



**City of Leawood, Kansas
Fire Department**

2019-2024

Strategic Plan





Station 31



Station 32



Station 33

Introduction

The Leawood Fire Department (LFD) provides emergency management, fire suppression, emergency medical services, hazardous materials mitigation, technical rescue, fire inspection, fire investigation, code enforcement, and public education to the City of Leawood, Kansas and its citizens. The LFD consistently works to achieve and maintain the highest level of professionalism and efficiency on behalf of the community it serves.

In an effort to work toward self-improvement, and look to the future, LFD originally developed and implemented a “community-driven” five-year strategic plan in 2014. This current plan is updated and developed for the next five-year (2019-2024) period and is written in accordance with the guidelines set forth in the *CFAI Fire & Emergency Service Self-Assessment Manual* (9th Ed.) and is intended to guide the organization within established parameters set forth by the City of Leawood.

The Leawood Fire Department utilized the Community–Driven Strategic Planning process to go beyond just the development of a document. It challenged the membership of the LFD to examine paradigms, values, philosophies, beliefs and desires, and challenge individuals to work in the best interest of the “team” and the citizens of Leawood. Furthermore, it provided the membership with an opportunity to participate in the development of their organization’s long-term direction and focus. External stakeholders (public) and internal stakeholders (LFD) performed an outstanding job in developing this important document.

The Leawood Fire Department’s Strategic Plan sets forth a comprehensive mission statement along with vision and value statements that provide the agency with a clear path into the future. In the following pages, the LFD identifies its goals, objectives, and strategies that will allow the agency to realize its vision.

Table of Contents

Introduction	3
Table of Contents	4
Organizational Background	5
Strategic Plan Overview	6
External Stakeholder Process	8
External Stakeholder Group	8
External Stakeholder Feedback	8
External Stakeholder Questionnaire & Responses	9
Internal Stakeholder Process	19
Internal Stakeholder Group	19
Mission Statement	20
Vision Statement	20
Value Statements	20
S.W.O.T. Analysis	21
Goals & Objectives	24
Vision for the Future	26
Plan Commitment	26

Organizational Background

The Leawood Fire Department is an all career department serving the citizens of the City of Leawood, a suburban community in Johnson County, Kansas, which is part of the greater metropolitan Kansas City area. The Department has been in place since 1949. The City of Leawood is an affluent community with higher than average income levels, educational levels, and property values for the region and is home to the wealthiest zip code in the State of Kansas.

The Department has three stations spread out over approximately 15.7 square miles serving an estimated population of approximately 34,195. The Department is made up of 56 personnel covering three operations shifts plus a supporting administrative staff. The Department received 3,337 calls for service in 2018 with 68% of those being EMS calls. The Department prides itself on high levels of professionalism and capability in line with the expectations of the citizenry and governing body of this upscale community.



LFD's 1st Apparatus: 1949 Ford Central 500 GPM Pumper



1957 Leawood Fire Department

What is a Strategic Plan?

Planning is a continuous process. While plans are consistently being developed, the process itself and not the plan is the critical component for the organization. Any successful plan must be flexible and dynamic allowing for change and adaptation. New information from citizens and other providers of emergency service as well as the ever-changing environment needs to be factored into the planning process. This allows the strategic plan to be an operationally useful document.

A strategic plan is a living management tool that:

- Provides near-term direction
- Sets goals and objectives
- Improves the use of limited resources

In today's society, a strategic plan cannot simply be a plan for and by the organization; it must be a community-driven strategic plan.

Community-Driven Strategic Planning

Today's successful organizations, both public and private, have slowly recognized the need to include the outside world in their planning, at least that portion that can and will directly affect them and their delivery of goods and services. In emergency services, this means the citizens they serve.

While the public is demanding that all parts of the public sector do more with less, those organizations that continue to be successful are those that are able to show their worth to their citizens. The best way of doing this is by asking the citizens what they want from the providers of service that they, the citizens, are paying for and receiving.

This planning includes the setting and achievement of concrete, measurable goals that the citizens want, with the same or fewer resources. That means the organization must work more efficiently with the resources they have, establish the appropriate goals, and eliminate those that the citizens no longer wish or need.

Public organizations must understand that their citizens can and will look elsewhere if they become dissatisfied with the product, its delivery and/or its cost.

What next?

Establishing the strategic goals is just the beginning of a successful planning process. Once established, the organization must provide performance measures for which they will be held fully accountable. These measures will be used to ensure the organization is in fact delivering on the promises made in the strategic plan.

According to Goodstein, Nolan, & Pfeiffer, a strategic plan is:

"A continuous and systematic process where 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.”

This means that the plan needs to be flexible, future oriented, and provide a mechanism for measurement of success. The plan must be used to guide all the members of the organization with procedures and operations that are consistent with the goals of the plan. This must also include the development of the workforce, including incentives, toward the achievement of the goals as well as the allocation of resources toward that end.

More importantly, community driven strategic planning, when successful, unifies the organization’s management, its employees, and most importantly the citizens they serve. This is done because there is a common understanding of where the organization is headed and how success will be measured at the end.

In this process, the organization and its members must remember that the voices of the citizens drive the operation and chart the course for the future. They are the individuals needing our service and paying for it. They can and should have the final say in what they receive and how they receive it. The organization must be the expert in delineating how the service can best be delivered within the confines established by the citizens.

The organization obviously does not receive all of the information they act on from the direct spoken word of its citizens but must consistently develop means of independently judging the unspoken word through outside sources such as industry standards accepted by the general population.

Providing the Community Driven Strategic Plan

The specific steps in this process are:

- Inform the community of the actual services currently provided by the organization.
- Determine the community’s perception of these services including importance.
- Provide a means for the community feedback on:
 - Their current expectations of the services provided
 - Their concerns of the organization and its services
 - Any future services they feel needs to be provided
 - Their feelings on the current organization both positive and negative
- Develop a mission statement that takes into account the citizen’s feedback on current and future services to be provided.
- Identify the strengths and weaknesses of the agency.
- Provide for a review of the opportunities and threats that the organization does or may face.
- Develop a vision of the future.
- Establish the values of the organization and its members.
- Establish goals for the future along with objectives and needed tasks.
- Ensure organizational and community commitment to the plan.

External Stakeholder Process

Organizational Philosophy of the Leawood Fire Department

A key element of the LFD is having commitment to its citizens. This includes recognizing the need for customer satisfaction. In order to act upon this philosophy, a questionnaire was provided allowing the citizens of Leawood (as well as other interested stakeholders) to provide their opinions on the importance of the services provided by the department, their thoughts on those services, and their approval and concerns about the department as a whole.

The External Stakeholder Group

Representatives of the community including members of the local Chamber of Commerce, members of the various community Homeowner's Associations, and past recipients of fire department provided public education were invited to a meeting to discuss the department and provide written input into its future. In addition, the questionnaire was placed on Leawood's website and invitations to provide online feedback were distributed through local sources. At the meeting, the representatives were also requested to share the location of the online questionnaire with anyone they thought would be willing to participate. It was indeed gratifying to see the turnout for the meeting along with the number that participated in the online questionnaire. This shows that the citizens of Leawood do wish to be involved and heard.

External Stakeholder Feedback Results

68 Total Responses

- 13 Questionnaires completed by hand at the external stakeholder's meeting on 4/1/19.
- 55 Questionnaires completed online between 2/21/19 and 4/15/19.

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

Questionnaire and Responses

1. Prioritize the service categories offered by the Leawood Fire Department in order of importance to you using the numbers 1 – 9 with 1 being the most important, 9 being the least important. Note that the list is presented in alphabetical order, not by any ranking system.

Ranking	Average Score	Service Categories
1	7.91	Fire Suppression (Putting out fires)
2	7.85	Emergency Medical Services (medical or trauma care – Examples: cardiac arrests, strokes, bleeding, motor vehicle accidents, etc.)
3	5.69	Rescue – Basic and Technical (advanced water and ice, vehicle extrication, confined space, high angle, structural collapse, etc.)
4	4.81	Fire Prevention (Inspections, Code Enforcement, Pre-Fire Planning, etc.)
5	4.19	Domestic Preparedness Planning and Response (community all-hazards emergency planning, disaster management, etc.)
6	4.02	Public Education (CPR, AED, First Aid, fire safety, school outreach, etc)
7	3.91	Fire Cause Investigation (what caused or contributed to the fire)
8	3.56	Hazardous Materials Mitigation (Chemical or biological emergencies - storage, transport, etc)
9	3.13	Public Safety Services (certified child car seat installation, alarm and detector investigations and aid, business and residential safety inspections, etc.)

2. As in all organizations, there is always room for improvement. The Leawood Fire Department makes this a continuous goal. However, if you feel there are any areas of service which require immediate or focused attention, select from the list below. (See the definitions after each service in Question 1 for clarification).

Number of Times Chosen	Category
6	Domestic Preparedness Planning and Response
5	Public Education
3	Emergency Medical Services
2	Fire Cause Investigation
2	Fire Prevention
2	Fire Suppression
2	Public Safety Services
1	Hazardous Materials Mitigation
1	Rescue – Basic and Technical

3. If you selected any of the above in Question 2, please elaborate:
- “CPR training for the community, we have a lot of old people.”
 - “n/a”
 - “Would like to see more outreach to HOA maybe information programs to be added to our annual meetings”
 - “From experience you do a super job”
 - “The only category I have had experience with is EMS which was excellent on three occasions, when my husband (who had Parkinson's) need help.”
 - “I think there is as general ignorance on what is a Hazardous item and also in how to dispose of it. Paint, Garden chemicals, auto products, etc. I fear that people just put items in the trash, the easy way, rather than properly dispose. I would be interested in analyzing using 3 fire stations as Haz Waste collection points. Easy for citizens. FD would take items to proper location for disposal. Costs, handling & storage issues, etc.”
 - “Awareness programs so public can know services available and how to access.”
 - “I think the more preparedness skills you know and could teach/promote, the better the public could assist and be prepared in case those things happen.”
 - “N/A”
 - “I am not aware of any emergency plans or how ordinary citizens should prepare for and or respond to such situations. Perhaps more publicity about these plans should be provided. Could the fire department use social media to make access to videos and documents?”

- “These are the basic services which must be provided by a fire department, the department's reason for existence.”
 - “Need more engagement on social media platforms such as next door to educate residents in preventing fires and communications”
 - “I feel like I am unable to answer question 2 as I have next to no information on their training.but to continue doing the job they are presently doing, it seems satisfactory.”
 - “Nope, think they do a great job!”
 - “Emergency Medical Services is the wave of the future and I’d like to see this area of the Department keep growing and expanding.”
 - “None”
 - “Because of the many emergency situations that are happening in our country these days, such as weather caused problems, school shootings, and social disorders, that it is absolutely vital to have well-planned actions in place to effectively deal with any of these situations.”
 - “Perhaps more public education and planning for tornado disaster preparedness.”
4. Are there any other services that you would like to see the Leawood Fire Department offer to our community?
- “Are you involved with a local CERT team? What do you think of a neighborhood/city tweet along where the community participates in fire drills on certain days and tweets in their activity? Maybe you could have the firemen out driving and giving away safety flyers at local businesses or schools with tips and social media accounts to boost exposure.”
 - “I can not think of any at this time. Annually, our HOA (Patrician Woods Villas) usually has both the Leawood FD and the PD make at least one presentation each at our Community Center (Clubhouse). The FD focuses on CPR and some general First Aid Training. Our participation usually involves 20+ residents.”
 - “Offer classes to the public. Pass out good info to HOA's so they can give to households. Present special classes to each HOA, apart from annual meeting. CPR classes regularly during the week.”
 - “No”
 - “Put reflectives available for walkers/runners (after dark)”
 - “FD ride alongs FD Academy, types of fires, how to supplies, haz waste issues, training, safety 2-4 evening sessions”
 - “?”
 - “No”
 - “Possibility of scheduled fire station open houses. (say quarterly) for an hour or two for public visits. Serve coffee, soft drinks.”
 - “No, I am very happy with the Leawood Fire Dept.”
 - “No”
 - “No”
 - “N/A”
 - “No”
 - “Home fire safety audits similar to energy audits.”

- “Quite a bit of responsibility already.”
 - “No”
 - “None”
 - “no”
 - “No. I have lived in five different parts of this country and this department is the most helpful with the free CPR/AED/First Aid training.”
 - “Maybe you do this already but I think it is helpful to have a community meeting to let people know a bit about all that you do. It would also be good to have some community training on emergency preparedness that would be helpful in case of a larger disaster of some kind.”
 - “Continued support with schools and student education”
5. What are your expectations of the Leawood Fire Department?
- “put out fires, rescue people, improve community self reliance.”
 - “In general, I would say that it is beneficial to continue your education and educate the public as well. Prevention is key. I appreciate the CPR class that the fire departments offer. It's one of those skills you need to learn but hope you never have to use.”
 - “Besides being a professional and well equipped Department, I personally feel that you meet and exceed my expectations as a resident. Your community outreach programs are the best I have ever seen.”
 - “Put out fires; assist with other preparations for fires.”
 - “Always be available to needs. Information to off-duty firemen who do other services throughout the year.”
 - “Maintain your excellence and Fire Prevention”
 - “The services you are serving are excellent. keep up the good work”
 - “Continue doing excellent work.”
 - “I am proud of National ranking and certification. Keep it up if it impacts homeowners or community, insurance rates, communicate benefit of ISO rating.”
 - “Prompt response to all emergencies. Professional handling of all emergencies.”
 - “To continue the prompt response to calls”
 - “Quick response to calls Execution in a timely manner of job responsibilities”
 - “Exceed my expectations”
 - “Handle emergencies as they arise. Educate the public on relevant issues.”
 - “Continued interaction with citizens at events, maintain visibility.”
 - “To be able to respond and assist during fire or emergency that requires their skills.”
 - “Just keep performing as you have in the past.”
 - “Prompt arrival, educated how to react in situations”
 - “To respond promptly to emergency calls.”
 - “Timely fire/rescue with professional expertise.”
 - “To prevent and defend against fires and provide emergency medical responses.”
 - “Service to the community”
 - “To be prompt & professional.”
 - “Get to fires quickly, put them out, save as many victims as possible without injury to firefighters.”

- “to be readily available in the event of any emergency in their area”
- “Primary is putting out fires , preventing fires and rescuing people as well as responding to emergencies”
- “No complaints. Keep up the good work.”
- “Medical Expertise Response time”
- “To be responsive in an emergency, to perform professionally.”
- “To be there when the bell rings.”
- “To provide emergency medical, fire, and rescue response, first and foremost - no one else can do it. After that, prevention is key - if you can stop something from occurring in the first place, that is the best solution. Finally, the fire department should help the community to adequately prepare for wide-spread emergency situations where they cannot be the complete solution.”
- “Prompt response when needed.”
- “The list of services in the first question is intense. It's great to know all of these services are provided. Thank you for all you do!”
- “Prompt response”
- “My expectations are for emergencies, education, and public training.”
- “Responsive to any emergency service needs.”
- “Preventing fire risks and minimizing fire damage”
- “The firefighting and emergency medical response are of course critical services. Community education and special training are very helpful for those that take advantage of those services.”
- “My expectations have always been met and the department is exceptional.”
- “Availability, Expertise”
- “Be experts and trained to get to and put out fires. Be community minded Be proactive looking for ways to help the community”

6. Tell us about any areas of concern you have for or of the Leawood Fire Department:

- “None”
- “None. See my response to question #5.”
- “None.”
- “You already do CPR on Saturdays, please do an evening during the week.”
- “More CPR classes More tours of the Fire Houses”
- “Let's brainstorm some new services”
- “Keep good staff Be "better than average" with pay & benefits as compared to KCMO & COCO cities.”
- “Keeping up with the city's growth”
- “None”
- “Are we competitive when recruiting? Salaries, environment (station)”
- “No complaints or concerns”
- “Concern that they have the funding for the things they need”
- “None”
- “older hydrants and stand pipes not up to par”
- “N/A”

- “None”
- “Police are very engaged with local schools. The fire department seems a bit less so”
- “None except budget cuts affecting the ability to provide good service and the quality of service, like appears to be happening with law enforcement all over the state of KS. People driving crazy and crazy fast, being inconsiderate of others on the road, not obeying basic traffic laws (using turn signals, staying right except to pass on highways, etc.). I-435 is a disaster waiting to happen, but these things are happening all over the metro. The police department could be busting 1000 people a day for speeding if they could find the personnel to do it. Sorry for the rant!”
- “I have little to no knowledge if there are counselling services for the employees. It is a highly stressful job and witness quite horrific and tragic events. I hope there is ongoing assistance to provide counselling services and that it is encouraged throughout their tenure.”
- “None”
- “None.”
- “None”
- “None.”
- “None”
- “Could the cpr class location not be so south?”

7. Identify any positive aspects of the Leawood Fire Department:

- “In the limited interaction, the team has always been helpful and friendly as well as quick to respond to medical needs when we've called.”
- Just about everything.”
- “We live right by the fire station, and the fire fighters are always friendly and respectful of neighbors.”
- “Always Friendly, ready & willing”
- “Very friendly people”
- “They respond very fast, very professional. I am always pleased with the help.”
- “My husband had a medical emergency last month. I was very impressed with their quick and professional service.”
- “Long history of very dedicated , excellent service.”
- “Certification - we need to make it more widespread news item. Send to HOA's and schools. This is very significant - we need to let more people know about it.”
- “Full range of current services”
- “As far as I can tell, they do an excellent job. I have used them personally for smoke detector installation and CPR/First Aid training they have been excellent.”
- “Life Safety response”
- “We had one call when our fire alarms went off. They were very helpful. Also, we have taken the CPR class three or four times, will continue to do so in the future.”
- “I appreciate how they are located within the community, within neighborhoods.”
- “they are worth every tax dollar!”
- “Friendly”
- “They seem to do a great job! They have a positive presence in our community. They even set out a water station for runners and walkers during hot weather months!”

- “On the few occasions I have required the direct services of the fire department related to medical emergencies the response has been swift and thorough.”
- “Willing to attend HOA block parties, work with parents on child safety issues as time/situation allows.”
- “This is small, but as a runner - I really appreciate it when the FD puts out a large container of iced water and cups on Mission at 127th. I think the station at 150th also does the same?”
- “Friendly professional prepared skillful proactive”
- “Seem to be very responsive and very competent. Don't hear much about them, which I think is proof they are doing a great job.”
- “Have had great emergency response to my home for wife's illness Help with car seats”
- “Recently we had a visit from 3 Leawood fireman who came to make a presentation to our PEO organization. We learned about the causes of fires and other issues through a short quiz. All the firemen were professional and friendly, and answered our questions before they had to leave on a call. We appreciate them taking their time to talk to us.”
- “have always looked up to the members of the Leawood Fire Department. I am thankful to the members as a citizen of Leawood. I appreciate their service.”
- “Very professional and outgoing, makes one feel like the pros are in charge.”
- “I attended a CPR course, which was far and away the best I have had. The real-life experience the teachers bring to the instruction is both compelling and enlightening.”
- “We have completed your CPR courses and feel that you do a great job with that.”
- “The cpr class I had was great and very professional. I also liked the tour of the fire station.”
- “The Leawood Fire Department staff is friendly and professional. They take their job seriously, abut are approachable at the same time.”
- “Providing all the services listed! We should appreciate everyday ALL that you do for us. You are the largely quiet professional bedrock of our lovely safe community. Thank you!”
- “The firefighters that come to our school are always so patient and kind. They work well with adults and kids alike. Their presentations are engaging and informative and everyone always benefits. It is so nice to be CPR certified every year and for the kids to have repeated experiences with the same firefighters.”
- “The Leawood Fire Department does a great job of being very apart of the community. The programs they have for schools, the education programs for CPR and interacting with kids when they shop at Price Chopper”
- “The free training in CPR/AED/First Aid is awesome!”
- “Important members of the community. Available to offer neighborhood support and services, and even occasionally fun play in the water spray!”
- “The few interactions I have had have all been very good.”
- “They arrive quickly when needed and their CPR/AED training is excellent.”
- “The LFD has always been positively involved in my school (work place) with the teachers/staff and the students. In emergencies, classroom visits, inspections and CPR classes, they've always been friendly, professional and supportive.”
- “Love the connection with schools and community”
- “Free cpr training”

- “Friendly, helpful,”
8. One area of improvement identified in 2014 was the need to enhance communications and information flow with the public. Potential objectives included better advertising of offered services, the use of social media as an information platform, having a dedicated public information officer, and increased interaction with the community at events. Do you feel improvements have been made? Is the Leawood Fire Department meeting your expectations in this area?
- “I haven't specifically looked for an improvement. I do feel interaction is great and a PIO is essential.”
 - “Totally. Your FD service flyers and public service publications are outstanding. CPR, AED and First Aid Training; Home Fire Safety; Post-Fire; Tours, Talks & Visits; Child & Infant Car / Booster Seats are all wonderful programs to educate our residents.”
 - “Yes.”
 - “never knew or took advantage of any. spread the word through schools. Put sign outside locations to publicize upcoming event.”
 - “We had a fire truck to our pool party a year ago, it was a big success”
 - “Yes”
 - “This is difficult with so much information out there, but I realize after having to rank order, services here. Little did I know about all of the fire department services.”
 - “Yes, but I would recommend closer relationships with HOA's . Get to know officers. Send blurbs to HOA's for distribution to members. Attend annual meetings & periodic meetings.”
 - “This is an example of improved communications Maybe more events like this.”
 - “Yes”
 - “I was not aware of any deficiencies. LFD meet and exceed my expectations.”
 - “Maybe setting up info tables from time to time at Price Chopper or Hen House for several hours with handouts.”
 - “Maybe more social media information to advertise services.”
 - “Absolutely, public speakers at Rotary, PTA & HOA and other groups.”
 - “Currently I didn't know to look for the LFD on any social media avenues (twitter/Facebook). I would probably have looked for info through Leawood.org, so no, I don't feel like the advertising has been effective. (I do know about Lawrence police Twitter ... but never thought to look up LFD)”
 - “Yes”
 - “yes. Is the LFD connected with the JoCo Emergency Network Communications?”
 - “We are new to Leawood as of 2017 so I am unable to compare services to 2014, but I do feel that they have done a good job since we moved here.”
 - “See above answer. I have not been aware of increased activity advertising services etc. I think additional efforts would be beneficial.”
 - “Yes”
 - “Not aware of this effort”
 - “Do create an online presence - if you do not have one.”
 - “I was not aware of any deficits.”

- “Use social media in a fun way, such as @Trooper Ben, @LawrenceKS_PD, @RileyCountyPD.”
 - “Yes. But more progress needed on social media platforms in terms of reaching people who live here”
 - “I don't recall knowing about or seeing much of this except for perhaps seeing increased interaction with the community, but I don't use social media much except for seeing posts on Next Door. I know I've seen the police dept. on Next Door, but can't recall the Fire Dept.”
 - “Yes”
 - “I am not aware of how to receive communications from the fire department through social media or any other information platforms.”
 - “yes, they are.”
 - “I have definitely seen more interaction with the community. Maybe I've missed the "social media" aspect of the outreach. A good example to examine would be the Lawrence PD, which have been quite successful in establishing themselves on social media.”
 - “I think these areas could continue to be improved upon.”
 - “I'm not on a lot of social media but I do feel a very active presence is essential to communication as we know it. Yes to community interaction for providing services information.”
 - “We recently moved to the area (less than a year ago) so it's hard for me to say.”
 - “Yes”
 - “Absolutely”
 - “I don't know the before versus after impact. However, in recent memory, I do not recall seeing this type of information being widely diffused.”
 - “this is always difficult because not everyone takes time to be informed. I would just encourage you to continue to do what you can and interact with the public as much as is feasible. Who doesn't like a nice friendly fireman!”
 - “I don't know.”
 - “Yes.”
 - “Yes.”
9. Please share any other comments you may have about the Leawood Fire Department or its services:
- “You are doing wonderful work. Thank you for your service.”
 - “Top Notch, at least from my perspective.”
 - “I'm very happy with you guys.”
 - “You don't publicize enough to let us know what you offer and what you can do. Put a picture of a Leawood resident everytime a publication goes out. Different resident each time.”
 - “Offer for sale to all residents a replica of the Hallmark 1949 Central Pumper. A great way to connect with the city and the LFD.”
 - “I am very pleased”
 - “You might consider sharing public service and caution alerts on the HOA web sites. The Police do this.”

- “No complaints as far as my interactions, they have done a great job.”
- “None”
- “# 7 covered my comments. I think you are doing a great job.”
- “Doing great job”
- “many of the listed services I feel are equal in importance and it was hard to rank. Some I felt could have been bundled together into one service category. Some were given a lower ranking, but is not a reflection of their importance to our community.”
- “Great department. Devoted people.”
- “I am happy with their services.”
- “Leawood is fortunate to have well trained firemen and an efficiently run operation.”
- “I think they are doing a great job!!”
- “Thank you for your services”
- “Thanks for all you do for our community!”
- “Keep up the great job!!”
- “Thank you for your service to the community!”
- “I really think Leawood has a terrific Fire Department and I feel like our community is in good hands if tragedy strikes.”
- “My CPR class was excellent! Could this be offered as a high school elective?”
- “Keep up the excellent work. You have a big and important job and we truly appreciate you!!”
- “I have taken the CPR/AED class two or three times and always felt it was well done.”
- “Excellent work!”
- “Great work! We truly appreciate all you do to help our community. Thank you!!”

Internal Stakeholder Process

Internal Stakeholder Process

The Leawood Fire Department internal stakeholders held a one-day work session. This session was after the external stakeholder's session, allowing the internal stakeholders time to review all of the findings and suggestions of the external stakeholders.

The internal work session began with a review of strategic planning and expectations. Subgroups were formed for effective interaction. Activities included a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the department, the development of goals and objectives for the next five years, and review / revision of the LFD Mission Statement, Vision Statement, and Value Statements.

The work session generated a high level of interest and participation by a broad agency representation. Their participation and invaluable insights were essential in the challenge to develop a quality product.

Internal Stakeholder Group

Administration

Colin Fitzgerald – Deputy Chief
Jarrett Hawley – Deputy Chief

Prevention

Frank Herrick – Prevention Specialist

A-Shift

Jeremy Jones – Battalion Chief
Kirk Gurske - Captain
Curtis Newman – Lieutenant
Brian Bartlett – MFF 3
Steve Miller – MFF 2

B-Shift

Scott Gilmore – Battalion Chief
Russ Walker – Captain
Jason Berry – MFF 2
Jason Webb – MFF 2

C-Shift

Mike Hoffine – Battalion Chief
Derek Boggs – Captain
Jake Williams - Lieutenant
Andrew Harper – MFF 3
Jeff Cox – MFF3
Rhys Hernandez – MFF 3



Internal Stakeholders at work

Mission, Vision and Values

The internal stakeholders developed the following about who we are and what we do:

Mission Statement of the Leawood Fire Department

The Leawood Fire Department will strive to exceed the emergency and service needs of our community in a professional, compassionate, and timely manner.

Vision Statement of the Leawood Fire Department

The Leawood Fire Department will adapt to the changing and growing needs of our community.

Values of the Leawood Fire Department

We value the members of our department and continually strive to provide for their health, wellness, and safety.

We value our members' proficiency and professionalism in providing needed services to the community.

We value the progressive approach that the organization provides as it meets the challenges in delivering the emergency, service, and educational needs of our community.

We value the dedication that it takes to provide the appropriate services to our community through education, training, and adaption to technology.

We value the opportunity to collaborate with citizens, businesses, and organizations for the development of our community.

We value the commitment of our personnel to meet the mission of the Leawood Fire Department.

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) Analysis is designed to have an organization identify its positive and less-than-desirable attributes. The internal stakeholders participated in this analysis, listing strengths and weaknesses as well as possible opportunities and potential threats today or in the future.

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 ensure that strengths are consistent with the issues facing the organization. Identification of its strengths should lead the organization to become more effective in providing the primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the organization need to be evaluated as to the need to continue providing them.

The Internal Stakeholders identified the strengths of the Leawood Fire Department as follows:

Strengths of the Leawood Fire Department

Dedication of personnel	Positive morale
Personnel motivation & pride	Personnel health and fitness
Professional Capabilities of personnel	Positive relationship with the public
EMS response capabilities	Cooperative County EMS Training Program
Department provided training opportunities	Career Development Program
Health & wellness programs	Peer Support programs
Compensation and benefits	City financial strength
Equipment and apparatus	Internal communications
Strong fire codes	Company inspection program
External relationships with outside agencies	Outside resources / automatic aid

Weaknesses

Weaknesses in an organization will typically manifest in both poor performance that affect our capabilities to provide the services promised to our citizens as well as disrupt the daily activities within the organization, manifesting in low morale and constant turnover. The ability to identify these weaknesses is a part of the S.W.O.T. Analysis. While it is difficult for an organization and the personnel within it to admit to these weaknesses, it is critical to the health of the organization and its ability to perform its duties that it carries out this review.

The Internal Stakeholders identified the weaknesses of the Leawood Fire Department as follows:

Weaknesses of the Leawood Fire Department

Community outreach communications	Lack of Social Media utilization
Staffing levels – admin & operations	Inadequate ALS staffing
Training budget	Reliance on outside vendors for maintenance
Mentorships / succession planning	Extended response times to specific areas
Uniformity in branding	Uniform standardization
Aging facilities	Reserve apparatus equipment
Recruitment	Diversity
No training facility / limited availability for local core training	

Opportunities

After analyzing the strengths and weaknesses within an organization, it is beneficial to identify the opportunities that present themselves as a means to begin solving weaknesses. The focus is not necessarily on what is occurring today but reviewing what the future may hold to assist in strengthening the weaknesses as well as continuing to utilize the organizational strengths.

The Internal Stakeholders identified the following potential opportunities:

Opportunities for the Leawood Fire Department

City / Department growth	ALS program expansion
Increased interaction with the community	Social media / enhanced public communication
Use of technology	Uniform / standardized branding
Professional credentialing	Mentorship program
Enhanced preplanning	Improve perception through use of a PIO
Expanding personnel skill sets	Station and infrastructure improvements
Enhanced staffing	Better equipped reserve apparatus

Threats

An organization must never lose sight of the fact that opportunities also bring about potential threats that must be overcome. The strategic planning process must consider these potential threats and provide ways of combating them. It must be remembered that not all threats can be controlled by the organization but the organization must look for ways of reducing their impact.

The Internal Stakeholders identified the following potential threats:

Threats to the Leawood Fire Department

Increasing call volume without increasing resources	Increased service demand with limited time and personnel
Community's departmental awareness	Community complacency
Lack of training facility / training area loss	Current station / infrastructure design
Economic recession / downturn	Administrative change
Department perception by potential recruits	Personnel retention / other departments
Apparatus out of service percentage / time	Limited maintenance and technology support from other city departments
Increasing assisted living facilities	Aging population and their changing needs

Goals and Objectives

Utilizing the S.W.O.T. analysis, the internal stakeholders began planning the response. Keeping in mind the updated mission statement and community feedback, the group tackled the final part of providing a strategic plan. Discussions centered on narrowing weaknesses and addressing opportunities.

It is recognized that an oversight group must work to meet these goals and objectives by setting realistic timeframes, estimating potential costs, establishing appropriate representatives to carry out the objectives, and following up for effectiveness. The Leawood Fire Department utilizes a Strategic Planning Board (SPB) consisting of a mix of personnel to guide goal and objective implementation and tracking. It is the job of the SPB to ensure department commitment to the plan. A tracking document is utilized by the SPB and department to identify the timelines and critical tasks for each objective as well as assign ownership and accountability.

The following goals and objectives will help guide the department through the next five years:

Goal 1: Improve communication with the public.

- A. Objective: Research current public communication services provided by peer agencies as well as other departments within the City of Leawood.
- B. Objective: Utilize social media.
- C. Objective: Utilize the City's HOA infrastructure to communicate and educate the public.
- D. Objective: Develop a public information officer (PIO) process to establish media relationships and provide information to the public.

Goal 2: Improve the response to medical emergencies and quality of medical care.

- A. Objective: Enhance ALS response capabilities through increased paramedic staffing and resources.
- B. Objective: Evaluate and enhance department infrastructure to improve response times.
- C. Objective: Evaluate alternative emergency medical response resources such as squad type quick response vehicles in high demand areas.
- D. Objective: Evaluate the community paramedicine / mobile integrated health concept to the extent it would benefit the City of Leawood.

Goal 3: Improve the fire department facility and equipment infrastructure.

- A. Objective: Obtain a fire department training and logistics facility in accordance with the needs of the department and ISO requirements.
- B. Objective: Improve the vehicle maintenance program to reduce apparatus out of service times.
- C. Objective: Fully equip reserve apparatus to make them useable on call-backs and during periods of peak call-load.
- D. Objective: Continue planning and development for new and existing fire stations to meet departmental and community needs.
- E. Objective: Ensure all fire stations have a dedicated gear extractor / washer to reduce contaminants and carcinogens.
- F. Objective: Evaluate the ability to fill SCBA bottles at each station.

Goal 4: Increase and improve the use of technology.

- A. Objective: Evaluate and implement improved hardware and software in accordance with industry standards and best practices.
- B. Objective: Improve the communication and working relationship with the City of Leawood Information Services department.
- C. Objective: Enhance the incident dispatching system.

Goal 5: Review and improve the training program according to the needs of the department.

- A. Objective: Provide local access to training facilities for core training needs.
- B. Objective: Increase the access to live fire training.
- C. Objective: Evaluate the training budget for both internal and external training and ensure it meets the growing needs of the department.
- D. Objective: Evaluate and provide for dedicated training officer(s).

Goal 6: Provide a citizen's fire academy to the community.

- A. Objective: Research and evaluate existing programs in peer agencies.
- B. Objective: Identify and acquire resource and infrastructure needs for a successful and recurring citizen's fire academy.
- C. Objective: Design a citizen's fire academy program, assign ownership, and ensure advocacy.
- D. Objective: Advertise the citizen's fire academy program to the community to ensure adequate participation.

Goal 7: Review and enhance department staffing, recruitment, and retention.

- A. Objective: Perform a comparative study with peer agencies for administrative staffing needs.
- B. Objective: Ensure operational staffing levels meet increasing service demands.
- C. Objective: Evaluate the addition of fire apparatus and crew(s) to allow for fully staffed first alarm assignments from within the department to homes and commercial occupancies.
- D. Objective: Evaluate and enhance recruitment efforts.
- E. Objective: Evaluate peer agency programs as well as department programs and image to ensure retention of employees.

Goal 8: Improve personnel development and health.

- A. Objective: Utilize professional credentialing for officer development at all levels.
- B. Objective: Research and establish a mentorship program for major career developmental levels.
- C. Objective: Expand the peer support group staffing and resources.
- D. Objective: Expand the cancer prevention program through policies and practices, equipment and resources, and health screening.

Goal 9: Improve department image and branding.

- A. Objective: Standardize and professionalize the uniform at all levels.
- B. Objective: Standardize apparatus and vehicle appearance.
- C. Objective: Enhance the department website appearance.
- D. Objective: Evaluate the department patch and various logos for consistency and adequate branding as a fire department and emergency services provider.

Vision for the Future

The Leawood Fire Department will utilize this strategic planning document as well as a companion goals and objectives tracking document to guide its path into the future and to ensure follow-through. These documents will not be static but instead will be considered “living” documents that adapt as needs change. The Department will continue to solicit on-going external stakeholder feedback to ensure mission alignment with community expectations. This formal strategic planning process will be repeated every five years to avoid stagnation and complacency.

Plan Commitment

The plan will be published to the community on the department website and formally presented to the governing body to ensure community adoption and commitment. Regular feedback will be gathered from the community to ensure engagement and relevancy.

The department strategic planning board will ensure that the department stays committed to achieving the established goals and objectives. Progress will be regularly reported to the department and city administration.



Leawood Fire Department
14801 Mission Road
Leawood, KS 66224

913-266-0600

www.leawood.org/fire/

Mission Statement of the Leawood Fire Department

The Leawood Fire Department will strive to exceed the emergency and service needs of our community in a professional, compassionate, and timely manner.

