

Lenexa Fire Department

Planning For The Future



Strategic Plan 2022-2025

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Introduction

Lenexa Fire Department (LFD) provides fire and emergency medical services to the community. LFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves. The 2021 Citizen Survey report conducted by the ETC Institute found that ninety-eight percent (98%) of residents, who had an opinion, indicated they were “very satisfied” or “satisfied” with the overall quality of fire and emergency medical services.

The LFD utilized a community-driven strategic planning process to go beyond just the development of a document. It challenged the membership of LFD to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the “team.” It further provided LFD with an opportunity to participate in the development of the organization’s long-term direction and focus. Members of the organization’s external and internal stakeholder groups demonstrated commitment to this important project and will remain committed to the plan’s completion.

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



**LENEXA FIRE DEPARTMENT
STRATEGIC PLAN
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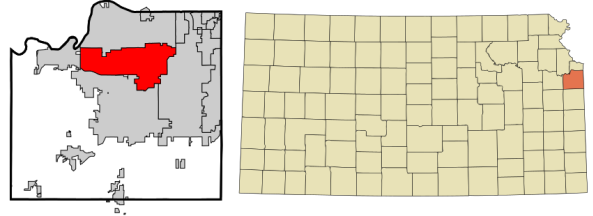
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Organizational Background

In 1854 the site which was to become Lenexa, Kansas, was owned by members of the Shawnee Tribe, with each man, woman and child in the local tribe allotted 200 acres. According to legend, Lenexa is derived from the name of Shawnee Chief Thomas Blackhoof's wife, known as Na-Nex-Se and Len-Ag-See.



The Shawnee people, anxious to sell their lands and move to the Oklahoma Indian Territories, began Lenexa's genesis starting in 1867 during a period of land speculation and railroad construction after the Civil War. Agents for the Missouri River, Fort Scott and Gulf Railroad negotiated a conditional purchase of 160 acres from Charles A. Bradshaw agreeing to maintain a railroad depot on the land. Two years later an additional 41.5 acres near the railroad right-of-way was acquired by a civil engineer, who platted the town of Lenexa. When the post office established in Sherman was moved to a site near the rail depot, Lenexa was established and eventually became incorporated in May of 1907.

Located 12 miles south of Kansas City, MO., Lenexa is home to approximately 57,000 residents and where over 100,000 people are employed in manufacturing, distribution, retail and professional occupations.

The Lenexa Fire Department began in 1907 as a citizen bucket brigade with an 1878 soda acid extinguisher becoming the first official piece of firefighting equipment purchased. In 1923, the Lenexa Fire Department was officially recognized as a city department and remained a fully volunteer organization until the 1960s when four full-time employees were added to the existing 32 volunteer members. Today the department protects 34.4 square miles with 93 full-time personnel responding from 6 stations to over 6500 annual calls for service. The department provides the community with a comprehensive mix of emergency response services including emergency medical services, fire suppression, basic and technical rescue, fire prevention, hazardous materials mitigation, public fire and EMS safety education, fire investigation, and domestic preparedness planning and response. In 2002 the department achieved international accreditation from the Commission on Fire Accreditation International (CFAI) and currently holds an Insurance Services Office (ISO) Public Protection Classification Rating of 1.



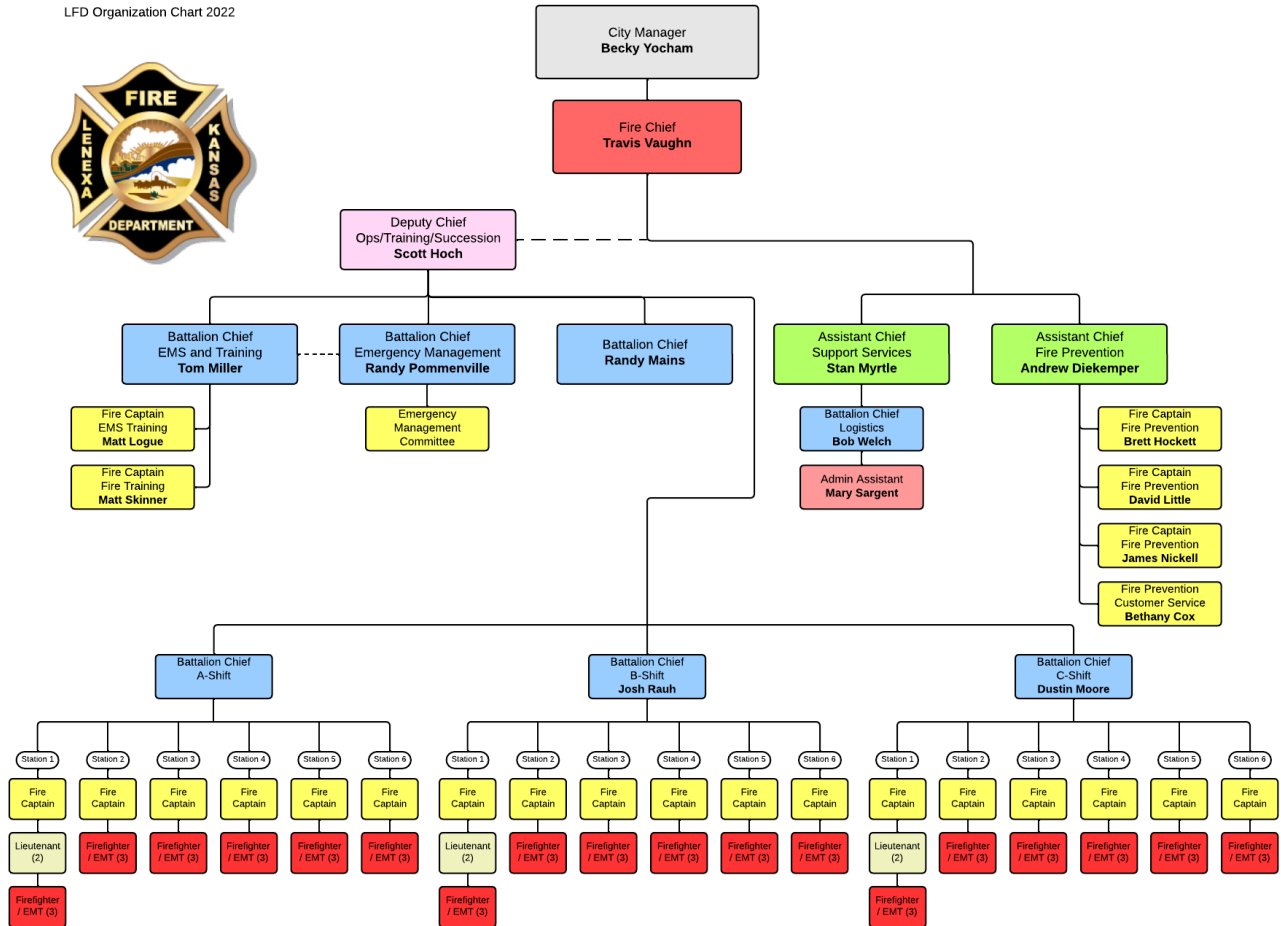
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Organizational Structure

LFD Organization Chart 2022





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Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives operations and charts the course for the future. A "community-driven organization" is defined as one that *maintains a focus on the needs and expectations, of customers, both present and future, in the creation and/or improvement of the product or service provided.*¹ In order 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 resource that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources.

The U.S. Federal Benchmarking Consortium Study Team explains that, to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** - refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** - recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** - recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** - identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** - means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to install organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** - recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

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



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Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication 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 progress and levels will measure success.

The Community-Driven Strategic Planning Process

- Define the services / programs provided to the community.
- Establish the community's program and services priorities.
- Establish the community's expectations of the organization.
- Identify concerns the community may have about the organization and its service/programs.
- Identify aspects of the organization and its service / programs that the community views as positive.
- Develop a current agency Mission Statement, devoting careful attention to the services/programs currently provided and which logically can or should be provided in the future.
- Establish Values to guide agency personnel behavior, which are consistent with community expectations.
- Identify Strengths of the organization.
- Identify Weaknesses of the organization.
- Identify Opportunities for the organization.
- Identify potential Threats to the organization.
- Determine the Critical Issues and Service Gaps identified from the Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T) analysis and community feedback.
- Provide a statement summary of the organization's strategic planning vision for the future.



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Process and Acknowledgements

The Lenexa Fire Department acknowledges and thanks the external and internal stakeholders alike for their participation and input into this Community–Driven Strategic Planning Process.

Development of the LFD strategic plan began in May 2021 with 154 external stakeholders who were provided an opportunity to offer feedback through a survey tool (<https://youtu.be/fcgaVY8gO4>). Input received from the survey revolved around community priorities, expectations, concerns, positive comments and other comments about the organization. Sixty-two external stakeholders’ participated in the survey, by providing feedback. Survey participants were anonymous, but the stakeholder groups receiving the survey were as follows:

Lenexa Fire Department External Stakeholders			
14 - Organizational Stakeholders	29 - Home Owners Associations	12 - Churches	66 - Businesses
7 - Long-term Care Facilities	8 - Apartments	9 - Schools	* Mike Boehm
** Joe Karlin	** Courtney Eiterich	** Dan Roh	** Thomas Nolte
** Julie Sayers	** Bill Nicks	** Cory Hunt	** Mandy Stuke
*** Beccy Yocham	* Mayor	** City Council	*** City Manager

Community Priorities

In order to dedicate time, energy, and resources to the services most desired by the community, LFD needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the organization through a process of direct comparison.

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	304
Fire Suppression	2	257
Fire Prevention	3	223
Domestic Preparedness Planning and Response	4	178
Hazardous Materials Mitigation	5	164
Rescue- Basic and Technical	6	162
Public Fire / EMS Safety Education	7	129
Fire Investigation	8	108



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Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. The following are the expressed expectations of the community's external stakeholders:

Community Expectations of the Lenexa Fire Department

Most Common Themes:

- Quick response to emergencies (21)
- Well trained and knowledgeable personnel (13)
- Fire Inspections / public education (9)
- Professional staff (8)

Full List of Verbatim Comments, Not in Order of Priority (names were removed when applicable)

- Annual walk through.
- Easy to reach, open communication, professional approach, community minded, great role models to the community.
- A quick response time, vast knowledge of community hazards and how to deal with them, I.E. gas leaks, water rescue, electrical safety, ETC. A chief, captain or lieutenant on site that is able to take control in a life and death situation. Modern equipment and trainings. Last-kind and courteous firefighters. Thank you for all your great work.
- Annual building inspections.
- As a government entity, we rely on EMS service periodically as our initial concern. Secondly, assurance that we are in a facility that is safe and meets all code requirements. Third, while our building is an office, it does have some limited chemicals for facility operation that could be of concern, assuring that they are properly handled and stored is also important. Fourth, emergency management and coordination with emergency service due to a significant community disaster (weather related or HazMat incident).
- Be a collaborative partner in education public on life saving techniques and emergency response.
- Be available when called for service, as quick as possible.
- Be available when needed and trained to respond to any emergency.
- Communication.



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- Continue standards of response time for emergency services; expand stations to serve northeast Lenexa.
- EMS services.
- EMS, fire suppression, education, and rescue. You do a great job. Thank you for soliciting feedback.
- Equipment up to date and training.
- Fast response to emergencies/911 calls. Trained in first aid/CPR. Able to fight fires, able to rescue people in danger. Quick thinking, ethical/moral decision makers. Community connection- visibility at events and festivals. Good communication skills/empathic.
- Fast response to emergency situations/calls, coordination for emergency planning, training with employees (fire extinguishers), annual inspections, potential confined space rescue planning.
- Fire prevention inspections.
- Fire suppression; emergency medical; respond to traffic accidents; public education.
- First, capabilities to respond to fire, emergency & toxic hazards at our church. Second, promote prevention via inspections, education, etc..
- Keep up the work you are doing!
- My biggest expectation is for timely response to medical or fire emergencies. Be consistent in enforcing rules. I'm not sure if it's the fire department or police but I know there is a requirement to have a screen over a fire pit for example.- that should be enforced.
- My expectation is that Lenexa Fire Department provide timely response to emergency situations by trained professionals that help save lives.
- Notification of any community drills/tabletop exercised that are taking place.
- Proactive and efficient.
- Professional, courteous and respectful, compassionate, well-trained, competitively paid.
- Professional and timely response. Well trained with appropriate and up to date equipment. Proactive, involved with community, caring and continually striving for improvement.
- Professionally trained staff, exceptional customer service, world-class EMS service, best in practice response times, quality equipment and resources.
- Prompt response, knowledgeable personnel in all areas.
- Prompt, professional, trained staff.



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- Proper instruction on the use of fire extinguishers and training in case of fire. Also, the safety of the personnel in the building.
- Provide world-class fire / emergency medical services to our community.
- Quick response times, high level of training.
- Quick response to emergencies.
- Quick response, understanding of community buildings and facilities, good working relationships with community, businesses and churches.
- Regular inspections to ensure working equipment and safety standards are being met, rapid response time to calls.
- Response time when there is a fire at a home, residence or business. Making sure our firefighters are compensated fairly.
- Response time, understanding community challenges (assisted living), customer service, expertise and outreach. I would be more than happy to host community outreach program or consortium to help better understand how we can help each other.
- Response to community needs, getting fires out quickly once on scene.
- Through outreach, I'd like to see assistance in creating and developing emergency response and action plans so they mesh with what you expect from us.
- To be able to respond to a fire department call for service being properly prepared and equipped to handle it.
- To be prompt and properly trained when arriving on a scene. Understand the challenges that come with fighting fires in large warehouse settings.
- To be quick, professional, well-trained, adequately staffed.
- We support you all completely.
- Well trained department staff that respond to emergencies within an acceptable timeframe.
- Knowledge of the community.
- Continuously improving.



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Areas of Community Concern

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

Areas of Community Concern about the Lenexa Fire Department

List of Verbatim Comments, Not in Order of Priority (names removed as applicable)

- No obvious concerns.
- Appropriate distribution across the community, Inter-area response putting strain on city's own needs should be a priority.
- As a business, we want our patients and team to be safe. While conducting an inspection it might be helpful if the inspector took time to explain the why behind the issues found.
- As both a citizen of Lenexa and a Director of Assisted Living, my experience has been good with the Lenexa Fire Department. It may be beneficial to do ongoing meetings to help the Lenexa FD understand who we are and what we do and our daily challenges with our medically needy residents.
- Budget cuts and the ability to find and keep recruits.
- Coverage and response time for northeast Lenexa.
- Does the Lenexa Fire Dept have necessary access to all sections of our church property?
- Having appropriate station locations and staffing. Ensure that all areas of the community are properly covered in emergency situations.
- Hydrant location in Hirning Woods exceeding 1000'.
- I am new to Lenexa. So far, no complaints.
- I believe we may be overdue for our annual fire inspection.
- I have no concerns with Lenexa FD! You guys have been GREAT!
- I have never had any interaction with LFD that was not professional, caring and quick.
- I have none. They have always been here for my family when needed.
- Keeping response times up as population grows.
- Lenexa Fire Department has always performed well and I have no areas of immediate concern. A concern for the future is that Lenexa keep its Emergency Fire and Medical services on pace with rapid growth of the community.



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- n/a.
- n/a.
- No concerns.
- No concerns at this time.
- No concerns at this time.
- No concerns.
- No concerns. Very impressed with Lenexa F. D.
- None.
- None that I can think of.
- Nothing.
- Nothing to provide on this.
- Now, with station 96 in service, what was a concern of response times in the northeast areas, has been addressed.
- Thank you for doing a great job!
- The Lenexa Fire Department has provided excellent service on our EMS and Fire Marshal inspections. Partnering with LFD on community emergency management needs along with Johnson County Emergency Management may be something that we would be interested in so we have a more resilient community.
- The proper way to contact the Fire Department in case of an emergency.
- There have been instance with one specific person in which the business and department's relationship was challenged. Following these interactions, the business has truly wondered if the City of Lenexa is appropriate "home". There was a significant amount of human and money capital extended to ensure compliance with international fire code. The afore mentioned person was not receptive to the compliance standing for no apparent reason. As a result of these interactions, other local municipalities were given preference as searches for business space have continued. A portion of the business will relocate to a new location outside of the City of Lenexa later this year.
- Using current response data, anticipated growth, and areas of program weakness develop and implement a plan for improvement.



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Positive Community Feedback

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

Positive Community Comments about the Lenexa Fire Department

List of Verbatim Comments, Not in Order of Priority (names removed as applicable)

- Always willing to assist- service oriented.
- Community minded, professional, highly responsive.
- Community relationships.
- Continuous improvement, quality staff and dedicated to serve the Lenexa community are hallmarks of the Lenexa FD.
- Excellent EMS response. Thorough Fire Marshall inspections.
- Fire inspections have been very helpful. EMS response time has been great.
- Great Communications!!!
- Have always had positive relations and experience with the department.
- History of providing excellent fire prevention, response & EMS services.
- I appreciate the professional standards and accreditation that LFD hold itself accountable too.
- I think we have a competent and professional department.
- In the past, the Lenexa Fire Dept has been very thorough and professional with regard to our inspections, code violations, etc.
- LFD staff is knowledgeable, courteous, community focused, responsive, visible and caring.
- My experience has been extremely positive and the fire department seems to be well above others.
- Our business truly treasures the relationship we've build with portions of the Lenexa Fire Department. Specifically those involved in annual inspections have been strategic in ensuring that the business operations are safe and in line with requirements.
- Professional, always going above and beyond, continuously striving for improvement, passionate, proactive, caring and kind, involved with community education and presence, top notch work ethic and department as a whole!



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- Professionalism apparent within existing organization. All interactions with Fire have been very positive. Firefighters show a dedication to their profession and are respected by the community.
- Properly trained and equipped.
- Quick response times to emergencies. Positive influence on young.
- Reputation is great and well deserved.
- Resources, foresight, preparation.
- Responsive and community minded.
- Our business has a GREAT RELATIONSHIP WITH LFD.
- The best department in the state.
- The Lenexa FD has been: So helpful, consistent, highly relational, thorough in their assistance, quickly responsive.
- The reason we selected the City of Lenexa for our home was the quality of fire, emergency medical, and police services. Great place to live!
- The response time is outstanding for us. The personnel have always been kind and courteous. I think sometimes the challenge is when residents need to be sent to the hospital and family says no. Understanding the legal responsibility both on my side and the FD side is essential.
- They appear to be well equipped.
- They are always ready, willing and able to help at a moment's notice. Always professional. One of the best firefighting company's in the country.
- This e-mail, survey and video message form the fire chief is fantastic. Taking the time to reach out to citizens like this means a lot to me. Thank you!
- Top notch and professional at all levels.
- Very professional organization. Firefighters are very competent and nice.
- Very professional, well-run organization.
- Very quick response times.
- We have always experienced positive interactions.
- We have not had any issues with the Fire Department.
- Well-trained Members, Great Customer Service, Leaders in Technology, Value Driven Organization
- You all are simply amazing.



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Other Thoughts and Comments

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

Other Community Comments about the Lenexa Fire Department

List of Verbatim Comments, Not in Order of Priority (names removed as applicable)

- Additional public education in the residential sector should be considered. As this HOA ages (as do the residents) education on fire/life safety aspects should be expanded. Including smoke/CO detector programs, slip and fall prevention. Speak to the aging residents.
- As available, I would appreciate LFD providing and/or participating in Diversity, Equity and Inclusion training in order to ensure that equal standards of employment are being met and that potential employees can have confidence that they will be treated equally regardless of sex, sexual orientation, race, etc.
- Continue being the best Fire Department in the state.
- How much the community appreciates the department!
- I appreciate that the LFD and LPD work together and respond to 911 calls as a team.
- I have nothing else at this time. Thank you for reaching out and allowing me to give you input. Best of luck and please reach back out if you need anything else.
- I would like the department to reflect the diversity of Lenexa.
- It would be cool if you provided fire extinguisher training.
- Keep up the good work.
- LFD has shown us through your action that your reputation of providing excellent fire and medical service in the metropolitan area is accurate.
- LFD is a first class organization.
- n/a.
- No other comments.
- None.
- Nothing to add here.
- Nothing to provide.
- Programs taken to schools for positive images. Teach fire prevention.
- Responsiveness of communication.



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- Thank you City of Lenexa Leadership team, city council and fire department for the services and support to our community!
- Thank you for all you do!
- Thank you for your service.
- The Lenexa FD has been such an important ally for our business. We have so much appreciation and gratitude for your work and service to our community!
- There are local industries such as ours that are willing to be responsible corporate citizens and available to assist in disaster recovery. We also participate in Pulse point and make our 10 AED's available for emergency use.
- We are grateful for our Lenexa Fire Department. You are the BEST! Thank you! Thank you!
- You all have been wonderful to deal with. Thank You! We have all had a very tough year, thank you all for choosing this profession!

Internal Stakeholder Group Findings

A new approach in gaining information from internal stakeholders was utilized in the Strategic Plan. Fire Chief Travis Vaughn met with each division to provide an overview / education about the goal of this phase of the process. Strengths, weakness, opportunities and threats (SWOT) analysis of the department was then completed at the division and operations company levels. Each division leader or company officer led the analysis and LFD members provided feedback.

Programs and Services

LFD internal stakeholders identified the following core programs provided to the community, as well as the services that enable the organization to deliver those programs:

Core Programs of the Lenexa Fire Department	
• Emergency Medical Services	• Fire Suppression
• Rescue – Basic and Technical	• Fire Prevention
• Hazardous Materials Mitigation	• Public Fire / EMS Safety Education
• Fire Investigation	• Domestic Preparedness Planning and Response



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Service Partners of Lenexa Fire Department		
• Training	• Inspections	• Management team leaders
• Equipment	• Technology	• Chamber of Commerce
• Communications	• KP&F	• UASI
• Wellness initiative	• Human Resources	• JoCo Environmental
• Law enforcement	• Med-Act	• KBEMS
• Municipal Services	• JCECC	• Legal Department
• Water One	• Tax payers	• FAA
• City Council	• American Red Cross	• Safer Act
• Local businesses	• State Fire Marshal	• MARC
• KU Fire and Rescue	• Rescue 3	• Rotary/Civic organizations
• FEMA	• FRA	• JoCo Parks and Recreation
• Medical Director	• USFA	• Public School Districts
• County Agencies	• Firehouse	• KCK Community College
• Vision 2040	• IT/EST Department	• National Fire Academy
• Gas utilities	• Hospitals	• JoCo Community College
• Evergy	• Southern Star	• City departments
• Chaplain	• IAAI	• Kansas DOT
• BNSF	• IAFC	• Internal committees
• NFPA	• CPSE	• Radio Shop
• Administration	• ICC	• City building codes enforcement
• Blue Eagle	• LFD Retired Volunteers	• Regional Committees



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S.W.O.T. Analysis

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. The internal stakeholders identified the strengths of LFD as follows:

Strengths of the Lenexa Fire Department	
Quality of people	Quality equipment
Community support	Response times
Customer service	FAO Program
Competence / capabilities	Support from governing body / City Manager
Public Education	Plan review (new buildings)
Commitment to training	Openness of communication
Inspections	Available resources (coverage)
Low fire loss	Enjoyable work environment
Accreditation / ISO rating	Young / energetic work force
EMS / Paramedic services	Support from other City departments
Staffing numbers	Technology (communication/phones/iPad/video/MDT)
Department culture	Communication from city
Intra-agency relationships	High standards / accountable
Teamwork	Physical / mental health commitment
Safety conscious	Facilities
Progressive/trend setters	Internal support services
Peer Support program	Professionalism / public image
Compassion	Competitive pay / benefits
Cancer prevention program	Wellness center



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Weaknesses

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

Weaknesses of the Lenexa Fire Department	
Lack of a training facility	Employee Recognition
Company officer development	Recruitment generally, diverse candidate recruitment
Need to centralize training material	Shifting priorities
Apparatus repair challenges	Balancing daily shift responsibilities
Lack of specialty teams	Lack of experience – young department members
No dedicated safety officer	Training expectation for new firefighters
Creative apparatus solutions for fueling	Frequent station reassignment / company continuity
Communication (both up and down)	Equipment limitations on back-up apparatus
Lack of “training delay”	Consistent appearance standards / accountability
OT assignment practices	Lack ownership in station appearance
Updated appraisal forms	Need apparatus bay at Station 6
Succession planning	Increase department provided training
Micro-management	Up-to-date developmental/test questions/test bank
Lack of extrication training	Paramedic, regardless of rank, need to be identified



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Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

Opportunities for the Lenexa Fire Department	
Training facility	Multi-company / interagency training
Specialty (technical) teams	Social media
Community involvement	Employee retention efforts
Employee recognition / annual event	Train personnel for public education presentations
Social media enhancements	Formalize customer feedback / patient follow-ups
Creative recruitment solutions	Local and National training opportunities
Federal grants	Improve timeliness / accuracy of apparatus repairs
Station 6 construction	R & D committee for product / equipment purchases
Host training classes	Citizen fire academy - restart after COVID
Continue video PSAs/demonstrations	Tactical medics
Leadership training	Community Para-medicine
Diverse workforce	Family oriented events

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 completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

Threats to the Lenexa Fire Department	
Political/social climate	Lack of “quality” applicants/diverse workforce
Social media	Aging population
Protests / riots	Misinformation
JCECC being hacked	Different approaches to fire tactics in the County
Language barriers	Growing number of multi-family occupancies
Economic downturn / recession	Lightweight construction
Electric vehicles	Competing agencies (retention/recruitment)
BC being pulled out of the City	Apparatus maintenance
Distracted drivers	Understanding first amendment auditors
Hoarding	Complacency
Terrorism	Pandemic / natural disaster



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LFD Recognition Ceremony

Mission

The purpose of the mission is to answer the questions:

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

The current mission statement was established as part of the 2016-2021 Strategic Planning process. Plans are in place to revisit the mission statement with internal stakeholders to determine current alignment with the five questions listed above.

The Lenexa Fire Department proudly serves our community with professional services through selfless dedication and compassion.



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Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality of the organization. The current values were established as part of the 2016-2021 Strategic Planning process. Plans are in place to revisit the values with internal stakeholders to determine current alignment with community expectations.

The Lenexa Fire Department proudly serves our community with professional services through selfless dedication and compassion.

Honor through Accountability

When our customers are in need and access the 911 system they do not have a choice regarding their emergency services provider. The Lenexa Fire Department recognizes the tremendous level of trust that is bestowed upon us by our citizens in their time of need. In an effort to **honor** that trust, we will hold ourselves **accountable** to the needs and expectations of the citizens we serve. Through our organizational and individual efforts, we are **accountable** to provide exceptional service.

Professionalism and Education

The Lenexa Fire Department has an established history of outstanding customer satisfaction ratings, currently residing at 98% (updated with 2021 results). It is the intent of LFD's internal stakeholders to continue to uphold this standard through professional interactions with the public. **Professionalism** is defined as subject matter and customer service experts that proactively advocate for our customers' needs. This level of **professionalism** occurs with an ongoing emphasis in continuing **education**. Members, throughout all levels of the LFD, will dedicate themselves to the ongoing **educational** efforts required to meet both the current and future needs of the citizens we serve.

Empowerment through Trust

The members of the Lenexa Fire Department are **empowered** to make decisions that benefit the community, organization, and membership of the department. This requires **trust** through relationships and transparency of communications by all levels of the department. As the members become more **empowered** to make decisions, the level of **trust** will flow more freely up and down the chain of command.



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(continued)

Pride and Heritage

The fire service is rich in tradition and history of selfless public service. The members of the Lenexa Fire Department have great respect and appreciation for those who have given their lives in service to others in this great profession. Admiration is also extended to the many past members of this department that have paved a foundation of excellence through their sacrifice and dedication to the community. It is the intent of the LFD membership to **honor** those lives with an ongoing understanding that we will risk our lives to save the lives of those who can be saved. This ongoing mission produces a sense of **pride** and purpose as we **honor** the **heritage** built by those before us.

Openness through Communication

Communication has been, and will always be, an area of focus for the Lenexa Fire Department. With so many factors contributing to the way a message can be sent and received it is impossible to successfully deliver an accurate intent without some level of misunderstanding. It is the goal of the Lenexa Fire Department to minimize the level of misunderstanding by building relationships and fostering trust to create an environment where the intent of a message is assumed to be in the best interest of the community, department, and/or members. If all members adhere to this presupposition, then an environment of **openness** to speak and share will foster the flow of new ideas, strengthen interpersonal relationships, and provide an overall sense of ownership from within the department.

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





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Critical Issues and Service Gaps

After reviewing LFD’s core programs and support services, identifying internal strengths and weaknesses along with external opportunities and threats, internal stakeholders identified the primary critical issues and service gaps:

Critical Issues and Service Gaps Identified, by Workgroup			
Patient / Customer Feedback	Social Unrest Preparedness	Apparatus Fleet Continuity	Staffing with 6 Stations
Lack of Experience- Youth of Department	Employee Recognition	Officer Development	Consistency
Political / Social Climate	Recession	Professional Image	Diversity
Scheduling Priorities	Station 6	Recruitment	Training

Strategic Initiatives

Having reviewed LFD’s critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Strategic Initiatives of the Lenexa Fire Department		
Facilities	Political / Social Climate	Employee Recognition
Apparatus Maintenance	Training Program	Daily Prioritization
Professional Appearance	Communication	Recruitment

Goals and Objectives

In order to continuously achieve the LFD mission, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of LFD’s efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way.

A Strategic Plan Oversight Committee will meet and manage progress toward accomplishing the goals and objectives, and adjust based on needs and environment change. Subject matter experts will be engaged and additional work groups may be established. Goal and objective completion will be update in the document and posted on the City Website and Department Share File. An annual progress report will be shared with internal stakeholders.



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Goal 1	Evaluate existing facilities and identify needs for new or improved facilities.
Objective 1A	Development of a plan for the replacement of Fire Station 6.
Critical Tasks	<ul style="list-style-type: none">• Identify an appropriate location for Fire Station 6.• Secure funding.
Objective 1B	Construct a fire department training facility to allow for more versatile and realistic hands-on training, as well as creating opportunities for cooperative training.
Critical Tasks	<ul style="list-style-type: none">• Identify an appropriate location for LFD training facility.• Gain approval from the City Manager and Governing Body.• Identify funding options.
Objective 1C	Develop a plan for the replacement of Fire Station 2.
Critical Tasks	<ul style="list-style-type: none">• Identify an appropriate location, if different, from current station location.• Gain approval from the City Manager and Governing Body.• Identify funding options.
Objective 1D	Foster a greater sense of pride and ownership among membership in station appearance.
Critical Tasks	<ul style="list-style-type: none">• Communicate the opportunity for membership to feel empowered to improve the appearance of their stations.• Conduct an assessment of current facilities.• Develop an internal process for requesting facility upgrades, renovations, and/or additions.



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Goal 2 Evaluate factors that affect apparatus and equipment readiness.

Objective 2A Identify solutions to improve apparatus repair accuracy.

- Critical Tasks**
- Strengthen internal process for apparatus / equipment communication issues in station, between shifts, and to logistics chief.
 - Enhance communication processes with maintenance vendors to understand apparatus / equipment repair status.
 - Establish a process to confirm repairs are completed.
 - Evaluate the benefits and feasibility of installing fueling capabilities at fire stations.

Objective 2B Establish systems that allow for rapid transition between front line and reserve apparatus.

- Critical Tasks**
- Evaluate inventory-tracking systems to determine potential enhancements.
 - Seek internal feedback for ideas.
 - Create a plan for reserve apparatus to contain a full complement of equipment.
 - Expand social media strategies.

Goal 3 Enhance an organizational culture that recognizes achievement.

Objective 3A Identify achievements of personnel and how they will be recognized.

- Critical Tasks**
- Identify achievements for both informal and formal recognition.
 - Identify how the organization will recognize formal achievements.
 - Identify how the organization will recognize informal achievements.

Objective 3B Develop a process that recognizes exceptional service resulting in positive customer outcomes.

- Critical Tasks**
- Develop a system to record and maintain positive customer outcomes.



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Goal 4 Evaluate potential challenges the fire service may encounter resulting from current political / cultural climate.

Objective 4A Identify educational opportunities to expose LFD personnel to differing cultural perspectives.

- Critical Tasks**
- Determine if the City of Lenexa's cultural awareness / diversity training plan is sufficient or if additional opportunities need to be identified for LFD personnel.
 - Create or host a training class to navigate potential protest / civil unrest.

Objective 4B Highlight situations in the fire service that are creating job loss and/or lawsuits.

- Critical Tasks**
- Provide training on open record requests and retention of digital media (e.g. cellular phone photographs and videos).
 - Investigate the opportunity to create or host training on social media pitfalls in the fire service.
 - Determine if a class is needed to prepare personnel on appropriate interaction with First Amendment Auditors.

Goal 5 Evaluate if current recruitment practices are sufficient to ensure adequate firefighter applicants.

Objective 5A Generate a larger group of qualified and diverse applicants through various means of recruitment and marketing of the department.

- Critical Tasks**
- Evaluate the advantages and interest level of personnel in forming a recruitment committee to actively recruit through identified opportunities.
 - Conduct cost / benefit analysis of minimum job requirements for the firefighter position.
 - Utilizing the Communications Department, evaluate the means of communicating job opportunities as well as marketing the department as an employer of choice.



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Goal 6 **Ensure training programs, facilities and practices adequately meet the evolving needs of the organization.**

Objective 6A **Evaluate current training outlets to ensure adequate opportunities for practical scenarios.**

- Conduct a cost/benefit analysis for multi-company training.
- Conduct a cost/benefit analysis on the impact of training delays.

- #### **Critical Tasks**
- Research and communicate outside training opportunities.
 - Formalize the process for requesting to attend outside training opportunities.
 - Evaluate capacity against needs of current overtime-training budget.

Objective 6B **Formalize a development process for each level of fire officer advancement.**

- Identify and develop the components of a training program to develop future company officers.

- #### **Critical Tasks**
- Identify and develop the requirements for filling the Acting Shift Commander role.
 - Evaluate department succession planning and update current talent pipeline program.

Goal 7 **Evaluate professional appearance standard to ensure LFD is displaying the desired image.**

Objective 7A **Generate a uniform policy aimed at ensuring every member understands organizational expectations.**

- Determine the acceptable uniform and variations.
- Determine appropriate personal names on uniforms.

- #### **Critical Tasks**
- Weigh the value of paramedic identification for all ranks of membership.
 - Evaluate professional image components, other than the uniform, for consistency (Tattoos, hair length, facial hair, etc.).
 - Ensure personnel understand appearance expectations and are held accountable.

Goal 8 **Enhance organizational communication systems and practices.**

Objective 8A **Evaluate current internal communication systems.**

- Survey membership on effectiveness of internal communication practices.
- Explore internal communication practices of other agencies.
- Evaluate options for enhanced internal communications.

Critical Tasks

Objective 8B **Educate membership on efficiencies of current communication systems.**

- #### **Critical Tasks**
- Critical Task: Create training tools to improve proficiency.



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Goal 9	Reduce overextension in both day-to-day operation and career development opportunities.
Objective 9A	Evaluate the level of involvement of new firefighters.
Critical Tasks	<ul style="list-style-type: none">• Prioritize certification needs /requirements of new firefighters.• Manage internal organizational opportunities of first year firefighters outside of developmental testing.
Objective 9B	Evaluate day-to-day obligations of operations personnel.
Critical Tasks	<ul style="list-style-type: none">• Evaluate effectiveness of daily planning.• Determine importance of current committees and involvement during off duty hours.• Evaluate effectiveness of daily planning.
Objective 9C	Assess day-to-day involvement of administrative personnel.
Critical Tasks	<ul style="list-style-type: none">• Evaluate and prioritize current workload as well as opportunities for enhancement of services.• Evaluate if additional personnel are required to support divisional programs and goals.



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Vision

This vision is intended as a target of excellence to strive toward, and provides a basis for the LFD's goals and objectives.

Vision of Lenexa Fire Department

Our planning period vision is that by the end of year 2025 our fire department will be known as one that pursues excellence to meet and exceed our community's expectations of fire and emergency service.

Through a culture that demonstrates honorable action and cooperation from strategic partners, we will provide premium emergency medical services.

Through openness and our effective communications, we will strengthen our commitment of professional service with pride while remembering our heritage.

Through the effective application of workforce planning and the professional development and training of our personnel, we will ensure that the members of the Lenexa Fire Department carry out its mission professionally staffed and properly equipped.

We will become part of our community through the daily application of our core values and our commitment to addressing our strategic initiatives.

We will place excellence in service to the community above self in accomplishing our mission.



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Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are accountable. The strategic plan should be a living active management tool that:

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

The Success of the Strategic Plan

LFD has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. The success of LFD's strategic plan will not only be dependent on implementation of the goals and their related objectives, but on being consistent with the City of Lenexa's Master plan contained in Vision 2040, with support received from the authority having jurisdiction, membership, and community-at-large.



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Glossary of Terms and Acronyms

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.
BNSF	Burlington Northern Santa Fe
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Evergy	Electrical Service Company
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FRA	Firefighters Relief Association
Haz-Mat	Hazardous materials
IAAI	International Association of Arson Investigators
IAFC	International Association of Fire Fighters
ICC	International Code Council
Input	A performance indication where the value of resources are used to produce an output.
JoCo	Johnson County
KBEMS	Kansas Board of Emergency Medical Services
MARC	Mid-America Regional Council



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Mission	An enduring statement of purpose; the organization's reason for existence. Describes who we are, why do we exist, what we do, why we do it, and for whom.
NFPA	National Fire Protection Association
OSHA	Occupational Safety and Health Administration
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
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 of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move 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 mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
UASI	Urban Areas Security Initiative
USAF	United States Fire Administration
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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