

LENEXA FIRE DEPARTMENT

2016-2021 *Strategic Plan*



*The Lenexa Fire Department proudly serves
our community with professional services
through selfless dedication and compassion.*



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Introduction

Lenexa Fire Department (LFD) provides the community with emergency medical services, fire suppression, basic and technical rescue, fire prevention, hazardous materials mitigation, public fire and EMS safety education, fire investigation, and domestic preparedness planning and response to residents, businesses, and visitors within Lenexa. LFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation International (CFAI) *Fire & Emergency Service Self-Assessment Manual* 8th Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

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

This strategic plan, with its foundation based in community and membership input, revisits the organization's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.

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STRATEGIC PLAN

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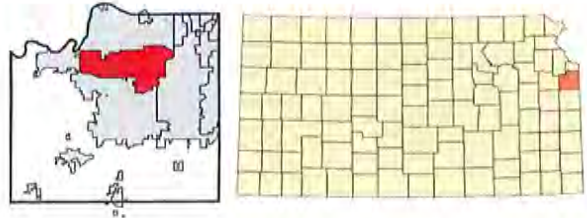
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Organizational Background

In 1854 the site which was to become Lenexa, Kansas, was owned by members of the Shawnee Tribe, with each man, woman and child in the local tribe allotted 200 acres. According to legend, Lenexa is derived from the name of Shawnee Chief Thomas Blackhoof's wife, known as Na-Nex-Se and Len-Ag-See.



The Shawnee people, anxious to sell their lands and move to the Oklahoma Indian Territories, began Lenexa's genesis starting in 1867 during a period of land speculation and railroad construction after the Civil War. Agents for the Missouri River, Fort Scott and Gulf Railroad negotiated a conditional purchase of 160 acres from Charles A. Bradshaw agreeing to maintain a railroad depot on the land. Two years later an additional 41.5 acres near the railroad right-of-way was acquired by a civil engineer, who platted the town of Lenexa. When the post office established in Sherman was moved to a site near the rail depot, Lenexa was established and eventually became incorporated in May of 1907.

Located 12 miles south of Kansas City, MO., Lenexa is home to approximately 50,000 residents and where over 100,000 people are employed in manufacturing, distribution, retail and professional occupations at over 2900 small and medium sized businesses as well as 20 plus Fortune 500 companies.

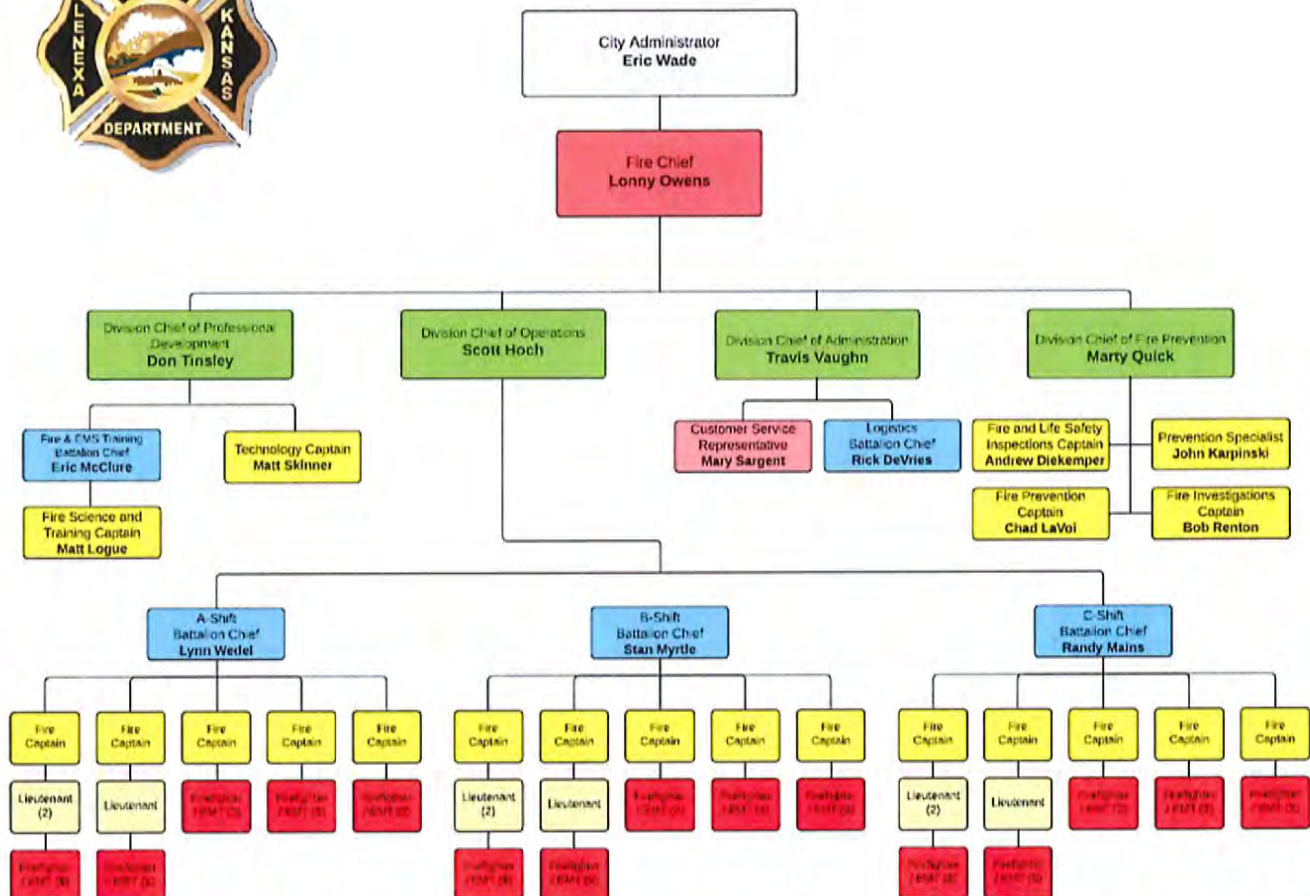
The Lenexa Fire Department began in 1907 as a citizen bucket brigade with an 1878 soda acid extinguisher becoming the first official piece of firefighting equipment purchased. In 1923, the Lenexa Fire Department was officially recognized as a city department and remained a fully volunteer organization until the 1960s when four full-time employees were added to the existing 32 volunteer members. Today the department protects 34.4 square miles with 87 full-time personnel responding from 5 stations to over 5,500 annual calls for service. The department provides the community with a comprehensive mix of emergency response services including emergency medical services, fire suppression, basic and technical rescue, fire prevention, hazardous materials mitigation, public fire and EMS safety education, fire investigation, and domestic preparedness planning and response. In 2002 the department achieved international accreditation from the Commission on Fire Accreditation International (CFAI) and currently holds an Insurance Services Office (ISO) Public Protection Classification Rating of 1.

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Organizational Structure





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Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that *maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.*¹ In order to ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. Goodstein, Nolan, & Pfeiffer define strategic planning as

*"a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured."*²

The U.S. Federal Benchmarking Consortium Study Team goes on to explain that, to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** - refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** - recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** - recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** - identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** - means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** - recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

¹ Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

² Ibid



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Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly,

strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

"What we have to do today is to be ready for an uncertain tomorrow."

Peter F. Drucker,
Professor of Social Science
and Management

The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization.
5. Identify the aspects of the organization that the community views positively.
6. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Revisit the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Identify the organization's critical issues.
13. Identify the organization's service gaps.
14. Determine strategic initiatives for organizational improvement.
15. Establish realistic goals and objectives for each initiative.
16. Identify implementation tasks for the accomplishment of each objective.
17. Determine the Vision of the future.
18. Develop organizational and community commitment to accomplishing the plan.

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Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the external and internal stakeholders of Lenexa Fire Department (LFD) for their participation and input into the Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Lonny Owens and his team for their leadership and commitment to this process.

Development of the LFD strategic plan took place in November 2015, beginning with a meeting hosted by representatives from the CPSE and LFD for members of the community (external stakeholders). Input received from the meeting revolved around community expectations, concerns, and other comments about the organization. Those present at this meeting were as follows:

Lenexa Fire Department External Stakeholders			
<i>Mike Boehm</i>	<i>Chad Colgan</i>	<i>Christopher Culp</i>	<i>Bruce Daniel</i>
<i>Bill Daniels</i>	<i>Paul Durham</i>	<i>Diana Frith</i>	<i>Molly Garza</i>
<i>Larry D. Graham</i>	<i>Chad Hamblen</i>	<i>Jennifer Hicks</i>	<i>Brian Howell</i>
<i>Linda C. Jones</i>	<i>John A Karpinski</i>	<i>Stacy Knipp</i>	<i>Pat Lafferty</i>
<i>Paula Leber</i>	<i>Ted McFarlane</i>	<i>Zach Moreland</i>	<i>Andy Nelson</i>
<i>Cathy Nierstheimer</i>	<i>Dennis Patterson</i>	<i>Melissa Pruett</i>	<i>Steve Reed</i>
<i>Denise Rendina</i>	<i>Mark Schmidt</i>	<i>Megan Scott</i>	<i>Bill Seymour</i>
<i>Rick Shivers</i>	<i>Mandy Stuke</i>	<i>Eric Wade</i>	<i>Jim Wedeking</i>

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Community Group Findings

A key element of LFD's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, LFD invited community representatives to participate in a meeting focusing on the community's needs and expectations of the organization. Discussion centered on the present service programs provided, and on the priorities for the future.

Community Priorities

In order to dedicate time, energy, and resources to services most desired by its community, LFD needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the organization through a process of direct comparison.

Community Program Priorities of the Lenexa Fire Department

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	172
Fire Suppression	2	154
Rescue – Basic and Technical	3	130
Fire Prevention	4	88
Hazardous Materials Mitigation	5	79
Public Fire / EMS Safety Education	6	70
Fire Investigation	7	63
Domestic Preparedness Planning and Response	8	54



External Stakeholders Work Session



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Community Expectations

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

Community Expectations of the Lenexa Fire Department (verbatim, in priority order)

1. Professional demeanor and behavior. (81)
2. Quick response to emergencies. (75)
3. Well trained firefighting and paramedic staff with expert technical competence. (58)
4. Proper up to date equipment.
5. Courteous, caring and helpful.
6. Should have knowledge of the hazards in the city.
7. Be aware of facilities layout.
8. Be aware of access.
9. Effective use of equipment.
10. Involvement in the community.
11. Caring and concerned servants to the citizens.
12. Know who are the contacts in and during emergencies.
13. Effective and efficient services at a reasonable cost.
14. Physically fit firefighters.
15. Economic diligence – control costs so funds can be put towards staff.
16. Top pay scale to recruit and retain quality personnel.
17. Professional communication with the community.
18. Treat business owners and citizens as partners.
19. Expect continuous outreach programs for community feedback.
20. Treat members of the community with respect and dignity.
21. Know the codes and have patience for those who don't.

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22. Knowledge of building locations.
23. Safety of all persons.
24. Dress professionally and uniformly.
25. Compassionate.
26. They are representatives of Lenexa's government and should appear that way.
27. Improvement of benefits for staff.
28. Educational partnership with the community.
29. They should be able to mitigate the risk.
30. Expect easy access to those with knowledge for fire code questions.
31. Elevator knowledge for rescue.
32. Sense of urgency in planning and code enforcement.
33. Constant evaluation of performance.
34. Work in collaboration with other emergency service agencies.
35. Must have enough firefighters to do the job.
36. Effective planning for the best outcomes.
37. Treat all equally and fairly.
38. All firefighters and prevention staff should be current with knowledge of the codes and operational best practices.
39. Best communication equipment.
40. Maintain personal information privacy.
41. Knowledge of the community.
42. Continuously improving.
43. Community focused.
44. I expect the fire department to educate and enforce best practices with our school children.

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Areas of Community Concern

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

Areas of Community Concern about the Lenexa Fire Department (verbatim, in no particular order)

- Concern for the future terrorist attacks that can be coming.
- Concern that some facilities are not equipped with either fire suppression or alarms– safety issues.
- Always seek further knowledge of facilities and building ops. (what makes a building operate).
- Level of ongoing training opportunities.
- Community outreach and safety training for school age children.
- Ensuring financial viability long term – structure and operations to reduce costs w/o affecting safety.
- Too often cuts are made to firefighters – vs administrative expenses.
- Currently enforced codes (2006 ICC) are outdated. Consider adopting 2012 or 2015 series.
- Household fire sprinklers were outlawed by KS legislature despite overwhelming evidence that lives are saved. Is any political solution possible in current environment?
- Is staff / manning up to date? Rapid growth over the last 10 years.
- Do they have all the necessary tools and equipment to handle the growth in recent years?
- Adequate training re: domestic threats / hazardous materials situations.
- Over budgeted.
- Low manpower.
- Retirement programs.
- Ability to respond.
- Their health programs and costs.
- I am always concerned about how you would handle a train accident and know how you would prevent a train accident.

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- None of us really know the extent of training our fire department goes through – a video of training might give us a little better idea.
- Health care of firemen.
- Family care of firemen.
- Over or underwork – hours worked.
- Inspectors yield different results year to year.
- Will expansion and continued growth in Lenexa, cause some delay in response times.
- Do all the roundabouts, especially on older neighborhood streets, impede the fire departments response time.
- Do they get paid enough to do such an important job?
- They work such long hours are they taking care of themselves (health wise).
- I am concerned the state tax lid will prevent the department from monitoring its excellence.
- I am concerned that changes to the KP & F retirement system will force experienced, quality people to retire before they are ready.
- Keep making training a priority.
- Efficient use of resources for response to accidents. The department has a valuable tiller truck that responds to car wrecks, is the wear and tear on the truck evaluated with the type of response.
- Ensuring budgetary resources are appropriately monitored and reviewed as stewards of tax dollars.
- What does the fire department need from us as a company in the community?
- Concerns about process of fines on fake calls – who determines what is and isn't needed and when does it reset.
- Relied upon too much by outside agencies.
- Risk imposed upon Lenexa firefighters when exposed to deficiencies of other departments when assisting outside agencies.
- Coverage of northeast portion of the city.
- I am concerned about the safety of our fire department.
- Make sure adequate training is available.

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- Properly staffed departments.
- Access to mental health / family / counseling options should they be needed.
- Proper equipment (vehicles, gear, etc.).
- Being able to cover a growing population and geographical area.
- Being prepared for today's type of threats, i.e., chemical, sickness outbreak, natural disasters.
- Funding enough to maintain excellence.
- How to educate and fund prevention?
- I have no immediate concerns.
- Underfunded.
- I do not know who to go to when I have a concern or a question, would be helpful to know who is in charge of what division etc.
- Being a little more understanding when it comes to meeting the fire department requirements. Rules and regulations are not always known yet expectation is required of businesses without knowing why.
- Any changes with the fire codes or concerns should be communicated for budgeting purposes.
- Inspectors should be fair year to year. Seems when there is a change with ownership, the new owner is unexpectedly held financially responsible for previous ownership's lack of responsibility.
- Would be nice to have a relationship with the local station like we have with police department.
- Concern about other surrounding departments relying on Lenexa.
- Concern about getting and keeping good people.
- Need to be more diverse, like the community they serve.
- Proper training on going.

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Positive Community Feedback

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

Positive Community Comments about the Lenexa Fire Department (verbatim, in no particular order)

- Hazmat response was professional and thorough.
- On time.
- Does not mess around.
- Always willing to talk.
- Puts residents needs first.
- Always looking forward.
- Prevention is at the forefront.
- The fire department has been diligent in their inspections, provides helpful feedback in terms of how to correct deficiencies.
- Easily accessible, prompt in response.
- Always polite and professional.
- Displays strength and knowledge during emergencies.
- Answers questions when I call them for code information.
- Professional.
- Courteous.
- Very helpful.
- Informative.
- Always easy to work with.
- Professional in appearance and attitude.
- Accessible by / to the community.
- Well trained / knowledgeable.
- Very timely response to calls for service.

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- Professional staff / friendly.
- Professional appearance.
- Professional.
- Willingness to work with surrounding jurisdictions.
- Professional.
- Engaged in the community (excellent ambassadors).
- Current well trained.
- Dedicated / committed to service.
- Good service.
- Positive when coming into buildings – take the time to interact with teams.
- Quick follow up when there have been issues with sprinkler system.
- They believe in what they do / have great purpose and passion.
- Driven to be the best they can be.
- Welcoming to the community and always educating and being accessible.
- Talented and skilled in what they do. Great pride.
- Always striving to achieve greatness and serves as great leaders to other departments locally and across the nation.
- Lenexa Fire Department has responded to incidents in excellent time.
- Questions are answered quickly.
- Guidance on codes for construction has been outstanding.
- Community outreach and professionalism is top notch; every interaction has been outstanding.
- Providing resources to schools to educate and inform children helps build trust and establish good habits, Lenexa does this very well.
- I was involved in a rescue with broken bones a number of years ago, Lenexa fire department was amazing in its response.
- Training and professionalism really shows, this is a department to be proud of.
- Professional dealing with business community.
- Involved with community – visible.

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- Approach problems with a "lets solve it" attitude.
- Appreciate the valuable training provided.
- Appreciate the work ability of personnel to stay informed.
- I have witnessed health issue alarms with the people and the department personnel have addressed the issues with speed and concern of the victim.
- Inspectors have been understanding with codes that can apply and don't apply in situations with building functions.
- Have always had positive experience with fire inspections personnel, very helpful and courteous.
- Very proud to live in Lenexa, an ISO 1 FD.
- Fire prevention staff is very professional and knowledgeable. We don't always agree on technical issues but staff is willing to listen and consider alternative positions or equivalencies.
- Appreciate LFDs willingness to self-examine and seek outside opinions on potential improvements.
- Well educated.
- Easy to get along with.
- Helpful with code requirements.
- Do a good job of fire extinguisher training.
- Community focus is good.
- Citizens respect them.
- Great community involvement.
- Good communication to community.
- Good safety performance record.
- Involvement with the community – school programs, tours of facilities, encounters at grocery store etc.
- The fact that the department continually strives to be up to date on technology.
- The department works to serve the community at the highest level possible.
- Their visibility in community activities.
- Their ability to risk their life on a daily basis.

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- They are seen.
- Something must be right – there are no negative feedback.
- I am glad that we have a good fire station very near our home.
- If the fire department needs public support or help to please let the neighborhood know what is their need.
- Always professional.
- Top notch response times.
- Knowledgeable.
- Seem to be very progressive department.
- The quality of the individuals seems to be exceptional.
- I think current response times are very good.
- I have not had to call on the fire department, but I have never heard any complaints.
- They are always nice enough to bring the fire truck out to our neighborhood picnic.
- I love that they do the school education in the elementary schools, with the red book and homework for the kids.
- Very consistent high quality services.
- A high degree of integrity.
- Very well prepared personnel.
- Very professional staff.

Other Thoughts and Comments

The community was asked to share any other comments they had about LFD or its services. The following written comments were received:

Other Community Comments about the Lenexa Fire Department (verbatim, in no particular order)

- Thank you for the opportunity to provide feedback.
- I appreciate the opportunity to contribute to the future of the department.
- Keep up the good work.
- It would be great if we could attend classes on building codes so that we have a better understanding of your expectations prior to the inspection.

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- A session in emergency planning so that our response properly meshes with your response.
- Inspections are time consuming.
- Thank you for your service.
- Very professional group. I've worked with probably 10 different representatives over the last 10 years and they have all been "top notch".
- Easy to get along with!
- Thanks for the opportunity to offer input.
- Concerned about database for natural gas and petroleum pipelines, also high voltage lines and special high concern areas.
- Great department.
- The education truck is great, they brought it out to the community, which I have never seen done before for an apartment complex.
- Sometimes require things that put a financial hardship on an owner.
- I am proud to live and work where the Lenexa fire department is located.
- All experiences have been good.
- Thank you for reaching out to the community for feedback as you evaluate your future strategic planning.
- Keep up the good work, we value what you do.
- Thank you.
- Top notch!
- Thank you for your service.
- I want to extend my deepest gratitude for all the Lenexa fire department does for so many.... you all are truly appreciated more than you know! (please thank your families too!).
- How do you get involved in preparedness planning and response? Are there opportunities to join training?
- Thank you for the opportunity to provide feedback.
- Your community outreach has a tremendous impact on young children. Keep up the good work!

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Internal Stakeholder Group Findings

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

Internal Stakeholder Representatives of the Lenexa Fire Department			
<i>Jared Busenitz</i> Firefighter II	<i>Ben Cernech</i> Lieutenant	<i>Danny Clark</i> Fire Medic	<i>Jacob DeMaranville</i> Firefighter II
<i>Rick DeVries</i> Chief	<i>Butch Diekemper</i> Captain	<i>Justin Elliott</i> Master Firefighter	<i>Allen Erber</i> Fire Medic
<i>Kevin Fernholz</i> Fire Medic	<i>Phillip Gisel</i> Lieutenant	<i>Brett Hockett</i> Master Firefighter	<i>Emily Kemp</i> Fire Medic
<i>Brandon Knetter</i> Master Firefighter	<i>Matt Logue</i> Captain	<i>Randy Mains</i> Chief	<i>Eric McClure</i> Captain
<i>Dustin Moore</i> Captain	<i>James Nickell</i> Firefighter II	<i>Josh Rauh</i> Captain	<i>Bob Renton</i> Captain
<i>Scott Schrag</i> Firefighter II	<i>Kevin Sellers</i> Lieutenant	<i>Aaron Sielert</i> Fire Medic	<i>Matt Skinner</i> Captain
<i>Chris Thompson</i> Fire Medic	<i>Chad Thurman</i> Lieutenant	<i>Don Tinsley</i> Chief	<i>Justin Tyler</i> Fire Medic
<i>Travis Vaughn</i> Chief	<i>Bob Welch</i> Captain	<i>Mike Wells</i> Master Firefighter	<i>Rick Wilson</i> Fire Medic

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LFD Internal Stakeholders

Mission

The purpose of the mission is to answer the questions:

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

A workgroup met to answer those questions and write a mission that best suits LFD. After presenting a proposed mission to all internal stakeholders, the consensus was to accept the following:

The Lenexa Fire Department proudly serves our community with professional services through selfless dedication and compassion.



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Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality of the organization. LFD's internal stakeholders developed the values presented on the following page.

The Lenexa Fire Department proudly serves our community with professional services through selfless dedication and compassion.

Honor through Accountability

When our customers are in need and access the 911 system they do not have a choice regarding their emergency services provider. The Lenexa Fire Department recognizes the tremendous level of trust that is bestowed upon us by our citizens in their time of need. In an effort to **honor** that trust, we will hold ourselves **accountable** to the needs and expectations of the citizens we serve. Through our organizational and individual efforts, we are **accountable** to provide exceptional service.

Professionalism and Education

The Lenexa Fire Department has an established history of outstanding customer satisfaction ratings, currently residing at 96%. It is the intent of LFD's internal stakeholders to continue to uphold this standard through professional interactions with the public. **Professionalism** is defined as subject matter and customer service experts that proactively advocate for our customers' needs. This level of **professionalism** occurs with an ongoing emphasis in continuing **education**. Members, throughout all levels of the LFD, will dedicate themselves to the ongoing **educational** efforts required to meet both the current and future needs of the citizens we serve.

Empowerment through Trust

The members of the Lenexa Fire Department are **empowered** to make decisions that benefit the community, organization, and membership of the department. This requires **trust** through relationships and transparency of communications by all levels of the department. As the members become more **empowered** to make decisions, the level of **trust** will flow more freely up and down the chain of command.

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(continued)

Pride and Heritage

The fire service is rich in tradition and history of selfless public service. The members of the Lenexa Fire Department have great respect and appreciation for those who have given their lives in service to others in this great profession. Admiration is also extended to the many past members of this department that have paved a foundation of excellence through their sacrifice and dedication to the community. It is the intent of the LFD membership to **honor** those lives with an ongoing understanding that we will risk our lives to save the lives of those who can be saved. This ongoing mission produces a sense of **pride** and purpose as we **honor** the **heritage** built by those before us.

Openness through Communication

Communication has been, and will always be, an area of focus for the Lenexa Fire Department. With so many factors contributing to the way a message can be sent and received it is impossible to successfully deliver an accurate intent without some level of misunderstanding. It is the goal of the Lenexa Fire Department to minimize the level of misunderstanding by building relationships and fostering trust to create an environment where the intent of a message is assumed to be in the best interest of the community, department, and/or members. If all members adhere to this presupposition, then an environment of **openness** to speak and share will foster the flow of new ideas, strengthen interpersonal relationships, and provide an overall sense of ownership from within the department.

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

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Programs and Services

LFD internal stakeholders identified the following core programs provided to the community, as well as the services that enable the organization to deliver those programs:

Core Programs of the Lenexa Fire Department

• Emergency Medical Services	• Fire Suppression
• Rescue – Basic and Technical	• Fire Prevention
• Hazardous Materials Mitigation	• Public Fire/EMS Safety Education
• Fire Investigation	• Domestic Preparedness Planning and Response

Supporting Services of Lenexa Fire Department

• Training	• Inspections	• Management team leaders
• Equipment	• Technology	• Chamber of Commerce
• Communications	• Retirement System	• UASI
• Wellness initiative	• Human Resources	• JoCo Environmental
• Law enforcement	• Med-Act	• Life Flight
• Municipal Services	• Spouses group	• Automatic Aid Agreements
• Water One	• Tax payers	• FAA
• City Council	• American Red Cross	• Safer Act
• Local businesses	• State Fire Marshal	• MARC
• KU Fire and Rescue	• Rescue 3	• Rotary/Civic organizations
• FEMA	• FRA	• JoCo Parks and Recreation
• Medical Director	• USFA	• Public School Districts
• County Agencies	• Firehouse	• KCK Community College
• Vendors	• IT/EST Department	• National Fire Academy
• Gas utilities	• Hospitals	• JoCo Community College
• KCP&L	• Southern Star	• City departments
• Chaplain	• IAAI	• Kansas DOT
• BNSF	• IAFC	• Internal committees
• NFPA	• CPSE	• Radio Shop
• Administration	• ICC	• City building codes enforcement

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S.W.O.T. Analysis

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

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. Through a consensus process, the internal stakeholders identified the strengths of LFD as follows:

Strengths of the Lenexa Fire Department	
People	Equipment
Facilities	Response times
Budget structure	Prevention
Investigations	Support from governing body
Pub Ed	Plan review (new buildings)
Commitment to training	Education reimbursement
Inspections	Available resources (coverage)
Low fire loss	Experience/age of administration/senior members
ISO	Overall relations with auto aid departments
Social media strength	EMS care (the quality we provide)
Accreditation	Technology (communication/phones/iPad/video/MDT)
Credentialed people	Geographic location
Intra agency relationships	Continual improvement culture
Target hazard identification	Special operations
Data	Diversified interests
Progressive/trend setters	Internal support services
Commitment to personal fitness/nutrition/professionalism/public image	

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Weaknesses

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

Weaknesses of the Lenexa Fire Department	
Succession plan	Generational gap understanding
Company officer development	Retention and recruiting (medics)
Lack of fires / significant calls	Recruit training (transition to shift)
Accountability	Staffing and personnel in prevention
Schedule flexibility	Lack of experience
Time management	Limited input from ops in equipment purchasing
Resources spread thin	High demand for OT
NE response times	OT mandatory assignment process
Emergency management	Exposure/infection control
Number of paramedics	Operations lack of understanding prevention codes
Number of vacation slots	Reduced department chaplain inter-action
Safety conscious apparel	Communication (both up and down)
Attrition	Equipment location streamlining
Lack of "out of class pay"	Consistency in training (i.e., FAO, skills)
Micromanaging	Staffing of the tiller (need 4th person)
Report writing consistency	Organizational understanding (ISO, Accreditation)
Pay plan	Post promotional process feedback
Competitive pay-defined step plan	Implementation of contemporary SPGs
No defined driver position	Challenges with the defined activities of the day
Job description clarity	Up-to-date developmental/test questions/test bank
Youth of department	Lack of selflessness
RMS (Firehouse / report shouldn't take longer than call)	

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Opportunities

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

Opportunities for the Lenexa Fire Department	
Automatic aid agreement	Every citizen contact
Pub Ed	Social media
HOA meetings	Customer survey / Pt follow up
Multi-agency collaboration	National response framework
Business relations	Work/shift schedule adjustments
Recruitment	National and local fire/training academy
Federal grants	Firefighter friendly paramedic programs
Cooperative purchasing	Department branding / marketing
FD clothing/merchandise	Citizen fire academy
Training	Video PSAs/demonstrations
Inter-agency partnerships	EMS/community paramedicine
Training facility	Bi-lingual providers/signing
Corporate partnerships	Tactical medics
Non-governmental organizations	Cooperative EMS reporting – Med Act
LiveWell Health Center	Expansion of charitable organization support
Tax base	All ranks on interview panel
Public open house	Missed opportunity with safety trailer
Combat challenge	WaterOne
Church relations	City development and growth
NFA	Family outreach
Improvement of mental health outreach for personnel	Seek opportunities to develop and deliver building codes classes for the business community

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Threats

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

Threats to the Lenexa Fire Department	
Uninformed public	Lack of "quality" applicants/diverse workforce
Unfriendly politics	Affordable Care Act (federal mandates)
Generational philosophies	Economic downturn
State and federal legislation	Lack of working fires (EMS emphasis)
False perceptions	Private services (medical)
Mental health/life/work balance	Lightweight construction
Social media	Competing agencies (retention/recruitment)
Gateway project	Aging population
KBEMS (AEMT)	Increase in number of nursing/retirement homes
Urban density	Increase in hybrid/electric cars
Terrorism	Development on top of Meritex/caves
Distracted drivers	Department consolidation
Code updates	Poor public health
All highway incidents	Language barriers
Lack of public support	Technology (rely too much on)
Hoarding	911 abuse
Natural disasters	Decrease in tax revenues
Communication change	EMS reporting discrepancies
Litigation issues	Rapid growth/coverage
Hostile events	Changing demographics (age/city center)
Large /complex structures	Low revenue streams from retail sales
Reduction in self-reliance, public entitlement	

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Critical Issues and Service Gaps

After reviewing LFD's core programs and support services, and identifying internal strengths and weaknesses along with external opportunities and threats, two groups of internal stakeholders identified their primary critical issues and service gaps.

Critical Issues and Service Gap Issues Identified, by Workgroup

Training	Retention	Community outreach	Fire prevention
External communications	Facilities	Internal communications	Consistency
Succession planning	Staffing	Community paramedicine	Culture
Organizational clarity	Safety	Personnel	SPGs
Chain of Command	EMS delivery	Recruitment	Perception

Strategic Initiatives

Having reviewed LFD's critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Strategic Initiatives of the Lenexa Fire Department

Organizational Culture		Community Involvement/Outreach	
EMS Program Delivery		Improving Organizational Communication	
Workforce Planning	Professional Development		Training Program

Goals and Objectives

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

"Goals allow you to control the direction of change in your favor."

Brian Tracy,
Author

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Goal 1	Develop an organizational culture that promotes empowerment, trust and open communication.		
Objective 1A	Identify environmental factors that impact the organizational culture.		
Timeframe	24 Months	Assigned to:	Shift Battalion Chiefs
Critical Tasks	<ul style="list-style-type: none">Conduct a SWOT analysis. All officers of the organization participated in a "Coaching for Excellence" training event. Part of this training required each officer group to evaluate the thing the LFD does well and the things where improvements can be made. Following the three-day training sessions, the course instructors, led the company officer and chief officer groups through a series of exercise that focused on factors that impact organizational culture. These exercised created open communication between the company officer and chief officer groups. These discussion and open communication are being continued in the company officer and lieutenant forums.Aggressively solicit feedback (including exit interviews). The Fire Chief meets with personnel leaving the department in an exit interview format. This provides valuable information in many areas including those that can be associated with organizational culture.Conduct employee opinion surveys.Identify barriers in generation gaps.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1B	Integrate values into existing culture.		
Timeframe	18 Months	Assigned to:	Shift Battalion Chiefs
Critical Tasks	<ul style="list-style-type: none">Promote atmosphere with emphasis on professionalism and advanced education. The City of Lenexa continues to provide tuition reimbursement in an effort to encourage educational advancement. In addition, the LFD developed a "Professional Development Guide packet" that provide a listing of educational resources that are available.Provide "value specific" training (see values).Examine recognition alternatives for members that exemplify departmental core values.Prominently display values to members and the community.<ul style="list-style-type: none">The LFD created a display in every station that prominently displays the departments mission and values as identified in the strategic plan. The departments mission and values have also been placed on the LFD website which is assessable to community members.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1C	Consider familial support and involvement programs.		
Timeframe	18 Months	Assigned to:	Shift Battalion Chiefs
Critical Tasks	<ul style="list-style-type: none">Explore opportunities where engagement of employees' families provides value to the community and support for department membership.Create and embrace a sense of family to improve culture and support mission.		



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Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1D	Champion and embrace a safety mindset throughout the organization.	
Timeframe	12 Months	Assigned to: Shift Battalion Chiefs / Safety Committee
Critical Tasks	<ul style="list-style-type: none"> Aggressively pursue safety training programs that align with published standards. The LFD changed the approach to travel training opportunities this year. Instead of attending conference this year, the focus is on live hands on training opportunities. Members from all three shifts will be sent to ten different hands on training events in 2017. Evaluate fire department safety officer alternatives. Instead of identifying alternative courses for safety officer training, we determined the need to certify personnel in Fire Department Safety Officer curriculum through the Fire Department Safety Officer Association. To accomplish this, LFD scheduled Dave Dobson to train all current captains and lieutenants. The Fire Department Safety Officer class is scheduled for September 2017. Evaluate/implement mental health initiatives. All department members received a training class from Dr. Prohaska on "Firefighter Burnout and Resiliency". In addition, a Peer Support team has been selected and trained to serve as a resource for LFD personnel. A Standard Practice Guideline was developed for the Peer Support Team. The program director, Battalion Chief McClure, met with each company to ensure personnel understood the Peer Support program. Continually evaluate safety equipment and protective clothing and identify ways to reduce procurement of replacement. Consider uniform changes that promote safety and protection of employees. A new daily uniform was put into place in late 2016. Employee safety, uniform functionality and durability were all factors that influenced the decision. In addition, the new uniform was designed with the intent to create a new image for LFD. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Goal 2	Provide exceptional community outreach programs to prepare the community and improve its safety while investing in opportunities to engage with our citizens.		
Objective 2A	Analyze the current community outreach programs.		
Timeframe	12 Months	Assigned to:	Captain Matt Skinner/ PubEd Committee
Critical Tasks	<ul style="list-style-type: none">• Identify detailed list of all programs.• Solicit external stakeholder feedback for effectiveness.• Solicit membership feedback for effectiveness.• Rank/prioritize current programs.• Restructure/dissolve minimally effective programs.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2B	Evaluate opportunities for fire stations to integrate with the community.		
Timeframe	12 Months	Assigned to:	Captain Matt Skinner/ PubEd Committee
Critical Tasks	<ul style="list-style-type: none">• Consider having on open house.• Seek internal feedback for ideas.• Develop partner relationships with homeowner associations, neighborhood associations and senior living facilities.• Expand social media strategies.• Provide neighborhood safety checks with association partners.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2C	Develop post incident communication		
Timeframe	6 Months and On-going	Assigned to:	Captain Matt Skinner/ PubEd Committee
Critical Tasks	<ul style="list-style-type: none">• Citizen/incident follow-up.• Citizen feedback survey.• After the fire open house.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	



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Objective 2D	Seek opportunities to partner with external stakeholders for outreach opportunities/programs.		
Timeframe	12 Months	Assigned to:	Captain Matt Skinner
Critical Tasks	<ul style="list-style-type: none">• Identify stakeholders.• Build upon existing relationships.• Multi-agency equipment (touch-a-truck).		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2E	Develop citizen opportunities for training and volunteering.		
Timeframe	12 Months	Assigned to:	Captain Matt Skinner / Division Chief Travis Vaughn / Lieutenants
Critical Tasks	<ul style="list-style-type: none">• Define scope of programs.• Curriculum development (existing programs).• Utilize graduates for future activities.• Explorer program and/or CERT or Citizens Fire Academy.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2F	Develop a program to educate commercial occupancy owners/occupants regarding code/prevention matters.		
Timeframe	24 Months	Assigned to:	Captain Matt Skinner / Prevention Division
Critical Tasks	<ul style="list-style-type: none">• Code familiarization programs.• Inspection expectation program.• Suppression system familiarization.• Emergency preparedness – Fire drills, Tornado drills.• FAQ resource.• Business owner’s association.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 2G	Develop a program to educate citizens regarding life safety matters and fire department operations.		
Timeframe	12 Months and On-going	Assigned to:	Captain Matt Skinner
Critical Tasks	<ul style="list-style-type: none">• Understand Lenexa demographics.• Video based PSA/social media.• Improve social media outreach.• Address older demographic.• Website enhancements.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

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Objective 2H Seek ways to enhance charitable contributions.

Timeframe 18 Months **Assigned to:** Captain Matt Skinner

- Critical Tasks**
- List current involvement and prioritize efforts.
 - Seek ways to assist our community/citizens.
 - Publicize LFD involvement.
 - Develop and market merchandise.

Funding Estimate

Capital Costs:	Consumable Costs:
Personnel Costs:	Contract Services Costs:

Objective 2I Educate the members regarding new programs and initiatives.

Timeframe 24 Months **Assigned to:** Captain Matt Skinner

- Critical Tasks**
- Develop a program to introduce the new community outreach programs.
 - Provide training to ensure consistent program delivery and citizen referral.

Funding Estimate

Capital Costs:	Consumable Costs:
Personnel Costs:	Contract Services Costs:



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Goal 3 Enhance communications systems and practices.

Objective 3A Emergency Communications – Develop and improve emergency scene communications for clear and effective incident management.

Timeframe 24 Months **Assigned to:** Captain Matt Skinner / Battalion Chief Rick DeVries

- Critical Tasks**
- Implementation of Blue Card. The following statement is copied from the 2017 LFD organizational goals document: Work to develop fire officers using the Blue Card Incident Command training program. This goal is ongoing. Currently all captains have completed Blue Card Incident Command training program. Four operations division lieutenants (Cernech, Ridgway, Sielert, Wells) are waiting assignment to the simulation lab for testing.
 - SPG update. This SPG is currently being updated by the operations division chiefs.
 - Assessment of current equipment and the need to improve/update. The department transitioned to individual talkgroups in January 2017. All portable, mobile and station base radios were reprogrammed with the new template. Three Unication G4 pagers were purchased to supplement the portable radio inventory. New portable radio microphones were ordered in March 2017, each member will be issued a microphone. The Lenexa Police Department radio shop manages the city's radio fleet, they have submitted a 2019 capital improvement project request recommending a replacement / update of the city's radio fleet.
 - Emergency communication on fire ground and Meritex operation training drills.
~~Recommend deleting this task.~~

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 3B External Communications – Explore opportunities to improve or enhance communication with outside agencies and the community.

Timeframe 24 Months **Assigned to:** Captain Matt Skinner

- Critical Tasks**
- Community:
 - Enhance the social media program:
 - Emergency scene updates
 - Health information
 - Home safety
 - Marketing
 - Fire department events
 - Recruitment
 - Industry topics
 - Training
 - Firefighter highlights
 - Day to day operations
 - Develop medium to provide availability of individual contact information for the public:
 - Lenexa.com
 - Organizational chart
 - Internal:
 - Develop a formal medium for communication up the chain of command.
 - Address the issue of dissemination of information (i.e. in house training and SPGs)



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- Develop formal medium for communication laterally through the department's chain of command:
 - Timely and direct feedback
- Emphasize chain of command accountability up and down for special assignment and training
- Clarification on minimum requirements for promotional opportunities
- Develop a defined post-promotion review process:
 - Productive, honest and timely feedback
 - Provide an improvement plan to address weaknesses for successful and unsuccessful candidates

**Funding
Estimate**

Capital Costs:

Personnel Costs:

Consumable Costs:

Contract Services Costs:



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Goal 4	Improve and enhance our EMS capabilities to serve our changing community demographics.		
Objective 4A	Increase our advanced life support workforce.		
Timeframe	18 Months	Assigned to:	Captain Matt Logue
Critical Tasks	<ul style="list-style-type: none">Identify recruitment strategies to sustain ALS service delivery.Evaluate ALS certification incentives and research other viable considerations.Explore ALS training and certification alternatives for existing staff.Evaluate feasibility of multi-agency solutions to improve concentration and distribution of ALS certified providers.Examine efficacy of current staffing and service deployment strategies and identify alternatives that support industry standards and best practices.Explore advancements in EMS equipment and pharmacological interventions consistent with approved medical protocols.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4B	Community paramedicine.		
Timeframe	18 Months	Assigned to:	Captain Matt Logue
Critical Tasks	<ul style="list-style-type: none">Research and evaluate Community Paramedicine programs for feasibility of local benefit.Research private practice threats/best practices.Assess staffing and equipment needs for program implementation.Assess impact on current service standards.Evaluate partnership programs.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4C	Addressing future growth and changing demographics.		
Timeframe	12 Months	Assigned to:	Captain Matt Logue
Critical Tasks	<ul style="list-style-type: none">Assess impact of population growth.Assess impact of aging population.Assess impact of special needs within population sectors.Formulate an action plan to address results of the population assessment.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

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Objective 4D Address possible discrepancies in patient care reports between Med-Act and the fire department.

Timeframe 24 Months **Assigned to:** Captain Matt Logue

- Critical Tasks**
- Conduct research on effective report writing standards within the industry.
 - Evaluate consolidated reporting with ALS transport service.
 - Improve record management system (RMS) efficiencies in patient care report.
 - Conduct training on effective report writing (especially as it relates to current RMS).
 - Develop and deliver RMS documentation training program for all personnel to ensure quality and improve standardization.

Funding Estimate

Capital Costs:	Consumable Costs:
Personnel Costs:	Contract Services Costs:

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Goal 5 Implement an effective workforce plan.

Objective 5A Analyze the current workforce condition.

Timeframe 18 Months **Assigned to:** Division Chief Travis Vaughn

- Critical Tasks**
- Initiate an employee survey to evaluate current workforce satisfaction.
 - Analyze current employee career development programs and processes to ensure effective succession management.
 - Continually evaluate compensation and benefits to maintain competitiveness with market agencies. *The City contracted the services of Lockton in 2014 to conduct a compensation and benefits study. Merit-based performance increases (2015: 2.5%; 2016: 2.75%; 2017: 3%) and pay range improvements have been realized. A pay grade slotting strategy was also implemented with adjustments provided for a majority of fire department members (2015: up to 7.5%; 2016: up to 4.25%; 2017: up to 3%). In 2016, a job description was created for paramedic credentialed firefighters in a pay grade commensurate with job responsibilities. LFD Staff has participated in compensation studies of other departments.*

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 5B Establish a recruitment strategy to meet the needs of the community and to accomplish mission.

Timeframe 18 Months **Assigned to:** Division Chief Travis Vaughn

- Critical Tasks**
- Evaluate current practices for recruitment of quality employees.
 - Build a collaborative partnership with the human resources department to ensure the highest competitive compensation and benefits package. *The City contracted the services of Lockton in 2014 to conduct a compensation and benefits study. Merit-based performance increases (2015: 2.5%; 2016: 2.75%; 2017: 3%) and pay range improvements have been provided. A pay grade slotting strategy was also implemented with adjustments provided for a majority of fire department members (2015: up to 7.5%; 2016: up to 4.25%; 2017: up to 3%). In 2016, a job description was created for paramedic credentialed firefighters in a pay grade commensurate with job responsibilities. LFD Staff has participated in compensation studies of other departments.*
 - Utilize nationwide outreach opportunities to attract diverse and qualified candidates (perception, too structured, ride-a-longs, and openness). *The City has expanded outreach efforts to communicate job offerings to regional and national audiences. The LFD has created professional grade recruitment brochures to attract quality candidates. The LFD has lessened the burden on candidates by eliminating the requirement of taking an on-site staff facilitated written testing instrument and recognizing a widely accepted "fire service entrance exam".*
 - Identify and partner with private or public agencies to improve recruitment outreach to capture the interest of high level candidates (recruiting organizations, communications and social media experts, educational institutions, fire academies, veteran organizations, etc.). *Preliminary meetings with the Johnson County National Association for the Advancement of Colored People have been conducted with fire department and human resources staff. LFD staff have engaged with local educational institutions to discuss career opportunities. LFD has committed to partnering with local school districts to provide credentialing opportunities for youth to advance recruitment potential. City HR staff has contracted with a videography company to create a high impact recruitment video.*



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Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5C	Cultivate an environment of enrichment for retention and employee advancement.	
Timeframe	24 Months	Assigned to: Division Chief Travis Vaughn
Critical Tasks	<ul style="list-style-type: none"> • Encourage pride and ownership within the fire department environment. • Evaluate external training opportunities to supplement internal developmental programs. • Create a career track plan for succession planning clarity. • Establish and communicate consistent promotional process expectations. • Build a collaborative partnership with HR to ensure the highest competitive compensation package for promoted personnel. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5D	Ensure that staffing levels meet the needs of the organization and community.	
Timeframe	12 Months	Assigned to: Division Chief Travis Vaughn
Critical Tasks	<ul style="list-style-type: none"> • Analyze the current staffing levels and forecast needs in all divisions required to effectively accomplish the mission: <ul style="list-style-type: none"> ○ Prevention ○ Company level operational and administrative workloads ○ Specialty staffing needs (Safety Officer, tiller staffing, etc.) • Evaluate current operational deployment model to ensure that it addresses the hazards and risks in the community. • Continuously evaluate unit distribution and concentration for effectiveness. • Modify schedule adjustment, vacation, and overtime staffing policies / procedures as determined by analysis of critical tasks in Goal 5D. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5E	Evaluate succession and mentorship processes and implement necessary changes.	
Timeframe	18 Months	Assigned to: Division Chief Travis Vaughn
Critical Tasks	<ul style="list-style-type: none"> • Complete a comprehensive assessment of the workforce plan. • Identify and implement improved succession management strategies. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Goal 6	Improve professional development programs in order to enhance our service delivery.		
Objective 6A	Evaluate current fire department professional development programs to identify gaps prioritize needs, and ensure all programs meet the needs of our organization and City.		
Timeframe	24 Months	Assigned to:	Battalion Chief McClure
Critical Tasks	<ul style="list-style-type: none">• Evaluate recruit fire academy for effectiveness to provide the highest quality training possible for new firefighters.• Evaluate the Fire Apparatus Operator (FAO) Program to ensure it is current, provides a clear path for accomplishment and produces the highest quality FAO possible.• Evaluate the Master Firefighter program to ensure it is relevant, provides value to the organization, and the standards and or process is clear to the organization.• Create a standard process for advanced life support (ALS) skill validation for new ALS providers.• Evaluate all exams including developmental, FAO, promotional to ensure all questions are relevant, current, accurate, and meet the newest standards in the industry and organizational policies and protocols. This includes evaluating the current test question bank.• Complete ongoing evaluation of the training plan to meet the needs of the organization, fire companies and firefighters. Consider all disciplines including EMS, special operations, firefighting, etc.• Provide a systematic approach for post promotional feedback.• Evaluate current training material to ensure it meets the most current industry standards.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6B	Identify opportunities for external partnerships in training.		
Timeframe	24 Months	Assigned to:	Battalion Chief Eric McClure
Critical Tasks	<ul style="list-style-type: none">• Look for and seek opportunities for partnership training with neighboring organizations.• Give consideration to bringing outside speakers and classes to Lenexa in an effort to improve opportunities and reduce costs.• Research and discuss a partnered recruit academy with neighboring fire departments.• Seek training opportunities with external stakeholders to address a variety of special hazards including industry, railways, construction and other business in Lenexa.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	



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Objective 6C Clearly define and provide pathways for advancement throughout the organization.

Timeframe Ongoing **Assigned to:** Battalion Chief Eric McClure / Division Chief Travis Vaughn

- Critical Tasks**
- Publish and disseminate the most current job descriptions for all ranks within the organization. Job descriptions should include all required classes, certifications, time in position, and degrees.
 - Provide required classes on a consistent and routine basis. Seek opportunities through KU Fire Service, MARC, and other Johnson County fire departments.
 - Create opportunities for members to attend relevant classes through reasonable schedule adjustments and coverage of class fees.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 6D Evaluate the effectiveness of the changes through continual evaluation of all programs.

Timeframe Ongoing **Assigned to:** Battalion Chief Eric McClure

- Critical Tasks**
- Evaluate the effectiveness of the training plan through member feedback, surveys, and coordinating group meetings.
 - Compare and contrast current testing with previous models for test score improvement.
 - Track effectiveness through post course evaluation forms.
 - Compare previous training budgets with future budgets for efficiency versus effectiveness.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

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Goal 7	Improve training equipment and facilities to enhance the quality of service delivery.		
Objective 7A	Evaluate current facilities and resources to prioritize and implement identified needs.		
Timeframe	12 Months	Assigned to:	Battalion Chief Eric McClure
Critical Tasks	<ul style="list-style-type: none"> Conduct a needs based assessment on current training facilities in comparison and contrast to state of the art training facility structures and systems. Evaluate current classroom facilities to ensure they meet the growing needs of the organization. Evaluate current classroom technology to ensure it meets the needs of the organization. Evaluate current resources for EMS/Fire/Special Operations practical training equipment to ensure they meet the needs of the organization. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 7B	Recommend needs based on evaluations and recommend funding options.		
Timeframe	24 Months	Assigned to:	Battalion Chief Eric McClure
Critical Tasks	<ul style="list-style-type: none"> Based on evaluations from objective 7A recommend training resource upgrades and improvements based on current organizational needs. Complete a cost analysis based on recommended training facility needs and upgrades. Explore partnerships with outside agencies, colleges, etc. in an effort to secure access to advanced training centers and technology. Explore grant options – Federal/State/Local Colleges/Businesses. Establish a recommended budget. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 7C	Implement recommended/identified needs.		
Timeframe	60 months	Assigned to:	Battalion Chief Eric McClure
Critical Tasks	<ul style="list-style-type: none"> Develop a timeline for completion of recommended training needs throughout the organization. Recommend funding options and request additional funds through the proper channels. Develop a training plan based on new resources and technology. Purchase, install and or contract approved recommended resources at the appropriate facility / station / location. Develop recommended maintenance and replacement plans for all newly purchased resources. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

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Goal 8	Formally adopt the 2018 codes of the International Code Council (ICC) and International Fire Code (IFC).		
Objective 8A	Conduct a comprehensive internal review of updated codes. COMPLETED – November 2017		
Timeframe	9 Months	Assigned to:	Prevention Division Staff
Critical Tasks	<ul style="list-style-type: none">• Review 2018 IFC when published (Fall 2017).• Identify and draft amendments applicable to local needs.• Coordinate code review and adoption processes with Community Development and Legal Departments.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8B	Seek stakeholder feedback and approval. COMPLETED – November 2017		
Timeframe	9 Months	Assigned to:	Prevention Division Staff
Critical Tasks	<ul style="list-style-type: none">• Engage community stakeholders and solicit feedback.• Modify plans according to stakeholder feedback and needs.• Present proposal to the City of Lenexa Governing Body.• Modify plans according to Governing Body feedback and needs.• Obtain formal adoption of 2018 codes through Governing Body action.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8C	Educate and implement new code set. COMPLETED – December 2018		
Timeframe	6 Months	Assigned to:	Prevention Division Staff
Critical Tasks	<ul style="list-style-type: none">• Conduct internal training for fire inspection / prevention personnel.• Provide education to ensure business owner understanding (e.g. literature, community forums, chamber of commerce engagement, etc.).• Implement new inspection practices based on 2018 code requirements.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

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Vision

This vision is intended as a target of excellence to strive toward, and provides a basis for the LFD's goals and objectives.

Vision of Lenexa Fire Department

Our planning period vision is that by the end of year 2020 our fire department will be known as one that pursues excellence to meet and exceed our community's expectations of fire and emergency service.

Through a culture that demonstrates honorable action and cooperation from strategic partners, we will provide premium emergency medical services.

Through openness and our effective communications, we will strengthen our commitment of professional service with pride while remembering our heritage.

Through the effective application of workforce planning and the professional development and training of our personnel, we will ensure that the members of the Lenexa Fire Department carry out its mission professionally staffed and properly equipped.

We will become part of our community through the daily application of our core values and our commitment to addressing our strategic initiatives.

We will place excellence in service to the community above self in accomplishing our mission.



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Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."³

Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

. . . successful strategic planning requires continuing review of actual accomplishments in comparison with the plan . . . periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

In order to establish that the agency's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

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

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.



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A “family of measures” typically utilized to indicate and measure performance includes:

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

The Success of the Strategic Plan

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

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵

⁵ Matthews (2005). *Strategic Planning and Management for Library Managers*



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Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
BNSF	Burlington Northern Santa Fe
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FRA	Firefighters Relief Association
Haz-Mat	Hazardous materials
IAAI	International Association of Arson Investigators
IAFF	International Association of Fire Fighters
ICC	International Code Council
Input	A performance indication where the value of resources are used to produce an output.
JoCo	Johnson County
KBEMS	Kansas Board of Emergency Medical Services
KCP&L	Kansas City Power & Light

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MARC	Mid-America Regional Council
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFPA	National Fire Protection Association
OSHA	Occupational Safety and Health Administration
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
UASI	Urban Areas Security Initiative
USAF	United States Fire Administration
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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