



City of Leawood, Kansas Fire Department

2014-2019

Strategic Plan





Station 31



Station 32



Station 33

Introduction

The Leawood Fire Department (LFD) provides 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 developed and is implementing this “Community-Driven Strategic Plan.” The strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* (8th 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 critically 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. Members of the external and internal stakeholders’ groups performed an outstanding job in committing to this important project and remain committed to the document’s completion.

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.

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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 33,566. The Department is made up of 55 personnel covering three operations shifts plus a supporting administrative staff. The Department received 2,716 calls for service in 2013 with 62% 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.

All of this means that 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 Plan

Today's successful organizations, both public and private, have slowly recognized the need to include the outside world into 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 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 and 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 is eminently flexible, future oriented, and provides 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 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.

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 and community Homeowner's Associations 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 with a marketing push through local sources. At the meeting, the representatives were also requested to share the location of the online questionnaire. 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

In order to dedicate time, energy, and resources on services most desired by its citizens, the LFD 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.

84 Total Responses

- 17 Questionnaires completed by hand at the external stakeholder's meeting on 1/30/14.
- 67 Questionnaires completed online between 1/9/14 and 2/12/14.

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. (For the purpose of displaying the responses here, the categories were reorganized by average ranking – in the initial questionnaire, they were arranged alphabetically).

Ranking	Average Score	Service Categories
1	1.94	Fire Suppression (Putting out fires)
2	2.14	Emergency Medical Services (medical or trauma care – Examples: cardiac arrests, strokes, bleeding, motor vehicle accidents, etc.)
3	3.85	Rescue – Basic and Technical (advanced water and ice, vehicle extrication, confined space, high angle, structural collapse, etc.)
4	5.16	Fire Prevention (Inspections, Code Enforcement, Pre-Fire Planning, etc.)
5	5.19	Domestic Preparedness Planning and Response (community all-hazards emergency planning, disaster management, etc.)
6	5.82	Fire Cause Investigation (what caused or contributed to the fire)
7	6.20	Hazardous Materials Mitigation (Chemical or biological emergencies - storage, transport, etc)
8	6.93	Public Education (CPR, AED, First Aid, fire safety, school outreach, CERT, etc)
9	7.79	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
4	Emergency Medical Services
0	Fire Cause Investigation
2	Fire Prevention
2	Fire Suppression
4	Hazardous Materials Mitigation
3	Public Education
0	Public Safety Services
0	Rescue – Basic and Technical

3. If you selected any of the above in Question 2, please elaborate:

- “Excellent in all areas!!”
- “I have seen numerous instances of construction workers not disposing of unused materials appropriately. When I have control over them I have been able to make sure they didn’t do that but I have had to stop and tell various construction workers that they could not put things down the storm runoff drain. I don’t know what business control you have to educate and supervise this behavior.”
- “I don’t have enough information or experience to comment.”
- “There is a Real lack of knowledge in the city Re what Services you provide & how to best spread the word. Renaming to be more Accurate with the Services provided only helps if people don’t know what is provided. Better vehicles is a good idea, but since most people think only of firefighting, it will be a tough sell.”
- “Everything’s great!”
- “I would like to see more info available to public and to HOAs on hazardous materials. All homes have dangerous materials: lawn chemicals, cleaning chemicals, gas, gasoline & petroleum products, fireworks, etc. (new light bulbs). How can home owners become more educated on how to respond to hazardous materials spills. – handouts, videos, presentations,?”
- “# of services to community to be more publicized.”

- “None known. To best of my knowledge the Fire Dept. is doing an excellent job in all the above areas. I didn’t realize they could also help citizens with child safety seats. I only the police dept did. I will let others know you can also help.”
- “Concern about a potential Union Pacific Railroad accident at Leawood crossings, and a resulting chemical spill. I do not know for a fact that these trains carry hazardous materials, but based on reports of accidents in other places the thought does arise.”
- “Because of the gates, and entering the neighborhood from the north end, please make certain emergency vehicles are prepared to enter Edgewood Community in an emergency”
- “Not sure where to go if the sirens on Wednesdays would be for real?? Does anyone else?”
- “None”
- “Have had Leawood EMS respond to my home on 2 occasions. One was in 2009 and I did not feel that they were well trained. In 2013, the response time was excellent and the paramedic was skilled but the driver did not have good knowledge of the city for pt transportation.”
- “There is a great deal of building at Park Place that is wood and highly congested. There is already traffic at peak times so when the new buildings are occupied the hazards will be much greater. Please be sure that the fire department is prepared to act quickly and effectively.”
- “With the addition of a large complex of apartments in the Park Place area to the already large number of apartments, condos and homes that exist there, an additional fire department with more favorable proximity for accessible the already outstanding services that are already provided. This would improve response time and broaden the core features of EMT and fire related events.”
- “How the components of a building fire suppression system / letting residents know the steps to be taken within a system as to how the department gets notified.”
- “It is prudent for every family to store up supplies so that in the event of a disaster they aren't immediately in need. Education in this for the public would be good.”
- “N/A”
- “We are a new resident in a new home since September 1, 2014. We see smoke detectors installed, but the builder has not oriented us as how they operate nor do we know they are operable. Some are too high to reach from the floor, and we do not do ladders anymore. We see no carbon monoxide alarm system. We would greatly appreciate someone from your department inspecting our home for fire prevention. We would also appreciate knowing types and locations of fire extinguishers we should have.”
- “more public awareness for being prepared made public. More hazardous material pickup dates made public and where.”
- “Continue to provide up to the date information that is well disseminated via some form of newsletter, email, via Homeowners Associations, social media, etc. to spread the word”

4. Are there any other services that you would like to see the Leawood Fire Department offer to our community?
- “More information about what we could learn from you as an example the information that was shared about how sprinkler systems in single family homes would be advisable.”
 - “No.”
 - “Yes. The inspection of swimming pools. Currently, the county performs inspections – they are a joke. However, the FD is the first dept. to show up for any incident, you have water rescue training.”
 - “How about community-wide training for CPR/AED, etc. on a regular basis – 1st Sunday? Would be great for Church groups, HOA events, Boy Scouts / Girl Scouts / Schools (should be mandatory). EMT program over several months. How about driving the streets to confirm the GPS address is correct for most homes. Once done, it wouldn’t take a repeat for years, if ever.”
 - “The Department should make a larger effort to coordinate with property owners to Educate about Emergencies. In my case, millions come onto my property a year and I would like to work hand-In-Glove with the Fire Dept. so that we can Better prevent & Better Respond to Emergencies.”
 - “More community outreach. Chiefs attending business and community events to interact with the community, like Jim Cogswell does for the police dept.”
 - “Youth training (merit badge class) for Boy Scouts, Girl Scouts, etc.”
 - “None that I am aware of.”
 - “Participation with neighborhood picnics and block parties.”
 - “No.”
 - “None”
 - “No”
 - “No”
 - “Not at this time”
 - “We have been thoroughly happy with the services provided by the Leawood Fire Dept although none of our encounters have been an emergency. We've been helped (twice) with child safety seat and also twice for alarm systems (CO2 and Fire). The responders have all been very courteous and extremely helpful, and have made us proud. I cannot think of anything that I would not call them for, and if it were something that they don't handle, I'm sure they could and would send us in the right direction. Great People !!”
 - “No”
 - “No”
 - “I wonder if they can make watering/leaf removal recommendations to the community. Living in such a dry climate, it's important but expensive to water and sometimes difficult to keep up with the leaves (especially for the elderly). Can they recommend a basic schedule or standard that people can use as a guide?”
 - “n/a”
 - “no”
 - “First aid and other classes for residents. Is it possible to have volunteer training to have extra people available in disaster situations?”

- “Signage/communication efforts to change batteries in smoke/fire alarms with time changes. A big sign out front of the stations would be seen by many folks as they drive by the stations,”
- “Hot summer days, spray set up in in a park or public event. Saw this at the Lenexa BBQ and the kids loved it. It was very hot and the BBQ entrants loved it too.”
- “Even though I rated the more direct fire/rescue/medical services as the upmost important - I think the public awareness/education/services are very important for the department to continue doing and even expand if budgets allow!!”
- “Pro-active package to cover all the above, for a fixed annual fee, including semi-annual testing of alarms and battery changing as needed.”
- “no, all good”
- “Possibly more fire safety education. Not sure what all is offered to both adults and children.”

5. What are your expectations of the Leawood Fire Department?

- “To respond to an emergency in a timely manner. And to be equipped and trained for whatever it may be”
- “Well, trained, educated, quick responders who will be there and save lives. Beyond that if you can find a way to share with your citizens the benefit of your great training and certifications in the various specialties it would be a great benefit to us.”
- “Put out fires and save lives and property.”
- “To be available for fires, accidents and emergency situations. I live in Old Leawood on Lee Blvd. and I rest easy knowing L.F.F. (or as I refer to them: Leawood’s Finest) is right down the street. I do not want the Old Leawood Fire Station relocated. I support building a new station in the current location.”
- “Fast, competent, capable & efficient – friendly is nice...”
- “To provide Superior Emergency Services as well as public education.”
- “Fire, Rescue, education.”
- “Rapid response to medical and fire emergencies.”
- “(1) Rapid response to scene when call 911. (2) Competent staff – well trained. (3) Appropriate equipment to handle medical or fire emergency. (4) Citizen friendly staff.”
- “Timely response. Professionalism when interacting with businesses. Have appreciated CPR-First Aid offered for free & appreciate Fire Dept. training our assisted living staff on fire prevention, using extinguishers, & walking through building to look at fire codes/regulations.”
- “Continue the excellent services you provide.”
- “Highest quality of service, as quantitatively measured against peer departments. Coordination with all metro departments to supplement what physician and human resources the department does not have.”
- “To continue to be there if my family has an emergency, quick response.”
- “Improving equipment and additional fire stations to meet the growing population with high rise structures being developed in Leawood.”
- “Be responsive to emergency calls.”

- “Promptness”
- “quick response times and expert fire suppression and first aid.”
- “Prompt emergency response.”
- “Respond quickly, put out fires, respond to medical emergencies with knowledge and skill.”
- “put out fires; critical illness assistance”
- “just what they are doing”
- “GET THEIR QUICK AND PUT OUT THE FIRE”
- “Fast response.”
- “Respond very quickly to emergency situations: fires and medical emergencies”
- “To provide timely, appropriate, professional and compassionate response to the multitude of emergency issues that can and will occur. As for preventative services, providing educational opportunities to our community with the intention of achieving a better understanding of our citizens of the role of the Leawood Emergency Services, how we can assist them, support them and better communicate with them in times of emergency. Teaching basic practices of fire and adverse-incident damage mitigation might be considered.”
- “I would expect and hope that they will always be there.”
- “Continue the excellent job it is doing”
- “Continue to provide the excellent response and services you do now”
- “Continue to provide the service you do. Question why the fire truck has to accompany an ambulance run. Seems unnecessary extra resources--truck and crew--are put on the road for no purpose. Am sure there are instances the fire truck makes sense but it does not seem practical for each ambulance call.”
- “Simply, be there ASAP when the need arises”
- “Primarily to put fires out, supply emergency medical assistance.”
- “To educate the public so that we may better protect ourselves from disaster, and to be prepared to save lives and property when disaster could not be avoided.”
- “To address acute situations in a timely manner, to stay informed about the community and potential dangers and to educate the community regarding safety and prevention.”
- “Quick response to 911 calls”
- “make sure to notify property management”
- “Provide Fire services, and medical response”
- “Keep up the good work.”
- “Prompt response - public safety - being on the leading edge of fire safety”
- “High as it may seem, I do have an expectation that they will always perform to the very best of their ability in any potentially dangerous situation, and that they always act in the best interests of the community they serve.”
- “That they would respond to fires within a short amount of time. (This is my principle expectation.)”
- “timely and correct fire suppression”
- “To arrive in a timely manner when needed and execute duties as well as possible.”
- “Not only do I want them to be well trained and have the necessary equipment for fire and emergency services - it is important for them to be proactive in public/community outreach, education, fire prevention and related safety services.”

- “Fast response”
- “Immediate response for life threatening events or fire. We assume that the station on Mission Road is closest to our home, but this needs to be verified.”
- “The Leawood Fire Department provides outstanding to our residents, businesses and visitors. My expectation is that will continue.”
- “Show up quickly with qualified personnel for the task at hand.”
- “Be prepared!”
- “continue to spread the word of the services that the LFD can and does provide”
- “Protect and prevent.”
- “See order of priorities listed above. This represents a comprehensive set of expectations.”
- “Quick response is priority and has always been the case whenever I have been exposed to it either personally or near-by.”
- "Immediate response on scene problem resolution energetic and reasonable happy employees cost effective operation"

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

- “I don’t have any.”
- “None”
- “We have an excellent fire department. As a resident, I want to ensure that our police and fire departments are well funded, well trained and has all necessary equipment to keep them at their best, but also keep them safe.”
- “How can we continue to deliver excellent service more efficiently? How about electric squad cars for routine transport to schools, homes, offices, hotels, etc. Fire Trucks should ONLY be used for fires....! Please, please figure out how not to take the fire trucks unless actually required.”
- “As the city ages, do the services provided need to change?”
- “In our neighborhood of cul-de-sacs – Waterford Homes Association – 127–132nd near Mission Rd, There have been problems locating the correct home. Many of our homes/streets are easily confused: 132nd Street, 132nd Terrace, etc. Also there are cul-de-sacs that prevent through access. My area of concern is that there are good locator resources as well as training on the neighborhoods served by the fire house.”
- “The cost per capita to provide fire services. Citizens expect first class services, but if efficiencies can be achieved through cooperative efforts with neighboring cities and counties, we need to continue to explore those.”
- “Is driving a fire truck to the grocery store for supplies a good valid use of expensive equipment?”
- “Not sure if you do offer CERT class?” Would appreciate Leawood Fire Dept. feedback on things that went well when we called or didn’t do well & can improve on.”
- “I learned that you provide additional services & training to citizens that I didn’t realize that are available.”
- “I would like to see Fire Dept/Station #4 built as soon as possible with all of the growth and development at Park Place.”

- “Maintaining an adequate funding base with tax base available.”
- “Leawood has grown tremendously and I do wonder if response times in emergencies have been affected. Also I worry about services being curtailed as towns struggle with budget constraints.”
- “None”
- “No concerns.”
- “none”
- “Please see #3”
- “The ability to accommodate population and residential and retail growth.”
- “Response when needed. The Justice Center was a very significant cost to the City. If need Fire department is built it does not need to be 'World Class.' Adequate and highly functional would be acceptable.”
- “We have no concerns. They are good people!!”
- “None”
- “No concerns”
- “n/a”
- “None”
- “The many high-rise buildings in the mid part of the city are a fairly recent addition to Leawood - has the fire department's equipment and personnel been updated to handle these?”
- "Are they adequately funded by the tax base available in Leawood? What would be the impact of a chemical spill from the Union Pacific trains crossing Kenneth Road at 151st St. Do these trains carry any hazardous materials? It is difficult to look at the cars and determine what they are carrying, other than the obvious coal cars."
- “Don't use your sirens in residential neighborhoods unless you really need to.”
- “None”
- “Their safety.”
- “City Government in general: Too much overhead/protocol/discussion/planning/; Too little action”

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

- “I deal with Leawood FD on an everyday basis. They are extremely professional and a great example to the community. They go out of their way to interact with people. They do so in a very sincere and genuine manner.”
- Well trained, educated, quick responders and willing to serve. We appreciate everything each person at the fire department has done to serve our community. And, I am happy to be here and provide input on this department as it completes the certification process.”
- “First Response, polite personnel, appear well trained.”
- “You do a fantastic job – please keep up, & improve, on your level of response, etc.”
- “Responsiveness, community-focused, talented, highly trained personnel, old-fashioned firefighter pride.”

- “Extremely friendly and helpful. We have been very pleased that the FD has attended HOA family picnics for the last few years – a huge hit with the kids. How about we add CPR training?”
- “In my experience the Dept. always Respond Quickly & Proficiently. I also like the free CPR/AED/Fire Aid Training.”
- “Excellent customer service, friendly, and have a strong interest in serving the people of the city.”
- “The fire department/house at 127th and Mission is very friendly and neighborhood focused. They’ve attended our 4th of July festivities with a pumper truck. Also, they provide a water station in warm weather for walkers and pets. The EMT’s responded to a medical emergency at our home and did an excellent job.”
- “Great response times. Keeps our insurance premiums lower.”
- “Is the fire department involved in new home construction before the City gives its final CO (certificate of occupancy)? FD could also leave reading materials for new homeowners.”
- “Appreciate CPR First Aid training being offered.”
- “All the excellent services you are providing, would to have you put out a information booklet or sheet so HOA can make it available to all members.”
- “I was very impressed with the rapid response to a medical emergency that we had at our home. The firefighters and medical staff were very well trained.”
- “Seeking resident input for planning process. Seeking accreditation.”
- “In the Cloisters, the LFD comes every Labor Day to our summer party and hoses the kids. They have a great time and I think it is a nice way to introduce the kids to the fire fighters since most of us (God willing) will not have need of their services.”
- “They are very community oriented and any time we have had a problem they have been there.”
- “Have had two instances for emergency medical response. Response was very quick, personnel well trained, very courteous.”
- “Everything good as far as I know!!”
- “no experience other than community outreach, which was great.”
- “My husband has frequent falls. The firemen have responded to our 911 calls immediately & expertly. We appreciate their courtesy & responsive, kind behavior. Thank u so very much!”
- “They have been wonderful when emergencies have occurred in our neighborhood”
- “I hold the Leawood Fire Dept in the highest regard. I admire and respect their dedication, courage and professionalism. I am grateful for their service.”
- “I had Med evac emergency and I was impressed and very grateful for the professional personnel, who were knowledgeable and helpful in the emergency situation..”
- “Friendly”
- “KEEP UP THE GOOD WORK”
- “smoke alarm inspection for seniors.exellent program”
- “I appreciate the job that you all do more than I can say! Thank you.”
- “The fire department has always been an exemplary organization over the 36 years we have lived in Leawood.”

- “Being a physician with combat experience and working closely with a large medical center emergency room, I was extremely appreciative of the rapid, efficient and compassionate care given to a guest in our home who had a heart attack. Job extremely well done.”
- “They have always been courteous, helpful beyond expectations, and we think they're great!!!”
- “In our experience medical response has been very timely and professional”
- “Think you are always available, well equipped and good response time. Also understand the needs of the community.”
- "You always put a water cooler out during the hot steamy days of summer for passers by to access as the walk, jog, run or bike by the station. We my children were small, you would use Mission Trails parking lot some week to straighten out the hoses. All your staff encouraged questions from the children, you let them seat in the cab. “
- “When the fire chief had talked to us about our house fire when we were away on vacation he was very calming and reassuring. We will forever appreciate your saving our Waterford home.”
- “In my experience the Leawood Fire Department has always been quick to respond and prepared for the task at hand. I am also very pleased with some of the educational opportunities such as CPR classes free to the public.”
- “From my understanding, the Leawood Fire Department does an excellent job all around. My 3 kids have made many visits through school. Several years ago we had carbon monoxide concerns and the firemen came to our home, were reassuring and gave us direction to resolve our issue.”
- “Personnel are very professional and courteous”
- “VERY responsive to a recent home system emergency”
- “Well Trained, best equipment, great staff.”
- “Great support at local school events.”
- “always prompt response, kindness of fire department personnel, visibility in community”
- “Every encounter I've had with the Leawood Fire Department has been stellar. They were polite, kind, thoughtful, present and knowledgeable about the situation at hand.”
- “For our neighborhood, Siena, we have 2 Leawood fire dep't locations within close proximity. The department members with whom we've interacted -- whether at the fire station (getting a tour for a 2-year-old grandson!) or watching them practice water rescue from ice in the winter to running into them at the grocery, they have all been professional and pleasant.”
- “good community involvement, good education programs, love the water stations out front on the hot days”
- “Response time is wonderful. Preparedness is wonderful. Staff is knowledgeable, helpful and very sensitive to people and situations.”
- “Very quick medical response. Lots of reassurance for the older citizens. Great "fireside" manors.”
- “I have been impressed with the professionalism of Leawood Fire Department personnel in every interaction I have had with them or when I have seen their personnel interact with the public.”

- “We are really so new to the city that we have no personal experience yet to form an opinion.”
- “We have a terrific Chief and great leadership with our officers. Our medical personnel are both professional and compassionate.”
- “Quick response times”
- “very professional organization”
- “Living in a Condo unit we have had several false alarms. LFD has been quick to respond and assess the situation.”
- “very impressed with Leawood fire department response time after living in KC MO for 40+ years”
- “Highly visible and responsive in the community.”
- "Immediate response. Efficiency. Outstanding personnel Knowledgeable Friendly Courteous Cleanliness"

8. Please share any other comments you may have about the Leawood Fire Department or its services:

- “Very pleased. They are a great part of the community.”
- “My only comment would be to explore the possibility of utilizing the smaller vehicles for non-fire calls rather than hauling out the big hook & ladder truck depending upon crew availability.”
- “Has good reputation in metro area for its size. Has good equipment.”
- “I would like to thank each and every member of the Leawood Fire Dept. I appreciate your bravery and your sacrifice for our community. I rest easy knowing that L.F.D. is on watch.”
- “The Cloisters Homes Assoc. appreciates the wonderful service you provide.”
- “Good luck with the certification. Thanks for doing this.”
- “I really appreciate their great service & response.”
- “Appreciate Fire Dept. getting accredited.”
- “I have lived in Leawood 24 yrs. I have been active in HOA for about 17 yrs serving in various offices. We are very pleased with the Fire Dpt. Of City of Leawood.”
- “We need more public awareness about the services that the Fire Dept offers. Changing the name to Emergency Response may help.”
- “Since only 1/3 of Service Categories relate to ‘Fire’, suggest you re-brand the department to: Leawood Fire and Life Department!”
- “Keep up the good work!”
- “great job”
- “Would like to see another station next to justice center”
- “I am a proponent of building a station near the Leawood Justice Center.”
- “They seem to do a great job. Very professional group. We also like the fact they volunteer to give anyone a blood pressure ck if requested. Community minded group that provide water on hot days to jiggers and pets.”
- “very nice people, considerate of children”
- “Good job!”

- “Please see #7”
- “Keep up the excellent work. I would suggest that an "as-need" email service be made available by you to those of us in the community who would like to be advised of the status of the enterprise, it's concerns, needs expectation for those people you serve. It's natural that when things work well or calamities prevented there is not much enthusiasm or recognition to those who were the agents of making it happen. Maybe, without braggadocio of course, that we civilians be made aware of it.”
- “I hope we've covered everything.”
- “Construction of a 4th Station near the new Justice center would make a lot of sense given the development continuing to occur in Town Center”
- “You are great!”
- “I live near the fire station on Mission and 127th. During warm weather they keep a water cooler outside for walkers and are always welcoming to passers by. My neighbors and I feel very secure having them so close and accessible. We are very appreciative for all they do!”
- “n/a”
- “Thanks for being there for the community.”
- ““My neighbor at 12712 Linden recently had a heart attack. Response team was at his house in 4 minutes from the 911 call by his wife. My compliments to all. Bob McLaughlin - President of Normandy Place Homes Assoc””
- “I think Leawood offers the most AMAZING Fire and Police services. I feel blessed to live in this community. THANK YOU!!!”
- “(We did have one fellow come to our house from a local station once to help us think through the fire hazards associated with one of our fireplaces which may not have been vented correctly, and we wondered later how he'd ever be able to climb a ladder, as he was quite overweight....Perhaps too much good firehouse cooking!!)”
- “I am enormously impressed with the Leawood Fire Department. Fortunately, we do not have first hand knowledge with a fire in our personal home, but there was a major fire 2 doors down that could have resulted in loss to our home as well if the LFD was not as close by or as prepared as they are. I have read and heard numerous incidents about your responsiveness when needed and have NEVER heard a bad report.”
- “We have the best crew and equipment to do the mission.”
- “Fast response, top-notch staff, an important component of Leawood's excellent reputation for superior public services and its view as an extremely desirable place to live, raise children, and do business!”
- “We are looking forward to knowing more about the Department, and participating in the meeting.”
- “I appreciate their efforts with this strategic planning and accreditation process.”
- “They are awesome!”
- “I think that they are the GREATEST!”
- “pleased with community involvement”
- “Thank you for all you do and for putting your lives in harms way in order to protect ours.”

Internal Stakeholder Process

The Leawood Fire Department internal stakeholders held a one-day work session. This session was held one month 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 what the expectations were from the external stakeholders. The group then reviewed and revised the Department's mission, vision and values statements. The group was then divided for a SWOT analysis of the Department. At the end of the day, the group had provided a draft of not only a Mission Statement but also goals and objectives for the department's strategic plan.

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

1. Wayne Harder
2. Colin Fitzgerald

Prevention

1. Frank Herrick

A-Shift

1. Andrew Harper
2. Bob Kerr
3. Brian Bartlett
4. Chris Cosgrove
5. Curtis Newman
6. Derek Boggs

B-Shift

1. Aaron Ogilvie
2. Jake Williams
3. Jeremy Jones
4. John Hinman
5. Kirk Gurske
6. Mike Hoffine

C-Shift

1. Austin Berry
2. Jarrett Hawley
3. Jason Parker
4. Geoff Gladish
5. Joe Ostermann
6. Scott Rutherford

Mission, Vision and Values

The internal stakeholders developed the following to begin a Strategic Plan covering who we are and what we do:

Mission Statement of the Leawood Fire Department

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

Values of the Leawood Fire Department

- We value our members' proficiency in providing needed services to the citizens of Leawood.
- We value the members of our department and continually strive to provide for their health, wellness and safety.
- We value the professionalism shown by our members while providing the services needed by the citizens of Leawood.
- We value the pro-active approach that the organization strives to provide as it meets the challenges in providing both the emergency and service needs of our citizens.
- We value the hard work that it takes to properly provide the appropriate services to our citizens.
- We value the commitment of our personnel and the organization to stay motivated to meet the mission of the Leawood Fire Department.



2014 All-Hands Meeting

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) 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 and capabilities of personnel	Equipment deployed by the department
EMS response by Leawood and MedAct	Training opportunities provided
Motivation of personnel	Internal communications
Relations with the public	External relationships with other response agencies
Intelligence of personnel	Health of personnel and department
Funding provided by the citizens	Morale of the department

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 following items are identified weaknesses:

Weaknesses of the Leawood Fire Department

Appropriate and timely communication with the public	Promotion of the Leawood Fire Dept. through marketing and Branding
Specific ability to respond effectively to potential hazardous material incidents	Effective live fire training experience
Extremely limited access to today's technology	Proper maintenance on departmental apparatus
Need for cross staffing is limiting response capabilities	Extended response times to specific areas

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

The department has a significant opportunity to grow along with the city	Accreditation will strengthen the department's standing in the community
There is a significant potential for promotions within the department	The potential for ALS within the department is significant
The city is financially strong	Increased interaction with external stakeholders is apparent
Improve the "advertisement" of the department through a variety of methods	Obvious positive public perception provides room for interaction
Capability to increase the department's presence in the public arena	Improve perception through use of a PIO
Significant potential to improve morale with potential changes	Increased potential for station and infrastructure improvements

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 take these potential threats into account and provide ways of combating them. It must be remembered that all threats cannot necessarily be controlled by the organization but the organization must look for ways of reducing their impact.

Some of the current and potential threats identified were as follows:

Threats to the Leawood Fire Department

Potential budget reduction	Community's lack of knowledge concerning the department
Loss of areas for training	Potential turnover due to salary imbalance
Potential turnover due to perceived fewer opportunities for providing service	Increased potential for consolidation
Lower morale by having to do more with less	Potential liability issues with increased fire department exposure
Need to control station design and infrastructure	Daily scheduling fraught with overexposure
Little support from other city departments	Aging population and their changing needs

Goals and Objectives

After a review and discussion concerning the S.W.O.T. analysis, the internal stakeholders began planning the response. Keeping in mind the new mission statement, the group tackled the final part of providing a strategic plan for the Leawood Fire Department.

Discussions centered on how to approach narrowing the weaknesses of the organization and attempting to address the opportunities that seem to be available to the department. The following goals and objectives are designed to meet the needs of the Leawood Fire Department for the future.

It is recognized that an oversight group must work to meet these goals and objectives by setting realistic time frames, estimating potential costs, establishing appropriate representatives to carry out the objectives, and following up for effectiveness.

Goal 1: Improve communication with the public.

OBJECTIVE 1A	Research current public communication services provided by peer agencies as well as other departments in the City of Leawood.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 1B	Effective utilization of social media.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 1C	Interact with community partners utilizing social events and open houses as a means of providing the public with information
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 1D	Utilize PIO process to establish media relationships, provide department information, & target specific areas for after action reports
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

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

OBJECTIVE 2A	The fire department has improved its response to calls requiring ALS medical service.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 2B	Response times to calls for medical service have decreased.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 2C	The citizens of Leawood are receiving enhanced information on the medical resources available to them.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 2D	Review and utilize the Community Paramedicine concept to the extent that it benefits the citizens of Leawood
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

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

OBJECTIVE 3A	The department has reviewed the potential for the use of alternative vehicles in providing needed services for its citizens.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 3B	The department has begun the design and planning of new fire stations.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 3C	The department has established a process for the design and review of new vehicles and equipment.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 3D	The department has improved the vehicle maintenance program.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

Goal 4: Increased and improved use of technology.

OBJECTIVE 4A	The department is utilizing social media as an effective means of reaching the public.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 4B	Improvement of the fire department website.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 4C	Effective access to the internet with adequate utilization.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 4D	Improved hardware and software in accordance with industry standards
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 4E	Video conferencing capabilities throughout the department.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

Goal 5: The department has effectively improved morale pertaining to personnel and departmental staffing.

OBJECTIVE 5A	Staffing levels have been reviewed in line with both local and national standards.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 5B	Review starting pay in relation to peer Johnson County and area departments to ensure that we continue to attract high quality candidates.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 5C	Complete a salary schedule study in relation to peer Johnson County and area departments to ensure that we retain our high quality employees.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 5D	The promotional process has been reviewed and enhanced.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

Goal 6: Review and improve the Department’s training program according to the needs of the department.

OBJECTIVE 6A	Obtain a fire department training facility in accordance with the needs of the department and ISO requirements.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 6B	Enhanced access to live fire training.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 6C	The budget for both internal and external training has been reviewed.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

OBJECTIVE 6D	The department is effectively utilizing technology for training including exploring online and distance bridging opportunities.
Time Frame	
Critical Tasks	
Funding Estimate	
Champions	

Leawood Fire Department
14801 Mission Road
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913-681-6788

www.leawood.org/fire/

Mission Statement of the Leawood Fire Department

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