



2012-2017 Strategic Plan



"Committed to saving and protecting lives and property."

Introduction

The Lawrence-Douglas County Fire Medical (LDCFM) provides fire suppression, emergency medical services, technical rescue, special operations, fire prevention/inspection, and public education to the City of Lawrence, Kansas. LDCFM 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 agency'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 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 the LDCFM to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." Furthermore, it provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the agency's external and internal stakeholders' groups performed an outstanding job in committing to this important project and remain committed to the document's completion.

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



LAWRENCE-DOUGLAS COUNTY FIRE MEDICAL STRATEGIC PLAN

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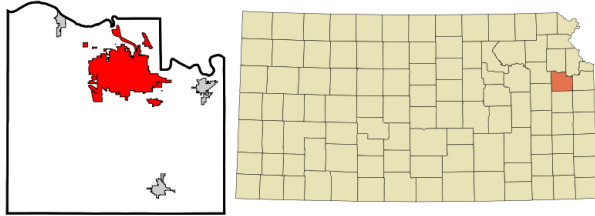
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Organizational Background

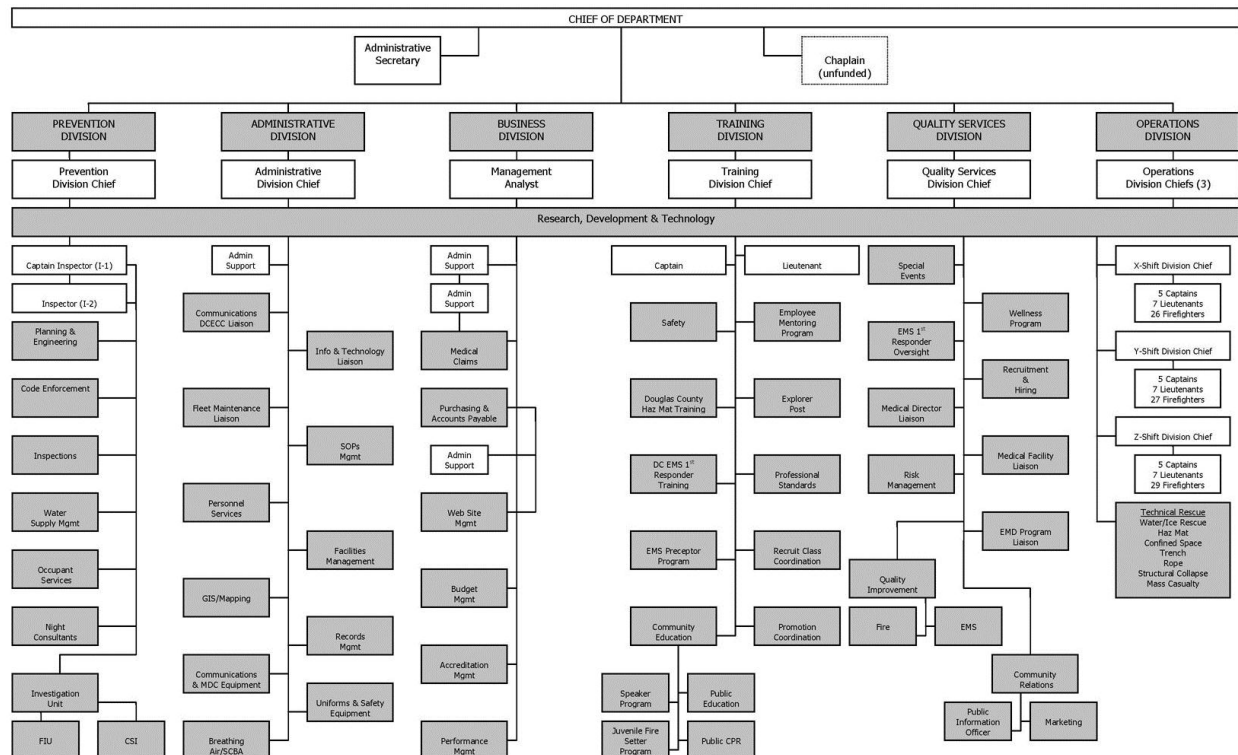


Founded in 1854, Lawrence was named for Amos Adams Lawrence - a prominent politician and antislavery partisan, and is the county seat of Douglas County, Kansas.

The Lawrence Fire Department was first organized in 1859 as a volunteer engine company.

By 1915, the department became fully paid and ventured into emergency medical responses in the 1950's. Today's Lawrence-Douglas County Fire Medical Department is a division of the City of Lawrence providing fire suppression, emergency medical services, fire prevention, hazardous materials mitigation, water rescue, confined space rescue, rope rescue, vehicle extrication, trench and structural collapse rescue to the City of Lawrence, University of Kansas, and Haskell Indian Nations University. With support from Douglas County, the department also provides emergency medical services to all cities, universities, and unincorporated areas within the county. The combined call volume is approximately 10,000 annually.

Five stations in Lawrence and one EMS station in Baldwin City are staffed with 143 field staff working a "Berkley" shift schedule.



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Definition of a Community-Driven Strategic Plan

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community.

To ensure that community needs were incorporated, the Community-Driven Strategic Planning process was used to develop the LDCFM Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

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

Peter F. Drucker,
Professor of Social Science
and Management

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. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes factored in appropriately.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public through better, faster, and less expensive programs.

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Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. 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.¹

The U.S. Federal Consortium Benchmarking 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.

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.

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

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Where Does the Community Fit into the Strategic Planning Process?

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.²

Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List," or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

² Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

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The Community–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

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. Revise the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Revise 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 the LDCFM's External and Internal Stakeholders for their participation and input into the Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Bradford for his leadership and commitment to this process.

Development of the LDCFM's Strategic Plan took place in September 2011, during which time representatives from the CPSE and the LDCFM held an open meeting where members of the public, or external stakeholders were invited. Input received from the meeting revolved around community expectations, concerns, and other comments about the agency. The agency and the CPSE expresses a special 'thank you' to community members who contributed to the creation of this strategic plan, as it was truly a team effort. Those present at this meeting were as follows:

Table 1: Lawrence-Douglas County Fire Medical's External Stakeholder Group

<i>Jane Blocher</i>	<i>Ted Boyle</i>	<i>Thomas Bracciano</i>
<i>Gary Bradley</i>	<i>Doug Dawson</i>	<i>Brandon Dunklau</i>
<i>Don Gardner</i>	<i>Kurt Goeser</i>	<i>Mike Harrity</i>
<i>Kyle Hayden</i>	<i>Mark Henderson</i>	<i>Sarah Hill-Nelson</i>
<i>Erv Hodges</i>	<i>David Johnson</i>	<i>Gwen Klingenberg</i>
<i>Charlotte Knoche</i>	<i>Chris Lesser</i>	<i>Nancy Longhurst</i>
<i>Shirley Martin-Smith</i>	<i>Gene Meyer</i>	<i>Mark Pennel</i>
<i>Wayne Riley</i>	<i>Dick Stuntz</i>	<i>Ken Wagner</i>
<i>Charles Warner</i>		

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Community Group Findings

A key element of the LDCFM's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the agency asked representatives from their community to participate in a meeting which would focus on their needs and expectations of the agency. Discussion centered not only on the present service programs provided, but also on priorities for the future.

Community Priorities

In order to dedicate time, energy, and resources on services most desired by its community, the LDCFM needs to understand what the customers consider to be their priorities. The External Stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

Table 2: Community Service Program Priorities of the Lawrence-Douglas County Fire Medical

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	181
Rescue – Basic and Technical	2	155
Fire Suppression	3	142
Hazardous Materials Mitigation	4	103
Domestic Preparedness Planning and Response	5	88
Fire Prevention	6	83
Fire Investigation	7	70
Public Fire – EMS Safety Education	8	55
Coroner Scene Investigation	9	23

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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. Following are the expectations of the community's External Stakeholders:

Table 3: Community Expectations of the Lawrence-Douglas County Fire Medical (verbatim, in priority order)

1. Quick response to the scene of emergency situations.
2. Well educated and trained to carry out their duties properly.
3. Well equipped with the tools they need to do the job.
4. Highest level of professionalism and conscientiousness.
5. Timely action to address emergencies.
6. Ability to respond to any incident within the county – especially when more than one occurrence at a time.
7. Use ambulances and smaller vehicles on EMS calls.
8. Technical competence.
9. Very efficient but capable emergency services.
10. Strong fire prevention outreach programs.
11. Adequately staffed to deal with emergency situations in Douglas County.
12. Actively involve the public in the process of improving services.
13. Build a fire station in north Lawrence.
14. Hire the best and brightest firefighters.
15. Get along with each other.
16. Disciplined as good stewards of tax dollars.
17. Communicate with key stakeholders.
18. Improve public relations.
19. Listen to property or business owners who have questions.
20. Treat people as people.
21. Ability to protect the increased number of high-rise buildings.
22. A service mentality.
23. Policies that fit the community of students and residents.
24. Pride in their vital role in our community.
25. Specialized action to address whatever situation is experienced.
26. Ethical.
27. Staff should be in top physical condition.
28. Trained in "site specific" hazards.
29. Caring personnel.

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30. Strong community presence.
31. Transparent to the community.
32. Kindness.
33. Sensitivity to the people suffering in the emergency – handle as you would your own family.
34. Training the public in fire and accident prevention.
35. Be positive with the job and the City.
36. Accurate with medical decisions.
37. Dedicated.
38. Work to understand the needs of businesses.
39. Total paramedic services.
40. Courteous.
41. Respectful and clear communications with the community.
42. Ability to coordinate with other key entities.
43. Humility.
44. Cost effective.
45. Work with law enforcement and utilities on training.
46. Proper prioritization of resources.
47. Responsive to public needs.
48. Protect <u>all</u> neighborhoods.
49. Do more with less money.
50. Communication of results after investigation.
51. A community minded department.
52. Team approach.
53. Use of most current and up-to-date techniques.
54. Caring personnel.
55. Don't get too broad or comprehensive on approach to service delivery – stay with basic services.
56. Be active and visible in the community.
57. Results that are visible, and of good quality.
58. Bravery.
59. Put people over property.
60. Live within the budget.
61. Don't just put out fires, explain how to correct it.
62. Cooperative.
63. Good community relations.

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Areas of Community Concern

The Community–Driven Strategic Planning Process would be incomplete without an expression from the community regarding concerns about the agency. 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.

Table 4: Areas of Community Concern of the Lawrence-Douglas County Fire Medical

• Need more communication with neighborhoods.
• Routing around traffic and street building.
• Being able to make more than one accident/fire (for instance accidents in the county and a fire in town, or vise-versa).
• Future development past K-10 west.
• May be public perception that we have more equipment than necessary. Too much money invested.
• Need increased inspection of multi-family living units (student housing).
• Lack of equipment/training on high rise buildings.
• Since (the previous fire marshal) left, I have no idea <u>who</u> the fire marshal even is!
• Why do you have to put on sirens when it is not an emergency? Just gets everyone upset.
• Funding for vehicles.
• Adequacy of funding.
• Staffing.
• They are up to date with protocols with local providers.
• Lack of professionalism when working with other community agencies.
• Make sure egos and desire for excellence recognition does not get out of line regarding costs and resource allocation.
• Keep department on mission for basics – simply not the time to expand services that would be “nice to have.” Must stick to needs.
• Cost efficiency – nice to have new and shiny, nice to have the best, but many times the forced 10% can be too costly.
• Amount of manpower available to adequately inspect buildings for codes.
• Responsiveness.
• Interest in connecting with residents at <u>all</u> socio-economic levels.
• Need to see more “PR” type activities like special activities at parks and schools...these activities could be good for children to see/meet the fire department personnel.
• I would like to see the fire department hold more open house activities so the public can see the equipment, facilities and other aspects they deal with daily.
• The Community Mental Health Center would like to strengthen our relationship and

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become a stronger partner. The Center is part of the County Emergency Management System providing mental health services including critical incident management and debriefing for victims and 1st responders. Of the County departments, we have worked the least with Fire/Medical.

- No fire stations in North Lawrence.
- Keeping all active personnel fit and prepared to respond – strong, not overweight.
- Have some concern about loss of medical response in rural Douglas County.
- Concern about slow response time of Emergency Medical Services in outlying areas of Douglas County.
- Some concerns that proper and adequate funding support for additional equipment necessary to support the responsibilities in all of Douglas County.
- Not a big fan of green trucks (though not a big deal) ☺.
- The number of firefighters to community exposure... do we have appropriate resources to cover our needs?
- Spread too thin as an organization with all of the programs you're trying to provide?
- Does the department have enough man/woman power?
- Does the department have properly trained personnel?
- Do you have the equipment you need to do the job?
- Is the department keeping up-to-date with the current issues?
- Does the department need more funding?
- Concerned that there is adequate water flow and pressure if responding in the NW part of Lawrence.
- The time it takes to get to North Lawrence.

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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 agency'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.

Table 5: Positive Community Comments about the Lawrence-Douglas County Fire Medical

• Committed to their career.
• Pride in what they do, and desire to continuously improve.
• Dedication to the public good.
• Keeps our insurance rating the best which helps our property owners.
• They have been a good resource in reviewing our business operation for code compliance.
• A positive resource with respect to code review and building design planning.
• Tenure of personnel.
• We have an excellent relationship with the department.
• From my experiences, I have observed excellent response times when we needed them.
• Their advice and recommendations are always helpful and welcomed.
• Very impressed with the leadership and representatives I have met from the fire department so far.
• Seems like we have an adequate number and great location of all facilities.
• Need continued participation in programs like Leadership Lawrence.
• Our firefighters act professionally when in the public.
• The fire department conducts itself in an efficient manner.
• The firefighters give back to the community as time permits.
• I believe our fire department is adequately staffed to handle emergencies in our county.
• The department has a very professional appearance.
• The perception is that the force is experienced and well trained.
• The department is visible in the community, which is necessary.
• I feel the department is proactive.
• We (those who live outside of Lawrence, but inside the County) appreciate the support you give to our local fire department.
• Well trained staff.
• Responsive and good communicators.
• Making efforts to train for site-specific hazards.
• Good community education.
• Professionalism.

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- Public presence of the Fire Chief.
- I have a strong respect for what the department does and the role they have in our safety.
- People and equipment always clean and looking good.
- Excellent driving in emergency situations this past year.
- Some members getting involved in the community.
- Continue education of the department including the City Manager and staff.
- They have always been quick to respond in any emergency I have been involved with them.
- Good partners of support on major events.
- Visible within the community.
- Excellent response times when we needed them.
- The department is very professional
- Equipment appears to be well maintained.
- The department is very proactive in most areas.
- Does a great job in emergency preparedness.
- They have been helpful and respectful in my interaction with them.
- LDCFM is one of the strongest organizations in our community. Chief Bradford is a rock star, as is all of his staff of firefighters. Hard to find a more professional group anywhere.
- Seeking community input in a process like this.
- Accredited department.
- Excellent to work with as a medical professional.
- Extremely responsive to unintentional false alarms.
- Provides great education on fire prevention.
- The department has been very professional in the past. Only one negative occasion, but corrected.
- Good response record.
- Interaction with people in crisis is good – very thoughtful and considerate.
- Easy to work with – code enforcement and inspections.
- Good relations with the community.
- Strong participation at City/County policy making.

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Other Thoughts and Comments

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

Table 6: External Stakeholders' Other Comments about the Lawrence-Douglas County Fire Medical

• In my position I tend to get more discussion with the police department. Need an official spokesperson for the fire department.
• Fire/Hazard inspections of multi-family units needed and must be increased.
• Excellent facilitator! This should be a very good process for fire/medical. I wish I were attending the whole planning process.
• Keep up the good work!
• The LDCFM is outstanding in what they do. Keep up the great work.
• Chief Bradford is a phenomenal leader for this department. Next to Bill Self, he is probably the next best known person in Douglas County. His entire department is classy and top notch. We appreciate his sense of humor too! Much needed!
• Thanks for allowing feedback.
• Great speaker, thanks for the invitation.
• Feel positive about fire/medical. Think they are in general well-trained and prepared. I feel in good hands in the event of a fire incident. Have the sense that they are here to serve the community.
• Thank you for inviting us and the solicitation of our feedback on this project.
• Thank you for your service to our community.
• Involvement in this process is appreciated. Keep trying to improve.
• Thoroughly underwhelmed by presenter today – I'm fully confident we can identify a stronger facilitator for this important process.
• They do a good job if they can get there.
• Thanks for allowing our input.
• Among all of the cities in Kansas that I am familiar with, Lawrence Douglas County Fire Medical are a group of people that we can all be proud of – their love of their job and the people they serve is obvious.
• Need a follow-up to this presentation.

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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 agency's approach to Community-Driven Strategic Planning, with focus on the LDCFM's Mission, Values, Core Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions generated a high level of interest and participation by the broad agency representation in attendance, as named and pictured to follow.

Table 7: Lawrence-Douglas County Fire Medical's Internal Stakeholders

<i>Rhonda Birdsong KU Public Safety</i>	<i>Mark Bradford Fire Chief</i>	<i>Shaun Coffey Division Chief</i>	<i>Nathan Coffman IAFF Local VP</i>
<i>David Corliss City Manager</i>	<i>Ben Dennis Captain</i>	<i>Dena D'Erole Douglas County Emergency Communications</i>	<i>Scott Dieker Captain</i>
<i>Pete Easterwood Captain</i>	<i>Kathy Elkins IAFF Local President</i>	<i>Mark Elliott Captain</i>	<i>James Ens Captain</i>
<i>Dean Garrison Acting Officer</i>	<i>Doug Green Division Chief</i>	<i>Joe Hoelscher Division Chief</i>	<i>Alicia Holliday Business Manager</i>
<i>Brandon Holloman Captain</i>	<i>Ryan Hornberger IAFF Local Secretary</i>	<i>Mark Hummel Captain</i>	<i>AJ Johnson Captain</i>
<i>Pat Karlin Captain</i>	<i>Bill Cory Captain, LPD</i>	<i>Chris King Captain</i>	<i>James King Division Chief</i>
<i>Scott McCullough City Planning</i>	<i>Ken McGovern Douglas County Sheriff</i>	<i>Byron Miller Engineer</i>	<i>Zane Morgan Captain</i>
<i>Aaron Payne IAFC Local Treasurer</i>	<i>Stan Ray Captain</i>	<i>Ron Rushing Acting Officer</i>	<i>Jim Saladin Captain</i>
<i>Joe Schaumburg Captain</i>	<i>Lyle Schwartz Division Chief</i>	<i>Teri Smith Douglas County Emergency Mgmt</i>	<i>Bill Stark Division Chief</i>
<i>Nathan Stover Captain</i>	<i>Pat Talkington Captain</i>	<i>Justin Temple Captain</i>	<i>Eve Tolefree Division Chief</i>
<i>Dave Wagner City Utilities Director</i>		<i>Jim Wisdom Information Systems Director</i>	

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Internal Stakeholder Group



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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 work group of the LDCFM's Internal Stakeholders met to review the existing Mission and collectively agreed to the following:

Table 8: Lawrence-Douglas County Fire Medical's Mission

Committed to saving and protecting lives and property.

Internal stakeholders conducting a work session



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Values

Establishing values and associated statements embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. LDCFM Internal Stakeholders agreed to modify the existing values terms and statements.

Table 9: Lawrence-Douglas County Fire Medical's Values Statements

<i>Compassion and Respect</i> Caring Humility
<i>Community Oriented</i> Visible Transparent Involved Pro-Active
<i>Diverse</i> Workforce Community Interaction Responsiveness
<i>Professionalism</i> Education Training Integrity Ethical Pride
<i>Teamwork</i> Organizational Other Agencies – Entities Community Leaders
<i>Leadership</i> Internal External

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

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Programs and Services

The LDCFM Internal Stakeholders identified the following core programs provided to the community, as well as some of the services that enable the agency to deliver their core programs:

Table 10: Core Programs

• Emergency Medical Services	• Rescue - Basic and Technical
• Fire Suppression	• Hazardous Materials Mitigation
• Fire Prevention	• Fire Investigation
• Public Education	• Coroner Scene Investigation
• Domestic Preparedness Planning and Response	

Table 11: Support Services

• Training	• Administration – City and County
• Maintenance	• Communications
• Human Resources	• Information Technology
• Planning and Development Services	• Public Works Services
• Law Enforcement	• Utility Companies
• Employee Assistance Program	• Quality Assurance Program
• Code Enforcement	• Hospitals
• Emergency Management	• County Financial Resources
• City Financial Resources	• Mutual Aid Resources
• IAFF Local 1596	• Ambulance Service EMS Billing
• County EMS First Responders	• Township/Municipal Fire Departments
• Air Ambulance Services	• State Fire Marshal Office
• State/National Training Programs	• Contract Coroner
• Alarm Services Companies	• Regional Trauma Centers
• Local Universities	• State Agencies
• Red Cross	• HAM Radio Operators
• Railroads	• US Coast Guard
• Dive Team	• School District
• County Haz Mat	• County Mental Health
• NE Regional Homeland Security	• Municipal Court
• Economic Development Council	• MARCER
• LMH Occupational Health	• Legal Department – City and County

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S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. The LDCFM 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. Through a consensus process, the Internal Stakeholders identified the strengths of the LDCFM as follows:

Table 12: Lawrence-Douglas County Fire Medical Strengths

Equipment Replacement Program	Station Condition(except for 1&11)
Quality of Personnel	Open to Scrutiny
Minimum Staffing	Participatory Management
Training	Leadership
Budget Management	Response "Travel Times" in the City
Safety	Gear Replacement Program
Motivated Staff	Benefits package
Education	Chaplain Program
Prevention	Technical Skills
Apparatus Replacement Program	PEER Fitness Program
Safety Program Teams	Training Program Team
Evaluation Project Team	Fire Streams Project Team
Explorer Program	IAFF Local 1596
Experience of Personnel	EAP
Extra Board	Relationships with other Agencies
Facilities	Public Perception
Citizen Survey Results	Low Turnover/Longevity
Annual Physicals	Immunizations/Flu Shots
Community Charity	Public Education
First Responder Program	Continuing Education Provider
Quality Assurance Program	Relationship with KSFRTI

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Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to begin or 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 those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the Internal Stakeholders as weaknesses:

Table 13: Lawrence-Douglas County Fire Medical Weaknesses

Training Technology	Understanding of the Communications Center
Report Writing Documentation – consistency/narratives/coding/data/output value	Turnover/Retirements – loss of knowledge base
Technical Rescue (also technology)	Training Methodology (also technology)
Skills – FF/EMS	Time Management / Priorities
Lack of Use of Mutual Aid	Technology – MDT, IT Updates
Internal/External Communications	Infrastructure for Expansion of IT
Extra Board	Performance Evaluation Program
Total Response Time	Proficiency vs. Demands
Input from all Levels of the Department	Organizational Staffing Levels
The Condition of Stations 1 & 11	Communications of Staff and Administrator Credential Requirements
Information Flow	Policy Consistency
Radio Communications Equipment	Non – MOU Issues
Reporting of Deficiencies in Addressing Employee Needs	Training/PR for Outside Agencies and Stakeholders
Up to date Policies	Training facilities
No Participation by City/County Management in the Strategic Planning Process	Scheduled Training Being Interrupted by Pub Ed and other Events
Apparatus Maintenance and Communication	Shift Ops Scheduling

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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:

Table 14: Lawrence-Douglas County Fire Medical Opportunities

Political Environment/Public Policy	Outside Educational
Technology	City – County Growth
Financial/Economic	Infrastructure (road/water)
Recruitment/Retention/Diversity	Improve Internal and External Communications
Strategic Planning	Ambulance Accreditation
ISO	Business Partnerships
Outside Agencies (State/Federal)	CPI Re-Accreditation
EMS Transition	Social Media
EMS Growth	NFC Application
Hospital Relationship	External Healthcare Facilities (relationships)
Understanding of Law Enforcement Needs/their Education of our Needs (Building Partnerships)	Understanding of Dispatch needs/their Education of Our Needs (Building Partnerships)
Grants	Develop Relationships with Universities
New Wellness Initiatives/Equipment Updates	Measure Effectiveness of public Communication

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Internal stakeholders conducting a work session



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Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly 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:

Table 15: Lawrence-Douglas County Fire Medical Threats

Social Media	EMS Transition
Technology	Non-MOU Issues and Attitudes
Terrorism/Haz Mat/Extremists	Aging Customer Base /Non Demographic Homeless
Research/Bio Lab	Equipment/Facility Maintenance Deferrals
Aging Infrastructure	Crowded Street Routes
Regulations	Economy
Standards	Changing political Climate
Changing Govt Structure	Change in Public Perception
Population Changes	Disasters
Cost of Energy	Public Expectations
Reduced Funding/Grants	Rising Operating Costs
Civil risks	Annexation
Changes to Building Construction	Demographic Changes
Private Providers	ISO

Internal stakeholders conducting a work session



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Critical Issues and Service Gaps

After reviewing the LDCFM's core programs and support services, and conducting a SWOT analysis, the Internal Stakeholders identified the primary critical issues and service gaps. These provide the foundation for the establishment of goals and objectives in order to meet the future vision of the LDCFM.

Table 16: Critical Issues

<p><u>INFRASTRUCTURE</u></p> <ul style="list-style-type: none"> • Technology • Water Supply • Facilities • Growth • Deferred Maintenance • Radio Equipment • Assess Management 	<p><u>TRAINING / EDUCATION</u></p> <ul style="list-style-type: none"> • Technology • Work Day Guidelines • Methodology • Professional Development • Facilities • Equipment / Props / Aids • External • Partnerships 	<p><u>STAFFING</u></p> <ul style="list-style-type: none"> • Diversity • Recruitment • Retention • Compensation / Benefits • Position Audit • Callback / Mutual Aid
<p><u>COMMUNITY</u></p> <ul style="list-style-type: none"> • Relationships • Community Planning • Public Education • Economy (Revenue) 	<p><u>ORGANIZATIONAL</u></p> <ul style="list-style-type: none"> • Regulations • Standards • Procedures / Policies • Work Day Guidelines • Pre-Incident Planning • Change / Communications 	<p><u>TECHNOLOGY</u></p> <ul style="list-style-type: none"> • Hardware • Software • Training • Connectivity • Integration

Table 17: Service Gaps

<p><u>TRAINING</u></p> <ul style="list-style-type: none"> • Scheduling • Financial Support • Standards • Facilities • Technology 	<p><u>EXTERNAL SYSTEMS RELATIONS</u></p> <ul style="list-style-type: none"> • Partnerships with Public Safety Agencies (Dispatch, Law Enforcement, Utilities) • Hospitals/Trauma Centers • Mutual Aid • County EMS First Responders • Quality Assurance 	<p><u>EMERGENCY COMMUNICATIONS</u></p> <ul style="list-style-type: none"> • Hardware • Government Mandates • MDTs • Backup Systems
<p><u>TECHNOLOGY</u></p> <ul style="list-style-type: none"> • Training • Infrastructure • Equipment / Software • Daily Operations 		<p><u>MAINTENANCE</u></p> <ul style="list-style-type: none"> • Facilities • Apparatus • Equipment

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Strategic Initiatives

Having reviewed the agency's critical issues and service gaps, the following strategic initiatives were identified to guide the agency in establishing the goals and objectives.

Table 18: Strategic Initiatives

Training	Physical Assets & Infrastructure	Technology
External Systems Relationships	Workforce Planning & Management	Organizational Standards & Practices
Maintain International Fire Accreditation CFAI		

Internal stakeholders conducting a work session



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Goals and Objectives

The Community-Driven Strategic Planning Process, to this point, has dealt with establishing the Mission, Values, S.W.O.T., Critical Issues and Service Gaps of the LDCFM. In order to achieve the mission of the LDCFM, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community. The internal stakeholders met for several hours to complete this critical phase of the planning process.

The internal stakeholders set timelines for completion of objectives supporting the goals. Leadership of the LDCFM should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change. Once the work groups are established and have had the opportunity to meet and review the goals and objectives, they should report back to LDCFM leadership with a plan on how the goals are to be achieved.

***“If you don’t keep score,
you’re only practicing.”***

Vince Lombardi,
American Football Coach and Motivator

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the agency. By following these goals and objectives carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way.

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Goal 1	In order to effectively achieve our mission, we will identify and enhance training and educational opportunities and the manner in which they are delivered.
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Objective 1A	Complete a comprehensive training facilities assessment and request needed improvements
Timeframe	12 months
Critical Tasks	<ul style="list-style-type: none"> • Assess functionality of current training facility and location. • Determine space needs assessment. • Conduct research of regional and national facilities. • Secure potential funding sources and facility location.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 1B	Develop and implement a video conferencing system available at all facilities.
Timeframe	9 months
Critical Tasks	<ul style="list-style-type: none"> • Evaluate and research current available video conferencing systems. • Establish alternative funding options. • Compile the hardware / software component needs. • Recommend system for purchase. • Education and orient members on the use of the system.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 1C	Identify and analyze the need for new or replacement training props, aids and equipment.
Timeframe	12 months
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current training aids, props and equipment. • Identify new or upgraded equipment available. • Compile a list of needed equipment and costs. • Determine funding sources. • Recommend equipment for purchase. • Training instructors on the use and maintenance of the equipment. • Educate and orient members on the use of the equipment.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Objective 1D	Identify and analyze the need for hands on, scenario based training, consistent among all companies.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Assign task to Training Project Committee • Evaluate current competency based skills of members. • Develop organizational skill standards. • Determine delivery method. • Assign responsibility to station officers. • Evaluate and revise the process as needed.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 1E	Understand and improve partnerships with governmental and educational entities.
Timeframe	12 months, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Identify key partnerships. • Conduct needs assessment for long term relationships • Establish a liaison for each partnership. • Meet with partners to identify mutual interests and expectations. • Mutually agree upon a long range plan for improvement. • Develop training opportunities along with commensurate goals. • Deliver and re-evaluate effectiveness on an ongoing basis.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Goal 2	Ensure necessary, reliable and efficient physical assets and infrastructure are available now and in the future.
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Objective 2A	Identify internal and external physical assets to create a comprehensive list for asset evaluation.
Timeframe	6 weeks
Critical Tasks	<ul style="list-style-type: none"> • Define all physical assets. • Categorize all assets by capability. • Complete a physical inventory of all physical assets. • Manage and sustain an informational storage system relevant to physical assets.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 2B	Identify infrastructure components to create a comprehensive list for evaluation.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Define infrastructure components (i.e. water supply) relative to the departments performance. • Identify all partners dealing with the defined infrastructure. • Meet with identified partners to identify all components and capabilities. • Complete an inventory of all identified components. • Manage and sustain an informational storage system relevant to infrastructure components and capabilities.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 2C	Evaluate each physical asset and infrastructure component to determine necessity, reliability, and efficiency with service delivery.
Timeframe	8 weeks
Critical Tasks	<ul style="list-style-type: none"> • Develop project team and conduct meetings. • Review established inventories for physical assets and infrastructure components. • Determine necessity, reliability and efficiencies as related to service delivery. • Report findings.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Objective 2D	Perform a needs assessment based upon the evaluation of physical assets and infrastructure components as related to future needs.
Timeframe	2 weeks
Critical Tasks	<ul style="list-style-type: none"> • Project team tasked to identify needs not currently being met in relation to physical assets and infrastructure components as listed in critical issues of the strategic plan. • Determine any costs and obstacles to future improvement. • Report the findings.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 2E	Perform analysis to determine gaps and surplus of assets and infrastructure.
Timeframe	4 - 6 weeks
Critical Tasks	<ul style="list-style-type: none"> • Project team compares findings of Objectives 2C and 2D and reports comparison findings. • Prioritize gaps and surpluses. • Develop a prioritized action plan to address gaps and surpluses and identify resources to implement. • Develop performance measures. • Report the findings.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 2F	Implement gap analysis remediation plan through education and training of external and internal partners.
Timeframe	4 - 6 months
Critical Tasks	<ul style="list-style-type: none"> • Project team determines assignments. • Team meets with external partners as necessary. • Team takes necessary steps to provide budgeting and purchasing proposals. • Train and educate as necessary. • Report outcomes.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Objective 2G	Verify effectiveness of implemented plant to determine success and efficiency through performances measures and evaluation.
Timeframe	6 - 12 months, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Evaluate performance measures. • Analyze data to confirm efficiency or challenges. • Adjust implementation and process as required.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Goal 3	Strengthen and enhance relations with our external partners.
Objective 3A	Identify all external partners relevant to the department's operations.
Timeframe	1 - 2 months
Critical Tasks	<ul style="list-style-type: none"> • Establish a focus group to determine external partners. • Prioritize the lists of external partners. • Determine which partners are most critical in order to keep selection number manageable.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:
Objective 3B	Assess current relationships with external partners.
Timeframe	3 - 6 months
Critical Tasks	<ul style="list-style-type: none"> • Identify any policy breakdowns or where no policies and agreements exist with external partners. • Conduct a needs assessment or survey to determine all perceptions between partners and the agency. • Review, analyze and report results and recommendations.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:
Objective 3C	Develop and implement a mutually beneficial plan based on findings and recommendations.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Develop a joint task force for plan development based on the finding and recommendations. • Develop a goal for the identified plan. • Develop objectives for the identified plan. • Develop all critical tasks for the identified plan. • Develop a Quality Assurance Program relevant to the mutual agreement and plan. • Educate all relevant persons in the plan and agreement. • Select date for implementation. • Implement the plan.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Objective 3D	Evaluate and revise all plans and agreements with external partners.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Set a time relevant to the particular external partner and process for evaluation. • Assess the effectiveness of the plan and agreements. • Review and analyze the assessment. • Revise as needed.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Goal 4	Acquire and utilize the most current and integrated technology systems available to use in the management of the department.
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Objective 4A	Perform a complete assessment of the technological needs of the department.
Timeframe	2 - 3 months
Critical Tasks	<ul style="list-style-type: none"> • Complete a comprehensive audit of current technology. • Collaborate with supporting agencies to identify integration compatibility. • Survey and prioritize needs of all department members.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 4B	Develop a plan based on assessments results.
Timeframe	3 - 9 months
Critical Tasks	<ul style="list-style-type: none"> • Identify costs associated with identified technology objectives. • Prioritize implementation based on need. • Identify funds to purchase technology. • Obtain approval.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 4C	Implement the technology enhancement plan.
Timeframe	12 - 18 months
Critical Tasks	<ul style="list-style-type: none"> • Prepare facilities and apparatus for upgrades. • Allocate funds and purchase equipment. • Install and test components. • Train all personnel relative to their roles and responsibilities in the proper use of the technology components.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Objective 4D	Evaluate the implemented technologies and make revisions.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Survey users of the technology to determine strengths and weaknesses. • Identify any service gaps and challenges in the use of the new technologies. • Make recommendations to adjust the plan in order to meet future needs.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Goal 5	Ensure workforce planning and management meets the mission of the department.
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Objective 5A	To maintain and improve workplace diversity.
Timeframe	12 months, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Analyze current workforce diversity. • Research current regional and national diversity trends. • Identify needs based on research outcomes. • Develop and implement a plan based on the research outcomes. • Evaluate the plan and revise as needed.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 5B	Recruit and retain quality employees.
Timeframe	6 months, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Analyze current recruitment and hiring practices. • Research and document best practices used by peers within the industry. • Identify needs based on research outcomes. • Develop and implement a plan based on the research outcomes. • Evaluate the plan and revise as needed.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 5C	Maintain competitive and comprehensive benefits and compensation packages.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Analyze benefits and compensation in relation to peer cities. • Identify a desired level of compensation and benefits in relation to peer cities. • Develop and recommend a plan based on research outcomes. • Evaluate the plan and revise as needed.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Objective 5D	Ensure that staffing levels are adequate on all levels in order to provide core services.
Timeframe	12 months
Critical Tasks	<ul style="list-style-type: none"> • Analyze all critical tasks necessary to meet the department's mission. • Identify any gaps in staffing levels related to services provided. • Identify services not provided that may be required or requested by the community. • Develop and recommend a workforce plan to meet or improve the services required or requested. • Evaluate the plan and revise as needed.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Goal 6	Implement a process that assures all Departmental Policies/SOPs are current and ensure delivery of best practices and service to community.
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Objective 6A	Analyze and evaluate the current review process.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Identify project manager • Develop review board • Identify current process • Review board audits identified process for effectiveness and changes
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 6B	Revise the review process.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Brainstorm solutions • Select best solution • Document recommended new process for administrative review • Process approved and accepted
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 6C	Implement the processes.
Timeframe	3-6 months
Critical Tasks	<ul style="list-style-type: none"> • Distribute policy • Set date for implementation • Project leader implements
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Objective 6D	Evaluate the outcome.
Timeframe	6-12 months
Critical Tasks	<ul style="list-style-type: none"> • Solicit feedback • Audit • Revise
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Goal 7	Maintain International Fire Accreditation.
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Objective 7A	Prepare an updated community driven strategic plan.
Timeframe	3 months and continuing
Critical Tasks	<ul style="list-style-type: none"> Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, departmental concerns and strengths perceived about the fire department. Provide internal stakeholder work sessions to evaluate and update if necessary the mission, vision and values, to determine internal strengths and weaknesses, external opportunities and threats, identify critical issues and service gaps, determine goals and objectives to achieve over five years. Determine a work plan for the accomplishment of each goal and implement the plan. Annually evaluate objectives accomplished with the plan. Report annual plan progress to internal and external stakeholders.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 7B	Conduct an updated community hazards and risk assessment and publish a contemporary Standards of Cover document.
Timeframe	6 - 12 months
Critical Tasks	<ul style="list-style-type: none"> Have necessary personnel receive instruction on hazard and risk assessment, and standards of cover document preparation. Perform updated community hazards and risk assessment. Evaluate community emergency response performance and coverage. Establish benchmark and baseline emergency response performance objectives. Establish and publish Standards of Cover. Maintain, and annually update the Standards of Cover document.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Objective 7C	Conduct and document an up-to-date self-assessment appraisal of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.
Timeframe	12 months
Critical Tasks	<ul style="list-style-type: none"> • Have necessary personnel attend instruction on writing a CFAI Self-Assessment Manual. • Establish a team of Category / Criterion Managers and support staff to conduct research and writing to the Performance Indicators and Criteria. • Write the Self-Assessment Manual • Apply for "Applicant Agency" status with the Commission on Fire Accreditation international. • Work with assigned mentor to review all documentation.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 7D	Achieve agency accreditation by the Commission on Fire Accreditation International.
Timeframe	18 months
Critical Tasks	<ul style="list-style-type: none"> • Apply for "Candidate Agency" status with the Commission on Fire Accreditation International. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Re-Accredited status. • Receive an Accredited status vote in the CFAI hearings, achieving International Accreditation.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Objective 7E	Maintain agency accreditation with the Commission on Fire Accreditation International.
Timeframe	Continuing
Critical Tasks	<ul style="list-style-type: none"> • Submit required Annual Compliance Reports. • Attend regularly scheduled CFAI "Dayroom Discussion" web-meetings to ensure continued education on the CFAI model. • Participate in the accreditation process by providing Peer Assessors for external agency review and identification of possible best practices. • Participate in Heart of America Accreditation Task Force meetings. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accredited agencies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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Vision

On the final day of the process, the CPSE presented LDCFM a vision of where the agency intends to be in the future. This vision provides a target of excellence that the organization will strive toward, and provide a basis for its goals and objectives.

Table 19: Lawrence-Douglas County Fire Medical's Vision

We envision that by 2016, Lawrence-Douglas County Fire Medical will remain recognized as an internationally accredited industry leader in emergency services providing the most effective, proficient and efficient fire medical services to our community. We want to be viewed by others as a community oriented emergency service organization which values compassion, respect, diversity, teamwork, leadership and professionalism.

Our workforce planning efforts will ensure quality recruitment and retention of fire and medical staff necessary to deliver the core programs required to effectively serve the communities of Lawrence and Douglas County. With improved comprehensive training programs and through the use of contemporary organizational standards and practices we will insure consistency and success in the delivery of the Lawrence-Douglas County Fire Medical mission.

Embracing advances in technology where appropriate, the efficiency and effectiveness of our operations will continue to improve. Through improved understanding of our supporting service agencies' capabilities, and by continuously improving our partnerships with those agencies, we will maximize the efficiency of resource management in service delivery. We will monitor the condition of our physical assets and infrastructure and make improvements as necessary when resources allow.

We strive to exceed the expectations of our community, and we vow to continue holding one another accountable for carrying out our mission, living our values, and seeing this vision become reality.

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Performance Measurement

“Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. 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 They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

...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

Why Measure Performance?

It has been said that:

- *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

In order to establish that the LDCFM'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 following:

- 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.

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” that is typically utilized to indicate and measure performance includes the following:

- **Inputs:** Value of resource used to produce an output.
- **Outputs:** Quantity or number of 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. Outcome focuses on the ultimate “why” of providing a service.

The Success of the Strategic Plan

The LDCFM has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the Community-Driven Strategic Planning Process to compile this document. The success of the LDCFM’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 agency, 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 and Acronyms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

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.
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).
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.
Input	A performance indication where the value of resources are used to produce an output.
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.
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.
SOG	Standard Operating Guideline
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.

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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 action. Something to accomplish in assisting the agency to move forward.
Strategic Management	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group, both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify specific changes that must be made, implementing them, and assessing organizational performance.
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.
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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