Category III: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned mission 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 goal statements and apply to 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

A strategic plan (3 [initial accreditation candidates] to 5 [currently accredited agencies] years in the future) is in place, and along with the budget is guiding the activities of the agency. The plan is submitted to the appropriate authority having jurisdiction (AHJ).

Summary:
The department has an established and published mission statement that acts as the base philosophy of the organization. Annual strategic planning sessions include an evaluation of established goals and objectives. Specific program goals and objectives support the general goals and objectives of the department. The mission, goals, and objectives guide the department to fulfill its established legal purpose and community expectations.
Performance Indicators:

CC 3A.1 The fire service agency has a published strategic plan.

Description
The department’s strategic plan was published in 2016. The plan is available to members of the department, elected officials, and the public on the department’s webpage. This plan was facilitated by the Center for Public Safety Excellence’s Technical Advisor Program. The plan is a community-driven plan including external feedback into organizational goals and objectives.

The department created organizational goals to achieve its long-range plans. In order to accomplish these goals, specific objectives were identified. These goals and objectives are part of the department’s Strategic Plan. Each goal provides for qualitative or quantitative measurements within a prescribed time period. The Strategic Plan is published and is maintained on the department’s web site.

In addition to the strategic plan, the department recently incorporated a capital improvement plan to supplement the strategic planning process. The capital improvement plan identifies infrastructure improvements and needs as well as apparatus/vehicle replacement schedules. Capital improvements and equipment replacement schedules are recognized as general goals and objectives found in the Strategic Plan.

The department finalized its most recent strategic plan in 2016, and established its published adopted general goals and objectives. The seven functional areas have goal statements to direct the department and its future. The annual department operating budget incorporates the agency goals.

The strategic planning process tasks the department with a continuous, annual review of its established goals and objectives. This not only ensures that managers and staff are on course with these goals, but it also allows for amendment of existing goals or the introduction of new goals. Periodic reporting by Division Chiefs and a continuous evaluation of the current budget impact provide implementation measures of goals and objectives.
Appraisal
The department has conducted long range planning as a means of addressing issues that affect service delivery. The Strategic Plan identified six organizational goals and 27 objectives as a means of effectively addressing these issues. The publication of the Strategic Plan has allowed the department and public an opportunity view these plans. The capital improvement plans and replacement schedules have effectively supported long range planning.

Plan
The department will continue to provide for long range planning using strategic planning, capital improvement planning, and vehicle and equipment replacement scheduling as means to accomplish the organization’s programs and services.

References
2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan
https://lawrenceks.org/fire-medical/accreditation/

Electronic location for elected officials is password protected. (Available on site)
3A.2 The strategic plan is approved within the agency and submitted to the governing body or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports.

**Description**

The fire chief presented the 2016-2021 Strategic Plan to the city manager. The city manager is the administrative officer with responsibility over the fire agency. The department uses the overall planning process to implement established goals and to produce objectives based on the goals. In the July of 2016, the department contracted with the Center for Public Safety Excellence creating an updated strategic plan process to review department goals and objectives and resulting in an updated planning process and modified goals and objectives. A community driven-process along with representatives from agency partners and department members with IAFF representation served on a Strategic Planning Team and their subsequent input was included in the development of goals and objectives.

**Appraisal**

The city manager has a good understanding of the strategic plan. Communication with the city manager has included information reflecting initiatives from the strategic plan. Examples include, capital improvement projects and other organizational processes.

**Plan**

The fire chief will communicate plan development, which includes the achievement of goals and objectives, and when there are new goals and objectives identified. The fire chief will utilize the strategic plan for the development of future annual operating budget and capital improvement requests.

**References**

Strategic Plan Tracking Document page 29, Objective 1B

2018 CIP Training Tower
Criterion 3B: Goals and Objectives

The agency's general goals and specific objectives direct its priorities in a manner consistent with its mission and are appropriate for the community it serves.

Summary:

The department utilizes the strategic planning process as its basis for goal and objective implementation. Annually, a cross-section of the members of the department, along with program managers and staff, evaluate the current strategic plan and the department’s goals and objectives for relevance and effectiveness. Members submit specific program goals and objectives to assist in the formulation of the general goals and objectives, and subsequently the strategic plan. All department personnel and the City Manager receive the finalized strategic plan and the department’s goals and objectives. The City Manager makes the plan available to the city commission.
Performance Indictors:

CC 3B.1 The agency publishes general organizational goals directed toward achieving its long-range plans. The agency publishes corresponding specific objectives to implement these goals and incorporate the measurable elements of time, quantity, and quality.

Description
The strategic planning process identifies long-range planning goals to support department service delivery. Each goal within the strategic plan is assigned to a responsible party who manages development while also tracking progress. Goal responsible parties provide updates as performed to the fire chief and accreditation manager on goal status. The strategic plan incorporates measureable elements of time and progress.

Appraisal
The published goals in the strategic plan have identified timeframes which can be adjusted if needed. Measureable elements of progress have been captured within each current goal. The fire chief has been able to stay abreast with the development of goals and objectives using this management process.

Plan
The department will continue with the management processes in place to implement and track goals. The fire chief will communicate with the accreditation manager on an annual basis to evaluate the effectiveness of tracking measureable elements.

References
2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan
3B.2 The agency assesses its current status when establishing goals and objectives.

**Description**

The department assesses its current status when establishing goals and objectives by performing an analysis of strengths, weaknesses, opportunities, and threats (SWOT). The goals and objectives published in the strategic plan are community-driven, based on information gathered by an external facilitator.

**Appraisal**

The publishing of the Strategic Plan has allowed members of the department access to organizational goals and objectives; however, several improvements can be made. First, the department should ensure that all members have been made aware to the document’s location (web page / intranet). Another option would be to place program goals and objectives on a department intranet ‘Chief’s Message” for greater visibility.

**Plan**

The Executive Team and the internal stakeholder group will continue to assess its status and the gap of where it wants to be. The department will continue to publish updates Strategic Plan so that all department personnel have access to the document. The fire chief will review options for publishing annual program goals and objectives on the department intranet “Chief’s Message” by June 1, 2018. The fire chief will continue to meet with the shifts and stations at least twice a year.

**References**

2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan

Department Intranet

Activity Calendar Screen Shot – Chief Meetings
3B.3  The agency invites internal and external stakeholder participation in the development, implementation, and evaluation of the agency’s goals and objectives.

**Description**

The Center for Public Safety Excellence (CPSE) Technical Advisor Program facilitated the agency’s 2016-2021 Strategic Planning process in July of 2016. A community-driven process of external and internal stakeholders were instrumental in the development of the plan. Input from both internal and external stakeholders assist in the development of the department’s goals and objectives.

**Appraisal**

The departments has utilized an external facilitator to assist in the development of the department’s goals and objectives. The process has been effective. This external group has allowed for a nonbiased approached to orchestrate the process of collecting information and publishing the final document. The fire chief has presented development towards the achievement of strategic goals in meetings with the city manager.

**Plan**

The department will continue to advocate an external facilitation of the strategic planning process. The fire chief will communicate with the city manager and recommend an annual update presentation to the community using the city commission as a forum.

**References**

2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan
3B.4 Published materials accurately portray the agency’s goals and objectives as well as mission, vision, and values in context.

Description
The Center for Public Safety Excellence (CPSE) facilitated the agency’s 2016-2021 Strategic Planning process the July of 2016. A community-driven process of external and internal stakeholders were instrumental in the development of the plan. The department published its goals and objectives in the 2016-2021 Strategic Plan. The Strategic Plan also prominently features the department’s mission, vision, and core value statements. The Strategic Plan is published on the department’s web site and on the department intranet. The mission and vision statement is displayed at each station in picture frames.

Appraisal
The Strategic Plan has provided an effective forum to publish the department’s goal and objectives as well as the mission, vision, and core value statements. These elements have provided the foundation for achieving organizational excellence while serving as the moral compass in every facet of department operations. Internally, the mission, vision, and core value statements have been published in departmental policy and displayed at each station. The public has the opportunity to review each of the elements through the department’s web site. The Standards of Cover contains each of these statements as well. Both documents have been placed on the department’s web site for public review. The strategic planning document has served as a quality published document affording organizational improvement through the accomplishment of objectives.

Plan
Department members, led by the executive staff will continue to work on the accomplishment of the strategic plan, with the accreditation manager updating plan goals and objectives as necessary. These documents are maintained on the department’s web site for department and public review as well as internally at each station. The Fire Chief will ensure that department policies are reviewed on an annual basis.

References
2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan
3B.5 The governing body responsible for establishing policy reviews the agency's goals and objectives.

Description
The department presents departmental goals and objectives to the governing body through the submission of the Strategic Plan and Standards of Cover by the city manager and placement on the city digital library. The Strategic Plan is the main document for identifying both short and long-term goals and objectives. The Standards of Cover is used to establish response time performance, deployment levels, and also recommendations for maintaining service levels. Both documents support department funding requests during the budget process. As a matter of policy, the City does not adopt individual department plans because of the frequent changes in commission membership.

Appraisal
Both documents have provided an effective means for establishing department goals, objectives, and service delivery performance. Both documents have served as a planning tool to the governing body so that public policy may be established. The department utilizes the strategic plan as a guide when requesting funds or budget development. The city has funded external facilitation for the development of the plan and encourages its use as a good planning tool.

Plan
The fire chief will provide the city manager and governing body with an update quarterly on organizational goals and objectives.

References
2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan
2017 Standard of Cover
Digital Library screen shot

3B.6 When developing organizational values, the agency consults its members.

Description
The Center for Public Safety Excellence (CPSE) facilitated the agency’s 2016-2021 Strategic Planning process in July of 2016. This process is community driven. The community-driven process of external and internal stakeholders was instrumental in the development of the plan. The department published its goals and objectives in the 2016-2021 Strategic Plan. Internal stakeholders came to a consensus on the PRIDE values acronym and term. Professional, Respect, Integrity, Diversity and Excellence.

**Appraisal**

The mission and values are the foundation of this department. Thus, every effort will be made to keep these current and meaningful so that the members, who make up our department, are guided by them in the accomplishment of the goals, objectives and day-to-day tasks. Values embraced by all members of the organization are extremely important, as they recognize the features that make up the personality of the organization.

**Plan**

Member input will continue to be received during the evaluation of organizational values during the strategic planning process.

**References**

2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan
Criterion 3C: Implementation of Goals and Objectives

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

Summary:
The department utilizes the strategic planning process as its basis for goal and objective implementation. Annually, department managers evaluate the strategic plan for relevance and effectiveness. Members submit specific program goals and objectives to assist in the formulation of the general goals and objectives, and subsequently the strategic plan. All department personnel and the City Manager receive the finalized strategic plan and the department’s goals and objectives. The City Manager makes the plan available to the city commission.
Performance Indictors:

CC 3C.1 Some form of organizational management process is identified and used to track progress and results of agency goals and objectives relating to general organizational and operational programs.

Description
Strategic Planning- The strategic planning process identifies long-range planning goals to support department service delivery. Each goal has an established tentative time frame. Specific objectives are identified to accomplish these goals. Each goal in the Strategic Plan is assigned to a responsible party to oversee goal achievement and to track progress. The responsible parties communicate with the fire chief and accreditation manager as development occurs. The accreditation manager updates the strategic plan.

Program Appraisals- Program managers are responsible for establishing individual program goals and objectives. Progress in monitored through the submission of annual program reports, which identify and track program goals, objectives, and performance measurements. These reports are presented throughout the year to managers during monthly manager’s meetings. Program managers and project team coordinators submit these annual reports to the accreditation manager and subsequently the fire chief for review and approval. These reports provide the basis for program analysis.

Annual Compliance Report- Response time performance goals are identified in the Standards of Cover. Annual response times are measured against established benchmarks. Strategies for improvement are identified.

Appraisal
Each of the above management processes have adequately met department needs. These processes have been used to track both short and long-range goals and objectives. The review of the Strategic Plan, Program Appraisals, and the Annual Compliance Report has ensured that goals, objectives, and response time performance has remained consistent with the department’s mission.
Plan
The department will continue with the management processes in place to implement and track goal progress. The accreditation manager and fire chief will evaluate these systems annually to ensure they remain effective.

References
2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan
Monthly Manager Meeting Program Review Calendar
Program Appraisal example
CC 3C.2  The agency designates personnel to lead the implementation of respective goals and objectives.

Description
The department’s Strategic Plan lists general organizational goals. The Strategic Plan provides for performance measures through critical tasks. These tasks are qualitative in nature. The department’s annual program appraisals provide for individual program goals and objectives.

Each program report lists performance measures that are both qualitative and quantitative in nature. Performance measures are developed by the department’s goal managers, program managers, and project team coordinators. Personnel have been assigned responsibility for program and goal management. These personnel are responsible for the development of effective performance measures.

Appraisal
Each of the above processes have adequately provided for performance measures that may be used to evaluate the effectiveness and achievement of organizational goals. The fire chief, through review of periodic reports, has approved goal performance measures by acknowledging there achievement or development.

Plan
The department will continue with the processes being used to identify and implement goal performance measures. Personnel assigned responsibility for goal management will ensure that the performance measures being used are effective at evaluating and achieving each goal. The fire chief and accreditation manager will review the implementation process annually.

References
2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan
Monthly Manager Meeting Program Review Calendar
EMS Program Appraisal Example
3C.3 All members receive information explaining the agency’s goals and objectives.

**Description**

The department’s Strategic Plan and Standard of Cover are published on the department’s web site and on the department’s intranet network. The Strategic Plan identifies the organization’s short and long-range goals and objectives. The Standards of Cover establishes response time and service delivery goals and objectives. Both documents ensure that organizational goals and objectives remain consistent with the department’s mission. The Accreditation manager publishes annual program appraisals on the department’s internal intranet page.

**Appraisal**

The publishing of the Strategic Plan and Standards of Cover has allowed members of the department access to organizational goals and objectives; however, improvements can be made to ensure all members of the agency understand the goals. The department should ensure that all members have been made aware each document’s location (web page/intranet) so personnel are aware of short-term program goals and objectives.

**Plan**

The department will continue to publish the Strategic Plan and Standards of Cover so that all department personnel have access to the document. The accreditation manager will review options for publishing annual program goals and objectives for greater visibility and understanding.

**References**

2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan

Monthly Manager Meeting Program Review Calendar

[Example Annual Program Appraisal Form](#)
3C.4 The agency, when necessary, identifies outside resources that can be consulted in regards to accomplishing an agency's goals and objectives.

**Description**

The department has identified numerous governmental and private agencies that are consulted to provide the appropriate resource support capabilities when necessary. External agency support includes Federal, State and Local government roles as well as private agencies. Intrastate and interstate agreements allow for acquiring resources beyond Douglas County. A chief officer from the department serves as a standing member Executive Board of the Lawrence Emergency Planning Committee (LEPC).

**Appraisal**

This approach has worked well. The department has received adequate support from outside resources as needed to obtain necessary data or program materials to accomplish our department goals and objectives. These agreements have provided adequate interagency assistance. Prearranged assistance agreements may not be in writing; however, there are communication methods that ensure the availability to provide needed services. These agreements have been exercised through receiving and providing mutual aid resources for fire and emergency medical resources. Kansas has adopted an intra-state mutual aid agreement. All fire departments are included unless they opt out.

**Plan**

The department will continue with the process in place. The accreditation manager will provide follow up information to the fire chief following each contact.

**References**

2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan

Example 9-1-1 Board Meeting Agenda

Mutual Aid resolution example

[Kansas intra-state mutual aid agreement](#)
**Criterion 3D: Measurement of Organizational Progress**

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

**Summary:**

The department annually assesses its goals and objectives during the annual strategic planning sessions. Program goals and objectives provide the basis for the department’s goals and objectives. Program managers continuously assess the success or deficit of their programs based on the stated goals and objectives. During the annual strategic planning sessions, goals and objectives are re-examined and modified as needed. Program managers have the ability to modify their program goals and objectives as needed.
Performance Indictors:

CC  3D.1 The agency’s goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency’s mission, vision, and long range plan(s).

Description
Each goal in the Strategic Plan is assigned to a responsible party to oversee goal achievement and track progress. Each responsible party provides information to the fire chief on goal status. The Strategic Plan is reviewed annually by department managers and updated. Goals and objectives are modified at this time.

Program goals and objectives are identified in annual program review appraisals. Program managers and project team coordinators submit these reports to the fire chief for review and approval. Each year, goals and objectives are evaluated and modified to meet program needs.

Appraisal
The management process has allowed organizational goals, objectives, and response time performance to be reviewed and modified on a periodic basis. Personnel have been assigned responsibility for reporting each goal and objective. Responsible parties have provided quarterly reports while program managers and project team coordinators have provided annual reports. These reports have been effective in ensuring the fire chief has been made aware of goal and objective status. The Strategic Plan has been reviewed on an annual basis to ensure organizational goals and objectives remain consistent with the department’s mission.

Plan
The department will continue with the processes in place to examine and modify organizational goals and objectives. The accreditation manager will ensure that personnel assigned report responsibility will provide these reports in the time frame prescribed.
References
2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan
Monthly Manager Meeting Program Review Calendar

Annual Program Appraisal Form Template

2017 EMS Program Appraisal
CC 3D.2 The agency evaluates administrative and operational processes to determine improvements in efficiency and execution in pursuing organizational objectives.

Description
The city manager receives a Monthly Activity Report of progress towards department goals and objectives from the fire chief. The department’s executive staff identify specific performance measures of the strategic plan and corresponding suspense dates. Program managers provide the Executive Staff with information about the successes and deficits of specific program goals and objectives in annual program appraisals.

Appraisal
The method for assessing the achievement of the quality and need of each goal and objective needs improvement. The processes in place has lacked efficiency and execution of tasks associated with monitoring and reporting organizational performance.

Plan
The department will investigate and evaluate systems which will assist in improving organizational performance monitoring.

References
2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan
Monthly Activity Report
EMS Program appraisal
3D.3 The agency provides progress updates to the governing body, its members, and the public regarding goals and objectives.

**Description**

The department currently does not report on progress related to strategic goals and objectives to the governing body and public. The department communicates with its members to review goals and objectives in the first quarter annually, documented in the monthly manager meeting program review calendar. The strategic plan is presented to the city manager and kept in the City’s digital library.

**Appraisal**

The department has not reported on the progression of strategic goals externally, other than the city manager. The updates provided internally have been effective, but haven’t been accessible following the manager’s meeting.

**Plan**

The department will annually post the updated strategic plan on its webpage which is available to both internal and external stakeholders. The fire chief will communicate strategic planning progression to the city manager and elected officials. The executive team and the accreditation manager will explore technology and software options for implementation by 2019 to provide the public progress updates on our goals and objectives.

**References**

Monthly Manager Meeting Program Review Calendar

Digital Library Screen Shot