

LAWRENCE-DOUGLAS COUNTY FIRE MEDICAL



STRATEGIC PLAN 2006



Center for
Public Safety
Excellence

Lawrence-Douglas County Fire Medical Department – Strategic Plan

TABLE OF CONTENTS

INTRODUCTION 2

ORGANIZATIONAL BACKGROUND 4

DEFINITION OF A CUSTOMER-DRIVEN STRATEGIC PLAN 7

PROCESS AND ACKNOWLEDGEMENTS 11

SERVICES PROVIDED..... 14

CITIZENS ADVISORY GROUP FINDINGS 15

 Customer Priorities..... 15

 Customer Expectations..... 16

 Areas of Customer Concern..... 17

 Positive Customer Feedback 17

 Other Thoughts and Comments 19

STRATEGIC PROJECT TEAM FINDINGS..... 20

 The Mission Statement..... 20

 The Vision Statement 20

 Values 22

S.W.O.T. ANALYSIS..... 23

 Strengths..... 23

 Weaknesses 24

 Opportunities 25

 Threats..... 26

CRITICAL ISSUES AND SERVICE GAPS 27

GOALS AND OBJECTIVES 29

PERFORMANCE MEASUREMENT 44

THE SUCCESS OF THE STRATEGIC PLAN 46

GLOSSARY OF TERMS..... 47

ACRONYMS AND ABBREVIATIONS 50

INTRODUCTION

The Lawrence-Douglas County Fire Medical Department has a long history dating back to 1859 when it was first formed as “Republic Engine Company No. 1.” The Lawrence-Douglas County Fire Medical Department is consistently working to achieve the highest level of professionalism and efficiency on behalf of those it serves. Recently the Fire Medical Department decided to enter a self-assessment process for the purpose of self-improvement and attaining international fire service accreditation.

In their goal to pursue Accredited Agency status, the Fire Medical Department contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to place into writing the department’s path into the future. The methodology chosen was to develop and implement a “Customer-Driven Strategic Plan” for the Fire Medical Department. This plan is intended to guide the organization within established parameters set forth by the City Manager, the County Administrator, and the City and County commissions.

The Center for Public Safety Excellence (CPSE) utilized the Customer–Driven Strategic Planning process to accomplish more than just the development of a document. It challenged the membership of Lawrence-Douglas County Fire Medical Department to look critically at paradigms, values, philosophies, beliefs and desires. It challenged individuals to work in the best interest of the “team.” Further, it provided the membership with an opportunity to participate in the development of their organization’s long-term direction and focus. The members of the Lawrence-Douglas County Fire Medical Department Strategic Project Team and the Citizen’s Advisory Group did an outstanding job in committing to this important project and remain committed to the document’s completion.

Lawrence-Douglas County Fire Medical Department’s Strategic Plan sets forth a comprehensive vision and mission statement that provides the agency with a clear path into the future. Additionally, this strategic plan identifies the core values that embody how the agency’s members, individually and collectively, will carry out the agency’s mission. In the following pages, the Lawrence-Douglas County Fire Medical Department identifies their goals, objectives and strategies that will allow the agency to realize its vision.

Lawrence-Douglas County Fire Medical Department – Strategic Plan

The Mission Statement

The mission statement of an organization is intended to describe, in succinct terms, the purpose for the organization's existence. It articulates the principal reason for the agency's presence within the community.

**Committed to saving and protecting
lives and property.**

The Lawrence-Douglas County Fire Medical Department, through a collaborative process, developed the mission statement listed to the left.

ORGANIZATIONAL BACKGROUND

Lawrence-Douglas County Fire Medical is an organization that provides fire, rescue, prevention and special operations services to the City of Lawrence, Kansas, and also provides emergency medical services to Lawrence and all of Douglas County, Kansas. Located approximately 40 miles west of Kansas City along the Kansas River, Lawrence is currently a freestanding community of approximately 89,000 people, which includes 25,000 students attending the University of Kansas and Haskell Indian Nations University during the school year.



The town of Lawrence was chartered on February 20, 1858 in the Kansas Territory. Thereafter, a good deal of business prosperity flourished, including the building of the town's four-story hotel by Colonel S. W. Eldridge for a price of \$80,000. The Eldridge Hotel was built on the site of the previously burned down Free-State Hotel. In 1859, the Lawrence Fire Medical Department was first organized as the "Republic Engine Company No. 1." This volunteer fire company was formed after purchasing a steam engine and hose cart from St. Louis, Missouri.

On January 29, 1861, Kansas became a state and the legislature passed a bill submitting the question of the permanent capital to the vote of the people. Lawrence and Topeka were the two competitors, and in the ensuing election, Lawrence lost. Shortly thereafter, the Republic Engine Company No.1 was disbanded because of a lack of funds from the city due to the Civil War.

The early history of Lawrence was filled with a struggle for the defense of high principles. The culture of the community was that of "free-state ideals" at a time when states were aligning themselves as either free or slave states. To the east, Missouri had



become a slave state, and with an active free-state climate across the border in Lawrence, Kansas, anti-free-state guerilla bands such as "William Quantrill's Raiders" were formed. By 1863 Quantrill had become very bold, and had sacked communities and farms as he pleased. Efforts were made to protect Lawrence from the likes of Quantrill and his raiders. A military company was organized, arms were secured from the State, but the colonel in charge had a peculiar notion that all arms should be kept in

Lawrence-Douglas County Fire Medical Department – Strategic Plan

a community armory and not at home.

At daybreak on August 21, 1863, the worst event in Lawrence's history occurred. William Quantrill, with around 400 men, rode into Lawrence and carried out one of the most brutal raids in history. He was said to have told his men that not a man in Lawrence was to be alive when they got off their horses. For four hours they sacked, burned and murdered. As the firearms were all locked in the armory, there was no chance for the citizens of Lawrence to organize and defend the town. The raiders shot down every man and boy in sight. Not one of Quantrill's men was killed. The four-story Eldridge Hotel, which had been regarded as the citadel of the town was burned to the ground. Buildings and homes throughout the town were destroyed, and when the raiders rode out of town, they left a trail of fire and over 150 dead men and boys. Lawrence was stunned. Only one building on Massachusetts Street, the main business street, was left standing.

Thereafter, the people of Lawrence persevered, rebuilt, and soon again the community began to flourish. A major milestone in the community's efforts to rebuild occurred in 1866 as the University of Kansas opened in Lawrence as an institution for higher education.

In 1868, after constant pressure and persuasion for better fire protection from local businessmen, the city council created a volunteer fire department deemed the Head Center Hose Company. The initial firehouse, the "old engine room", was a barn at 11th and Vermont. In 1869 the Head Center Hose Company moved to the Market Building that became City Hall at 8th and Vermont. The fire station has remained at this location for 137 years, and is still operating as Lawrence-Douglas County Fire Medical Station No. 1 today.

In 1884, another historical milestone for Lawrence, Kansas occurred as the United States Indian Industrial Training School opened. Initially providing agricultural education to Native Americans, the United States Indian Industrial Training School would eventually grow to become what is currently the Haskell Indian Nations University.



A breakthrough in Lawrence community fire protection occurred in 1915 as the Head Center Hose Company became the fully paid Lawrence Fire Department. As the years passed by, changes were made in the programs and services offered by the Lawrence Fire Department. For example, in the 1950's, the Lawrence Fire Department received an E & J Resuscitator from the Sertoma Club of Lawrence, and started its first response to people needing resuscitation.

Lawrence-Douglas County Fire Medical Department – Strategic Plan

In the early 1970's, the Douglas County Ambulance Service began providing paramedic ambulance service for all of Lawrence and Douglas County.

A merger of the Douglas County Ambulance Service with the Lawrence Fire Department in 1997 created the current Lawrence-Douglas County Fire Medical Department. Currently staffed with 139 uniformed and six non-uniformed personnel operating out of five Lawrence fire stations and one Douglas County ambulance station, the Lawrence-Douglas County Fire Medical Department works diligently to maintain balance and the quality of life that Lawrence has built over the years. Lawrence, Kansas was recognized by *Forbes Magazine* as the 7th best small city in the country in 2003, and was ranked as 6th in the nation for number of residents per capita that have college degrees.

The Lawrence-Douglas County Fire Medical Department has a Public Protection Classification Rating of "Class 2" by the Insurance Services Office. This is the best in the state, shared by only four other cities in Kansas.

DEFINITION OF A CUSTOMER-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, policy makers, and full-time, and volunteer 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 do a more efficient job with the available resources, organizations must set objectives based on constructive efforts while eliminating programs that do not serve the customer.

To ensure that customer needs were incorporated, the Customer-Driven Strategic Planning process was used to develop the Lawrence-Douglas County Fire Medical Department strategic plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus efforts while reducing risk and wasted effort. This process was adapted to meet the Lawrence-Douglas County Fire Medical Department's specific needs.

This document is the result of several strategic planning sessions and includes valuable citizen input.

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. A sense of urgency pervades the customer-driven 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. New information from customers, like-providers, and life changes are to be factored into the planning process. ***The strategic plan should be an operationally useful document.***

Customer-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.

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Successful organizations, whether they are Fortune 500 companies, federal agencies, or state or municipal governments, have recognized that developing customer focus is an absolute necessity. With this information, government agencies must strategically plan how they will deliver high quality products and services to the public and their other customers through better, faster, and less expensive programs.

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. In the publication "Serving the American Public: Best Practices in Customer-Driven Strategic Planning Federal Benchmarking Consortium Study Report" dated February 1997, Customer-Driven Strategic Planning is defined 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."*

To fully understand strategic planning, it is necessary to look at a few key words in the 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 whether the organization has achieved success.

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Most importantly, strategic planning can be an opportunity to unify the management, employees, stakeholders and customers 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.

Where Do Customers Fit into the Strategic Planning Process?

For many successful organizations, the voice of the customer drives their operations and charts the course for their future. Companies, as well as state and city governments, have begun focusing on customers as one of the key motivators in planning for the future.

A "customer-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."

Again, it will be useful to define specific terms used in this 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.

Lawrence-Douglas County Fire Medical Department – Strategic Plan

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.

The Customer–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the services provided to the community
2. Establish the community's service priorities
3. Establish the community's expectations of the organization
4. Identify any concerns the community may have about the organization and its services
5. Identify those aspects of the organization and its services the community views positively
6. Develop the Mission Statement, giving careful attention to the services currently provided and which logically can be provided in the future
7. Develop a Vision of the future
8. Establish the Values of the organization's membership
9. Identify the Strengths of the organization
10. Identify any Weaknesses of the organization
11. Identify areas of Opportunity for the organization
12. Identify potential Threats to the organization
13. Establish realistic goals and objectives for the future
14. Identify implementation tasks for each objective
15. Develop organizational and community commitment to the plan

Figure 1: Internal stakeholders reviewing results of last breakout session



PROCESS AND ACKNOWLEDGEMENTS

The Center for Public Safety Excellence acknowledges the Citizens Advisory Group and the Lawrence-Douglas County Fire Medical Department's Strategic Project Team for their participation and input into the "Customer-Driven Strategic Planning Process." The Center for Public Safety Excellence would also like to acknowledge Chief Mark Bradford for his leadership and commitment to this process.

Development of the Lawrence-Douglas County Fire Medical Department's (LDCFM) Strategic Plan was not limited to internal participants alone. In June 2006, a



representative from the Center for Public Safety Excellence and staff from LDCFM held an open meeting where members of the public were invited.

Valuable commentary and useful concerns were collected. The discussion at the meeting revolved around customer concerns, expectations and comments about the Fire Medical Department. The Lawrence-Douglas

County Fire Medical Department and the Center for Public Safety Excellence would like to express a special thank you to the citizens who contributed to the creation of this strategic plan. The development of this plan was truly a "team effort." Citizens present at this meeting were as follows:

Table 1: Lawrence-Douglas County Fire Medical Citizens Advisory Group

<i>Charles Bailey</i>	<i>Karl Birns</i>	<i>Jane Blocker</i>
<i>Ted Boyle</i>	<i>Aaron Brown</i>	<i>Michael Carlisle</i>
<i>Nora Cox</i>	<i>Debbie Dillon</i>	<i>Don Dunn</i>
<i>James Dunn</i>	<i>Nancy Dunn</i>	<i>Will Fernandez</i>
<i>Bobby Flory</i>	<i>Alice Fowler</i>	<i>Greg Gardner</i>
<i>Dana Hale</i>	<i>Nancy Hambelton</i>	<i>Carol Hatton</i>
<i>Matt Henderson</i>	<i>Charles Hill</i>	<i>Mary Ann Hill</i>
<i>Cathy Hilliard</i>	<i>John Hope</i>	<i>Donna Hultine</i>
<i>Jim Jeans</i>	<i>Pattie Johnston</i>	<i>David Longhurst</i>
<i>Charlotte Marthaler</i>	<i>Don Minnis</i>	<i>Terri Moore</i>
<i>Linda O'Donnell</i>	<i>Paula Pepin</i>	<i>John Pettengill</i>
<i>Glen Pribbenow</i>	<i>Diana Robertson</i>	<i>Lewis Roberts</i>
<i>Lori Tapahonso</i>	<i>Terry Tuckwin</i>	<i>John Washburn</i>
<i>Jeff Weinberg</i>	<i>Jay Wiscombe</i>	

A two-day work session was conducted with representatives of Douglas County, the City of Lawrence departments of Finance, Administrative Services, City Manager's Office, Police, and Fire Medical, and University of Kansas Public Safety. The purpose of these

Lawrence-Douglas County Fire Medical Department – Strategic Plan

work sessions was to review and discuss the agency's approach to "Customer-Driven Strategic Planning." The work sessions generated a high level of interest and participation.

Discussion at the work sessions focused on the Fire Medical Department's Mission, Vision, and Values, as well as the organization's perceived strengths, weaknesses, opportunities and threats.

In the process of strategic planning, the following are important:

- to review the agency's history, culture and evolution;
- to identify the current status of the department; and
- to determine where and what the agency desires to be in the future.

This process could not have been completed without the participation of the members of the Lawrence-Douglas County Fire Medical Department and their internal stakeholders. Their insights were invaluable in putting together this strategic plan. The assistance and resources graciously made available to the Center for Public Safety Excellence (CPSE) are appreciated.

Lawrence-Douglas County Fire Medical Department – Strategic Plan

The participants took their work very seriously and accepted the challenge to develop a quality product. Participants included the following:

Figure 2: Lawrence-Douglas County Fire Medical Strategic Project Team



*Rich Barr
Division Chief*

*Mark Bradford
Chief*

*Russell Brickell
IAFF Vice President*

*Rhonda Birdsong
KU Public Safety*

*Shaun Coffey
Division Chief*

*Jim Denney
Douglas County*

*Scott Dieker
Captain*

*Jonathan Douglas
City Manager's Office*

*Kathy Elkins
IAFF President*

*Mark Elliott
Captain*

*Lexie Engleman
Captain*

*James Ens
Captain*

*Doug Green
Division Chief*

*Sandy Herd
Accreditation Manager*

*Nathan Stover
Captain*

*Alicia Holliday
Management Analyst*

*Jerry Karr
Division Chief*

*Allen Johnson
Captain*

*Pat Karlin
Captain*

*Pam Madl
Assist County Admin*

*Jim King
Captain*

*Rob Kort
Division Chief*

*Heidi Nelson
Finance*

*Craig Shanks
Police Sgt.*

*Jim Murray
Division Chief*

*Jim Sloan
Captain*

*Ed Noonan
IAFF Treasurer*

*Paula Phillips
Emergency Management*

*Pat Talkington
Captain*

*Jim Saladin
Captain*

*Lyle Schwartz
Captain*

*Frank Reeb
Director Admin Svc*

*Bill Stark
Division Chief*

*Phil Kuhnert
Captain*

*Eve Tolefree
Captain*

SERVICES PROVIDED

In following the steps of the Customer–Driven Strategic Planning Process Outline, the Lawrence-Douglas County Fire Medical Department was asked to identify the most important functions and services it provides and offers to the community. It was important to identify these by priority to assure that these services are consistent with the critical needs of their customers. The Strategic Project Team identified the following services in this priority:

Table 2: Core Services

- Suppression
- Emergency Medical Services
- Prevention
- Special Operations

Table 3: Support Programs

- Labor Management Team
- Purchasing
- Maintenance
- Training
- Investigations
- Public Education
- Research
- Wellness
- Risk Management
- Code Enforcement
- Management
- Administrative Services
- Records Management
- Information and Technology Management
- Water Distribution
- Communications / 9-1-1
- Human Resources

CITIZENS ADVISORY GROUP FINDINGS

A key element of the Lawrence-Douglas County Fire Medical Department's organizational philosophy is having a high level of commitment to customers, as well as recognizing the importance of customer satisfaction. Therefore, the Fire Medical Department asked their citizens to participate in a meeting, which would focus on their needs and expectations of that agency. Discussion centered not only on the present services provided but also on priorities for the future.



Customer Priorities

In order to dedicate time, energy and resources on services most desired by its customers, the Lawrence-Douglas County Fire Medical Department needs to understand what the customers consider to be their priorities. The Citizens Advisory Group was asked to prioritize the services offered by the Lawrence-Douglas County Fire Medical Department through a process of direct comparison.

Table 4: Customer's Service Priorities of the Lawrence-Douglas County Fire Medical Department

<u>SERVICES</u>	<u>RANKING</u>	<u>SCORE</u>
Fire Suppression	1	227
Advanced Life Support EMS	2	184
Basic Rescue	3	178
Advanced Rescue	4	157
Fire Inspections	5	90
Hazardous Materials	6	84
Arson Investigation	7	69
Weapons of Mass Destruction (WMD)	8	66
Community Fire/EMS Safety Education	9	62

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Customer 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 customer needs. In certain areas education, on the level of service that is already available may be all that is needed. The following are the expectations of the community's Citizens Advisory Group.

Table 5: Customer Expectations of the Lawrence-Douglas County Fire Medical Department

- *Leadership and expertise during community emergencies*
- *Always vigilant in maintaining a safe community*
- *Top notch fire suppression with priority on life and property*
- *Quick responses within city*
- *Fire and medical fire station in North Lawrence*
- *ALS on ambulances and fire trucks*
- *Fire prevention through timely and comprehensive fire inspections*
- *Courteous employees with caring attitude*
- *Competent and cost-efficient delivery of services*
- *Well trained and physically fit personnel*
- *Well equipped with latest technology to do the job*
- *Good relationships with police and sheriff's departments*
- *Pro-active participant in community functions/activities*
- *Constant and strong voice for public's safety*
- *Safety – for firefighters and for citizens*
- *Team oriented fire and EMS personnel*
- *Effective emergency preparedness planning*
- *Educate community of all age groups on safety procedures*
- *County-wide professional service delivery*
- *Consistent and effective partnership with community groups*
- *Communicate Strategic Plan to all stakeholders*

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Areas of Customer Concern

The Customer–Driven Strategic Planning Process would fall short and be incomplete without an expression from the customer regarding their concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system. However, some weaknesses may also be misperceptions of the customers based upon a lack of information or incorrect information.

Table 6: Areas of Customer Concern of the Lawrence-Douglas County Fire Medical Department

- *What are firefighters doing during “downtime?”*
- *The need for paramedics on all pieces of equipment (trucks as well as ambulances)*
- *Plans for sufficient water pressures and supply in expanding areas of city?*
- *With growing city, are we being served sufficiently?*
- *Traffic congestion challenging emergency response capability*
- *Labor/management relations may interfere with service quality to the community.*
- *Proper personnel and equipment funding to keep up with community growth demands*
- *Concern with government oversight – do not want LDCFM to be “politicized”*
- *Concern of lack of mirror image of the community within the organization*
- *Lack of emergency response into rural areas*
- *Lack of auto-aid agreements for improved response into all areas*
- *Lack of code requirement and enforcement in older buildings and apartments*
- *Response time concerns into North and West Lawrence*
- *Lack of support from fire department in re-setting alarms if property owner is not available*
- *Concern that firefighters may not be paid as well as firefighters in neighboring departments*

Positive Customer Feedback

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



Lawrence-Douglas County Fire Medical Department – Strategic Plan

The Citizens Advisory Group provided the following comments when asked to identify the positive aspects of the department.

Table 7: Positive Customer Comments about the Lawrence-Douglas County Fire Medical Department

- *Great response times to our plant*
- *Responded quickly and efficiently to my husband's illness*
- *A caring and well run organization*
- *A well managed and well trained organization*
- *Great fire department and EMS system*
- *Outstanding service to the University of Kansas and to the Lawrence community*
- *We appreciate the partnership established between the department and KU Student Housing.*
- *We have never needed your response, but hear from others of the rapid and professional services that you provide for both fire and medical emergencies. Thank you.*
- *I appreciate the courtesy expressed by our fire department teams.*
- *The department is well managed and serious about providing the best service that cost and resources allow.*
- *They are always responsive, professional and courteous while in our nursing home building.*
- *The Lawrence Douglas County Fire Medical department should be a role model for communities of any size.*
- *They are very approachable and appear open to change, or at least open to discussion.*
- *Strong "public relations" oriented organization*
- *Appreciate the department trying to stay ahead of "the curve"*
- *Our fire department is outstanding!*
- *Full time professionals, 24 hours a day, 7 days a week*
- *Professionalism of the Chief and Firefighters*
- *High visibility in the community*
- *Willingness of firefighters to help fire victims after the fire (boarding up windows and making other referrals)*
- *Willingness of firefighters to help animals in a fire or other disasters*
- *Our firefighters and paramedics are kind and approachable.*
- *The Fire Marshal is very professional and is an advocate for education regarding fire issues.*
- *Very satisfied with the leadership and direction of LD CFM – keep up the good work.*
- *Local fundraising efforts help to put a human face on the department*
- *The fire department was literally a lifesaver for us. We are in your debt.*
- *A strength observed is the preparedness and readiness of the department.*
- *Very good collaborators when working with other community entities*
- *Appreciate the department's interest and expertise in working with the chemical industry for Haz Mat emergencies*

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Other Thoughts and Comments

The Citizens Advisory Group was asked to share any other comments they had about the Lawrence-Douglas County Fire Medical Department or its services. The following written comments were received.

Table 8: General Citizen Comments about the Lawrence-Douglas County Fire Medical Department

- *Consider a continuous training process for all employees to maintain and upgrade their status of preparedness.*
- *Red fire trucks! Please!*
- *The department should work on the “fear factor” associated with the sprinkling of properties.*
- *Our neighborhood in West Lawrence has been approved for traffic calming along Harvard. We want to work with you and City staff in determining what will be appropriate.*
- *I appreciate the opportunity to be a part of this process.*
- *I am glad that fire and medical services are combined.*
- *Thank you for the wonderful medical and fire safety responses provided to us each and every day.*
- *Thank you for all that you do for our community!*
- *Continuous training in the future with manufacturing facilities in the area to stay abreast of changes with hazardous materials and advanced rescue*

Figure 3: External stakeholders listening to presentation by CPSE staff



STRATEGIC PROJECT TEAM FINDINGS

The Mission Statement

The purpose of the Mission Statement is to answer the question “Why do we exist as an organization?” After a great deal of work and discussion by the Strategic Project Team, the intentionally simplistic, yet meaningful statement is provided below:

Table 9: Lawrence-Douglas County Fire Medical Department Mission Statement

Committed to saving and protecting lives and property

The Vision Statement

In addition to knowing who they are and understanding their beliefs, all successful organizations need to define where they expect to be in the future. After having established the organization’s Mission, the next logical step is to establish a vision of what the Lawrence-Douglas County Fire Medical Department should be in the future. Vision statements are built upon the framework of the Mission Statement.

Figure 4: Internal stakeholders during a work session



Lawrence-Douglas County Fire Medical Department – Strategic Plan

Vision Statements provide targets of excellence that the organization will strive toward and provide a basis for their goals and objectives. The following Vision Statement was developed for the Lawrence-Douglas County Fire Medical Department.

Table 10: Lawrence-Douglas County Fire Medical Department Vision Statement

Five years from now, the Lawrence-Douglas County Fire Medical Department will continue to be recognized as a customer-centered organization whose priorities are driven by the needs of the customer. We will honor our customer's trust by providing the most effective, efficient and fiscally responsible service possible to all population groups, with growing emphasis on customer feedback.

Our professional and efficient emergency response will provide an important and valued feeling of security among our citizens, while our continual efforts to prevent such incidents will have a significant and measurable effect. We will be fully prepared to mitigate fires, medical emergencies, natural or man-made disasters, and technical rescues, both independently and through an improved network of cooperative county and regional partners.

Our Mission will be accomplished by a physically fit, healthy, and increasingly diverse work force, well trained in a multitude of specialized skills and empowered with a high level of involvement in our success. Our improved and innovative management practices will have a measured effect on employee scheduling, recruitment and retention processes, thereby improving the integrity of staffing levels.

Our workforce culture will reflect a healthy family atmosphere that is nurtured by fair and consistent practices, open communication processes and up-to-date procedures that guide the decisions of our personnel. Internal quality control and program performance measures, tracked through an improved records management system, will emphasize accountability and efficiency of our service processes.

Our equipment will be dependable, capable and consistent in serving the needs of the community, embracing cutting-edge technology and emphasizing firefighter safety.

Lawrence-Douglas County Fire Medical Department will be an internationally accredited agency that provides excellence in public service and, as such, will serve as a model for others seeking success in community service satisfaction.

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Values

Establishing values embraced by all members of an organization is extremely important. Values recognize those features and considerations that make up the personality of the organization. Those assembled for the Lawrence-Douglas County Fire Medical Department during the strategic planning process felt it absolutely necessary to declare the following statements as values for the organization.

Table 11: Lawrence-Douglas County Fire Medical Department Value Statements

- We value professionalism and integrity in our dealings with each other and those we serve, always adhering to a sound code of moral and ethical conduct and always maintaining compassion and respect for our customer.
- We value teamwork in our approach towards meeting our mission, recognizing that we are interdependent on others towards providing excellence in service delivery.
- We value pride and ownership with all resources provided to us by our governing bodies and citizens.
- We value strong leadership that fosters a professional environment of proactive thinking and vision.

With the completion of the Mission, Vision and Values, Lawrence-Douglas County Fire Medical Department established the operation of the organization. The Mission, Vision, and Values are the foundation of any successful organization. Every effort should be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Figure 5: Internal stakeholders conducting a work session



S.W.O.T. ANALYSIS

The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis is designed to have an agency candidly identify their positive and less-than-desirable attributes. The Lawrence-Douglas County Fire Medical Department participated in this analysis and recognized its strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify their strengths in order to assure that they are capable of providing the services requested by customers 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 precious staff time. Through a consensus process, the Strategic Project Team identified the strengths of the Lawrence-Douglas County Fire Medical Department as follows:

Table 12: Strengths of Lawrence-Douglas County Fire Medical Department

Training	Public Image
Inter-Departmental Communications	Labor Relations – Union / Management / City Hall
Personnel – Sense of Humor	Infrastructure – Facilities
Safety Practices	Accreditation
Career Development – MICT / Educational Opportunities	Response times – Quality and Service
Funding / Budget	Incident Management
Medical Community Support	Wellness Program
Critical Incident Stress Debriefing Program	Chaplain Program
Firefighter Equipment	Personnel Protective Equipment
Government Bodies Support	Staffing of Apparatus
Community Relations/Respect	

Lawrence-Douglas County Fire Medical Department – Strategic Plan

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 problems, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

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

Table 13: Weaknesses of the Lawrence-Douglas County Fire Medical Department

Recruitment – Diversity/Retention/Extra Board Limitations, First Responders	Benefits – Compensation
Scheduling – Time/Conflicts/Management/Physical Fitness	Equipment – Fleet Status/Maintenance/Radio System Internal/External/Technology
Quality Assessment – Fire/EMS/Volunteer	Communication – Internal and External Agencies
Chain of Command – Divisions / Shift Consistency	Prevention – Pre-Plan/Code Enforcement / Building Identification
Performance Measures – SOP's/Rules/Regulations/Tracking/Evaluations/ Uniformity	Records Management – Reports/Recovery/Medical Claims/In-Out Data/Documentation
Employee Recognition	Forgetting Where You Come From
Timeliness of Promotional Process	Planning – Long Term / Implementation
Customer Service – Feedback	Officer Development
Priorities Unclear	Special Operations Program Depth

Lawrence-Douglas County Fire Medical Department – Strategic Plan

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. Many opportunities exist for the Lawrence-Douglas County Fire Medical Department. The Strategic Project Team identified the following opportunities:

Table 14: Opportunities for the Lawrence-Douglas County Fire Medical Department

Accreditation
New City Manager/Commissions
Regional Homeland Security
Grants Available
City Growth & Development
Technology – Efficiencies
Succession Planning
Large pool of professional resources

Lawrence-Douglas County Fire Medical Department – Strategic Plan

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 Strategic Project Team were as follows:

Table 15: Threats to the Lawrence-Douglas County Fire Medical Department

Loss of Grants

Disasters

Change in Political Climate

Annexation challenging resources

Unfunded Mandates - Reduced tax base

Environmental Regulations

Fluctuation of Economy

Civil Risk – Gangs, Conceal and Carry, Methamphetamine Labs, etc.

CRITICAL ISSUES AND SERVICE GAPS

After reviewing the Lawrence-Douglas County Fire Medical Department's core services, the organizational strengths and weaknesses, and the opportunities and threats posed by industry and the community environment in which the agency operates, the Strategic Project Team identified the primary critical issues that face the Fire Medical Department. By participating in the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, the Lawrence-Douglas County Fire Medical Department was able to produce a tangible list of critical issues and service gaps that provided the foundation for the establishment of goals and objectives, in order to meet the future vision of the Fire Medical Department.

The list below reflects the issues identified by the Strategic Project Team that pose the greatest risk to the department's services and organizational health. In addition, the Team also identified gaps in the Fire Medical Department's activities that need to be filled in order to provide the levels of service it has pledged itself to fulfill.

Table 16: Critical Issues of the Lawrence-Douglas County Fire Medical Department

The Department will

- Create a succession plan to continue to meet our mission
- Develop an effective recruitment program to improve retention and diversity
- Develop a fleet management plan to ensure safe and effective delivery of core services
- Develop an effective work plan with Douglas County Emergency Communications to ensure effective radio coverage to all service areas
- Develop a system of pre-incident planning that has value to operations and prevention divisions
- Implement a system that ensures that all written directives are updated periodically
- Develop an Officer Development Program for all positions
- Participate as a stakeholder in City/County growth, annexation and development plans
- Work with local law enforcement to develop a civil risk/response plan
- Consider use of an independent entity to provide guidance and support for master planning.
- Develop Technical Rescue and Hazardous Materials response plans

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Table 17: Service Gaps of the Lawrence-Douglas County Fire Medical Department

- Loss of Grants
- Change in Political Climate
- Unfunded Mandates – Reduced Tax Base
- Environmental Regulations
- Fluctuation of Economy
- Preparation for Pandemic
- Scheduling – Time / Conflicts / Management / Physical Fitness / Staffing / Incentives
- Quality Assessment – Fire / EMS / Volunteer
- Chain of Command – Divisions / Shift Consistency
- Evaluations (Individual) Uniformity
- Employee Recognition
- Promotional Process – Timeliness
- Customer Service – Feedback
- Priorities – Unclear
- “Forget where you came from”
- Records Management – Reports / Recovery / Medical Claims / In-Out Data / Documentation
- Benefits – Compensation
- Technology – Update
- Communications – Internal and External
- Code Enforcement – Building Identification
- Accreditation
- New City Manager / Commissions
- Regional Homeland Security
- Availability of Grants
- Technology – Efficiency

GOALS AND OBJECTIVES

The Customer-Driven Strategic Planning Process implemented by the Center for Public Safety Excellence has, to this point, dealt with establishing the Mission, Vision, and Values of the Lawrence-Douglas County Fire Medical Department. In addition, the identification of strengths, weaknesses and needs of both the organization and customer was accomplished. In order to achieve the mission of the Lawrence-Douglas County Fire Medical Department, realistic goals and objectives must be established. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide the individual members with clear direction and to address the concerns of the citizens.

In order to establish the goals and objectives, the Strategic Project Team met a number of times to complete this critical phase of the planning process. 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.

***If you don't keep score,
you're only practicing.***

Vince Lombardi,
American Football
Coach and Motivator

The goals and objectives should now become the focus of the efforts of the Lawrence-Douglas County Fire Medical Department. Care was taken by the staff of the Center for Public Safety Excellence to ensure that the critical needs and areas of needed enhancement previously identified were addressed within the goals and objectives.

By following these goals and objectives carefully, the organization can be directed into their desired future. These established goals and objectives should also greatly reduce the number of obstacles and distractions for the organization and its members.

The Strategic Project Team set priorities for the accomplishment of specific objectives. Those objectives that carried higher priorities have been identified for completion first and those objectives with a lower priority can be accomplished later. Overall, these goals and objectives provide very specific timelines within the next two years and more general timelines beyond that period of time. The leadership of Lawrence-Douglas County Fire Medical Department should meet periodically to review progress toward these goals and objectives and adjust timelines and specific targets as needs and the environment change.

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Goal 1	Create and implement an organization succession plan
---------------	--

Objective 1A	Identify positions that require succession planning
Timeline	3 months
Critical Tasks	<ul style="list-style-type: none"> • Each division outlines positions with job tasks which require special knowledge • Develop a succession plan for those positions identified • Conduct a legal review

Objective 1B	Identify training needs/certifications and skill gaps
Timeline	3 months
Critical Tasks	<ul style="list-style-type: none"> • Each division will create a certification map for current and additional training requirements • Cost analysis • Budget justification

Objective 1C	Identify eligibility requirements for identified positions within the succession plan
Timeline	3 months
Critical Tasks	<ul style="list-style-type: none"> • Promotional eligibility • Training eligibility requirements (who is eligible?)

Objective 1D	Evaluate the feasibility of position overlap in planned transitions
Timeline	4 months prior to need
Critical Tasks	<ul style="list-style-type: none"> • Identify length of time • Identify budget impact of overlap • Evaluate the possibility of job rotation if lateral

Objective 1E	Evaluate the application of a job shadowing program and/or special projects
Timeline	3 months
Critical Tasks	<ul style="list-style-type: none"> • Eligibility requirements • Budget impact • Number of personnel shadowing at one time • Determine length of the time • Review requirements

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Goal 2	Develop an effective recruitment program that attracts quality applicants and emphasizes greater diversity to reflect the community
---------------	---

Objective 2A	Develop a Project Team to review the Extra-board System as it relates to diversity and application numbers
Timeline	6 months
Critical Tasks	<ul style="list-style-type: none"> • Identify committee makeup and members • Research best practices • Contact IAFF and IAFC • Gather internal documentation • Report of findings • Consult other City departments on diversity • Evaluate need for prerequisites • Research perceptions

Objective 2B	Develop a plan to increase diversity of the EMT applicant pool
Timeline	3 months
Critical Tasks	<ul style="list-style-type: none"> • Contact existing EMT programs regarding their recruitment methods and diversity statistics • Evaluate internal capabilities and costs for providing EMT program locally • Public Education – with emphasis on diversity • Job Fairs and public education program • Recommend plan

Objective 2C	Review overall hiring process
Timeline	4 months
Critical Tasks	<ul style="list-style-type: none"> • Identify liability of current extra board process • EMT requirements and CPAT • Target minority communities (cities) with high minority populations • Ability to offer a full time position

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Goal 3	Develop a fleet management plan to ensure safe, effective delivery of core services
---------------	---

Objective 3A	Perform a complete assessment of existing maintenance plan, fleet and replacement schedule
Timeline	6-8 months
Critical Tasks	<ul style="list-style-type: none"> • Research area municipalities to determine best practices • Research current standards (e.g.: NFPA) • Gather demographics of fleet: Age, hours, appearance, functionality, maintenance records • Complete needs assessment

Objective 3B	Develop a plan based on the assessment
Timeline	12-18 months
Critical Tasks	<ul style="list-style-type: none"> • Establish replacement schedule • Establish maintenance schedule • Develop performance standards • Identify funding sources • Obtain approval

Objective 3C	Implementation of plan
Timeline	3-6 months
Critical Tasks	<ul style="list-style-type: none"> • Disseminate the plan • Educate employees regarding the plan

Objective 3D	Re-evaluate the plan
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Conduct performance measurement • Evaluate the results • Identify corrective actions (and funding) • Implement corrective actions

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Goal 4	Develop an effective work plan with Douglas County Emergency Communications Center to ensure effective communication
---------------	--

Objective 4A	Evaluate all communications needs
Timeline	6–8 months
Critical Tasks	<ul style="list-style-type: none"> • Evaluate vehicle communication needs including coverage • Evaluate portable communication needs including coverage • Evaluate ability to receive CAD information on personal devices • Evaluate mobile data • Ensure interoperability with other agencies

Objective 4B	Develop a plan and implement best system (Project 25 compliance no later than 2018)
Timeline	6-8 months
Critical Tasks	<ul style="list-style-type: none"> • Identify what equipment we have now (VHF/800) • Identify what 800 Mhz interoperability equipment is needed to convert from VHF • Additional trunk system equipment needed – transmitters-portables-mobiles-towers-base (dispatch) • Inter-agency collaboration / system management

Objective 4C	Identify existing coverage gaps
Timeline	3 months
Critical Tasks	<ul style="list-style-type: none"> • Survey department members and other agencies on locations where there are coverage gaps • Confirm gaps with follow-up • Identify solutions for coverage gaps • Consultant (?) – some coverage studies already done

Objective 4D	Funding – Costs
Timeline	12-36 months – ongoing
Critical Tasks	<ul style="list-style-type: none"> • Identify all possible costs associated with conversion (current and long range) • Estimate maintenance costs of system used • Sources: Grants / Bonds / State contracts / monthly income / benefit of cellular companies usage of existing and new tower sites

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Objective 4E	Implement and evaluate the work plan
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none">• Re-evaluate

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Goal 5	Develop a system of pre-incident planning that has value to users
---------------	---

Objective 5A	Implement a data collection system
Timeline	12 months
Critical Tasks	<ul style="list-style-type: none"> • Extract data from external sources: planning, dept., etc • Develop a work plan and accountability • Develop electronic data collection and storage system • Review FireHouse software capability • Incorporate VISION® information where applicable • Identify information needed

Objective 5B	Develop a system for operational personnel to have immediate access to pre-plan information
Timeline	24 months
Critical Tasks	<ul style="list-style-type: none"> • Review available technology • Assess future technology trends (MDCs) • Structure a layered system for usage by first due companies, then command functions and other users

Objective 5C	Develop a system to identify target occupancies
Timeline	6 months
Critical Tasks	<ul style="list-style-type: none"> • Develop criteria for target occupancies

Objective 5D	Develop a system that continually updates critical information
Timeline	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Develop a system that is component based (for example: add a Knox Box...add a sprinkler) • Establish a review schedule • Define critical information • Track change history

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Objective 5E	Develop a training program (initial and ongoing)
Timeline	6-12 months
Critical Tasks	<ul style="list-style-type: none">• Uniformity and consistency in data collection• Consistent and accurate date and time entry

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Goal 6	Develop a departmental long-range master plan
---------------	---

Objective 6A	Identify the need to develop a departmental master plan
Timeline	6-8 months
Critical Tasks	<ul style="list-style-type: none"> • Develop a task force to gather information to determine what should be included in master plan • Contact other communities/professional agencies for best practices • Consult external and internal stakeholders for input and ideas

Objective 6B	Collect information/data to assist in the development of a master plan
Timeline	12 months/ongoing
Critical Tasks	<ul style="list-style-type: none"> • Standards of Coverage (SOC) • Geographical Information Systems (GIS) Study (e.g.: response) • NFPA standards • Risk hazard analysis • Meet with planning agencies • Review all existing/internal master plans (Horizon 20/20; Public Improvement Plan; etc.) for purposes of maintaining consistency with established plans.

Objective 6C	Evaluation/Monitoring of progress of Master Plan
Timeline	Annually
Critical Tasks	<ul style="list-style-type: none"> • Assign evaluation/monitoring responsibility via job description • Quantify progress and findings to all stakeholders • Adjust plans according to annual review

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Goal 7	Implement a system that ensures all written department policy and procedures are current
---------------	--

Objective 7A	Review all existing department policies and procedures and identify needed updates
Timeline	7 months
Critical Tasks	<ul style="list-style-type: none"> • Identify project manager • Develop review board that incorporates representatives of all internal stakeholders • Develop charge and timeframe for review board • Forward all applicable directives for legal review • Complete review

Objective 7B	Update all department policies and procedures to reflect approved department practices and standards
Timeline	13 months
Critical Tasks	<ul style="list-style-type: none"> • Develop proposed changes and submit to Executive Staff and Union for review • Complete executive review

Objective 7C	Create a policy that details on-going review and updating of policy and procedures
Timeline	10 months
Critical Tasks	<ul style="list-style-type: none"> • Identify position(s) responsible for ongoing reviews • Identify process for on-going review and updating (software, etc.) • Identify a process in which all approved directives are effectively communicated to all internal stakeholders

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Goal 8	Develop a comprehensive program for future officer development and current officer growth
---------------	---

Objective 8A	Evaluate current officer development/mentoring program
Timeline	3 months
Critical Tasks	<ul style="list-style-type: none"> • Identify the criteria <ul style="list-style-type: none"> ○ Position description(s) ○ Courses required (curriculum) ○ Eligibility requirements (educational) ○ Time in service/grade/rank • Survey current officers <ul style="list-style-type: none"> ○ Desired training (add to educational requirements) ○ Effectiveness of the program ○ Current gaps • Contact other departments to obtain information on their practices

Objective 8B	Develop a continuing education program for management/supervisory development
Timeline	6 months
Critical Tasks	<ul style="list-style-type: none"> • Identify a core curriculum of courses for supervisor development • Identify a core curriculum for management development (planning-budget) • Identify how continuing education will be delivered

Objective 8C	Evaluate officer development/growth and programs for effectiveness
Timeline	8-12 months
Critical Tasks	<ul style="list-style-type: none"> • Develop evaluation measures • Apply measures and adapt the programs based on results

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Goal 9	Develop a process whereby the department participates as a stakeholder in City/County growth, annexation and development planning
---------------	---

Objective 9A	Identify those entities that are critical to planning
Timeline	30 days
Critical Tasks	<ul style="list-style-type: none"> • Local-City and County • State-Regional • Federal • Private Sector • School District #497 • KU, Haskell • Chamber of Commerce

Objective 9B	Identify key contact person(s) for input/liaison (internal and external)
Timeline	12 months
Critical Tasks	<ul style="list-style-type: none"> • Establish a system for input • Identify means and forums for meaningful exchange of information • Provide departmental representative(s) with needed training

Objective 9C	Develop a comprehensive list of planned development that would potentially impact the department’s operations
Timeline	12 months
Critical Tasks	<ul style="list-style-type: none"> • Identify the specific development (i.e., widening US-59, urban growth, etc.) • Identify impacts of each development on fire operations • Identify how fire operation needs will impact the development • Develop report containing results and forward to Fire Chief

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Objective 9D	Develop a system in which planning and development information is readily available to all stakeholders
Timeline	6 months
Critical Tasks	<ul style="list-style-type: none">• Evaluate electronic means to quickly located planning and development information

Objective 9E	Develop a review process that will provide recommendations
Timeline	2 months
Critical Tasks	<ul style="list-style-type: none">• Identify internal stakeholders will who will conduct the reviews• Identify timeline/benchmarks for review process• Identify consistent criteria that the reviewer uses (i.e., UFC or IFC)

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Goal 10	Develop a Civil Risk Response Plan
----------------	---

Objective 10A	Identify the civil risks that are present
Timeline	3 months
Critical Tasks	<ul style="list-style-type: none"> • Collaborate with other agencies for risks identification and information • Research other communities for risks/literature and completed research • Review national organizations for trends and impact on emergency services

Objective 10B	Identify future or projected risks
Timeline	3 months/on-going
Critical Tasks	<ul style="list-style-type: none"> • Collaborate with other agencies on potential risks • Research trends from local, state and national organizations • Re-assess risks periodically

Objective 10C	Review Internal Response SOP
Timeline	3 months
Critical Tasks	<ul style="list-style-type: none"> • Review current SOP or response • Develop revised SOP to reflect response guidelines (WMD, civil unrest, bomb) • Develop a “code” to call for help

Objective 10D	Develop a civil risk plan
Timeline	12 months
Critical Tasks	<ul style="list-style-type: none"> • Collaborate with other agencies to develop plan • Evaluate need for personal protective measures • Evaluate security measures for facilities and apparatus

Objective 10E	Establish training on SOP’s and response plan
Timeline	3 months/on-going
Critical Tasks	<ul style="list-style-type: none"> • Implement training schedule to integrate and train personnel • Conduct exercise to assess capabilities to respond to and manage internal/external threats to personal safety • Implement plan

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Goal 11	Develop Technical Rescue and Hazardous Materials Plan
----------------	--

Objective 11A	Review/evaluate current operations
Timeline	6 months
Critical Tasks	<ul style="list-style-type: none"> • Identify a project team for technical response and hazardous materials program review • Evaluate current capabilities as per NFPA 1006, 1670, 472 and 473 • Evaluate current and required equipment needs • Present recommendations to Labor/Management Team

Objective 11B	Determine level of service desired
Timeline	6 months
Critical Tasks	<ul style="list-style-type: none"> • Determine NIMS Compliance • Assess community expectations • Perform community needs assessment • Determine standards of coverage for technical rescue and hazardous materials

Objective 11C	Make program recommendation to City Manager’s Office
Timeline	6 months
Critical Tasks	<ul style="list-style-type: none"> • Present program analysis to City Manager’s Office

Objective 11D	Write or Update SOP’s
Timeline	6 months
Critical Tasks	<ul style="list-style-type: none"> • Assure compliance with NFPA • Companion documents will include operation plans

Objective 11E	Develop Training Programs
Timeline	12 months
Critical Tasks	<ul style="list-style-type: none"> • Identify method of acquiring training • Evaluate costs for training • Identify alternative funding • Identify sources of nationally recognized training • Perform or attend desired training

PERFORMANCE MEASUREMENT “MANAGING FOR RESULTS”

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 Lawrence-Douglas County Fire Medical Department Strategic Plan is achieving results, performance measurement data should be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” is recommended, 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.

A “family of measures” that is typically utilized to provide indication and measure of performance include 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.

Lawrence-Douglas County Fire Medical Department – Strategic Plan

To effectively manage for results, it is recommended that performance measures be established for each goal and objective in the strategic plan. Performance measures should also be established for each of the Lawrence-Douglas County Fire Medical Department program areas.

It is recognized that the City of Lawrence, Kansas has contracted with Management Partners, Inc. to facilitate city departmental and executive-level performance measures “city-wide,” illustrating organizational output direction, the results of city services obtained, and the qualities and efficiencies associated with them.

THE SUCCESS OF THE STRATEGIC PLAN

The Lawrence-Douglas County Fire Medical Department approached their 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 Fire Medical Department utilized professional guidance and the Customer-Driven Strategic Planning Process to compile this written document. The success of the Lawrence-Douglas County Fire Medical Department Strategic Plan will not depend upon the implementation of the eleven goals and their related objectives, but from the support received from the authority having jurisdiction, the membership of the agency and the community at-large.

The Lawrence-Douglas County Fire Medical Department Strategic Plan creates a platform for a wide range of beginnings. This Strategic Plan will come to life by being shared, debated, and implemented in the context of organizational realities.

The final step the Customer-Driven Strategic Planning Process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of the Lawrence-Douglas County Fire Medical Department also has a role and responsibility in this Strategic Plan.

GLOSSARY OF TERMS

For the purposes of the Customer-Driven Strategic Planning, the following terms 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.
Accredited	The act of accrediting or the state of being accredited , especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.
Advance Planning	That part of the planning process where organizational leaders, in concert with the strategic planning staff, define the planning process; establish membership, roles and responsibilities for the process; clarify expectations for process outputs and outcomes; and provide the necessary resources to ensure its success.
Customers	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

Lawrence-Douglas County Fire Medical Department – Strategic Plan

Key Performance Indicator	Measurable factors of extreme importance to the organization in achieving the strategic goals, objectives, vision, and values that if not implemented properly would likely result in significant decrease in customer satisfaction, employee morale, and financial management.
Master Planning	A combination of the organization's strategic plan and its operational plans. Master plans take the various plans and integrate them into one document. Master plans help define the anticipated future of the community's demographics and how the community is expected to develop or change in the timeframe covered by the master plan.
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 Management	Is the monitoring for improvement of performance through the on going process of goal setting, allocation of budget resources to priorities, and the evaluation of results against pre established performance criteria.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
Service Quality	A performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
Stakeholder	Any person, group, or organization that can place a claim on, or influence, the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Direction	The organization's goals, objectives and strategies by

Lawrence-Douglas County Fire Medical Department – Strategic Plan

which they plan to achieve its vision, mission and values.

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 the 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 provide 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.
Support	As used in the objectives and strategies outlined in this plan, support may include, but is not limited to: information, facilitation, coordination, technical assistance or financial assistance.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

ACRONYMS AND ABBREVIATIONS

CAD	Computer Aided Dispatch
CMO	City Manager's Office
CPAT	Candidate Physical Ability Test
CPSE	Center for Public Safety Excellence, Inc.
EMS	Emergency Medical Services
EMT-I	Emergency Medical Technician - Intermediate
GIS	Geographic Information Systems
IAFC	International Association of Fire Chiefs
IAFF	International Association of Fire Fighters
IFC	International Fire Code
MDC	Mobile Data Computer
MICT	Mobile Intensive Care Technician (Paramedic)
NFPA	National Fire Protection Association
NIMS	National Incident Management System
SOP	Standard Operating Procedure
UFC	Uniform Fire Code
VISION®	A web-based tool empowering fire and emergency service agencies to thoroughly analyze and categorize the risks found within their community, while providing comparative data to other departments of similar size
WMD	Weapons of Mass Destruction