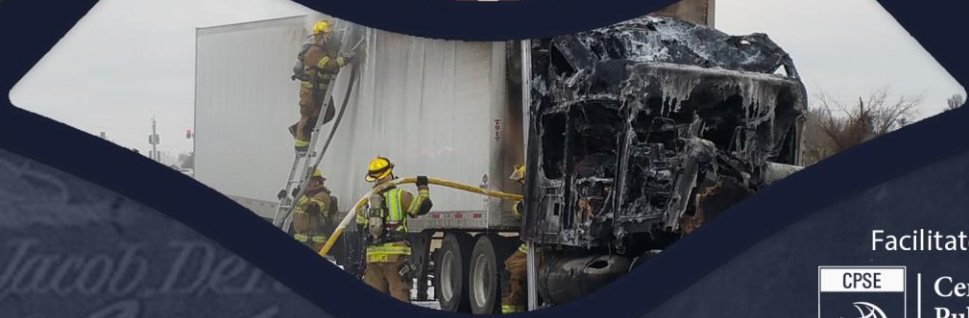


# LEE'S SUMMIT FIRE DEPARTMENT

## Strategic Plan 2018 - 2023



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## Introduction

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The Lee's Summit Fire Department (LSFD) provides fire suppression, emergency medical services, technical rescue, hazardous materials mitigation, fire prevention, public education, and disaster preparedness to the residents, businesses, and visitors to Lee's Summit, Missouri. LSFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation International (CFAI) *Fire & Emergency Service Self-Assessment Manual 9<sup>th</sup> Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

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

**LEE'S SUMMIT FIRE DEPARTMENT**  
**STRATEGIC PLAN**  
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## Organizational Background



The city of Lee's Summit, Missouri has an extensive history, which impacted where they are today. Originally founded on October 28, 1865 by William B. Howard as the Town of Strother, the town became Lee's Summit later, but the origin of the name "Lee" is not entirely known. One theory is that the town was named after Civil War General Robert E. Lee, since incorporation took place shortly after the war and many citizens

migrated from the Southern states. However, another version suggests the town was named after a prominent early settler, Dr. Pleasant Lea. The discrepancy in the spelling of "Lea" has been attributed to railroad sign painters. What started out as 11 blocks that currently encompass the downtown business district, the town and subsequently, the city, continued to grow over time to the current 65.87 square miles, which is present day Lee's Summit. The city was formally incorporated in 1868. Today, Lee's Summit is a Charter City, in a Classification I county, and operates under a council-manager type government.

One of the first written records of the Lee's Summit Fire Department appeared in an 1885 article describing a 28 by 30-foot multi-use building at Third and Douglas that housed fire department equipment.<sup>1</sup> In that same year, the fire department experienced its first major fire. While most of the town's residents were attending Sunday morning church services, a fire erupted in the downtown district, which consisted of dry, wooden buildings. A detailed account of the fire, as printed in the April 16, 1885, issue of The Lee's Summit Journal, stated the buildings burned "...like greased wood." Virtually the entire business district was destroyed, and the loss aggregated at \$87,000, with a total of 25 buildings consumed by the flames.



<sup>1</sup> Wallace A History of the Lee's Summit Fire Department, unknown date



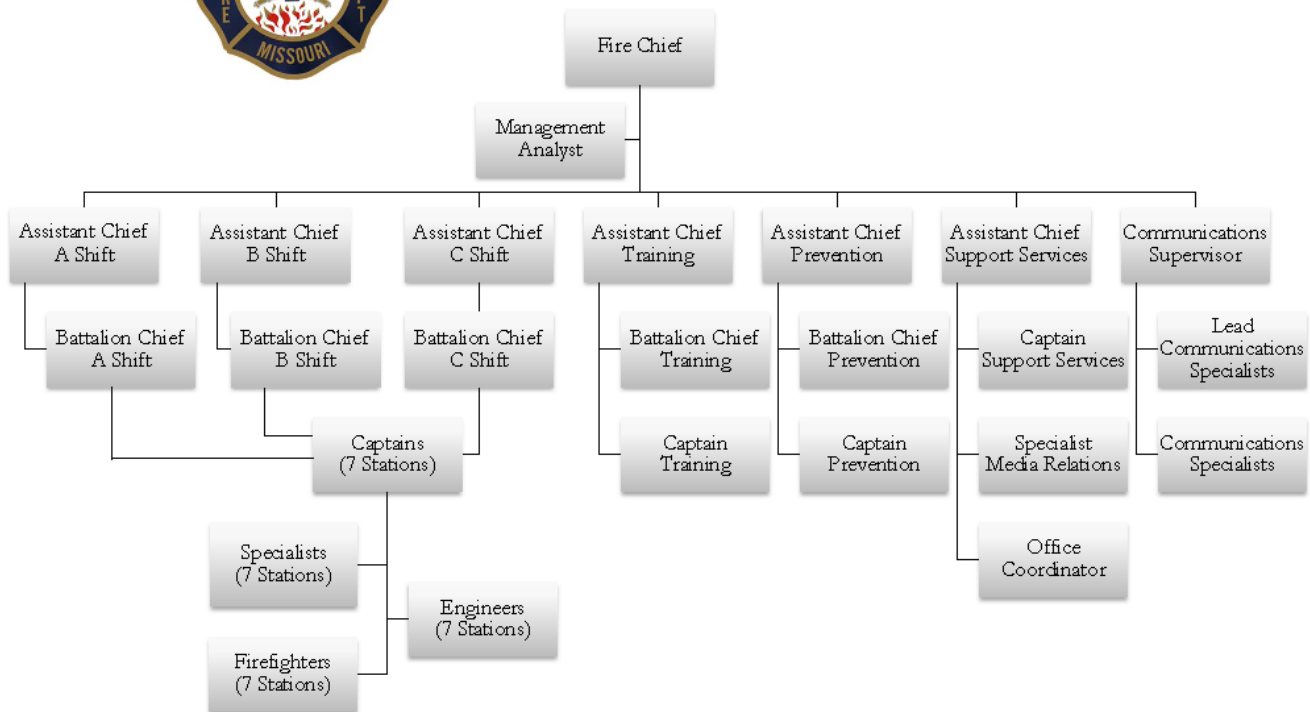


The Lee's Summit Fire Department protects the community from 7 stations with 139 sworn and 15 civilian personnel. The department provides emergency services to over 100,000 residents, with 96,000 residing in Lee's Summit and 5,700 in two neighboring communities, Greenwood and Unity Village. The department responds to approximately 10,000 calls for service annually, delivering traditional fire suppression, advance life support emergency medical transport, hazardous materials mitigation, technical rescue and emergency management services. The department's focus on quality service delivery and performance is indicative of its receipt of international accredited status from the Commission on Fire Accreditation International.

## Organizational Structure



### Lee's Summit Fire Department



\*\*All sworn ranks may include paramedic designation.





## Community-Driven Strategic Planning

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

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources.

The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”<sup>2</sup>

*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 of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

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<sup>2</sup> See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)





## Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community's and the agency's external and internal stakeholders for their participation and input into this Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Rick Poeschl and his team for their leadership and commitment to this process.

### The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the Values of the organization's membership.
6. Identify the internal Strengths and Weaknesses of the organization.
7. Identify areas of Opportunity for, and potential Threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the Vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.







Development of this strategic plan took place in January 2018, beginning with a meeting hosted by a representative from the CPSE for members of the community (external stakeholders, as named in the table below). Input received from the meeting revolved around community expectations and concerns, as well as positive and other comments about the organization.

Lee's Summit Fire Department External Stakeholders			
Linda Ahern	Mike Allen	Tim Arbeiter	Dana Arth
Keith Asel	Sean Bachtal	Ron Baker	Dale Beasley
Paula Belser	Karl Blumenhorst	James Brady	Gladys Bratton
Deborah Cammisano	Leonard Casey	Melissa Clogston	Bill Cowling
Ken Davis	Julie Doane	Kevin Driskell	Mark Dunning
Ryan Elam	Craig Faith	Kay Ford	Gene Gamber
Jerod Gravatt	Rexanne Hill	Larry Hillier	Kathryn Kelsey
Dr. Ed Kraemer	Susie Krug	Pat Kueny	Scott Lamaster
Tammy Landrum	Rodney Loesch	Cindy Lyon	Jodie Maddox
Sam Mahlstadt	Steve Marsh	Sharon McCann	Rick McDowell
Tim McGinnis	Brenda Miller	Lauren Moyer	Ashley Nowell
Brian Opoka	John Owen	Fred Pickard	Laurence Pressly
James Pryde	Dan Rexroth	Drayton Riley	Doug Rusher
Dr. Steve Salanski	Karen Sallee	Matt Sanning	Colleen Sliffe
Joe Snook	Neil Ullery	Rachelle VanDriver	Rick Viar
Jack Volz	Rick Wasson		



External Stakeholders Work Session





## Community Group Findings

A key element of the Lee's Summit Fire Department organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the agency invited community representatives to provide feedback on services provided.

## Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Lee's Summit Fire Department 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 agency through a process of direct comparison. The results are shown here:

Programs	Ranking	Score
Emergency Medical Services	1	335
Fire Suppression	2	305
Rescue – Basic and Technical	3	278
Hazardous Materials Mitigation	4	182
Domestic Preparedness Planning and Response	5	172
Community Risk Reduction	6	141
Public Fire and Life Safety Education	7	109
Fire Investigation	8	102



External Stakeholders Work Session





## 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.

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

### Community Expectations of the Lee's Summit Fire Department (verbatim, in priority order)

1. Fast and effective fire and emergency response. Timely, professional response when called. Immediate and confusion-free response to the address and location. Prompt response time. Prompt response to calls. To arrive at any emergency within 5 minutes or less. (141)
2. Training employees and trainers to "practice" as part of training. Well-trained paramedics, as well as firefighter response. Knowledge. Well trained in all aspects of safety and rescue. Adequate training to interact with the people they serve including: mental illness, substance use, etc. (103)
3. Ability to do quality initial medical-related response. Ability to bring to bear any training and equipment required in the course of an EMT call or fire emergency. Assessing the situation quickly and implementing the plan swiftly. Provide medical assistance until EMTs arrive. Quality. Maintain your superior services. Provide reliable EMT and ambulance service. (69)
4. Up-to-date equipment - in good repair, latest technology. Updated and "best in class" technology, equipment, and tools. Adequate equipment to do the job effectively. Up-to-date equipment and fire apparatus. (66)
5. Community education. Educating the public on fire safety. Offer CPR training to organizations (Boy Scouts of America, churches, etc.). Community education participation (fire prevention, CPR training, etc.). Provide classes in safety for the public. (56)





6. Community outreach to make citizens aware of services other than firefighting. Public education of fire safety - schools, fire detectors, etc. High level of community engagement - prevention efforts. Community relations and involvement. Involved in community events. (51)
7. Reduction of risks - new codes to address new needs and enforcement of codes. More inspections of businesses. Prevention resources. Fire code inspection, fire prevention, etc. Positive/consulting relationship with safety inspections. (51)
8. Treat all citizens with respect and kindness. Responders are compassionate and caring. Respect to all. They are sympathetic and personable to those they assist (emotionally intelligent). Friendly, approachable staff. Compassionate, understanding, and respectful. Polite. Empathy. Be a positive influence to the community but in particular, our growth. (34)
9. Professionalism. Professional. Professionalism in service(s). Professional ethics and standards. (21)
10. Community emergency management. Strong coordination of activity around emergency preparedness. (17)
11. Stay ahead of the city expansions scenarios so as to maintain coverage/response metrics during city's growth. Keep up with community growth. Have sufficient firehouses to services the growing community effectively. Properly located stations. (16)
12. Community partnerships developed and maintained (public/private, non-profit service providers). Support other public/private agencies in fire protection as well as ongoing education. (12)
13. To bring down homeowners' insurance. Low insurance rate. (9)
14. Good stewardship of taxpayer dollars. Efficient and effective use of resources. (7)
15. Assure gaining qualified employees. The department is able to hire the best out of many applications. (5)
16. To have access to water for fighting fires, in all of the city limits. All citizens have access to hydrants to fight home fires regardless to water district. (5)
17. A positive view of the department by the community/city council/city manager. They have a voice at the city to make sure their needs are met. Meet with the city at least every six months on their needs as the city grows. (5)
18. Provide salaries which will attract and maintain talented individuals. (5)
19. Protect life and property from fire and other disasters. (5)





20. High level of communication with EMS. (5)
21. That LSFD has the funding needed to continue the excellent service they currently provide. (5)
22. To ensure the mission statement is being delivered by all staff members. (5)
23. Assist occupants exiting a hazardous situation as quickly as possible, including pets. (4)
24. Care for staff in times of crisis. Care for the caregiver. (4)
25. Uphold and maintain highest standards for the personnel employed as firefighters. (3)
26. Possess the best technology and training currently available to the modern fire department. As technologies become available, the department is exploring ways to utilize to become more efficient and cost effective. (3)
27. To work with public water supply districts within the city limits to put in larger waterlines to support firefighting. (3)
28. Providing the public with smoke detectors when families cannot afford. (3)
29. That they identify and address public safety situations as they arise. (3)
30. Help with egress changes during construction (hospital). (3)
31. Very visible and approachable - i.e., good community relations. (2)
32. Personnel. (2)
33. Do not settle for good. (2)
34. Retain and enhance "community caring" culture. (1)
35. Dedication. (1)
36. Current practice and safety procedures. (1)
37. Not afraid to answer quick questions (i.e., life safety) and give opinions - does tend to add "red tape." (1)
38. Continuous planning and execution of initiatives to assure progress is happening. (1)
39. Accountability within and outside the department. (1)
40. Innovation in common procedures, transport needs, etc. (1)





## 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 based upon a lack of information, understanding, or incorrect information.

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

### Areas of Community Concern about the Lee's Summit Fire Department (verbatim, in priority order)

1. Staffing - always a full staff of qualified firefighters. Retention of qualified personnel. Maintain a qualified list of qualified replacements. Are we able to hire the best possible personnel? The amount of hired personnel is matched to the demand. Aging workforce - secure and train for the future. More diverse workforce. Appropriate staff size and number. (128)
2. Ability to get the city's complete support for their needs regarding the listed expectations. Always need to be sure they have adequate resources - facilities, manpower (including pay), communications, and equipment. Do they have an adequate budget? Funding for personnel - to compete for new hire firefighters, as well as to retain high quality experienced firefighters/paramedics. Sustainability. (51)
3. Continue the first-class training department. Cross-functional training. Lee's Summit needs to invest in a good fire training facility and HazMat training facility. (51)
4. People may not want a fire station to close to their house, due to noise (but they still want quick response!). Locations of fire stations to allow best response time across the city. An adequate number of stations to meet the needs of a growing city. Do we have enough fire stations? (49)





5. Lack of pay for the fire department. Do they get paid enough? Are salaries comparable/better than adjoining departments? The pay and benefits are comparable to other fire departments similar in size. (48)
6. Equipment in top condition. Replaced when necessary in a timely fashion. Do they have all the equipment they need for them to stay safe? (36)
7. Ensure that fire stations are up-to-date, in good repair. A pleasant place to stay. Aging facilities. Aging firehouses that need to be updated or replaced. Mold in Station 3. (33)
8. Ability to keep pace with growth. Meeting growing community needs. As city grows, have staff and equipment located to maintain response time. (32)
9. Impact of the union on the workforce. Union vs. LSFDD optics. Their affiliations that support and campaign for candidates. I think this gives them a bad reputation. (19)
10. Response times. Slow response times. (13)
11. Community doesn't know all the services they offer. Communication with the public. (13)
12. Is there adequate overlapping coverage in case of multiple calls around the same time? (12)
13. Does water resource to fight fires work? - I had a house fire, I heard the closest fire hydrant was not working, forcing the use of one further away. - I know of another situation where a sizable rupture of a pipe to a fire hydrant "ruptured" while hydrant was being used. Public water supply district within the city limits isn't interested in replacing 2 and 4-inch lines to provide water for firefighting. Residents can only watch homes burn. (10)
14. Should have more community stakeholder involvement to elicit feedback. (8)
15. Do they have a citywide disaster plan? Crisis or national/regional emergency. (8)
16. Regionwide EMS communication. Collaboration with other health and emergency entities, find continuous resources. (7)
17. Making sure firefighters do not become over worked. Is the department being stretched too thin? (7)
18. Communication systems up-to-date. Quality/capability of communication equipment. (7)
19. Highway 150 divided from 291 to Ward Road. Does this cause problems with response time? (5)
20. HazMat knowledge on lake. (5)
21. Ability to grow with a growing community, size and scale. (5)
22. How much is enough? (5)





23. Peer counselling for our fire department. We have an excellent staff of firefighters and EMTs and anymore they spend more time on mental health calls. How are we taking care of theirs? (5)
24. Relationship with city staff. (5)
25. Removal of emergency CERT class for citizens. (4)
26. Enforce traffic laws for fire equipment, in emergency - too many not yielding. (4)
27. Work with area partners to approach individuals who are frequent users of fire and EMS. (4)
28. That they are treated with respect from the community. (4)
29. Outreach to underserved. (4)
30. Ability to accommodate demographic change(s). (4)
31. Personnel live in the community. (3)
32. Training materials for teaching/instructing articles for community newsletters. (3)
33. Calls to 911 are sent to the fire department quickly. (3)
34. We are a new building; are they familiar with our admin team and students? (3)
35. How is the culture within the department? (3)
36. Need for additional ambulances. (3)
37. The fire department should make sure all personnel are physically able to perform the job. (2)
38. Know about utilities they work around. (2)
39. Ability to manage a large-scale event (terrorist attack, etc.). (2)
40. Succession plans are in place internally, so they don't have to go outside for hires. (2)
41. Does the department, city administration, and city council have a shared vision? (2)
42. Adequate career paths for staff. (1)
43. Involvement in political processes/elections. (1)
44. How is the relationship with EJC and City of Kansas City/other surrounding communities? Can it be better? (1)







## Positive Community Feedback

The CPSE promotes the belief that, 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 Lee's Summit Fire Department (verbatim, in no particular order)

- Very professional firefighters/paramedics.
- Excellent public image/community involvement.
- Strong training programs – cross training of firefighting/EMS.
- Seem to do a good job with response time.
- Seem friendly when responding to calls.
- Community engagement.
- The department saved my daughter-in-law when she had a massive heart attack (died while on transport to hospital and revived by crew).
- I personally used services several times – find firemen to be professional.
- Keeping citizens up to date.
- Great medical and EMS.
- Very high/positive public perception.
- Seem to be prepared for anything that might come up.
- High visibility, professional handling of fireworks season which is a big deal/high potential risk in Lee's Summit.
- LSFDF seems to have developed a nice balance of allowing people to celebrate 4th of July while maintaining safety concerns (i.e., licenses and inspections).
- Love that they are able to respond to non-emergencies, i.e.; smoke detectors going off, assist elderly and others with changing batteries in smoke detectors, etc.
- Open to communications.
- Continued and recruit training.
- Professional.





- Responsive to needs.
- Area support (attends HOA meetings).
- Professional.
- Personnel very respectful when responding to calls and helpful to the residents.
- Good response time.
- Very professional.
- Well trained from medical perspective.
- Have seen improvements in fire stations and emergency help.
- In the course of my five or six recent interactions over the past 5 years with the dept., I have experienced nothing but complete professionalism and amazing service.
- Culture that supports desire for quality service.
- Quality fire and medical response abilities.
- They protect our community to the best of their ability.
- They continue to train their employees.
- Highly visible and responsive when called upon.
- Collaborative and partnership – effective.
- Open/clear communication across public sector (internal/external).
- Seek best practices (strive to improve each year).
- Responsive to the community.
- EMT/ambulance service – extremely expensive to start up and huge positive we have it.
- Grown with city.
- LSFDD is very community driven and involved.
- Seems to ask community for support when needing a tax levy to keep up with growth and gets that support.
- Always looking for ways to improve, such as working on strategic plan.
- Availability to community.
- Willingness and availability to educate.
- Training both fire and EMS.





- Response.
- Leadership positive and professional.
- Seem motivated toward quality improvement.
- Professional.
- Growing with the community.
- Keeping up with needed equipment and new fire stations.
- Fast time get to place as I can see.
- They look good.
- Looking good is not same as performance.
- Training what kind and where?
- The accreditation recently received.
- The leadership seems to be forward thinking and values the input from the community.
- The image of the LSFD is positive.
- The fire department utilizes technology to offer superior service.
- They are well respected and loved.
- They go out their way to always be helpful.
- Friendly to all.
- Very well trained in their positions.
- Good leadership/best practices.
- Community outreach/resource.
- Supportive of other city departments (parks).
- Well trained/equipped.
- Responsive.
- Pleasant coordination with senior leaders.
- Detail driven.
- Community engagement (i.e.; school programs)
- Good communications with the public through service club programs, etc.
- Seem to have quick response to emergencies.





- Facilities and equipment are kept in good shape.
- Professional appearance of personnel.
- Fire services and ambulance services.
- Support of police during accidents and emergencies.
- Family assistance is needed to get family members from home to auto for the trip to the doctor.
- Keeping fire alarms working house.
- Just being available when needed.
- Communication.
- Professional staff.
- Very cooperative.
- Leadership team has been supportive on building and expansion projects.
- The entire team looks/acts professional.
- In general fire stations are modern or there are plans to upgrade. Long term capital planning.
- Community responsive.
- Current equipment.
- Community involvement.
- Works well with other community professional organizations.
- Communication with private sector.
- Dedicated professionals.
- Quality of service delivery.
- Proactive planning/training (knowledge, skills, abilities).
- Respect for others and community.
- Continually looking to improve – (best practices).
- Fully accredited fire department that is outstanding in its field.
- Excellent community relations with other city departments and non-profits.
- Good citizen information about fire department and its members.
- Socially aware staff involved in this community.
- Education program for citizens and students.





- Strong leadership.
- Good support from city staff.
- Good vehicle and equipment replacement program.
- Outstanding personnel.
- Always professional.
- Fast response time (usually).
- Well maintained trucks.
- Well located through the community.
- Serves the community well.
- They risk their own safety to save a dog on a lake.
- Quick response time!
- Professional staff. (EMS, fire, management)/highly trained.
- Kind caring team of professionals who responds to calls.
- Culture within the department is amazing from what I hear from those who work there.
- Great leadership.
- Our fire department truly cares for our community on and off duty.
- They work together – train together.
- They are the best with what the city gives them.
- Dedicated.
- Attentive to community events. Volunteer training.
- Responsive to calls from the public for education of items read in media or online.
- Collaborative with the city council.
- Each team member is approachable in the public and engaging.
- Visible to the community in non-critical settings giving back to those they serve.
- Fire department leadership and staff represent the department very professionally.
- Fire department staff is very approachable – good ambassadors.
- Responsiveness to the community.
- Professional staff.





- Engaged in community.
- Approachable/open door.
- Credible – high value.
- Knowledgeable – code and life safety.
- Understands what companies face when trying to be compliant with employee's behaviors – working with us.
- Great EMT response and attitudes.
- Strong leadership.
- Willing to do the hard work, no matter what the title.
- Great presence out and about.
- Approachable.
- Seeks continuous improvement.
- Overall positive.
- Good outreach.
- Planning for new fire stations.
- Responsive – fire is always quick to respond in times of need.
- Engaged in partner organizations.
- Communicate well about what's going on in the department.
- All my encounters with LSFD are fantastic.
- Very quick response times, friendly staff.
- Appear to have great, high end equipment.
- Fire chief and managing staff are all great people and we are lucky to have them.
- They do a lot of great things for our community and seem to have a vested interest.
- Community centric and visible to citizens, and you seem genuinely happy about it.
- Work ethic and skills seem top notch.
- Long and strong history of upholding the highest standards of care and professionalism.
- Great job!
- Professional.





- Well trained.
- Response times.
- Friendliness and helpful staff. Professional staff.
- Supporting our community at events.
- Hiring the best of the best; caring individuals.
- Continue to strive for excellence in work and accreditation. Want LSFDD to be department others look to emulate.
- Quality/knowledgeable leadership.
- Highly skilled front-line staff.
- Resourceful collaboration with stakeholders.
- Good follow up related to process improvement.
- Reliable.
- Quality/excellence – high standards.
- Outstanding workforce.
- Community integration – business and community collaboration.
- Growth of department to meet growth of city.
- Stable leadership.
- Great communications and response to assist in community business and real estate.
- Being understanding and somewhat flexible to unique challenges within a large tenant population in relation to codes, policies and responses to unique problems.
- Polite professional, easy to talk to.
- If situation applies, explains what is being done and why to the party involved.
- Very professional department.
- Great leadership team.
- Well maintained fleet of equipment.
- Very professional.
- Dom the best with what they have.
- Very good public education program.





- Involved with city and downtown Lee's Summit.
- Great group of employees.
- Certification: 10% of all fire departments nationally.
- Strategic planning engages community.
- Friendly.
- Prevention.
- Community involvement.
- Awareness and participation with school programs.
- Positive reputation in city and across public perception.
- Department seems engaged, involved and interested in activities across and within the city and its citizens.
- Our personal experiences have been very good and positive.
- Interaction has been very professional and respectful.
- Equipment, locations, personal appearance is top notch and well managed.
- Planning.
- Professional.
- Culture of the service!!!
- Helpful when in need.
- From what I've seen they are trained well.
- Great balance in the leadership of the fire department.
- All fire staff are professional.
- Very community focused.
- Already accredited, doing a good job.
- Well run organization.
- Timely response to emergency situations.
- Well trained in the best response to each call.
- Willing to provide good training for fire and safety training.







## Other Thoughts and Comments

The community was asked to share any other comments they had about the Lee's Summit Fire Department or its services. The following written comments were received:

### Other Community Comments about the Lee's Summit Fire Department (verbatim, in no particular order)

- Would like to partner more in decreasing frequent users of emergency rooms and jail.
- Enforcement of no parking lanes in shopping centers and nursing homes.
- Keep up the good work.
- I don't believe I have ever met a fireman that wasn't extremely happy, pleasant, and loved their job.
- I would like to suggest a "training in process" sign to be posted when training for underwater recovery.
- Firefighters came to our house and changed the battery in our smoke detector that is on an 18' high ceiling. Not sure everyone knows this.
- Thank you for the work that you do. I've seen such compassion when you are performing your duties. That goes a long way with the people who need your assistance.
- Thanks to LSFDF for continued outstanding service.
- Water district 13 has lines and meters within city limits. They show no interest or need to replace the 2" & 4" water lines around Prairie Lee Lake, north and south sides down. Would like the fire department and City of Lee's Summit to use whatever means to get Public Water Supply District 13 to upgrade lines.
- Does Lee's Summit regularly check fire hydrants? Do they check to assure use of hydrants does not create problems with pipes freezing the hydrants?
- My parents live in John Knox – I would like to see the ability via app/website that a resident can be identified on what hospital they use. This helping all records stay at one hospital.
- Would like more information;
- Personnel?
- Fires?
- Ambulance calls?
- Time getting to calls?





- It says a lot about our fire department, in that we can have an accreditation that only about 1% of fire departments get. Do we communicate that often enough to a wide enough audience?
- Outstanding organization.
- Serves EMS needs of our community at a high standard.
- Actionable survey items will always outscore training or risk reduction items.... just a thought.
- Department has excellent PR and image.
- Good equipment and communications.
- During family emergencies (ambulance) fire equipment and staff are on site to assist.
- We are grateful for the service and commitment to Lee's Summit.
- It has been a pleasure working with everyone that has come to our hospital, whether on a call response or an inspection.
- Pleased with leadership and direction of the department.
- Continue to support business community.
- Through bond issues, etc. the citizens show their regard for the FD and its mission and staff.
- Strong department. Stay committed to change!
- We had a young teller pass out on a Saturday morning. From the time she went down to Lee's Summit EMS began working on her was 6 minutes! I checked the surveillance video and verified this. What an amazing response from the team. To this day I don't know how they got there that quickly.
- LSFDD does their best to take all sides in to consideration, knowing they cannot please all. They are good when asked for transparency.
- I'm very proud of our fire department and services.
- We are blessed to have a fire department of this caliber that serves our community.
- The top department in the metro!
- Keep up, all the good work! Only been in the community a short while, but wow we are blessed to have a great fire department.
- I am grateful for the LSFDD. I imagine it can be difficult to ask for things like salary increases equipment, buildings, etc. When the community is not faced with an obvious void or deficiency. Sometimes being reactive to a need gets more publicity than a proactive approach, that's the shame of it.





- Thank you for taking the time to ask and listen to the feedback.
- I believe more open forums like today are great. In addition, it would be good to have the follow up understood after today as well.
- Outstanding fire department! True community resource!
- Thanks for opportunity to provide feedback!
- I have worked with multiple agencies in the metro KC area and the City of LS is the most reasonable, responsive and excellent in working with their business partners and community.
- Like that they are always striving to get better.
- The fine line or balance, between statements, signage and commentary tossed about during elections could spill into public perception of the department, be it right or wrong.
- Thank you for the boldness in taking on accreditation. It takes courage be vulnerable and seek the truth.



**External Stakeholders Work Session**





## Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization's approach to community-driven strategic planning, with focus on the agency's Mission, Values, Core Programs and Support Services, as well as the organization's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named and pictured below.

Lee's Summit Fire Department Internal Stakeholders			
Brian Austerman <i>Assistant Chief</i>	Dave Bell <i>Captain</i>	Darrel Clowes <i>Captain</i>	Myles Collins <i>Paramedic Firefighter</i>
Ed Delaney <i>Paramedic Firefighter</i>	Jim Eden <i>Assistant Chief</i>	Connor Eller <i>Paramedic Engineer</i>	Nick Galate <i>Captain</i>
Jeromy Geib <i>Engineer</i>	Jason Harmon <i>Specialist</i>	Randy Hartmann <i>Paramedic Specialist</i>	Justin Hazen <i>Specialist</i>
Craig Hill <i>Specialist</i>	Patrick James <i>Firefighter</i>	Brian Jones <i>Specialist</i>	Neil MacEachern <i>Paramedic Firefighter</i>
Dan Manley <i>Assistant Chief</i>	Kevin McCaw <i>Assistant Chief</i>	Jason Miller <i>Paramedic Firefighter</i>	Shawn Mogg <i>Assistant Chief</i>
Mike Mohrman <i>Battalion Chief</i>	Zac Nelson <i>Specialist</i>	Rick Poeschl <i>Fire Chief</i>	Steve Pottberg <i>Specialist</i>
Kris Presnell <i>Captain</i>	Jon Prier <i>Paramedic Specialist</i>	Kasey Smith <i>Paramedic Engineer</i>	Mikael Snedeger <i>Firefighter</i>
Arby Todd <i>Battalion Chief</i>	Jake Wiemann <i>Paramedic Specialist</i>	Cole Wodrich <i>Firefighter</i>	Blake Wood <i>Paramedic Specialist</i>
Dave York <i>Captain</i>			



Internal Stakeholders Work Session





## 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?*

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

**The Lee's Summit Fire Department is dedicated to meet the increasing needs of the community by providing safe, progressive, and efficient services, while honoring our values and traditions.**

## Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

### Professionalism

A commitment to professional service delivery through training and personnel development.

### Respect

Compassion and empathy for our community and each other.

### Integrity

An uncompromised commitment to trust, honesty, and ethical services to our community and each other.

### Duty

A commitment to providing a high level of service to our community.

### Excellence

Surpassing standards by striving to be the best in our profession through a continuous improvement process.

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 the Lee's Summit Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.





## Programs and Services

The agency's internal stakeholders identified the following core programs provided to the community, as well as many of the services that enable the organization to deliver those programs:

### Core Programs of the Lee's Summit Fire Department

- Emergency Medical Services
- Rescue – Basic and Technical
- Domestic Preparedness Planning and Response
- Public Fire and Life Safety Education
- Fire Suppression
- Hazardous Materials Mitigation
- Community Risk Reduction
- Fire Investigation

### Supporting Services of the Lee's Summit Fire Department

- Training
- Water Districts
- Law Enforcement
- Mutual Aid
- Information Technology
- City Council
- Union Pacific Railroad
- Developers
- Media
- School Districts
- CPSE
- SEMA
- State Fire Marshal
- Mid-America Regional Council
- Spire Gas
- Local 2195, IAFF
- Fleet Maintenance
- City Management
- Vendors
- Chamber of Commerce
- Emergency Communications
- National Weather Service
- Public Works
- Faith-based Organizations
- Red Cross
- KCPL
- Social Services
- Honor Guard
- Other City Services
- Military
- Non-Profit Organizations
- Public in General
- Hospitals
- MoDOT
- FEMA
- John Knox Village



Internal Stakeholders Work Session





## S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Internal stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

### Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match-up with 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.

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

#### Strengths of the Lee's Summit Fire Department

- Public image/support
- Equipment
- Labor – management relationship
- Internal programs – i.e. honor guard, public education, health and wellness
- Benefits – i.e. schedule, hours
- Data collection
- Experience – wide range
- Budget improvement
- Committees - involvement
- Cancer Risk Reduction Program
- BERP and VERP
- Department communication (CrewSense)
- Operational structure (NIMS)
- Marketing development (ISO, EDC)
- Versatility – doing more with less
- Knowledge/service years
- Dedicated personnel – professionalism
- External relationships – hospital, PD, city
- Pride in the department and traditions
- Regional involvement (MARC, COLS, HazMat, Mass casualty)
- Camaraderie, peer support
- Adaptability
- Fire Prevention Division
- Medical director
- Some facilities
- Fire-dedicated communication center
- Internal expansion (positions)
- Commitment to progression, i.e. accreditation
- Well-defined expectations
- Strong chain of command
- Civic group involvement
- Peer support team





## Weaknesses

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

### Weaknesses of the Lee's Summit Fire Department

- Staffing – understaffed all divisions
- Training opportunities- internal/external – advanced scheduling
- Succession planning
- Keeping up with technology
- Internal/external communications - social media, TV
- Loss of institutional knowledge through retirements
- Consistency – department and shift level
- No dedicated emergency manager
- External IT (not having own) – AVL, mobile data, communications with LifePaks
- Equipment resources – extra ladder truck, tanker, fully equipped reserve apparatus
- Lack of regional and state involvement
- Physical fitness facilities/equipment
- Lack of Class A uniforms – non-officers
- Administration to Ops information exchange
- Paramedics – new medic workload, inability for old medics to drop – all medics
- Department resiliency
- Funding – underfunded all divisions
- Committee input/decision making – execution of ideas
- Station/response times
- Recruitment – retention
- No ability to meet core programs – specialty teams
- Aging facilities
- Cultural/morale
- Stressed relationship with city management
- EMS report writing – inter-shift and intra-shift consistency - Imagetrend
- Workforce diversity
- Limited delegation
- Inability to track PSAP times
- Training area limitations
- Professional development – federal/state access to certified classes







## 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 Lee's Summit Fire Department

- Training with other departments
- Alternative funding (grant programs) (bonds, levy)
- ISO improvement
- Local 2195 campaigning
- Media (social)/news
- Being regional training entity
- Community events
- Citizens Fire Academy
- Digital recruitment
- Ride-along (citizens and communications specialists)
- Community outreach - Fire Ops 101/CERT, Downtown Days
- NFA (external training)
- Improved training adjuncts/equipment – dummies, cars, burn trailer, trench
- Marketing
- Partner with developers
- Accreditation
- Advancement and utilization of technology
- Regional dispatch/staffing opportunity
- Public Safety Advisory Board
- Community paramedicine – can we expand on this?
- HR relationship



Internal Stakeholders Work Session





## 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:

### Potential Threats to the Lee's Summit Fire Department

- Growth within community – demand on services
- Tax base – reduction
- Media/social media
- Increased violence towards public safety
- Keeping up with technology
- Misuse of EMS services
- Availability of prescription drugs
- Infrastructure (roads and water pipes)
- Texting and driving
- Types of calls – electrical, HVAC, plumbing
- Cost of doing business
- Pandemics
- Responder safety – response to behavioral health/drug abuse
- HazMat transportation
- Natural and manmade disasters
- Firefighter wellness
- New construction – building construction – synthetic materials and fire load.
- Highway safety
- Potential loss of contract agencies
- State and federal regulations
- Healthcare changes (reimbursement)
- EMS resources – supplies
- Litigation
- Changing political climate
- Changing needs of the community
- Aging demographics
- Public perception
- State policy (speed limit)
- EPA Regulations – DEF Regen, No live burns
- Competition for personnel
- Loss of state/federal funding
- Cyberattack on IT
- Domestic terrorism (active shooter)





## Critical Issues and Service Gaps

Following the identification and review of the agency's SWOT, two separate groups of internal stakeholders met to identify themes as primary critical issues and service gaps.

Critical Issues and Service Gaps Identified by the Internal Workgroups	
Group 1	Group 2
<ul style="list-style-type: none"> <li>- Health and Wellness                             <ul style="list-style-type: none"> <li>o Cancer risk reduction</li> <li>o Physical fitness facilities and equipment</li> <li>o Physical Ability – requirements</li> <li>o Mental health</li> <li>o Training opportunities</li> <li>o Funding</li> <li>o Insurance costs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Health and Wellness                             <ul style="list-style-type: none"> <li>o Equipment (age/quantity)</li> <li>o Facilities</li> <li>o Maintenance</li> <li>o Going outside</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- Technology                             <ul style="list-style-type: none"> <li>o Data collection</li> <li>o Ever changing</li> <li>o Funding</li> <li>o Interoperability</li> <li>o Information technology</li> <li>o Social media</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Information Technology/Technology                             <ul style="list-style-type: none"> <li>o Slow IT response</li> <li>o Continued breakdowns</li> <li>o Outdated hardware</li> <li>o Fire department dedicated IT</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- Physical Assets                             <ul style="list-style-type: none"> <li>o Additional reserve apparatus</li> <li>o Replacement programs</li> <li>o Facility improvement/expansion</li> <li>o Fully-stocked reserves</li> <li>o Apparatus allocation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Physical Assets                             <ul style="list-style-type: none"> <li>o Rehab/renewal/planned obsolescence</li> <li>o Budgeted line item</li> <li>o Live burn facility</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- Communication                             <ul style="list-style-type: none"> <li>o Internal</li> <li>o Consistency</li> <li>o Frequency</li> <li>o Committee efficiency</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Communications                             <ul style="list-style-type: none"> <li>o Training opportunities</li> <li>o Internal/external</li> <li>o Methods</li> <li>o Staffing</li> <li>o How communication is delivered</li> <li>o Uneven effort from Company Officers and Administration</li> </ul> </li> </ul>





## Internal Stakeholders Work Session

Group 1 (continued)	Group 2 (continued)
<ul style="list-style-type: none"> <li>- Training                             <ul style="list-style-type: none"> <li>o Equipment</li> <li>o Scheduling</li> <li>o Availability</li> <li>o Internal/external</li> <li>o Subject matter experts</li> <li>o Consistency</li> <li>o Facilities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Training                             <ul style="list-style-type: none"> <li>o Interdepartmental training</li> <li>o Communicating</li> <li>o Participation</li> <li>o Workforce development</li> <li>o Succession planning</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- Staffing                             <ul style="list-style-type: none"> <li>o Funding</li> <li>o Succession planning</li> <li>o Competition for personnel</li> <li>o Public perception</li> <li>o Culture/morale</li> <li>o Industry shortage</li> <li>o Communication center</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Staffing                             <ul style="list-style-type: none"> <li>o Applicant pool</li> <li>o NFPA 1710</li> <li>o Attrition</li> <li>o Retention</li> <li>o Communications specs</li> <li>o Expansion</li> <li>o Community expectations</li> <li>o Compensation/benefits</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- Recruitment                             <ul style="list-style-type: none"> <li>o Digital recruiting</li> <li>o Advertising</li> <li>o Image</li> <li>o External educators</li> <li>o Community involvement</li> <li>o Pottberg Scholarship</li> <li>o Culture</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Departmental Project Management                             <ul style="list-style-type: none"> <li>o Process</li> <li>o Define timelines</li> <li>o Tracking system</li> <li>o Committee chairs</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- Retention                             <ul style="list-style-type: none"> <li>o Culture (“Why come ye here?”)</li> <li>o Pay/benefits</li> <li>o Competition</li> <li>o Internal opportunities</li> <li>o Pride and ownership</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Succession planning                             <ul style="list-style-type: none"> <li>o Retirement</li> <li>o Capture knowledge</li> <li>o Professional development</li> <li>o Delegation/empowerment</li> <li>o Clearly defined expectations</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- ISO                             <ul style="list-style-type: none"> <li>o Apparatus</li> <li>o Staffing</li> <li>o Cost savings/insurance</li> <li>o Training</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>- Turnout Times                             <ul style="list-style-type: none"> <li>o Culture</li> <li>o Pre-alerting/technology</li> <li>o Consistency</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>o Station design</li> <li>o Growth</li> <li>o Training</li> <li>o Lack of accountability</li> </ul>





## Strategic Initiatives

Based upon all previously captured information and through a group discussion of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

### Lee's Summit Fire Department Strategic Initiatives

- Health and Wellness
- Technology
- Physical Assets
- Communications
- Training
- Recruitment
- Project Management
- Workforce Planning

## Goals and Objectives

To continuously achieve the mission of the Lee's Summit Fire Department, realistic goals and objectives with timelines for completion 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 LSFDD's efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the LSFDD fire company leadership, with the department's governing body, and with the community served.

**“Goals allow you to control the direction of change in your favor.”**

Brian Tracy,  
Author





<b>Goal 1</b>	<b>Establish and enhance communications to ensure a well-informed workforce and community.</b>
<b>Objective 1A</b>	<b>Evaluate current communication processes for shortcomings and efficiencies.</b>
<b>Timeframe</b>	3 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Compile a list of current communications processes. <ul style="list-style-type: none"> <li>• FD and city processes.</li> <li>• External industry and agency processes.</li> </ul> </li> <li>• List and review outputs associated with department communication processes to determine effectiveness.</li> <li>• Create a list of potential systems that could modify, enhance or improve communications for inclusion in the survey identified in objective 4B.</li> </ul>
<b>Objective 1B</b>	<b>Conduct survey of personnel for preferred communication methods.</b>
<b>Timeframe</b>	2 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop survey questions while considering: <ul style="list-style-type: none"> <li>• Format</li> <li>• Technology preferences</li> <li>• Frequency of information</li> </ul> </li> <li>• Analyze the survey results.</li> <li>• Compare the survey with Objective 4A findings to determine discrepancies and/or shortfalls.</li> </ul>
<b>Objective 1C</b>	<b>Develop solutions for identified system shortfalls.</b>
<b>Timeframe</b>	12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Seek new opportunities in systems, processes, and platforms.</li> <li>• Prioritize opportunities and solutions.</li> <li>• Identify technology resources needed for implementation.</li> <li>• Draft solutions and present a report of findings for approval.</li> </ul>
<b>Objective 1D</b>	<b>Provide training and implement communications processes.</b>
<b>Timeframe</b>	6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Define training needs for any systems, processes, or platforms to be integrated.</li> <li>• Conduct a trial of new processes to determine capabilities.</li> <li>• Evaluate the train and fix any issues in the systems, processes, platforms, or training curricula.</li> <li>• Train personnel for implementation.</li> <li>• Develop guidelines regarding new implementation following the department's guideline process.</li> <li>• Implement the processes, systems, or platforms into the organization.</li> </ul>





**Objective 1E** Conduct ongoing evaluations of communication processes.

**Timeframe** Ongoing

**Critical Tasks**

- Develop evaluation tools to determine the effectiveness of the communications processes.
- Analyze any and all data to ensure communications remain progressive.
- Identify improvements needed in the communication processes and platforms.
- Draft changes proposed.
- Create an action plan to determine implementation of the proposed changes.



**Internal Stakeholders Work Session**





<b>Goal 2</b>	<b>Develop a project management template to establish a tracking and accountability program to be used for projects and committees.</b>
<b>Objective 2A</b>	<b>Identify and analyze existing internal and external processes available (formal and informal).</b>
<b>Timeframe</b>	2 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate current processes utilized by LSFD.</li> <li>• Identify any applicable city processes.</li> <li>• Identify any corporate templates available.</li> <li>• Identify any available construction templates.</li> <li>• Identify any available public safety templates.</li> <li>• Analyze all acquired templates for applicability to the department.</li> <li>• Prepare a report of findings to include any applicable recommendations.</li> </ul>
<b>Objective 2B</b>	<b>Selection and establishment of a project management template.</b>
<b>Timeframe</b>	2 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Select the identified sample templates for further evaluation.</li> <li>• Evaluate and test the sample templates for efficacy.</li> <li>• Propose the selected template for implementation.</li> </ul>
<b>Objective 2C</b>	<b>Develop an implementation plan for the project management template.</b>
<b>Timeframe</b>	1 month
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Coordinate with Information Technology (IT) on implementation, usability, and access to the template.</li> <li>• Determine how the template will be introduced within the department.</li> <li>• Establish any needed policy for use of the template.</li> <li>• Establish a “go live” date for the template.</li> <li>• Finalize the implementation plan and seek approval if needed.</li> </ul>
<b>Objective 2D</b>	<b>Train and adopt the project management template.</b>
<b>Timeframe</b>	1 month
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop the training outline.</li> <li>• Identify the instructors, methodology and needed props.</li> <li>• Establish the training schedule.</li> <li>• Identify who will participate in the training.</li> <li>• Implement the training process to identified participants.</li> <li>• Seek feedback on the training for future revision.</li> </ul>





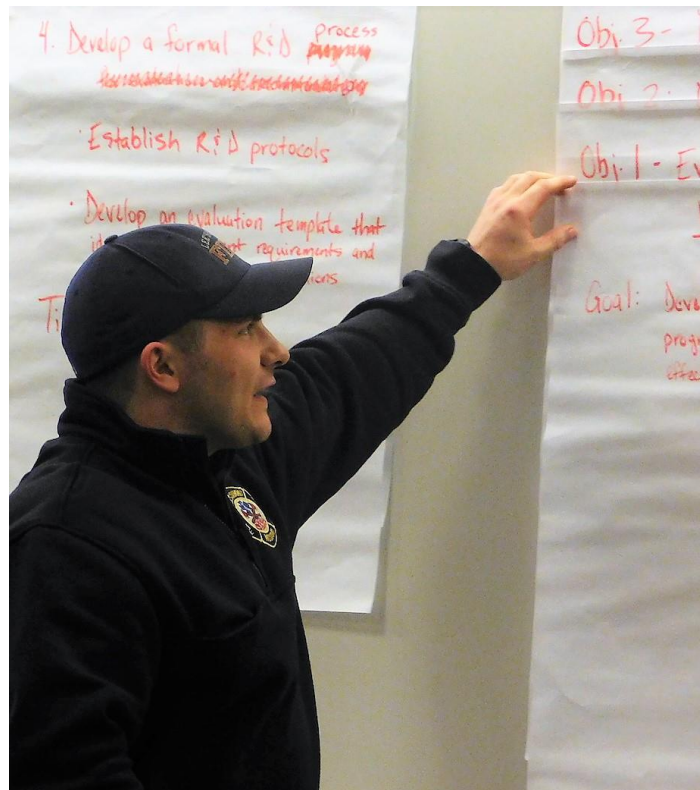


**Objective 2E** Evaluate the project management template.

**Timeframe** Ongoing **Assigned to:**

**Critical Tasks**

- Receive feedback from the end users.
- Compile data for alteration recommendations.
- Coordinate with IT on desired changes.
- Determine if desired goal has been met.
- Establish a schedule for routine evaluation.



**Internal Stakeholders Work Session**





<b>Goal 3</b>	<b>Training-to maintain and facilitate training program that ensures the mission of the department is delivered to meet community expectations, regulatory, license requirements and industries best practices.</b>
<b>Objective 3A</b>	<b>Evaluate and analyze the current training program to ensure it is meeting organizational needs.</b>
<b>Timeframe</b>	6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• The Training Committee is to gather data on retroactive and current status of training for core program service delivery.</li> <li>• Training Committee will compare and contrast data acquired with community and industry standards.</li> <li>• Training Committee will formalize report on evaluation and analysis to be utilized by Training Committee to make recommendations for Training Program.</li> <li>• Re-evaluate objective on biennial basis to ensure industry best practices are being achieved.</li> </ul>
<b>Objective 3B</b>	<b>Identify training materials, topics, and courses required for members to meet and maintain external and internal core training requirements.</b>
<b>Timeframe</b>	6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review, revise, identify, and determine minimum training requirement based on standards or regulation (ISO, NFPA, federal, and state).</li> <li>• Determine minimum department standard for each position/rank/qualification.</li> <li>• Project the cost associated with delivery or maintenance of each level of training.</li> </ul>
<b>Objective 3C</b>	<b>Schedule, develop and implement a regimented annual training outline that satisfies the department's mission and values.</b>
<b>Timeframe</b>	1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Provide an analysis of current scheduling requirements to deliver required training.</li> <li>• Align the department's training quarters to the fiscal calendar.</li> <li>• Ensure ample notification to all instructors to allow proper preparation time to deliver training.</li> <li>• Reevaluate the objective annually to ensure industry best practices are being achieved.</li> </ul>
<b>Objective 3D</b>	<b>Ensure departmental instructors are adequately trained or prepared to deliver quality core training program content to personnel to develop competency in service delivery.</b>
<b>Timeframe</b>	1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review and revise the department's list of instructors to include qualifications, certification, and licensure broken down by core program or topic.</li> <li>• Outline and implement training programs to develop or increase available instructors for core department programs.</li> <li>• Develop mentoring and evaluation process to enhance and maintain the quality of instruction.</li> </ul>





<b>Objective 3E</b>	<b>Maintain and enhance fire department training facilities to ensure ability to deliver safe and comprehensive training activities for all core programs, and to allow members to develop and demonstrate competencies for service delivery.</b>
<b>Timeframe</b>	1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• The Training Committee will conduct evaluation of facilities to validate functional capability and capacity to deliver comprehensive training related to department core programs, based on organizational need and community risk.</li> <li>• The Training Committee will evaluate condition of training facilities and make recommendation of care and maintenance of facilities and then provide report to assist with budget process.</li> <li>• Based on the analysis completed, the Training Committee will make recommendations on any opportunities to improve current and future facilities to re-create realistic simulation of work environment.</li> <li>• Re-evaluate the process on annual basis.</li> </ul>
<b>Objective 3F</b>	<b>Broaden and Expand the available training props to address the needs of the core training programs.</b>
<b>Timeframe</b>	1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Analyze effectiveness of LSFD training props.</li> <li>• Develop needs analysis for training props to most effectively meet the needs in core training program delivery.</li> <li>• Conducted cost analysis for acquiring and maintaining props to include life cycle of prop.</li> <li>• Develop tool to measure effectiveness and performance of training props utilized for core programs.</li> <li>• Conduct annual review and make recommendations specific to training props on annual basis.</li> </ul>





<b>Goal 4</b>	<b>Develop a program to recruit highly motivated employees to support the department's mission.</b>
<b>Objective 4A</b>	<b>Identify and assess the current recruiting processes used by the department.</b>
<b>Timeframe</b>	60 Days
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a recruitment team.</li> <li>• Contact Human Resources (HR) for current HR procedures.</li> <li>• Obtain internal practices from the Training Division.</li> <li>• Obtain historical data on any previous processes.</li> <li>• Survey personnel on recruiting methods deemed desirable and effective.</li> <li>• Assess any recruiting tool effectiveness.</li> </ul>
<b>Objective 4B</b>	<b>Research and assess comparator agencies for recruitment processes used.</b>
<b>Timeframe</b>	60 Days
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the comparator agencies.</li> <li>• Contact comparator agencies to request current recruitment processes.</li> <li>• Assess comparator methods for effectiveness and relevance to the LSFD.</li> </ul>
<b>Objective 4C</b>	<b>Develop solutions for identified shortfalls in recruitment</b>
<b>Timeframe</b>	90 days
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate the process with comparator information.</li> <li>• Identify opportunities for improvement.</li> <li>• Prioritize opportunities to meet departmental needs.</li> <li>• Develop an action plan for implementation.</li> <li>• Vet the process through the labor-management process.</li> </ul>
<b>Objective 4D</b>	<b>Implement the new recruitment program.</b>
<b>Timeframe</b>	3 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Secure the resources needed for implementation.</li> <li>• Educate all relevant employees on the new process.</li> <li>• Communicate with any external partners.</li> <li>• Finalize the process into a formal state.</li> <li>• Adopt the process through any official channels needed.</li> <li>• Implement the new program.</li> <li>• Establish systems for feedback.</li> </ul>



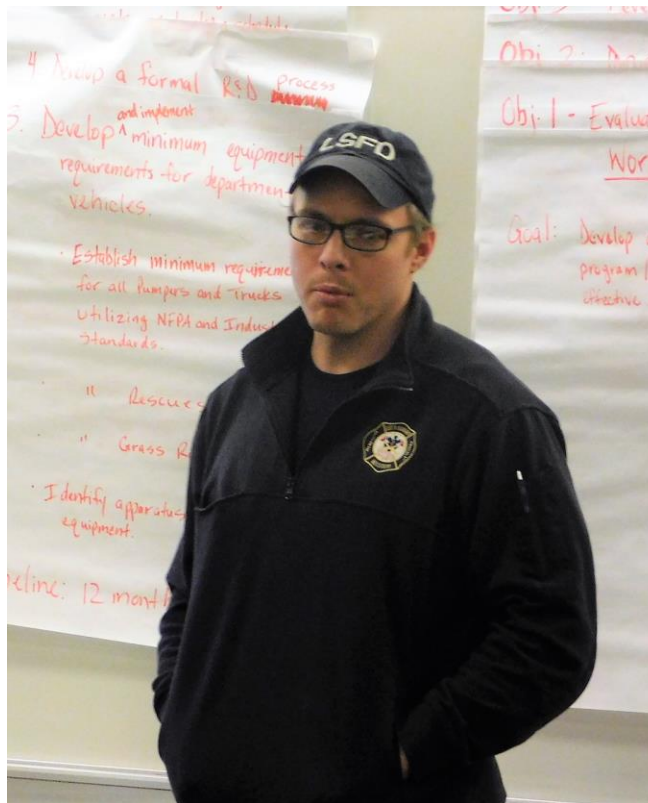


**Objective 4E** Annually review the implemented program for effectiveness.

**Timeframe** 1 month, ongoing

**Critical Tasks**

- Establish an evaluation system to determine issues with the process.
- Evaluate the process after each hiring process annually.
- Identify opportunities for improvement.
- Prioritize identified opportunities.
- Adjust the action plan.
- Go back through the implementation plan and then assess as needed or at least annually.



**Internal Stakeholders Work Session**





<b>Goal 5</b>	<b>Develop a comprehensive retention program/plan to maintain an effective and efficient workforce.</b>
<b>Objective 5A</b>	<b>Evaluate the current workforce planning initiative and identify progress.</b>
<b>Timeframe</b>	6 months, ongoing
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify completed steps and re-evaluate.</li> <li>Evaluate work still in progress and identify outstanding needs.</li> <li>Develop and implement new ideas and tasks.</li> </ul>
<b>Objective 5B</b>	<b>Maintain and enhance the current succession plan to ensure future organizational needs are met.</b>
<b>Timeframe</b>	1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Evaluate current job descriptions and identify possible changes.</li> <li>Evaluate current mentoring program for effectiveness and plan for expansion.</li> <li>Develop roadmaps based on individual career interests (Prevention, Training, Operations, and Administration).</li> </ul>
<b>Objective 5C</b>	<b>Develop a formal program to promote professional development at all levels.</b>
<b>Timeframe</b>	1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify training/certifications/educational levels for each job description.</li> <li>Develop a timeline for the reoccurring delivery and attainment of required training/certifications/educational levels.</li> <li>Promote personal success of the employee, while meeting the current and future needs of the department.</li> </ul>
<b>Objective 5D</b>	<b>Identify and promote internal opportunities for organizational involvement.</b>
<b>Timeframe</b>	1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Develop an input process for recommendations from all levels of the organization.</li> <li>Identify and promote internal program opportunities (teams, committees).</li> <li>Facilitate opportunity for educational program attendance (time trade, city leave).</li> </ul>
<b>Objective 5E</b>	<b>Maintain and enhance the current staffing plan to provide for long-term delivery of service.</b>
<b>Timeframe</b>	6 months-ongoing
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Evaluate current staffing effectiveness.</li> <li>Annual review of staffing plan</li> <li>Evaluate current staffing plan for feasibility and future organizational and community needs.</li> <li>Identify and recommend alternative staffing options to meet goals and objectives of the CRA-SOC</li> </ul>





<b>Goal 6</b>	<b>Evaluate, develop, and maintain a health and wellness program that promotes personnel wellness within the department.</b>
<b>Objective 6A</b>	<b>Health and Wellness Committee will conduct a review and analysis of department actions taken as a result of the previous strategic initiative to provide an outline for current program status.</b>
<b>Timeframe</b>	3 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review the previous strategic plan to evaluate the progress and remaining work to be done.</li> <li>• Analyze the effectiveness and create a current program report on performance measurements and recommendations to be considered in subsequent objectives in this goal.</li> <li>• Report findings to applicable departmental staff.</li> </ul>
<b>Objective 6B</b>	<b>Encourage members to participate in fitness initiatives according to WFI/NFPA standards.</b>
<b>Timeframe</b>	1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• The Health and Wellness Committee will identify, explore incentives, and make recommendations through the labor management process to maximize participation in the physical fitness program.</li> <li>• Ensure appropriate equipment is available for the established physical fitness standards.</li> <li>• Peer Fitness members will educate all members on WFI and NFPA standards.</li> <li>• Establish baseline results for participating members with WFI evaluation tool.</li> <li>• Establish a physical fitness program in line with WFI/NFPA standards.</li> <li>• Ensure access for members to peer fitness trainers.</li> <li>• Evaluate the effectiveness of the exercise program through comparison between baseline and current results utilizing the WFI evaluation tool.</li> </ul>
<b>Objective 6C</b>	<b>Continue implementation, education, and enhancement of personnel behavioral health program.</b>
<b>Timeframe</b>	1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Educate all department members on the current status of the behavioral health program and resources.</li> <li>• Maintain and enhance the behavioral health resources, such as the Peer Support Team.</li> <li>• Develop and implement organizational behavioral health assessment guidelines for pre-employment and incumbent screening.</li> <li>• The Health and Wellness Committee will develop and formalize a directory of resources.</li> <li>• Evaluate the effectiveness of the behavioral health program utilizing surveys and available data with a tool developed by the committee.</li> </ul>





**Objective 6D Identify potential resources to optimize any healthcare cost impacts.**

**Timeframe** 1 year

**Critical Tasks**

- Continue to monitor the progress of city-operated healthcare clinic feasibility and cost impact.
- Perform a detailed analysis of healthcare plans and cost impacts.
- Evaluate outside agencies' successes with sick leave reduction incentives.
- Make recommendations to the labor management process based on findings of the committee.

**Objective 6E Create awareness within the organization to reduce risk and exposure to cancer-causing situations.**

**Timeframe** 1 year, ongoing

**Critical Tasks**

- Review, train, and implement Policy 49 throughout the department.
- Offer cessation programs to all members of the department who currently utilize tobacco products.
- Train all members to ensure proper procedures are followed; to include donning, doffing, and decontamination of protective clothing.
- Health and Wellness Committee will develop a tool for evaluation of the program effectiveness, and then conduct an annual evaluation of the program.

**Objective 6F Maintain, enhance, and implement wellness screening program initiatives that meet the organizational needs for personnel wellness.**

**Timeframe** 1 year, ongoing

**Critical Tasks**

- Conduct an analysis of the department wellness screening program to include the process and participation, and then compare and contrast with NFPA standards to identify gaps.
- Health and Wellness Committee will review the existing contracts to evaluate and identify gaps in the current vendor contracts for service delivery.
- Health and Wellness Committee will make recommendations of changes to the wellness screening process and develop an evaluation matrix as a tool for future assessment.
- Negotiate amendments or new agreements, which meet organizational need.
- Health and Wellness Committee members will educate all members on the wellness screening program.
- Conduct the wellness screening.
- Evaluate the wellness screening program and repeat the process.







<b>Goal 7</b>	<b>Identify information technology needs, opportunities, and challenges and make recommendations for the implementation of technologies that enhance department operations and the delivery of service.</b>
<b>Objective 7A</b>	<b>Evaluate current committee structure and scope to determine committee effectiveness related to information technology.</b>
<b>Timeframe</b>	3 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Clearly define the role of the Information Technology (IT) Committee within the organization.</li> <li>Review and analyze committee inputs versus outputs since inception to determine effectiveness.</li> <li>Consider any changes needed to improve outcomes including but not limited to the need for specific sub-committees.</li> <li>Develop ownership task sheet and SME contact sheet.</li> <li>Create report of findings and recommendations for the committee or workgroups.</li> </ul>
<b>Objective 7B</b>	<b>Identify, evaluate, and make recommendations on present technology utilized by the department.</b>
<b>Timeframe</b>	3 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Catalog all technology systems and analyze their effectiveness.</li> <li>Survey membership (SWOT analysis) on functionality of current technology systems in use.</li> <li>Use survey results to help determine the need to modify, replace or improve current technology systems.</li> <li>Identify/manage obsolescence of current technology systems.</li> <li>Create a list of recommendations to improve the functionality and effectiveness of technology in the department.</li> </ul>
<b>Objective 7C</b>	<b>Evaluate need/justification for (full time) fire IT position (non-sworn).</b>
<b>Timeframe</b>	6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Determine if current utilization of city ITS model could be expanded to address issues identified.</li> <li>Determine main focus of need within IT support chain.</li> <li>Evaluate format currently used by the police for adoption by the fire department.</li> <li>Conduct a position justification study to determine staffing needs.</li> <li>Establish job description for fire IT personnel if indicated.</li> <li>Clearly define role within the department.</li> </ul>





**Objective 7D** Re-evaluate effectiveness of current technology being utilized by the department.

**Timeframe** 4 months, ongoing

**Critical Tasks**

- Develop a process for documenting technology systems as they relate to our mission statement.
- Create structure for out of service issues/tracking related to IT.
- Determine trackable systems.
- Evaluate trackable systems functionality.

**Objective 7E** Establish a research and development process in order to identify future technology that supports our mission statement.

**Timeframe** 4 months, ongoing

**Critical Tasks**

- Identify available systems not currently being utilized.
- Create systematic approach to testing for department congruency.
- Report on process analysis annually.
- Disseminate information to IT department.





<b>Goal 8</b>	<b>Develop specific programs to evaluate and enhance resiliency for all physical assets.</b>
<b>Objective 8A</b>	<b>Identify and categorize all physical assets in Public Safety Equipment Replacement Program (PSERP).</b>
<b>Timeframe</b>	6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Established categories of all physical assets.</li> <li>• Apply the categorization matrix and set in all identified physical assets into the relevant category.</li> <li>• Create a main inventory of physical assets, based on category.</li> <li>• Consider potential funding sources relevant to physical assets (PSERP, budget, etc.).</li> <li>• Create and distribute a report on findings through the chain of command.</li> </ul>
<b>Objective 8B</b>	<b>Establish replacement schedules for all physical assets.</b>
<b>Timeframe</b>	18 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify all physical assets that do not have an established, current replacement schedule.</li> <li>• Research manufacturer and NFPA recommendations relevant to each physical asset identified.</li> <li>• Establish item-specific replacement schedules.</li> <li>• Formalize the list through proper channels.</li> </ul>
<b>Objective 8C</b>	<b>Develop and implement minimum equipment requirements for all department vehicles.</b>
<b>Timeframe</b>	1 year
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish minimum requirements for all pumpers and trucks utilizing NFPA and other industry standards.</li> <li>• Establish minimum requirements for all rescues utilizing NFPA and other industry standards.</li> <li>• Established minimum requirements for all grass rigs and support vehicles utilizing NFPA and other industry standards.</li> <li>• Identify specific equipment that is lacking relative to the minimum requirements.</li> <li>• Pursue the acquisition of said lacking equipment through the proper procurement processes.</li> <li>• Update any and all inventory systems as equipment acquisition occurs.</li> <li>• Create and deliver training curriculum for any new equipment acquisitions.</li> </ul>





**Objective 8D**    **Develop a formal research and development (R&D) process.**

**Timeframe**    6 months

**Critical Tasks**

- Research relevant R&D protocols that exist within the industry.
- Establish R&D protocols including the creation of any needed guidelines or policies.
- Develop an evaluation template that identifies procurement requirements and serves to justify recommendations.
- Seek approval for the evaluation template.
- Establish a policy or SOG defining template use in the R&D process.

**Objective 8E**    **Develop a short, medium, and long-term facility needs and improvement program.**

**Timeframe**    1 year

**Critical Tasks**

- Identify recurring short-term needs and develop a schedule and work plan to meet the needs.
- Identify medium-term needs and develop a schedule to meet the needs.
- Identify long-term needs and prioritize.
- Identify potential medium and long-term alternatives to meet the needs.
- Identify funding sources (BERP, VERP, budget).
- Evaluate objectivity of the programs.
- Report findings for revision and implementation.





## Vision

On the final day of the process, the CPSE presented the agency with a vision of where the organization will be in the future, if the strategic plan is accomplished. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

### Lee's Summit Fire Department's 2023 Vision

is to be widely recognized as an internationally accredited fire and EMS agency that serves Lee's Summit with **PRIDE**, while honoring our values and traditions and always looking to the future.

**P**rofessionalism will remain at our core as we meet our community's expectations through the pursuit of quality training programs and opportunities that create department unity. Through the use of technology, we will become more efficient as a team, while being proactive toward exemplary service delivery.

**R**espect for those we serve and ourselves will be strengthened through processes that enhance our communications. We will ensure that internally, we communicate effectively, while focusing on connecting externally through better outreach.

**I**ntegrity will promote efficiency and stewardship. Through our focus on quality management of our physical assets, we will achieve a balance to confirm we have what we need but showing responsibility with what we are entrusted. We will also strive for better project management to be more productive and progressive.

**D**uty to who we are and how we perform will be exemplified by our investment in our greatest assets, our members, through enhanced workforce planning and recruitment initiatives, making sure there are enough of the right people that are ready to serve. We will bolster and invest more in health and wellness to safeguard our best of the best.

**E**xcellence will anchor our commitment to unity, while we continue to meet our mission, live our values, accomplish our goals, and bring this vision to reality.





## 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 fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the agency's strategic plan is achieving results, the process of managing for results should be utilized, to include:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

Types of measures to consider that may be utilized to indicate and measure performance include:

- **Input** - Value of resource used to produce an output.
- **Output** - Quantifiable units produced which are activity-oriented and measurable.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Workload** - Work demanded or performed.

## The Success of the Strategic Plan

The agency 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. To assist in the development of this plan, the agency used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

**"No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point."**

Good to Great and the Social Sectors  
Jim Collins





## Glossary of Terms, Acronyms, and Initialisms

<b>Accreditation</b>	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.
<b>AVL</b>	Automatic Vehicle Location
<b>BERP</b>	Building and Equipment Replacement Program
<b>CERT</b>	Community Emergency Response Team
<b>CFAI</b>	Commission on Fire Accreditation International
<b>COLS</b>	City of Lee's Summit
<b>CPSE</b>	Center for Public Safety Excellence
<b>CRA-SOC</b>	Community Risk Assessment – Standards of Cover
<b>Customer(s)</b>	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.
<b>DEF</b>	Diesel Exhaust Fluid
<b>EDC</b>	Economic Development Council
<b>EJC</b>	Eastern Jackson County
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>Environment</b>	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.
<b>FEMA</b>	Federal Emergency Management Agency
<b>HazMat</b>	Hazardous materials
<b>HOA</b>	Home Owners' Associations
<b>ISO</b>	Insurance Services Office
<b>KCPL</b>	Kansas City Power & Light
<b>LSFD</b>	Lee's Summit Fire Department
<b>MARC</b>	Mid-America Regional Council
<b>MoDOT</b>	Missouri Department of Transportation





<b>NFA</b>	National Fire Academy
<b>NFPA</b>	National Fire Protection Association
<b>NIMS</b>	National Incident Management System
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>PSAP</b>	Public Safety Access Point
<b>PSERP</b>	Public Safety Equipment Replacement Program
<b>PT</b>	Physical Training
<b>SEMA</b>	State Emergency Management Agency
<b>SME</b>	Subject Matter Expert
<b>Stakeholder</b>	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.
<b>Strategic Goal</b>	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.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>VERP</b>	Vehicle and Equipment Replacement Program
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
<b>WFI</b>	Wellness Fitness Initiative







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