



No CFAI
accreditation

Minimal budget
tracking/no
forecasting, limited
planning

Minimal data
collection, analysis
and reporting

Minimal employee
engagement
opportunities

No involvement/
interest in grant
opportunities

Awareness/interest in
CFAI Accreditation

Limited budget
tracking with no
forecasting and limited
planning

Limited data analysis
and reporting, mostly
reactive to immediate
needs

Employee
engagement
opportunities are
sporadically available

Occasional pursuit of
grant opportunities

***Maintain CFAI
(Commission on Fire
Accreditation
International)
Accreditation***

***Basic budget planning
and forecasting with
annual reviews***

***Standard data analysis
and reporting with
annual insights and
trend identification***

***Employee engagement
opportunities are
sporadically available***

***Occasional pursuit of
grant opportunities***

Maintain CFAI
Accreditation

Detailed budget
planning, regular
reviews, and proactive
performance
adjustments

Regular, in-depth
analysis with actionable
insights and reports

Employee
engagement
opportunities are
available for all LDCFM
employees

Frequent pursuit of
grant opportunities,
collaborating with
regional partners

Maintain CFAI
Accreditation

Innovative budget
planning, real-time
monitoring and
alignment with long-
term goals

Proactive analytics with
insights, predictive
trends and
recommendations

Employee
engagement
opportunities are
available for all LDCFM
employees

Frequent pursuit of
grant opportunities,
collaborating with
regional partners



No station tours/truck visits

No CPR classes

No public education

No social media presence

No information release statements

No recruitment

No risk reduction initiatives

Station tours/truck visits minimally available

CPR classes minimally available

Minimal public education

Minimal social media presence

Minimal information release statements

Minimal recruitment activities

Minimal risk reduction initiatives

Station tours/truck visits sporadically available

CPR classes sporadically available

Sporadic public education

Sporadic social media presence

Sporadic information release statement

Sporadic recruitment activities

Sporadic risk reduction initiatives

Station tours/truck visits moderately available

CPR classes moderately available

Moderate public education-focused staff

Moderate social media presence

Moderate information release statements

Moderate recruitment activities

Moderate risk reduction initiatives

Station tours/truck visits regularly available

Certified CPR instructor available

Public Education-focused staff

Regular social media presence

Information release statements available

Full-time recruitment team

Risk reduction-focused staff

Fire Medical Community Education & Interaction

Phoenix logo indicates current service level provided by City



Mix of Basic and Advanced Life Support ambulances

Non-compliance with CFAI Accreditation regarding response capabilities to EMS related incidents.

<20% cardiac arrest patients regaining pulse

Minimal Medical Director involvement

25-40% of firefighters are paramedics

<50% of city within 4 minute drive time from an LDCFM station

All ambulances are ALS, frontline apparatus mixed between BLS/ALS

Non-compliance with CFAI Accreditation regarding response capabilities to EMS related incidents.

20-25% cardiac arrest patients regaining pulse (slightly below national average)

Limited Medical Director involvement

25-40% of firefighters are paramedics

50-70% of city within 4 minute drive time from an LDCFM station

All ambulances and frontline fire apparatus provide ALS service at all times

Compliance with CFAI Accreditation regarding response capabilities to EMS related incidents.

25-30% of cardiac arrest patients regaining pulse

Part-time Medical Director

25-40% of firefighters are paramedics

70-80% of city within 4 minute drive time from an LDCFM station

All frontline fire apparatus are Advanced Life Support (ALS), all ambulances staffed with 2 ALS providers

Compliance with CFAI (Commission on Fire Accreditation International) Accreditation regarding response capabilities to EMS related incidents.

30-35% cardiac arrest patients regaining pulse

Half-time Medical Director

40-60% of firefighters are paramedics

80-90% of city area within 4 minute drive time from an LDCFM station

All ambulances and frontline fire apparatus have 2 ALS providers at all times

Compliance with CFAI Accreditation regarding response capabilities to EMS related incidents.

>35% cardiac arrest patients regaining pulse

Full-time Medical Director

60-100% of firefighters are paramedics

>90% of city within 4 minute drive time from an LDCFM station

Fire Medical Emergency Medical Services (EMS)

Phoenix logo indicates current service level provided by City



No adopted codes locally with compliance of state codes

Life Safety Inspections conducted by in-service firefighters with no scheduling confirmation

In-service firefighters minimally trained to identify origin and cause of all fires and local law enforcement follow up on arson fires

Plan review limited to essential safety code compliance

Building and construction review completed within 30 business days



Reactive adopted codes and amendments complaint-driven

Certain occupancies completed by in-service firefighters with limited scheduling confirmation

In-service firefighters trained to serve as fire investigators identify origin and cause of all fires. Local law enforcement to conduct arson fire investigations

Plan review includes essential safety code compliance plus basic customer feedback

Building and construction review completed within 30 business days



Reactive with adopted codes and amendments

All occupancies completed by in-service firefighters or dedicated fire inspectors with limited scheduling confirmation

In-service firefighters certified to serve as fire investigators with the State Fire Marshal with legal authority to conduct arson fire investigations

Plan review covers comprehensive code compliance with basic fire prevention recommendations

Building and construction review completed within 15-30 business days



Proactive through adopted codes and amendments

Inspections conducted by dedicated fire inspectors for all occupancies

Full-time prevention-focused staff that conduct fire investigations as available and have legal authority to conduct arson fire investigations

Plan review includes full code compliance, tailored fire prevention guidance, and minor design feedback

Building and construction review completed within 15 business days



Proactive through adopted codes

Proactive inspections conducted by dedicated fire inspectors for all occupancies

Full-time staff certified to serve as fire investigators with the State Fire Marshal with legal authority to conduct arson fire investigations.

Full code compliance, advanced fire prevention recommendations, and proactive consultation with the design team for risk reduction. Supported by full-time, dedicated staff focused exclusively on Plan Review.

Building and construction review completed within 10 business days

Fire Medical

Fire Prevention & Investigations

Phoenix logo indicates current service level provided by City



<50% of city within 4 minute drive time from an LDCFM station

No firefighter skills verification

<60% of fires contained to room of origin

Fire trucks staffed with 3 firefighters, not meeting NFPA 1710

Two or more fire trucks may be out of service due to available staffing

Non-compliance with CFAI Accreditation regarding response capabilities to fire related incidents

50-70% of city within 4 minute drive time from an LDCFM station

Occasional firefighter skills verification

60-80% of fires contained to room of origin

Fire trucks staffed with 4 or 3 firefighters depending on apparatus

1+ fire truck may be out of service due to available staffing

Non-compliance with CFAI Accreditation regarding response capabilities to fire related incidents

70-80% of city within 4 minute drive time from an LDCFM station

Intermittent firefighter skills verification

80-90% of fires contained to room of origin

Fire trucks staffed with 4 firefighters, meeting NFPA 1710

1+ fire truck may be out of service due to available staffing

Compliance with CFAI (Commission on Fire Accreditation International) Accreditation regarding response capabilities to fire related incidents

80-90% of city area within 4 minute drive time an LDCFM station

Regular firefighter skills verification

90-95% of fires contained to room of origin

Fire trucks staffed with 4 firefighters, meeting NFPA 1710

All fire trucks in service 24/7/365

Compliance with CFAI Accreditation regarding response capabilities to fire related incidents

>90% of city within 4 minute drive time from an LDCFM station

Routine firefighter skills verification

>95% of fires contained to room of origin

Fire trucks staffed with 4 firefighters, meeting NFPA 1710

All fire trucks in service 24/7/365

Compliance with CFAI Accreditation regarding response capabilities to fire related incidents



Limited repairs and maintenance on LDCFM facilities

Limited ability to perform maintenance and repairs for LDCFM vehicles

Limited maintenance for tools and equipment.

All pieces of PPE may exceed the 10-year NFPA guideline (firefighters should retire protective gear 10 years after date of manufacture)

LDCFM stations have limited operating supplies available. Frequent stocking outages



Basic repairs and maintenance on LDCFM facilities

Limited ability to perform maintenance and repairs for LDCFM vehicles

Some maintenance for tools and equipment.

Many pieces of PPE may exceed the 10-year NFPA guideline (firefighters should retire protective gear 10 years after date of manufacture)

LDCFM stations have limited operating supplies available



Basic repairs and maintenance on LDCFM facilities

Basic capability to perform maintenance and repairs for LDCFM vehicles

Basic maintenance for tools and equipment.

Some PPE may be older than the 10-year NFPA guideline (firefighters should retire protective gear 10 years after date of manufacture)

LDCFM stations are mostly equipped with operating supplies



Basic repairs and maintenance on LDCFM facilities

Basic capability to perform maintenance and repairs for LDCFM vehicles

Comprehensive maintenance program for tools and equipment.

All PPE is in compliance with the 10-year NFPA guideline (firefighters should retire protective gear 10 years after date of manufacture)

LDCFM stations are well-equipped with operating supplies



Sufficient repairs and maintenance on LDCFM facilities

Sufficient capability to perform maintenance and repairs for LDCFM vehicles

Comprehensive maintenance program for tools and equipment.

All PPE is in compliance with the 10-year NFPA guideline (firefighters should retire protective gear 10 years after date of manufacture)

LDCFM stations are well-equipped with operating supplies

1

Dependency on other agencies; no internal special operations capability

<50% of city within 4 minute drive time from an LDCFM station

No special operations skills verification

Non-compliance with CFAI Accreditation regarding response capabilities to special operations incidents.

2

Awareness-level capability to mitigate threat from outside the hazard area; no specialized apparatus.

Strong dependency on other agencies.

50-70% of city within 4 minute drive time from an LDCFM station

Occasional special operations skills verification

Non-compliance with CFAI Accreditation regarding response capabilities to special operations incidents.



Technician-level capability to mitigate simple threat from inside the hazard area.

Minimal dependence on other agencies.

70-80% of city within 4 minute drive time from an LDCFM station

Intermittent special operations skills verification

Compliance with CFAI (Commission on Fire Accreditation International) Accreditation regarding response capabilities to special operations incidents.

4

Specialist-level capacity to mitigate complex threat from inside hazard area.

No dependency on other agencies.

80-90% of city area within 4 minute drive time an LDCFM station

Regular special operations skills verification

Compliance with CFAI Accreditation regarding response capabilities to special operations incidents.

5

Specialist-level capability to mitigate complex threat from inside hazard area. Specialized apparatus with dedicated staffing.

No dependency on other agencies.

>90% of city within 4 minute drive time from an LDCFM station

Routine special operations skills verification

Compliance with CFAI Accreditation regarding response capabilities to special operations incidents.

Fire Medical Special Operations

Phoenix logo indicates current service level provided by City



No standardized training

No Specialty Training
Offered (ex. Autism,
Health/Wellness,
Technical Rescue, etc.)

Occasional Live Fire
Training

Training hours provided
does not meet EMS
certification
requirements for
EMT/AEMT/Paramedic

No collaboration with
regional departments

Percent of firefighters
meeting/exceeding 216
hours of training: <50%

Minimal standardized
training

Minimal Specialty
Training Offered (ex.
Autism,
Health/Wellness,
Technical Rescue, etc.)

Occasional Live Fire
Training

Training hours provided
does not meet EMS
certification
requirements for
EMT/AEMT/Paramedic

Minimal collaboration
with regional
departments

Percent of firefighters
meeting/exceeding 216
hours of training: 50-75%

**Monthly standardized
training**

**Minimal Specialty
Training Offered (ex.
Autism,
Health/Wellness,
Technical Rescue, etc.)**

Regular Live Fire Training

**Training hours provided
to meet EMS certification
requirements for
EMT/AEMT**

**Occasional collaboration
with regional
departments**

**Percent of firefighters
meeting/exceeding 216
hours of training: 75-85%**

Monthly standardized
training

Some Specialty Training
Offered (ex. Autism,
Health/Wellness,
Technical Rescue, etc.)

Regular Live Fire
Training

Training hours provided
to meet EMS certification
requirements for
EMT/AEMT/Paramedics

Frequent collaboration
with regional
departments

Percent of firefighters
meeting/exceeding 216
hours of training: 85-95%

Bi-Monthly standardized
training

Frequent Specialty
Training Offered (ex.
Autism,
Health/Wellness,
Technical Rescue, etc.)

Regular Live Fire
Training

Training hours provided
to meet EMS certification
requirements for
EMT/AEMT/Paramedics

Frequent collaboration
with regional
departments

Percent of firefighters
meeting/exceeding 216
hours of training: >95%



Contractually obligated funding (Douglas County Jail fees, Emergency Communications Center 911)

Chief of Police with legal authority to direct resources, policy, and request assistance from other agencies when needed

No accreditation



Contractually obligated funding (Douglas County Jail fees, Emergency Communications Center 911)

The addition of a small staff to create policy and additional reporting to City Manager and/or City Commission

Maintain accreditation, but dropping several areas of review

Limited staff and Public Information Person



Contractually obligated funding (Douglas County Jail fees, Emergency Communications Center 911)

Adequate staff to facilitate Community Engagement Group

Public Information Officer/Media group

Maintain accreditation and review in most areas



Contractually obligated funding (Douglas County Jail fees, Emergency Communications Center 911)

Expanded Community Engagement

Neighborhood Resource Officer Program

Crime Prevention Through Environmental Design program to meet with community members

Maintain accreditation and actively seeking re-accreditation



Contractually obligated funding (Douglas County Jail fees, Emergency Communications Center 911)

Staffed with various community liaisons, community program coordinator, Chief's advisory board, Volunteer coordinator.

Dedicated Community Engagement Team

Advance accreditation with continuous improvement on best practices

Maintain accreditation and actively seeking re-accreditation

Police

Administrative Support

Phoenix logo indicates current service level provided by City



City negotiated contract with Humane Society to provide various services, including animal surrenders; some response into community when they are able



City negotiated contract with Humane Society to provide various services, including animal surrenders; some response into community when they are able

One Animal Control Officer at Police Department with supervision

Handles some non-emergency calls for vicious animals

Responds to most emergency calls for vicious animals



City negotiated contract with Humane Society to provide various services, including animal surrenders; some response into community when they are able

Responds to most emergency and non-emergency calls for vicious animals

Handles some animal-at-large calls and other animal-related calls

Complete some animal-related follow-up investigations

Adequate staffing for normal 9-5 business hour coverage



City negotiated contract with Humane Society to provide various services, including animal surrenders; some response into community when they are able

Complete animal-related follow-up investigations

Ability to respond to simultaneous calls at times

Expanded coverage outside of normal business hours



City negotiated contract with Humane Society to provide various services, including animal surrenders; some response into community when they are able

Responds to all animal-related calls for service

Completes all animal-related follow-up investigations

24/7 coverage for all Animal Control related calls for service



Equity program
handled by City-
wide office



***Minimal staff that
utilizes other
program staffing to
meet goals and
perform outreach.***

***Engagement duties
performed as extra
duty for members of
other divisions, as
available***



Additional staff
dedicated to
outreach campaign
still utilizing other
program staff when
needed.

Budget to support
events, camps, etc.



Multiple staff
members with
constant outreach
responsibilities

Multiple staff
available to train
department
members on
relevant topics



Full time staff to
meet regularly with
multiple community
groups

Internal and external
training programs

Regular Citywide
events and functions

Public website to
provide and receive
timely information

Police

Equity & Outreach

Phoenix logo indicates current
service level provided by City

1

City Information Technology handles the Police Department's access to Criminal Justice Information System (CJIS)

Police reports submitted to state, only as required by law, on paper if allowed

2

City IT plus the addition of some internal department access to CJIS information

Information Technology infrastructure in department and department vehicles

.Reports can be written in the field.
Increased information sharing to charging Attorneys, community members, and agency partners

3

Police Department IT manages reporting requirements, access to CJIS systems, digital reporting to state some access to state, federal, and regional resources

Limited Body-Worn camera systems

Limited ability to provide information to state electronically



5

Sustainable Body Worn/Vehicle camera systems and digital evidence storage

Limited online resources for community, timely reporting to state and reports provided back to community

Functional Mobile Data Computers and electronic citations to collect Car Stop Data

GPS dispatching with improved response times, reporting and information access in the field

Limited timely data collection and public reporting

Online reporting function and case tracking which provides feedback to the citizen

Online service that provides info on regionally pawned stolen items

Online and interactive crime data resources that could be tailored to neighborhoods, groups, etc.

Timely data collection and public reporting through website

Police

Information Services

Phoenix logo indicates current service level provided by City

1

Investigation of serious person felony cases only

Assistance from KBI, DGSO, and KHP needed often for additional investigations and in each case with specialty or forensic investigation components



Ability to oversee all person felony investigations, investigate those that capacity allows

Requires the assistance of other Law Enforcement agencies for some specialty or forensic investigations

Some Specialized investigation units (Special Victims Unit, General Investigations Unit)

Some specialized support functions like Crime Scene Technicians, Crime Analysts

3

Ability to investigate most person felonies and some property crimes

Multiple Crime Scene and some other forensic specialist in-house such as computer forensics

Additional capacity for Special Victims and Domestic Violence investigations

Some Victim and Witness Services. Providing outreach to > 80% of reported domestic violence incidents

4

Adequate staffing to investigate all felonies, some property crimes, and some financial crimes

Additional specialized unit such as a Financial Crimes Unit

Addition of subject matter and forensic experts in-house such as computer forensics, blood spatter, etc.

Additional Victim and Witness Services. Providing outreach to > 95% of reported domestic violence incidents

5

Adequate staffing to oversee all investigations reported to the department

Additional specialized units (Burglary Unit, Fraud and Forgery Unit, etc.)

Increase of forensic abilities with some on-site processing and testing available

Participation in additional Task Force Units (Cybercrimes, KBI Crimes against Children)

Complete Victim and Witness Services program. Providing outreach to all reported domestic violence incidents and many of victims of reported crime

Police

Investigations

Phoenix logo indicates current service level provided by City

1

Response times for all incidents longer than regional averages

Staffing levels appropriate only for response to in-progress incidents with violence

Dependency on other law enforcement agencies



Response times for high priority calls at regional average (4:19)

Staffing levels adequate to response to several in progress incidents and a small number of other calls for service simultaneously

Less reliance on other law enforcement agencies

3

Response times for intermediate priority calls at regional average (8:13)

Staffing levels adequate to respond to multiple incidents and other lower priority level calls for service simultaneously

Ability to respond to traffic-related calls and perform proactive traffic enforcement

Adequate staffing for some ongoing training functions

Ability to respond to simultaneous critical events

School Resource Officers in high schools and some in middle schools

4

Response times for lower priority calls at regional average or faster (11:45)

Additional foot patrol, bicycle, community engagement, specialized traffic enforcement

Adequate staffing for officers to follow-up on investigations

Proactive traffic enforcement

Time for additional specialized training for staff

Real Time Crime Center to support Patrol in the efficient use of resources

School Resource Officers in high schools and all middle schools

5

Response times for all calls for service better than regional averages

Officer presence and visibility for all community events

Adequate staffing for officers to spend time in smaller defined geographical areas (Patrol Districts) of the city

Dedicated special units (Traffic, Community Engagement)

Proactive community-oriented policing



No internal ability to investigate complaints



Investigation of complaints by supervisor as available

Limited policies updated as time allows



Basic Internal affairs function with very limited staffing

Level 1 and 2 complaints handled by one Office of Professional Accountability supervisor

Level 3 complaints, inquiries handled by the involved member's supervisor

Reactive policy development

Limited external reporting



Majority of Level 3 complaints referred to OPA supervisor

Majority of Level 3 complaints referred to one Office of Professional Accountability supervisor

Regular policy review / legal case law update to policy as needed

Timely feedback from the Officer of Professional Accountability to community members

Supervisory coaching



Additional capacity to receive and investigate complaints

All Level 1 through 3 complaints handled by staff in the Office of Professional Accountability

Proactive review of performance

All body-worn cameras review done by OPA staff

Police

Professional Standards

Phoenix logo indicates current service level provided by City

1

No Specialty Units

Critical Incident response handled by Kansas Highway Patrol or Kansas Bureau of Investigation

2

Limited personnel participating in other agency units if possible; SWAT Response, Accident Investigation Group.

Continued reliance on outside agencies for training, policy, availability, etc.



Part time special units; Crisis Response Team, Accident Investigation Unit, Unmanned Aerial Vehicle Unit

Specialty units staffed primarily by other programs

Equipped to handle most critical incident situations, including Mobile Incident Command capabilities

Some advanced equipment/technology

4

Small number of full-time Specialty Units coordinating staff to organize, train, and plan for units

Training beyond minimum standards (adequate Patrol staffing affects the ability for this to occur)

Replacement of equipment on schedule to eliminate expired equipment (ballistic vests) or outdated technology

5

Full-time Specialty Unit staff, trained regularly beyond minimum best practice standards

Advanced equipment and technology in each area

Unit staff to provide specialized training and support to other divisions

Police Specialty Units

Phoenix logo indicates current service level provided by City



All basic officer training conducted by the Kansas Law Enforcement Training Center at their discretion

All continuing education training conducted through Kansas Law Enforcement Training Center (KLETC)



Limited Training Unit staff with split duties

Some continuing education offered by Training Unit

Minimum training hours only (40 per year on topic provided by KLETC)

Recruitment of new officers exclusively handled by City Human Resources



Basic officer Training done in Lawrence, meeting KLETC Standard.

Additional Basic Officer training tailored to community culture and needs

Minimum KS-CPOST standards of 40 hours exceeded. Additional hours of training in topics relative to community and immediate needs.

Continuing education offered by Training Unit

Basic recruitment services within the Training Unit



Moderately staffed training division sufficient to support Basic Officer Academy and continuing education training for staff

Some professional development opportunities

Training Center for the Department In-service, Recruit Academy, and other City Trainings as needed

Limited career track training and professional development

Proactive recruiting of officers year round



Designated Training Unit staff for recruitment efforts and Basic Recruit Academy

Significant continuing education specific to employee's career paths

Dedicated training facilities and specialized training

National Training classes and conference for staff

Data-driven review and training

Training Center updates allowing for additional city and regional training opportunities to occur

1

Reduction of court hours,
fewer court dockets,
closure over the lunch
hour, phones sent to
voicemail

No court security officers

No staff training

No community service
offered

No probation ordered on
any case, Judge would
send all defendants to jail
to serve out their term

No ability to offer
additional programs or
resources for defendants

2

Reduced availability for
hearings and public
interaction

Clerks to handle the
non-security functions
such as fingerprints

Reduced training for
staff

Auditing of court
ordered obligations
would be shifted to a
low priority; errors would
be more frequent

Supervised probation
would cease; fewer
violations would be filed

Limited time for creating
additional community
resource connections



***Thorough docket
preparation; accurate
data entry and follow
through after court***

***Armed, part time Court
Security Officers***

***Periodic training provided
by City and occasional
court specific training***

***Court ordered obligations
are audited internally by
court staff***

***Most cases are placed on
non-reporting probation;
violations are filed as
appropriate***

***Database of local
resources updated and
connection of defendants
to resources as available***

4

Increased efficiency from
implementation of case
management software

Walk-through metal
detector at entrance to
courtroom staffed when
court is in session

Increased court training
provided to staff

Increased focus on post-
sentence accountability

Increased focus on
Probation

Addition of in-house life-
skills classes; offer a
clinic with
representatives from
community partners for
defendants to further our
commitment to
Community Engagement

5

Extended hours and
evening dockets

Metal Detectors with
belt and x-ray, gun
lockers,
and full time security
on duty daily

Additional training
including active shooter
training, mental health
first aid, and DEI

City-run community
service work and house
arrest monitoring.
Addition of a weekend
intervention program
and victim impact panel
locally

Expanded probation and
community resource
connection programs

City Attorney's Office

Judicial Services

Phoenix logo indicates current
service level provided by City



No victim services

No diversion program

No enforcement of sentencing orders

No charging review; cases only initiated by officer citation

Cases are not prosecuted



Victim statements are mailed & not reviewed before case resolution

Diversion program compliance is not monitored; motions to revoke are not filed

Some enforcement of sentencing orders after clerk referral for noncompliance with motions to revoke probation filed for most serious charges and set for hearing, motions for new law violations are not filed

Reports are submitted and reviewed/charged/declined within five year statute of limitations

1 attorney prosecutes all cases; appeals handled by outside counsel



Victim statements are mailed and reviewed before case resolution

Diversion program compliance is monitored by paper review; motions to revoke are filed within 90 days of diversion end

Enforcement of sentencing orders for all cases after clerk referral for noncompliance with motions to revoke probation filed and set for hearing within 60 days of violation, sanctions recommended

Reports are submitted and reviewed/charged/declined within one year

2 attorneys prosecute all cases, appeals handled by outside counsel



Updates provided to victims

Diversion program compliance is monitored by paper; motions to revoke are filed within 30 days of violation

Enforcement of sentencing orders after clerk referral for noncompliance with motions to revoke probation filed and set for hearing within 30 days of violation, booking logs are reviewed daily for new violations, sanctions recommended

Reports are submitted and reviewed/charged/declined within six months

3 attorneys prosecute all cases with attorneys assigned to each docket; appeals handled by prosecutors



Victims and witnesses are contacted and prepped for testimony at trial

Diversion program compliance is monitored by paper as well as reporting; motions to revoke are filed within 30 days of violation

Effective communication regarding sanctions; booking logs reviewed daily for new law violations

Reports are submitted and reviewed/charged/declined within 30 days

3 attorneys prosecute all cases with attorneys assigned to each docket; appeals handled by prosecutors - at least two prosecutors present during appeals

City Attorney's Office

Misdemeanor Prosecutions

Phoenix logo indicates current service level provided by City



Transition Plans - structural modification of facilities, public rights-of-way, and programs to ensure accessibility - not completed in the CIP

Increased response times on issues

Management of ADA Transition Plan

Response time on requests, 2 days

Increased capacity to focus on ADA Transition Plan implementation with ramp up funding in CIP

Some proactive assessment of compliance

Response time on requests, same day

Support fully funded ADA Transition Plan

Provide inclusion and education programs

Some new construction and reconstruction using universal design principles

Transition Plans fully implemented

Provide more accessible recreation opportunities

All new construction and reconstruction using universal design principles

Municipal Services & Operations

ADA Compliance

Phoenix logo indicates current service level provided by City



Finance processes are late routinely, and budget management is reactionary

Human Resources processes are incomplete and delayed

No dedicated MSO Customer Service support

Communications & community engagement is limited to emergency/urgent situations

No APWA accreditation

No safety programs; significant incidents and losses above \$500k

Finance processes are occasionally late and budget management is limited

Human Resources processes are complete but delayed

Customer Service is directed to City central line; 2-3 day response for non-urgent requests

Communications and community engagement efforts provides basic information on projects and programs

Maintain APWA accreditation, but dropping several areas of review

Regulatory compliant safety programs provided to most divisions; incidents and losses under \$400k

Finance processes are on time and the budget is monitored routinely

Human Resources processes are complete and mostly on time

Utilizing Customer Service request app/portal in limited divisions and responses provided in a timely manner

Communications is providing timely information on infrastructure projects and community engagement for select projects and programs

Maintain APWA accreditation, but no further efforts to advance standards

Safety program provided to all divisions; select optional programs; incidents and losses under \$300k

Finance processes leverage technology to improve forecasting and analysis

Human Resources processes are complete and on time. Training for all department staff; fully funded career path program; succession plans.

Customer service request app/portal in most divisions; 2-day response for non-urgent requests

Communications provides up to date online information, and community engagement seeks input on numerous projects and programs improving satisfaction

APWA accreditation is actively updated

Safety program provided to all divisions; incidents and losses under \$200k

Finance processes follow best practices with high satisfaction

Human Resources processes follow best practices with high employee satisfaction; tuition is reimbursed for target positions

Customer service request app/portal available for all applicable divisions; same day response for all requests

Award winning online outreach and education on all applicable projects and programs

Advance APWA accreditation with continuous improvement on best practices.

Safety programs are best in class; drive city personal and finance decision making; incident and losses under \$100k

Municipal Services & Operations

Administrative Support

Phoenix logo indicates current service level provided by City



Reactive maintenance only

Reliance on more costly and typically slower response contracted labor

Unaddressed safety concerns

Inability to respond to customer requests, necessary or not

No standard for custodial services

Staff employed full-time to respond to maintenance issues

Contract specialty trade labor

Reactively address safety concerns

3-5 working day response time for maintenance requests

Contracting of limited custodial services

Incomplete asset inventory

Staff maintain buildings and associated equipment

Some preventative maintenance plans

Ability to respond with in-house staff to most customer requests and address safety concerns through formal request system

1-3 working day response time for minor maintenance requests

Preventative maintenance plans with limited funding for major assets

All buildings evaluated annually, tracking wear and tear and prioritizing maintenance

Incorporating sustainable maintenance practices into building/grounds maintenance.

Proactive safety training and inspections

1-3 working day response time

Preventative maintenance plans with funding for major assets

All specialty trades represented in-house

Life cycle plan for assets that incorporates sustainability and sound fiscal stewardship

Automated work request system

Zero incident safety policy

Same-day response time to work requests

Municipal Services & Operations

Facilities Maintenance

Phoenix logo indicates current service level provided by City



No asset management plan

No additional fiber projects.

No strategic maintenance or emergency repair process in place

No dedicated inspector to review right-of-way work

No annual review or enforcement of agreements, leases, policies, and right of way standards

Maintain inventory of current assets

Install fiber with other projects and as grant funding available

Maintenance and emergency repairs completed as needed by whichever subcontractor is available to respond quickest

Implement new processes to improve right of way permitting and inspections

Reviews as needed of agreements, leases, and policies

Completed asset inventory

Creation of a 5-year fiber Capital Improvement Plan

Maintenance and emergency repairs completed immediately through selected contractor

Dedicated review of right-of-way and fiber work

Revise and implement Right-of-Way and Fiber Codes and Standards

Review and renegotiate existing fiber franchise and lease agreements

Comprehensive asset management program and data for driving decisions

Create and fund a 5-year fiber Capital Improvement Plan with dedicated funding

All maintenance and repairs covered through contract

Review of right-of-way and fiber work at least once a week

All franchise and lease agreements, reviewed, renegotiated, and fully executed

Comprehensive asset management program and data for driving decisions

Complete redundancy fiber loop to cover all critical infrastructure

All maintenance and repairs covered through contract

Review of right-of-way and fiber work every day

Monitoring of payments and enforcement of penalties based on Fiber Franchise and lease agreements

Municipal Services & Operations

Fiber & Right-of-Way Management

Phoenix logo indicates current service level provided by City



Not in compliance with USACE requirements

No asset management plan and no condition assessment of assets

Minimum levee mowing to meet regulatory compliance

No levee surface maintenance

No compliance with Preventative Maintenance Program

No rip-rap replacement

USACE compliance with exceptions; not actively monitoring exceptions/encroachments

Asset management consist of list of major assets but no work order tracking or condition of assets

Minimum levee mowing to meet regulatory compliance

Reactive maintenance, not complying with Preventative Maintenance Programs

Complaint-driven levee surface maintenance

Rip-rap replacement where disintegrated or washed away

USACE Compliance with exceptions; actively monitoring exceptions/encroachments

Asset management documentation by location in progress. Work order tracking and some documentation of condition

Complying with scheduled Preventative Maintenance Programs

Minimal mowing/spraying

Minimal maintenance to levee surface

Minimal erosion/tracks on slopes

Minimal rip-rap replacement program

Compliance with the US Army Corp of Engineers regulations with exceptions; actively monitoring exceptions with some ability to remediate

Comprehensive asset management program and data for driving decisions. Work order tracking and documentation of condition

Complying with scheduled Preventative Maintenance Programs

Increased mowing/spraying

Increased maintained levee surface

Minimal erosion/tracks on slopes

Increased rip-rap replacement program (large rock to prevent erosion)

USACE full compliance with no encroachments

Life cycle plan for assets that incorporates sustainability and sound fiscal stewardship

Complying With scheduled Preventative Maintenance Programs

Enhanced mowing/spraying

Enhanced maintenance to levee surface

Zero erosion/tracks on slopes

Enhanced rip-rap replacement program

Municipal Services & Operations

Levee Maintenance

Phoenix logo indicates current service level provided by City



CIP projects not completed or significantly delayed

Limited inspections of development projects

No inspections of private contractors in public right-of-way (ROW)

No project or asset management

No material & compliance testing

Critical inspections on public infrastructure

Complaint driven inspection of private contractors in public ROW

Limited project and asset management (paper records)

Inspection staff on-site 50% of the project and for all critical components

Complaint driven inspection of private contractors in public ROW

Limited project and asset management (mix of paper and digital records)

Inspections staff on-site 60% of the project and for all critical components

Dedicated staff for limited inspection of private contractors in public ROW

Formal project and asset management program (mostly digital records)

Inspections staff on-site 75% of the project and for all critical components

Full staffing for inspection of private contractors in public ROW

Formal project and asset management program (all digital records)

Municipal Services & Operations

Project Inspections

Phoenix logo indicates current service level provided by City



CIP projects not completed or significantly delayed

Limited engineering review of development projects.

Project/CIP financial processes are incomplete with major delays

Project communications limited to emergency/urgent situations

No in-house engineering customer service



CIP projects completed but delayed a few years.

Late or incomplete reviews of development projects

Project/CIP financial processes are complete but delayed

Project communications provide basic information

Slower response time from engineering staff to internal and external stakeholders.



CIP projects completed mostly on time with delays no more than one year

Project/CIP financial are complete and mostly on time

Project communications engage stakeholders at a minimum level

In-house engineering customer service response time is mostly within 48 hrs.



CIP projects completed on time with minor schedule adjustments

Additional support for planning and development reviews, allowing more time for CIP projects

Project/CIP financial processes are completed on time

Project communications engage stakeholders effectively throughout the life of a project

In-house engineering customer service response time within 48 hrs and urgent matters responded to within 12 hrs



CIP projects completed early or on time with high stakeholder satisfaction

Project/CIP financial processes completed on time using best practices with high stakeholder satisfaction

Project communications follow best practices with high satisfaction

Engineering staff reserved exclusively for customer service; response time less than 12 hrs

Municipal Services & Operations

Project Management

Phoenix logo indicates current service level provided by City



Pavement condition index less than 55

No asset management plan and no condition assessment of assets

1 month pothole mitigation

No in-house maintenance including crack sealing, mill/patch and mill/pave

Snow response as needed in emergency situations

Pavement condition index of 55-65

Asset management consists of list of major assets but no work order tracking or condition of equipment

1 week pothole mitigation

Limited maintenance, crack sealing, mill/patch and mill/pave

Limited residential snow removal

Overall Pavement condition index of 55-65

Asset management documentation on equipment by location in progress. Work order tracking and some documentation of condition

72-hour pothole mitigation

Scheduled preventative maintenance, crack sealing, mill/patch and mill/pave

2-inch residential snow removal with extended response times

Consistent curb and gutter repair and replacement

Overall Pavement condition index of 66-75

Comprehensive asset management program and data for driving decisions. Work order tracking and documentation of condition

48-hour pothole mitigation

Increased preventative maintenance, crack sealing, mill/patch and mill/pave

2-inch residential snow removal

Increased curb and gutter repair and replacement program

Overall Pavement condition index of 66-75

Life cycle plan for assets that incorporates sustainability and sound fiscal stewardship

48-hour pothole mitigation

Established preventative maintenance, crack sealing, mill/patch and mill/pave program

Fully staffed operational snow removal plan, including 2-inch residential

Established curb and gutter repair and replacement program

Municipal Services & Operations

Street Maintenance

Phoenix logo indicates current service level provided by City



Reactive technology replacement

No Geographic Information Systems (GIS) system in place

No Asset Management & Data Analytics systems and processes in place



Partial planned technology replacement

GIS has infrequent updates; no public data access; data accuracy at 50%

Inefficient work order system; asset management system started; delayed customer response times



Fully planned technology replacement; projects delayed

GIS has frequent data updates; partial public access; data accuracy at 75%

Efficient work order system; asset management system developed; customer response times improving



Projects prioritized

GIS has frequent updates; some mobile data collection; more public access; data accuracy at 90%

Decisions driven by fully implemented asset management program; work orders promptly serviced; meeting level of service standards



Annual risk assessment; technology projects on-time

GIS data sets real time; completely open to public; advanced technologies for data capturing in place; near 100% data accuracy

Full lifecycle analytical models are used for decision making; exceeding level of service standards

Municipal Services & Operations

Technology & Assets

Phoenix logo indicates current service level provided by City



No asset management plan and no condition assessment of assets

Lack of Maintenance Programs

No Pavement Marking Maintenance

No Signal Coordination

Reactive Radar Detection Replacement

Asset management consists of list of major assets but no work order tracking or condition of equipment

Traffic Signal Preventative Maintenance being done but no formal program

No sign inspection program; reactive sign replacement

Reactive, in-house pavement markings

Limited Corridor Signal Coordination

Limited Radar Detection Replacement

Asset management documentation on equipment by location in progress; work order tracking and some documentation of condition

Established Traffic Signal Preventative Maintenance Program

Limited Non-Regulatory Sign Inspection & Inventory

Regulatory Sign Inspection Program and partial inventory

Limited In-House Pavement Marking

Major Corridor Signal Coordination

Comprehensive asset management program and data for driving decisions.

Established Traffic Signal Preventative Maintenance Program

Regulatory Sign Inspection Program and complete Inventory

Increased Non-Regulatory Sign Inspection & Inventory Program

Increased In-House Pavement Marking Program

Major and Minor Corridor Signal Coordination

Life cycle plan for assets that incorporates sustainability and sound fiscal stewardship

Fully funded Traffic Signal Preventative Maintenance Program

5-7 Year Contracted Pavement Marking Program

Established Non-Regulatory Sign Inspection & Complete Inventory

Established In-House Pavement Marking

Citywide Signal Coordination

Municipal Services & Operations

Traffic Maintenance

Phoenix logo indicates current service level provided by City



No transportation planning activities

No eligibility for Federal transportation funding



Regional planning work complying with KDOT/US DOT regulations

Minimal planning work to be eligible for Federal transportation funding

Limited additional planning processes



Creation of a Lawrence specific transportation planning program

Lawrence specific transportation planning projects and community engagement support

Limited opportunities to pursue transportation planning & implementation grants



Development of a Travel Demand Management program

Ability to pursue carbon reduction strategies

Expanded Lawrence specific planning and project initiatives

Expanded ability to pursue transportation planning & implementation grants



Enhanced Lawrence specific planning and project initiatives

Proactive planning efforts to support mobility and access

Robust ability to pursue transportation planning & implementation grants

Municipal Services & Operations

Transportation Planning

Phoenix logo indicates current service level provided by City



School district identifies staff/volunteers to cover 100% of crossings that meet warrants

City has no one involved in School Crossing Guard program



City-provided crossing guards at 50% of crossings that meet warrants

School district identifies staff/volunteers to cover remaining 50% of crossings that meet warrants

City staff unable to cover absences, school district covers instead



City-provided crossing guards at 100% of crossings that meet warrants

City staff covers up to 2 absences per week; school district covers any additional absences



City-provided crossing guards at 100% of crossings that meet warrants

Pilot guards for potential crossings

City staff covers all absences



City-provided crossing guards at 100% of crossings that meet requirements

Pilot guards for potential crossings

10 additional crossings added

Safe Routes to School Coordinator

City staff covers all absences

Staff provided for 1-2 walking school buses

Transit & Parking

School Crossing Guards

Phoenix logo indicates current service level provided by City



Recruitment info
available via website

Minimum level of
interaction with local
businesses

Micro-loan
assistance to
support businesses

Incentive requests
are processed on a
first-come, first-
served basis

No support for
vocational or job
skills training



City responds to
business inquiries
provided by KS
Department of
Commerce

Informal
opportunities for the
business community
to provide input or
voice concerns

Small-scale loans for
targeted industries

City provides an
incentive time-
window, where
applications are only
accepted during that
portion of the year

Database for
vocational training



***City responds to
business inquiries at
the national level***

***City conducts
support meetings of
local, large-scale
industries***

***City provides tax-
based incentives for
high-value real
estate development***

***City provides grant
programs and
limited support
services for small
businesses***

***Needs-based
scholarships for
vocational training***



City hosts an annual
event that
celebrates local
business
achievements

City maintains a
"one-stop shop" for
business assistance
and resources

Streamlined
incentive process for
targeted industries

City supports
expanded vocational
and job training
programs

City provides
significant tax
incentives and
subsidies to projects
that meet City goals



City actively
participates at the
State-level to market
and attract national
and international
companies

Quarterly business
engagement events
for local business
community

High-quality/
personalized support
for businesses at all
levels

New incentive
process that is based
on priorities of the
City Strategic Plan

Full scholarships for
vocational training

Economic Development

Economic Development

Phoenix logo indicates current
service level provided by City



Variable turnaround times

No walk-in assistance – by appointment or phone call only

No over-the counter or same day permits

Minimum safety requirements are met – inspections reduced or non-existent

No virtual inspections

No automation

Initial review for commercial permits complete in 21 days

Initial review for residential permits complete in 10 days

Limited walk-in service

No same day building permits

Over-the counter permits limited to Mechanical, Electrical, and Plumbing work only

Limited Automation

Initial review for commercial permits complete in 14 days

Initial review for residential permits complete in 5 days

Increased walk-in service to include plan review staff available to answer minimal code related questions.

Larger projects by appointment only

Limited over-the-counter permits

Basic same day permits

Initial review for commercial permits complete in 7 days

Initial review for residential permits complete in 3 days

Increased walk-in services to include all project questions with same day response

Over-the counter permits limited to Mechanical, Electrical, and Plumbing work only

Basic same day permit increased (i.e. Small Accessory Building, Swimming Pools)

Initial review for commercial permits complete in 5 days

Initial review for residential permits complete in 2 days

Basic same day permit increased to add Small Residential or Commercial Remodel

One-stop for all permits to include but not limited to MSO, Planning, Building Permitting, etc.

Concierge for entire project lifecycle

Planning & Development Services

Building Safety

Phoenix logo indicates current service level provided by City



Complaint-based enforcement

> 5 business days response time to initial inspection

> 60 day average resolution time

10 days past due date for re-inspections

Rentals are not licensed or inspected

Complaint-based enforcement

3-5 business days response time to initial inspection

> 30 day average resolution time

5 days past due date for re-inspections

Rentals are licensed on a 1-year cycle

20% of long-term rental units are inspected on a 3-year cycle

Proactive enforcement of extremely blighted properties

1-2 business days response time to initial inspection

≤ 30 day average resolution time

Re-inspections on due date

Identify vacant/abandoned properties

Rentals are licensed on a 1-year cycle

50% of long-term rental units are inspected on a 3-year cycle

Proactive annual inspections of neighborhoods

1 business day response time to initial inspection

Adopt vacant/abandoned property ordinance and register such places

Neighborhood cleanup efforts with city provided dumpsters for collection

Rentals are licensed on a 1-year cycle

Landlord/Tenant outreach and education available on website

Proactive biannual inspections of neighborhoods

Same day response to address initial inspections

Outreach and enforcement of vacant/abandoned properties

Funded home maintenance assistance program

Rentals are licensed on a 1-year cycle

100% of rental units inspection on a 3-year cycle

Dynamic and proactive Landlord/Tenant outreach and education

Planning & Development Services

Code Compliance

Phoenix logo indicates current service level provided by City



Website information for resources and referrals to service providers

No capacity for proactive grant applications

No funding for community outreach options

No federal grant management capacity (elimination of CDBG, HOME and ESG Grants)

Limited housing options of size and location

Some affordable housing available

Staff available to provide resources and referrals via email

Limited in-person outreach/information sessions

Extremely limited capacity for in-house proactive grant applications

Entitlement grant management capacity only

Limited housing options of size and location

Some affordable housing available

Limited diverse housing options of size and location

More affordable housing available

Expanded entitlement grant program capacity

Utilization of grant contractor partners to identify proactive grant opportunities

Limited neighborhood programming and grant opportunities for neighborhoods

Incentives program for affordable housing

Broader availability of diverse affordable housing options

Capacity to seek federal grant opportunities outside of entitlement grants

Ability to identify and apply for proactive grant application opportunities in-house

Expanded neighborhood programming

Development of pre-approved housing plans for use in affordable housing development

Universal public housing for all in varying sizes and locations

Robust proactive grant applications and awarded funds

Vacant structure purchasing program

Fully development neighborhood programming and grant opportunities for neighborhoods, including a dedicated neighborhood liaison

Planning & Development Services

Housing Initiatives

Phoenix logo indicates current service level provided by City



No neighborhood or long-range planning efforts

No special project/long-range project capacity

No Planner of the Day service

No historic resources efforts

Administrative reviews completed in 8 weeks

Non-administrative approvals completed in 6 months

No new neighborhood or long-range plans being developed

No special project/long-range project capacity

Planner of the Day service by appointment only

Limited reactive historic resources efforts

Administrative reviews completed in 6 to 8 weeks

Non-administrative approvals completed in 5 months

1 new neighborhood plan per year

Limited reactive special project/long-range project capacity

Planner of the Day walk-in service available during business hours

Reactive Historic Resources efforts

Administrative reviews completed in 4 to 6 weeks

Non-administrative approvals completed in 4 months

2 new neighborhood plans per year

Expanded special project/long-range project capacity based on needs

Planner of the Day instant messaging and expanded hours availability options

Expanded reactive historic resources efforts

Administrative reviews completed in 2 to 4 weeks

Non-administrative approvals completed in 3 months

3 new neighborhood plans per year

Proactive focused corridor and design guidelines projects

Planner of the Day instant messaging and expanded hours

Proactive historic resources efforts

Administrative reviews completed in 1 to 2 weeks

Non-administrative approvals completed in 2 months

Neighborhood liaison program

Planning & Development Services

Planning

Phoenix logo indicates current service level provided by City



Website information for resources and referrals to service providers

Unsanctioned camping

Night by night emergency shelter options for up to 25 people

No capacity for proactive grant applications

No capacity for federal grant management

No funding for homeless outreach options

Support services offered at provider's site only

Staff available to provide resources and referrals via email

Unsanctioned camping

Night by night emergency shelter options for up to 25 people

No capacity for proactive grant applications

No capacity for federal grant management

Limited funding for in-person outreach contracted by overburdened service providers

Support services offered at provider's site only

Staff available to provide resources and referrals via email

Some unsanctioned camping

Night by night emergency shelter (congregate) for up to 100 people

Limited capacity for federal grant management

Limited funding for in-person outreach contracted by overburdened service providers

Some services offered by providers at unsheltered neighbors' campsite

Staff available to provide resources and referrals via email

No Unsanctioned Camping

Greater emergency shelter (congregate, non-congregate) for up to 175

City-led outreach team reaching individuals in first week of homelessness

Expanded federal grant programming

Contracts with service provider includes services to unsheltered homeless at their camp

Staff available to provide resources and referrals via email

Robust prevention and rapid re-housing

Indoor emergency shelter options for all homeless individuals

High-functioning City-led outreach team meeting individuals in their first 24 hours of homelessness

Robust proactive grant applications and awarded funds

Contracts with service providers offer initial services and aftercare to unsheltered homeless at their camp/shelter.

Homeless Solutions

Homeless Solutions

Phoenix logo indicates current service level provided by City

1

Closure of the
Indoor and
Outdoor Aquatic
Centers

Operate and
maintain two (2)
existing
splashpads only

Learn-to-Swim
Programs

Lessons at rented
facilities



***Indoor Aquatic Center
(year-round)
Outdoor Aquatic Center
(summer)***

Two (2) Splashpads

***Limited hours of
operation***

***Limited swim team/lap
swimming***

***Limited water fitness
programs and swim
lesson***

Limited concessions

***Provide limited
maintenance of all city
fountains***

3

Indoor Aquatic Center
(year-round)
Outdoor Aquatic Center
(summer)

Two (2) splashpads;
build and operate a 3rd
splashpad in West
Lawrence

Expanded hours of
operation at current
Aquatic Center facilities

Expanded swim team/lap
swimming

Expanded water fitness
and swim lessons

Expanded concession
offerings

Provide increased
maintenance of all city
fountains

4

Indoor Aquatic Center
(year-round)
Outdoor Aquatic Center
(summer)

Three (3) splashpads;
build and operate a
second Outdoor Aquatic
Center

Expanded hours and
extended season

Expanded swim
team/lap swimming

Expanded water fitness
and swim lessons

Provide premium
concessions / adult
beverages

Provide enhanced
maintenance of all city
fountains

5

Indoor Aquatic Center
(year-round)
Outdoor Aquatic Center
(summer)

Build and operate a third
Outdoor Aquatic Center
and 4-6 neighborhood
pools and a fourth
splashpad

Expanded hours and
extended season

Coordinate and manage
competition meets, swim
team/lap swimming in-
house

Provide premium
concessions / adult
beverages

Provide immediate
maintenance of all city
fountains

Parks, Recreation, & Culture

Aquatics

Phoenix logo indicates current
service level provided by City



Reduced mowing to every 1-2 times per month and trimming 2-3 times during growing season

No grave marker straightening

Mow Kansas River Levee to meet regulatory compliance (reduced frequency)

Mow other large City properties 1-2 times a year

Reduced mowing to every 10-14 days and trimming 4-5 times during growing season

Limited grave marker straightening (as time and funds allow)

Mow Kansas River Levee to meet regulatory compliance (reduced frequency)

Mow other large City properties 2-3 times a year

Mowing every 7-10 days and trimming 4-5 times during growing season

Limited grave marker straightening (as time and funds allow)

Mow Kansas River Levee every three (3) weeks

Mow other large City properties 2-3 times a year (farmland, medians, ROW, flood management areas)

More frequent mowing every 7 days and trimming once a month during growing season

Improved grave marker straightening (as time and funds allow)

Mow Kansas River Levee every three (3) weeks

Mow other large City properties 2-3 times a year

More frequent mowing to every 7 days and trimming 7-8 times during growing season

Grave marker maintenance program that straightens and maintains historic markers

Mow Kansas River Levee at least every three (3) weeks

Mow other large City properties 2-3 times a year

Parks, Recreation, & Culture

Cemetery & Levee Management

Phoenix logo indicates current service level provided by City



Close Prairie Park Nature Center

Environmental Education Programming only (in-classroom/on-the-field; no dedicated facility)



Reduced operation and maintenance of Prairie Park Nature Center facility

Exhibits and Education Programming only

No animals

Limited days/hours of operation



Operate and maintain the Prairie Park Nature Center facility

Animals, Exhibits, Education, Camps, Field Trips, Off-site Programs

Open 5 days a week



New exhibits, expanded educational programs, camps, field trips, and off-site programs

Operate Outdoor Pavilion as a rental facility

Open 6 days a week



New exhibits, expanded educational programs, camps, field trips, and off-site programs

Operate Outdoor Pavilion as a wedding/rental facility

Open 7 days a week

Expanded Programs and Facilities:
Expanded animal exhibits/butterfly garden

Additional outdoor amenities (playground, rope course, rock wall)

Expanded Conservation Programming

Addition of new indoor rental event space

Parks, Recreation, & Culture

Environmental Education

Phoenix logo indicates current service level provided by City



Daily mowing and golf course prep with reduced irrigation in rough

No landscape and flowerbeds

Public play

No league play

Vending machines/self-service concessions
Full golf cart rental service
Pro Shop with limited offerings

Daily mowing and golf course prep with limited irrigation in rough

Limited/No landscape and flowerbeds

Public play

Reduced golf lessons and leagues

Snack Bar-type concessions
Full golf cart rental service
Pro Shop with limited offerings

Daily mowing and golf course prep with irrigation to provide an acceptable level of turf survival

Landscape and flowerbeds in various locations

Public play and golf lessons & leagues available

***Snack Bar-type concessions
Full golf cart rental service
Pro Shop with offerings (attire, balls, gloves, etc.)***

Daily mowing and golf course prep with additional irrigation to provide an improved level of turf survival

Landscape and flowerbeds in various locations

Public play and expanded golf lessons & leagues available

Snack Bar-type concessions
Full golf cart rental service with GPS
Pro Shop with increased offerings

Additional 9 hole course and expanded practice facilities and short-game course

Addition of driving range/practice facilities, golf simulators, and hitting bays

Enhanced landscape and flowerbeds throughout course

Golf development programs available

Enhanced amenities including: high-end food and beverages, mobile food and beverage carts

Additional gold carts with GPS available
Expanded Pro Shop offerings

Parks, Recreation, & Culture

Golf Course

Phoenix logo indicates current service level provided by City

1

Manage and maintain 39 City parks larger than 10-acres

Minimal maintenance at smaller parks for code compliance

Reduced maintenance of trails and bike paths; sections may be closed at times for snow/ice

Park shelters, playgrounds, restrooms, outdoor sports courts in Community Parks only

Maintain fields in the three Sports Complexes only

2

Manage and maintain 71 Community and Neighborhood Parks throughout the City (~4,000 acres)

Limited maintenance of ~97 miles of trails and bike paths

Park shelters, playgrounds, restrooms, outdoor sports courts in Community Parks and fewer Neighborhood Parks

Maintain competition fields at Sports Complexes, Lyons and Hobbs Parks only



Manage and maintain 71 Community and Neighborhood Parks throughout the City (~4,000 acres)

Maintain ~97 miles of trails and bike paths

Park shelters, playgrounds, restrooms, outdoor sports courts in Community Parks and several Neighborhood Parks

Maintain competition fields at Sports Complexes, Lyons and Hobbs Parks, and practice fields

4

Manage and maintain 73 Community and Neighborhood Parks (~4,085 acres); Park acquisitions and development west and south of the City

Maintain 100 miles of trails and bike paths (Additions adjacent to arterial streets)

Additional year-round park shelters

Additional sand volleyball complex

5

Manage and maintain 75 Community & Neighborhood Parks (~4,185 acres); acquisition and development in the urban growth area

Maintain 104 miles of trails and bike paths; completion of the Lawrence Loop

Additional year-round park shelters

Additional pickleball complex

Provide multiple destination playgrounds

Development of a Native Land & Prairie Management Program

Addition of a Park Ranger Program

Parks, Recreation, & Culture

Parks, Trails, & Open Space Management

Phoenix logo indicates current service level provided by City



One (1)
neighborhood
Recreational Center:
open during
programming and
private rentals only

Limited
programming and
private rentals only

Eliminate summer
day camps

Limited shelter and
field rentals

Two (2)
neighborhood rec
centers:
7 days a week;
evenings and
weekends only

Closure of the
Community Building

Eight (8) week
summer day camp

Reduced shelter,
facility, and field
rentals (fewer rental
facilities)

Maintain two (2)
historic rental &
event facilities and (1)
historic property

**Three (3)
neighborhood rec
centers:
7 days a week with
limited hours**

**Twelve (12) week
summer day camp**

**Operate and manage
park shelter, field and
facility rentals**

**Maintain two (2)
historic rental and
event facilities and (2)
historic properties**

Three (3)
neighborhood rec
centers: 7 days a
week with expanded
hours

Twelve (12) week
summer day camp
with additional youth
programs/camp
locations

Operate and manage
park shelter and field
rentals and increased
facility rentals

Renovate and operate
two (2) historic rental
and event facilities

Build and operate three
(3) additional
Neighborhood
Recreation Centers ; 7
days a week with
expanded hours

Twelve (12) week
summer day camp with
expanded youth
programs/camp
locations

Increased facility rentals
for outdoor facilities and
new recreation centers

Renovate and operate
two (2) historic rental and
event facilities

Parks, Recreation, & Culture

Recreation Facility Management

Phoenix logo indicates current
service level provided by City



Reduce programming to under 500 programs annually

Basic fitness/
gymnastics programs only

Reduce programming to under 1,000 programs annually

Fitness/gymnastics/
martial arts programs

Limited trips

Limited specialty youth camps

Provide over 1,200 programs annually:

***Fitness/gymnastics/
martial arts (700)
dance (94),
Lifelong/Unified (386)***

Trips (40)

Educational and specialty classes (50)

Youth specialty camps (year-round)

Expand to provide and program 1,500 programs annually

Expand to provide and program 2,000 programs annually

Parks, Recreation, & Culture

Recreation, Health, & Wellness Programming

Phoenix logo indicates current service level provided by City



Only open for revenue-generating programs and tournaments

No Free Play

Limited hours of operation

Open for tournaments, fitness, reduced programs/leagues, court and turf rentals

No Free Play

Reduced hours of operation

Open for tournaments, fitness, programs/leagues, court and turf rentals

Free Play (basketball, pickleball, etc.)

7 days a week

Expanded for tournaments, fitness, additional programs/leagues

Free Play (basketball, pickleball, etc.)

7 days a week

Expanded concession offerings

Add new indoor sports turf facility on campus;
Move existing turf to new facility and convert to additional court space

Increased Free Play and programs/leagues

Expanded hours, 7 days a week

Expand program/court space, premium fitness amenities, concessions/sports bar

Parks, Recreation, & Culture

Sports Pavilion Lawrence

Phoenix logo indicates current service level provided by City

1

Remove landscape beds in facilities, parks and City entrances

Complaint-based tree pruning with delayed response times

Maintain the urban forest at a replacement rate of 1:2

Reduced mowing frequency on all right-of-way areas

Slower snow response

50% reduction in holiday lights

Eliminate city-run tree planting program in new developments



Maintain 30,000+ right-of-way trees and 300+ acres of pathway greenspace; 150+ landscape beds in facilities, parks and City entrances

Complaint-based tree pruning (resident request, emergency storm)

Maintain the urban forest at a replacement rate of 1:1

Right-of-way mowing

Snow removal

Holiday lights in Downtown, City facilities, & parks

Manage tree planting program in new developments

3

Maintain 30,000+ right-of-way trees and 300+ acres of pathway greenspace; 150+ landscape beds in facilities, parks and City entrances

Preventative pruning and inspection provided on all right-of way trees on a 12-year cycle

Maintain the urban forest at a replacement rate of 3:2

Right-of-way mowing

Snow removal

Holiday lights Downtown/Mass St. and City facilities and parks

Manage tree planting program in new developments

4

350+ acres of right-of way and pathway greenspace

Preventative pruning and inspection provided on all right-of way trees on a 8-year cycle

Maintain the urban forest at a replacement rate 2:1

Right-of-way mowing

Snow removal

Holiday lights Downtown/Mass St. and City facilities and parks

Manage tree planting program in new developments

5

400+ acres of right-of way and pathway greenspace; 160 landscape beds

Preventative pruning and inspection provided on all right-of way trees on a 5-year cycle

Maintain the urban forest at a replacement rate of 3:1

Right-of-way mowing

Snow removal

Holiday lights Downtown/Mass St. and City facilities and parks

Addition of a comprehensive ROW tree inventory program

Parks, Recreation, & Culture

Urban Forestry & Right-of-Way Management

Phoenix logo indicates current service level provided by City



Provide limited youth recreational and league play

Under 100 youth recreational and competitive programs and leagues

Eliminate adult sports

Provide a variety of youth and adult recreational and league play opportunities

200+ adult and youth recreational and competitive programs and leagues: basketball, kickball, pickleball, softball, volleyball, soccer

Camps/clinics, lessons and instructional programs

Expand to 250+ adult and youth recreational and competitive programs and leagues

Increased camps/clinics, lessons and instructional programs

Expand to 300+ adult and youth recreational and competitive programs and leagues

Expanded camps/clinics, lessons and instructional programs

Expand to 350+ adult and youth recreational and competitive programs and leagues

Expand to offer and manage an in-house tournament program at sports and aquatic facilities

Enhanced camps/clinics, lessons and instructional programs

Parks, Recreation, & Culture

Youth & Adult Sports

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