LAWRENCE-DOUGLAS COUNTY FIRE MEDICAL

2021-2026
STRATEGIC PLAN

City of Lawrence

DOUGLAS COUNTY
KANSAS
EST. 1855

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Message from the Fire Chief

The Lawrence-Douglas County Fire Medical Department is pleased to present its 2021-2026 Strategic Plan. This living document was created by the members of the Fire Medical Department with input from the community that we serve. We have endeavored to integrate the Department's Strategic Plan into the City of Lawrence's Community Driven Strategic Plan. The five outcomes are Unmistakable Identify, Strong, Welcoming Neighborhoods, Safe and Secure, Prosperity and Economic Security, and Connected City. The integration of these two strategic plans and six commitments; Community Engagement, Efficient and Effective Processes, Equity and Inclusion, Sound Fiscal Stewardship, Engaged and Empowered Teams, and Environmental Sustainability within the City's Strategic Plan will be guiding principles as we begin work on the implementation of our strategic plan.

In the past several years, our community and society have experienced many new challenges. Our organization is confronted every day to deliver the level of service the community demands and be adaptive at the same time to meet new opportunities. This plan will help our organization meet those demands and opportunities. I want to thank our stakeholders, city leadership, elected officials, and especially the steadfast members of the department for their continued support of our outstanding organization. Our department members will continue to provide exceptionally dedicated service to the community.

We're proud to present this plan, strategically aligned with our community and department members as we work together to continue providing excellent services.

Sincerely,

Shaun Coffey
Fire Chief

Strategic Alignment

Lawrence-Douglas County Fire Medical (LDCFM) has taken a global approach to develop its plan for the future leveraging local community intelligence gathered from its internal and external stakeholders. LDCFM has sought strategic alignment with the City of Lawrence's Community-Driven Strategic Plan, adopted in October 2020, in addition to feedback received from Douglas County and members of LDCFM. The balance and alignment of LDCFM initiatives will positively impact all stakeholders as the department executes its commitment to continuous improvement. LDCFM strives to provide services where all people feel safe and secure and have access to trusted public and community-based safety resources.

City of Lawrence

Mission
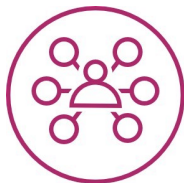We create a community where all enjoy life and feel at home.

Vision
The City of Lawrence – supporting an unmistakably vibrant community with innovative, equitable, transparent, and responsible local government.
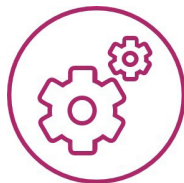
Organizational Values
Character, Competence, Courage, Collaboration, Commitment

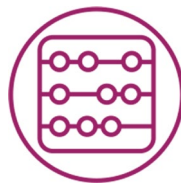**COMMITMENTS**

Community Engagement	Efficient and Effective Processes	Equity and Inclusion	Sound Fiscal Stewardship	Engaged and Empowered Teams	Environmental Sustainability

OUTCOMES

Unmistakable Identity	Strong Welcoming Neighborhoods	Safe and Secure	Prosperity and Economic Security	Connected City

LDCFM Strategic Goals

Internal Communication

Improve internal communications by providing a clear and effective exchange of information for enhanced continuity throughout the organization.

External Communications

Effectively communicate with our community and partners to understand the department's commitment to their expectations.

Leadership and Development

Produce and implement a comprehensive leadership and career development program, investing in the creation of a qualified, educated workforce that promotes a supportive work environment.

Employee Health and Wellbeing

Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.

Succession Planning

Create and implement a succession planning process to fill vacancies more effectively to shorten onboarding time and ensure continuity of knowledge and activities.

Recruitment

Introduction

Lawrence-Douglas County Fire Medical provides an all-hazards approach in protecting the lives and property of the residents, businesses, and visitors of its coverage area that includes the City of Lawrence, Grant Township, and unincorporated Douglas County in Kansas. LDCFM is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

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

LAWRENCE-DOUGLAS COUNTY FIRE MEDICAL
STRATEGIC PLAN
Table of Contents

Organizational Background

The City of Lawrence and Douglas County reside in an area of northeast Kansas that, up until 1854, was considered part of the Shawnee Indian Reservation. From this point, the area has continued to grow and develop into a diverse community that contains a mix of open lands, development, and higher education (University of Kansas, Haskell Indian Nations University, and Baker University). Today, Douglas County has an approximate population of 134,917, with the City of Lawrence making up approximately 108,620 of the total population.

Lawrence-Douglas County Fire Medical has a long history of providing progressive services to its community. The genesis of the department dates to 1859 when the Lawrence Fire Department, a volunteer engine company was formed. Due to funding, it was subsequently disbanded in 1862. In 1915, the department found itself as a career agency that continued to evolve and grow to keep up with changes in the area. In 1997, the department and the Douglas County Ambulance Service formed the present organization, Lawrence-Douglas County Fire Medical (LDCFM).

Today, LDCFM remains a career fire service organization consisting of 156 uniformed and civilian professionals that provide services from seven strategically located fire stations and two support facilities. Dedicated to excellence, the department has embraced continuous improvement in all it does by virtue of being an internationally accredited agency.
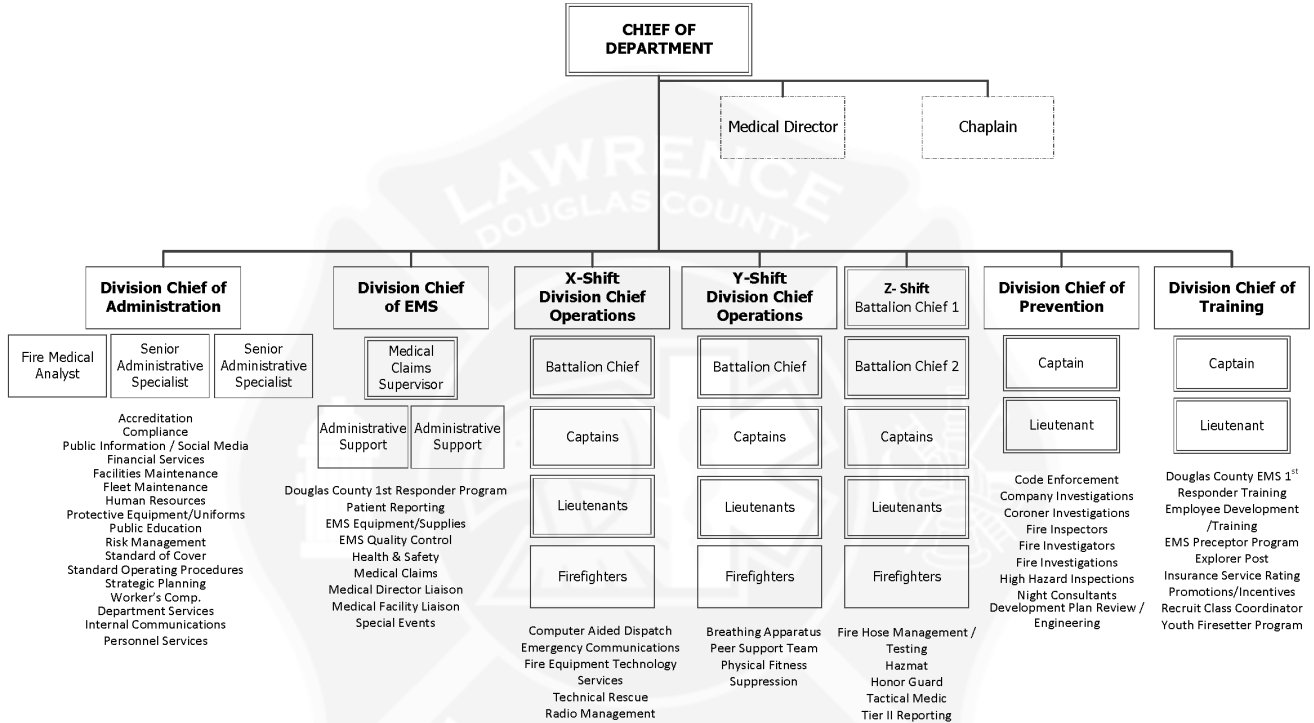

Lawrence-Douglas County Fire Medical is committed to saving and protecting lives and property through service to those who live, work, and play within its coverage area. The department remains focused on its mission and embraces its core values, ensuring PRIDE exists in all they do.

Organizational Structure

Lawrence-Douglas County Fire Medical

ORGANIZATIONAL CHART

```
                              CHIEF OF
                             DEPARTMENT
                          /      |        \
                  Medical Director      Chaplain
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Division Chief of Administration	Division Chief of EMS	X-Shift Division Chief Operations	Y-Shift Division Chief Operations	Z- Shift Battalion Chief 1	Division Chief of Prevention	Division Chief of Training

Division Chief of Administration
- Fire Medical Analyst
- Senior Administrative Specialist
- Senior Administrative Specialist

Accreditation
Compliance
Public Information / Social Media
Financial Services
Facilities Maintenance
Fleet Maintenance
Human Resources
Protective Equipment/Uniforms
Public Education
Risk Management
Standard of Cover
Standard Operating Procedures
Strategic Planning
Worker's Comp.
Department Services
Internal Communications
Personnel Services

Division Chief of EMS
- Medical Claims Supervisor
- Administrative Support
- Administrative Support

Douglas County 1st Responder Program
Patient Reporting
EMS Equipment/Supplies
EMS Quality Control
Health & Safety
Medical Claims
Medical Director Liaison
Medical Facility Liaison
Special Events

X-Shift Division Chief Operations
- Battalion Chief
- Captains
- Lieutenants
- Firefighters

Computer Aided Dispatch
Emergency Communications
Fire Equipment Technology Services
Technical Rescue
Radio Management

Y-Shift Division Chief Operations
- Battalion Chief
- Captains
- Lieutenants
- Firefighters

Breathing Apparatus
Peer Support Team
Physical Fitness
Suppression

Z- Shift Battalion Chief 1
- Battalion Chief 2
- Captains
- Lieutenants
- Firefighters

Fire Hose Management / Testing
Hazmat
Honor Guard
Tactical Medic
Tier II Reporting

Division Chief of Prevention
- Captain
- Lieutenant

Code Enforcement
Company Investigations
Coroner Investigations
Fire Inspectors
Fire Investigators
Fire Investigations
High Hazard Inspections
Night Consultants
Development Plan Review / Engineering

Division Chief of Training
- Captain
- Lieutenant

Douglas County EMS 1st Responder Training
Employee Development /Training
EMS Preceptor Program
Explorer Post
Insurance Service Rating
Promotions/Incentives
Recruit Class Coordinator
Youth Firesetter Program

Community-Driven Strategic Planning

For many successful organizations, the community's voice drives their operations and charts the course for their future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

Downtown Lawrence, Kansas

The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.

2. Establish the community's service program priorities and expectations of the organization.

3. Identify any concerns the community may have about the organization and aspects of the organization that the community views positively.

4. Revisit the mission statement, giving careful attention to the services and programs currently provided, which logically can be provided in the future.

5. Revisit the values of the organization's membership.

6. Identify the internal strengths and weaknesses of the organization.

7. Identify areas of opportunity or potential threats to the organization.

8. Identify the organization's critical issues and service gaps.

9. Determine strategic initiatives for organizational improvement.

10. Establish a realistic goal and objectives for each initiative.

11. Identify implementation tasks for the accomplishment of each objective.

12. Determine the vision of the future.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Shaun Coffey, CFO and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in August and September 2021, beginning with virtual community meetings hosted by a representative from the CPSE for community members (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within Lawrence-Douglas County Fire Medical's coverage area and some who were recipients of LDCFM's service(s).

Lawrence-Douglas County Fire Medical Community Stakeholders

Mike Amyx	Ron Crawford	Boog Highberger	Brandon McGuire	Wayne Ricks
Jay Armbrister	John Dietz	Thad Holcombe	Amy Miller	Jillian Rodrigue
Mike Baxter	Monica Dittmer	Clint Hornberger	John Naramore	Lynley Sanford
Heather Biele	Kent Ely	Jill Jolicoeur	Dan Partridge	Courtney Shipley
Robert Bieniecki	Andrew Foster	Chris Keary	Mike Patrick	Bill Stark
Sarah Bishop	Tony Foster	Lisa Larsen	Megan Poindexter	Paul Taylor
Stuart Boley	Ralph Gage	Kevin Liu	Jeff Price	Casey Toomay
John Booth	Kevyn Gero	Wes Lovett	Jeremy Rabb	Kevin Waite
Lyle Bowlin	Mario Gradillas	Bonnie Lowe	Sam Rabiola	Alex Wiebel
Kay Brada	Adam Heffley	Rochell Marsh	Bob Renton	Karen Willey
Jim Butler	Ellen Herman	Kelly McCoy	Doris Ricks	

Community Group Findings

A key element of Lawrence-Douglas County Fire Medical's organizational philosophy is having a high level of commitment to the community and recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized) and positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendices of this document. The agency stakeholders utilized the full feedback

from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.

See Appendix 1 and 2 for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.

Haskell Indian Nations University

Lawrence Community

Agency Stakeholder Group Findings

The agency stakeholder work sessions were conducted over three days. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the department's mission, values, core programs, and support services. Additionally, focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved a stakeholder group that represented a broad cross-section of the department, as named and pictured below.

Lawrence-Douglas County Fire Medical's Agency Stakeholders

Seamus Albritton *Engineer*	Mike Angrisano *Engineer/Paramedic*	Matt Bahnmaier *Lieutenant*	Richard Bull *Engineer*
Shaun Coffey, CFO *Fire Chief*	Nathan Coffman *Captain/Paramedic*	Vince Davis *Lieutenant/Paramedic*	McKenzi Ezell *Fire Medical Analyst*
Tom Fagan, CFO *Division Chief of Administration*	Redell Frazier *Engineer/Paramedic*	Joe Hardy *Battalion Chief*	Lisa Hart *Senior Administrative Specialist*
Kevin Joles *Division Chief of EMS*	Chad Lisher *Lieutenant*	Kody Nehl *Firefighter*	Russell Prothe *Lieutenant*
Jasmin Ramirez *Firefighter*	Jason Ray *Lieutenant*	Crosbi Schmidt *Firefighter/Paramedic*	Nicholas Simon *Captain*
Riley Spencer *Engineer*	Tyler Tuckness *Lieutenant*	Tyler Wade *Captain*	Alex Wolfe *Lieutenant/Paramedic*

Agency Stakeholders

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Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all department members. The purpose of the mission is to answer the questions:

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

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

> **We are committed to saving and protecting lives and property through service to our community.**

Agency Stakeholders Work Session

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. LDCFM's current values were reviewed, and the workgroup agreed that they continue to serve the organization.

Professionalism
Respect
Integrity
Diversity
Excellence

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so they guide the individuals who make up Lawrence-Douglas County Fire Medical to accomplish the goals, objectives, and day-to-day tasks.

Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are all the internal and external programs and services that help LDCFM deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services. The department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the agency stakeholders understand that many local, state, and national services support its delivery to deliver the identified core programs.

Through a facilitated brainstorming session, the agency stakeholders agreed upon the core programs provided to the community and many of the supporting services that support the programs. This session provided the sought understanding of the differences and the key elements of the delineation.

Agency Stakeholders Work Session

SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize and those that pose a danger. Agency stakeholders participated in this activity to record LDCFM's strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides the more significant issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 3 consists of the SWOT data and analysis collected by the agency stakeholders.

Agency Stakeholders Work Session

Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of agency stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 4). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Lawrence-Douglas County Fire Medical's Strategic Initiatives

Internal Communications	External Communications	Leadership and Development
Employee Health and Wellbeing	Succession Planning	Recruitment

Goals and Objectives

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

Goal 1	Improve internal communications by providing a clear and effective exchange of information for enhanced continuity throughout the organization.	Engaged and Empowered Teams

Objective 1A	Identify and analyze all current processes used in the exchange of information to determine the effectiveness.	
Timeframe	6 months	Assigned to:
Critical Tasks	- Identify and inventory current templates and modes of communication. - Analyze current templates and modes of communication. - Based on the analysis, categorize and identify efficiencies and deficiencies within the current model. - Complete a report with the findings and disseminate to all members of the organization.	

Objective 1B	Analyze the department's chain of command and communication policies to identify any hindrances to the continuity of information.	
Timeframe	3 months	Assigned to:
Critical Tasks	- Review the organizational chart and compare the current communication pathways. - Identify differences between formal and informal communication within the chain of command. - Recognize differences between lateral and vertical communication models. - Identify communication policies that impact the communication model. - Report any findings to the leadership team for further direction and action.	

Objective 1C	Design and construct an efficient and effective communication model that addresses the previously identified problems.	
Timeframe	12 months	Assigned to:
Critical Tasks	- Complete a gap analysis of previously collected data. - Design effective communication loops with supportive and guiding documentation. - Provide specific parameters and examples to direct the flow and modes of communication.	

Objective 1D	Introduce and educate the organization on the enhanced communication model to build consistency and awareness.
Timeframe	6 months Assigned to:

Critical Tasks	• Introduce the new communication model to the organization.
	• Request feedback from organization members on the introduction of the communication model.
	• Review and revise the communication model based on feedback.
	• Finalize and standardize the communication model and develop documents.
	• Educate the organization on the new communication model.
	    o Develop appropriate training curriculum.
	    o Deliver training to the organization.
	    o Collect feedback from the organization and make appropriate adjustments to the training curriculum.

Objective 1E	Integrate the improved communication model across the entirety of the organization to create ownership and accountability.
Timeframe	3 months Assigned to:
Critical Tasks	• Implement the new communication model and the associated documents. • Demonstrate the effectiveness through regular and consistent communications, as it impacts organizational processes. • Document the demonstrative effectiveness of the new communication model. • Report any findings to the leadership team for further direction and action.

Objective 1F	Evaluate and adjust the communication model reflective of the developed appraisal processes to ensure the effective exchange of information.
Timeframe	Ongoing Assigned to:
Critical Tasks	• Recognize the communication model is dynamic. • Create a review process for the evaluation of the communication model. • Report any findings to the leadership team for further direction and action. • Make adjustments based upon the review and approval.

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Goal 2	Effectively communicate with our community and partners to understand the department's commitment to their expectations.

Community Engagement

Objective 2A	**Identify external stakeholders to determine different channels of communication.**
Timeframe	3 months Assigned to:
Critical Tasks	• Perform a faction map exercise to ensure stakeholder contacts are up-to-date and inclusive to the community. • Categorize stakeholder groups between formal and informal communication channels. • Report the stakeholder contact groupings and channels to the leadership team for further direction.

Objective 2B	**Identify current methods of external communication and evaluate additional opportunities for a broader reach.**
Timeframe	3 months Assigned to:
Critical Tasks	• Identify and list all current methods of external communication. • Survey external stakeholders to determine preferred methods of communication. • Evaluate current methods and survey results to determine optimal platforms for a broader reach. • Present the evaluation findings through management channels to receive feedback for system design.

Objective 2C	**Design a system that provides regular and understandable information to our external stakeholders.**
Timeframe	6 – 9 months Assigned to:
Critical Tasks	• Create a communication framework to include technology platforms, personnel, roles and scope, policies/procedures, media, and dissemination. • Develop a schedule for regular external communication. • Develop a procedure for irregular external communication. • Test the procedure for irregular external communication and adjust the process to ensure reliable performance. • Review and update policies/procedures related to external communication to ensure communication is understandable.

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Objective 2D	Introduce the new system to effectively communicate the department's commitment.
Timeframe	1 month Assigned to:
Critical Tasks	• Schedule a meeting with all affiliated personnel having responsibilities with external communications to address questions and eliminate concerns. • Determine a "go-live" date with new external communication systems. • Communicate the "go-live" date to the community using new and existing communication methods. • Deploy the new external communication systems.

Objective 2E	Create an evaluation process of the external communications system that collects and analyzes feedback for the department.
Timeframe	Ongoing Assigned to:
Critical Tasks	• Determine a timeline for formal and informal system evaluation. • Create and adopt performance measures for formal and informal program evaluation. • Schedule a regular survey to collect and analyze external stakeholder feedback to align with the formal evaluation process. • Perform informal program evaluations in accordance with the timeline. • Perform formal program evaluations to include external feedback and use of the department's program appraisal template.

Goal 3	Produce and implement a comprehensive leadership and career development program, investing in the creation of a qualified, educated workforce that promotes a supportive work environment.

Engaged and Empowered Teams

Objective 3A	Review all current departmental career development programs.
Timeframe	1 – 3 months	Assigned to:

Critical Tasks	• Assemble a multi-rank, diverse project team of people that appropriately represents all systems and programs. • Gather current departmental career development documents through analysis. • Review and build an understanding of all current career development documents. • Compile results in a document of findings and present to the leadership team for further action.

Objective 3B	Identify external career/leadership training opportunities that will help develop an educated workforce.
Timeframe	1 – 3 months	Assigned to:

Critical Tasks	• Identify all current career development educational opportunities. • Identify new external career development educational opportunities. • Create a document of current and new/external career development educational opportunities. • Categorize the findings by region, subject, personnel, medium, and other areas as needed. • Finalize the document and distribute to all personnel as approved by the leadership team.

Objective 3C	Conduct a needs assessment for a future career/leadership program to address any identified career/leadership gaps.
Timeframe	3 – 6 months	Assigned to:

Critical Tasks	• Create an appropriate, tailored, relevant survey instrument to assess each division's current and future career development needs. • Conduct the survey. • Analyze the survey results. • Compile results in a document of findings and present to the leadership team for further action. • Based on the findings, create a list of all current and future departmental needs. • Compare the list of findings against the documents created in Objectives 3A and 3B. • Identify any gaps in all of the findings. • Report the gap findings to the leadership team for further action and direction. • As approved, create a prioritized list of current and future opportunities.

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Objective 3D	Create and support any approved programs that will provide access to career development for all personnel.
Timeframe	6 – 9 months Assigned to:
Critical Tasks	• Identify and assemble multi-ranked, diverse focus groups for each career leadership program with the department. • Review the information from Objective 3C. • Determine an appropriate medium to meet training and development needs for each division, e.g., task books, skills verification, mentorship, education, etc. • Create a formalized document to support training and development for career leadership programs. • Present the formalized document to the leadership team for further direction.

Objective 3E	Implement a formalized career and leadership program to produce a qualified, educated workforce that promotes a supportive work environment.
Timeframe	6 – 12 months Assigned to:
Critical Tasks	• Identify and select potential educators and mentors to assist in implementing the developed career development programs. • Develop and design a train-the-trainer process for each specialized focus program. • Train and assign the selected educators and mentors to their specialized focus program. • Announce the career development programs in a formalized document via various media to include but not limited to FMNet, email, videos, etc. • Educate department members of the different career leadership programs supporting career development for all personnel. • Gather feedback through contemporary means individually from personnel of specific goals and interests for assignment to their correct career development program. • Compile responses of interested individual personnel and their goals. • Create a list of interested individuals to ensure all personnel are supported to achieve career leadership program goals. • Align personnel with a career leadership program that matches their individual goals and interests.

Objective 3F	Evaluate involvement and satisfaction with provided career and leadership development programs to identify necessary changes to improve overall success.
Timeframe	1 – 3 months Assigned to:
Critical Tasks	• Determine metrics to gather from all program participants. • Determine the means by which the information will be gathered from all program participants. • Collect the information by the determined means from all program participants. • Compile and analyze data collected from all program participants. • Identify areas needing improvement. • Compile a document of needed improvement findings. • Produce a document to address recommended changes and present to the leadership team for further direction and action. • Implement any approved changes.

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Goal 4	Promote and provide a culture of wellness, emphasizing the physical, mental, and emotional health of the individual and the organization.

Engaged and Empowered Teams

Objective 4A	Identification and analysis of the current state of the wellness program to create a set of baseline information for improvement.
Timeframe	6 months Assigned to:
Critical Tasks	• Conduct an anonymous baseline survey within the organization to determine the effectiveness of the existing wellness program. • Identify and inventory internal and external resources, opportunities, and equipment. • Based on the analysis, categorize, and identify benefits and deficiencies within the wellness program. • Complete comprehensive report with the findings and disseminate to all members of the organization.

Objective 4B	Research and identify the future needs and direction of the wellness program.
Timeframe	9 months Assigned to:
Critical Tasks	• Research the existing fire and emergency service best practices and standards. • Compare and contrast the existing wellness program relative to industry best practice and standards findings. • Based on collected data, identify and document opportunities for adjustment within the wellness program. • Examine wellness budget and determine necessary resources to address previously assessed needs.

Objective 4C	Design and develop an improvement plan based on all acquired information and available resources.
Timeframe	6 months Assigned to:
Critical Tasks	• Complete a gap analysis of previously collected data. • Using the gap analysis, design a plan of improvement for enhancing the wellness program. • Assess the design of the new program to determine if it needs to go through the organization's labor-management process.

Objective 4D	Introduce and educate the organization on the updated health and wellness program.
Timeframe	6 months Assigned to:
Critical Tasks	- Introduce the enhanced wellness program to the organization. - Request feedback from organization members on the introduction of the enhanced wellness program. - Review and revise the proposed changes to the wellness program. - Educate and promote the wellness program and associated initiatives. - Develop appropriate curriculum to communicate wellness program benefits and opportunities. - Deliver educational resources to the organization. - Collect feedback from the organization and make appropriate adjustments to the curriculum. - Implement the revised wellness program.

Objective 4E	Reevaluate individuals' physical, mental, and emotional wellness through ongoing survey.
Timeframe	Ongoing Assigned to:
Critical Tasks	- Determine content and develop a survey tool. - Conduct a follow-up anonymous survey within the organization to determine the effectiveness of the enhanced wellness program. - Make adjustments based upon the review and analysis.

Goal 5	**Create and implement a succession planning process to fill vacancies more effectively to shorten onboarding time and ensure continuity of knowledge and activities.**

Engaged and Empowered Teams

Objective 5A	**Identify and evaluate all current succession processes.**
Timeframe	3 – 6 months **Assigned to:**
Critical Tasks	• Consult key individuals within each division to gather existing processes for the transfer of responsibilities. • Survey department members for input relative to succession planning. • Create a document to identify the department's internal processes. • Evaluate existing processes to identify critical gaps.

Objective 5B	**Research other best industry practices to determine gaps and opportunities.**
Timeframe	3 – 6 months **Assigned to:**
Critical Tasks	• Consult City of Lawrence Human Resources to identify other citywide succession planning systems. • Consult peer fire/medical service agencies to identify their succession planning systems. • Aggregate data from the city and peer agencies to identify opportunities to bridge identified internal gaps. • Present the findings through management channels to receive feedback for system design.

Objective 5C	**Design a system to shorten onboarding time in new roles and ensure continuity of knowledge and activities.**
Timeframe	3 – 6 months **Assigned to:**
Critical Tasks	• Create a model using evaluation findings and feedback to include policies and procedures, personnel scope, responsibilities, accessibility, job shadowing, and implementation. • Present the model to the department membership for feedback and process modifications. • Review and update relevant policies and procedures related to succession planning to shorten onboarding time and ensure continuity of knowledge and activities.

Objective 5D	**Implement a system to promote more effective transitions at all levels.**
Timeframe	24 months **Assigned to:**
Critical Tasks	• Create a prioritization of implementation based on critical gap information. • Apply the succession gap model to the identified critical gap areas. • Continue to apply the model to all divisions based on prioritization.

Objective 5E	**Create an evaluation process that measures the effectiveness of the succession system.**
Timeframe	Ongoing **Assigned to:**
Critical Tasks	• Create a survey instrument to evaluate the effectiveness of transitional onboarding. • Identify the timeframe to deliver the transition survey. • Gather and analyze the survey data. • Modify the succession planning process based on the analysis of the survey data annually.

Goal 6	Commit to improving our recruitment process to positively obtain and retain qualified professionals through progressive, diverse opportunities.

Engaged and Empowered Teams

Objective 6A	Review the department's current recruitment and retention processes.	
Timeframe	1 – 3 months	Assigned to:
Critical Tasks	- Assemble a diverse team of people to review current recruitment and retention processes. - Gather all current department recruitment and retention process documents through analysis. - Review and build an understanding of all current and recruitment and retention processes. - Compile the results in a document of findings and present to the leadership team for further direction and action.	

Objective 6B	Analyze if the current recruitment and retention processes effectively meet organizational needs.	
Timeframe	1 – 3 months	Assigned to:
Critical Tasks	- Identify the current personnel needs by reviewing the CRA/SOC, SOPs, organizational chart, and any other documents or sources. - Compare the current departmental personnel resources versus minimum staffing goals. - Identify any gaps and excess that are drawn from the comparison. - Create a document of findings regarding any gaps or excess and present to the leadership team for further direction and action.	

Objective 6C	Identify and research the desired labor market of qualified professionals to meet the department's mission and values.	
Timeframe	3 – 6 months	Assigned to:
Critical Tasks	- Review the findings in the document created in Objective 6B to determine current departmental needs. - Research local educational institutes for potential workforces. - Contact peer agencies to evaluate their recruitment processes. - Review and analyze all information acquired and place it in a usable format and context. - Compile the results into a document of findings and present to the leadership team for further direction and action.	

Objective 6D	Create new proactive processes for recruitment and retention of qualified professionals.	
Timeframe	6 months, ongoing	Assigned to:
Critical Tasks	- Assemble and establish a diverse program team. - Review the results from all of the documents and findings from Objectives A, B, and C. - Determine the most effective recruitment and retention strategies to meet current and future department needs. - Design a continuous, proactive process around the determined strategies to include but not limited to: - More opportunities at youth events and schools; - Informing personnel when posting hiring bulletins; - Post opportunities months before retirements.	

Objective 6E	Implement formalized, continuous recruitment and retention programs.
Timeframe	6 months, ongoing Assigned to:
Critical Tasks	• Identify and select potential recruiters in implementing the recruitment/retention program. • Train the selected recruiters in the program. • Establish relationships with identified recruitment resources such as: -Haskell -KU -JCCC/KCK -Other area fire departments • Educate department members of new recruitment and retention processes to promote a proactive approach to the program. • Execute the plan.

Objective 6F	Evaluate the implemented recruitment and retention programs to obtain and retain qualified professionals through progressive, diverse opportunities.
Timeframe	1 – 3 months Assigned to:
Critical Tasks	• Determine metrics to gather information from all program participants. • Determine the means by which the information will be gathered from all program participants. • Collect the information by the determined means from all program participants. • Compile and analyze the data collected from all program participants. • Identify areas needing improvement. • Compile a document of needed improvement finds and submit it to the leadership team for further direction and action. • Produce a document to address recommended and approved changes. • Implement the approved changes.

Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather to confirm the futurity of the work that the agency stakeholders designed. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

> "Vision is knowing who you are, where you're going, and what will guide your journey."
>
> Ken Blanchard

Lawrence-Douglas County Fire Medical's 2026 vision is to maintain the department's accreditation designation, illustrating a progressive approach to managing continuous improvement of service delivery programs.

We will strengthen our relationships with our community, service partners, and member stakeholders through comprehensive communication practices. We will always strive to be a diverse, forward-thinking department committed to saving and protecting lives and property while prioritizing the safety of those we serve.

In recognition of our greatest resource of human investment, we will make every effort to develop, support, mentor, and prepare our members to be the best they can be. Our concept will be to achieve this through appropriate leadership development, comprehensive health and wellbeing methods, and effective succession planning. We will see a department that recruits and welcomes new innovative members with expertise and the demonstrative values of integrity and respect.

We will always seek professional excellence as an initiative-focused department while holding each other accountable in delivering our mission, living our values, and making this vision a reality.

Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on assessing progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

> • 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

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;

- The determination of resources necessary to achieve them;

- The analyzing and evaluation of performance data; and

- The use of that data to drive continuous improvement in the organization.

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

- **Inputs:** Value of resource used to produce an output.

- **Outputs:** Quantifiable units produced which are activity-oriented and measurable.

- **Efficiency:** Inputs used per output (or outputs per input).

- **Service Quality:** The degree to which customers are satisfied with a program or how accurately or timely a service is provided.

- **Outcome:** Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and organization members during the development stage of the planning process. To assist in developing this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and related objectives but on support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify agency and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.

Glossary of Terms, Acronyms, and Initialisms

Accreditation   A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.

AED   Automatic External Defibrillator

ALS   Advanced Life Support

CAPE   Cardiac Arrest Protocol for Excellence

CEU   Continuing Education Unit

CFAI   Commission on Fire Accreditation International

CPR   Cardio-Pulmonary Resuscitation

CPSE   Center for Public Safety Excellence

CSI   Crime Scene Investigation

Customer(s)   The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.

DCCCA   Douglas County Citizen's Committee on Alcoholism

DGSO   Douglas County Sheriff's Office

Efficiency   A performance indication where inputs are measured per unit of output (or vice versa).

EMS   Emergency Medical Services

Environment   Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the organization's boundaries.

FAQ   Frequently Asked Questions

FRTI   Fire Rescue Training Institute

HazMat   Hazardous Materials

HOA   Homeowners' Association

Input   A performance indication where the value of resources is used to produce an output.

ISO   Insurance Services Office

IT   Information Technology

JCCC   Johnson County Community College

KU   University of Kansas

LMH	Lawrence Memorial Hospital
LPD	Lawrence Police Department
MIH	Mobile Integrated Health
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.
MSO	Municipal Services & Operations
NFPA	National Fire Protection Association
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 quality or number of units produced is identified.
PDS	Planning Development Services
SOC	Standards of Cover
SOP	Standard Operating Procedure
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period. An aim. The final result of an action. Something to accomplish in assisting the agency in moving forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the agency's mission and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities, and Threats
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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TAP Technical Advisor Program

Appendix 1 – Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, Lawrence-Douglas County Fire Medical needs to understand what the customers consider to be their priorities. It is understood that different coverage areas are provided different programs and services. Those different coverage areas are based on whether the person lives or has a business in the City of Lawrence proper, Grant Township, or the Douglas County area - not in the city or the township. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Service Program Priorities as Identified by the Lawrence City Community Stakeholders

Programs	Ranking	Score
Emergency Medical Services	1	165
Fire Suppression	2	127
Technical Rescue	3	109
Tactical Medic	4	107
Hazardous Materials Mitigation	5	83
Prevention	6	79
Public Fire & Life Safety Education	7	61
Public Information and Engagement	8	47
Fire Investigation	9	35

Service Program Priorities as Identified by the Grant Township Community Stakeholders

Programs	Ranking	Score
Fire Suppression	1	6
Emergency Medical Services	2	5
Technical Rescue	3	4
Hazardous Materials Mitigation	4	3
Public Information and Engagement	5	2
Public Fire & Life Safety Education	6	1
Tactical Medic	7	0

Service Program Priorities as Identified by the Douglas County Community Stakeholders

Programs	Ranking	Score
Emergency Medical Services	1	60
Technical Rescue	2	42
Hazardous Materials Mitigation	3	41
Tactical Medic	4	22
Public Fire & Life Safety Education	5	15
Public Information and Engagement	5	15

Appendix 2 – Community Comments

Community Expectations

Understanding what the community expects of its service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for Lawrence-Douglas County Fire Medical. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of Lawrence-Douglas County Fire Medical (in priority order)

1. Show up quickly when called. Respond and provide emergency service in a timely manner. Respond rapidly to calls for assistance. That fire of medical will respond in a timely manner. Prompt response to calls for service. Respond quickly to fire and/or medical emergencies. Will respond in a timely and appropriate manner. Timely response. Arrive in a timely manner. Quick response time for fire and medical calls. Response times to emergencies are reasonable. Respond quickly to fire or medical emergency. Prompt response to emergency calls. Answer promptly to emergencies. quick response times. Timely response. Quick response to fires and/or medical emergencies. Response time will be adequate to save lives and/or reduce negative outcomes. On time assistance for medical calls. Quick response times (not a fire station on every corner, more EMS components in the system). Fast response times to critical calls for service. To respond swiftly to emergency situations. (108)

2. Staff is trained properly for the emergency at hand. Ensure techniques and training are contemporary. Technical expertise. Well-trained, professional staff. Well-trained personnel in fire medical procedures. Adequate and sustained training. Well-trained responders. Staffed by professionals who are well trained and paid accordingly. Training - keeping up with the latest information, equipment. High level of expertise (technical and relational). Skilled fire/medical staff who address emergencies professionally. Knowledge/experience how to handle the situation. Ability to administer lifesaving services on site. First responders will be qualified and trained according to the best standards. Towering competence - always gained by strong training programs. Maintain high training standards. Staff are adequately trained to respond to calls for service. (65)

3. Provide highest quality service and customer care. Responsiveness. Excellent fire suppression and medical response in service area. That fire or medical will respond when there is an emergency. Will protect its

community, people, resources, and culture. Respond to fire and medical situations. Public safety - EMS, fire protection, etc. Effective response. The delivery of quality fire and medical services to the citizenry. (41)

4. Be nice! Integrity. Treat all community members respectfully. Open to cultural differences if responding to medical. Be open and friendly. Just treatment of all people, regardless of race, gender, sexuality, age, and class. Kindness. Treat patients as you would want to be treated. Compassionate fire/medical staff who do their best to support the dignity of those they help. Be attentive to special needs. First responders will perform their duties free of biases. Be kind. (32)

5. Have the equipment to do the job. Possess equipment necessary to provide fire/medical. Have current equipment and training. The equipment whether vehicles, computers or other are well maintained and ready for service. Maintain/properly functioning equipment. Will have the appropriate and updated equipment required to perform fire and medical service. State-of-the-art equipment and processes. (22)

6. Educate the general public about ways they can avoid risks related to fire events. First aid FAQ. Basic community training. Will work to educate the community about issues that affect safety. Educational outreach to all. Be active in educating community with fire detectors, first aid/CPR, and enforcing fire codes. Community education outreach to prevent emergencies. Education and training to the public. Strong public education and prevention programs-less focus on operations. Community education beginning in elementary school. (17)

7. Work well with all partners agencies in the county region. Cooperation and leadership with other county fire/medical agencies. Will support LPD and Douglas County Sheriff where appropriate. Collaboration. Work with all other fire agencies in the county to improve services for all of Douglas County. (16)

8. Highly effective communication. Ability to communicate with other community emergency services rapidly. That the fire/medical response team communicate their arrival/departure and progress and be available for follow-up questions or information. Communication with residents, citizens. The ability to obtain the maximum amount of information of facilities or homes prior to arrival on the scene. (15)

9. Deliver fire mitigation services in an efficient and safe manner in all necessary events. Fire safety. Fire suppression. (14)

10. Prevention. Courteous and thorough safety inspections. Prevention plans. Prevention. Ensure that fire prevention standards are upheld across the community. (13)

11. Good value for taxpayer dollars. Be fiscally responsible. Economic use of resources. (11)

12. Adherence to fire and medical best practices. Utilizing training and experience when making decisions on calls. Quick survey and safely taking control of the site with professional attitude. (11)

13. Develop and take care of department members. Have procedures in place for employee wellbeing. Health and safety for personnel. Prioritize the health and wellbeing of the fire/medical staff so they can be their best selves. (9)

14. Public outreach and engagement. Support the community. The department is part of the community, not apart from the community, be visible. To be engaged in the community. (9)

15. That adequate resources needed to address the emergency be provided. Have the resources (human, financial) to be successful. Adequate supplies for situation. (8)

16. Be attentive to surroundings. Maintain a state of readiness. (6)

17. Career advancement opportunities for all genders and races. Employment equity. (5)

18. Possess the demeanor to calm the citizens in the area with a focus on the safety of all involved. To be calm, confident, and competent presence in emergencies. (5)

19. Be professional in all duties. (4)

20. Provide technical support services in the event of a hazardous waste spill or contamination. Have teams trained to deal with hazardous waste issues. (4)

21. Share available training and equipment resources with other fire agencies in the county. (4)

22. Recognize the problem, establish a plan, and carry it out. Planning. (3)

23. Provide adequate staffing to assist other county agencies. (3)

24. Staff is diverse and representative of community they serve. (3)

25. Plan for future urban expansion. Planning for future placement of facilities. (2)

26. Possess ability to respond quickly to large community events (KU games, parades, events with large crowds). (2)

27. Zero tolerance of racism. (2)

28. Data driven. (2)

29. Employees live in the community. (1)

30. Obtain reimbursement for services if appropriate. (1)

31. Be thorough in investigations. (1)

32. Awareness. (1)

33. Strong employee morale. (1)

Areas of Community Concern

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

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about Lawrence-Douglas County Fire Medical (verbatim, in priority order)

1. Morale, safety, wellbeing of emergency service providers. Not focusing on mental health of department members. Are department staff provided the resources for their health and safety? Overloaded/overworked employees. I'm worried that they will not stay safe and will be overworked. Safety of first responders. Safety (firefighters, etc.). Covid-19 burnout. I am concerned that some members of the department are stretched too thin. Firefighter health and wellness - firefighters have a tough job. Career fatigue. The mental health and wellbeing of first responders given the trauma they witness. Access to support/mental health care professionals. (43)

2. Training of emergency service providers. Provide all personnel the necessary education and skillset to be at the forefront of their profession. Lack of countywide training opportunities. Preparation/training for multiple high resource incidents. Does it have adequate training. Personnel is well trained for the role that they serve. Ensure staff are given professional development to provide the best possible care/service. training personnel adequately and often. Discontinuing training for first responders in Douglas County. Quality leadership development and accountability. Continuing education. (37)

3. Receive sufficient funding from their sources to procure and maintain their equipment and facilities in an appropriate manner. Budget out of proportion for a small city. The ability to compensate employees appropriately to maintain well-trained, experienced employees. Adequate pay? Personnel is compensated fairly. Is it adequately funded? Good stewardship of resources. Funding. (31)

4. Appropriate amount of emergency service providers. Making sure we have staff to carry out function. Not having enough staff to meet demands. The ability to maintain appropriate staffing as the population density increases due to increased in-fill building and proposed taller buildings. Maintaining proper staffing. Ensure that they have enough staff to ensure the health and wellbeing of all staff with the ability to have time

off/rest/recuperate. Staffing fire/medical personnel. Adequate staffing to ensure available medic units for all of Douglas County. (29)

5. As we grow, making sure we have strategically placed stations to avoid lag time in response. Maintain services countywide in a manner that provides the shortest response possible for all constituents. That adequate resources be available that match the need. Supported growth, not enough resources, and stations to respond. Enough locations to serve growing population. Will the department get stretched too thin as the community grows? The ability of the department to keep up with growth of community. (29)

6. Time to arrive on scene. That response time be appropriate to the emergency. Response times. Response times. I'm worried that they will be slow to respond. Response times that are quick. Response time for ambulance services in northwest portion of township. (24)

7. Understanding our labor market to maintain adequate numbers of employees. Provide a compensation structure that attracts and retains top-quality personnel on a consistent basis. The ability to attract employees that match the community's diversity. Equity/employment of diverse folks. Need good salaries to attract good providers. Hiring the best candidates. I am concerned that there may be barriers to recruiting the right new members to our department. (21)

8. Is customer service considered at all times? I'm worried that they will not be just to all. I am concerned that not all demographics are treated fairly by first responders. Equality concerning medical response. (18)

9. Up to date equipment. Are technical resources adequate. Equipment is up to date, well maintained, and ready for service. Does it have modern equipment. I am concerned that our department may not have the most up-to-date equipment. (17)

10. Increase of fire prevention through public education. Needs to be more visible in its outreach to the community (including education). Community involvement with training and teaching our youth. Education and training to the public. Too much operational focus in the fire service in general and little attention (budgets) given to prevention and public education. (12)

11. Gaps in county EMS coverage. The ability to provide medical care as the community's mean age and obesity rates increase. Inconsistent EMS coverage in eastern Douglas County. (9)

12. Who decides that ISO 1 is the best value for LDCFM taxpayers? ISO ratings. (9)

13. Special emergencies (overdose/medical). Adequate preparation for flood emergencies. Ability to plan events with the proper person. (6)

14. Dispatch system focused primarily on needs of LDCFM. The responsiveness of emergency dispatch. (5)

15. Distractions that take away focus on the mission. (5)

16. Ongoing collaboration with police. Level of interoperability on regional response because of lack of countywide trainings. (5)

17. Resources for prevention. I am concerned about the department's capacity to do prevention. (5)

18. The length of shifts (e.g., sleep deprivation). (5)

19. Traffic, public cooperation. (4)

20. Over respond with advanced units when not needed. (4)

21. Effect of excessive safety concerns on site plan reviews and development process. (4)

22. Lack of city-county identity. (4)

23. School inspections and safety protective measures. (4)

24. Staffing/deployment - always building and staffing large fire stations, when several micro stations with a medic and EMT on a Type 6 brush truck throughout the city would fit the data models better. (4)

25. Inadequate number of ALS providers. (4)

26. How to keep personnel at the fitness level needed for this very difficult job. (4)

27. Employee resilience and morale. (4)

28. That there is communication between the medical/fire team and our facility management. (3)

29. I'm worried that they will not be kind. (3)

30. Updated personnel policies. (3)

31. Inspection services of elder homes and services. (3)

32. Fire department services ($$$) always come at the cost of other city services - parks, libraries. (3)

33. Lack of requirements for industry standard EMS trainings. (3)

34. Does the department reflect the diversity of the Lawrence community? (3)

35. Is the department a leader in the industry? (2)

36. Is technology sought out and implemented as often as possible? The ability to communicate effectively via social media as the number of platforms grows and changes. (2)

37. That there is a clear line of command and control in addressing the emergency. (2)

38. Transparency. (2)

39. Are leaders free to express their concerns? (2)

40. Ensure staff have resources to refer people for needs outside their scope of service so they can focus on their strengths/appropriate use of their services. (2)

41. How to decrease the number of unnecessary calls that can divert resources from emergencies? (2)

42. That resources remain available at the location as long as needed. (1)

43. Are growth and leadership opportunities available for staff? (1)

Positive Community Feedback

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

Positive Community Comments about Lawrence-Douglas County Fire Medical (verbatim, in no particular order)

- Proactive.
- Always hear great comments about personnel being helpful and considerate of homeowners.
- Appear to be transparent to the community.
- Image of being well organized and disciplined.
- Fire and Medical do a great job being out in the public. I think it makes people feel they are part of us, and our safety is important to them.
- They have their equipment with them, and people get to see their investment.
- People generally like firefighters and medical staff.
- Current response times are within reasonable expectations for a majority of the served population.
- Quality personnel at all levels of the organization.
- Cooperative environment with local governments to fund services.
- Strong leadership with vision for necessary service adjustments and future needs.
- General equipment and facilities sufficient for provision of quality services.
- Quality people.
- Cutting edge EMS.
- Continuous improvement focused.
- Professional staff.
- Responsive.
- Focused on life safety – both community and staff.
- Well trained.
- Have great resources – staff and infrastructure.
- Excellent facilities.
- Excellent equipment.
- Excellent fire suppression.
- Excellent medical response/care.
- Excellent personnel.

- Leaders who look into the future to benefit the community.

- Leaders who live in the community.

- Employees who are trained both to fight fires and to provide medical care.

- Updated facilities to provide rapid response to calls and to maintain training.

- Facilities that have been moved to meet the demands of the community as it grows.

- The community perception is they are a professional organization that handles itself professionally.

- That the fire/medical care about the community and individuals.

- That the individuals are a part of the team and respect all members of the public.

- That the Fire/Medical teams work well together in the best interest of the public.

- That their advice and education is considered as factual and provided for the best interest of the public.

- Public outreach.

- Safety education.

- Fire prevention.

- Medical training.

- Emergency services.

- Excellent inter-agency response coordination.

- Well designed and implemented SOPs.

- Constant and varied training.

- Response times.

- Treatment of persons needing medical attention.

- Transparency with city on salaries/benefits.

- Safety inspections.

- Medical techs.

- The community recognizes LDCFM staff and vehicles.

- LDCFM makes efforts to reach out to the community.

- LDCFM recognizes actions taken by its staff and share with the community.

- LDCFM supports several organizations in Douglas County.

- Professional appearance and response.

- Training.

- Services provided without having to call other departments.

- They've been very nice when I've worked with them in the past.

- They always seem very knowledgeable.

- Well-trained staff.

- Bike safety program.

- Leadership.

- Reputation in the community.

- Professionalism when responding to calls.

- Knowledge and ability to make good decisions on scene.

- Consistency of response so that community members know what to expect.

- Staff is quite well trained.

- Leadership is exceptional.

- Equipment seems first-rate.

- Responsiveness.

- Professionalism.

- I am always pleased with the personal interactions I have with staff, both as an individual citizen, as well as due to my professional proximity to Fire Station 1.

- The care and compassion I have observed of Fire/Medical staff when engaging the seniors, especially the low-income, vulnerable seniors with disabilities.

- Thankfully, I haven't needed Fire/Medical personally for myself or my household, but I wouldn't hesitate to call them in an emergency and trust them.

- My communication with staff at all levels – from Chief Coffey on – is always top shelf.

- You are great humans! Thank you for all you do!

- Personnel health/maintain strength and endurance.

- Modern functioning vehicles/equipment.

- Good response times to fire/medical emergencies.

- Good rapport within the community.

- Partnerships across the community.

- Trained staff.

- Good infrastructure.

- Prompt services rendered in response to emergencies.

- Good interaction with inspections of businesses.

- Professional services during interactions with the public.

- Safety-first mentality.

- I believe we have the most dedicated professionals in our department.

- I believe we have a high standard for safety.

- I believe we offer regular training and professional development opportunities.

- I believe the department has a strong reputation in the community.

- Supportive to the county.

- In-house training for their colleagues.

- Educated about their process.

- Paramedics – LDCFM is way ahead of the curve.

- Good people.

- Good leadership – fire chief, etc.

- Good equipment.

- Good training.

- Presence of ambulance in eastern Douglas County.

- Provide EMS CEU trainings for county EMS personnel.

- Modern and reliable EMS response equipment.

- Staff has positive attitude when working with county agencies.

- Technical rescue and HazMat resources for countywide response.

- Willingness to assist other agencies in the county.

- A lot of really good personnel who are willing to help in many different situations.

- Willingness to share resources with other agencies.

- Professional and competent personnel.

- Rapid response to fire and medical emergencies.

- Strong organizational and team commitment to your mission.

- Progressive and problem solving.

- Commitment to organizational best practices.

- Excellent leadership

- Community support and trust.

- Dedicated employees.

- Excellent facilities overall.

- Response time.

- Caring and calm during emergency situations.

- Positive presence in the community.

Other Thoughts and Comments

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

Other Community Comments about Lawrence-Douglas County Fire Medical (verbatim, in no particular order)

- Keep up the great work!!!

- Maintain focus on shifting needs for services and deploying new services to different areas as the county continues its growth.

- Continue to develop county fire/medical relationships.

- Prevention division is well trained, responsive, and communicates well.

- Code and fire protection systems knowledge is comprehensive.

- Fire prevention division is proactive – frequently thinking "outside the box."

- LDCFM is a great community resource.

- I would like to see LDCFM influence the fire marshal and local fire codes to reflect common sense in all regulations. Safety considerations are appropriate, fire lanes are appropriate, requiring double-thick concrete near commercial buildings for potential engine parking is inappropriate. Community dollars need to be considered.

- While we have been fortunate to need to call the department only once in our 35 years living in Lawrence, the firefighters responded quickly and professionally to dilute potentially hazardous chemicals. Thank you.

- All firefighters and EMTs that we have interacted with have always been knowledgeable, respectful, and polite.

- LDCFM leaders work hard to promote employees who will be able to communicate well.

- LDCFM plans for and responds to the community's changing needs.

- LDCFM has been a valuable part of the community's response to COVID-19.

- Keeping the public informed on the development of the strategic plan.

- Keeping the public informed on the future direction and location of the fire/medical response teams.

- This process shows a forward-thinking and engaged command staff.

- Constant improvement appears to be a department goal.

- Department having most up-to-date training on consequences of climate change as to flood/fire.

- Add BLS response to non-emergency medical services.

- Thank you for your service to our community – and for the opportunity to be a part of this process and provide feedback.

- Union influence is a problem.

- City hall is often unresponsive.

- Overall costs are concerning.

- Planning for growth is problematic.

- I hope we can address the inappropriate use of Fire/Medical for seniors/people with disabilities with the return of Project Lively. I hope we can prove that collaboration saves Fire/Medical time and money, which can be translated to support the case management through Project Lively, which I anticipate will achieve that goal.

- Be what your name says you are.

- I'd like to see more interaction involving our youth.

- Donations to scholarships for our youth.

- Coaching and/or supporting through attending after-school activities.

- Creating safe zones for our youth.

- Unsure of their process.

- I have the impression that LDCFM is a professional and progressive fire department with good personnel and strong leadership. However, in the interest of constructive criticism, I don't know that this is unlike many like-size, fire-suburban fire departments in the US. I am still waiting for some fire department to break the paradigmatic mold and do something never done before, and I don't even know what that is.

- We appreciate your presence and inviting us to participate in this process. We look forward to working together in the future.

- My family and I have had four interactions with the department over the years, and, in all cases, we were impressed by the professionalism of the department personnel.

- I greatly appreciate all they do for the people of Lawrence and Douglas County!

Appendix 3 - SWOT

Strengths

Any organization needs to identify its strengths to ensure that it can provide the services requested by the community and that strengths are consistent with the issues facing the organization. Often, identifying 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 organization's primary function, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of Lawrence-Douglas County Fire Medical	
The apparatus replacement plans are followed continuously	Our department provides all emergency hazard services, which keeps us relevant in the community
We've adopted and enforced current international fire codes	We provide annual fire safety inspections in businesses
	Our personnel are cross-trained in multiple disciplines
Ability to retain employees	The department's workforce is passionate about the job
Our department is innovative in EMS services	We have very active and engaged personnel
EMS billing is effective at collections	We have competitive market pay and benefits plan
We are committed to being an ALS service	We have numerous internal program/project teams
Our equipment and bunker gear are up-to-date and replaced as when needed	We have a good working relationship with our external partners
We have strong commitment to a continuous improvement model	We have strong commitment to address personnel mental health from the department
We have data-driven operational planning – SOC, station optimization	Community recognizes the high quality of our employees
	We have a commitment to increasing paramedic staffing
The department has multiple training avenues with the burn tower, Target Solutions, and KU Fire Service training	Relative to others, we have a very professional culture – interaction with the public, behavior in the marketplace, etc.
We have a minimum staffing of four people on fire apparatus	Administration recognizes and utilizes the strengths of its employees
We have officers on all emergency units	Opportunities for professional growth and specialization
Having two on-duty operations chiefs	New training tower is a great useful tool
New employees go through an academy	Commitment to the wellness of our employees
Active participant involved in community health efforts through education and participation	Employees at all levels have the desire to do their job to the highest standard
Fire training attendance	Quality customer service
Workforce planning relative to the COVID-19 pandemic	The department has a lot of variety of experience in all ranks
Structure and scheduling of the department's daily routines	Open-minded to new ideas – Nozzle Forward, CAPE
	Physical fitness facilities in each station/yearly physicals
Willingness to attend community events – station tours, neighborhood parties, special events	Internal desire to "be better" – public recognition of crews' performance
Medical director is engaged with patient care and operations personnel	Quality personnel – knowledge, skills, and abilities
	Opportunities to utilize the Well Care Clinic

Weaknesses

For any organization to either begin or continue to move progressively forward, it must be able to identify its strengths and 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 department stakeholders identified the following items as weaknesses:

Weaknesses of Lawrence-Douglas County Fire Medical	
Lack of organization in administration of supplies, etc.	Station design not conducive to turnout time benchmark
Inadequate number of support personnel	No mentorship program in the department
Inadequate number of EMS administrative staff to meet internal/external needs	Unable to meet NFPA 1710 4-minute travel time benchmark at the 90th percentile
EMS supply system – logistical operations	Reliability of apparatus maintenance
Inadequate number of prevention staff to meet the community's needs	Lack of formal document such as a task book for new firefighter/engineer
Availability of first due impacted by call volume	Lack of succession planning
Communication up and down the chain of command and external customers	Inconsistency in flexibility due to communication and other issues
Lack of 4-person staffing on rescue	Lack of social media presence
Lack of formal training for lieutenant, captain, battalion chief/division chief – task book	Inadequate number of operations personnel to support special event staffing
Lack of transparency for the promotional process	Not having dedicated IT staff – full time, department
Inadequate number of officers	Inadequate number of paramedics
Inadequate number of ambulances	Weakness in policy regarding hospital transfers
Business inspections schedule – 12 versus 24 months	Lack of ongoing leadership training for all ranks
Lack of realistic fire training burns, as well as acquired structures	Inequity of the reimbursement rate for bachelor's degree versus associates degree
Lack of operations division chief	Absence of shift training officer
Mission creeping on operations crews	Lack of staffing software to support the roster
Disconnect between administration and operations	Lack of continuity between the three shifts
Dispatch procedures for notification	Station alerting – complex nature
Inadequate technology resources to support operational systems, maintenance, and improvements	Not deploying resources appropriately based on the risk encountered – sometimes over deployment
Additional training notifications for EMS/fire training	Mission creep within the training division impacting delivery
Lack of shift coverage for required classes	Supporting "some" classes/events, but not others
Lack of taking advantage of external opportunities in EMS training versus fire	Incentive programs take away from daily attendance/staffing – unfair to crew/partners
LDCFM culture becoming self-centered – lack of accountability, adaptation to generational differences	

Opportunities

The opportunities for an organization depend on identifying 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 inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for Lawrence-Douglas County Fire Medical	
Collaborate with LPD mental health unit	Expansion of Project Lively – senior resources
Advanced collaboration with community partners – establishing different routes of care – Douglas County Public Health, Bert Nash, LMH, DCCCA	Education – Public (coaching on appropriate resource management – CPR, AED, Stop the Bleed, Wheeled Sports, youth programs
KU FRTI – annual/biennial programs for fire officer development	Department branding – increased morale, increased community involvement with their neighborhood
Enhanced community communications – social media, public presence	MIH – reduction in "loyalty customers;" connecting community resources with those in need
Involvement with Douglas County mental health crisis center	Use of the National Fire Academy for professional development
Engage USD 497 in emergency services development and recruitment	Familiarize organization with new housing initiatives division with PDS
Continued use of lateral hiring process	Training and partnerships with civil support teams
Recruitment through Haskell, KU, and local paramedic programs	Training opportunities with LPD, DGSO, Consolidated District 1
Opportunities with new HR director of City of Lawrence	Opportunities to bring in regional training resources
Opportunities to purchase automated scheduling software	Pursue external funding sources – grants, etc.
Opportunities to work with KU to renegotiate special events services	Work with community colleges to provide classes in-house/virtual
Improved governmental communication to execute organizational planning	More connected public information system with local media and community
External partner shadowing to see other perspectives of our job and theirs	Build collaborative teams with other organizations to reduce risk
Opportunities to work with townships and other cities within Douglas County to increase funding for emergency services	

Threats

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

Potential Threats to Lawrence-Douglas County Fire Medical	
External EMS service taking over	External EMS lowering standard of care
COVID-19 pandemic and strain on internal structure	Community outgrowing capabilities of the department
Losing community support	Availability of mutual aid for emergency services
Funding structure declining	Degrading relationships with service partners
Conflicting interests between the city and county (financially)	Intergovernmental complexities for strategic organizations
Strengths of support services	Market for specialized resources – paramedic
Changing needs in the community	Political factors conflicting interests
Increase in houseless population and strain on internal structure	Logistical impacts to support departmental implementation
Decline in job interest and applicants	Market for qualified employees
Budget sharing with other departments	COVID-19 pandemic – funding impacts
Short tenure of elected officials	Lack of commercial/residential development
Hindrances from external service fees	Reduction in business tax revenue
Lawrence retirement community growing	Additional nursing homes being constructed
In-fill development	KU leaving Big 12, moving to smaller conference
Reorganization of city government	LMH Health has limited capabilities
New and improved technology and equipment – keeping pace/maintenance/costs	Turnover of recent new hires – what are other departments doing to recruit/retain employees?
City commission priorities aren't in line with department station and staffing needs	Community's unrealistic expectations of department's resources
Equity of reimbursements of special events	Reliability amongst mutual aid requests, depletion of resources, etc. – mutual aid, CSI, fire investigations, providing services for neighboring agencies that can't/won't, mutual aid availability – closest resources
Inequities of internal service fees/services (IT, MSO, etc.)	
Lack of dedicated mechanics for fire apparatus	

Center for Public Safety Excellence

Technical Advisor Program

Appendix 4 – Critical and Service Gap Issues

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

	Critical and Service Gap Issues Identified by the Agency Stakeholders	

Initiative Link	Group 1	Group 2
Internal Communications	Communication Disconnect ○ 40-hour workweek versus 56-hour workweek ○ Chain-of-command/continuity – loss of information, loss of content, informal vs. formal, when to use chain-of-command/not to use ○ Competing priorities from division to division ○ Personnel resources – more staff ○ Soft skills – semantics, email, delivery methods, project background ○ Shift information not being consistent from shift-to-shift, crew-to-crew ○ Full-circle communication ○ Lack of opportunity to speak with the commission ○ Lack of commission understanding	Internal Communication ○ The perception of different priorities relative to divisions ○ Workload – capacity – relative to personnel ○ Lack of understanding of "why" ○ Chain-of-command for communication structure ○ Shift differences ○ Past practice ○ Animosity ○ Trust ○ The way we communicate with each other. ○ Time of communication – proactive versus reactive

Initiative Link	Group 1	Group 2
External Communications	Collaboration ○ Mis-aligned priorities ○ Internal collaboration amongst department members ○ Funding/resources ○ Political influence ○ Time availability ○ Mission creep	External Communication ○ Lack of social media presence ○ Environmental complexity – governmental, business, industrial, academic ○ Distribution of information – telling our story ○ Lack of participation – HOAs, neighborhoods ○ Available human resources ○ Restricted policies

Initiative Link	Group 1	Group 2
Succession Planning	Personnel/Workload Sustainability ○ Increase in call volume ○ Disconnect administration and operations ○ Increase of special events ○ Inequality of call volume (per firefighter) ○ Workload distribution versus work expectations ○ Imbalance of city growth versus department growth	Workforce Planning ○ Recruitment ○ Funding ○ Workload ○ Call volume ○ Retention ○ Developmental process ○ Succession planning

Initiative Link	Group 1	Group 2
Leadership and Development	Leadership/Mentorship ("Career Development") ○ Lack of formal training ○ Accountability – Annual evaluations need to match with career development ○ Lack of transparency in promotional process – assisting personnel with ranking, feedback, ways to improve ○ Support – planning, investing in people, shift coverage ○ Involving crews of candidates to gain information about character, positives, negatives, etc. ○ Develop a formal mentorship program ○ Develop a succession plan – gap focused ○ Soft skills – approach, personalization ○ Crucial conversations ○ Word choice ○ Validation ○ Confirmation of personnel value	Training ○ Funding ○ EMS participation ○ Resource usage versus availability ○ Inconsistency ○ Member availability ○ Call volume ○ Non-emergent tasks ○ Achieving benchmarks ○ Dissemination of objective measures ○ Establishing benchmarks ○ Professional development

Initiative Link	Group 1	Group 2
Employee Health and Wellbeing	N/A	Employee Health and Wellbeing ○ Burnout – work/rest cycle ○ Call volume ○ Work-life balance ○ Nutrition ○ Morale ○ Psychological safety ○ Physical fitness program ○ Sleep ○ Critical incidents ○ Exposures

Initiative Link	Group 1	Group 2
Recruitment	Recruitment ○ Onboarding ○ Funding ○ Enticement ○ Public presence/department involvement ○ Inconsistent messaging ○ Clear expectations ○ Task books – formal training ○ Dissemination of information ○ Timing/frequency	N/A

Appendix 5 – Recommendations from CRA-SOC Process

2021-2026 STRATEGIC PLAN