commercial occupancies, multi/single-family residential dwellings, critical infrastructure, large monetary loss, or suspicious activity are reviewed by fire prevention personnel. Fire risks identified through the review process are abated through legal enforcement of the adopted fire/building code process, community education, and statistical monitoring in the FIREHOUSE Software® database. These programs are reviewed and evaluated to ensure program effectiveness, community relevance and significant risk reduction.

## **Appraisal**

The LFD has continuously evaluated and appraised the community risk reduction program during regularly scheduled division/staff meetings and annual executive planning sessions. This process has ensured appropriate attentiveness and ability to react to community risk reduction problems. The program has consistently maintained a high degree of effectiveness as evidenced by annual fire cause and loss statistics.

## **Plan**

The LFD prevention division will continue to conduct annual appraisals to determine the effectiveness of its community risk reduction programs to identify and integrate changes to current practices. The prevention division will continue to update and improve efforts towards pre-fire surveys and compiling information for electronic databases (mobile data terminals, etc.) and modify its inspection program to meet organizational needs.

## **References**

Lenexa Fire Department Fire Dollar Loss by Heat Source Table (2016-2020)

Lenexa Fire Department FIREHOUSE Software® Dollar Value Saved and Loss Analysis Report - 2020

Lenexa Fire Department Program Appraisal - Public Education - 2020

Lenexa Fire Department Public Education Program Goals (2019-2020)

Vision - Occupancy List with OVAP Score by Zone (April 22, 2021)

**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. The agency should conduct a thorough risk analysis as part of activities in Category 2 to determine the need for a specific public education program.

**Summary:**

The Lenexa Fire Department (LFD) has a public education program under the oversight of the fire prevention division chief. The program effectively reaches a wide array of audiences while providing different valuable services to the community. Program objectives are aligned with the department's mission. Objectives are accomplished utilizing age appropriate and topic relevant presentation outlines, audio visual equipment, online content, handout materials, and props to complete education delivery. COVID precautions in 2020 caused the department to create new ways to deliver fire safety messages. These new methods included online videos, virtual station tours, and virtual classes. Fire department personnel are assigned different aspects of the program such as public education, scheduling, event management, quality assurance, and planning. Event managers provide adequate staffing and resources to fulfill the goals of this program. Members participate in public education activities under the direction of program leaders that have been trained in public education delivery. Some personnel have also been trained to conduct juvenile intervention educational activities when needed. Data is collected and analyzed for program effectiveness and planning. An annual appraisal of the public education program ensures the program is targeting identified risks of current trends, using technology and different instructional techniques to educate at risk audiences.

## **Performance Indicators:**

**CC 5B.1      The public education program targets specific risks, behaviors and audiences identified through incident, demographic and program data analysis and the community risk assessment/standards of cover.**

### **Description**

The Lenexa Fire Department (LFD) public education program targets specific risks and at-risk audiences from data gathered through emergency incidents, inspections, and input from staff members, community leaders, businesses, and local schools. A five-year comparative data set is reviewed on an annual basis to track trends in the types of emergency service calls being initiated. Program data is analyzed by the Public Education Committee and the Prevention Division in the first quarter of each year. Current programs are reviewed to determine overall effectiveness and timeliness. If a negative trend is identified the LFD public education curriculum is revised or enhanced to align with the risks noted through analysis. Currently the department provides educational programs such as CPR training, fire drills, fire extinguisher training, evacuation planning, emergency preparedness, fire safety, first aid, cooking safety and proper disposal of smoking materials. Additional programs are developed based on request and/or identified need. Current audiences being targeted with age-appropriate safety messages include seniors, children, special needs groups, etc. The LFD incorporates and promotes the National Fire Protection Association's campaign theme during national fire prevention week.

### **Appraisal**

Significant fire related trends from the past are evaluated annually. The first fire related trend was recognized in 2012 that involved fire related to the careless disposal of smoking materials. An extensive public education campaign was developed and implemented with a focus on careless discarding of smoking materials and adopted code requirements for City of Lenexa apartment complexes and commercial businesses. Subsequent reviews revealed a significant reduction in the number of incidents related to smoking materials. The second trend noted was an increase in call volume associated with citizens falling, needing assistance or medical from fall related injuries. This trend exists throughout

Johnson County and is prevalent. A county initiative has been implemented that involves social and home health services. The program is in its infancy and will require more time to determine its overall effectiveness in reducing falls.

### **Plan**

The LFD will continue to monitor and update the targeted specific risks and risk audiences through incident, demographic, and program data analysis. The LFD Prevention Division will continue to evaluate all areas of the public education program to identify targeted audiences. Evaluations will include feedback information, monitoring local and national incident data trends, and improvement additions.

### **References**

Lenexa Fire Department FIREHOUSE Software® Count of Cause of Fires by Occupancy Report - 2020

Lenexa Fire Department FIREHOUSE Software® Percentage of Fire Causes Report (2016-2020)

Lenexa Fire Department FIREHOUSE Software® Percentage of Types of Fires by Occupancy Report - 2020

Lenexa Fire Department FIREHOUSE Software® Public Education Report - 2020

Lenexa Fire Department FIREHOUSE Software® Smoke Detector Batteries Left Summary Report - 2020

Lenexa Fire Department FIREHOUSE Software® Smoke Detectors Left Summary Report - 2020

Lift Assist Pilot PowerPoint Presentation

**CC 5B.2**      **The program has adequate staff with specific expertise to address identified risks and meet the public education program goals, objectives.**

**Description**

The Lenexa Fire Department (LFD) public education program establishes annual goals. The objectives of the LFD public education program include providing personnel and resources for the delivery of fire and injury prevention messages, maintaining records and data, and completing annual reviews of public education programs to determine overall effectiveness. Trained staff in sufficient quantities deliver public education programs for children attending elementary schools and daycare facilities, church groups, business employees, and other audiences. Program content includes juvenile firesetter intervention, station tours, fire extinguisher classes, CPR/first aid classes, fire safety trailer, severe weather, life safety presentations, fire drills, city festivals, and special events. The public education program is managed and led by a designated committee. The committee consists of varying tenure levels to provide program stability and succession. The program is under the oversight of the division chief of fire prevention. The program classes are conducted by members of prevention and operations divisions. Internal departmental training is conducted to ensure the presenting personnel have the expertise to deliver each program. External training opportunities are utilized to obtain specific expertise in areas of juvenile firesetting, community education leadership, developing fire and life safety strategies, college courses, community risk reduction as provided through the National Fire Academy along with collaboration with Fire Marshal's Association throughout the State of Kansas.

**Appraisal**

The LFD staff assigned to deliver public education programs have been of sufficient quantity with appropriate levels of expertise to accomplish program goals and objectives. The LFD has maintained its ability to fulfill the community's fire prevention education requests, utilizing overtime operations personnel. COVID restrictions did not allow personnel to visit elementary classrooms in person in 2020. The public education committee recorded six videos covering the fire safety topics traditionally presented in classrooms. The schools were provided PDF educational material and videos were posted.



The LFD public education program goal for voluntary home fire safety visits was not able to be met due to staffing overtime expenses.

### **Plan**

The LFD will continue to monitor staffing expertise to meet public education program requirements. The LFD will also continue to explore opportunities to broaden program expertise by sending individuals to specific public education training when applicable.

### **References**

Lenexa Fire Department Fire Safety Education Resources Webpage Screenshot

Lenexa Fire Department FIREHOUSE Software® Public Education Report – 2020

Lenexa Fire Department Job Description - Division Chief - Prevention

National Fire Academy Juvenile Firesetter Intervention Specialist Certificate

5B.3 Programs are in place to identify large loss potential or high risk audiences (such as low socio-economic status, age and cultural/ethnic differences, where appropriate), forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents (such as home safety visits, smoke alarm installations, free bicycle helmet programs, fall prevention programs, etc.).

### **Description**

The Lenexa Fire Department (LFD) remains aware of the ethnic and socio-economic diversity of its citizens through its public education program. During the annual Fire Prevention Week school programs, it has been noted the number of English as a second language (ESL) students is growing.

The LFD is intricately involved in the building plan review process. As plans for facilities are proposed, the prevention division distributes information regarding the types and kinds of buildings to operations personnel. The most noted changes are the increase of nursing homes and apartment complexes to be constructed within the next three years.

The LFD has established a Standard Practice Guideline that clearly states the expectation of department personnel to check on the functionality of smoke detectors in any home to which the members have legally entered. It is the practice of the department to never leave a home without a properly working smoke detector. When a home is checked by department personnel, findings are documented in the FIREHOUSE Software® incident report. Additionally, the city has adopted International Building Code to require the installation hardwired interconnected smoke detectors when residential re-model permits are issued.

The prevention division schedules and conducts a semi-annual meeting with city homeowner associations and apartment and hotel managers. To reduce risk and increase workplace safety the fire department provides fire extinguisher training to city businesses and other groups upon request.

The LFD has been challenged with ensuring that public education messages have been received when a language barrier exists. Personnel have been encouraged to use the provided translation resources on emergency incidents (e.g., Google translate, language line), but not in the fire prevention education setting. The department has invested in Rosetta Stone® software to allow members to learn Spanish at their own pace. A concerted effort has been made at job fairs and local community colleges to recruit Spanish speaking applicants. Further efforts to improve services to the Spanish speaking community have been identified. The prevention division has a strong working relationship with the apartment complex managers and owners and has had great success in ensuring each apartment has a fire extinguisher and functional smoke detectors. This working relationship has proven instrumental in reducing the number of fires related to carelessly discarded smoking materials, with more than five apartment complexes declaring to become a smoke free facility.

### **Plan**

Continual efforts to educate, recruit, and/or retain a bilingual workforce will be needed. The prevention staff will establish working relationships with new apartment and nursing facility complex owners while continuing to maintain and enhance relationships with existing complexes. The fire prevention division will continue its semi-annual meetings with the owners and managers to continually foster working relationships that allow the fire department to educate the public it serves while keeping the facilities accountable to citizens they house.

### **References**

- International Residential Building Code Automatic Fire Sprinkler Systems Design and Installation - Code R313.2.1 - 2018
- Lenexa Fire Department Apartment Complex Smoke Free List
- Lenexa Fire Department FIREHOUSE Software® Smoke Detector Batteries Left Summary Report (2016-2020)
- Lenexa Fire Department FIREHOUSE Software® Smoke Detectors Left Summary Report (2016-2020)
- Lenexa Fire Department Standard Practice Guideline – Smoke Alarms and CO Alarms

**CC 5B.4 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing.**

### **Description**

The Lenexa Fire Department (LFD) conducts a formal appraisal annually to determine the effectiveness of the public education program and its effect on reducing identified risks. Incident data gathered throughout the year is analyzed to determine trends which may indicate audiences to be targeted within the community. The administrative staff and public education committee members also review significant incidents, events, and opportunities throughout the year related to public education. The LFD prevention division seeks feedback from department members, citizens, teachers, and other city employees regarding fire and life safety education events. Program impact, delivery methods, and overall quality of the curriculum are considered during program evaluation. This includes identified risk reduction behaviors among program recipients through follow-up phone calls, or feedback solicited after a public education event.

### **Appraisal**

The fire prevention division chief, public education coordinator, prevention captains, and public education committee members have completed an annual review of the public education program. The department's administrative staff has discussed public education programs during staff meetings to stay current on issues regarding public education outcomes. These discussions have centered on the effectiveness of recent public education events, feedback received, upcoming events, materials, and staffing. Program appraisal methods have been measured by use of participant feedback, incident records and data reports.

### **Plan**

The LFD will continue to make changes, as needed, to the public education program. The fire prevention division and public education committee will implement changes based on results of incidents statistics, participant feedback, staff suggestions and local and/or national trends.

## **References**

Lenexa Fire Department Citizens Fire Academy Course Feedback - 2018 Lenexa  
Fire Department Fire Safety Education Resources Webpage Screenshot

Lenexa Fire Department FIREHOUSE Software® Public Education Report - 2020 Lenexa  
Fire Department Program Appraisal - Public Education - 2020

Lenexa Fire Department Public Education Program Goals (2019-2020)

Lenexa Fire Department Public Education Survey

### **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 should conduct a thorough risk analysis as part of activities in Category 2 to determine the need for a fire investigation program.

#### **Summary:**

The Lenexa Fire Department (LFD) operates an effective, and sufficient fire investigation program directed to the origin investigation and cause determination for fires and explosions. The program is authorized in accordance with local ordinances, state statutes and nationally recognized codes. Department standard practice guidelines provide direction for investigators and incident commanders. Fire investigations are conducted by personnel who have specific knowledge, training, and experience related to investigative industry best practices, which include the scientific method. Investigator training is focused on anticipated incident types, incident trend analysis, and advancements in the profession of fire investigation. Additional equipment and manpower resources can be procured through established formal mutual aid and investigation task force agreements. Data collection systems are in place as a repository for reports, photographs and incident data. The LFD conducts an annual appraisal of the investigation program to identify fire cause trends.

## **Performance Indicators:**

**CC 5C.1**      **The agency's fire investigation, origin, and cause program is authorized by adopted statute, code, or ordinance.**

### **Description**

The Lenexa Fire Department (LFD) fire investigation, origin and cause program is authorized in accordance with Kansas State Statute #31.137, the 2018 International Fire Code, and the City of Lenexa Code 1-7-A. The LFD Fire Investigation Standard Practice Guideline (SPG) states “it is the policy of this department that an origin and cause investigation be conducted on all fire incidents within the jurisdictional boundaries.” The LFD monitors the Kansas State Statutes, the International Fire Code, and the City of Lenexa code to ensure appropriate authorization. The SPG is revised as necessary to ensure adequate guidance to maintain compliance with state statutes, fire codes, and local ordinances.

### **Appraisal**

The LFD fire investigation, origin, and cause program has remained compliant with adopted standards and regulations.

### **Plan**

The LFD will continue to ensure internal policies are consistent with state statute and international fire code authority. Applicable city codes and ordinances will be amended as needed.

### **References**

City of Lenexa Administrative Policy AD 01 - Fire Department, Article 1-7-A  
International Fire Code - Chapter 1 Administration - Section 104 General Authority and Responsibilities - 2018 Kansas Statute  
- K.S.A. 31-137  
Lenexa Fire Department Standard Practice Guideline - Fire Investigation

**CC 5C.2** The agency uses a systematic approach based on the scientific method to investigate all fire and explosion incidents. The investigation should determine or render an opinion as to the incident's origin, cause, responsibility and/or prevention to include the damage and injuries that arise from such incidents.

### **Description**

The Lenexa Fire Department (LFD) utilizes the scientific method to investigate and determine the origin and cause of fires and explosions. LFD investigators have received training specific to the concept and application of the scientific method as it relates to origin and cause examinations. Investigation reports receive technical peer review from investigation program personnel to comment on the content and verify the validity of the conclusion presented in the report.

### **Appraisal**

The LFD has applied the scientific method to determine the origin and cause of fires and explosions. Utilization of the scientific method has provided consistency and quality for fire cause determinations.

### **Plan**

The LFD will continue to utilize the scientific method during fire origin and cause investigations. Authoritative texts and standard practices recognized by the investigation profession will be utilized to ensure that appropriate causal hypotheses are considered. The technical review process for investigation reports will be monitored and revised as necessary to ensure accurate and comprehensive investigative conclusions.

### **References**

921docs.com Software Website Screenshot

Certificate of Attendance International Association of Arson Investigators Kansas Chapter

Forensic Fire Scene Reconstruction Scientific Method Flow Chart

Lenexa Fire Department Standard Practice Guideline - Fire Investigation



**CC 5C.3        The program has adequate staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks.**

**Description**

The Lenexa Fire Department (LFD) fire investigation program has staff with specific expertise, training, and credentials to accomplish the program goals and objectives. The investigation program consists of ten individuals with varying levels of investigative training and experience. Three investigators are recognized by the International Association of Arson Investigators (IAAI) as Certified Fire Investigators (CFI). Three investigators are completing the last requirements necessary to achieve the education, training, and experience required to apply and test for the CFI certification. Four additional personnel are considered developmental and are receiving focused training and experience with the intent of developing the credentials necessary to obtain certification. Investigators are divided among each of the three 24-hour operational shifts as well as the 8-hour administrative staff.

The fire department investigators conduct the origin and cause examinations but are not commissioned law enforcement officers. Fire department investigators complete interviews and follow up as required. If an incendiary cause cannot be eliminated, the Lenexa Police Department (LPD) is engaged as a resource during the investigation. Police Detective Jared Marshall is the designated police department liaison for fire investigations. Detective Marshall or LPD designee(s) assists with criminal evidence retention, interview / interrogation, and incarceration of suspects. The LPD communicates with judicial agencies as necessary when criminal elements arise during an investigation. Current program oversight is provided by the division chief of prevention to enhance continuity with respect to investigation follow up, LPD communications, and coordination with private sector insurance investigation professionals.

All origin and cause determinations are not made by an investigator involved in the Fire Investigations Program. A tier level guide has been developed to identify investigators. The incident commander is responsible for determining if an investigator is required to accurately determine origin and cause. On incidents where this is not determined to be

necessary, the incident commander is responsible for documenting the origin and cause in the fire department records management system (FIREHOUSE Software®).

### **Appraisal**

Personnel have been provided opportunities to receive training and education focused on anticipated incident types, trend analysis, and advancements in the profession of fire investigation. Experience has been developed through scene investigation, mentoring, and peer technical report review. The LFD fire investigation program has been resourced with trained and credentialed staff to meet program needs. Required staffing adjustments and attrition have created an imbalanced fire investigator distribution and inadequate staffing on operational shifts. Additional attrition without replacement or increased staffing will create gaps in the department's ability to provide trained personnel capable of conducting effective fire scene investigations.

### **Plan**

The three LFD IAAI CFI's will maintain their certification. The additional non-certified fire investigators will continue to pursue minimum requirements for eligibility to test for certification. An updated curriculum vitae will be maintained by each investigator. The investigation program will seek to recruit, and train interested personnel to ensure program succession. Improved distribution of fire investigation personnel will be pursued through recruitment and shift assignment. All operations personnel tasked with origin and cause determination will receive training and education focused on anticipated incident types, trend analysis, and advancements in the profession of fire investigation. LPD resources will be utilized as each investigation dictates.

### **References**

International Association of Arson Investigators Application (September 4, 2020)

International Association of Arson Investigators Certified Fire Investigator Certificate

Lenexa Fire Department Investigation Staff (June 2021)

Lenexa Fire Department Program Appraisal - Investigation - 2020

**CC 5C.4 The agency conducts a formal and documented program appraisal, at least annually, to determine the program’s impacts and outcomes, and to measure performance and progress in reducing risk.**

**Description**

The Lenexa Fire Department (LFD) information system allows for documentation and analysis of the fire investigation program. The FIREHOUSE Software® record management system maintains data fields including number, classification, and property uses of fires that occur in the city. Investigation reports and photographs are downloaded into the department’s FIREHOUSE Software® reporting system on the City of Lenexa (COL) network. The FIREHOUSE Software® reporting system is “backed up” each night per protocols.

**Appraisal**

The LFD information system has provided for documentation and analysis of fire investigation program activities. The FIREHOUSE Software® record management system is capable of recording fire investigation information, statistics, and trends. The FIREHOUSE Software® system does not allow for the tracking of judicial proceedings and recording conviction information. To enhance the accuracy and effectiveness of data collection / information, partnerships have been developed with other city departments. The Information Technology (IT) Department can develop graphic depictions and analysis based upon data from multiple queries and databases.

**Plan**

The LFD will continue to monitor and adjust as necessary to improve the documentation and analysis of the fire investigation data. IT personnel and protocols will be utilized to supplement the FIREHOUSE Software® system to identify suspects and trends because of origin and cause investigations. Identified trends will be used to enhance our Community Risk Reduction efforts.

**References**

Lenexa Fire Department FIREHOUSE Software® Investigation Report Screenshot  
Lenexa Fire Department Program Appraisal - Investigation – 2020

### **Criterion 5D: Domestic Preparedness, Planning, and Response**

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.

#### **Summary:**

The City of Lenexa, Kansas (COL) has a comprehensive local emergency operations plan (LEOP) which works in coordination with the Johnson County Kansas emergency operations plan (CEOP) to provide all-hazards preparedness planning to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies. The LEOP addresses the City's Emergency Management structure for establishing program goals, response operations, training, exercises, planning and maintenance. The CEOP outlines responsibilities and functions in the event of a major emergency. Under Kansas Statute KSA 48-929, each county within Kansas is to establish and maintain a disaster agency responsible for emergency management and coordination of responses to disasters. The Lenexa Fire Department (LFD) and Johnson County Emergency Management (JCEM) are compliant with the National Incident Management System (NIMS) and the incident command system (ICS). There are mutual aid agreements among regional agencies to provide outside support during high resource demands. Standard practice guidelines (SPG's) are in place to provide an organized approach to real or perceived threats, whether man-made or natural. Communication interoperability exists within Johnson County Kansas agencies that utilize compatible portable, mobile, and fixed communications tools and equipment within a P25 700 MHz digital radio system. The LFD utilizes a system with access to data relevant resource types and availability. Technology systems are utilized by the LFD and JCEM for tracking major events and resources. WebEOC is a web-based information management system that provides a single access point for the collection and dissemination of emergency or event-related information. WebEOC can be used during the planning, mitigation, response, and recovery phases of an emergency. The LFD and JCEM have conducted various

vulnerability assessments to identify critical facilities and infrastructures as well as protection from integrity threats.

## **Performance Indicators:**

**CC 5D.1        The agency maintains a local emergency operations/all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency participates in maintaining and revising the plan with the AHJ.**

### **Description**

The Lenexa Fire Department (LFD) works under the City of Lenexa (COL) local emergency operations plan (LEOP) in coordination with the Johnson County Emergency Management (JCEM) Office. The COL LEOP is under review with final edits for a subsequent adoption by the City of Lenexa Council in 2022. The LEOP defines the policies, coordination, and roles, and responsibilities required to meet the needs generated by a disaster in the City of Lenexa, Kansas. The LEOP also defines the concepts of operations and emergency processes needed to successfully manage higher probability events prioritized by a collaborative threat and hazards identification including a risk assessment. The COL LEOP includes roles and responsibilities of positions, contact lists and operational guidelines. There is an organizational structure built into the LEOP that supports the COL Emergency Management Program and its Emergency Operations Center (EOC). The LEOP follows a structure based upon defined duties of emergency support functions (ESF) within the Johnson County Emergency Operations Center (JCEOC). There are established standard operating guidelines with structure definitions that are consistent with the incident command system (ICS) and ESFs. The COL LEOP includes an organization chart consistent with ICS and ESFs.

### **Appraisal**

The LEOP and County Emergency Operations Plan (CEOP) have provided appropriate guidance regarding defined roles and responsibilities of participating agencies and organizational structure to execute response actions during a disaster or major emergency.

### **Plan**

The LFD Battalion Chief for Emergency Management will partner the JCEM to ensure continued coordination and alignment of local and county emergency operations plans. Roles and responsibilities of participating agencies and authorization to perform defined

functions and duties will be reviewed and amended, as necessary.

**References**

City of Lenexa Continuity of Operations Plan (COOP)

5D.2 The agency complies with the National Incident Management Systems, or other appropriate incident management system, and its operational methods are compatible with all external response agencies.

### **Description**

The Lenexa Fire Department (LFD) utilizes the incident command system (ICS) and is compliant with the National Incident Management System (NIMS). The City of Lenexa Emergency Manager (COLEM) oversees required NIMS training throughout each city department. City of Lenexa (COL) employees with emergency operations center (EOC) responsibilities are continually audited for NIMS compliance. Those needing additional training are provided opportunities and resources for completion. Johnson County Emergency Management (JCEM) has adopted ICS and is NIMS compliant. Johnson County Kansas emergency service agencies follow the ICS method as well as NIMS training. The Johnson County Fire and Emergency Services Chiefs Association and the Heart of America Fire Chief's Council have adopted ICS. The LFD utilizes an ICS at emergency incidents. The City of Lenexa Emergency Operations Center (COLEOC) utilizes the emergency support functions (ESF) to coordinate and support incident operations.

### **Appraisal**

The LFD has effectively complied with NIMS and has functioned under a countywide ICS model procedure. The use of ICS during incidents has provided for operational readiness and compatibility when outside resources were required. The COLEOC complies with NIMS and uses the ESF functions that align with the Johnson County Emergency Operations Center (JOCOEOC) to coordinate and support incident operations.

### **Plan**

The LFD will continue to remain compliant with NIMS and train personnel as required to support emergency operations. The Johnson County ICS model procedure and the COLEOC procedure will be reviewed and updated as necessary.

### **References**

Johnson County, Kansas Fire and Emergency Services Chiefs Association Model



Procedure - Incident Command System

Lenexa Fire Department Standard Practice Guideline – Incident Command System

Ninth Brain® NIMS Employee Certification Report

5D.3 The agency has a process in place for requesting additional resources not readily available in the community served.

### **Description**

At any point during an emergency event, the Lenexa Fire Department (LFD) may determine the need for outside resources. This is commonly utilized through established automatic and mutual aid agreements. Demand for resources beyond this routine process could require support from state and/or federal assistance. Requests for assistance procedures are outlined in the Mid-America Regional Council (MARC) coordination guide and the Johnson County Emergency Operations Plan (CEOP) section on ESF-7. These procedures are aligned with K.S.A. 48-9, K.S.A. 12-16, 117 and the Stafford Act. The City of Lenexa Emergency Operations Center (COLEOC) may determine the need for outside resources that may not be requested through established automatic or mutual aid agreements. A request would then be submitted through the Johnson County Emergency Operations Center (JOCOEOC). This procedure requires a properly executed emergency declaration by the city manager or mayor, through the chairperson of the board of county commissioners. Johnson County may request a state declaration through the Kansas Division of Emergency Management (KDEM) if state resources or personnel are needed.

### **Appraisal**

The Local Emergency Operations Plan (LEOP) and CEOP have identified adequate resources for an effective all-hazards disaster plan. Resource sharing is adequate for Lenexa.

### **Plan**

The LFD Emergency Management Division will continue to use the LEOP and conduct an intensive update every five years to ensure it continues to meet NIMS compliance and alignment with the Johnson County CEOP. The COL emergency management committee will continue to receive the regional updates for recommendations to the LEOP to align with industry best practices. A comprehensive resource guide will be established to show internal and external resources available to support incident response. Completion is estimated to be by late 2021.

## **References**

City of Lenexa Continuity of Operations Plan (COOP) Kansas

Statute - K.S.A. 12-16,117

Kansas Statute - K.S.A. 48-904 Kansas

Statute - K.S.A. 48-929

5D.4 The agency has processes to record information and provide data on needed resources, the scope and nature of the event, and field resources deployed to local, state/provincial, and federal agencies.

### **Description**

The Lenexa Emergency Operations Center (EOC) has a rapid setup communications system and duplicate portable system for an alternate location. Each system includes laptop computers with a wireless internet capability, Ethernet connection cables and a telephone system. The EOC has numerous monitors to display information. The EOC utilizes WebEOC, an internet-based site allowing local agencies to share incident information, as well as the Johnson County Emergency Communications Center (JCECC) web-based dispatch system to track resource information. WebEOC is administered by Johnson County Emergency Management. The EOC includes the Lenexa Information Technology (IT) department with state-of-the-art global information systems, computer and network support. These systems allow for readily accessible information regarding county and city resources, real-time event situation updates and planning capabilities. The EOC utilizes the Rhodium Incident Management Software to track incident activities and resources as well as generate incident action plans. The EOC includes readily accessible forms electronically and in hard copy for redundancy.

### **Appraisal**

The process for recording and accessing data for resources and event information has been utilized in training drills and special events. System functionality has been proven effective with an identified need to consistently update computer software. The setup process has been tested and all landline telephone extensions verified. The wireless and hardwire networks have been tested and verified.

### **Plan**

The Lenexa Fire Department will continue to use WebEOC, Rhodium IMS and the JCECC website to record information and provide data on resources.

## **References**

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021 (pp.322)

Rhodium Software Screenshot WebEOC

Software Screenshot

5D.5 The agency conducts and documents a vulnerability assessment and has operational plans to protect the agency's specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems.

### **Description**

A critical community infrastructure location list has been developed along with a Standard Practice Guideline (SPG) for damage assessment. The City of Lenexa Personnel Policies and Procedures Manual Chapter 7 addresses security audits and facility security practices. The Lenexa Fire Department (LFD) SPG's address station and equipment security. The City of Lenexa has evaluated and implemented lockdown procedures to ensure the security of city hall and its employees. The Lenexa Emergency Operations Plans (LEOP) provides guidance by emergency service function (ESF) roles and responsibilities. The LFD maintains a damage assessment priority list of key city facilities and critical infrastructure. In 2021 the LFD completed an apparatus relocation drill in which essential apparatus were relocated to an underground facility in case of a large-scale disaster. City safety and security measures have been evaluated and procedures are available to all personnel in the policy and procedures manual. City facilities are secured, and access history is retrievable through the access card reader software program.

### **Appraisal**

The Lenexa Fire Department operational plans are effective in protecting critical infrastructure.

### **Plan**

The LFD will continue to monitor, and address needed changes to SPG's and City Policies relative to critical infrastructure measures. The City of Lenexa Emergency Management Committee will review the effectiveness of safety and security measures at all City facilities. The emergency plan guides provided to each city department will be reviewed annually and updated as needed.

### **References**

Lenexa Fire Department Apparatus Security Protection Plan Drill - 2021

Lenexa Fire Department Emergency Management Training and Exercise Plan (2021-2022)

Lenexa Fire Department EOC Activation Exercise (May 19, 2021)

Tornado Warning Alert and Sheltering Drill After Action Report Improvement Plan (March 19, 2021)

5D.6 The agency has a documented continuity of operations plan, that is reviewed annually and updated at least every five years, to ensure essential operations are maintained.

### **Description**

The City of Lenexa (COL) hired a full-time Emergency Management Coordinator in February 2019 to coordinate an all-hazards and comprehensive emergency management program for the city. This position is within the Lenexa Fire Department organizational structure. By having a full-time emergency management coordinator, previous areas of improvement, such as having an established Continuity of Operations Plan (COOP) are being addressed. A Continuity of Operations Plan is currently under development for the COL.

### **Appraisal**

The LFD's emergency management coordinator has identified the need to develop the COL COOP to ensure the city can continue to operate critical and essential functions during a disaster or major emergency. Efforts to develop the COOP have been initiated.

### **Plan**

The LFD will work with the COL to identify components necessary to create a COOP that allows for maintaining critical and essential operations.

### **References**

Lenexa Fire Department Continuity of Operations Plan (COOP)



5D.7 The agency has processes in place for intelligence sharing with other public safety agencies.

### **Description**

The Lenexa Fire Department (LFD) has several processes in place for intelligence sharing with local and regional partners. Meetings are regularly held at the local, county, regional, and state-level that allow for intelligence sharing about all aspects of emergency management, law enforcement and fire department operations. The LFD has several members who receive intelligence information from the Kansas City Regional Fusion Center.

### **Appraisal**

The meetings and electronic resources the LFD attends have been effective in providing the necessary intelligence for successful emergency management and fire department operations.

### **Plan**

The LFD will continue to attend the necessary meetings to allow for successful information sharing to occur that enhances emergency management and fire department operations.

### **References**

Eastern Kansas Multi-County Task Force-Fire Arson Investigation Meeting Minutes (November 15, 2018)

Heart of America Metro Fire Chiefs Council Meeting Minutes (January 22, 2019) Kansas City Regional Fusion Center Intelligence Bulletin (September 9, 2021)

5D.8 The agency has a crisis communications or public information plan.

### **Description**

The City of Lenexa (COL) has a Communications Department (CD) with an established process to disseminate emergency communications to both city employees and the public. In coordination with the Emergency Management Coordinator, the CD has identified public information officers to address emergency communication requests or public service announcements. The COL utilizes the Everbridge Alert Mass Notification System as a medium to send emergency notifications to employees. This system can also provide emergency information to the Lenexa community. The CD utilizes both internal and public-facing websites, social media, print media and video media to relay both non-emergent and emergent information to address disaster preparedness or imminent emergency communications.

### **Appraisal**

The COL communications strategy has been effective in relaying important information. The Emergency Management Committee will look at opportunities to maintain and improve current communication strategies.

### **Plan**

The COL will continually review the emergency communications strategy to evaluate effectiveness. The COL will continually test the strategy to address improvement areas.

### **References**

City of Lenexa Emergency Preparedness Facebook Post Screenshot

City of Lenexa High Water Flooding Emergency Facebook Post Screenshot Everbridge  
Alert Mass Notification System Screenshot

**CC 5D.9** The agency conducts a **formal and documented program appraisal, at least annually**, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

### **Description**

The LFD's Emergency Management Division utilizes the NFPA 1600 standard to assess its disaster preparedness program. This review generates annual program goals to ensure continual improvement. Program goals are reviewed annually by the COL's Emergency Management Steering Group (EMSG) to establish priorities, address gaps and/or improvement areas.

### **Appraisal**

The COL's EMSG in coordination with the Emergency Management Coordinator reviews the established program goals to ensure there is accountability in the development and improvement process. The Emergency Management Coordinator is responsible for the completion of the program goals with support from the Emergency Management Committee (EMC), which is comprised of a representative of each COL department. This process has been effective in developing several key components of the City's Disaster Preparedness.

### **Plan**

Under the guidance of the EMSG, the Emergency Management Coordinator and in collaboration with the Emergency Management Committee, the COL will continue to assess the disaster preparedness program's effectiveness and improve on established components.

## **References**

Lenexa Fire Department Program Appraisal - Domestic Preparedness - 2020

### **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. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for a specific fire suppression program and support the overall risk reduction strategy.

#### **Summary:**

The Lenexa Fire Department (LFD) has met the defined standards of cover (SOC) fire suppression program objectives to control/extinguish fires, further protecting community life safety and lowering property loss. Highly effective automatic/mutual aid agreements enable critical response, essential resource, and personnel necessities. Response plans are monitored to ensure that response requisites are maintained. Standard uniform incident management training is conducted with learned application procedurally applied to incidents. These fire suppression program components are regularly appraised through critical tasking, report analytics and property loss statistics.

## **Performance Indicators:**

**CC 5E.1** Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), pumping capacity, apparatus and equipment deployment objectives for each type and magnitude of fire suppression incident(s).

### **Description**

The Lenexa Fire Department (LFD) meets community assessment/standards of cover emergency performance objectives with respect to staffing, response time, stations, pumping capacity, apparatus and equipment. Station and apparatus responses assignments are determined by incident type, priority level and geographic location through a LFD defined Johnson County Emergency Communications Center (JCECC) response plan. The Lenexa Police Department (LPD) is the main (911) public safety answering point (PSAP) for emergency calls in Lenexa. The LPD PSAP transfers calls for service to the JCECC and when accessible broadcasts to all stations the incident type with location on a dedicated Lenexa public safety talkgroup. Special target hazard occupancies (e.g., nursing homes, elementary schools) receive a modified alarm assignment with more than one resource. Formal pre-established automatic aid agreements for specific call types will assign apparatus from adjacent jurisdictions that can arrive earlier than LFD resources. Additional resource response requests are made from the incident commander's assessment of incident complexity, severity, and risk. Fire suppression apparatus (engine, quint, truck, ladder) are staffed at a minimum with a company officer (captain or lieutenant), engineer (operator) and firefighter. Rescue squads are staffed at a minimum with a fire medic (Advanced EMT) and firefighter (EMT), but most often with a paramedic and/or lieutenant. The shift commander position is filled by a battalion chief or qualified captain. The baseline objective for the first arriving unit for fire suppression is a 1,250 gallons per minute pumping capacity that is met or exceeded by all first due fire apparatus. Additionally, each apparatus is equipped with an onboard foam tank or inline educator proportioning system. The LFD regular alarm assignment for a single residential structure fire is five fire apparatus (two LFD minimum), the shift commander and an automatic aid Battalion Chief with a minimum staffing of 17 personnel. The LFD regular

alarm assignment for a building fire is six fire apparatus (two LFD minimum), the shift commander and an automatic aid Battalion Chief with a minimum staffing of 20 personnel. When available a rescue squad is automatically added to these structure fire assignments, which increases the personnel minimum staffing to 19 and 22 respectively. LFD personnel are trained, equipped, and capable of performing fire suppression critical task assignments. The LFD Standard of Cover (SOC) defines resource deployment, benchmark, and baseline response service objectives for fire suppression incidents within each of three geographical planning areas. The established dispatch response plan provides an effective response force to meet service level fire suppression objectives.

### **Appraisal**

The current distribution and concentration of resources with the addition of automatic aid agreements have met service level response objectives for emergency fire suppression incidents. This is further proven by the Insurance Services Office (ISO) 2018 public protection classification summary report. Response data has been calculated as a total response time, accounting dispatch processing, turnout, and travel time. No long-term data set is available to appraise the addition of station six. The JCECC has not consistently met the one-minute incident processing benchmark more than 90% of the time. The LFD turnout out time of 90 seconds has been achieved more than 90% of the time. Turnout times have been consistently maintained because of early incident notification from the LPD PSAP. Response times have been assessed in the three planning areas against urban and rural population densities with all components of baseline performance included.

A comprehensive review and revision of all LFD response plans is conducted annually to ensure an effective resource deployment strategy exists. Interim alterations are made as new service gaps are identified or target hazards originate. Both modifications enable adjustments to incident resourcing with consideration of performance objectives, critical task needs and incident outcomes. Timed critical task drills validate personnel performing fundamental fireground assignments increasing agency awareness of the time required to accomplish specific tasks. This has further disclosed knowledge and skill gaps that are addressed through purposely focused training. A post-incident analysis process has appraised the fire suppression program's effectiveness. The analysis process has sought to

identify areas of improvement that are needed (e.g., training, equipment, procedures) in the fire suppression program.

### **Plan**

The LFD will continue to monitor and evaluate resource concentration, distribution, and deployment capabilities. This will be applied to newly created target hazards and the addition of station six. Response plans and automatic aid agreements will be reviewed and updated annually in accordance with JCECC. The department will continue to identify, conduct, and evaluate critical fire ground task drills for strengths and weaknesses to advance fire suppression capabilities. When applicable, post incident analysis will be utilized to further compliment this assessment.

### **References**

Johnson County Emergency Communications Center Year End Collective Report - Lenexa Fire Department Community Risk Assessment: Standards of Cover - Fire Incidents Baseline Performance Objectives Tables - 2021 (pp.282-289)

Lenexa Fire Department Critical Task Completion Email - C2 - 19-1T-04-01 & 19-1T-04-02

Lenexa Fire Department Insurance Services Office Public Protection Classification Summary Report - 2018

Mutual and Automatic Aid Interlocal Agreement, Response Plans, and Signed Automatic Aid Response Agreements



**CC 5E.2**        **The agency uses a standardized incident command/management system, which is supported by agency policy and training programs.**

**Description**

Under the provisions of the Johnson County Fire and Emergency Services Chiefs Association (JCFESCA) Mutual Aid and Automatic Aid Interlocal Cooperation Agreement, the Lenexa Fire Department (LFD) uses a standardized incident command/management system. This is described through a Standard Practice Guideline that parallels the JCFESC Incident Command System Model Procedure. This model procedure is utilized by automatic and mutual aid agencies in Johnson County to coordinate operations and manage multiple agency incidents. Most LFD fire officers have completed a fifty-hour online course and three days of classroom assessment to achieve initial Blue Card® Incident Command Certification.

**Appraisal**

The Johnson County Operations Chief’s Committee has reviewed the JCFESC Incident Command System Model Procedure providing the JCFESCA with updated recommendations at both scheduled (2019) and intermittent intervals (2021). The LFD is an active member of both committees. Procedures have been revised to remain compliant with the National Incident Management System (NIMS) and explain current communication practices. Blue Card® Incident Command training has improved department/county fireground communications to organize operations. A Johnson County Incident Safety Officer (ISO) Course was developed to train Johnson County Officers to serve as Incident Safety Officers for automatic/mutual aid incidents. Several LFD officers have completed the course to serve in the ISO role in support of the county incident command/management system.

**Plan**

The LFD will continue to monitor the effectiveness of Incident Command System Procedures. As revision necessities are recognized LFD will submit change proposals to the Johnson County Operations Chief’s Committee. The LFD will continue to enroll officers in the Johnson County ISO course Blue Card® Incident Command training to obtain certifications.

## **References**

Johnson County Fire and Emergency Services Chiefs Association - Incident Safety Officer Course Record (January 2020)

Johnson County Fire and Emergency Services Chiefs Association Model Procedures - Incident Command System

Johnson County Operation's Chiefs Meeting Minutes (April 4, 2019)

Lenexa Fire Department Credential Document Record for Blue Card® Incident Command Training Program

Lenexa Fire Department Standard Practice Guideline - Incident Command System

**CC 5E.3        The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance towards meeting the agency's goals and objectives.**

### **Description**

The Lenexa Fire Department (LFD) conducts regular appraisals to determine the overall effectiveness of the fire suppression program. Measure performance outcomes include, but are not limited to rollout times, travel times, mitigation success, and loss valuation.

Frequent automated reporting provides staff current information. An automated comprehensive monthly fire metrics report is developed to maintain timely program outcome analytics. The LFD conducts an annual review of response plans to ensure resource assignments adequately meet incident needs, fire suppression response goals and objectives. Critical task drills are conducted to evaluate personnel skills and performance abilities. Annual apparatus and equipment inventory audits verify if present and forecasted fire suppression resource needs are met.

### **Appraisal**

Through daily, weekly, monthly, and yearly data reports, the LFD has evaluated fire suppression program effectiveness to ensure operational goals and objectives are met.

When gaps have been identified, operational procedures have been modified accordingly. This approach has proven to be effective in consistently maintaining successful incident objective outcomes.

### **Plan**

The LFD will continue to systematically assess the fire suppression program effectiveness through automated scheduled data reports. When inadequacies are detected, applicable modifications will be made to response plans, apparatus, equipment, and personnel training.

### **References**

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021  
(pp.282-289)

Lenexa Fire Department Critical Task Completion Email - C2 - 19-1T-04-01 & 19-1T-04-02

Lenexa Fire Department FIREHOUSE Software® Critical Task Training Entry Report (2019-2020)

Lenexa Fire Department FIREHOUSE Software® Dollar Value Saved and Loss Analysis Report - 2020

Lenexa Fire Department FIREHOUSE Software® Report - Reaction Time Previous 24hrs. (June 1, 2021)

Lenexa Fire Department FIREHOUSE Software® Report - Training Analysis Previous 24hrs. (June 1, 2021)

Lenexa Fire Department Program Appraisal - Fire Suppression - 2020

## **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. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for a specific EMS program and support the overall risk reduction strategy.

NOTE: EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. For that reason, emergency medical response can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities. Agencies that only provide first responder services must also complete this criterion.

### **Summary:**

The Lenexa Fire Department (LFD) provides first responder emergency medical services (EMS) with advanced life support services from six strategically located fire stations. Patient transport services are provided through a written agreement with Johnson County Med-Act which staffs eighteen paramedic transport units daily. In addition, Med-Act staffs three supplemental transport units Monday through Friday from 0800 to 2000 hours. The LFD meets our total time EMS response objectives. The LFD operates under defined EMS protocols and has access to online medical control through a network of twenty-one base hospitals to guide patient treatment procedures. EMS incident response and electronic patient care reports (PCR's) are documented in the FIREHOUSE Software® reporting system and comply with HIPAA standards. Patient care reports and procedures are reviewed for quality assurance measured against the established standard of care. Multiple components of the EMS program are appraised for the overall effectiveness of the EMS program. The LFD provides CPR and AED training through the American Safety and Health Institute (ASHI) to the community and other Lenexa city departments.

## **Performance Indicators:**

**CC 5F.1** Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of emergency medical incident(s).

### **Description**

The Lenexa Fire Department (LFD) meets its stated standards of cover emergency medical deployment objectives for staffing, response time, apparatus, and equipment.

The LFD Standard of Cover Community Risk Assessment document states the benchmark and baseline response objectives. Apparatus and equipment deployment statements for the first due unit and effective response force (ERF) are defined for each type and magnitude of emergency medical incidents.

The LFD relies on Johnson County Med-Act, a county-wide ALS transport provider to complete the EMS ERF component. Through written agreement, the turnout time standard of a Johnson County Med-Act ALS transport unit is 80 seconds for fire and special response operations, and 60 seconds for EMS unit response for 90 percent of all incidents. The baseline travel time standard for first arriving LFD units responding emergency to an EMS incident is 5 minutes and 30 seconds measured at the 90<sup>th</sup> percentile. The county-wide travel time goal for a Johnson County Med-Act paramedic ambulance responding emergency to an EMS incident is 10 minutes measured at the 90<sup>th</sup> percentile.

### **Appraisal**

The LFD has met its stated standards of cover emergency medical deployment objectives for staffing, response time, apparatus, and equipment.

### **Plan**

The LFD will continue to monitor and update the standards of cover deployment objectives as needed.

## **References**

Agreement for the Coordinated Delivery of Emergency Medical Services Direction Within Johnson County Kansas

Agreement for the Coordinated Delivery of Emergency Medical Services Direction Within Johnson County Kansas Addendum No 1

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021  
(pp.265-267, pp.270-273, p.281, pp.290-296)

**CC 5F.2        The agency has standing orders/protocols in place to direct EMS response activities to meet the stated level of EMS response including determination criteria for specialty transport and receiving facility destination.**

**Description**

The Lenexa Fire Department (LFD) operates under the Johnson County Emergency Medical Services Physicians Advisory Committee which is a standing committee of the Medical Society of Johnson and Wyandotte Counties. These protocols address the treatment guidelines for patients seen by the agencies that provide emergency medical services (EMS) in the county. The manual contains universal care protocols, general medical protocols, adult protocols, pediatric protocols, checklists formularies and appendices. This manual is maintained and updated annually by the Johnson County EMS Physicians' Committee of the Johnson and Wyandotte Counties Medical Society protocol group comprised of physicians and field providers from county agencies. Revised protocols are released after approval by the Medical Society as needed for annual and interim updates. The protocols can be obtained through distributed protocol books, online at Johnson County Medical Director website or via a mobile app.

**Appraisal**

The Medical Society of Johnson and Wyandotte Counties medical protocols have been effective in providing EMS providers with treatment guidelines and standing orders in the delivery of services. These protocols have been updated and released annually with revisions provided as needed by the medical director.

**Plan**

The LFD will continue to monitor and update, as needed, the emergency medical response standard practice guidelines, operating procedures, and administrative policies. This includes monthly participation in the Johnson County Protocol Committee. EMS standing orders/protocols will continue to be updated annually.

**References**

Johnson County EMS Physicians Advisory Committee Bylaws



Johnson County EMS System Patient Care Protocols - 2020

Johnson County EMS System Website [www.jcemsmd.com](http://www.jcemsmd.com) Screenshot

Memo from Dr. Jacobsen “New Protocol Implementation” - 2020

5F.3 The agency annually reviews and updates, as needed, orders/protocols and engages external stakeholders in the process.

### **Description**

The Lenexa Fire Department (LFD) reviews emergency medical services (EMS) protocols and provides feedback annually to the Johnson County EMS System Medical Director. All county response agencies participate in the annual process for protocol creation and amendment. There is a protocol implementation timeline containing five stages for protocol completion. Stage one involves research and information gathering and draft one of the new protocols. Stage two, three providers from each department review the protocol draft one, compile feedback and make edits as indicated for draft two. Stage three, draft two is distributed for additional feedback and edits. Stage four, draft three is sent to the Johnson County Physicians Committee for final approval. Stage five, education is completed on the new protocol using EMS skills and simulation scenarios. The new protocol is then implemented and disseminated to providers.

### **Appraisal**

The annual review is a comprehensive process that allows all responders in Johnson County an opportunity to review and provide feedback on EMS protocols prior to implementation. This process has proven very successful in contributing to an outcome and product that meets the needs for EMS responses in Johnson County.

### **Plan**

The LFD will continue to engage in the annual review and update of EMS protocols through the guidance of the Johnson County EMS System Medical Director.

### **References**

Johnson County EMS System Medical Director E-Mail Request for EMS Protocol Provider Feedback (February 5, 2020)  
Johnson County EMS System Medical Director Program Liaison Committee Meeting Minutes - Report on Protocol Implementation (June 1, 2020)  
Johnson County EMS System Medical Director Protocol Implementation Timeline – 2020  
Lenexa Fire Department Internal Email to All Members Requesting EMS Protocol Provider Feedback (February 7, 2020)

**CC 5F.4      The agency has online and offline medical control.**

**Description**

The Lenexa Fire Department (LFD) has access to both online and offline medical control. Online medical control is available from one of twenty-one designated local base hospitals. These hospitals are identified in the Johnson County EMS System Patient Care Protocols. Designated radio channels are available for each base hospital on department portable and mobile radios. This can be backed up by a relayed message from the field EMS unit to the base hospital using the Johnson County Emergency Communications Center. Additionally, each response unit carries a mobile telephone which can be used to directly contact the applicable base hospital emergency room in the event of radio failure. Offline medical control is provided using the Johnson County EMS System Patient Care Protocols as designated in LFD's referenced Standard Practice Guideline (SPG). These protocols are both standing orders and offline medical control if direct contact with a physician is not available. These protocols are approved by the Medical Society of Johnson and Wyandotte Counties. Additionally, in special circumstances, LFD's Medical Director and the Johnson County deputy medical director can be reached through various means for consultation as all personal contact information is known.

**Appraisal**

LFD access to online and offline medical control has been effective. A variety of means have been established to accomplish this fundamental element.

**Plan**

The LFD will continue to monitor and update online and offline medical control. The Johnson County Emergency Medical Services Protocols which include online medical control access information are reviewed quarterly by the Johnson County Protocol Committee and updated as needed. Personal contact information will be maintained when changes occur.

**References**

Johnson County EMS System Patient Care Protocols - 2020

Lenexa Fire Department Standard Practice Guideline - Emergency Medical Services Field  
Protocols

Memo from Dr. Jacobsen "New Protocol Implementation" - 2020

**CC 5F.5        The agency creates and maintains a patient care record, hard copy or electronic, for each patient encountered. This report records a provider impression, patient history, data regarding treatment rendered, and the patient disposition. The agency must make reasonable efforts to protect reports from public access and maintain them as per local, state/provincial, and federal records retention requirements.**

### **Description**

The Lenexa Fire Department (LFD) creates and maintains a patient record for all patients treated and/or all patients that refuse treatment in accordance with K.A.R. 109-2-5(m)(n) Ambulance Service Operational Standards. The patient care report contains patient history, data regarding treatment rendered and patient disposition. Patient and incident reports are addressed in LFD Standard Practice Guideline - Fire Incident Narrative and Patient Care Reports. The LFD makes every reasonable effort to protect reports from public access and maintain them according to records retention requirements. Although the LFD is no longer a covered entity under the Health Insurance Portability and Accountability Act of 1996 (HIPAA), it still considers the provisions under this act as an example of best practices and as such protects and maintains records in line with HIPAA standards. The procedures for the protection of patient records are addressed in LFD SPG HIPAA - Protected Health Information. Multiple levels of security are used to protect patient reports. Electronic access to reports in department databases is secured by at least two levels of password protection: one at overall system log-in and the other at actual FIREHOUSE Software® database log-in. Additionally, computers with access to the protected database are maintained in secured buildings. Original documents and other physical records containing patient information are either destroyed (field notes) or maintained (refusal forms) in a lockable file cabinet in a secured location. All patient records are maintained for a period of no less than three years in accordance with K.S.A. 65-6130 Inspections; subpoenas of records; maintenance of records; personnel and K.A.R. 109-2-5(o) Ambulance Service Operational Standards.

## **Appraisal**

The LFD has created and maintained a patient care record for each patient encountered containing patient history, data regarding treatment rendered and patient disposition. LFD has protected reports from public access and maintained them per local and state/provincial records retention requirements. FIREHOUSE Software® has been compatible with the National EMS Information System (NEMESIS) and has been the software for LFD EMS patient records.

## **Plan**

The LFD will continue to ensure patient care records are created to include required elements, secured from the public to maintain confidentiality, and retained in a manner consistent with local, state/provincial and federal regulations.

## **References**

K.A.R. 109-2-5(m) (n) (o) Ambulance Service Operational Standards (pp.15-16)

K.S.A. 65-6130 Inspections; Subpoenas of Records; Maintenance of Records; Personnel  
Lenexa Fire Department FIREHOUSE Software® EMS Auto-generated Template  
Screenshot

Lenexa Fire Department Standard Practice Guideline - EMS Designated Record Set  
Lenexa Fire Department Standard Practice Guideline - Fire Incident Narrative and Patient  
Care Reports

Lenexa Fire Department Standard Practice Guideline - HIPAA - Protected Health  
Information

**CC 5F.6** The agency has a program to maintain compliance with privacy laws such as the Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Canada's Freedom of Information and Protection of Privacy) that meets federal and state/provincial guidelines. All personnel are trained in HIPAA/FOIP regulations and procedures.

### **Description**

The Lenexa Fire Department (LFD) is a provider of health care services but does not meet the criteria to be considered a "Covered Entity" under the Health Insurance Portability and Accountability Act of 1996 (HIPAA). To be considered a "Covered Entity" health care providers within their respective services would need to transmit information in electronic form. Prior to January 1, 2010, the department was a "Covered Entity" and was required to maintain all related policies for a minimum of six years from the last applicable date.

The LFD still considers HIPAA to be a model of best practices and maintains an EMS HIPAA compliance program in place that meets federal guidelines. All personnel are properly trained in HIPAA regulations and procedures. This training occurs at hiring as a minimum. Refresher training is not regularly scheduled but occurs on an as needed basis even though this is not a requirement of HIPAA. The LFD HIPAA policies are listed in the reference section below.

### **Appraisal**

The LFD has comprehensively met all applicable requirements in accordance with HIPAA of 1996. The LFD has continued to maintain this standard although there is no transmission of electronic records by healthcare providers to designate the organization as a Covered Entity under section 160.103 title 45 within the Code of Federal Regulations.

### **Plan**

The LFD will continue to utilize the HIPAA as an example of industry best practices and comply with applicable requirements. Employees will continue to receive familiarization and compliance training when policies and procedures change.

**References**

Code of Federal Regulations 160.103 Title 45 HIPAA

Privacy Rule Summary

Lenexa Fire Department Standard Practice Guideline - HIPAA - Protected Health Information



5F.7 The agency has a quality improvement/quality assurance (QI/QA) program in place to improve system performance and patient outcomes including provisions for the exchange of patient outcome data between the agency and receiving facilities.

**Description**

The Lenexa Fire Department (LFD) has a comprehensive quality assurance/quality improvement (QA/QI) program in place that includes an independent review of patient care reports. The QA program meets and exceeds all the components of K.A.R. 109-2-5(r) Ambulance Service Operational Standards. This Kansas Administrative Regulation requires a review of patient care activities on at least a quarterly basis including participation by the agency's medical director. All review records must be maintained for at least three years. The LFD has multiple levels of quality assurance in place. Each report is reviewed by designated shift QA Officers. This review, along with an authorized QA Officer name/time/date stamp, is required before the patient care report can be completed in the FIREHOUSE Software® database. The QA Officer also locks the report preventing future alterations without approval. The QA Officer can electronically flag any report which meets certain predetermined criteria such as cardiac arrests, trauma plan activations, or when a time deviation from established quality standards are noted and a summary report of these QA flags is then generated quarterly by the Professional Development Division for review. An EMS QA/QI Committee that consists of 13 members to include shift QA Officers, one administrative QA Officer, and one Chief Officer meet quarterly. Randomly selected reports from the list of flagged reports are reviewed in detail by the team with follow-up action recommendations provided. The LFD participates in a county-wide EMS Medical Director Program QA/QI and peer review committee. All cardiac arrest reports are reviewed by the Medical Director's office, the Battalion Chief of Professional Development and the Captain of EMS and Credentialing. All records, either electronic in the FIREHOUSE Software® database or hard copy from the Peer Review Team meetings are maintained.

## **Appraisal**

The LFD has exceeded the applicable state regulations with a comprehensive, multi-layer quality assurance program in which patient care reports receive an independent review. QA efforts have resulted in improved consistency and quality of patient care documentation through communicated review results.

## **Plan**

The LFD will continue to monitor and update the independent review of medical records and EMS quality assurance program. Any identified necessary modifications or updates will be initiated. The LFD will focus QA efforts to ensure compliance with established regulations and improved patient record/care outcomes.

## **References**

K.A.R. 109-2-5(r) Ambulance Service Operational Standards

Lenexa Fire Department FIREHOUSE Software® QA Officer Report Flag Summary Report - 2020

Lenexa Fire Department Standard Practice Guideline - EMS QA QI Program

5F.8 The agency has implemented or developed a plan a cardiopulmonary resuscitation (CPR) and public access defibrillation program for the community.

### **Description**

The Lenexa Fire Department (LFD) offers a comprehensive CPR program for the members of the community and Lenexa city employees. The classes available for all participants fall under the authorized network of the American Safety and Health Institute (ASHI). ASHI courses are compliant with the standards established by the American Heart Association (AHA). All LFD members who maintain minimum certification level of Emergency Medical Technician are recognized instructors under ASHI guidelines. LFD instructor led Basic Life Support, CPR, AED, and First Aid courses are available upon request. City of Lenexa business partners can arrange special accommodations for CPR classes at their facilities with advanced notification and a minimum of four attendees. The LFD's Professional Development Division coordinates these classes. CPR training is also scheduled and provided to other City of Lenexa departments. Public training opportunities are conducted at city events where a high volume of community attendance occurs to instruct AHA endorsed 'Hands-Only' CPR to promote an initial bystander response. Attendees in which LFD personnel engage in instruction are recorded into LFD's FIREHOUSE Software® records. The LFD's Professional Development Division maintains required ASHI and AHA course documentation. The LFD recommends placement of automated external defibrillators (AED) at city owned facilities. The defibrillators are inspected and maintained by the LFD Professional Development Division. The AED maintenance logs are maintained by the LFD's Professional Development Division and documented electronically. LFD managed AEDs are registered with the Mid-America Regional Council (MARC) with an AED premise record location maintained with Johnson County Emergency Communications Center (JCECC). The LFD encourages city occupancies to register independently owned and managed AEDs with MARC. In addition, the JCECC has implemented the use of the PulsePoint® app. This mobile app that is available to anyone can notify someone who is certified in CPR that there is an emergency nearby as well as the location of the closest AED.

## **Appraisal**

The LFD has implemented a CPR program that has served its community members through the formal classroom setting and informal community events. Records of attendees have been maintained by the LFD's Professional Development Division with FIREHOUSE Software®. With FIREHOUSE Software®, the LFD has been capable of recording when bystander CPR is performed, or an AED was deployed prior to EMS arrival.

## **Plan**

The LFD will continue to monitor the level of participation in the scheduled CPR programs. Monitoring of 'Hands-Only' CPR numbers in FIREHOUSE Software® will determine the effectiveness of the LFD's engagement at scheduled events. The number of allocated AED's maintained by LFD personnel will be evaluated as population and training increases within the community. The LFD will place an AED sticker in a facility's entry or high-volume traffic area to inform occupants of the AED location and availability. On-going evaluation of data received from MARC will occur to analyze the LFD's effectiveness of privately owned AEDs. The LFD will monitor the training provided to ensure consistency between the best practices of ASHI and the AHA, and the LFD's mission and goals.

## **References**

American Safety and Health Institute (ASHI) Program CPR and AED Specification Sheet  
Lenexa Fire Department FIREHOUSE Software® CPR Report (2016-2020)  
Mid-America Regional Council AED Registration Form Screenshot PulsePoint®  
Notification Website Screenshot

**CC 5F.9        The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency’s goals and objectives.**

**Description**

The Lenexa Fire Department (LFD) conducts regular appraisals to determine the overall effectiveness of the EMS program. Different performance outcomes measured include, but are not limited to rollout times, travel times, patient contact times, first shock delivered times, CPR quality feedback and Utstein Out-of-Hospital Cardiac Arrest data. EMS data is compiled utilizing FIREHOUSE Software® records management system (RMS) and documented in performance evaluations. Data includes volume of patient contacts by triage type and various advanced skill procedures attempted and accomplished. The Johnson County Medical Director also provides annual reports regarding cardiac arrest data. This information is compiled using data retrieved from various means to include “real time” analytics from the X-Series ZOLL Defibrillation Monitor. The LFD conducts an annual review of the EMS program that includes financial, physical, and human impacts to the program. In addition, the County has partnered with the Center for Patient Safety in providing the ability for EMS personnel to report errors that occur within the EMS system. The feedback is tracked using the VERGE™ Software and is available for all LFD personnel on the departments SharePoint website.

**Appraisal**

Through multiple data reports, the LFD has evaluated the EMS program effectiveness to ensure operational goals and objectives are met. When gaps have been identified, operational procedures and/or protocols have been modified accordingly. This approach has proven to be effective in consistently maintaining successful incident objective outcomes.

**Plan**

The LFD will continue to use all current methods of evaluating the effectiveness of the emergency medical services program.

## **References**

Center for Patient Safety (VERGE™) Website Screenshot

Johnson County EMS System CARES Summary Report - 2020

Johnson County EMS System CARES Survival Report – 2020

Johnson County EMS System Utstein Survival Report – 2020

Lenexa Fire Department FIREHOUSE Software® Reaction Time Report Previous 24hrs –  
C-Shift (April 26, 2021)

ZOLL Cloud Incident Report

## **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 or submersion, confined space, cave-in, trench collapse). If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific technical rescue programs and support the overall risk reduction strategy. Agencies that only provide first responder services must also complete this criterion.

### **Summary:**

The Lenexa Fire Department (LFD) technical rescue program is referred to as special operations. The special operations program is divided into two groups: confined space/cave/high angle, and technical rescue (extrication, structural collapse, trench, and water). The LFD is equipped and trained to rescue endangered persons from trapped or life-threatening situations. The LFD establishes minimum training for personnel on operational standards for special operations programs. Other personnel assigned to the operations division receive basic training to support special operations technicians. The lack of technical rescue incident responses inhibits reliable data trending and objective service level evaluation.

## **Performance Indicators:**

**CC 5G.1** Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and level of risk of a technical rescue incident(s).

### **Description**

The Lenexa Fire Department (LFD) lack of technical rescue (special operations) incident responses does not support reliable trending data in evaluating service level objectives. Responses to technical rescue incidents are based on incident type and risk as established by the LFD response matrix. Designated resources are automatically recommended by the Johnson County Emergency Communications Center (JCECC) computer-aided dispatch (CAD) system. Each shift currently has at least one technician for each of the technical rescue disciplines (structural collapse, confined space, rope rescue, vehicle extrication, and water rescue). The LFD equips all front-line apparatus with hydraulic extrication equipment, hand tools, operations level water rescue gear, awareness level trench rescue tools and operational high angle rope rigging. Additional special operations equipment is available on rescue trailers and mobile storage containers. Specific specialized confined space and high angle rescue gear is personally assigned to members of the confined space/cave/high angle rescue team.

### **Appraisal**

The LFD's technical rescue response plan, current staffing, and equipment resources have been adequate to mitigate technical rescue incidents that have occurred within the city. Response time, staffing, apparatus, and equipment configurations have met the department's current operational needs. Establishing a defined special operations organizational structure has allowed for improved coordination; resulting in a more focused evaluation of each technical rescue discipline based on risk, complexity, and frequency. Mutual aid agreements have ensured operational readiness for incidents that exceed department capabilities.



**Plan**

The LFD will continue to monitor and evaluate resource distribution and deployment. Consideration will be given to modifying staffing, apparatus and equipment distribution as needed. The department will continue to evaluate available data and update the response matrix to resource events based on incident type and risks.

**References**

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021  
(pp.304-310)

Lenexa Fire Department Primary Response Area Matrix

Mutual and Automatic Aid Interlocal Agreement, Response Plans, and Signed Automatic Aid Response Agreements

**CC 5G.2**      **The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives.**

### **Description**

The Lenexa Fire Department (LFD) special operations coordinator continually analyzes program effectiveness through automatically generated weekly training reports, annual review of equipment and budget recommendations, total response time component analysis and the special operations response matrix. Deployment effectiveness is evaluated during regularly scheduled live training evolutions. Technical rescue performance data is limited due to infrequent incident responses.

### **Appraisal**

The LFD appraisal of the special operations program has been effective in determining equipment and training needs and distribution of resources. Due to limited special operations response, the evaluation of total response time components has not been reliable in determining baseline performance.

### **Plan**

The special operations coordinator will continue to work with team leaders, chief officers, and operational personnel to evaluate the overall effectiveness of the special operations program. An annual report will be provided to staff with program goals and objectives. The program will continue to evaluate dispatch processing times, response times, adequacy of assigned resources, incident frequency, geographic locations, skill development, critical task evolutions, team effectiveness, post incident analyses and lessons learned reports as parts of the program appraisal.

### **References**

Lenexa Fire Department FIREHOUSE Software® Special Operations Training Analysis Report - 2021

Lenexa Fire Department Program Appraisal - Technical Rescue - 2020

## **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. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific hazardous materials program and support the overall risk reduction strategy. Agencies that only provide first responder services must also complete this criterion.

### **Summary:**

The Lenexa Fire Department (LFD) operates an adequate, effective, and efficient hazardous materials program. The LFD operates at the hazardous materials operations level as defined by the National Fire Protection Association (NFPA) standard 472 and utilizes an incident command structure for all hazardous materials incidents. Incidents outside the scope of an operational level response are supplemented with mutual aid resources from the Overland Park and Olathe Fire Departments. Hazardous materials technicians are assigned to each LFD operations shift. Actions on the scene of a hazardous materials emergency are guided by the department's standard practice guidelines (SPG) along with regional, state, or federal laws, rules and regulations. The LFD maintains the necessary equipment and resources needed to meet its operational goals at a hazardous materials emergency scene and has procedures in place to request additional resources as needed. Response needs and capabilities are determined by conducting a risk-analysis of the community based on past response data and projected future response trends.

## **Performance Indicators:**

**CC 5H.1** Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus and equipment deployment objectives for each type and magnitude of hazardous materials incident(s).

## **Description**

The Lenexa Fire Department (LFD) meets its stated standards of cover hazardous materials deployment objectives for staffing, response time, apparatus, and equipment. The Lenexa Fire Department (LFD) operates at the hazardous materials operations level, which allows responders to perform defensive activities at hazardous materials incidents. Personnel are trained and resources are allocated to support response at this level. The LFD has limited number of personnel trained at the hazardous materials technician level. These individuals perform in a technical advisory capacity for LFD incidents commanders and/or support hazardous material teams at significant incidents. The LFD HAZMAT incident response matrix effective response force (ERF) determinations are well defined. Incidents outside the scope of the operations level are supplemented by inter- department/mutual aid agreements with Overland Park and Olathe Fire Departments.

## **Appraisal**

The LFD has met its stated standards of cover emergency hazardous materials incident deployment objectives for staffing, response time, apparatus, and equipment.

## **Plan**

The LFD will continue to monitor and update the standards of cover deployment objectives as needed. A review of response level objectives and capabilities will be assessed annually and documented in the annual program appraisal.

## **References**

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021 (pp.231-237, p.249, pp.297-303)

Lenexa Fire Department FIREHOUSE Software® Hazardous Materials Incidents (2016-2020)

Lenexa Fire Department Hazmat Incident Response Matrix and Effective Response Force Determinations

Lenexa Fire Department Historical Times by Risk Type (2017-2021)

Lenexa Fire Department Standard Practice Guideline - Haz-Mat Response

Mutual and Automatic Aid Interlocal Agreement, Response Plans, and Signed Automatic Aid Response Agreements

5H.2 The agency complies with all aspects of applicable hazardous material regulations such as annual refresher training, medical monitoring of response personnel, annual physical examinations as applicable per standards, and exposure record retention.

### **Description**

Hazardous material training is provided to all members of the department through the professional development division and is documented in detail within the annual professional development plan. There is hazardous materials training documented in the annual professional development plan that all operational personnel are required to complete. All completed hazardous materials training is documented in the FIREHOUSE Software® program. The hazardous materials coordinator establishes this training at the operational level based on minimum training requirements from Article 24 of the Kansas Statute for Regional Hazardous Materials Response that refers to 29 C.F.R.

1910.120(q)(6)(ii) first responder operations level and 29 C.F.R. 1910.120(q)(8) refresher training. Standard practice guidelines (SPGs) help guide responders to mitigate hazardous materials incidents safely and effectively at the first responded operations level. These SPGs are in place to address general hazardous materials emergencies, incidents involving terrorists and weapons of mass destruction (WMD's), fuel spills, gas odor investigations, gas leaks and carbon monoxide emergencies. All Lenexa Fire Department (LFD) personnel are certified to the hazardous materials operations standard as defined by the 2018 edition of NFPA 472 Standard for Professional Competence of Responders to Hazardous Materials Incidents. All personnel participate in an annual health screening as part of their employment requirements. Any exposure to a hazardous materials chemical is reported directly to the department's exposure/infectious control officer for appropriate medical screenings. Employee exposure records are retained permanently.

### **Appraisal**

Hazardous materials training has been assessed by the professional development division and the hazardous materials coordinator on an annual basis. This assessment has ensured that training is adequate for department needs, current to contemporary practices, and within the requirements set forth by the NFPA. SPGs related to hazardous materials response have been assessed and revised as needed. These procedures guide hazardous

materials responses in a safe and effective manner and reflect current trends and/or safety issues related to hazardous materials mitigation. SPGs are available to all personnel through the department intranet site and are part of continual training.

### **Plan**

The LFD will continue to assess the hazardous materials training needs and monitor or update training to reflect current trends in hazardous materials response. The LFD will also continue to monitor and update, as needed, the hazardous materials standard practice guidelines to ensure all personnel are compliant with any local, state, and federal response standards. Annual health screenings will continue as part of employment requirements.

### **References**

29 C.F.R. 1910.120(q)(6)(ii) First Responder Operations Level and (q)(8) Refresher Training

Article 24 of the Kansas Statute for Regional Hazardous Materials Response

Lenexa Fire Department FIREHOUSE Software® Hazardous Materials/WMD Individual Training Hours Summary (2016-2020)

Lenexa Fire Department Standard Practice Guideline - Haz-Mat Response

National Fire Protection Association 472 Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents

**CC 5H.3        The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.**

**Description**

The Lenexa Fire Department (LFD) hazardous materials (haz-mat) coordinator conducts an annual appraisal to determine the effectiveness of the hazardous materials program. This appraisal includes an overview of the program, strengths and weaknesses of the program, incident analysis of annual haz-mat/weapons of mass destruction responses, response analysis and breakdown of incidents by planning zone, assessment of material and equipment needs, and the type of hazardous materials related training received by operational staff. Documentation within the FIREHOUSE Software® program allows for analysis of the hazardous materials program. The LFD currently complies with training requirements to satisfy Article 24 of the Kansas Statute for Regional Hazardous Materials Response that refers to 29 C.F.R. 1910.120(q)(6)(ii) first responder operations level and 29 C.F.R. 1910.120(q)(8) refresher training.

**Appraisal**

The annual appraisal has been effective at communicating program goals and objectives outcomes. An analysis of the total hazardous material responses from 2016-2020 was completed. The results indicated an increase of hazardous materials incidents in that period of 780 total incidents averaging 156 incidents per year. Mutual Aid resources were utilized 23 times during the same time to assist LFD crews for incidents outside of the scope of operations level certification. In addition, a long-term goal of conducting hazardous materials/mass casualty mutual aid training was completed in 2019 with the assistance of the Johnson County Med-Act. The LFD has continued to supplement emergency response to hazardous materials incidents outside of the scope of operations level certification by maintaining inter-agency local mutual aid agreements with the Overland Park Fire and Olathe Fire Departments. These agreements have been reviewed on an annual basis.



**Plan**

The LFD will continue to conduct an annual appraisal and make changes as needed to the hazardous materials program.

**References**

Lenexa Fire Department Mass Decontamination Training Exercise (July 2019)

Lenexa Fire Department Program Appraisal - Hazardous Materials - 2016

Lenexa Fire Department Program Appraisal - Hazardous Materials - 2017

Lenexa Fire Department Program Appraisal - Hazardous Materials - 2018

Lenexa Fire Department Program Appraisal - Hazardous Materials - 2019

Lenexa Fire Department Program Appraisal - Hazardous Materials – 2020

### **Criterion 5I: Aviation Rescue and Firefighting Program**

The agency operates an adequate, effective, efficient and safe aviation rescue and firefighting program directed toward protecting the community from an aviation accident or incident occurring at or in the immediate area. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific aviation rescue and firefighting services and support the overall risk reduction strategy.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

#### **Summary:**

This program is not currently applicable to the City of Lenexa Fire Department. There are no airports or aviation facilities within the City of Lenexa.

**Performance Indicators:**

**CC 5I.1** Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), extinguishing agent requirements, apparatus and equipment deployment objectives for each type and magnitude of aviation incident.

Description

N/A

Appraisal

N/A

Plan

N/A

References

N/A

**CC 5I.2** The agency conducts a formal and documented program appraisal, at

**least annually, to determine the impacts, outcomes and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.**

Description

N/A

Appraisal

N/A

Plan

N/A

References

N/A

**Criterion 5J: Marine and Shipboard Rescue and Firefighting Program**

The agency operates an adequate, effective, efficient and safe program directed toward protecting the community from a marine or shipboard fire or incident occurring at or in the immediate area. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific marine and shipboard rescue and firefighting services and support the overall risk reduction strategy.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

**Summary:**

This program is not currently applicable to the City of Lenexa Fire Department. There are no large waterways in our jurisdiction or in the communities bordering the City of Lenexa.

**Performance Indicators:**

**CC 5J.1** Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), extinguishing agency requirements, apparatus and equipment deployment objectives for each type and magnitude of marine and shipboard incident.

Description

N/A

Appraisal

N/A

Plan

N/A

References

N/A

**CC 5J.2** The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes and effectiveness of the program,

**and to measure its performance toward meeting the agency's goals and objectives.**

Description

N/A

Appraisal

N/A

Plan

N/A

References

N/A

**Criterion 5K: Wildland Fire Program**

The agency operates an adequate, effective, and efficient wildland fire program directed

toward controlling and/or extinguishing wildland fires to protect the community from injury or death and to reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific wildland fire services and support the overall risk reduction strategy.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

**Summary:**

This program is not currently applicable to the City of Lenexa Fire Department. Due to the topography and demographics of the City of Lenexa community, there are no wildland specific services currently implemented, other than brush truck units for ground fuel fires, due to the topography and demographics of the community in the City of Lenexa.

**Performance Indicators:**

**CC 5K.1      Given the agency's community risk assessment/standards of cover and**



**emergency performance statements, the agency meets its staffing, response time, station(s), apparatus and equipment deployment objectives for each type and magnitude of wildland fire services incident.**

Description

N/A

Appraisal

N/A

Plan

N/A

References

N/A

5K.2 The agency has developed a wildland risk assessment including: a fuel management plan, a fire adapted communities plan, and an inspection and code enforcement program.

**Description**

N/A

**Appraisal**

N/A

**Plan**

N/A

**References**

N/A

**CC 5K.3      The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.**

Description

N/A

Appraisal

N/A

Plan

N/A

References

N/A

**Criterion 5L: Unmanned Aircraft Systems (UAS) Program**

The Lenexa Fire Department operates an adequate, effective, and efficient Unmanned Aircraft Systems (UAS) program as approved with a Certificate of Authorization (COA) issued by the Federal Aviation Administration (FAA).

**Summary:**

In March 2014 the Lenexa Fire Department (LFD) purchased an Unmanned Aircraft System (UAS). The LFD applied for and was approved a Certificate of Authorization (COA) by the Federal Aviation Administration (FAA) in October 2014. The LFD has continued to operate an effective, efficient UAS program. The LFD uses the UAS under visual flight rules (VFR), daytime, under 400 feet above ground level (AGL) for fire department missions that include aerial viewing/videography of fire apparatus and personnel during training situations and incidents. Mission examples include fire ground incidents and investigative viewing/videography of damage assessment areas secondary to natural disasters such as floods and tornados. Each mission is conducted within the guidelines of the COA specific to the UAS with documentation of the mission for monthly summary reporting to FAA on the online FAA portal. Each mission has the capability to provide a live video feed to the operator or remote command post for logistical information such as roof load, fire spread, or overall incident spatial awareness. The unit is assigned to the Division Chief and Fire Captain of the of professional development division and is available for deployment upon request or as circumstances dictate.

**Performance Indicators:**

**CC 5L.1** Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station, apparatus and equipment deployment objectives for each type and

## **magnitude of the Unmanned Aerial System (UAS) Program.**

### **Description**

The Lenexa Fire Department (LFD) uses the Unmanned Aircraft System (UAS) under visual flight rules (VFR), daytime, under 400 feet above ground level (AGL), for fire department missions that include aerial viewing/videography of fire apparatus and personnel during training situations and incidents. Mission examples include fire ground incidents including small grass and structural fires, and investigative viewing/videography of damage assessment areas secondary to natural disasters such as floods and tornados. Each mission is conducted within the guidelines of the COA specific to the UAS with documentation of the mission for monthly summary reporting to the FAA on the online FAA portal. Each mission has the capability to provide a live video feed to the operator or remote command post for logistical information such as roof load, fire spread, or overall incident spatial awareness. The unit is assigned to Division Chief Tinsley and is available for deployment upon request or as circumstances dictate.

### **Appraisal**

The LFD has evaluated the program and found it be adequate for needs and uses as described. The program has been continually analyzed for performance enhancements such as equipment or software, and those gaps have been addressed by purchasing new UAS platforms and online mission recording software. Missions conducted have been of high value and in-line with the COA.

### **Plan**

The LFD will continue to evaluate the program to identify and look for gaps to address for enhancement of the program. Continual evaluation of payload and battery flight time restrictions are researched to provide for the optimal UAS platform.

## **References**

AirData™ UAV Mission and Equipment Tracking Software - MAVIC 2 Zoom Equipment

Log Screenshot

AirData™ UAV Mission and Equipment Tracking Software Screenshot

DroneDeploy UAS Mission Planning Software Screenshot

FAA Unmanned Aircraft Systems Certificate of Authorization (2018-2020)

Lenexa Fire Department FAA Unmanned Aircraft Systems Certificate of Authorization

Screenshot (2020-2022)

Lenexa Fire Department Standard Practice Guideline - UAS Operations

**CC 5L.2** The agency conducts a **formal and documented program appraisal at least annually**, to determine the impacts, outcomes and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

**Description**

The Lenexa Fire Department (LFD) conducts annual appraisals to determine the effectiveness of the Unmanned Aircraft System (UAS) program.

**Appraisal**

The LFD analyzes the strategic locations of each UAS, the effectiveness of the UAS for each mission it has been deployed, and the performance of current UAS platforms compared to the latest technology.

**Plan**

The LFD plans to continue regular evaluations of the UAS program through annual appraisals. While routine appraisals of the UAS program occur, they do not always get recorded in a formal format. The LFD plans to develop a formal process to record all formal and non-formal program appraisals.

**References**

Lenexa Fire Department Standard Practice Guideline - UAS Operations

**Category 6: Physical Resources**

Physical resources are defined as fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted, clearly established policies.

If work is contracted outside the agency and/or to another department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators in this category.

## **Criterion 6A: Physical Resources Plan**



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.

**Summary:**

The Lenexa Fire Department (LFD) utilizes a systematic approach to the planning, development, purchase, and maintenance of all physical facilities. The LFD currently operates from six stations that are strategically located to satisfy geographic and population needs to meet standard of coverage requirements. Considerations to the addition, expansion, or relocation of facilities are based on performance outcome measures with collaborative decisions and input from stakeholders. The City Capital Improvement Plan (CIP) addresses expansion and growth to include consideration of future fire station needs.

**Performance Indicators:**

6A.1 The development, construction or purchase of physical resources is consistent with the agency's goals and strategic plan.

**Description**

The Lenexa Fire Department (LFD) develops, procures, constructs physical resources consistent with LFD strategic goals, community expectations, and service level objectives. The LFD currently operates from six fire stations strategically located in the city to meet service level objectives.

**Appraisal**

Physical resources have been secured and substantially meets the agency's needs and service level objectives. Distribution of resource concerns have been identified, communicated with stakeholders, and included in various planning documents.

**Plan**

The LFD will continue to utilize current processes to develop, construct, and purchase physical resources. The annual self-assessment compliance process and LFD strategic plan will guide potential changes to current practices. Planning and evaluation processes (e.g. Standard of Cover) will be utilized to make data-driven recommendations.

**References**

City of Lenexa Service Area Map

Lenexa Fire Department Capital Improvement Plan (2021-2031)

City of Lenexa Capital Improvement Projects - Fire Station 2 Rebuild and Fire Station 6 Construction

Lenexa Fire Department Strategic Plan - SWOT Analysis Strength (2016-2021)

Lenexa Fire Department Strategic Plan - SWOT Analysis Opportunity (2016-2021)

**CC 6A.2      The governing body, administration, and staff are involved in the planning for physical facilities.**

**Description**

The City of Lenexa governing body, the Lenexa Fire Department (LFD) membership, and community are involved with the planning of fire station facilities. Fire Station #5 was constructed during 2009 and occupied in 2010. Station #5's design and appearance were driven by community recommendations during the planning phase of the project. Fire Station #6 was created from the repurposing of an existing City building previously vacated. Usage and design were driven by work conducted internally among LFD membership and with the approval of the governing body to reinvest in the existing structure. Future physical facility needs identified from incident response data are communicated to the governing body and city staff for approved capital improvement budget allocation.

**Appraisal**

The practice of involving the community, governing body, city administration, and LFD membership has been successful. The LFD has recognized a significant need for a physical facility in the northeast area of the city for several years. Through cooperation with the governing body, city administration, and LFD membership, a repurposing of an existing building allowed for better community response to the northeast area the city. City development and growth has created the need for discussion for the relocation of administrative offices and upgrading or relocating of Fire Station #2. These projected needs have been communicated to both the city staff and governing body for consideration.

**Plan**

The former City Hall, located at 12350 West 87<sup>th</sup> Street, is currently being repurposed as a Public Safety Complex. The LFD, with city staff and governing body participation have converted vacated space within the Public Safety Complex to be utilized as a temporary fire station #6 until a new fire station is funded and construction at the same location. Administrative office expansion is tentatively planned at this location as well. The

upgrade or relocation of station two will be addressed as distribution and concentration factors are identified and budget funds become available. The annual self-assessment compliance process and LFD strategic plan will further guide potential changes to current facilities.

## **References**

E-mail to the Public Regarding Fire Station #5 Public Meeting (July 18, 2008)

City of Lenexa City Council Minutes: Fire Station #5 Architect Approval (March 18, 2008) (p.3, item 5)

City of Lenexa City Council Minutes: Re-zoning Request for Fire Station #5 (August 19, 2008) (p.4, item 11)

E-mail Outlining Station Design to Lenexa Fire Department Membership (October 8, 2007) Lenexa City Hall Repurposing Study Proposal for Fire Station #6

Lenexa Fire Department Capital Improvement Plan (2021-2031) Notice to Public Regarding Fire Station #5 Open House (July 16,

2008) Notice to Public Regarding Fire Station #5 Open House (July 16, 2008)

**Criterion 6B: Fixed Facilities**

The agency designs, maintains and manages fixed facility resources that meet the agency's goals and objectives.

**Summary:**

The Lenexa Fire Department (LFD) currently operates from six fire stations containing appropriate storage capacities, available water supply, and different features to accomplish training needs. The stations are strategically located for concentration and distribution needs to substantially meet coverage standards. In addition, an intermodal fire training facility is available on city-owned secured property. Schedules have been developed to ensure fire station facilities and grounds are maintained by fire department members, facility maintenance personnel, and contracted maintenance companies. Construction, maintenance, and upgrades are compliant with local, state, federal codes and regulations.

## **Performance Indicators:**

6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, prevention, training, support services, and administration).

### **Description**

The Lenexa Fire Department (LFD) currently operates from six strategically located fire stations. The LFD administrative offices are located at fire station one. The LFD is comprised of five divisions: prevention, operations, administration, emergency management and professional development. The fire chief, deputy chief, three division chiefs, and the battalion chief of emergency management offices are located at fire station one. Support services are provided throughout the six fire stations. Fire station one opened in 1986. It is currently staffed with an engine, squad, and shift commander. Minimum staffing, including the shift commander for this station is six personnel. Attached to fire station one is a three-story training tower with a fire sprinkler training prop and standpipe system. The outdoor training ground at this station includes a large, paved area and is equipped with a fire hydrant. Fire station two opened in 1974. It is currently staffed with a quint, with a minimum staffing of three personnel. The outdoor training ground at this station includes a large, paved area with two fire hydrants that can support numerous apparatus. Fire station three opened in 2005. It is currently staffed with an engine and a Johnson County Med-Act ambulance. Minimum staffing for this station is three LFD and two Johnson County Med-Act personnel. The professional development division offices are also located at fire station three. This station has offices for the battalion chief of emergency medical services (EMS) operations, training and credentialing, captain of fire education and credentialing, captain of EMS operations and credentialing. Additionally, there is an auditorium with a seating capacity of one hundred, two breakout classrooms, an executive conference room, and an EMS high-fidelity simulation lab and control room. This station also has a large outdoor space with multiple fire hydrants capable of supporting numerous apparatus for training. Fire station four opened in 1989. It is currently staffed with a ladder, with a minimum staffing of three personnel. Outside training grounds consist of a parking lot that can support three fire apparatus with one fire hydrant for training purposes. Fire station five opened in 2010. It is currently staffed with

a quint, with a minimum staffing of three personnel. This station received the Leadership in Energy and Environmental Design (LEED) Silver Certification award sponsored by the U.S. Green Building Council. This station has a 10,000-gallon underground water cistern for apparatus drafting and one fire hydrant available for training. Fire station six was partially opened for operations on September 18<sup>th</sup>, 2020, at the Lenexa Public Safety Complex (LPSC) located at 12350 West 87<sup>th</sup> Street. Staffing at this station was daytime only, and only when on-duty staffing totals allowed. Station six was fully operational with 24/7 staffing on May 24<sup>th</sup>, 2021, with an engine. Minimum staffing for this station is three personnel. This station, located within an area of the LPSC, and serves as a temporary solution for known incident response benchmark gaps in the northeast area of the city. There are training opportunities within vacated portions of the building's interior to be utilized for company drills such as search and RIT team activations. Additional facility and storage space includes an intermodal training facility located on the grounds of the Lenexa Municipal Service Center, and FileBridge by Access, a contracted offsite records storage.

### **Appraisal**

Facility and storage resources have met service level needs for the operations and training divisions. Training facilities have met the training demands of the LFD and its members. The LFD has hosted city and regional training events at the fire station three training facility. Limited office space for LFD executive and prevention division staff have required utilization of other functional areas to meet needs. The Prevention Division work area had limited space and did not meet the American With Disabilities Act accessibility requirements for several years. On May 21<sup>st</sup>, 2021, the prevention staff was relocated to office space at the LPSC with sufficient space to meet their work demands.

### **Plan**

The LPSC is scheduled to be vacated by Lenexa Police and Municipal Courts departments with construction of a new Public Safety Complex near the geographic center of the city. The expected completion of this project is tentatively Spring of 2023. Preliminary plans for the remaining structure involve a tear down and rebuild of portions of the existing building. A new fire station, replacing the current temporary fire station #6 at the same

site. An opportunity will be examined to renovate remaining portions of the LPSC into administrative office space for fire department staff.

## **References**

Lenexa Fire Department Capital Improvement Plan (2021-2031)

Lenexa Fire Department Fire Station #1 Floor Plan Drawing Lenexa

Fire Department Fire Station #2 Floor Plan Drawing Lenexa Fire

Department Fire Station #3 Floor Plan Drawing Lenexa Fire

Department Fire Station #4 Floor Plan Drawing Lenexa Fire

Department Fire Station #5 Floor Plan Drawing

Lenexa Fire Department Fire Station #5 LEED Silver Certificate - 2010

Lenexa Fire Department Fire Station #6 Floor Plan Drawing

Lenexa Fire Department Training Facility at the Service Center

Lenexa Fire Station 3 High-Fidelity EMS Simulation Room Five Camera View Screenshot



6B.2 Buildings and outbuildings are clean and in good repair, and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.

### **Description**

The Lenexa Fire Department (LFD) ensures the fire stations are maintained and clean. This is accomplished by daily, weekly, monthly, quarterly, semi-annual cleaning duties and facility maintenance work order request procedures. On-duty personnel clean the fire stations, administrative offices, and training offices daily. Maintenance that requires city facility personnel is coordinated through the battalion chief of logistics utilizing an electronic work order request. The City of Lenexa (COL) utilizes contract arrangements with private companies for maintenance issues beyond the scope or capacity of internal COL resources. City policies and procedures are followed for making such arrangements. The battalion chief of logistics or designee coordinates fire station repairs with the facilities maintenance division of the Lenexa Municipal Services Department. The City of Lenexa Municipal Services Department is an accredited American Public Works Association (APWA) agency.

### **Appraisal**

Procedures of scheduled cleaning and maintenance of LFD facilities have been effective. A fire station facility scheduled maintenance proposal was established to repair or replace deteriorated building finishes.

### **Plan**

The LFD will continue its current practice within the scope of this performance indicator. The program will be monitored to confirm the LFD is utilizing the best practices for cost effectiveness and efficiency. Evaluation and planning processes will guide changes to current practices. As maintenance issues or inefficiencies are identified, steps will be implemented to enhance current practices. The LFD will work to establish a plan to conduct an annual full detailed facility audit.

### **References**

Lenexa Fire Department Base Budget Requests with Attachment E-mail - 2021

Lenexa Fire Department Building Maintenance Work Order Request Email for Station #1 Sink (May 21, 2021)

Lenexa Fire Department Building Maintenance Work Order Request Email HVAC (May 18, 2021)

Lenexa Fire Department Fire Station Cleaning Schedule

Lenexa Fire Department Standard Practice Guideline - Physical Resource Management Program

Lenexa Municipal Services APWA Accreditation Certificate - 2020

**CC 6B.3      Facilities comply with federal, state/provincial and local codes and regulations at the time of construction; required upgrades for safety are identified and, where resources allow, addressed. For those items that warrant further attention, a plan for implementation is identified in the agency's long-term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.).**

**Description**

City of Lenexa facilities comply with local, state, and federal codes and regulations. Public areas within fire station facilities comply with federal Americans with Disabilities Act (ADA) regulations.

**Appraisal**

Lenexa Fire Department (LFD) fire station facilities have been built to comply with local, state and federal codes and regulations. Various structural modifications and engineering control measures have been made to improve safety and provide a healthy work environment. The wellbeing of the LFD workforce and public has remained a priority of the organization.

**Plan**

The LFD will continue to comply with local, state and federal facility related regulations and codes. Future fire station facility remodel and new construction projects will comply with all code requirements and regulations. Necessary changes to current practice will be guided by the LFD strategic plan and/or direction of city leadership. Items that are identified and warrant attention will be addressed as soon as possible in partnership with the municipal services division and city leadership.

**References**

- City of Lenexa Code Chapter 4-8 Building and Construction Standards
- City of Lenexa Request for Reasonable Accommodation Form
- Lenexa Fire Department Business Inspection Report
- Lenexa Fire Department Standard Practice Guideline - ADA Requirements

Lenexa Municipal Services APWA Accreditation Certificate - 2020

Lenexa Municipal Services APWA Document - Accessibility to Facilities (Section 3.4)

Lenexa Municipal Services APWA Document - Condition Assessment (Section 17.4)

Lenexa Municipal Services MEP Infrastructure Assessment Report

### **Criterion 6C: Apparatus, Vehicles and Maintenance**

Apparatus and vehicle resources are designed, purchased, and maintained to adequately meet the agency's goals and objectives.

#### **Summary:**

The City of Lenexa maintains adequate numbers and appropriate types of fire apparatus, support vehicles, and maintenance resources to meet service level objectives. Evaluation is conducted and plans are developed for the replacement of fleet units as needed. As part of the replacement process, membership input is solicited and utilized to design apparatus specifications.

## **Performance Indicators:**

**CC 6C.1      Apparatus and vehicle types are appropriate for the functions served (e.g., operations, staff support services, specialized services and administration).**

### **Description**

The Lenexa Fire Department (LFD) operations fleet is distributed between six strategically located fire stations.

Fire station one:

- Front line engine
- Reserve engine
- Front line squad unit
- Reserve squad unit
- Shift commander utility vehicle
- Reserve shift commander utility vehicle
- Utility brush truck
  - Mobile ventilation unit (specialized unit)

Fire station two:

- Front line 75' quint
- Reserve quint
- Squad unit
  - ATV trail support unit with trailer

Fire station three:

- Front line engine
- Utility brush truck
  - Rescue boat with outboard motor

Fire station four:

- Front line 100' tractor drawn aerial tiller
- Reserve 95' aerial platform
- Utility brush truck
- Structural collapse / shoring trailer

Fire station five:

- Front line 75' quint
- Utility truck
  - ATV trail support unit with trailer

Fire station six:

- Front line engine

Staff vehicles are assigned or available for twelve members of the administrative staff. The three utility trucks are specialized units that have the ability to off-load or “swap” the brush truck platform to transport other resource pods, such as firefighter rehab equipment, fire investigation equipment, public education, and community support.

### **Appraisal**

The LFD operations apparatus, staff support services vehicles, specialized services vehicles, and administration vehicles have been of sufficient quality and quantity to meet the needs of the fire department and its customers.

### **Plan**

With the addition of fire station 6, an additional LFD Capital Improvement Projects plan request will occur for an additional heavy apparatus within the apparatus replacement schedule. This additional apparatus will provide the ability to maintain a minimum number of fully operational apparatus.

### **References**

Lenexa Fire Department (Unit #9205) Specifications Sheet

Lenexa Fire Department Capital Improvement Project (2017-2026) Lenexa

Fire Department Fleet Inventory - 2021

6C.2 A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial standards, vehicle condition, department needs and requirements.

### **Description**

The Lenexa Fire Department (LFD) and the City of Lenexa have an established apparatus and support vehicle replacement plan. These replacement needs are reviewed annually. The Capital Improvement Plan (CIP) and Equipment Reserve Fund (ERF) are adjusted based on organizational need and available funding. LFD platform trucks are recommended for replacement after fifteen to twenty years of service. LFD quints and engines are recommended for replacement after eighteen to twenty years as front-line / reserve. LFD Emergency Medical Services squad units are recommended for replacement after five to seven years of front-line service. LFD support vehicles are typically replaced every ten to twelve years through the ERF inspection/evaluation process.

### **Appraisal**

The current replacement schedule for LFD apparatus and support vehicles has been highly effective and meets service level objectives.

### **Plan**

The LFD executive staff, the city manager, and the governing body will continue to monitor existing CIP and ERF budgets and adjust the fleet replacement schedule as needed.

### **References**

Lenexa Fire Department Capital Improvement Plan (2021-2031)

Lenexa Fire Department Equipment Replacement Master Plan (2021-2026)

Lenexa Municipal Services ERF Vehicle Inspection Report



6C.3 A process exists for writing apparatus and vehicle replacement specifications with employee input.

**Description**

The Lenexa Fire Department (LFD) solicits input for apparatus specifications from its members and the Lenexa Municipal Services Fleet Division. Recommendations are incorporated into specification criteria.

**Appraisal**

The current practice of apparatus specifications development with inclusion of membership input has provided quality apparatus design. This process has consistently resulted in a high quality, reliable, and cost-effective apparatus fleet that serves the community.

**Plan**

The LFD will continue the current practice of apparatus specifications development. The LFD will solicit membership input, consider industry standards, and conduct evaluation / planning processes to guide future apparatus specification decisions.

**References**

Conrad Fire Appointment Screenshot

Lenexa Fire Department Executive Staff Meeting Minutes Referencing FAO Committee Meeting (May 03, 2021)

## **Criterion 6D: Apparatus Maintenance**

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.

### **Summary:**

Lenexa Fire Department (LFD) vehicles are maintained and repaired by LFD staff, City of Lenexa Municipal Services Department, and qualified vendors. LFD apparatus are scheduled for preventative maintenance on a regular basis as directed by municipal services, based on manufacturer's recommendations. Routine and emergency repairs are coordinated through a partnership with the battalion chief of logistics or designee and municipal services. The City of Lenexa has the equipment, facilities, and certified staff to conduct a substantial degree of repair and maintenance needs. The program is adequately supervised to minimize downtime and cost inefficiencies through strong communications and software monitoring tools. The fire department maintains a reserve fleet with the ability to maintain operational readiness when scheduled and non-scheduled frontline apparatus repairs are required. The City of Lenexa Capital Improvement Plan (CIP) and LFD 10-year master CIP proposal outline apparatus replacement schedules.

## **Performance Indicators:**

### **CC 6D.1      An apparatus maintenance program is established.**

#### **Description**

City of Lenexa owned vehicles, including Lenexa Fire Department (LFD) apparatus are maintained and repaired by the Lenexa Municipal Services Department service center and approved manufacturer service companies. Maintenance and repairs made to LFD apparatus are in accordance with manufacturer's recommendations and state regulations. The battalion chief of logistics or designee coordinates apparatus repairs and maintenance activities with the municipal services fleet superintendent, focusing on the safety, health and security aspects of the apparatus repair program.

#### **Appraisal**

The apparatus maintenance program has been effective and meet LFD service level objectives. Repairs and maintenance to apparatus are completed in accordance with manufacturer's recommendations with the highest priority of maintaining a high quality, reliable and safe apparatus fleet to serve the community. Components of the apparatus maintenance program include weekly mechanical inspections, third party annual pump and aerial ladder test certifications and apparatus brake testing.

#### **Plan**

The LFD will continue to review and evaluate the apparatus maintenance program and make improvements as required.

#### **References**

Lenexa Fire Department Fleet Repair Report

Lenexa Fire Department Standard Practice Guideline - Physical Resource Management Program

Lenexa Fire Department Standard Practice Guideline - Service Center Callback Procedures

Lenexa Municipal Services APWA Document - Repair Program Evaluation (Section 18.5)

Lenexa Municipal Services APWA Document - Safety and Condition Inspection and  
Records Program Evaluation (Section 18.24)

Lenexa Municipal Services Document Listing Mechanics and Associated Certifications

6D.2 The maintenance and repair facility has adequate space and is equipped with appropriate tools.

### **Description**

The new City of Lenexa Municipal Services fleet service center opened in the fall of 2019. The building utilizes twelve single-vehicle or six double-vehicle service bays to maintain city vehicles. The service center has a body repair shop and painting facility capable of repairing fire department apparatus. This facility has the appropriate tools and equipment to diagnose and make common repairs to fire apparatus.

### **Appraisal**

The fleet repair facility and tools have been adequate to perform standard maintenance procedures on all LFD apparatus. With the addition of the new fleet services building, it no longer has ceiling height restrictions previously limiting the ability to perform maintenance procedures requiring the ladder to be raised, as well as no longer having length restrictions that have required a bay door to remain open for the longer apparatus. These improvements allow for all apparatus to be repaired inside the facility.

### **Plan**

The City of Lenexa Municipal Services Department recently constructed a new fleet maintenance building. The new building will be evaluated for increased efficiencies and capabilities. Information will be reviewed to ensure it meets current and future needs.

### **References**

Lenexa Municipal Services New Fleet Facility Webpage Screenshot  
Lenexa Municipal Services Service Center Design

6D.3 The program is adequately staffed, supervised, trained and certified to meet the agency's needs.

### **Description**

Lenexa Fire Department (LFD) apparatus are serviced by the Municipal Services Service Center. The service center currently employs a fleet superintendent, fleet supervisor, six equipment mechanics, one body mechanic, and one parts specialist. Municipal services have four technicians that are certified to the Master Automotive Service Excellence (ASE) and three master Emergency Vehicle Technician (EVT) level. Certified and qualified third-party companies are utilized where specialized equipment, training, or certification is required beyond the scope of the service center capabilities.

### **Appraisal**

There have been an adequate number of trained and certified apparatus maintenance personnel to meet program and organizational needs.

### **Plan**

The LFD will utilize trained and certified personnel to maintain apparatus. Future planned investments in proper allotments of repair tools for each fire station will allow for more repairs completed by trained LFD personnel. The LFD will continue to partner with the Municipal Services Department to ensure staffing is of adequate numbers and expertise. In cases where repairs are beyond the scope of Municipal Services capabilities, qualified external vendors will be utilized.

### **References**

Lenexa Municipal Services Document Listing Mechanics and Associated Certifications

6D.4 The reserve vehicle fleet is adequate, or a documented contingency plan is in place for when an apparatus must be taken out of service.

### **Description**

The Lenexa Fire Department's (LFD) currently has six fire apparatus, two squad apparatus, and one shift commander vehicle in service as front-line apparatus. The LFD reserve apparatus fleet consists of one 95' platform truck with 1500 gallons per minute (gpm) pump, one 75' quint with 1500 gpm pumps, one engine with 1250 gpm pumps, one squad apparatus, and one shift commander vehicle. The LFD has a ratio of .66 to 1 with fire apparatus, .50 to 1 with squad apparatus, and 1 to 1 with shift commander vehicles. The overall ratio of front-line apparatus to reserve apparatus is .66 to 1.

### **Appraisal**

The quantity and quality of the LFD reserve fleet has met service level objectives. Reserve apparatus have been maintained and repaired at the level of front-line apparatus.

### **Plan**

The LFD will continue to maintain a reserve fleet capable of meeting operational back-up needs. As frontline apparatus proposals are included in the capital improvement plan and are replaced, the existing unit will be moved to operational reserve status. An additional apparatus funding request is planned in the next budget cycle.

### **References**

Lenexa Fire Department Capital Improvement Plan (2021-2031)

Lenexa Fire Department Fleet Inventory - 2021

**CC 6D.5** The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meets the needs of the agency.

### **Description**

The battalion chief of logistics or designee works in partnership with the fleet superintendent to maintain the Lenexa Fire Department's (LFD) fleet of apparatus and support vehicles. The LFD apparatus are inspected daily by fire apparatus operators (FAO's) to ensure proper operation. Detailed weekly apparatus mechanicals are completed and recorded into the FIREHOUSE Software® program. Policies and practices are in place to initiate scheduled preventative maintenance and emergency repair activities for LFD apparatus. LFD class A pumps and aerial ladders are service tested and certified annually by qualified third-party agencies. The LFD works in partnership with the municipal services fleet superintendent and city finance department to develop a recommended apparatus replacement schedule. This recommended apparatus replacement schedule is reviewed and approved through the annual capital improvement project (CIP) budget development process. The typical lifecycle for an LFD apparatus is approximately twenty years. The first eight to ten years of the lifecycle is as a front-line apparatus. The second eight to ten years of the lifecycle is as a reserve apparatus. This practice sustains a high quality front-line and reserve fleet that meets LFD service level objects.

### **Appraisal**

The current apparatus inspection, testing, preventative maintenance, replacement schedule and emergency repair programs have met service level objectives.

### **Plan**

The LFD will continue its current practices within this performance indicator. The annual self-assessment compliance process, annual review of the LFD strategic plan and industry best practices will be monitored and continually evaluated to guide potential changes to current practices.

### **References**

City of Lenexa Capital Improvement Program Executive Summary (2020-2024)



City of Lenexa Fire Engine Aerial CIP Project Sheet St4 - 2023 City  
of Lenexa Fire Engine Aerial CIP Project Sheet St5 - 2021 Lenexa

Fire Department Capital Improvement Plan (2021-2031) Lenexa

Fire Department Daily Logistics Report (May 25, 2021)

Lenexa Fire Department FIREHOUSE Software® Mechanical Report Fleet #9201  
Screenshot

Lenexa Fire Department Standard Practice Guideline - Physical Resource Management  
Program

Lenexa Fire Department Third Party Ground and Aerial Ladder Testing Results - 2021

Lenexa Municipal Services Lenexa Fire Department Downtown Report (Unit #9202)

Lenexa Municipal Services Repair History (Unit #9502)

## **Criterion 6E: Tools, Supplies and Small Equipment**

Equipment and supplies are adequate and designed to meet the agency's goals and objectives.

### **Summary:**

The Lenexa Fire Department (LFD) has specific inventory levels for tools and small equipment strategically distributed on fire, rescue, and EMS squad apparatus to meet LFD service goals and objectives. Equipment and tools are maintained by qualified individuals. Maintenance and repairs are scheduled, tracked and recorded. Plans are developed to schedule and fund equipment replacement. New and replacement materials acquisitions meet organizational objectives and industry manufacturing standards.

## **Performance Indicators:**

6E.1 Tools and equipment are distributed appropriately, are in adequate quantities and meet the operational needs of the specific functional area or program (e.g., fire suppression, prevention, investigations, hazmat, etc.).

### **Description**

The Lenexa Fire Department (LFD) has specific inventory levels for tools and small equipment on fire, rescue, and EMS squad apparatus to meet operational needs. These inventory levels are designed to meet the needs in the areas of fire suppression, community risk reduction, investigations, and special operations. Equipment for all frontline and reserve fire apparatus includes fixed mobile and portable radio communications equipment, mobile data terminals (MDT's), cellular phone, map books, reference and resource manuals, personal accountability equipment, medical supplies and equipment, thermal imaging cameras, combustible gas indicators, self-contained breathing apparatus (SCBA), rescue equipment, hose and hose appliances, assorted hand tools and ground ladders. Additional specialized tools and equipment are assigned to units Battalion 91, ATV 92, rescue trailer 93, boat 93, rescue 94, ATV 95, the fire investigation pod, "go bags" for fire investigators, and the shoring/structural collapse trailer. Members are assigned a personal portable radio, SCBA mask and two sets of bunker gear to meet service level objectives and operational needs.

### **Appraisal**

The distribution of tools and small equipment has allowed the LFD to meet service level objectives. The distribution and quantities of tools and equipment have been monitored by the fire battalion chief of logistics; fire battalion chief- EMS operations, training and credentialing; and special operations program managers to identify opportunities to improve operational safety, efficiency and performance.

### **Plan**

The LFD will continue to maintain inventory and distribution of tools and equipment to

meet service level objectives and operational needs. Advancements in technology and apparatus design will be factored into decisions related to the distribution and quantity of tools and equipment (e.g., battery powered tools in lieu of gas-powered).

## **References**

Lenexa Fire Department Frontline and Reserve Apparatus Inventory

Lenexa Fire Department Standard Practice Guideline - Personal Protective Clothing

Lenexa Fire Department Standard Practice Guideline - Physical Resource Management Program

Lenexa Fire Department Standard Practice Guideline - Station, Apparatus, Equipment Security and Inventory

6E.2 Tool and equipment replacement is scheduled, budgeted and implemented, and is adequate to meet the agency's needs.

### **Description**

The Lenexa Fire Department (LFD) uses a ten-year master replacement strategic plan to address small tool and equipment replacement. This ten-year proposal is assessed annually and adjusted to meet operational needs of the LFD. Annual tool and equipment needs are prioritized each year to maintain organizational goals and fiscal responsibility. The LFD has specific line-item budgets in place to address unscheduled equipment and tool repairs / replacements that are independent of the equipment replacement fund (ERF) and capital improvement project (CIP) budgets.

### **Appraisal**

The practice for tool and equipment replacement has met the operational needs and service level objectives of the LFD. The ten-year master equipment replacement plan has been instrumental to secure both long-term and short-term funding sources for tool and equipment replacement.

### **Plan**

The LFD will continue its current tool and equipment replacement practice. The ten-year master equipment replacement plan will also be used as the strategic purchasing guideline.

### **References**

City of Lenexa Capital Improvement Program Executive Summary (2020-2024)

Lenexa Fire Department 10-Year Equipment Replacement Fund Equipment Master Plan (2020-2029)

Lenexa Fire Department Budget Year-To-Date Expenditure Status Report - Logistics Division (May 27, 2021)

Lenexa Fire Department Capital Improvement Plan (2021-2031)

**CC 6E.3      Equipment maintenance, testing and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.**

**Description**

Maintenance performed on Lenexa Fire Department (LFD) equipment is coordinated through the battalion chief of logistics or designee and conducted by qualified LFD members and third-party vendors. Maintenance on self-contained breathing apparatus (SCBA) is completed by factory certified technicians and manufacturer authorized repair / service vendors. Quarterly calibration / services are completed on all combustible gas indicators (CGIs), SCBA fill stations, and medical monitoring devices by factory authorized businesses. LFD members are fit tested annually in reference to NFPA 1404 and 1500 standards. Annual testing and certification is completed by qualified third-party vendors on fire pumps, aerial and ground ladders. LFD members complete hose testing annually. The battalion chief of logistics or designee schedules the maintenance, testing, and inspections for tools and equipment.

**Appraisal**

Specific policies and practices have been established to ensure that only qualified personnel and third-party vendors maintain, test and repair LFD safety equipment. The current system has met organization standards.

**Plan**

The LFD will continue its current practice of maintaining, testing, servicing, and repairing safety equipment. Major repairs will continue to be completed by qualified and certified third-party vendors to meet manufacturer's guidelines and/or recommendations.

**References**

Lenexa Fire Department Annual Aerial Ladder Certificate (Unit #9503)

Lenexa Fire Department Annual Pump Test Certificates for Ladder 91 - 2020

Lenexa Fire Department Combustible Gas Indicator Calibration Certificates - 2020

Lenexa Fire Department FIREHOUSE Software® SCBA Repair Record Screenshot

(September 1, 2021)

Lenexa Fire Department Ground Ladder Testing Report

Lenexa Fire Department SCBA Fill Station Air Quality Quarterly Report - 2020

Lenexa Fire Department SCBA Fit Test Record - 2020

Lenexa Fire Department SCBA Flow Test - 2020

Lenexa Fire Department SCBA Repair Technician Certificate - Bailes

Lenexa Fire Department Standard Practice Guideline - Physical Resource Management  
Program

Lenexa Fire Department Standard Practice Guideline - Self-Contained Breathing  
Apparatus

Lenexa Fire Department Station 1 Annual Hose Testing Records - 2020

ZOLL Software Solutions ASP Agreement

6E.4 Inventory control and maintenance tracking systems are in place and current.

### **Description**

Lenexa Fire Department (LFD) tools and small equipment are tracked in the small equipment database. City of Lenexa policy requires that the LFD reconciles the database annually. Operations division members are required to inspect and account for tools and equipment during daily and weekly apparatus and equipment inspections. Scheduled mechanical inspections outcomes are logged into the FIREHOUSE Software® database with deficiencies electronically communicated to the battalion chief of logistics or designee. Non-scheduled maintenance and/or repairs to apparatus or small equipment are communicated to the battalion chief of logistics, or designee, via the established chain-of-command.

### **Appraisal**

The LFD has had a sufficient inventory control method in place to track tools and small equipment. Maintenance and repairs required on tools and small equipment have been coordinated through the battalion chief of logistics or designee. Equipment repairs and receipts are monitored by the battalion chief of logistics through two primary methods: e-mail notifications and monthly purchase card to budget reconciliation. A tracking system has not been developed place to document specific service or repairs to individual tools and small equipment items, except for firefighting turnout gear. Items have been repaired or replaced on an “as needed” basis. After evaluation by the battalion chief of logistics, it has been determined that a formal tracking system for individual service and repairs of a minor nature is not necessary.

### **Plan**

The LFD will continue its current practice of maintaining the apparatus and equipment database per city policy. Any necessary changes to the current tracking system practices will be made as needed.



## **References**

City of Lenexa Policy Small Equipment Inventory Process

Lenexa Fire Department Electronic Inventory

Lenexa Fire Department Portable Radio Inventory

Lenexa Fire Department Sample Inventory Engine 92 (Fleet #9201)

Lenexa Fire Department Small Engine Preventative Maintenance Records (2018-2021)

Lenexa Fire Department Small Equipment Inventory – 2021

Lenexa Fire Department Standard Practice Guideline - Station, Apparatus, Equipment  
Security and Inventory

6E.5 Supplies and materials allocation is based on established objectives and appropriate to meet the operational needs of the specific functional area or program (e.g., fire suppression, prevention, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national standards.

### **Description**

The Lenexa Fire Department (LFD) establishes specific inventory levels for supplies and materials on fire, EMS squad, and utility apparatus to meet program goals and service level objectives. These levels are designed to address foreseeable operational activity needs for incidents of varying disciplines. The LFD applies standard specifications (e.g., National Fire Protection Association, American National Standards Institute, American College of Emergency Physicians, American Society for Testing and Materials) to the allocation of supplies and materials.

### **Appraisal**

The acquisition of materials and supplies has met the functional areas of several program operational needs. Personnel have conducted evaluative research for new or additional supplies when further needs are identified, or industry standards change. Allocation objectives have included safety enhancements, increased operational effectiveness, durability, reliability, and cost efficiency. Members have attended conferences and trade shows to remain aware of new products and industry changes.

### **Plan**

The LFD will continue to conduct evaluative research for material and supply acquisition against industry best practices. Safety and operational enhancements coupled with manufacturer standards and cost efficiencies will be some of the allocation objectives. Conference and trade show attendance will be utilized as a research and evaluation resource with decision making procurement.

### **References**

Lenexa Fire Department Rescue Equipment Inventory

Lenexa Fire Department Small Equipment Inventory - 2021

Lenexa Fire Department Standard Practice Guideline - Personal Protective Clothing

## Lenexa Fire Department Standard Practice Guideline - Safety Committee

## **Criterion 6F: Safety Equipment**

Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment and related equipment (e.g., self-contained breathing apparatus).

### **Summary:**

The Lenexa Fire Department (LFD) safety equipment is adequate and designed to meet LFD goals and service level objectives. LFD safety equipment is compliant with applicable NFPA standards. LFD safety equipment has been identified, distributed, and assigned to each member from a standardized inventory sufficient for function requirements.

Additional specialized safety equipment is assigned to specific operations members of the organization. The replacement of safety gear is scheduled and budgeted through the LFD operating budget, the City of Lenexa equipment reserve fund, or the capital improvement plan (CIP). Trained/certified LFD members and qualified third-party vendors complete service and repairs on LFD safety equipment. An inventory control process and maintenance tracking system are in place and current.

## **Performance Indicators:**

**CC 6F.1      Safety equipment is identified and distributed to appropriate personnel.**

### **Description**

The Lenexa Fire Department (LFD) has identified and distributed appropriate safety equipment to personnel. The LFD is the sole provider of safety equipment to the membership. Issued safety equipment meets the mission, goals, and objectives of the LFD. LFD members are responsible for checking the condition and operation of all safety equipment at the beginning of each work period. Issued structural firefighting personal protective equipment meets National Fire Protection Association Standards. Each member is issued a portable radio, flashlight, tubular webbing, personal eye, and hearing protection. Reflective traffic safety vests on units for assigned crew members comply with American National Standards Institute specifications. Thermal imaging cameras (TIC), combustible gas indicators (CGI), and tester of alternative current (TAC) devices are also available on all front-line apparatus. Safety equipment is replaced when defects are identified or inspected condition creates a safety risk. The LFD Safety Committee evaluates existing and proposed safety equipment against established standards and recommends enhancements.

### **Appraisal**

The LFD has identified the appropriate type and quantity of safety equipment to be issued to each member. Issued equipment has met the personnel safety needs for emergency incident operations.

### **Plan**

The LFD will continue to monitor the quality and quantity of issued safety equipment to ensure it remains appropriate. Industry standard compliance with operational applicability considerations will be prioritized with identification and distribution of safety equipment.

## **References**

Lenexa Fire Department Issued Bunker Gear Database

Lenexa Fire Department Safety Committee Meeting Minutes (January 8, 2020)

Lenexa Fire Department Standard Practice Guideline - Personal Protective Clothing

6F.2 Distributed safety equipment is adequate for the functions performed.

### **Description**

Lenexa Fire Department (LFD) members are issued safety equipment to meet organizational service needs, goals and objectives. Personnel assigned to special functions and technical rescue teams are provided specialized equipment. The battalion chief of logistics, shift commanders and company officers collaboratively confirm there is appropriate safety equipment available for necessary functions.

### **Appraisal**

The LFD has issued adequate safety equipment for the tasks performed. Unique gear has been distributed to safely perform special incident operations. A sufficient inventory of standard issued safety equipment has been maintained at fire stations one, three, and four.

### **Plan**

The LFD will continue its current practice of issuing safety equipment for identified functions and special operations. Equipment will be monitored to ensure compliance with current manufacturer industry standards. The LFD will consider an inventory maintenance program to ensure equipment is adequate for the specific function.

### **References**

Lenexa Fire Department PPE Inspection Report - 2020

Lenexa Fire Department Standard Practice Guideline - Personal Protective Clothing

Lenexa Fire Department Standard Practice Guideline - Physical Resource Management Program

Lenexa Fire Department Standard Practice Guideline - Protective Equipment Cleaning Procedures

Lenexa Fire Department Standard Practice Guideline - Self-Contained Breathing Apparatus

Lenexa Fire Department Standard Practice Guideline - Station, Apparatus, Equipment

## Security and Inventory



6F.3 Safety equipment replacement is scheduled, budgeted and implemented, and adequate to meet the agency's needs.

### **Description**

Replacement of Lenexa Fire Department (LFD) safety equipment is scheduled, budgeted and implemented, and are adequate to meet organizational needs and service level objectives. The LFD utilizes strategic long-term (ten year) replacement plans to address the replacement of certain safety equipment. Funding for replacement of safety equipment is provided from the LFD operating budget, City of Lenexa Equipment Replacement Fund (ERF), City of Lenexa Capital Improvement Plan (CIP), or grant programs. Contingencies are included in the City of Lenexa Purchasing Policy that authorize the purchase of critical safety equipment to mitigate an emergency.

### **Appraisal**

The ten-year master equipment plan established in 2007 met organizational demands for safety equipment. The various funding sources used to procure safety equipment has adequately met the needs of the agency. For example, the LFD secured CIP funding for the scheduled replacement of a self-contained breathing apparatus fleet, and ZOLL monitors through a multi-agency purchasing contracts.

### **Plan**

The LFD will continue exploring options to partner with other city department to ensure safety equipment is scheduled, budgeted, and implemented, and is adequate to meet organizational needs and service level objectives.

### **References**

City of Lenexa Fire Engine Aerial CIP Project Sheet St4 - 2023

City of Lenexa Fire Engine Aerial CIP Project Sheet St5 - 2021

City of Lenexa Governing Body Policy AD-Finance-2 - Purchasing Policy & Procedures

City of Lenexa Self-Contained Breathing Apparatus Fleet Replacement Project Sheet -

2017

Lenexa Fire Department Capital Improvement Plan (2021-2031)

Lenexa Fire Department Equipment Replacement Master Plan (2021-2026)

Memorandum of Understanding Regional Partnership SCBA Grant Purchase - 2016 ZOLL

AEDs and Software Cooperative purchase Resolution and Contract 2019-95

(August 20, 2019)

6F.4 Safety equipment maintenance, testing and inspections are conducted by trained and qualified personnel, and appropriate records are kept.

### **Description**

The Lenexa Fire Department (LFD) requires safety equipment to be repaired by qualified employees or returned to the appropriate vendor or manufacturer for repairs, service, and testing. Self-contained breathing apparatus (SCBA) equipment is maintained by personnel that are trained and certified by the manufacturer. Personal protective equipment (PPE) repair is conducted by a third-party company that is approved by the manufacturer.

### **Appraisal**

The use of qualified LFD personnel and third-party vendors has allowed the LFD to adequately inspect, repair and maintain safety equipment. Records have been maintained in several databases including FIREHOUSE Software® to document the inspection and maintenance of safety equipment.

### **Plan**

The LFD will continue to ensure safety equipment maintenance, testing and inspection activities are conducted by qualified personnel and documented appropriately.

### **References**

Lenexa Fire Department Annual Pump Test Certificates for Ladder 91 - 2020

Lenexa Fire Department Combustible Gas Indicator Calibration Certificates - 2020

Lenexa Fire Department FIREHOUSE Software® SCBA Repair Record Screenshot (September 1, 2021)

Lenexa Fire Department Personal Protective Clothing Repair Receipt Lenexa Fire Department Personal Protective Equipment Checklist (iAuditor)

Lenexa Fire Department SCBA Fill Station Air Quality Quarterly Report - 2020

Lenexa Fire Department SCBA Fit Test Record - 2020

Lenexa Fire Department SCBA Flow Test - 2020

Lenexa Fire Department SCBA Repair Technician Certificate - Bailes

Lenexa Fire Department Standard Practice Guideline - Personal Protective Clothing

Lenexa Fire Department Standard Practice Guideline - Physical Resource Management  
Program

Lenexa Fire Department Standard Practice Guideline - Protective Equipment Cleaning  
Procedures

6F.5 Safety equipment inventory control and maintenance tracking system are in place and current.

### **Description**

The Lenexa Fire Department (LFD) maintains inventory control systems to track apparatus, electronic equipment, SCBA equipment, protective clothing, and small tools. Equipment is tracked by inventory control numbers, serial numbers, VIN numbers, license numbers or other associated equipment identifiers. The current systems accurately tracks equipment inventories and maintenance history. The system is expandable as equipment is replaced or acquired.

### **Appraisal**

The LFD has established inventory control and maintenance tracking systems. Data reflected in these systems have been maintained for accuracy. Schedules have been created to repair, service, and replace safety equipment consistent with both industry standards and manufacturer recommendations. The existing practice within this performance standard has met organizational needs and service level objectives.

### **Plan**

Industry best practices, continued self-assessment of the program, and changes in applicable standards, laws, or regulations will guide future modifications.

### **References**

City of Lenexa Policy Small Equipment Inventory Process

Lenexa Fire Department FIREHOUSE Software® SCBA Repair Record Screenshot  
(September 1, 2021)

Lenexa Fire Department Issued Bunker Gear Database

Lenexa Fire Department Personal Protective Equipment Fitting Calendar Appointment

Lenexa Fire Department SCBA Fit Test Record - 2020

Lenexa Fire Department SCBA Flow Test - 2020

Lenexa Fire Department Small Equipment Inventory - 2021

Lenexa Fire Department Standard Practice Guideline - Station, Apparatus, Equipment  
Security and Inventory

## **Category 7: Human Resources**

Human resources are defined as all aspects of personnel administration, except those of training and competency (addressed in Category 8) and health and safety (addressed in Category 11). The heart of any organization is its people, and this category is designed to appraise the importance and results of the human resources program. Completing the human resources section may involve members from other governing entities or other elements of the community.

### **Criterion 7A: Human Resources Administration**

General human resources administration practices are in place and are consistent with local, state/provincial and federal statutory and regulatory requirements.

#### **Summary:**

The City of Lenexa (COL) Human Resources Department provides adequate human resources staffing and services for the Lenexa Fire Department (LFD). The COL Human Resources staff includes a Director, Human Resources Generalist, two Human Resource Managers, Human Resources Partner, and two and a half (2.38) Senior Human Resources Specialists. The Fire Division Chief of Administration serves as the liaison between the LFD and COL Human Resources Department. The COL Human Resources Department has adopted policies and practices that are consistent with local, state, and federal laws.



## **Performance Indicators:**

**CC 7A.1      A human resources manager is designated.**

### **Description**

The City of Lenexa (COL) Human Resources Department has a full-time Human Resources Director. The director is responsible for the management of the COL human resources department and is a member of the COL Management Team.

### **Appraisal**

The COL Human Resources Director has been effective in providing a wide range of human resources services which include: recruitment, selection, employment, orientation, compensation, classification, personnel policy development, facilitating employee discipline procedures, monitoring regulatory compliance, administering employee health and wellness benefits, providing training, assisting with safety administration and miscellaneous services.

### **Plan**

The COL Human Resources Director will continue to be designated as the human resources manager.

### **References**

City of Lenexa Organizational Chart - 2021

City of Lenexa Human Resources Job Description – Director

7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

### **Description**

The City of Lenexa (COL) Human Resource (HR) Department currently has adequate positions staffed to accomplish the human resources administrative functions. The COL Human Resources staff includes a Director, Human Resources Generalist, two Human Resource Managers, Human Resources Partner, and two and a half (2.38) Senior Human Resources Specialists. The COL Fire Department fire division chief of administration also serves as the Fire Department's human resource specialist serving as a liaison between the LFD and COL HR Department.

### **Appraisal**

The COL Human Resources Department has demonstrated effective management of the human resources responsibilities that have included development of policies, health and wellness programs, maintenance of benefits, etc.

### **Plan**

The COL Human Resources Director will continue to monitor the staffing of the Human Resources Department and recommend changes as necessary. Staffing adjustments will be made as needs dictate.

### **References**

City of Lenexa Human Resources Department Organizational Chart  
City of Lenexa Human Resources Job Description - Director  
City of Lenexa Human Resources Job Description - Generalist - Rewards  
City of Lenexa Human Resources Job Description - Generalist - Solutions  
City of Lenexa Human Resources Job Description - Manager - Rewards  
City of Lenexa Human Resources Job Description - Manager - Solutions  
City of Lenexa Human Resources Job Description - Partner - Rewards  
City of Lenexa Human Resources Job Description - Partner - Solutions  
City of Lenexa Human Resources Job Description - Specialist - Rewards  
City of Lenexa Human Resources Job Description - Specialist - Solutions

## Lenexa Fire Department Job Description - Fire Division Chief - Administration

7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state/provincial and federal requirements. The policies are reviewed annually and updated as needed.

**Description**

The City of Lenexa (COL) has established administrative policies and practices to direct the human resources functions in accordance with local, state and federal requirements. The COL Human Resources Department is responsible for ensuring these policies and practices are communicated and updated at least annually.

**Appraisal**

The COL Human Resources administrative policies have been established in accordance with local, state and federal requirements. These policies have been reviewed and approved by the COL Legal Department.

**Plan**

The COL will continue to monitor the policies and practices of the Human Resources Department to ensure compliance with local, state and federal requirements. Specifically, the COL Legal Department will monitor changes in human resources law and provide counsel to the Human Resources Department. Changes will be made as necessary.

**References**

City of Lenexa Administrative Policy Manual

City of Lenexa Personnel Policy and Procedures Manual

## **Criterion 7B: Recruitment, Selection, Retention and Promotion**

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial and federal statutory requirements.

### **Summary:**

Recruitment, selection, retention, and promotion are critical human resource activities for the Lenexa Fire Department (LFD). Entry, lateral and promotion opportunities are communicated through different means both internal and external to the organization. Entry level employees receive a City of Lenexa and LFD employee orientation. Members from different ranks participate in a variety of recruitment programs and events. Entry, lateral and promotional candidates are vetted for position qualifications. After selection, knowledge, skills and abilities are evaluated during a probationary period. Workforce demographics are monitored for resemblance of community. The LFD has worked toward attracting and maintaining a community semblance workforce. Employee recognition is exhibited in multiple ways. Exit interviews and employee surveys are conducted to collect information, improve policies and procedures while determining projected personnel resource needs created through attrition.

## **Performance Indicators:**

7B.1 A mechanism is in place to identify and announce potential entry-level, lateral, and promotional positions.

### **Description**

The City of Lenexa (COL) has mechanisms in place to identify and announce potential entry level, lateral, and promotional positions. Entry-level position openings are communicated on the COL web site, CareerBuilder.com, message boards, recruitment agencies, department bulletin boards, LexConnect, specific fire service discipline trade journals and various internal/external social media platforms. Internal lateral or promotional postings are communicated by the specific department via electronic mail and/or department announcement boards.

### **Appraisal**

The mechanisms used to identify and announce entry-level, lateral, and promotional opportunities have historically provided quality candidates. The integration of social media to announce entry-level positions has also proven effective in recruiting candidates. The entry-level application process has included criteria to identify the effectiveness of the various recruitment outlets utilized. Applicant numbers have decreased with an increase in regional competition for quality credentialed candidates.

### **Plan**

The COL will continue to monitor the mechanisms used to identify and announce entry-level, lateral and promotional position openings and formulate changes as needed. Applicant numbers have decreased with an increase in regional competition for quality credentialed candidates. Applicant numbers have decreased with an increase in regional competition for quality credentialed candidates. Due to a decreased number in applicants and regional competition the COL will explore new advertising and marketing strategies to reach a broader market.

### **References**

City of Lenexa Career Opportunities Webpage Screenshot

City of Lenexa Firefighter Position Referral Source - 2021

Lenexa Fire Department Fire Captain Promotional Process Announcement - 2020

Lenexa Fire Department Fire Lieutenant Promotional Process Acceptance Announcement

- 2021

Lenexa Fire Department Fire Lieutenant Promotional Process Announcement - 2020

Lenexa Fire Department Social Media Entry-Level Firefighter Announcement Screenshot

7B.2 The agency's administration and its members are part of the recruiting process.

### **Description**

The Lenexa Fire Department (LFD) works actively with the COL Human Resources Department (HRD) during the recruiting process. The COL has an "Employee Referral Program" to encourage current employees to recommend others to apply for open positions. If a referred candidate is employed and successfully completes the trial period, the referring employee receives compensation. In 2020, the City paid 58 employees a total of \$10,300 for 64 referrals made between 2019-2020. Members are also encouraged to provide information and guidance to persons showing an interest in employment through Lenexa Fire Department. "Jump In" recruiting brochures are available at all stations as an additional resource for current employees to provide to prospective candidates. Social media is used as a mechanism for announcing entry-level positions, which provides current LFD employees the opportunity to "share" this announcement on their personal social media pages, further involving LFD membership in the recruiting process. LFD personnel participate in recruitment efforts, job fairs, and provide presentations for community college students to encourage interest in the LFD.

### **Appraisal**

Existing recruitment efforts have included a wide representation of agency members to generate interest from quality candidates. Recruitment incentives and social media platforms have improved employee participation in the recruiting process.

### **Plan**

The COL will continue to seek new ways for member participation in the recruiting process and make changes as needed. The COL Human Resources and Communications Departments have plans to create professional-level quality videos for recruiting purposes.

### **References**

City of Lenexa Employee Referral Program

City of Lenexa Workforce Report - Employee Referral Program Payouts - 2020

Lenexa Fire Department Recruitment Pamphlet



Lenexa Fire Department Social Media Entry-Job Fair Event Screenshot (March 1, 2018)

**CC 7B.3      Processes and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job-related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.**

**Description**

The City of Lenexa (COL) processes and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job related and comply with all local, state/provincial, and federal requirements including equal opportunity and discrimination statutes. The COL Human Resources Department provides initial screening of external applicants through Automatic Data Processing (ADP®) electronic application management software. Entry-level and promotional candidates are required to provide evidence of minimum position requirements. Successful entry-level candidates who receive a conditional job offer are required to successfully pass a psychological and medical exam, urine drug screen, and pre-employment background screening.

**Appraisal**

The COL recruitment screening and qualifying instruments have resulted in the employment and appointment of qualified candidates. The instruments used for recruitment and selection of initial, lateral and promotional candidates have been vetted, and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes. Examples of instruments used for initial selection are the Fire Service Entrance Exam, Candidate Physical Ability Test. Instruments used for internal, lateral, and promotional opportunities include National Fire Protection Association (NFPA) standards such as NFPA 1001 Standard for Fire Fighter Professional Qualifications, NFPA 1002 Standard for Fire Apparatus Driver/Operator Professional Qualifications, NFPA 1021 Standard for Fire Officer Professional Qualifications, NFPA 1031 Standard for Professional Qualifications for Fire Inspector and Plan Examiner, and NFPA 1521 Standard for Fire Department Safety Officer Professional Qualifications.

## **Plan**

The COL will continue to evaluate the effectiveness of recruitment screening and qualifying processes. Processes considered will be measured to ensure compliance with equal opportunity and discrimination statutes. The LFD will recognize the Fire Service Entrance Exam (FF-EL 301-NC (TIP) Entry-Level Firefighter Test) offered by the International Public Management Association for Human Resources to improve efficiency, reduce financial impact, and acknowledge a more accessible and recognized fire service instrument.

## **References**

Candidate Physical Ability Test

City of Lenexa Firefighter Testing Statistics - 2021

City of Lenexa Personnel Policy - Anti-Discrimination (p.13)

City of Lenexa Personnel Policy - Reasonable Accommodation (p.16) City

of Lenexa Personnel Policy - Recruitment Policy (pp.17-20)

Fire Service Entrance Exam

National Fire Protection Association 1001 Standard for Fire Fighter Professional Qualifications

National Fire Protection Association 1002 Standard for Fire Apparatus Driver/Operator Professional Qualifications

National Fire Protection Association 1021 Standard for Fire Officer Professional Qualifications

National Fire Protection Association 1031 Standard for Professional Qualifications for Fire Inspector and Plan Examiner

National Fire Protection Association 1521 Standard for Fire Department Safety Officer Professional Qualifications

7B.4 The agency's workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.

### **Description**

The City of Lenexa's (COL) workforce composition is near the area demographics. The Lenexa Fire Department's (LFD) workforce composition is not reflective of community demographics. Intentional efforts to recruit candidates that are representative of service area demographics are ongoing. The LFD participates in recruitment opportunities by meeting with local fire science and emergency medical services (EMS) educational programs, high schools, community colleges, and presenting at regional career fairs to provide information about future LFD opportunities.

### **Appraisal**

Current employment statistics have indicated a level of diversity within the city employee workforce composition. The LFD diversity is not reflective of community demographics. Strong consideration has been given to hiring diverse qualified candidates. The LFD continues to look for opportunities to engage populations to recruit qualified personnel, to acquire a workforce more reflective of area demographics.

### **Plan**

The COL and LFD will continue to strive for a workforce that reflects the community. Using current employment data, recruiting efforts will be directed towards creating a diverse workforce. The LFD will continue to engage fire and EMS educational institution programs and career fairs to encourage diverse student population engagement.

### **References**

City of Lenexa Workforce Report - 2020

City of Lenexa Workforce Report - Comparing US-COL-LFD Demographics - 2020

Lenexa Fire Department Social Media Entry-Job Fair Event Screenshot (March 1, 2018)

Lenexa Fire Department Social Media Entry-Shawnee Mission School District Blue Eagle Program Screenshot (September 25, 2018)

7B.5 A new-member orientation program is in place.

### **Description**

The City of Lenexa (COL) has a new member orientation program. The orientation provides new employees with the mission, vision, values, personnel policies manual, compensation, benefits, health insurance, safety, and workers compensation information. The Lenexa Fire Department (LFD) also provides orientation as part of a structured recruit academy, during which the new employees are provided the basic knowledge and skills necessary to contribute successfully, safely, and competently to fulfilling their personal and organizational duties. As part of the recruit academy, new employees are provided a USB flash drive which contains essential career-related reference material.

### **Appraisal**

The COL new member orientation program has been effective in providing new employees information regarding health insurance, compensation, benefits, policies, and procedures. The LFD recruit academy has been effective in preparing recruits for transition to a non-standard 24-hour shift schedule for their role as a LFD firefighter.

### **Plan**

The COL will continue to monitor the new member orientation program and make changes as necessary. The LFD will continually reassess and update the recruit academy curriculum to ensure new employees are adequately oriented to perform job responsibilities.

### **References**

City of Lenexa New Employee Orientation Outline

City of Lenexa New Employee Orientation PowerPoint Slides

Lenexa Fire Department Recruit Class Schedule (July 16, 2021)

**CC 7B.6** A supervised probationary process is used by the agency to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills and abilities.

### **Description**

The City of Lenexa (COL) has a supervised one-year probationary trial period that is used to assess a newly hired or promoted employee's knowledge, skills, and abilities for successful job performance. New and promoted members receive a six-month interim performance appraisal. The interim appraisal allows supervisors to provide members with verbal and written notice of any required performance improvements. The Lenexa Fire Department (LFD) utilizes a one-year development program to assess new employees' knowledge, skills, and abilities relevant to their job description.

### **Appraisal**

The performance appraisal system and one-year development program have been effective in documenting trial-period performance and communicating strengths, weaknesses, and goals for the member. Promotional and developmental written and practical testing of essential skills have identified areas requiring further development.

### **Plan**

The COL will continue to monitor the supervised probationary process of new and promoted members and make changes as necessary. The LFD will work to evaluate processes and the effectiveness of the new employee developmental period to ensure desired outcomes are achieved.

### **References**

City of Lenexa Personnel Policy - Developmental Trial Period (pp.51-53)

Lenexa Fire Department Developmental Test Results Report Fire and EMS (iAuditor)

Lenexa Fire Department Standard Practice Guideline - Developmental Firefighter Assessments

7B.7 The agency has an employee/member recognition program.

### **Description**

The City of Lenexa (COL) has an employee/member recognition program in place. Annually, the COL assembles an employee recognition committee to evaluate employees nominated for the following awards: employee of the year, integrity, service, teamwork, dedication, vision, and we care. COL recognition awards are presented during an annual employee luncheon. The Lenexa Fire Department (LFD) provides formal ceremonies in recognition of retirements in good standing with at least 15 years of service, badge ceremonies for newly hired employees and members promoted to fire lieutenant and fire captain. Informal “open house” ceremonies are used to recognize 25 years and 30 years of service with a presentation typically held with the member’s assigned company on-duty. Members with 25 years of service receive 25-year service stars and equipment gear bag. Members with 30 years of service receive a 30-year service stars and a leather fire helmet. Refreshments and cake are provided for LFD recognition ceremonies. In addition, the LFD submitted a nomination for the U.S. Department of Justice’s 2017 Public Safety Officer Medal of Valor award. This is the highest national award for valor. It honors federal, state, local and tribal emergency-service officers, firefighters, and law-enforcement officers who displayed exceptional courage and decisiveness while going above and beyond the call of duty to protect human life. The submission involved two LFD members who exhibited exceptional courage, regardless of personal safety to save and protect others from harm. The submission was selected. Lenexa Fire Captain Dustin Moore and Firefighter Paramedic Andrew Freisner were among 14 public safety officers awarded the Public Safety Officer Medal of Valor by President Donald Trump during a White House ceremony on Wednesday, May 22, 2019.

### **Appraisal**

The employee recognition process has allowed the COL the opportunity to recognize and celebrate the outstanding performance of its employees. LFD recognition ceremonies have become a valuable way for the membership to celebrate the professional milestones with the member’s career. Participation in the U.S. Department of Justice’s 2017 Public Safety

Officer Medal of Valor award recognition process has resulted in national recognition and receipt of the Public Safety Officer Medal of Valor award to two LFD members.

### **Plan**

The COL will continue to monitor the employee recognition program and make changes as necessary. The LFD is exploring the expansion of the recognition program in order to call attention to exemplary work not recognized by the current systems.

### **References**

City of Lenexa Employee Recognition Awards (E-mail and Award Winners List) - 2019

City of Lenexa Service Milestone Awards Intranet Webpage

Lenexa Fire Department Medal of Valor Press Release

Lenexa Fire Department Standard Practice Guideline - Recognition Ceremonies



7B.8 The agency's working conditions and environment accommodate diverse and qualified applicants and retains a tenured workforce that is reflective of the community.

### **Description**

The City of Lenexa's (COL) working conditions and environment are such that the agency attracts diverse and qualified applicants to retain a tenured workforce. The COL compiles an annual workforce report, which contains statistical analysis of the organization's demographics, tenure, age statistics, retirement eligibility, recruitment and new hire information, turnover, leaves of absence, merit pay, promotions, education reimbursement usage and total compensation.

### **Appraisal**

The COL's 2020 workforce report has indicated that the COL's working conditions, environment and focus on minority recruitment has resulted in increases in the percentage of minorities who have applied and been hired for COL jobs. Of the 2,289 persons who applied for city jobs in 2020, 26.9% were minorities. Of the 143 persons hired in 2020, 19% were minorities. These are significant improvements over previous years. The COL's 2020 workforce report has indicated total employee turnover has decreased from 57.4% in 2019 to 33.4% in 2020. Turnover among more tenured employees (more than five years of service) has remained similar with 36.0% separating in 2019 and 35.9% in 2020.

### **Plan**

The COL and LFD will continue to compile and analyze results from the workforce report to identify and address any concerns with working conditions and employment environment as it relates to diverse qualified candidates recruitment and retention.

### **References**

City of Lenexa Workforce Report - 2019

City of Lenexa Workforce Report – 2020

7B.9 The agency conducts exit interviews, periodic employee surveys or other mechanisms to acquire feedback for improving policies and procedures.

### **Description**

The City of Lenexa (COL) conducts exit interviews, periodic employee surveys and other mechanisms to acquire feedback to improve policies and procedures. The Human Resources Department compiles the results from a voluntary exit survey annually into a Year-End Exit Interview Report. The Lenexa Fire Department (LFD) fire chief requests informal exit interviews with employees separating employment with the fire department. These department conducted interviews allow separating employees the opportunity to provide unfiltered feedback. It also allows the LFD an opportunity to address any immediate concerns which may go unidentified through the formal COL exit interview process.

### **Appraisal**

The COL has conducted a voluntary exit interview process since 2007, compiling results into a year-end report. These reports have been valuable for the COL to determine areas of perceived strengths and weaknesses. The 2020 year-end exit interview report has revealed an overall positive work experience for exiting employees. This has been a consistent result every year since 2007. However, overall satisfaction declining scores in the compensation category factored into the decision for the COL to conduct a comprehensive pay study in 2020 and implement improvements to its pay plan in 2021.

### **Plan**

The COL and LFD will continue to utilize the results of the year-end exit interview report and informal department exit interviews to identify and address any concerns with policies and procedures as they relate to working conditions and the employment environment.

### **References**

City of Lenexa Exit Interview Survey

City of Lenexa Implementation of Single Pay Increase Date and Pay Benefits Study

E-mail - 2020

City of Lenexa Year-End Exit Interview Report - 2020

7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.

**Description**

The City of Lenexa (COL) conducts workforce assessments and exit interviews to obtain information on what areas the COL is doing well, where retention can be improved and negative impacts from attrition minimized. Personnel resource needs are forecasted, and succession management strategies are employed.

**Appraisal**

The COL workforce assessments and exit interview process has been effective in addressing projected personnel human resource needs and identifying how retention and attrition factors can be improved. Multiple career advancement programs and intentional strategic opportunistic assignments have improved the preparedness of candidates for next level positions.

**Plan**

The COL will continue to monitor the workforce talent pool to address future personnel resource needs including retention and attrition of tenured and experienced members. Changes will be made as areas for improvements are recognized. The Lenexa Fire Department will continue to evaluate City compensation studies to ensure external salary equity to aid with retention.

**References**

City of Lenexa Budget and Goals - Fire Department - 2021 (pp.106-109)

City of Lenexa Workforce Report - 2020

City of Lenexa Year-End Exit Interview Report - 2020

Lenexa Fire Department Standard Practice Guideline - Talent Pipeline Program

### **Criterion 7C: Personnel Policies and Procedures**

Documented personnel policies and procedures are in place to guide both administrative and personnel behavior.

#### **Summary:**

The City of Lenexa has established personnel policies and procedures that provide administrative and membership performance direction. The guidelines are maintained to comply with current human resource laws about disabilities, harassment, bias, and discrimination. Procedures also address ethical conflicts, discipline, grievances, and a protected communication process to report complaints. The procedures are accessible to all employees, communicated and enforced.

## **Performance Indicators:**

**CC 7C.1      Personnel policies, procedures, and rules are current, documented and communicated to all personnel.**

### **Description**

The City of Lenexa (COL) policies and Johnson County EMS Protocols are current, written, and communicated to all personnel. The Lenexa Fire Department (LFD) standard practice guidelines (SPG) are currently being reformatted and revised. The LFD SPG manual is retained in a cloud-based document management system called PowerDMS®. After the SPG revision is complete in PowerDMS®, members will be required to electronically acknowledge they have read and understand each policy. All manuals are electronically accessible with capability of printing a hard copy. LFD operations personnel are offered an updated Johnson County EMS Protocol book annually. Additionally, the Johnson County EMS Protocols are accessible electronically via the Johnson County EMS mobile application. This application has been uploaded to all LFD apparatus and station devices and is also available to all LFD personnel for download on their personal devices. The methods for communicating changes to LFD employees vary based on the source and target audience. Policies, procedures, and rules applicable to all COL employees are communicated and acknowledged through the human resources information system (HRIS). The company currently providing HRIS services to the COL is Automatic Data Processing (ADP®).

### **Appraisal**

The division chief of administration is coordinating the SPG manual revision process. The chief officers review each SPG and provide feedback. The current system of communicating policies, procedures and protocols has been effective.

### **Plan**

The COL and LFD will continue work towards maintaining a current personnel policies and procedures manual ensuring that all personnel are equipped with the most up-to-date version. A process will be developed to include scheduled reviews of LFD standard

practice guidelines to ensure more timely revisions. Newly developed LFD standard practice guidelines and revised policies will be communicated to personnel through electronic mail and acknowledged through PowerDMS®. Changes will be made as necessary and communicated to all personnel.

## **References**

City of Lenexa ADP Policy Employee Acknowledgement Screenshot

City of Lenexa Personnel Policy and Procedures Manual

Johnson County EMS System Patient Care Protocols - 2020

Johnson County EMS System Website [www.jcemsmd.com](http://www.jcemsmd.com) - Mobile Application Screenshot

Johnson County EMS System Website [www.jcemsmd.com](http://www.jcemsmd.com) Screenshot

Lenexa Fire Department Standard Practice Guideline Manual in PowerDMS® Screenshot

**CC 7C.2** The agency has a policy that defines and prohibits harassment, bias and unlawful discrimination of employees/members based on sex, race, disability or other legally protected characteristics, and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.

### **Description**

The City of Lenexa (COL) has a policy that defines and prohibits sexual, racial, disability, and other forms of harassment, bias, and unlawful discrimination of employees/members, and further describes reporting procedures. The policy and organizational expectations specific to employee behavior are formally communicated and enforced for all members/employees. Additionally, the “Speak Up” hotline is an independent reporting system which allows employees to communicate concerns about unethical, illegal, or irresponsible acts. This hotline gives the reporting employee the option to remain anonymous. The COL Human Resources Department investigates and maintains records for all harassment complaints.

### **Appraisal**

Policies and training have provided a strong foundation for the organization’s inclusive culture intolerance to harassment. The policies and systems created have provided an effective means to prevent and report occurrences of harassment. The “Speak Up” hotline has provided an anonymous form of reporting for employees who may fear retaliation. The COL Human Resources Department has reported there have been no harassment complaints submitted from LFD members for the past ten years.

### **Plan**

The COL will continue to monitor and update policies relating to sexual, racial, disability or other forms of harassment, bias, and unlawful discrimination of employees/members and describe the related reporting procedures. The Human Resources and Legal Departments will continue to monitor applicable laws and make changes to its policies, as necessary-

## **References**

City of Lenexa Personnel Policy - Anti-Discrimination (p.13)

City of Lenexa Speak Up Webpage Screenshot

Lenexa Fire Department FIREHOUSE Software® Anti-Harassment Training Report -  
2020



7C.3 A corrective actions system, which ensures accountability, is in place.

### **Description**

The City of Lenexa (COL) has an enforced disciplinary system in place. The COL personnel policy and procedure manual defines the employee standards of conduct, types of disciplinary action, disciplinary action implementation procedures and disciplinary review process. COL policies and procedures describing the disciplinary system are accessible to all employees. The Lenexa Fire Department (LFD) follows the COL disciplinary system. The LFD has initiated “Just Culture” training, a system to evaluate corrective actions for employees. Just Culture is a concept related to systems thinking which emphasizes performance mistakes can be a product of faulty organizational culture, rather than solely responsibility caused by the person(s) directly involved. This allows for individual accountability that promotes a learning focused organizational culture to address root causes over misguided discipline-The LFD has two managers training to evaluate the Just Culture algorithm.

### **Appraisal**

These policies have provided members with performance and conduct expectations as it relates to the disciplinary system. The system has been designed to correct unacceptable behaviors or performance at the most appropriate disciplinary level with consideration given to past performance.

### **Plan**

The COL and LFD will continue to evaluate the effectiveness of the disciplinary policy and process, make necessary revisions, and monitor the consistency of application of the disciplinary system. The Just Culture model will continue to be examined for department implementation.

### **References**

City of Lenexa Personnel Policy - Corrective Action Policy (pp.135-140)

Just Culture Foundations Training Managers Certificate

Lenexa Fire Department Standard Practice Guideline - Uniformed Employee Disciplinary

**CC 7C.4      An internal ethics and conflict of interest policy is published and communicated to employees/members.**

**Description**

The City of Lenexa (COL) has a code of ethics and conflict of interest policy that is published and communicated to employees/members. The policy describes the expectation of members making decisions that are independent, impartial, and responsible to the community served. Additionally, the “Speak Up” hotline is an independent reporting system which allows employees to communicate concerns about unethical, illegal, or irresponsible acts. This hotline gives the reporting employee the option to remain anonymous.

**Appraisal**

The COL Code of Ethics policy has been effective in communicating conduct and behavior expectations to the membership. The “Speak Up” hotline has provided an anonymous form of reporting for employees who may fear retaliation.

**Plan**

The COL will continue to monitor and maintain all policies related to ethics and conflict of interest, and the number and type of reports made to the “Speak Up” hotline. Changes will be made as necessary.

**References**

City of Lenexa Personnel Policy - Code of Ethics (pp.123-124)

City of Lenexa Speak Up Webpage Screenshot

Lenexa Fire Department FIREHOUSE Software® Ethics and Conflict of Interest Training Report (2016-2020)

7C.5 An employee/member grievance/complaint process is published and communicated to employees/members.

### **Description**

The City of Lenexa (COL) maintains grievance/complaint procedures in the following sections of the personnel policies and procedures manual: Anti-Discrimination Policy; Anti-Harassment Policy; HIPAA; Violence in the Workplace; and Corrective Action Procedures. The COL personnel and policies manual is accessible electronically for all employees. Grievance/complaint procedures and any changes thereto are communicated to employees/members.

### **Appraisal**

The Human Resources Department has reported that the current grievance/complaint procedures have been an integral and indispensable part of the COL's efforts to maintain a workplace free from illegal discrimination, harassment, HIPAA violations, workplace violence, and substandard employee conduct and performance. Revised policies have been distributed and communicated to all employees.

### **Plan**

The COL will continue to monitor and update the various grievance/complaint procedures contained in the personnel policies and procedures manual and make changes, as necessary.

### **References**

City of Lenexa Personnel Policy - Anti-Discrimination (p.13)

City of Lenexa Personnel Policy - Corrective Action Policy (pp.135-140)

City of Lenexa Personnel Policy - Harassment in the Workplace (pp.14-16)

City of Lenexa Personnel Policy - Health Insurance Portability and Accountability Act of 1996 (pp.57-63)

City of Lenexa Personnel Policy - Violence in the Workplace Prevention Policy (pp.93-96)

City of Lenexa Policy Revisions and Acknowledgements Announcement - The Lenexa

Star Newsletter (February 16, 2021)

**Criterion 7D: Use of Human Resources**

Human resources development and utilization is consistent with the agency's established mission, goals and objectives.

**Summary:**

The City of Lenexa and Lenexa Fire Department has identified and classified job positions to fill the needs of the organization. Job descriptions are developed for each position and maintained to reflect specific qualifications, duties, and responsibilities. An appraisal system exists to manage performance and provide feedback. The Lenexa Fire Department solicits employee input to enhance programs and services. Professional development opportunities are afforded to personnel through external training classes, conferences, certification programs, and tuition reimbursement. Leadership development is conducted for succession both formally and informally to prepare members for higher level positions through intentionally focused training, education, and job experiences.

## **Performance Indicators:**

**CC 7D.1      A position classification system and a process by which jobs are audited and modified are in place.**

### **Description**

The City of Lenexa (COL) has a position classification system and a process by which jobs are audited and modified. This system and process are communicated in the COL personnel policies and procedures. The “position evaluation procedures” policy includes descriptions of policy’s purpose and following procedures: initiating a position evaluation, job description, gathering market data, and guidance to making the final determination. The Lenexa Fire Department (LFD) audits, modifies, and recommends new positions based on organizational need.

### **Appraisal**

The current position classification system and process have been effectively communicated in COL policies. The LFD has been supported by the COL in the creation of new positions and improvements to career track positions.

### **Plan**

The LFD will continue to monitor the COL position classification system and the process by which jobs are audited and modified. The department will monitor the COL annual classification system review and changes to department positions will be made as necessary.

### **References**

City of Lenexa Personnel Policy - Position Regrade Evaluation Procedures Policy (pp.42-43)

7D.2 Current documented job descriptions exist for all positions, and incumbent personnel have input into revisions.

### **Description**

The City of Lenexa (COL) has current written job descriptions for all positions and incumbent personnel have input into revisions. The Lenexa Fire Department (LFD) division chief of administration serves as the department human resources specialist and liaison to the COL Human Resources Department. The LFD division chief of administration works with the COL Human Resources Department to develop and maintain job descriptions for all positions. Appropriate staff members and incumbents are also involved in the revision and creation of written job descriptions. These requirements or job descriptions are available to all members.

### **Appraisal**

The COL has developed and revised job requirements for each position consistent with organizational needs. The revision process has been effective with the inclusion of recommendations from staff and incumbent personnel.

### **Plan**

The COL will continue to monitor the currency of all job descriptions and the input process for revisions. Staff level positions will be monitored and audited to leverage strengths of appointed personnel. Changes will be made as necessary.

### **References**

Lenexa Fire Department Job Descriptions - All

7D.3 A personnel appraisal system is in place.

### **Description**

The City of Lenexa (COL) has a current personnel appraisal system in place. The appraisal system is described in the COL personnel policies and procedures manual. The Lenexa Fire Department (LFD) formally appraises employees every six months. An evaluation instrument exists for each position. Evaluation forms are accessible on the Lenexa Fire Department SharePoint intranet page.

### **Appraisal**

The current appraisal instrument in use was designed to closely correlate performance evaluated with performance expected as listed in job descriptions. The appraisal system has been effective at increasing performance management discussions and improving performance through the establishment of goals and the review of goal progress during interim reviews. The COL human resource department has an initiative to reevaluate performance management throughout the organization.

### **Plan**

The COL and LFD will continue to monitor the personnel performance appraisal system for effectiveness. The fire department will provide input and training if a different city performance management system is implemented. The department will ensure the performance management process is aligned with job descriptions.

### **References**

City of Lenexa Personnel Policy - Performance Evaluations (pp.51-53) Lenexa  
Fire Department Annual Performance Evaluation Form - Firefighter I Lenexa  
Fire Department Interim Appraisal Memo



7D.4 The agency has a policy or program for receiving employee/member input or suggestions.

### **Description**

The Lenexa Fire Department (LFD) has adopted an informal process for obtaining members' input and suggestions. Traditionally, members are instructed to provide suggestions to their direct supervisor for discussion. The role of a supervisor is to gather and relay necessary information through the chain of command. Shift officers regularly participate in conference calls and these suggestions are communicated through the chain of command. Additionally, LFD members actively participate in over 50 committees, that include LFD, City, County, Regional, State, and National, that are designed to solicit input and suggestions on a variety of topics. Members are selected for committee participation based on their passion and expertise of a subject and are encouraged to provide peer input to committees. An intermittently scheduled officer forum is also a venue for company level officers to provide suggestions to department staff. Meeting minutes and notes of committees are saved in OneNote for archiving.

### **Appraisal**

The numerous methods used for obtaining and relaying membership input has worked well and provided sufficient avenues for suggestions. Membership input and general communications have improved throughout levels of the organization due to intentional efforts dedicated toward creating a culture that supports and encourages membership participation.

### **Plan**

The LFD will continue to monitor and maintain methods for employee/member input and the suggestion process.

### **References**

Lenexa Fire Department List of Committee and Program Involvements from OneNote  
Lenexa Fire Department Safety Committee Meeting Minutes (January 8, 2020)

7D.5 Career and professional development programs are in place for all members and encourage the pursuit of professional credentialing.

### **Description**

The City of Lenexa (COL) offers career and leadership development opportunities through the education tuition reimbursement program and employee trial period development process. Trial period employees are provided training material and biennial assessments-as part of initial development. Employees who successfully complete the trial period or who have received permission from the Fire Chief are eligible for education tuition reimbursement to pursue an approved certificate or degree. The Lenexa Fire Department (LFD) encourages and supports participation in a variety of other professional development and leadership programs including State of Kansas Certified Public Manager, Leadership Lenexa as well as coursework offered by the National Fire Academy. In 2020, the COL provided tuition reimbursement to 29 employees, totaling \$56,310. Twenty-three of the 29 were fire department employees.

### **Appraisal**

The COL tuition reimbursement program has improved the formal education level of LFD members and professional standing of the department. LFD provided and supported professional development programs have improved technical skills and leadership capacities of department members. These programs have been effective in preparing members for career success.

### **Plan**

The COL and LFD will continue to monitor and seek professional development programs to improve employee/member performance. Changes will be made as necessary.

### **References**

City of Lenexa Personnel Policy - Tuition Reimbursement Program (pp.67-68)

Lenexa Fire Department Educational Reimbursement Report - 2020

Lenexa Fire Department Youth Firesetting Prevention and Intervention NFA Certification

State of Kansas Certified Public Manager Program Certificate of Completion

7D.6 The agency has a succession plan that incorporates mentoring.

### **Description**

The Lenexa Fire Department (LFD) supports the development of leaders through education, mentorship, and experience. Formal and informal leadership development is conducted for purposes of succession planning to prepare members for higher level positions. Fire officers are encouraged to maintain close professional relationships with next level supervisors to improve leadership understanding and abilities. Operational fire captains often shadow and are mentored by their assigned fire battalion chief to improve capacity to serve in next role. LFD fire officers are required to meet minimum qualifications of their job description upon promotion or submit a qualifications completion plan depicting intended actions to satisfy any needed position requirements. Non-probationary fire officers are eligible to submit application for the leadership development talent pipeline program. Courses and training classes are selected based on developmental needs. Further evidence of the LFD's support for leadership development includes the process currently being pursued to credential all fire officers in Blue Card® Incident Command and participation for some officers in the Company Officer Leadership Symposium provided by the International Association of Fire Chiefs Officer Development Program. Additionally, two newly promoted officers are participating in a pilot leadership program for city employees that is being developed in collaboration with Park University.

### **Appraisal**

The LFD leadership development program has consisted of identified training classes, certification coursework and conferences to prepare members to perform in their current role or rank above. The program has not clearly defined a curriculum track or formalized career paths for succession purposes. A formal reference guide for officer development was discussed and created during the 2020 annual executive staff planning meetings.

### **Plan**

The LFD will continue to monitor the leadership development and management programs to ensure members are being appropriately prepared for advancement. An officer development reference guide will be utilized during the performance appraisal process to

help facilitate leadership development discussions and plans of action to acquire necessary knowledge, skills, and abilities.

## **References**

City of Lenexa Personnel Policy - Tuition Reimbursement Program (pp.67-68)

International Association of Fire Chiefs Officer Development Program Company Officer

Leadership Symposium III Certificate of Attendance Lenexa Fire

Department Officer Development Reference Guide

Lenexa Fire Department Standard Practice Guideline - Talent Pipeline Program

State of Kansas Certified Public Manager Program Certificate of Completion

**Criterion 7E: Personnel Compensation**

A system and practices for providing employee/member compensation are in place.

**Summary:**

The City of Lenexa (COL) Human Resources Department publishes and makes available to all members the rates of pay, compensation, and benefits.

## **Performance Indicators:**

**CC 7E.1      Rates of pay and compensation are published and available to all employees/members.**

### **Description**

The City of Lenexa (COL) rates of pay and compensation are published on the COL intranet and internet sites and available to all employees/members.

### **Appraisal**

Salary ranges have been communicated and available to all employees. When changes or revisions have been made and approved by council, updates have been published in a timely fashion. The COL has remained attentive to internal and external pay equities, enacting changes to improve market competitiveness.

### **Plan**

The COL will continue to monitor and publish employee rates of pay. Changes to rates of pay and salary ranges will be published and communicated as they occur.

### **References**

City of Lenexa City of Lenexa Implementation of Single Pay Increase Date and Pay Benefits Study E-mail - 2020

City of Lenexa Pay Plan - 2021

City of Lenexa Performance Appraisal Categories

7E.2 Member benefits are defined, published, and communicated to all employees/members.

**Description**

The City of Lenexa (COL) member benefits are defined, published, and communicated to all employees/members on the city intranet site. COL employees may also access their personal benefits outline through their personal Automatic Data Processing (ADP®) employee profile. Benefits presentations are provided annually prior to the healthcare open enrollment period.

**Appraisal**

The COL benefits have been defined, published, and communicated to all members effectively. The COL Human Resources Department staff has been dedicated to compensation and benefits and have been responsive to clarify and resolve benefit related issues.

**Plan**

The COL will continue to monitor, communicate, and publish the employee/member benefits while making changes as necessary.

**References**

City of Lenexa Benefits Guide - 2021

City of Lenexa Published Benefits Information Lexconnect Webpage Screenshot

## **Category 8: Training and Competency**

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library; other collections of materials that support teaching and learning; instructional methodologies and technologies; support services; distribution and maintenance systems for equipment and materials; and instructional information systems, such as computers and software, telecommunications, other audiovisual media, and facilities to utilize such equipment and services. If the agency does not have these resources available internally, external resources are identified, and the agency has a plan in place to ensure compliance with training and education requirements.

A learning resources organizational structure and a technically proficient support staff are central to success of training and educational programs. The training staff should provide services that encourage and stimulate competency, innovation and a continual learning cycle. The agency or system should provide those learning resources necessary to support quality training. The agency should depict its approach to recognized state/provincial and national fire service professional standards programs in its written responses to the performance indicators in this category.



## **Criterion 8A: Training and Education Program Requirements**

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.

### **Summary:**

The Lenexa Fire Department (LFD) training program can meet the needs and support the mission, goals and objectives of the agency. The LFD provides access and guidance to educational programs that increase advancement potential to support the agency's needs both currently and for the future. The professional development division collaborates with the operations, prevention, and administration divisions to develop training components designed to meet the required minimum qualifications of all position descriptions and to prepare members for advancement within the agency. Mandated training is achieved in accordance with certification requirements. An annual review process of the program guides staff to plan future training and education. Professional development for all levels exists and members actively participate. The training and education program is regularly evaluated for overall effectiveness and achievement of personnel needs and goals.

## **Performance Indicators:**

**CC 8A.1        The organization has a process in place to identify training needs, including tasks, activities, knowledge, skills and abilities.**

### **Description**

The Lenexa Fire Department (LFD) has a process in place to identify training needs. The process considers tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions. This process takes place at many levels within LFD. The professional development division surveys the officers to solicit feedback regarding the effectiveness of the previous professional development plan and future training need considerations. The professional development division meets with other chief officers and program managers to establish detailed plans specifically designed to meet the operation's program needs. Items of consideration for professional development plan development include job descriptions, critical task drill performance, individual performance plans, re-certification of specific competencies, fire officer education / credentialing, emergency incident operations performance, post incident analysis sessions, near miss/lessons learned reports, and course evaluation forms. Assessments at the end of the one-year developmental process identify areas of required development for new employees. Training needs are also identified from external influences such as county medical protocol and model procedure changes. Mandated hazardous materials training, state board and medical director's office requirements for EMS certification also guide training curriculum. An annual professional development plan is developed by the professional development division, administered by company officers and topic experts.

### **Appraisal**

The LFD has effectively utilized several communication methods and constant review of performance to identify training needs. The process has identified necessary training to prepare the organization and personnel with knowledge, skills, and abilities to perform required tasks and activities. Regular staff meetings have provided consistent opportunity to identify training needs. FIREHOUSE Software® reports are used to display completion status of mandated and non-mandated training. Course evaluation forms have been

utilized minimally. The LFD has utilized employee performance appraisals and promotional process reviews for focused area of development. In certain instances, employees have been placed on performance plans when training needs are more of a critical nature. Timelines with goals and expectations of the performance plans are clearly defined and measured.

### **Plan**

The LFD will continue to utilize open communication methods as well as meetings with battalion and division chiefs to evaluate training needs. The LFD will monitor state and federal standard training requirements to meet annual essentials. Consideration will be given to methods of obtaining information on training needs from the fire companies.

### **References**

Lenexa Fire Department Performance Plan

Lenexa Fire Department Post Incident Analysis PowerPoint Presentation (April 24, 2020)

Lenexa Fire Department Professional Development Plan - 2021

Lenexa Fire Department Professional Development Plan Program Survey

Lenexa Fire Department Training Program Evaluation Form

8A.2 The agency's training program is consistent with the mission statement, goals and objectives, and helps the agency meet those goals and objectives.

### **Description**

The Lenexa Fire Department (LFD) training program is consistent with the agency's mission statement, published goals and objectives. The LFD professional development division identifies goals and objectives to ensure achievement of the mission. The professional development division goals include annual, quarterly and long-range planning. Goals and objectives align with mandated training and best practices for industry standards. Additionally, the training program utilizes a wide array of resources designed to support workforce abilities in the delivery of core programs and services.

### **Appraisal**

The LFD training program has supported and been consistent with the agency's mission, goals, and objectives. The LFD professional development division has facilitated a comprehensive evaluation of the professional development program as it relates to organizational improvement and firefighter safety. The LFD has embraced a philosophy of creating and providing training programs that improve service outcomes.

### **Plan**

The LFD professional development division will use multiple resources and instruments on an annual basis to ensure training programs are consistent and support the agency's mission, goals and objectives.

### **References**

Lenexa Fire Department Professional Development Plan - 2021

Lenexa Fire Department Strategic Plan Mission Statement (2016-2021) (p.18)

8A.3 The training program is consistent with legal requirements for mandatory training.

### **Description**

The Lenexa Fire Department (LFD) training program is consistent with legal requirements for performing mandatory training. Achievement of required training is measured by records maintained in the FIREHOUSE Software® database. Required certifications are maintained and current records exist in employee files. Priority is given to mandated training requirements. Examples of mandated training include infection control practices, and State of Kansas EMS licensure renewal requirements. Periodic queries are conducted to determine individual compliance with mandated training for certifications. LFD utilizes Ninth Brain Software Database to track credentialing of all employees.

### **Appraisal**

Mandatory training has been provided and compliance achieved. At certification renewal times, files have been reviewed to ensure current documentation exists in employee files. The Ninth Brain Software Database facilitates sending certification expiration notifications to employees via email at predetermined intervals prior to expiration dates.

### **Plan**

The LFD will continue to monitor training legal mandates. The LFD will change and adjust program priorities to mandated training and as required.

### **References**

Lenexa Fire Department Program Appraisal - Training and Competency - 2020

Lenexa Fire Department FIREHOUSE Software® Mandatory Training Report - 2021

Lenexa Fire Department FIREHOUSE Software® Individual Training Record

8A.4 The agency identifies minimum levels of training and education required for all positions in the organization.

**Description**

The Lenexa Fire Department (LFD) identifies minimum levels of training required for all positions in the organization. Job descriptions define duties and responsibilities required for each position. The LFD is compliant with National Incident Management System (NIMS) training for each position. All members are required to maintain a medical certification commensurate with their position.

**Appraisal**

Job descriptions with specified minimum training requirements have been created and published for all positions of the LFD. Job descriptions have been evaluated and revised on a consistent basis. Personnel who have not achieved the required minimum level of training for a position are provided opportunities to submit a qualifications completion plan for approval.

**Plan**

The LFD will continue to monitor, update and make changes as necessary to the minimum levels of training required for all positions. Current training practices will be monitored to ensure compliance with established job descriptions.

**References**

Lenexa Fire Department Job Descriptions - All

Lenexa Fire Department Qualifications Completion Plan

## **Criterion 8B: Training and Education Program Performance**

Training and education programs are provided to support the agency's needs.

### **Summary:**

The Lenexa Fire Department (LFD) training and education programs exist to ensure that personnel are appropriately trained. The professional development division staff and company officers use a wide array of methods to deliver programs. The LFD provides both short and long-range training schedules. The professional development plan outlines training topics that support the department's mission and needs. An electronic reporting system is used to monitor the individual's completion status of the plan. The LFD has a process for developing performance-based measurements. This process involves exams, skill assessments and drills for evaluation of essential knowledge and ability. This is measured through skill check documents, exams, interim performance appraisals, annual performance appraisals and timed critical task evolutions. The LFD maintains individual training records through an electronic records management system. EMS class outlines and rosters are maintained as hard copies for state required documentation.

## **Performance Indicators:**

8B.1 A process is in place to ensure that personnel are appropriately trained.

### **Description**

The Lenexa Fire Department (LFD) has a process in place to ensure that personnel are appropriately trained. The professional development division is managed by the division chief of professional development with a staff of one full time battalion chief, two full time captains, and one full time administrative assistant. The professional development division meets with shift battalion chiefs to review specific needs. The resulting annual professional development plan serves as the LFD training guidance. The LFD ensures that all personnel are appropriately trained by delivery of approved programs relevant to job descriptions, duties, responsibilities, and/or specialized services. Firefighters receive focused training toward their prescribed developmental process. All firefighters receive fire apparatus operator training for specific fire apparatus. State mandated EMS continuing education training is provided for certification renewal commensurate with individual provider level. This includes focused prescribed training in Johnson County EMS Protocols. Fire Inspectors and Fire Investigators receive training specific to their disciplines. Fire officers participate in all required training plus focused training related to their position and individual needs. All personnel complete required NIMS training relevant to their rank and/or responsibilities. The professional development division is responsive to unanticipated training impacts from external sources. A process exists to react and provide remedial training as required. Supervisors are responsible for verifying personnel complete assigned training. Training records and certificate documentation are maintained by the professional development division through FIREHOUSE Software®, education tracking software and employee training files.

### **Appraisal**

The LFD training program has been managed by a process that includes oversight, planning, assessment, and documentation. The process has defined and followed established procedures yet remains flexible for unanticipated needs. The LFD has reviewed and evaluated online testing components, as necessary. The LFD has



implemented an online credential and training tracking program to streamline access to required training and facilitate efficient management of credentials.

### **Plan**

The LFD will continue to monitor, update, and make changes as necessary to the training competency process. The current process is effective for planning, delivery and assessment. The LFD will review the online testing component and make recommendations if applicable. The LFD will assess trends, new information, and respond to external demands.

### **References**

Lenexa Fire Department FIREHOUSE Software® Mandatory Training Report - 2021

Lenexa Fire Department Performance Plan

Lenexa Fire Department Standard Practice Guideline - Training and Professional Development

Lenexa Fire Department Training and Competency Program Appraisal - 2020

8B.2 The agency provides a training schedule that meets the organization's needs.

### **Description**

The Lenexa Fire Department (LFD) provides a training schedule that meets the organization's needs. The training schedule provides guidance for fire suppression knowledge, skills, and abilities with a timeline for expected achievement. EMS training is planned in monthly, annually and in multi-year increments to achieve continuing education requirements. Special operations training is planned and scheduled on a quarterly and annual basis to ensure each technical rescue discipline is addressed through a rotating schedule. Hazardous materials training is included in the training planning process. Additionally, all external training requiring travel is planned and scheduled annually.

### **Appraisal**

The LFD has developed a process for providing a training schedule that meets the agency's needs. Annual training plans and schedules have met the organization's needs. The goals for fire suppression, EMS, technical rescue, and hazardous materials training have been utilized to develop an intranet accessible annual training plan. Personnel responsible for oversight of plan completion have demonstrated understanding of the training schedule.

### **Plan**

The LFD will continue to monitor, update, and make changes as necessary to improve the training plans and schedules based on identified needs. The LFD will continue to pursue more development opportunities allowing personnel to attend high impact training with industry subject matter experts.

### **References**

Lenexa Fire Department Event Calendar (August 2019)

Lenexa Fire Department Professional Development Plan - 2021

Lenexa Fire Department Program Appraisal - Technical Rescue - 2020

Lenexa Fire Department Program Appraisal - Training and Competency - 2020

Lenexa Fire Department Program Appraisal - Hazardous Materials - 2020

Lenexa Fire Department Travel Plan - 2018

**CC 8B.3      The agency evaluates individual and crew performance through validated and documented performance-based measurements.**

**Description**

The Lenexa Fire Department (LFD) evaluates individual and crew performance through validated and documented performance-based measurements. Individual firefighters must complete a 12-month firefighter development program in which an evaluation is conducted every six months. Upon completion of the developmental phase all firefighters are expected to successfully complete a fire apparatus operator course. All firefighters who operate a tiller and squad must also complete a tiller operator course and a squad driver program. All firefighters conduct two self-contained breathing apparatus timed donning assessments in each triannual period. All members are required to complete bi-annual EMS credentialing consisting of a written exam and skill validation process. Company officers are currently completing Blue Card® Command and receive certification after completing simulation lab scenarios. Continuing education and ongoing evaluation occur on the individual level for each specific medical certification, technical rescue, and special operations competencies. The LFD conducts company and multi-company critical task drills, cooperative training drills with other departments which are planned each year.

**Appraisal**

The LFD evaluation of individual and crew performance has been effective using defined curriculum. Examples of the measurement tools include firefighter developmental benchmarks, critical task drills and emergency medical skill validation.

**Plan**

The LFD will continue to utilize performance-based measurements as currently required. Updates will be made to the measurements as needed to address noted deficiencies and meet industry best practices.

**References**

Johnson County EMS System Medical Director Credentialing Skills Dictionary

Lenexa Fire Department Credential Document Record for Blue Card® Incident Command Training Program

Lenexa Fire Department Developmental Test Results Report Fire and EMS (iAuditor)

Lenexa Fire Department Fire Apparatus Driver Operator Assessment Program Lenexa Fire Department FIREHOUSE Software® Squad Driving Checkoff Training Entry Report (July 7, 2021)

Lenexa Fire Department Tiller Operator Testing Results

8B.4 The agency analyzes student evaluations to determine reliability of training conducted.

### **Description**

The Lenexa Fire Department (LFD) utilizes online course evaluations to provide feedback to the instructor and the professional development division staff to assess the quality and reliability of EMS training programs. The analysis aids in recommendations for instructor and course content improvements. During cooperative training with Med-Act, students are required to submit an electronic course evaluation to obtain continuing education hours.

### **Appraisal**

The LFD does a good job overall with accessibility of the online course evaluation. The link is available in the annual professional development plan binder and in OneNote sections. All courses are available for the student to provide feedback. This feedback is analyzed for future course modifications.

### **Plan**

The LFD will continue to evaluate students on reliability of training and make changes as needed based on feedback. The LFD will continue to monitor, update, and make changes as necessary to the student evaluation process.

### **References**

Lenexa Fire Department Standard Practice Guideline - Training and Professional Development  
Lenexa Fire Department Student Evaluation Form

8B.5 The agency maintains a training records management system that meets its needs.

### **Description**

The Lenexa Fire Department maintains a training records management system that meets recognized standards. Each day, training for every individual is entered into FIREHOUSE Software®. Training topics have codes for organized electronic storage and ease of retrieval. EMS classes registered with the Kansas Board of EMS (KBEMS) are retained for a five-year period. Additionally, individual training files, course rosters, and copies of certificates are maintained. Certificates, diplomas, degrees, and other credentials are electronically stored. Ninth Brain Software® is used to monitor credentialing for each employee.

### **Appraisal**

The LFD has utilized and maintained both FIREHOUSE Software® and Ninth Brain Software® record management systems for accurate, up to date retention of training information and data.

### **Plan**

The LFD will continue to conduct research for better systems and new technology for training records management.

### **References**

Lenexa Fire Department FIREHOUSE Software® Mandatory Training Report - 2021  
Ninth Brain Software® Personnel Credential Record

**CC 8B.6        The agency conducts a formal and documented program appraisal, at least annually, to determine the program's effectiveness and compliance with meeting the needs of the organization.**

**Description**

The Lenexa Fire Department (LFD) professional development division continually analyzes program effectiveness through meetings, discussions, and individual, company, and multi-company performance-based measurements. Meetings with all divisions occur annually to discuss specific needs and address identified gaps for inclusion in the annual professional development plan (PDP). Monitoring for completion of the PDP occurs with weekly automated reports that are emailed to all personnel showing progress. The training program process is well established and supports the needs of the LFD.

**Appraisal**

The LFD appraisal of the training program has been effective in determining the needs and addressing identified gaps for knowledge, skills, and abilities of personnel.

**Plan**

The professional development division staff will continue to monitor and evaluate the effectiveness of the training program. Continual communication with all divisions will occur to ensure specific training needs are addressed. The LFD will monitor for changes in industry best practices to ensure all members receive current and relevant training.

**References**

- Lenexa Fire Department Professional Development Plan Program Booklet - 2021
- Lenexa Fire Department Program Appraisal - Training and Competency - 2020
- Lenexa Fire Department Social Media Report (June 2021)
- Lenexa Fire Department Training Program Evaluation Form
- Lenexa Fire Department Travel Plan - 2018



### **Criterion 8C: Training and Education Resources**

Printed and non-printed training and education resources, library materials, media equipment, facilities and staff are available in adequate quantity, relevancy, and diversity, and are current.

#### **Summary:**

The Lenexa Fire Department (LFD) has facilities, apparatus, equipment, and materials to support the agency's training needs. Resources not available are acquired externally.

Training resources including written and electronic media are inventoried, maintained, and evaluated for relevancy regularly and made accessible to all members. Processes are in place to select and procure training materials based on needs. Qualified and credentialed instructors deliver training and education to department staff. Specialty topic instructor credentials have been obtained by department staff to allow for service capabilities to be expanded and costs maintained.

## **Performance Indicators:**

**CC 8C.1      Facilities and apparatus are provided to support the agency's all-hazards training needs. The agency has plans addressing any facilities and apparatus not available internally to complete training activities.**

### **Description**

The Lenexa Fire Department (LFD) provides facilities and apparatus to support the agency's all-hazards training needs. Each fire station has available training resources that include classrooms, audio-visual equipment, computers, fiber-optic communications, and reserve apparatus equipped to support training objectives. The LFD has a training facility at the City Service Center that allows companies to perform training on vertical ventilation, self-rescue, search, rescue and a self-contained breathing apparatus confidence course. An abbreviated training facilities summary for each station is listed below.

Fire Station #1: conference room, training tower, reserve apparatus

Fire Station #2: dayroom/classroom, reserve apparatus

Fire Station #3: auditorium, classrooms, learning resource center, EMS training room, EMS high fidelity simulation training room, reserve apparatus

Fire Station #4: dayroom/classroom, conference room, reserve apparatus

Fire Station #5: dayroom/classroom, drafting facilities, reserve apparatus, confined space prop

Fire Station #6: classroom

City of Lenexa Service Center: vertical ventilation prop, SCBA confidence course, confined space rescue props, self-rescue props

Additionally, the LFD has access to multi-story training facilities with live fire training (gas fired props and class A materials), residential search drill area, SCBA confidence course, and vertical and positive pressure ventilation props. Facility use agreements are utilized with Overland Park Fire Department, Southern Platte Fire Protection District, Olathe Fire Department, and Water District #1 of Johnson County. Also, periodic opportunities arise when buildings and houses are acquired by the city. The Lenexa Community Development Department facilitates arrangements and readiness of these acquired structures for training. The organization has the support of local towing

companies (Santa Fe Tow and Dale's Towing Service) that provide vehicles for extrication training.

## **Appraisal**

Available training facilities and apparatus have been adequate to support the training needs of the organization. The LFD has partnered with neighboring departments and established facility use agreements for opportunities to conduct joint and independent training activities. The LFD has constructed an intermodal training facility with SCBA confidence course, vertical ventilation props and self-rescue props to increase the frequency of these types of training. The LFD has been able to conduct quality training evolutions without compromising emergency response resource readiness by having utilized reserve apparatus to perform these exercises. The LFD has determined that a dedicated live fire burn and training facility would enhance access to training opportunities while decreasing associated financial costs and the need to require on outside department facilities.

## **Plan**

The LFD will consistently work to maintain and provide the highest quality of training facilities and apparatus in support of the organizational mission. This includes a continuous emphasis to improve internal facilities, apparatus, and technology while pursuing external partnerships for facilities and resources not internally available. The LFD will continue researching commercial live fire burn and training facilities to determine financial feasibility.

## **References**

Lenexa Fire Department Training Facility at Service Center

Lenexa Fire Station 3 High-Fidelity EMS Simulation Room Five Camera View Screenshot

South Platte Live Fire Training Facility Use Agreement - fully executed - 2021

**CC 8C.2** The agency has access to instructional personnel, within the organization or from identified external resources, with teaching qualifications and expertise to meet its needs.

### **Description**

The Lenexa Fire Department (LFD) has instructional personnel with teaching qualifications and expertise to meet its needs. The LFD requires officers to possess fire service instructor credentials. Additionally, master firefighters have fire service instructor credentials. Officers are required to provide focused company level training and evaluations of crew members. EMS training is provided by members of the LFD who are subject matter experts. The LFD has a certified confined space and rope rescue instructor. ICS 300/400 train-the-trainer personnel provide National Incident Management System (NIMS) training. The division chief of professional development is a University of Kansas Fire and Rescue Training Institute Training Manager. Additionally, outside specialized instructors are secured for a variety of subjects.

### **Appraisal**

LFD personnel have effectively provided training to meet agency needs. A sufficient number of personnel have been credentialed as an instructor for basic and advanced training topics. Funding has been budgeted for outside instruction.

### **Plan**

The LFD will continue to ensure that there are sufficient personnel available to conduct training. Instructors will continue to maintain the necessary credentialing to meet agency needs. Emphasis will be placed on delivering training by internally credentialed subject matter experts to ensure quality and control costs. The LFD will evaluate and appraise the benefit of providing additional instructor credentialing to improve service delivery.

### **References**

Lenexa Fire Department Fire Instructor I and II Certification List  
Lenexa Fire Department Job Description - Fire Captain - Operations  
Lenexa Fire Department Professional Development Plan - 2021

Rescue 3 International Technical Rope Rescue Technician Agency Instructor Certificate - Rauh  
University of Missouri Columbia Fire Officer I Train-the-Trainer Certificate - Tinsley

8C.3 Instructional material are current, easily accessible, and support the training program's

stated objectives.

## **Description**

The Lenexa Fire Department (LFD) provides current and readily accessible instructional materials in support of the training program. The LFD utilizes physical resources such as books, journals, and videos as well as computer-based tools such as intranet and internet-based products. The Learning Resource Center (LRC) is equipped with a wide array of training material including textbooks, workbooks, videos, journals and instructor guides. LFD personnel have constant access to the LRC. The department utilizes on-line resources when necessary or practical. The professional development division has an intranet website with a sizeable selection of resources. Personnel can access outlines, presentations, and other resources either on the intranet website or from the training staff. The department subscribes to numerous journals related to fire and EMS services. The annual operating budget includes funding for new and replacement resources. The professional development division periodically removes outdated material.

## **Appraisal**

The LFD instructional and training materials have remained supportive of training programs and have been made accessible to all department employees. The ease of which company officers can obtain necessary program material has been beneficial. Personnel have been assigned to maintain inventory and track materials in the LRC. Funding has been allocated to allow for the replacement of outdated instructional materials and acquisition of resources not in inventory.

## **Plan**

The LFD will continue to monitor and make changes as necessary to the training program instructional materials. The LFD will look to include new technology and media in training materials as it becomes available. The LFD will evaluate the effectiveness of the inventory tracking process.

## **References**

Lenexa Fire Department Learning Resource Center Check Out Check In Sample

## Lenexa Fire Department Learning Resource Center Inventory

8C.4 The agency has a process for purchasing, developing or modifying existing curriculum to meet its needs.

## **Description**

The Lenexa Fire Department (LFD) has a process for purchasing, developing, or modifying existing curriculum to meet its needs. The LFD allocates money from the annual budget for purchasing curriculum to meet its needs. The LFD utilizes personnel with advanced knowledge and training in an area to develop curriculum. Existing curriculum is modified as needed. LFD personnel attend seminars and conferences to maintain and acquire knowledge of industry trends and best practices. Curriculum needs are identified from a variety of sources (e.g., officer forums, safety committee, fitness committee, Johnson County Training Chiefs committee, EMS Medical Director's office and committees, Kansas Board of EMS).

## **Appraisal**

The LFD process for purchasing, developing, or modifying existing curriculum has served the agency needs. The LFD has used the avenues explained in the description section for curriculum development and enhancement.

## **Plan**

The LFD will continue to monitor, update, and make changes as necessary to the process for purchasing, developing or modifying existing curriculum to meet its needs. The LFD has plans to increase practical based curriculum to improve operational performance. An improved course evaluation instrument will be created and utilized to modify curriculum.

## **References**

Johnson County Training Committee Meeting Minutes (April, 18, 2021)

Lenexa Fire Department Budget Year-To-Date Expenditure Status Report - Logistics Division (May 27, 2021)

Lenexa Fire Department Professional Development Plan - 2021 Lenexa Fire Department Travel Plan – 2018

8C.5 Equipment utilized for training is adequately maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.



## **Description**

The Lenexa Fire Department (LFD) provides properly maintained and readily accessible equipment for use in the training program. The LFD follows established standard practice guidelines (SPG) regarding maintenance, repairs, and cleaning of front line, reserve / training apparatus. All reserve apparatus is maintained with equal attention as front line apparatus. Apparatus is checked for readiness on a daily basis. Detailed mechanical inspections are conducted on a weekly basis. The City of Lenexa (COL) fleet maintenance division conducts routine maintenance according to an established schedule and as needed for repairs. Tools and equipment are checked daily and maintained according to manufacturer's standards. Shift personnel complete minor maintenance and repairs.

Complex mechanical issues are handled by the COL certified mechanics or a third-party certified provider. The LFD maintains a life safety rope log to track use and damage.

## **Appraisal**

The apparatus and equipment utilized for training have been maintained by the COL fleet maintenance division, contracted certified vendors and by LFD personnel. The LFD SPGs have provided adequate procedures. Apparatus and equipment have been readily accessible at each station for training purposes.

## **Plan**

The LFD will continue to practice maintenance and readiness of apparatus and equipment used for training as outlined in departmental SPGs. Personnel and training staff will continue to have access to apparatus and equipment for training needs.

## **References**

Lenexa Fire Department FIREHOUSE Software® Rope Inspection Entry Screenshot Lenexa Fire Department Standard Practice Guideline - Apparatus Maintenance Program

8C.6 The agency maintains a current inventory of all training equipment and resources.

## **Description**

The Lenexa Fire Department (LFD) maintains a current inventory of training equipment and

resources. The LFD keeps a current database of all apparatus using FIREHOUSE Software®. All front line and reserve apparatus are kept in working order and records of daily and weekly mechanical checks are routinely added to the database. The Learning Resource Center (LRC) materials are inventoried and maintained by designated personnel. The LRC has a check out/check in procedure to track inventory. Technical rescue equipment is also logged into a database using FIREHOUSE Software®. The City of Lenexa (COL) enterprise systems and technology (EST) department inventories computer hardware and software used for training purposes.

### **Appraisal**

The LFD effectively maintains a current inventory of training equipment and resources as established by city policy. The LRC catalog effectively tracks resources such as books, journals, video, and technical guides. COL EST personnel maintain inventory of computer hardware and software.

### **Plan**

The LFD will continue to monitor, update, and make changes as necessary to maintenance of current inventory of all training equipment and resources.

### **References**

City of Lenexa IT Inventory of Fire Department Electronic Devices

Lenexa Fire Department FIREHOUSE Software® Rope Inspection Entry Screenshot Lenexa

Fire Department Learning Resource Center Check Out/Check In Sample Lenexa Fire

Department Learning Resource Center Inventory

8C.7 A selection process is in place for training and educational resource materials.

### **Description**

The Lenexa Fire Department (LFD) has a process in place for training and educational materials selection following the Annual Evaluation of Training Materials standard practice guideline (SPG). As unanticipated training events occur, the resource needs are evaluated and selected according to cost feasibility, necessity, and availability. Training and education resources are identified and brought forward for recommendation from conferences, seminars, trade journals, committee involvement, member feedback and program needs.

### **Appraisal**

The established process for selecting training materials has been effective. This has allowed for selection based upon budget parameters. Unanticipated training and educational resource needs have been evaluated, either accepted or rejected based upon feasibility, necessity, and availability.

### **Plan**

The LFD will continue to monitor, update, and make changes as necessary to the training and educational materials selection process. The LFD will continue to utilize conferences and seminars to identify resources to be considered for selection.

### **References**

Lenexa Fire Department Standard Practice Guideline - Annual Evaluation of Training Materials

**CC 8C.8      Training materials are evaluated, at least annually, to reflect current practices and meet the needs of the agency.**

### **Description**

The Lenexa Fire Department (LFD) evaluates training material annually to reflect current practices to meet the needs of the agency. The LFD division chief of professional development and assigned training staff members evaluate and recommend purchase of training materials.

These materials include programs, books, magazines, DVD's, study guides, manuals, and other related information. The process of identification and evaluation of training materials is identified by LFD Standard Practice Guidelines.

Assigned shift personnel assist with removal of outdated material located in the Learning Resource Center (LRC). An annual reminder for evaluation of the training material is scheduled in Ninth Brain® software using the license section.

### **Appraisal**

The current process of evaluating training materials has been effective. The evaluation process has not been formally scheduled on an annual basis with documented outcomes.

### **Plan**

The LFD will establish a schedule to evaluate training materials annually to reflect current practices and meet the needs of the agency.

### **References**

Lenexa Fire Department Standard Practice Guideline - Annual Evaluation of Training Materials

Ninth Brain® Annual LRC Inventory Review Reminder

### **Category 9: Essential Resources**

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They should be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources, such as water lines

and fire hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams, lakes, cisterns, etc.

### **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. An agency seeking prima facie for this criterion should refer to the Commission on Fire Accreditation International Interpretation Guide for the qualifying language.

**Summary:**

The City of Lenexa water supply resource delivers an adequate volume of water and pressure to meet and sustain fire flow requirements. The 2018 International Fire Code is applied as the standard for fire flow, hydrant spacing, visibility and access. Water District #1 (WaterOne) of Johnson County, Kansas is the service provider for 17 cities in Johnson County, and the unincorporated county parts. Its service connections in the 17 cities do extend into parts of Wyandotte County and Miami County. WaterOne has infrastructure within the city limits of Bonner Springs and Gardner but does not currently provide service to customers in those jurisdictions. WaterOne is an independent public water utility. It is not affiliated with Johnson County government. The quality distribution and transmission system is inspected and well maintained. Strong working relationships with WaterOne has resulted in reliable communications regarding development planning, service interruptions, system maintenance and resource data mapping. Alternative water supply sources and operations have been identified with procedures established to access available water supply.

**Performance Indicators:**

**CC 9A.1      The agency establishes minimum fire flow requirements for new development in accordance with nationally and/or internationally recognized standards and includes this information in the fire risk evaluation and pre-incident planning process.**

**Description**

The Lenexa Fire Department utilizes the 2018 International Fire Code (IFC), “Appendix B

- Fire-Flow Requirements for Buildings” to establish minimum fire flow requirements for new development in accordance with nationally and internationally recognized standards. This information is also included in the fire risk evaluation and pre-fire planning process.

### **Appraisal**

The 2018 IFC has been effective in establishing minimum fire flow requirements for new development in accordance with nationally and internationally recognized standards.

### **Plan**

The Lenexa Fire Department will continue to monitor and enforce minimum fire flow requirements for new development in compliance with nationally and internationally recognized standards.

### **References**

City of Lenexa Code Chapter 4-8 Building and Construction Standards Emergency Reporting Software Vision Occupancy OVAP Report  
International Building Code Fire Protection Water Supplies - Section 507 - 2018  
Lenexa Fire Department Pre-Fire Survey Form  
The Pointe at Sonoma Plaza Project AEGIS Fire Protection Water Supply Plan

**CC 9A.2 An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are adequate in volume and pressure, based on nationally and/or internationally recognized standards, to control and extinguish fires.**

### **Description**

The water supply in the City of Lenexa is part of the “Crouthers Distribution System” within Water District #1 of Johnson County, Kansas. The distribution system is heavily gridded and

designed for multiple redundancies. WaterOne owns and operates more than 2700 miles of transmission and distribution mains, serving approximately 455,000 individuals. The average system pressure throughout the water district is approximately 89 psi. Water supply calculations and analysis established by the water district's 2016 master plan reveals sufficient volume and pressure for identified fire risks throughout the City of Lenexa. There is currently a treatment capacity of 200 million gallons a day. This capacity exceeds the record high single day usage of 148 million gallons in a day on August 23, 2003. The master plan analyzes anticipated water supply needs through the year 2050 and helps dictate infrastructure improvements to ensure reliability for the next forty years.

### **Appraisal**

WaterOne has had an outstanding history of supplying quality water services. WaterOne has proven to provide an adequate and reliable water source given identified risks for firefighting purposes. WaterOne was one of four utilities nation-wide honored with the Platinum Award for Utility Excellence from the Association of Metropolitan Water Agencies in 2014. This award recognized Water One for "Utility Excellence".

### **Plan**

The Lenexa Fire Department will continue to monitor the water supply capabilities in Lenexa. When insufficient water supply is recognized, the Lenexa Fire Department will work with WaterOne to identify solutions.

### **References**

American Water Works Association WaterOne Audit Report - 2020

National Fire Suppression Hydraulic Design Information Fire Flow Report - Kicker K3

The Pointe at Sonoma Plaza Project AEGIS Fire Protection Water Supply Plan WaterOne Fast Facts Sheet

WaterOne Water Mains-Hydrants-Pressure Gradient Maps WaterOne

Water Supply Master Plan Executive Summary - 2016



9A.3 The agency has a contact list on file and maintains regular contact with the managers of public and private water systems to stay informed about available water supplies.

**Description**

The Lenexa Fire Department maintains regular contact with the engineering and technical staff of WaterOne to stay informed about the status of available water supplies. During the staff and plan review processes, WaterOne personnel are consulted regarding current fire department water flow capabilities. WaterOne personnel are source experts for water supply data inquiries.

WaterOne is reliable at communicating water supply service interruptions.

### **Appraisal**

The Lenexa Fire Department has frequently consulted WaterOne staff. Relationships have been established that have created a professional working environment. The fire department and WaterOne have often discussed and reviewed proposed projects that present potential water supply challenges. Water supply service interruptions and limitations have been effectively communicated through protocols established in WaterOne's emergency operations plan.

### **Plan**

The Lenexa Fire Department will continue to maintain professional relationships with WaterOne personnel. Fire department personnel will continue to consult with WaterOne regarding the status of available water supplies.

### **References**

Bond Fire Line Break Notification Email

Hydrant Out of Service Notification from Johnson County Emergency Communications Center  
Johnson County Emergency Communications Center Procedure #4-608 Notifications of  
Closures/Outages

WaterOne Emergency Operations Plan (pp.1-1, 1-2)

9A.4 The agency maintains copies of current water supply sources and annually reviews fire hydrant maps for its service area to ensure they are accurate.

### **Description**

Hydrant locations in the City of Lenexa and adjacent municipalities are documented in databases maintained by the Johnson County Automated Information Mapping Service (AIMS). Information from these databases is referenced from mobile data terminals in the field that are installed in Lenexa Fire Department apparatus. Hydrant capacity is demonstrated according to an established color-coding process. Hardcopy bound map books also exist on department apparatus as a redundant reference source. Electronic versions of the data are also available to the fire department administrative staff.

## **Appraisal**

WaterOne has provided updated data to AIMS monthly. This system, combined with the mobile data terminals and hardbound map books, has accurately provided current water supply sources and hydrant maps for Lenexa Fire Department's service area.

## **Plan**

The Lenexa Fire Department will continue to maintain water supply sources and hydrant information in various formats. The fire department will continue to communicate with agencies that maintain and distribute the information.

## **References**

Lenexa Fire Department Street and Map Book

WaterOne Water Mains-Hydrants-Pressure Gradient Maps

9A.5 Fire hydrant adequacy and placement are based on nationally and/or internationally recognized standards and reflect the hazards of the response area.

## **Description**

The Lenexa Fire Department (LFD) and WaterOne maintain adequate water flow and spacing of fire hydrants based on nationally and internationally recognized standards. The LFD applies to the 2018 International Fire Code Appendix C Fire Hydrant Locations and Distribution for guidance. Hydrant spacing is also adjusted accordingly based upon input from the fire department during the planning and review phases of projects.

Considerations are apparatus access, street configurations, site-specific factors that complicate hose deployment to allow for an adequate water supply for fire suppression operations.

## **Appraisal**

The adequacy and placement of fire hydrants in Lenexa, Kansas has been appropriate for the hazards the fire department encounters. Spacing guideline intervals of a maximum distance of 600' for residential and commercial locations has been the basis for designating hydrant locations in accordance with the nationally and internationally recognized standards as outlined in the 2018 International Fire Code Appendix C.

## **Plan**

The LFD will continue to monitor and make recommendations to WaterOne and development contractors regarding hydrant locations and adequacy. Appendix C of the 2018 International Fire Code will continue to be referred to regarding placement.

## **References**

International Building Code - Appendix C Fire Hydrant Locations and Distribution - 2018  
Timbers Water Main Extension Email

9A.6 Public fire hydrants are inspected, tested, maintained, visible and accessible in accordance with nationally and/or internationally recognized standards. The agency's fire protection-related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.

## **Description**

The Lenexa Fire Department (LFD), in accordance with nationally and internationally recognized standards, requires proof of inspection, testing, and maintenance of private fire hydrants during annual fire inspections. This is in accordance with sections 507.5.2, 507.5.3, and 507.5.4 of the 2018 International Fire Code and National Fire Protection Association 25 Standard for the Inspection, Testing and Maintenance of Water-Based Fire Protection Systems. Written documentation of private hydrant inspection and testing is required at the time of each annual occupancy inspection. Private hydrants with issues are documented as a violation. WaterOne

conducts inspections on public hydrants annually.

### **Appraisal**

LFD procedures have ensured private fire hydrants are inspected, tested, and maintained annually. The annual public fire hydrant inspection program conducted by WaterOne has resulted in a well-maintained operational fire hydrant system as a reliable and accessible water supply.

### **Plan**

The LFD will continue to monitor the annual inspection, testing, and maintenance of private fire hydrants. The department will continue to monitor the effectiveness of the WaterOne annual public hydrant inspection program.

### **References**

International Building Code Fire Protection Water Supplies - Section 507 - 2018 Lenexa Fire Department FIREHOUSE Software® iPad Inspection Questionnaire Screenshot

WaterOne Fire Hydrant Inspection Letter

9A.7 The agency identifies, plans and trains for the possibility of a water supply system failure, including fire hydrants with insufficient capacity and areas where fire hydrants are unavailable or inaccessible.

### **Description**

Interlocal agreements exist that provide water tenders from adjacent jurisdictions in the county and region. Additionally, Lenexa Fire Department (LFD) apparatus are equipped to facilitate complex configurations for establishing an adequate water supply when localized disruptions occur or when hydrant spacing/water flow is not sufficient. WaterOne has contingency plans, redundancies, and alternate water sources built into its system to minimize the occurrence or impact of a major disruption. The WaterOne infrastructure throughout Lenexa is generally robust and redundant with continual planned infrastructure improvements.

## **Appraisal**

The LFD has effectively prepared for locations where hydrants are absent or provide inadequate water flow. Various strategies have been implemented to improve reaction to unforeseen water supply obstacles to include interlocal agreements, training, equipment and WaterOne infrastructure. The public water supply has provided a long history of exceptional reliability.

## **Plan**

The LFD will continue to develop resources to address identified insufficient water supply capabilities. The LFD will continue to participate in interlocal agreements to ensure water tender response from other jurisdictions. Partnerships will continue with Johnson County Emergency Management and Communications (EMC) and WaterOne to identify resources and outline contingency plans in the case of unexpected water system failures.

## **References**

Pre-Plan Considerations for 19200 W. 95<sup>th</sup> Street PowerPoint

Mutual and Automatic Aid Interlocal Agreement, Response Plans, and Signed Automatic Aid Response Agreements

Johnson County EMC Tender Resources List

Lenexa Fire Department Standard Practice Guideline - Water Supply Lenexa

Fire Department Tender Response Agreement Addresses WaterOne

Emergency Operations Plan (pp.1-1, 1-2)

9A.8 The agency has operational procedures in place outlining the available water supply and reviews those procedures as part of their documented review policy.

**Description**

The Lenexa Fire Department (LFD) Standard Practice Guideline Water Supply for Fire Operations provides procedures for establishing and maintaining accessible water supply for fire incidents.

**Appraisal**

The standard practice guideline has provided operational considerations for normal, atypical, and interrupted water supplies.

**Plan**

The LFD will evaluate and modify water supply procedures when necessary, during the standard practice guideline review process.

## **References**

Johnson County EMC Tender Resources List

Lenexa Fire Department Standard Practice Guideline - Water Supply

Mutual and Automatic Aid Interlocal Agreement, Response Plans, and Signed Automatic Aid Response Agreements

## **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 having the need for distribution of information.

### **Summary:**

The Lenexa Fire Department (LFD) uses an adequate, effective, and efficient emergency communications system. The system which is operated by Johnson County Emergency Communications Center (JCECC), is reliable and meets the demands of major operations, including command and control within fire/rescue services during emergency operations, as well as the distribution of information needs of other public safety agencies. This countywide dispatch and information center is equipped, staffed, and managed as a highly efficient, technologically advanced communications agency. The infrastructure and performance of the communications system is exceptional. In the unusual event of poor radio signal strength, the LFD has two digital



vehicle repeater systems to improve connectivity to the communications system. The system is maintained and tested frequently. It allows for interoperability between varying public disciplines within the county, metropolitan area, state, and region. The JCECC can receive automatic alarms from a central station to dispatch the proper resources. Redundant systems are in place to maintain operations in the event of interruptions to internet, or power or damage infrastructure. The JCECC has a well-trained, competent staff to handle fire and emergency medical dispatch responsibilities. Minimum staffing levels have been established for different defined call demand periods. Procedures exist to increase staffing levels during projected periods of high call demand. JCECC follows call processing and Emergency Medical Dispatch standards to evaluate performance benchmarks. Procedures and systems exist to contact off-duty dispatchers and fire department personnel for significant incidents.

### **Performance Indicators:**

**CC 9B.1      A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an operational plan is written.**

### **Description**

The Lenexa Fire Department (LFD) relies on the Johnson County Emergency Communications Center (JCECC) to manage its communications system. Incident related communications are managed by the JCECC. The JCECC is a fixed facility that houses equipment and personnel for the administration, management, and performance of fire and emergency dispatching for Johnson County, Kansas. The primary method of notification is via a 24 channel, Motorola 7.14, 700/ 800MHz, APCO Project 25 simulcast, digital radio system. The radio system is designed to provide 95% portable on-the-hip in-building coverage and is one of the two anchor digital systems in the Kansas City Metropolitan area comprising the Metropolitan Area Regional Radio System (MARRS). The JCECC has a variety of specialized trunked radio talk groups for planned, unplanned, and rapidly evolving emergent situations. Mobile and portable radios are

programmed with a variety of repeated, simplex talk groups and conventional resources that allow dependable interoperability between public safety and public service agencies in both the metropolitan area and the State of Kansas. Initial incident dispatch notification is conducted on the ECC Main talk group to Johnson County resources. Several repeated tactical talk groups exist for assignment. The JCECC has station alerting in each fire station to provide an added layer of redundant incident notification. The current radio system has been in service since June 2010. In the event the LFD is operating in an area with inadequate emergency scene communications, a plan exists to utilize a digital vehicle repeater system (DVRS) that works in conjunction with the JCECC radio system to provide effective incident communications (e.g., subsurface business complex).

### **Appraisal**

The system has met requirements of Federal Communication Commission regulations. Existing portable, mobile, and fixed communications systems have allowed for reliable communications in the field. The communications system has adequately met the needs of the LFD. The JCECC earned 10 out of 10 points on the Insurance Services Office Public Protection Classification review in 2018, which contributed to LFD retaining an ISO 1 rating.

### **Plan**

The Lenexa Fire Department will continue to monitor and recommend adjustments to the JCECC regarding the portable, mobile, and fixed communications system.

### **References**

Digital Vehicle Repeater System Flow Chart

Federal Communications Commission Radio Station Authorization Licenses

Johnson County Emergency Management and Communications Directive 09-112 CCC Equipment Room Standards

Johnson County Kansas Interoperability Communications Plan

Lenexa Fire Department Insurance Services Office Public Protection Classification Summary - 2018 (p.23)

Lenexa Fire Department Mobile and Portable Radio Template

Lenexa Fire Department Standard Practice Guideline - Fire Department Radio Operations Lenexa  
Fire Department Standard Practice Guideline - Subsurface Operations

9B.2 The emergency communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals.

**Description**

The Lenexa Fire Department (LFD) relies on the Lenexa Police Department (LPD) Dispatch Center and the Johnson County Emergency Communications Center (JCECC) to provide an emergency communications system that can receive automatic early warning and emergency reporting signals. Both the LPD and the JCECC utilize enhanced 911 systems. Automatic alarms are received by the JCECC from alarm monitoring central stations by telephone. Those agencies call either 911 or the JCECC 10-digit emergency telephone number. In these instances, the alarm company provides the JCECC with address, nature of alarm, and specific information such as the sprinkler riser, portion of the building, addresses covered, etc. This warning notification process is tested during annual occupancy inspections. Information received by the JCECC is immediately entered into the Computer Aided Dispatch (CAD) system which recommends closest units based upon the call type and a defined response plan. The system also utilizes pre-determined apparatus recommendations based upon established response plans and current proximity / accessibility with an Automatic Vehicle Location (AVL) system integrated with mobile data terminals. Significant emergency incidents within the region are communicated to

the JCECC via telephone, pager, and radio systems. Johnson County Emergency Management escalates operational status and communicates with the National Weather Service during periods of inclement weather. The JCECC develops specific detailed procedures regarding alarm receipt and dispatch protocols. Manual procedures and back-up systems are periodically tested for unanticipated automated program failures.

### **Appraisal**

The existing communications system has effectively received automatic early warning and other emergency reporting signals. Procedures have been developed to ensure communications system efficiency during peak periods of incident activity. The JCECCs equipment, procedures, and staff expectations have contributed to the quality of the communications system.

### **Plan**

The Lenexa Fire Department will continue to monitor and recommend adjustments to JCECC as necessary relating to the automatic and/or manual early warning and reporting signals.

### **References**

Johnson County Emergency Management and Communications SOP 4-600 Dispatch Positions and Responsibilities

Johnson County Emergency Management and Communications SOP 4-601 Priority Dispatch System and ProQA

Johnson County Emergency Management and Communications SOP 4-602 Caller Interrogation Fire

Johnson County Emergency Management and Communications SOP 4-700 Radio Procedures

9B.3 The agency's communications center(s) is/are adequately equipped and designed (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays).

### **Description**

The Lenexa Fire Department (LFD) relies on the Johnson County Emergency Communications Center (JCECC) leadership to provide the proper dispatch equipment and facility design. JCECC is a modern state of the art facility in a forty-six thousand square-foot, F-4 storm hardened, Leadership in Energy and Environmental Design (LEED) gold, secure facility. The facility complies with required state, local, federal regulations, laws and standards. The JCECC derives data connectivity from the local exchange carrier from two diverse locations via redundant fiber optic paths. Redundant internet connections are also incorporated into a private fiber optic architecture. Mobile Data Terminals (MDT) installed in front line apparatus are part of the dispatch center communication process that facilitates electronic mapping, response routing and premise information. JCECC also has a mobile dispatch center communications unit (Comm 1) that can be utilized at an incident scene as a command post. This mobile center has full radio, data, computer support systems, and is staffed with JCECC dispatchers.

### **Appraisal**

The JCECC has taken measures to ensure equipment, furnishings, and layout are maintained to ensure efficiency, comfort, and compatibility for employees. The JCECC has continually evaluated all aspects of its service through internal data analysis and feedback from multi-agency meetings. Infrastructure equipment is regularly upgraded to meet demands.

**Plan**

The LFD will continue to participate in a countywide communications system that utilizes services from the JCECC. Local 911 calls will continue to be received by the Lenexa Police Department's 911 center which transfers fire and EMS calls to JCECC. These two agencies will continue to receive funding and be managed to operate with the best possible equipment and facilities. The LFD will continue to monitor and recommend adjustments as identified to the JCECC leadership regarding adequate equipment and facilities.

**References**

Johnson County Emergency Communications Center Informational Brochure Johnson  
County Emergency Management and Communications Comm 1  
Johnson County Emergency Management and Communications Dispatch Flowchart

9B.4 The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and tested and has automatic backup capability.

### **Description**

The Lenexa Fire Department (LFD) relies on the Johnson County Emergency Communications Center (JCECC) to provide a reliable and uninterrupted power supply (UPS) for the primary communications equipment in the communications center. The JCECC complies with applicable standards for emergency power generations guidelines and is capable of sustaining operations in the event of a utility power failure. The JCECC is equipped with two redundant 750kW Caterpillar diesel generators with a ten-thousand gallon buried fuel supply and two 160kW UPS systems. Both systems are tested under load and exercised weekly. The building automation system provides notification of the UPS alarm or generator activation. The system allows for remote diagnostics and functionality.

### **Appraisal**

The current hardware has sufficient capability to meet the needs of the Lenexa Fire Department. The generators and UPS for the primary communications equipment has been reliable as an automatic backup.

### **Plan**

The JCECC will continue to be responsible for ensuring emergency communications equipment is protected by generators and UPS to maintain operations. The LFD will engage JCECC leadership to assist in the remediation of redundant power supply failures.

### **References**

Johnson County Emergency Communications Center Diesel Generator Specification Document  
Johnson County Emergency Communications Center Emergency Power Generator Weekly Test  
Logs

Johnson County Emergency Communications Center Informational Brochure

9B.5 Adequate numbers of fire or emergency telecommunicators, supervisors and management personnel are on duty to handle the anticipated call volume.

### **Description**

The Lenexa Fire Department (LFD) relies on the Johnson County Emergency Communications Center (JCECC) to provide adequate numbers of fire or emergency dispatchers, supervisors, and management personnel on duty to handle the anticipated call volume. The JCECC maintains an on-duty minimum of four dispatchers and one supervisor in the communications center. In the event of overload or computer aided dispatch system failure, callback procedures are in place to add additional dispatchers.

### **Appraisal**

There have been a sufficient number of JCECC dispatchers to manage expected call loads during normal and high-demand periods. Call processing times have indicated there are adequate numbers of dispatchers to receive and process 911 calls and other alarms. In 2019, the JCECC moved to Priority Dispatch for Emergency Fire Dispatch (EFD) and in 2020 implemented Protocol 36 for COVID-19 screening. The increase in 2019 was obviously noted and efforts were made to improve call processing times. This was a collaborative effort between the JCECC and the Johnson County Operations Chiefs. Due, in part, of this collaboration, the JCECC moved to APCO in 2021 for EFD.

### **Plan**

The LFD will continue to monitor call processing times and recommend adjustments to JCECC as necessary regarding JCECC staffing levels.

### **References**

Johnson County Emergency Communications Center Year End Collective Report – 2020



Johnson County Emergency Management and Communications SOP 1-200

Organizational Chart

Johnson County Emergency Management and Communications SOP 4-500 Staffing

ECC Division

Johnson County Emergency Management and Communications SOP 7-100 System

Overload

Lenexa Fire Department Insurance Services Office Public Protection Classification

Summary - 2018 (pp.9-12)

9B.6 A maintenance program is in place with regularly scheduled and documented system tests.

### **Description**

The Lenexa Fire Department (LFD) relies on the Johnson County Emergency Communications Center (JCECC) to provide an adequate maintenance program with regularly scheduled system tests. The JCECC has a service agreement in place with Motorola to maintain all P25 radio equipment within the Metropolitan Area Regional Radio System (MARRS) network.

Additionally, JCECC also has a procedure in place for regular tests and exercises. These include regularly scheduled radio exercises and “manual” drills where JCECC staff are required to dispatch without automated support systems.

### **Appraisal**

The current maintenance program managed by the JCECC, and scheduled system tests have been effective. The maintenance and system tests have been coordinated and scheduled quarterly with county departments. Monthly manual mode drills require field users to not use mobile data terminals and voice status changes over the radio.

### **Plan**

The LFD will continue to engage the JCECC as necessary regarding the maintenance program system test schedule. LFD will continue to participate in monthly manual mode drills to ensure proficiency in the event of system failure.

### **References**

Johnson County Emergency Management and Communications Directive 09-112 CCC  
Equipment Room Standards

Johnson County Emergency Management and Communications Radio Exercise Procedure

Johnson County Emergency Management and Communications Radio Exercise Schedule -

2020

9B.7 The agency has established time-based performance objectives for alarm handling. These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements and/or memorandums of agreement and are reviewed at least annually to ensure time-based performance objectives are met.

### **Description**

The Johnson County Emergency Communications Center (JCECC) establishes time-based performance objectives for alarm handling that meets National Fire Protection Association standards. The JCECC conducts strict compliance and quality assurance monitoring.

Alarm handling performance outcomes are communicated to the LFD on a monthly basis. The LFD communicates with the JCECC formally through the Dispatch Review Committee (DRC), Johnson County Fire & Emergency Services Chiefs Association and User Advisory Board (UAB) committee meetings.

### **Appraisal**

The JCECCs alarm handling performance has been consistent with established standards. This has resulted in expeditious notification of emergency incidents to field units.

### **Plan**

The LFD will continue to monitor and participate in committees related to JCECC alarm handling performance outcomes and engage appropriate management staff if performance standards are not met or declining trends are identified.

### **References**

Johnson County Emergency Communications Center Year End Collective Report - 2020 Johnson County Emergency Management and Communications Dispatch Review Committee Meeting Minutes (February 9, 2021)

Johnson County Emergency Management and Communications SOP 4-700 Radio Procedures

Johnson County Emergency Management and Communications SOP 4-800 Phone Procedures

Johnson County User Advisory Committee Meeting Minutes (December 21, 2020)

9B.8 Communications training programs for emergency telecommunicators and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

### **Description**

The Johnson County Emergency Communications Center (JCECC) provides an adequate and timely training program for emergency dispatchers. The JCECC has an established training program in place for its employees. JCECC staff are required to be Kansas certified Emergency Medical Responders and Emergency Medical Dispatch certified.

Continuing education is provided to JCECC employees to maintain certifications. The JCECC training program for new employees consists of a three-phase process that lasts for one year. Lenexa Fire Department (LFD) provides initial training for new employees about the radio system and its components. Additionally, training is available to all personnel following end user system changes, when deficiencies are recognized, and at scheduled intervals. An orientation program was recently started to allow operations personnel to attend an orientation and observe dispatch operations.

### **Appraisal**

The current training program is adequate and effective in meeting the needs of the community. Feedback received from department officers regarding the orientation program initiative has been positive and insightful.

### **Plan**

The LFD will continue to monitor and recommend adjustments as necessary regarding the emergency dispatchers and emergency response personnel training programs. Operations personnel will continue to take advantage and attend the dispatch orientation program.

### **References**

Johnson County Emergency Communications Center Emergency Communications Job Descriptions

Johnson County Emergency Communications Procedures 4-100 Training Lenexa Fire Department Recruit Class Schedule (July 16, 2021)

Lenexa Fire Department Video Motorola Radio Scan Set Up Screenshot

9B.9 The interoperability of the communications system is documented, tested and evaluated. The agency has processes in place to provide for interoperability with other public safety agencies in the field including portable, mobile and fixed communications systems, tools and equipment.

### **Description**

The Lenexa Fire Department (LFD) relies on the Johnson County Emergency Communications Center (JCECC) to evaluate and document a communications system that is interoperable with appropriate procedures in place. The primary method of notification is a twenty-four channel, Motorola 7.14, 700/800MHz, APCO Project 25 simulcast, digital radio system. The radio system is designed to provide 95% portable on-the-hip in-building coverage. It is one of the two anchor digital systems in the Kansas City Metropolitan area that comprise the Metropolitan Area Regional Radio System (MARRS). JCECC has established a variety of specialized trunked radio talk groups for planned, unplanned, and rapidly evolving emergent situations. All mobile and portable radios are programmed with a variety of repeated trunked talk groups and conventional resources that allow dependable interoperability between public safety and service agencies in the metropolitan area and State of Kansas. The Regional Area Multi-Band Integrated System (RAMBIS) is a cross-band, repeated, interoperable radio system consisting of dedicated UHF and 800 MHz simulcast channels. RAMBIS allows users operating on these frequencies to communicate directly with other responders during multi-agency or multi-jurisdiction events.

### **Appraisal**

The region has used several shared systems for multi-agency communications interoperability. Communications have been achieved through regular use of gateways, state, and federal mutual aid channels and RAMBIS. Interoperable radio communications have been effective and tested through a series of regional multi-discipline, multi-jurisdiction training exercises. The formation of a Countywide Radio Operations Sub-committee has enhanced understanding and improved system functionality.

### **Plan**

The LFD will continue to participate in the Countywide Radio Operations Sub-committee to monitor and recommend system enhancements.

## **References**

Federal Communications Commission Radio Station Authorization Licenses Johnson  
County Kansas Interoperability Communications Plan

Johnson County Radio Systems Operations Sub-Committee Meeting Notes (February 26, 2019)

Lenexa Fire Department Mobile and Portable Radio Template

Mid-America Regional Council Regional Area Multi-Band Integrated System (RAMBIS)

Standard Operating Procedure

Mid-America Regional Council Website Interoperability Screenshot



9B.10 The dispatch process utilizes a formal and recognized emergency medical dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of medical calls for service.

### **Description**

The Lenexa Fire Department (LFD) relies on the Johnson County Emergency Communications Center (JCECC) to utilize a formal and recognized Emergency Medical Dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of medical calls for service. The JCECC utilizes ProQA software of approved Medical Priority Dispatch System (MPDS) protocols for caller interrogation, assigning determinant codes, providing post-dispatch and pre-arrival instructions. ProQA software is available at each JCECC call taker station. JCECC utilizes the most current EMD practices of Priority Dispatch that comply with International Academies of Emergency Dispatch standards.

JCECC provides all EMDs required training to apply the latest version of the MPDS. The LFD participates in a county Dispatch Review Committee to discuss issues and make recommendations to emergency medical dispatch procedures.

### **Appraisal**

The EMD has provided enhanced pre-arrival patient information. It has provided the opportunity to assess the accuracy of call taker information linked to appropriate dispatch protocol. Participation in the Dispatch Review Committee has benefited the LFD by providing a forum for understanding and dispatch feedback. The current JCECC MPDS has met the needs of the LFD.

### **Plan**

The LFD will monitor MPDS accuracy linked to call type and resource response. The LFD will continue to participate in the county Dispatch Review committee to submit proposals for improvement.

### **References**

Johnson County Emergency Management and Communications Dispatch Review Committee Meeting Minutes (February 9, 2021)

Johnson County Emergency Management and Communications SOP 4-601 Priority Dispatch  
System and ProQA

9B.11 The agency has a documented and tested system in place for the notification and recall of off-duty agency personnel and telecommunicators for unplanned, large- scale incidents.

### **Description**

The Lenexa Fire Department (LFD) has both internal and external mechanisms for the recall of off-duty firefighters for significant incidents. The Johnson County Emergency Communications Center (JCECC) and LFD can distribute text message notifications to personal cell phones and department issued alpha-numeric pagers for a callback situation. Specific groups of LFD personnel are included in the computer aided dispatch (CAD) system to message departmental chief officers, special operations team members and fire investigators. In addition, the JCECC has policies in place that require its employees to keep current contact information on file to establish immediate contact. This allows JCECC to be prepared to effectively handle staffing issues for critical incidents, severe weather events, urgent staffing situations and other situations that would warrant immediate two-way communication.

### **Appraisal**

The current LFD and JCECC policies and practices for the recall of off-duty personnel for incidents of significance has been effective in providing continuity of services.

### **Plan**

The LFD will continue to evaluate the effectiveness of the callback system and make improvements when identified. Consideration will be given to transition to mass notification system software for internal messaging.

### **References**

Johnson County Emergency Communications Center Emergency Communications Job Descriptions

Johnson County Emergency Management and Communications SOP 1-700 Employee Emergency Contact Form

Lenexa Fire Department FIREHOUSE Software® Staff Callback Activity Detail Record (May 16, 2021)

Lenexa Fire Department Standard Practice Guideline - Incident Callback

9B.12 The agency has a documented plan, which is reviewed and tested annually, to ensure continuity in communicating during any partial or total disruption or failure of a communications system or facility.

### **Description**

The Lenexa Fire Department (LFD) relies on the Johnson County Emergency Communications Center (JCECC) to provide an adequate maintenance program with regularly scheduled system tests. The JCECC also has a system in place for regular tests and exercises. These include the radio exercises and regularly scheduled “manual” drills where JCECC staff are required to dispatch without automated support systems, eliminating mobile data terminals for field users, and requiring voice status changes over the radio.

### **Appraisal**

The current maintenance program and scheduled system tests have been effective as managed by the JCECC. The maintenance and system tests have been coordinated and scheduled with county departments. Monthly manual mode drills require field users to not use mobile data terminals and to voice status changes over the radio.

### **Plan**

The LFD will continue to engage the JCECC as necessary regarding the maintenance program system test schedule. LFD will continue to participate in all monthly manual mode drills to ensure proficiency in the event of system failure.

### **References**

Johnson County Emergency Management and Communications Directive 09-112 CCC  
Equipment Room Standards

Johnson County Emergency Management and Communications Radio Exercise Procedure

Johnson County Emergency Management and Communications Radio Exercise Schedule -  
2020

**CC 9B.13 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications systems and their impact of meeting the agency's goals and objectives.**

### **Description**

The Lenexa Fire Department (LFD) depends on the Johnson County Emergency Communications Center (JCECC) to conduct a formal documented appraisal to determine the effectiveness of the emergency communications system. Call volume and event processing data is recorded monthly and compiled annually to monitor the impact of meeting the agency's goals and objectives in accordance with National Fire Protection Association (NFPA) 1221 Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems. The NFPA 1221 standard states calls need to be processed within 64 seconds, 90% of the time and 95% of the calls should be processed within 106 seconds.

### **Appraisal**

For 2020, JCECC processed 62,403 events, dispatched 60,338 incidents, with a 90<sup>th</sup> percentile of 2:29 for all events processed. The increase in processing time has been discussed with the JCECC staff. The JCECC used new protocols for COVID19 screening, and other interrogation techniques that produced the increase. These techniques were discontinued, when determined to not be effective or necessary. The assessment process has been effective for monitoring the communication system pertinent to meeting agency goals and objectives.

### **Plan**

The LFD will monitor JCECC event processing reports applicable to NFPA 1221 standards to measure the effectiveness of the emergency communications system and its impact of meeting agency goals and objectives.

### **References**

Johnson County Emergency Communications Center Year End Collective Report - 2020  
Lenexa Fire Department Emergency Communications Program Appraisal – 2020

### **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.

#### **Summary:**

The Lenexa Fire Department (LFD) has administrative support services and general office systems in place with adequate staff to effectively conduct and manage the agency's administrative functions. The LFD has adequate resources to manage the organizational planning and assessment, resource allocation, records keeping, reporting, business communications, public interaction and purchasing programs of the organization. Training is provided to administrative staff on an ongoing basis. LFD Standard Practice Guidelines, City of Lenexa City Policies and required forms are updated regularly. The LFD also participates in the development and revision of county protocols and procedures that provide operational guidance to the organization. Information is provided to the community through social media, LFD website and a partnership in the NotifyJoCo mass notification program. Public records are maintained in compliance with City of Lenexa and state requirements.

## **Performance Indicators:**

**CC 9C.1      The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately managed.**

### **Description**

The department is organized into five functional divisions to accomplish the mission, goals, and objectives. These include the operations, prevention, professional development, emergency management, and administration divisions. Division chiefs are assigned to the prevention, professional development, and administration divisions. A deputy chief is assigned to the operations division. The division chiefs report directly to the deputy fire chief while supervising these areas of operation. The operations division is responsible for the delivery of fire, emergency medical, technical rescue, and hazardous materials services from six fire stations. This division is sub-divided into three operational shifts that are each supervised by a fire battalion chief. The battalion chief of logistics is also assigned under this division and is responsible for station, apparatus, vehicles, equipment acquisition and maintenance. The prevention division is responsible for fire code enforcement, building plan review, fire inspections, fire sprinkler / alarm system approval and community fire education. The professional development division is responsible for information and technology, training, education, unmanned aerial systems, and accreditation. The battalion chief of fire / EMS operations, training, and credentialing is assigned to the professional development division and is responsible for departmental training and education programs. The customer service representative manages, plans, and coordinates the business office functions. The administration division is responsible for finance and human resources. The battalion chief of emergency management is responsible for organizing, implementing, and communicating all phases of the City's emergency management program for preparing and responding to natural and man-made emergencies.

### **Appraisal**

The administrative support services have been appropriate and effective for the size, function, and complexity of the LFD. Positional duties and job descriptions have been changed at times to meet organizational needs to best match duties with individual skill sets.



Likewise, the organizational structure has been modified to reflect those changes.

## **Plan**

The LFD will continue to evaluate the size, function and adequacy required to accomplish the department's mission. Positions, job descriptions and organizational structure will be adapted to meet department service level objectives.

## **References**

Lenexa Fire Department Job Description - Administrative Assistant II

Lenexa Fire Department Job Description - Battalion Chief: Fire/EMS Operations, Training and Credentialing

Lenexa Fire Department Job Description - Battalion Chief: Logistics Lenexa Fire

Department Job Description - Battalion Chief: Operations Lenexa Fire

Department Job Description - Division Chief: Administration Lenexa Fire

Department Job Description - Division Chief: Operations Lenexa Fire

Department Job Description - Division Chief: Prevention

Lenexa Fire Department Job Description - Division Chief: Professional Development Lenexa

Fire Department Job Description - Fire Battalion Chief - Emergency Management Lenexa Fire

Department Job Description - Fire Chief

Lenexa Fire Department Organizational Chart - 2021

9C.2 Public reception, public information, and electronic communications components support the customer service needs of the agency.

### **Description**

The Lenexa Fire Department (LFD) public reception and public information components support the agency's customer service needs. The LFD business office is open Monday through Friday from 0800-1700 hours, excluding city recognized holidays. The business office staff is available for telephonic and in-person inquiries. The LFD has an active public access website at <http://www.lenexa.com/fire/index.html> that provides general information about the LFD, accreditation documents, career opportunities, fire station locations, performance reports, product recall notices, safety in the home and workplace links, weather safety and contact information. The LFD has an aggressive social media presence to disseminate information to the public. In addition, the city has partnered with various other county organizations and is a user group participant in a comprehensive mass notification system used for both internal and external communications. A department command level officer is assigned public information officer duties during significant incidents. The LFD is consulted by the Communications Department for inclusion of fire department related material in a published city newsletter provided to all citizens and employees. Information regarding the LFD juvenile firesetter intervention program is included on the department website and program details are outlined in an existing standard practice guideline. Various public education and fire safety brochures and pamphlets are also available for informational purposes.

### **Appraisal**

The current public reception and information components of the agency have facilitated effective levels of public interaction and dissemination of public information to meet the needs of the organization and community. Social media has been utilized when immediate communications are critical to public safety.

### **Plan**

The LFD will continue the evaluation of public reception and information processes to consider changes to meet agency needs and improve existing services.

### **References**

Lenexa Fire Department History Pamphlet Lenexa Fire

Department Recruitment Pamphlet

Lenexa Fire Department Social Media Communications Facebook Screenshot Lenexa

Fire Department Social Media Communications Instagram Screenshot Lenexa Fire

Department Social Media Communications Twitter Screenshot Lenexa Fire Department

Social Media Communications YouTube Screenshot Lenexa Fire Department Social

Media Report (May 2021)

Lenexa Fire Department Standard Practice Guideline - Juvenile Firesetter Program Lenexa Fire

Department Website Screenshot

NotifyJoCo About Webpage Screenshot NotifyJoCo

Partnerships Webpage Screenshot

**CC 9C.3      Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.**

**Description**

The Lenexa Fire Department (LFD), City of Lenexa (COL), and Johnson County, Kansas organizations maintain current guidelines, procedures, documents, forms, and manuals.

The LFD maintains current Standard Practice Guidelines (SPGs) for daily operations and administrative functions. The COL maintains a current employee policy manual. Johnson County maintains current EMS protocols, county-wide dispatch policies, model procedures, and documentation forms. EMS protocols are updated annually. The LFD and partnership agencies, including the COL, review and update documents, forms, procedures, guidelines, and manuals as needed.

**Appraisal**

LFD, COL, and Johnson County documents, forms and manuals have been maintained and updated to reflect current practices. Processes are in place to update documents, forms and policies as needed. The Johnson County, Kansas Fire and Emergency Services Chiefs Association developed a scheduled model procedure revision cycle in 2014 that has been effective. COL personnel policies have been updated individually as needed. The LFD began a standard practice guideline manual revision process in 2014 after the 2012 agency reaccreditation to change the document format. The process has enhanced the guideline manual clarity, relevance, and succinctness. This process has evolved and been enhanced with the use of Power DMS software.

**Plan**

The LFD will continue to reformat, revise, and develop standard practice guidelines for the department's service programs and administrative functions. A more formalized revision process will be developed to ensure adherence to a three-year update cycle. LFD staff will continue to be an active participant in the review and revision of interagency documents, forms, standard operating and model procedures and manuals.

**References**

City of Lenexa Forms Webpage Screenshot

City of Lenexa Personnel Policies and Procedures Manual

Johnson County Emergency Management and Communications SOP 7-100 System Overload

Johnson County EMS System Patient Care Protocols - 2020

Johnson County, Kansas Fire and Emergency Services Chiefs Association All Model  
Procedures

Lenexa Fire Department Standard Practice Guideline - Policy Manual Overview Lenexa Fire  
Department Standard Practice Guidelines Manual

9C.4 Public records are maintained, available and disposed of in accordance with local, state/provincial and federal legal mandates. Record retention and destruction are documented in accordance with an adopted procedure.

### **Description**

The Lenexa Fire Department (LFD) manages, maintains, and disposes of public records in accordance with administrative policies that are compliant with local, state and federal mandates. A schedule exists for the retention of fire department records prior to destruction. Written LFD standard practice guidelines are in place to provide direction for the handling and care of public records.

### **Appraisal**

The LFDs maintenance, accessibility, destruction procedures and processes in the oversight of public records have meet the agency's needs. Administrative policies and internal guidelines have provided appropriate management of public records and documents.

### **Plan**

The LFD will continue to monitor the records retention schedule to ensure it meets current needs and will adjust as necessary. LFD staff will work with the City of Lenexa City Clerk to evaluate current processes to ensure comprehensive understanding and strict compliance of the process.

### **References**

City of Lenexa Article 1-6-A Official Records Custodian

City of Lenexa Article AD06-A Definitions for Information Systems City of

Lenexa Article AD06-C Records Storage and Retention Lenexa Fire

Department Records Retention Schedule

Lenexa Fire Department Standard Practice Guideline - Official Records Keepers and Request Process

### **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.

#### **Summary:**

The City of Lenexa (COL) has a staffed Information Technology (IT) department that can conduct and manage the technology functions necessary for successful operations of the Lenexa Fire Department (LFD). The IT department is responsible for all city technology needs such as hardware and software implementation and maintenance. The IT department is led by an IT Director who manages all city information technology needs and functions. The IT department has 16 job descriptions specific to all IT operations.

Examples include a database and network administrators, developers, and engineers. Data analysis is completed by LFD personnel who have specific skills necessary for this function.

## **Performance Indicators:**

**CC 9D.1      Hardware, software and IT personnel are appropriate for the agency's size, function, complexity and mission.**

### **Description**

The City of Lenexa (COL) has a staffed Information Technology (IT) department that can conduct and manage the technology functions necessary for successful operations of the Lenexa Fire Department (LFD). The IT department is responsible for all city technology needs such as hardware and software implementation and maintenance. The IT department is led by an IT Director who manages all city information technology needs and functions. The IT department has 16 job descriptions specific to all IT operations. Examples include a database and network administrators, developers, and engineers. Additionally, the COL has dedicated IT staff with 24/7 access to technical support to resolve time critical issues. The LFD uses many different types of software to conduct operations. Examples include Firehouse© Software as the record management system (RMS), PowerDMS© as a document management system, and NinthBrain© as a learning, credential, and training management system.

### **Appraisal**

The IT department is appropriate to meet the needs of the LFD. The IT department is sufficient in size and has personnel with the expertise to address technology needs. The software systems the LFD utilize are effective in addressing organizational needs.

Firehouse© Software was recently purchased by ESO Solutions©, and an eventual end-of-life date will be set regarding the Firehouse© Software platform no longer being supported.

### **Plan**

The LFD and IT departments are constantly looking at methods for improvement in operational, hardware, and software technologies. The LFD will continue to monitor industry best practices, including software and hardware advancements, ensuring the most current standards are addressed. Continued evaluation of other RMS systems will occur to ensure the needs and mission of the LFD are met.



## **References**

City of Lenexa Information Technology Job Descriptions - All City of

Lenexa Information Technology Organizational Chart

City of Lenexa Information Technology Recommended Budget - 2022 Lenexa Fire

Department Electronic Inventory

Ninth Brain® Personnel Credential Record

9D.2 Software systems are integrated, and policies are in place addressing data governance, data accuracy and data analysis.

### **Description**

Software systems are integrated into the Lenexa Fire Department (LFD) and meet the needs of the organization. The Information Technology (IT) department is working toward implementing policies, procedures, processes, and practices documented as outlined in the NIST/COBIT IT frameworks. The LFD has quality control (QC) personnel that complete reviews of data entered in the Firehouse© Software record management system (RMS) to ensure data entered is trustworthy, consistent, and accurate, allowing supportive analysis. The LFD relies on the IT department to ensure systems are in place and free from unauthorized access. The LFD provides data governance on all incident reports by locking reports, preventing unauthorized personnel access. The QC process continually evolves by modifying processes that identify data accuracy issues. An example of a new process includes a automated daily report sent to specific staff allowing quick review of incident report for accuracy of station, district, and planning zone entries.

### **Appraisal**

The LFD and IT departments currently do not have formal policies addressing data governance. Processes in place to ensure data accuracy are continually being evaluated for effectiveness and modified as necessary. Data analysis is completed using daily automated email reports to specific staff. This process is effective in allowing data analysis. Further data analysis is completed monthly and yearly.

### **Plan**

The LFD will continue to work with the IT department to address data governance, data accuracy, and data analysis needs. QC processes will be evaluated for effectiveness and modified as necessary. The IT department plans to work toward implementing policies, procedures, processes, and practices documented as outlined in the NIST/COBIT IT frameworks.

### **References**

Lenexa Fire Department FIREHOUSE Software® QA Officer Report Flag Summary Report -

2020

Lenexa Fire Department FIREHOUSE Software® Station Reliability QA Report Previous 24  
hours

Lenexa Fire Department Standard Practice Guideline - EMS QA QI Program

9D.3 A comprehensive technology plan is in place to update, evaluate and procure hardware and software.

### **Description**

The Lenexa Fire Department (LFD) and Information Technology (IT) departments work together to evaluate and procure hardware and software as needed. The LFD does not have a formal plan for future updates, as this is completed when needed based on specific software systems. Hardware updates are coordinated by the IT department. Yearly accomplishments and future objectives regarding procurement and updating of systems is detailed in the annual budget recommendation document.

### **Appraisal**

The LFD and IT department effectively manage needs for hardware and software updates or procurement through documented processes and on-going automatic software updates.

### **Plan**

The LFD and IT department will continue to communicate and coordinate needs for hardware and software procurement to meet the organizational needs.

### **References**

City of Lenexa Information Technology Recommended Budget - 2022 City of  
Lenexa IT Inventory of Fire Department Electronic Devices

9D.4 A cybersecurity policy is in place to protect the integrity of the infrastructure, including networks, programs and devices, from unauthorized access that could disrupt essential services.

### **Description**

The City of Lenexa (COL) Information Technology (IT) department is responsible for the integrity of IT related infrastructure protection. This is accomplished using industry best practices such as multi-factor authentication, logging systems specific to monitoring of abnormal activity, and mobile device management software. Systems are constructed to prevent or minimize unauthorized access disruptions of essential services. The IT department is currently working on a formal policy that describes the cybersecurity process including the different integral components. The COL administrative policy “AD06-E Data Security” sets out procedures and guidelines to minimize potential dissemination of sensitive, personal information, whether the data is stored in electronic or physical form.

### **Appraisal**

There is not a formal cybersecurity policy in place that describes the components currently used to protect the integrity of the IT related infrastructure, however, there are systems in place that provide effective protection.

### **Plan**

The IT department plans to create a formal cybersecurity policy that describes the components that are used to protect the integrity of the IT related infrastructure.

### **References**

City of Lenexa Administrative Policy AD 06-E - Data Security Policy

City of Lenexa IT Mobile Device Management AirWatch Software Screenshot

## **Category 10: External Systems Relationships**

An agency's external relationships are defined as those relationships which serve to integrate the performance of one system with another. The increased use of multiunit systems and the increase of interagency agreements between various types of government entities necessitate regular attention to these relationships and the agreements between autonomous operating units. Agreements must be legally adopted, current, monitored and updated within the accrediting period. Programs that rely on support from external system relationships to meet agency expectations must be referenced in the agreement.

### **Criterion 10A: External Agency 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.

#### **Summary:**

The Lenexa Fire Department develops and maintains outside relationships that enhance operations, improve service delivery, create cost efficiencies, and support the overall mission. Critical and beneficial relationships have been identified through the strategic planning process. Staff participate in a collaborative process to research, analyze and implement various types of agreements with different agencies. When necessary, the Lenexa Legal Department is engaged to assist with the development of contractual agreements that includes a defined conflict resolution process.

## **Performance Indicators:**

**CC 10A.1**      **The agency develops and maintains external relationships that support its mission, operations, and/or cost-effectiveness.**

### **Description**

The Lenexa Fire Department (LFD) develops and maintains outside relationships that support the mission, operations, and cost effectiveness. The LFD realizes the many benefits of maintaining these relationships to include professional development, emergency incident support, specialized resources, training support and multi-agency drill activity. Some of these relationships include 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.

### **Appraisal**

The relationships with external agencies have become a critical resource for the mission, operations, and cost effectiveness of the LFD. The LFD recognizes external relationships are important to the long-term success of the department and should continually be fostered and developed. The LFD has realized operational and cost associated benefits through active engagement in outside agency committees, associations, and programs.

Examples of cost associated benefits include multi-agency purchasing agreement for ZOLL AED and monitors, and grant approval for county-wide new Scott self-contained breathing apparatus. Internal agency responsibilities have periodically limited the ability to participate in outside relationship activities to the extent desired. Conversely, engagement with outside agencies has occasionally interfered with staff availability to address internal demands.

### **Plan**

The LFD will make a concerted effort to balance internal workload demands to provide opportunities to better engage with existing external agency partners. The LFD will also evaluate the return on investment of outside agency relationships against the costs associated with participation. The LFD will seek to identify and establish additional outside



agency relationships that could be beneficial.

## **References**

Eastern Kansas Multi-County Task Force Fire/Arson Investigation Meeting Minutes (November 15, 2018)

Heart of America Accreditation Task Force Consortium Meeting (February 14, 2019) Heart of America Metro Fire Chiefs Council Meeting Minutes (January 22, 2019) Johnson County Emergency Management and Communications Dispatch Review Committee Meeting Minutes (February 9, 2021)

Johnson County EMS System Medical Director Program Liaison Committee Meeting Minutes (March 1, 2021)

Johnson County Fire and Emergency Services Chiefs Association Meeting Minutes (April 21, 2019)

Johnson County Operation's Chiefs Meeting Minutes (April 4, 2019)

Johnson County Radio Systems Operations Sub-Committee Meeting Notes (February 26, 2019)

Johnson County Training Committee Meeting Minutes (April 18, 2021)

Johnson County User Advisory Committee Meeting Minutes (December 21, 2020)

Memorandum of Understanding Regional Partnership SCBA Grant Purchase - 2016 Mutual and Automatic Aid Interlocal Agreement, Response Plans, and Signed Automatic Aid Response Agreements NotifyJoCo Partnerships

Webpage Screenshot

Regional Traffic Management Committee Meeting Minutes (October 27, 2020)

ZOLL AEDs and Software Cooperative purchase Resolution and Contract 2019-95 (August 20, 2019)

10A.2 The agency's strategic plan identifies relationships with external agencies/systems and outlines a process to identify any impact or benefit to the agency's mission, operations or cost-effectiveness.

### **Description**

The Lenexa Fire Department (LFD) 2016-2021 Community-Driven Strategic Plan identifies relationships with external agency/systems and their anticipated impact or benefit to the mission or cost effectiveness of the agency. These relationships and agreements assist the LFD in providing quality and timely levels of customer support.

### **Appraisal**

The 2016-2021 LFD Community-Driven Strategic Plan was facilitated by a third-party agency in late 2015 with specific expertise in strategic planning. In summer of 2021, the LFD started the process of the 2022-2027 Community-Driven Strategic Plan. This process is being completed internally by the LFD. This process includes the identification of external stakeholders that will provide positive impact and benefit to LFD.

### **Plan**

The LFD will continue to pursue completion of the goals established in the strategic planning process with attention given to external agencies and systems where potential benefit exists. The LFD will sanction the strategic planning process to drive external agency or system relationships in a manner that benefits the agency. The LFD will complete the 2022-2027 Community-Driven Strategic Plan.

### **References**

Lenexa Fire Department Community Risk Assessment: Standards of Cover - 2021 (pp.67- 69)  
Mutual and Automatic Aid Interlocal Agreement, Response Plans, and Signed Automatic Aid Response Agreements

10A.3 The agency researches, evaluates and considers all types of functional relationships that may aid in the achievement of its goals and objectives.

### **Description**

The Lenexa Fire Department (LFD) provides due diligence to functional relationships that may aid in the achievement of organizational goals and objectives.

### **Appraisal**

The LFD has evaluated its functional relationships with other agencies and recommends changes as necessary. The LFD has recognized that careful consideration of functional agreements is essential to its mission. Relationships have been established to aid in the achievement of organizational goals and objectives for many aspects of business operations including response, hardware, software, cooperative and contractual agreements.

### **Plan**

The LFD will place a priority on researching and analyzing existing functional agreements on an annual basis and seek out new agreements that will support the achievement of organizational goals and objectives.

### **References**

Agreement for the Coordinated Delivery of Emergency Medical Services Direction Within Johnson County Kansas

FAA Blanket Area Public Safety Agency Certificate of Authorization

Facility Use Agreement - South Platte Live Fire Training - 2021 Lenexa

Rotary Club Cooperative Agreement

Lenexa/Meritex, Inc. Building Entrance Agreement

Mutual and Automatic Aid Interlocal Agreement, Response Plans, and Signed Automatic Aid Response Agreements

Ninth Brain® Service Agreement

ZOLL Software Solutions ASP Agreement

10A.4 A conflict resolution process exists between all external organizations with whom the agency has a defined relationship.

### **Description**

The Lenexa Fire Department (LFD) in cooperation with the Lenexa Legal Department (LLD) considers and incorporates conflict resolution processes into every contract related to LFD operations. The “suite” of conflict resolution provisions differs from contract to contract based upon factors such as the prior relationship of the parties, the topic of the contract (i.e., services, software, mutual aid, etc.), location of the parties, parties’ wishes, and the relative risk to LFD operations in the event of a conflict. Representative conflict resolution processes include the following: informal discussion requirement among the parties, required notice and opportunity to cure a breach, an outline of parties’ rights in the event of default, termination provisions (triggering situations, required notice, obligations with a termination), damage apportionment and limitation of liability in the event of a conflict, venue, governing law and limitations periods if litigation cannot be avoided. All these provisions are agreed-upon processes to guide the resolution of complaints and conflicts.

### **Appraisal**

The incorporated provisions have served the LFD such that it has not had a significant dispute for several years related to a contractual agreement. Conflicts have most often been resolved at the lowest levels of negotiation between parties.

### **Plan**

The LFD in cooperation with the LLD will continue to assess and incorporate different forms of conflict resolution processes pertinent to the type of external agency agreement.

### **References**

Agreement for the Coordinated Delivery of Emergency Medical Services Direction  
Within Johnson County Kansas - Section 6 Termination (p.5), Section 7 Governing  
Law (p.6)  
Cooperative Agreement with the Lenexa Rotary Club for the Fire & Emergency

Preparedness Safety Trailer - Section 5 Term and Termination (p.3), Section 6

Communication; Dispute Resolution (p.3), Section 7C Applicable Law (p.4), Section 8

Indemnification (p.5)

ZOLL AEDs and Software Cooperative purchase Resolution and Contract 2019-95

(August 20, 2019) - Termination (p.4), Limitations of Liability (p.6), Applicable

Law (p.7)

### **Criterion 10B: External Agency Agreements**

The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program must be current, reviewed, and/or updated within the accreditation period and adopted by the appropriate governing bodies. All agreements should support the agency's effort to take advantage of any operational and cost-effective benefits. Data reports, at least annually, should reflect the impact of each agreement on the agency.

#### **Summary:**

The Lenexa Fire Department (LFD) external agency agreements are current and support organizational objectives. A system has been established to ensure annual review of all agency agreements. The LFD engages the Lenexa Legal Department to provide expertise and counsel in the management, review, and revision of agreements.

## **Performance Indicators:**

**CC 10B.1 External agency agreements are reviewed every three years and revised as necessary to meet objectives.**

### **Description**

The Lenexa Fire Department (LFD) external agency agreements are reviewed periodically and revised as necessary. These agreements include mutual and automatic aid, public education resources, department physician advisors, and EMS equipment technical services.

### **Appraisal**

The LFD has a process in place to ensure external agency agreements were reviewed on an annual basis. Additionally, agreements were reviewed as needed, for example, when a needed change was identified to better support the organization's goals. The annual process utilizes a record management software to ensure that agreements are reviewed annually, with email notification to staff 30 days prior to and on the day of expiration.

### **Plan**

The LFD will continue to ensure that all agreements are reviewed on an annual basis. Ninth Brain Suite® is a software program that is used to guarantee all agreements are reviewed annually. This program will continue to alert staff when an agreement is due for annual review. During this annual review, the staff member(s) will review agreements and recommend changes as necessary to maintain current and valid external agency agreements that support organizational objectives. The LFD will engage the Lenexa Legal Department on matters requiring action.

### **References**

Lenexa Fire Department - List of Contracts and Agreements Scheduled for Annual Review Through Ninth Brain®

Lenexa Fire Department - Ninth Brain® Notification for Review of The Ambulance Transport Services Agreement license

10B.2 The agency has a process to manage, review and, if needed, revise agreements.

### **Description**

The City of Lenexa (COL) has a process established by which all contracts and rental or lease agreements (regardless of amount) for goods and services must be reviewed and approved as to form by the city attorney or designee. The COL risk management policy also states that all contracts will be reviewed and analyzed to recommend the appropriate risk transfer.

Additionally, Med-Act unit response times are reviewed monthly to monitor compliance of standards set forth by the agreement.

### **Appraisal**

The Lenexa Fire Department (LFD) has been well supported by the Lenexa Legal Department (LLD) in processing, managing, reviewing, and revising agreements. The LFD has developed Ninth Brain Suite® scheduling software to ensure that agreements are reviewed annually.

### **Plan**

The LFD will ensure that all agreements are reviewed on an annual basis in the future. Ninth Brain Suite® Software will be used to ensure all agreements are reviewed annually. The LFD will continue to follow the guidelines of the LLD with contracts and agreements, relying on them for guidance when a contract revision is necessary.

### **References**

Agreement for the Coordinated Delivery of Emergency Medical Services Direction Within Johnson County Kansas

City of Lenexa Administrative Policy AD 12 - Risk Management Policy, Section AD12- A-5-B Contract and Lease Requirements (pp.2-3)

City of Lenexa Governing Body Policy AD-Finance-2 - Purchasing Policy & Procedures

Lenexa Fire Department FIREHOUSE Software Reaction Time Report Med-Act

List of Contracts and Agreements Scheduled for Annual Review Through Ninth Brain®



10B.3 The agency evaluates external agency performance annually to ensure that external agencies are capable and effective in supporting the agency's goals and objectives.

### **Description**

The LFD conducts training with outside agencies in fire, emergency medical services (EMS), and technical rescue programs regularly. EMS training and skill validation is completed monthly between LFD and Johnson County Med-Act (JCMA) during EMS skills and simulation training. This training is led by instructors from both departments, and drills are evaluated and critiqued with participants. Fire training is completed with outside agencies through cooperative courses that benefit all departments within Johnson County with emergency response. One example of this training is the county-wide incident safety officer program. This program was created through a coordinated process with instructional development and delivery completed by members from different county departments. This training provided a consistent method for incident safety officer operations. Technical rescue training is conducted with auto-aid agencies, addressing special operational procedures that outside agency has a low frequency, high risk potential. An example of this is training at the Meritex industrial park. This is an underground industrial park that is 2,766,863 square feet. This space incorporates developed and undeveloped areas that each present unique challenges to responders.

Significant events at this location require resources from outside agencies. Training is conducted with these agencies to provide operational knowledge. The LFD evaluates the Johnson County Emergency Communication Center (JCECC) call processing times, and JCMA for reaction time, to ensure both agencies are effective in supporting the LFD goals and objectives

### **Appraisal**

Training with outside agencies in multi-discipline programs, and evaluation of JCECC and JCMA have provided the ability to evaluate outside agency performance effectively.

### **Plan**

Continued external-agency training and evaluation will occur to evaluate for cross-agency operational effectiveness that meets the organizational needs.

### **References**

Johnson County Incident Safety Officer Course - Instructor Guide Johnson

County Training Chiefs Multi-Agency Training Schedule - 2021

Lenexa Fire Department FIREHOUSE Software® ECC Call Processing Summary Report YTD - 2021

Lenexa Fire Department FIREHOUSE Software® ECC Critical Incident Call Processing Summary Report YTD - 2021

Lenexa Fire Department FIREHOUSE Software® ECC Daily Call Processing Summary Report YTD - 2021

Lenexa Fire Department FIREHOUSE Software® Reaction Time Report Med-Act

Lenexa Fire Station 3 High-Fidelity EMS Simulation Room Five Camera View Screenshot Meritex Map

Meritex Multi-Agency Training Class Student Evaluation Summary Report Meritex

Multi-Agency Training Pre-Instruction Picture

Meritex Multi-Agency Training Rotation Tracking Sheet

## **Category 11: Health and Safety**

Keeping employees/members healthy and safe is a major priority for any organization. Having adequate programs and processes in place will help meet the goals of eliminating employee injuries and deaths, reducing liability to the organization and ultimately making the organization more effective and efficient.

## **Criterion 11A: Occupational Health, Safety and Risk Management**

The agency's occupational health, safety and risk management programs protect the organization and personnel from unnecessary injuries, loss, and liability.

### **Summary:**

The Lenexa Fire Department (LFD) has occupational health, safety, and risk management programs intended to protect members from health risks, injuries, and accidents while creating a safe working environment. The division chief of administration is the department's designated Health and Safety program manager. City of Lenexa (COL) and LFD policies exist to evaluate, address, and communicate occupational environment hazards. Procedures are established to reduce risks and minimize exposure to chemicals and infectious diseases. Safety training programs are developed and delivered to personnel on new equipment and procedures as part of risk management activities. A near miss reporting program has been established to support the training program, share lessons learned, and increase situational awareness to prevent fatalities, injuries or property loss. Formal investigation processes are employed when necessary and supported with an information management system to document the analysis of injuries and accidents to prevent recurrence. Policies and training have improved decision making during emergency operations.

## **Performance Indicators:**

11A.1            A specific person or persons are assigned responsibility for implementing the occupational health, safety and risk management programs.

### **Description**

The City of Lenexa (COL) Senior Human Resources Specialist is designated with the responsibility for implementing occupational health, safety, and risk management programs. Currently, the Lenexa Fire Department (LFD) division chief of administration serves as the occupational safety, health, and risk management officer by job description to implement the department-specific occupational health and safety risk management programs.

### **Appraisal**

Responsibility for implementing the occupational health, safety, and risk management programs have been appropriately assigned and defined in the senior human resource specialist and fire division chief of administration job descriptions.

### **Plan**

The COL will continue to designate a person(s) the responsibility of implementing the occupational health, safety, and risk management programs. Responsibilities will be defined in job descriptions and updated accordingly to reflect laws and best practices for risk management.

### **References**

City of Lenexa Human Resources Job Description - Specialist

Lenexa Fire Department Job Description - Fire Division Chief - Administration

11A.2 The agency has policies and procedures for reporting, evaluating, addressing and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.

### **Description**

The City of Lenexa (COL) employee health and safety policy defines general rules, implementation, and employee responsibilities for reporting, evaluating, addressing, and communicating workplace hazards. The policy also incorporates the on-the-job injury reporting information and workers' compensation procedures. Thomas McGee Group, a third-party company has been contracted by the COL to perform a safety audit on city facilities and workplace habits. This audit was a one-off that was done due to an injury and death of a city employee. The COL also has adopted a "Speak Up" hotline, which allows employees to anonymously communicate several concerns which may include safety issues, sanitation, or policy issues. The Johnson County Medical Director's Office has implemented VERGE©. VERGE© is an online reporting platform that allows anonymous reporting of patient safety events, near misses, and unsafe conditions. Every fire and emergency medical services agency in Johnson County has VERGE© administrators. Lenexa Fire Department (LFD) policies exist to ensure hazards are recognized, communicated, and unnecessary risks are avoided during incident operations.

### **Appraisal**

The COL and LFD employee health and safety policies, safety committee meetings, and recommendations have been effective in evaluating, addressing, and communicating workplace hazards. The results from the Thomas McGee Group audit have impacted department practices and provided a safer working environment for members. The implementation of the "Speak Up" hotline has added an additional anonymous reporting method for employees.

### **Plan**

The COL will continue to monitor policies and procedures for reporting, evaluating, addressing, and communicating workplace hazards and implement changes as necessary.

### **References**

City of Lenexa On-The-Job Employee Accident & Incident Investigation Report City of

Lenexa Personnel Policy - Employee Health and Safety Policy (pp.75-96) City of Lenexa

Speak Up Webpage Screenshot

City of Lenexa Thomas McGee Group Safety Survey (April 2016) City of

Lenexa Workforce Report - 2020

Johnson County, Kansas Fire and Emergency Services Chiefs Association Model Procedure -  
Novel Infectious Disease Response

Lenexa Fire Department Safety Committee Meeting Minutes (January 8, 2020) Lenexa Fire  
Department Standard Practice Guideline - Accident Review Guidelines

Lenexa Fire Department Standard Practice Guideline - Near Miss Close Call Reporting Lenexa

Fire Department Standard Practice Guideline - Occupational Medical Program Lenexa Fire

Department Standard Practice Guideline - Reporting On-the-Job Injury Lenexa Fire Department  
Standard Practice Guideline - Safety Committee

Lenexa Fire Department Standard Practice Guideline - Serious Injury/Line of Duty Death

Investigations

Update the

11A.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

### **Description**

The Lenexa Fire Department (LFD) risk management plan is a comprehensive plan that focuses on personnel, practices, training, supervision and discipline. The LFD Safety Committee reviews safety audits of facilities, accidents and injury statistics, and national accident data. Additionally, the committee reviews injury causes and recommends risk reduction actions to reduce workplace injuries.

### **Appraisal**

Quarterly analysis of injuries and accidents have facilitated changes in the work environment and practices. The actions made to reduce the exposure of the LFD and its members to negative consequences have been successful.

### **Plan**

The City of Lenexa and LFD will continue to take proactive measures to monitor, identify, and address workplace hazards.

### **References**

Lenexa Fire Department Risk Management Plan

Lenexa Fire Department Safety Committee Meeting Minutes (January 8, 2020) Lenexa Fire

Department Standard Practice Guideline - Accident Review Guidelines Lenexa Fire

Department Standard Practice Guideline - Safety Committee



11A.4 The agency has established and communicated procedures and guidelines for preventing the transmission of blood-borne pathogens and other infectious diseases and reducing exposure to harmful chemicals. Guidelines should include an improvement of practices process.

### **Description**

The Lenexa Fire Department (LFD) infection control policy, exposure control plan, and City of Lenexa (COL) bloodborne pathogens exposure control plan is established and communicated, specific to minimizing occupational exposure to communicable diseases or chemicals. Written operational procedures applicable to the prevention of occupational exposures and communicable diseases establish levels of bodily and respiratory protection. In 2016, LFD members received titers for verification of vaccination status and/or were inoculated to the standards set forth in policy.

### **Appraisal**

The policies, plans, and procedures have been effective in minimizing LFD members' communicable disease exposures. Exposures are documented, reviewed, and recommendations made to decrease risks. Specific guidance consistent with the position of federal, state, and local health professionals has been provided to personnel when necessary (e.g., Ebola, significant flu outbreaks). Vaccinations provided to personnel has increased levels of protection against diseases.

### **Plan**

The COL and LFD will continue to monitor the effectiveness of established procedures and communications processes to minimize occupational exposure to communicable diseases or chemicals and make improvements when necessary.

### **References**

City of Lenexa Personnel Policy - Employee Health and Safety (pp.75-96) Johnson  
County, Kansas Fire and Emergency Services Chiefs Association Model  
Procedure - Novel Infectious Disease Response Lenexa Fire  
Department Exposure Control Plan  
Lenexa Fire Department Standard Practice Guideline - Biohazard Waste Disposal

Lenexa Fire Department Standard Practice Guideline - EMS Operations Protective Equipment

Lenexa Fire Department Standard Practice Guideline - Facility and Maintenance Program Lenexa

Fire Department Standard Practice Guideline - Infectious Disease Exposure

Control

Lenexa Fire Department Standard Practice Guideline - Personal Protective Clothing Lenexa Fire

Department Standard Practice Guideline - Protective Equipment Cleaning

Procedures

**CC 11A.5** The agency's occupational health and safety training program instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, processes, procedures or equipment are introduced. It provides instructions on operations and hazards specific to the agency.

### **Description**

The City of Lenexa (COL) has an occupational health and safety training program that is designed to instruct the workforce in general safe work practices. Training begins at the point of initial employment to each new job assignment recurrently. The safety training program is published on the COL intranet site. Employees are also expected to complete training on designated safety topics and review reported near misses and lessons learned incidents. The Lenexa Fire Department (LFD) has an internal safety committee that meets quarterly to review and monitor current safety practices. This committee paused meetings due to the COVID-19 pandemic, and to-date has not reconvened.

### **Appraisal**

The COL and LFD have continued to work towards improving safety practices and education through policies, training, and an established safety committee. Standard practice guidelines specifically related to safety have been audited on a regular basis by the safety committee to remain current and consistent with industry best practices. The safety committee has recommended and provided training curriculum to LFD members on current trends and needs to increase awareness of job-related risks and hazards.

### **Plan**

The COL will continue to monitor the occupational health and safety training program specific to hazard changes in the workplace for new hires and tenured employees. The LFD will continue safety training as well as monitor knowledge and skill gaps through city and departmental committees. Changes will be made as necessary to standard practice guidelines to improve safety applications.

### **References**

City of Lenexa Personnel Policy - Employee Health and Safety (pp.75-96)

Lenexa Fire Department FIREHOUSE Software® Training Report - Emergency Breather Support

Systems - 2021

Lenexa Fire Department Professional Development Plan - 2021

Lenexa Fire Department Safety Committee Meeting Minutes (January 8, 2020) Lenexa Fire  
Department Standard Practice Guideline - Infectious Disease Exposure  
Control

Lenexa Fire Department YouTube CGI Training Video Screenshot - 2019

11A.6 The agency uses near miss-reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, could have resulted in a fatality, injury, or property damage.

### **Description**

The Lenexa Fire Department (LFD) has partnered with the Center for Patient Safety in providing the ability for Emergency Medical Services (EMS) personnel to report errors that occur within the EMS system. The feedback is tracked using the VERGE© Software and is available for all LFD personnel to access via the SharePoint website. LFD personnel understand the importance of near miss and close call reporting. Members are encouraged to report to their immediate supervisor any job-related near miss/close call event. Supervisors collect information related to an event and report through the chain of command to the deputy chief of operations for investigation as soon as practical. If warranted, a report is generated and made accessible to all members.

### **Appraisal**

The LFD near miss/close call reports that are reported to the deputy chief of operations have been reviewed as they become available during quarterly safety committee meetings to determine if training and equipment needs have been addressed. The reports submitted in VERGE© are reviewed by the division chief of professional development and Medical Director's Office. The LFD has had a strong philosophy and culture that has emphasized safety as a priority. Although reports and follow-up discussions have resulted in positive changes in organizational behavior, there have been several teachable moments that have not generated a formal report. The current near miss reporting system has been adequate with gaps identified in levels of participation, and a formal system for fire related near- miss reporting retention.

### **Plan**

The LFD will explore options to improve participation by simplifying the reporting and documentation processes with creation of a formal repository for fire related near miss reports.

### **References**

Center for Patient Safety (VERGE©) Website Screenshot

Lenexa Fire Department Close Fire Calls Near Misses Lessons Learned Folders

Screenshot

Lenexa Fire Department Standard Practice Guideline - Near Miss Close Call Reporting

11A.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc., to determine root cause. The agency's information management system supports this process.

### **Description**

The City of Lenexa (COL) risk management policy establishes uniform procedures for handling exposure to property and casualty loss. The overall objective of the risk management program is to preserve assets, both human and physical; to monitor and report trends and results; and to make continuous improvements, which result in the reduction of risk or loss for the city. The COL Legal Department provides an electronic incident report form that is required in the event of city property damage, or an incident that provides the ability of a third party to make a claim (e.g. property damage or personal injury), or the injury occurs to a person that is not a city employee. The Legal Department database allows queries to be performed as they relate to department accidents, injuries, legal actions, etc. A Human Resources Department on-the-job injury report is also required for injuries sustained by employees. The LFD safety committee also reviews accidents and causes of injury. The Lenexa Fire Department (LFD) policy manual addresses specific accident review guidelines, post incident analysis, and serious injury or death investigation procedures.

### **Appraisal**

The COL administrative and LFD policy manuals have provided sufficient oversight for the investigation and documentation of accidents, injuries, legal actions, etc.

### **Plan**

The COL and LFD will continue to monitor the accident and/or injury investigation and documentation process and make improvements as identified.

### **References**

City of Lenexa Administrative Policy AD 12 - Risk Management Policy, Section AD12- A-5-B Contract and Lease Requirements (pp.2-3)

City of Lenexa Legal Department On-Line Electronic Incident Report Form Screenshot Lenexa

Fire Department Standard Practice Guideline - Accident Review Guidelines

Lenexa Fire Department Standard Practice Guideline - Post Incident Analysis Lenexa Fire

Department Standard Practice Guideline - Reporting On-The-Job Injury

Lenexa Fire Department Standard Practice Guideline - Serious Injury/Line of Duty Death

Investigations



11A.8 The agency incorporates risk management practices to increase the level of decision making and the ability to identify unsafe conditions and practices during emergency operations.

### **Description**

The City of Lenexa (COL) and Lenexa Fire Department (LFD) have implemented practices which assist in evaluating and controlling risks to improve the decision-making process. Guidelines, policies, protocols, and model procedures are established providing expectation guidance for safe behavioral operations at emergency incidents. Significant emergency incident operations are reviewed and discussed during formal post-incident analyses. The LFD safety committee reviews accidents and injuries, lessons learned, and national accident data related to emergency operations. The LFD also categorizes standard practice guidelines (SPG) based on risk and frequency level, to determine those situations which, pose a more significant risk to personnel or the public.

### **Appraisal**

Policies in place have provided appropriate guidance for LFD members to make quality decisions based on risk versus reward. The practice of identifying and evaluating risks associated with emergency operations has led to SPG and operational changes that have improved the decision-making process. Examples of this include Blue Card® Incident Command and Incident Safety Officer Certification training.

### **Plan**

The COL and LFD will continue to monitor risk management practices and implement improvements to training and policies to ensure personnel are provided with the knowledge and expertise to make sound emergency operations decisions. Examples of this include Blue Card® Incident Command and Incident Safety Officer Certification training.

### **References**

Johnson County Fire and Emergency Services Chiefs Association - Incident Safety Officer

Course Record (January 2020)

Lenexa Fire Department Credential Document Record for Blue Card® Incident Command Training Program

Lenexa Fire Department Professional Development Plan - 2021

Lenexa Fire Department Standard Practice Guideline Manual in PowerDMS® Screenshot

National Board on Fire Service Professional Qualifications Incident Safety Officer Certificates

11A.9 The agency has adopted a comprehensive program to address direct- and cross-contamination of clothing, personal protective equipment, other equipment, apparatus and fixed facilities.

### **Description**

The City of Lenexa (COL) has an occupational health and safety training program that is designed to instruct the workforce in general safe work practices. Training begins at the point of initial employment to each new job assignment and continues throughout their career. The safety training program is published on the COL intranet site. Employees are also expected to complete training on designated safety topics and review reported near misses and lessons learned incidents. The Lenexa Fire Department (LFD) and the City of Lenexa (COL) also have policies and procedures that directly address cross- contamination. Examples of reduction strategies include not allowing bunker gear in the fire station living areas, and issuance of two sets of bunker gear to each employee allowing mandatory decontamination of equipment and bunker gear after fire incidents.

### **Appraisal**

The COL and LFD have continued to work towards improving safety practices and education through policies and training to prevent cross contamination incidents. Standard practice guidelines specifically related have been audited on a regular basis and are consistent with industry best practices.

### **Plan**

The COL and LFD will continue to monitor the occupational health and safety training program and policies specific to cross contamination hazard changes in the workplace for new hires and tenured employees. Changes will be made as necessary to practices and policies to improve safety applications.

### **References**

City of Lenexa Personnel Policy - Employee Health and Safety (pp.75-96)

Lenexa Fire Department Standard Practice Guideline - Infectious Disease Exposure Control

11A.10           The agency collects and maintains exposure records in accordance with local laws, regulations and/or current research.

**Description**

The Lenexa Fire Department (LFD) collects and maintains exposure records as directed in both City of Lenexa (COL) and LFD policies. Exposure reports become part of the member's confidential health data base that is governed under the Health Insurance Portability and Accountability Act of 1996 (HIPAA).

**Appraisal**

The procedures, rules, laws, and guidelines defined in HIPAA, COL and LFD policies are well defined and comply with local laws, regulations and/or current research.

**Plan**

The COL and LFD will continue to evaluate policies and procedures to ensure practices are current according to local laws, regulations, and/or research. Modification to practices will be implemented as needed.

**References**

City of Lenexa Personnel Policy - Employee Health and Safety (pp.75-97) Lenexa Fire Department Exposure Control Plan

Lenexa Fire Department Standard Practice Guideline - HIPAA - Protected Health Information

Lenexa Fire Department Standard Practice Guideline - Infectious Disease Exposure Control

11A.11           The agency has established procedures to ensure effective and qualified deployment of an Incident Safety Officer to all risk events.

### **Description**

The Lenexa Fire Department (LFD) cooperatively with other Johnson County fire departments, created a Johnson County Incident Safety Officer (ISO) Course for instruction to all county fire and emergency medical services (EMS) first responders. The foundation for development of this program from Jones and Bartlett Learning publishing. The primary author was David W. Dodson. It was customized with county supplemental materials that highlighted and reinforced current county practices. This course was taught by multiple instructors from different county fire agencies. It is preferred that instructors have a chief officer rank or serve as an acting battalion chief. All instructors should have completed an instructor methodology class at some time during their career. The course is designed to prepare officers to assume the role of ISO to meet National Fire Protection Association Standard for Fire Department Safety Officer Professional Qualifications (NFPA 1521). The course offers an introduction to the ISO and identifies general safety concepts and guiding documents. The remaining part of the course provides in-depth information to help the ISO gain knowledge and skills. The course also examines multiple types of incidents besides structure fires to include technical rescue, hazardous materials and post incident activities. Participants should be able to function in the role of an Incident Safety Officer (ISO) at various types of emergency incidents in Johnson County, Kansas.

### **Appraisal**

The Johnson County Incident Safety Officer Course has a strong educational content foundation, and with the addition of the necessary elements specific to Johnson County operations, meeting the need to deliver effective qualified incident safety officers to all risk events.

### **Plan**

The course will be continually evaluated for relevancy specific to local or national standards of operation and will be modified accordingly.

### **References**

Johnson County Fire and Emergency Services Chiefs Association - Incident Safety Officer Course

Record (January 2020)

Johnson County Incident Safety Officer Course - Instructor Guide Lenexa Fire

Department Primary Response Area Matrix

National Fire Protection Association 1521 Standard for Fire Department Safety Officer

Professional Qualifications

11A.12           The agency establishes and consistently follows procedures for maintaining accountability of all personnel operating at all risk events.

**Description**

The Lenexa Fire Department (LFD) has adopted the Johnson County Fire and Emergency Services Chiefs Association Personnel Accountability System Model Procedure. This procedure provides the framework and guidance for an established personnel accountability system (PAS) in Johnson County, Kansas. The intent of a PAS is to assist in the on-going awareness of assignments and location of personnel at an emergency scene. The model procedure is a thorough document that emphasizes the need for responders to understand the situational awareness of assignments and location are a shared responsibility. Within the accountability system, the individual has the responsibility to remain within voice, vision, or touch of the single resource to which they are assigned. The company officer is responsible for the accountability of their single resource. Any supervisory role within the incident command system (ICS) is responsible to work with the incident commander (IC) and others in the organizational structure to assure that order-model communication, clear objectives, and progress reports are shared with rapid intervention team(s) and a tracking mechanism to complete the entire accountability system.

**Appraisal**

This procedure provides clear and appropriate guidance to LFD as well as other Johnson County agency responders for personnel accountability at all hazard events.

**Plan**

The procedure will be regularly evaluated for relevancy specific to local or national standards of operation and will be modified accordingly.

**References**

Johnson County, Kansas Fire and Emergency Services Chiefs Association Model Procedure - Personnel Accountability  
Lenexa Fire Department Standard Practice Guideline - Incident Command System

**Criterion 11B: Wellness/Fitness Programs**

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.

**Summary:**

The Lenexa Fire Department (LFD) provides for initial, regular, and rehabilitative medical and fitness evaluations. Improvements in the scheduling, frequency, and quality of medical and fitness evaluations have been pursued. Equipment is available in appropriate quantities and locations to provide personnel with opportunities to conduct a variety of fitness exercises.

Training, education, and resources demonstrate the City of Lenexa (COL) and LFD commitment to overall health and wellness. Employee assistance programs and resources are readily available for a variety of situations requiring intervention. Regular evaluation of wellness/fitness programs and resources is conducted with improvements implemented as necessary.



## **Performance Indicators:**

**CC 11B.1      The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.**

### **Description**

The City of Lenexa (COL) provides initial, regular, and rehabilitative medical and physical fitness evaluations for its members. All new employees are required to pass post-offer psychological and medical exams, urine drug screen, and pre-employment background screening. Incumbent Lenexa Fire Department (LFD) personnel are scheduled for comprehensive medical and fitness evaluations annually. The LFD fitness/wellness committee members and other credentialed fitness specialists conduct annual fitness evaluations. Initial physical assessments are completed within a new employee's recruitment academy and a fitness regime is provided. When an injury occurs, rehabilitative medical and fitness evaluations differ depending on cause of injury. Non-work-related injuries generally result in rehabilitative care directed by the employee's personal physician. Employees are required to produce a work release prior to returning to an operational capacity and at the city's discretion, based on nature/severity of the injury, may require a formal fit for duty evaluation. Work related injuries result in care as directed by worker's compensation or department contracted physicians. Kansas University MedWest Occupational Health and the Lenexa LiveWell Health Center (city's onsite wellness center) are the primary care providers for non-emergency work injury evaluation and care.

### **Appraisal**

The medical\fitness evaluations and rehabilitative programs have been effective. Unknown medical conditions have been detected and diagnosed during annual medical physical evaluations.

### **Plan**

The COL will continue to monitor the initial, regular, and rehabilitative medical and physical evaluations. Modifications will be enacted as industry standards and best practices change.

### **References**

City of Lenexa Cerner Wellness Providers Scope of Practice Lenexa

Fire Department Firefighter Physical Form LiveWell Health Center

Webpage Screenshot

11B.2            The agency provides personnel with access to fitness facilities and equipment.

**Description**

The Lenexa Fire Department (LFD) provides personnel with access to high quality fitness facilities and equipment at each fire station. Some members are certified to provide exercise instruction as well. Access to fitness equipment is available for those on and off duty. Personnel and those individuals on the member’s health insurance plan have access to the City Hall fitness facility. The LFD fitness/wellness committee conducts research and considers membership input for equipment purchases.

**Appraisal**

The LFD fitness facilities and equipment have provided opportunity for members to maintain and improve fitness levels. Facility/equipment accessibility and an organizational emphasis on fitness has provided personnel with the opportunity to maintain and improve operational performance and capacities. Annual Cooper Institute® fitness assessments allow members to compare the current year’s performance with those of previous years.

Unrestricted access to facilities and equipment has allowed personnel to conduct different fitness activities at times with varying intensity levels conducive to each individual.

**Plan**

The LFD will continue to evaluate the quality and safety of fitness facilities and equipment. The fitness/wellness committee will continue to evaluate equipment needs and make recommendations for the purchase of new equipment in an effort to provide safe variations to fitness training.

**References**

Lenexa Fire Department Fire Station Fitness Equipment Inventory

Lenexa Fire Department Standard Practice Guideline - Health Related Fitness Program

11B.3 The agency makes available wellness/fitness training to all employees/members.

### **Description**

All members, including supervisors, have several resources available to assist with developing individual fitness goals or fitness improvement programs. These resources include Cooper® Fitness Specialists, CrossFit® Trainers, and consultation with the city wellness coordinator and department physician. The Cooper Institute course is designed specifically for the fire service professional involved in planning or delivering physical fitness programs. Fitness education is generally provided based on employee/supervisor request or need. The organization supports efforts of individual employees who pursue credentialing in various forms of fitness certification and instruction. All new employees are required to participate in a daily exercise regimen as part of the recruit academy. The City of Lenexa (COL) fitness/wellness educational program incorporates an on-site wellness clinic staffed by a nurse practitioner, support personnel, and a part-time wellness coordinator available to provide employees with wellness, fitness, and nutrition education. Substantial healthcare premium discounts are provided for employees that earn required incentive “points” by participating in wellness education and activities. Employees meeting certain risk criteria are required to participate in mandatory lifestyle management/wellness coaching to qualify for healthcare premium discounts. Fitness information and resources are also available through the COL intranet site. A variety of scheduled wellness workshops (e.g., tobacco cessation) are provided for employees.

### **Appraisal**

The volume and variety of wellness and fitness educational activities, challenges, incentives, benefits, and requirements have provided personnel numerous options to maintain a functional level of fitness as determined by the Health Related Fitness Program.

### **Plan**

The LFD and COL will continue to deliver wellness/fitness education in an attempt to provide employees with the knowledge and understanding of the benefits of healthy living and exercise.

### **References**

Lenexa Fire Department Professional Development Plan - 2021

Lenexa Fire Department Standard Practice Guideline - Health Related Fitness Program

Lenexa Livewell Events and Challenges Website Screenshot

LiveWell Health Center Webpage Screenshot

The Cooper Institute® Fire Service Specialist Course Syllabus

11B.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing, peer support and counseling, and other behavioral health resources.

### **Description**

The City of Lenexa (COL) provides an employee/member assistance program with timely access to critical incident stress debriefing and behavioral counseling resources. The COL utilizes Saint Luke's employee assistance program (EAP) as the confidential employee counseling benefit provider. The EAP benefit provides short-term, confidential, professional, and free counseling services for employees and their immediate family members. The EAP program offers a variety of benefits including multiple educational web-based topics, counseling, legal and financial services. Through a joint venture with Johnson County Mental Health, Med-Act, and other county emergency service providers, a Johnson County Critical Incident Stress Management Team (JCCISMT) is a resource available for timely debriefing and counseling. The Lenexa Fire Department (LFD) has also contracted with a licensed clinical psychologist to provide critical incident stress counseling, fit for duty evaluations and mental health education. The department is served by a Chaplain with a Master of Arts in Marriage and Family Counseling who provides counseling services as requested. The LFD has established a peer support program, with trained LFD members, that assists with employee stress, burnout, and resiliency issues.

### **Appraisal**

The LFD has several behavioral health resources available to the members 24 hours a day at many different levels of engagement and specialty. The programs have proven beneficial and are adequate for the needs of the department.

### **Plan**

The Lenexa Fire Department will continue to develop the employee/member assistance programs, providing access to critical incident stress debriefings and behavioral counseling resources for its members.

### **References**

City of Lenexa Personnel Policy - Employee Assistance Program (p.64)

City of Lenexa Workforce Report - Health and Wellness EAP - 2020 Insight

Public Safety & Forensic Consulting, LLC Service Agreement

Johnson County Critical Incident Stress Management Team Webpage Screenshot

Lenexa Fire Department Standard Practice Guideline - Firefighter Behavioral Health Support Team

Saint Luke's Lifewise™ Employee Assistance Program Flyer

11B.5            The agency provides for cancer and behavioral health screenings and a cardiac assessment.

**Description**

The Lenexa Fire Department (LFD) follows NFPA 1582 “Standard on Comprehensive Occupational Medical Program for Fire Departments” in completing annual physicals of all members (excluding 2020 due to COVID-19). A medical evaluation is completed as part of the hiring process and serves as a baseline for comparison during annual physicals. The evaluations include cancer screening and a cardiac assessment. Cancer screenings include prostate cancer with a prostate specific antigen lab analysis, bladder cancer through urine analyzation of Hematuria, and testicular and mouth cancer assessments by a healthcare professional.

Colonoscopy assessments are encouraged by the healthcare provider for members over the age of 50. Additionally, chest x-rays are completed on all members every six years.

Cardiac assessments include resting electrocardiogram (ECG) for all members annually and a cardiac stress treadmill (WFI protocol) is completed on all members on even numbered years and every year for anyone with increased health risks. Carotid, pedal, and thoracic vascular screening is completed annually for members over the age of 40 and for every member on odd numbered years.

NFPA 1582 does not provide specific assessment for behavioral health except for the medical history findings questionnaire. However, the LFD began a behavioral health check-in for members with a Lifewise EAP counselor and certified coach. This will be a two-year process that began with A-Shift in 2021. B-Shift and C-shift will be scheduled at the end of 2021 or in 2022.

In addition, the City of Lenexa (COL) offers several webinars and lunch-and-learn events annually focused on behavioral health. Department members can participate in these events remotely.

**Appraisal**

The process of utilizing NFPA 1582 as the basis for the Department’s occupational health program has been successful. Assessments have identified potential health concerns for Department members that required evaluation by a healthcare specialist. These health concerns would potentially not have been identified without this program.

**Plan**



The Lenexa Fire Department will continue to utilize NFPA 1582 as the basis for the Department's occupational health program and will monitor for changes to the standard to ensure up to date assessments. In addition, the Department will continue to look for opportunities to provide additional assessments or service not addressed in the NFPA standard in an effort to provide a comprehensive approach to occupational health.

### **References**

Lenexa Fire Department Physical Examination University of Kansas Health System Corporate Health Form

Lenexa Fire Department Screening and Physicals Program (E-mail between LFD and HR)

Lenexa Fire Department Standard Practice Guideline - Health Related Fitness Program National Fire Protection Association 1582 Standard on Comprehensive Occupational Medical Program for Fire Departments

**CC 11B.6** A **formal and documented appraisal is conducted, at least annually**, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

### **Description**

The Lenexa Fire Department (LFD) continually monitors the effectiveness of available wellness/fitness programs. Facilities, equipment, education, incentive challenges, and benefits provided by the LFD and City of Lenexa (COL) create opportunities for all employees to improve wellness/fitness levels and maintain healthy lifestyles. The LFD fitness/wellness group meets quarterly to discuss equipment needs and provide suggestions for improvement.

### **Appraisal**

Analysis of wellness/fitness program effectiveness has indicated a generally healthy and fit department with some identified areas for improvement. Wellness/fitness program enhancements have been implemented based on recommendations from wellness/fitness committee members and other personnel. A variety of information has been considered and measured for program analysis to identify equipment, education, and training needs.

### **Plan**

The LFD will continue to conduct an annual appraisal of the wellness/fitness program. This process will include a review of the previous year's data, identification of equipment needs and goals for improvement.

### **References**

City of Lenexa Health Care and Wellness Performance Review Report - 2020  
Lenexa Fire Department Fitness Committee Meeting Minutes (July 25, 2018)  
Lenexa Fire Department Individual Cooper Institute® Fitness Results - 2020  
Lenexa Fire Department Program Appraisal - Wellness Fitness - 2020