

Goal 1	Evaluate existing facilities and identify needs for new or improved facilities.
Objective 1A	Development of a plan for the replacement of Fire Station 6.
Critical Tasks	<ul style="list-style-type: none"> • Identify an appropriate location for Fire Station 6. • Secure funding
Timeframe	2025- 1 st Quarter
Objective 1B	Construct a fire department training facility to allow for more versatile and realistic hands-on training, as well as creating opportunities for cooperative training.
Critical Tasks	<ul style="list-style-type: none"> • Identify an appropriate location for LFD training facility. • Gain approval from the City Manager and Governing Body. • Identify funding options.
Timeframe	2025- 1 st Quarter
Objective 1C	Develop a plan for the replacement of Fire Station 2.
Critical Tasks	<ul style="list-style-type: none"> • Identify an appropriate location, if different, from current station location. • Gain approval from the City Manager and Governing Body. • Identify funding options.
Timeframe	2025- 1 st Quarter
Objective 1D	Foster a greater sense of pride and ownership among membership in station appearance.
Critical Tasks	<ul style="list-style-type: none"> • Communicate the opportunity for membership to feel empowered to improve the appearance of their stations. The recruitment / retention committee is leading these efforts. They have already begun discussing their vision and additional information will be available in the future. • Conduct an assessment of current facilities. This assessment is already conducted annually with building maintenance personnel but they evaluate for repair / upgrade needs. The recruitment / retention committee will be evaluating from a pride and ownership perspective. • Develop an internal process for requesting facility upgrades, renovations, and/or additions. Request through the chain of command or directly to the battalion chief of logistics are always appropriate. For station changes focused on pride and ownership, please share your ideas with the Recruitment / Retention Committee. Captain Wallace is the committee chair and will coordinate pride and ownership upgrades with staff. The committee members are as follows:

A-Shift: Capt. Jones, Lt. Segraves, FF/P Sapp, MFF Cooper, MFF Tucker
B-Shift: Lt. Smith, FF/P Kemp, FF/P Maggard, MFF Shields, FF Sayre
C-Shift: Capt. Sellers, Lt. Griffin, FF/P Newhouse, FF/P Tady, FF Bagby, FF DeGraffenreid

Timeframe 2023- 1st Quarter

Goal 2 Evaluate factors that affect apparatus and equipment readiness.

Objective 2A Identify solutions to improve apparatus repair accuracy.

Critical Tasks

- Strengthen internal process for apparatus / equipment communication issues in station, between shifts, and to logistics chief.
With the transition to a new records management system, apparatus issue communications are transitioning from FireHouse to EPR Fire Works. The system is new and still being tweaked, but each time an issues is identified the operator has the opportunity to log it within the system as a “work order”. This automates an email to the Battalion Chief of Logistics for the purpose of scheduling timely repairs based upon urgency and priority. Additionally, standard emails are sent to ensure all personnel between shifts have the information.
- Enhance communication processes with maintenance vendors to understand apparatus / equipment repair status.
The Battalion Chief of Logistics now has access to the software municipal services utilizes to track apparatus repairs. BC Welch has “view” rights which will provide the ability to save reports on the work performed. Currently these reports are being saved in L/Everyone/Apparatus Work Order Reports. All LFD apparatus have a folder with specific work orders attached to each unit. All LFD personnel have access to these folders.
- Establish a process to confirm repairs are completed.
Repair update reports are being attached to daily logistics reports when an apparatus returns to service after repair. This allows the on duty crew to confirm repairs are completed consistent with the information in the report.
- Evaluate the benefits and feasibility of installing fueling capabilities at fire stations.
The City has approved the installation of a fuel pump at Freedom Fields. The installation date is still to be determined.

Timeframe 2023- 2nd Quarter

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

**Critical
Tasks**

- Evaluate inventory-tracking systems to determine potential enhancements. The inventory-tracking system has been evaluated. The new record management system will provide the ability to improve efficiency. It may be necessary to engage additional LFD members to improve ability to track equipment across six stations.
- Seek internal feedback for ideas. The BC of Logistics has meet with the Assistant Chief of Operations, Battalion Chiefs as well as selected primary drivers from all three shifts as part of the evaluation process.
- Create a plan for reserve apparatus to contain a full complement of equipment. A primary FAO on each shift assisted in developing a list of items needed to achieve an equipment level similar to lead apparatus. It should be noted that it will always be necessary to move a few pieces of equipment to the reserve apparatus (ECG monitors etc.) but the goal is for most equipment to be on both lead and reserve apparatus. This goal will be accomplished over time as budget allows.

Timeframe 2022- 3rd Quarter

Goal 3 Enhance an organizational culture that recognizes achievement.

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

Critical Tasks

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

All critical tasks were accomplished through the development of the Annual Award and Recognition Ceremony. Recognition will include years of service, degree completion, as well as individual and company commendations. Members are provided the opportunity to nominate other department members for commendation. The Standard Practice Guideline “employee recognition” was updated to reflect Annual Award, Badge and Retirement Ceremonies as well as longevity recognition. The City also has processes in place to recognize member’s achievement.

Timeframe 2022- 2nd Quarter

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

Critical Tasks

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

Timeframe 2024- 1st Quarter

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

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

Critical Tasks

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

Timeframe 2024- 2nd Quarter

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

Critical Tasks

- Provide training on open record requests and retention of digital media (e.g. cellular phone photographs and videos).
- Investigate the opportunity to create or host training on social media pitfalls in the fire service.

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- Determine if a class is needed to prepare personnel on appropriate interaction with First Amendment Auditors.
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Timeframe 2024 2nd Quarter

Goal 5	Evaluate if current recruitment practices are sufficient to ensure adequate firefighter applicants.
Objective 5A	Generate a larger group of qualified and diverse applicants through various means of recruitment and marketing of the department.

Critical Tasks

- Evaluate the advantages and interest level of personnel in forming a recruitment committee to actively recruit through identified opportunities.
A recruitment committee has been formed representing members from all three Shifts. Due to overtime budget overage this year, the first meeting of the committee will occur in early 2023.
- Conduct cost / benefit analysis of minimum job requirements for the firefighter position.
This critical task has been discussed with staff. There is merit in the idea of removing all minimum requirements (Firefighter I & II, EMT etc.) to allow for an increased candidate pool. This approach would create a couple of challenges. We would need to increase the recruit academy from 8 weeks to probably closer to 16-20 weeks, as certification in all minimum job requirements would be required. The other challenge is a potential increase in failure/dropout rate in the academy as this would be firefighter recruits first introduction to all components of a firefighter's job.
- Utilizing the Communications Department, evaluate the means of communicating job opportunities as well as marketing the department as an employer of choice.
This critical task is ongoing. LFD will work with City Human Resources and Communications Departments during our next hiring process to determine if opportunities exist to enhance how LFD position are marketed.

LFD staff worked with HR staff to evaluate marketing and recruitment strategies. Job opportunity announcements are always available on the Department and City websites. Also, "Being a Lenexa Firefighter" recruitment video is available on You Tube.

Additionally Lenexa firefighter positions are posted on numerous websites and job board. (The entire listing is available and the end of this report as an exhibit.)

Recruitment is important to the City of Lenexa and the Lenexa Fire Department, new opportunities and approaches will continue to be evaluated. This goal is complete.

Determine if there are opportunities for recruitment through expanded social media strategies.

This critical task is ongoing, LFD announces department hiring processes on LFD and other social media platforms. Additional ways to expand interest in open positions will be evaluated during the next hiring process.

Recruitment is important to the City of Lenexa and the Lenexa Fire Department, new opportunities and approaches will continue to be evaluated. This goal is complete.

Timeframe 2022- 3rd Quarter

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

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

Critical Tasks

- Conduct a cost/benefit analysis for multi-company training.
- Conduct a cost/benefit analysis on the impact of training delays.
- Research and communicate outside training opportunities.
- Formalize the process for requesting to attend outside training opportunities.
- Evaluate training needs against the overtime-training budget.

Timeframe 2024- 3rd Quarter

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

Critical Tasks

- Identify and develop the components of a training program to develop future company officers.
This critical task is complete. The first Officer Academy concluded in early December 2022. Academy participants and presenters provided feedback to determine potential enhancements / changes. Based on the number of
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personnel who expressed interest in participating, a second Officer Academy occurred in the spring of 2023.

- Identify and develop the requirements for filling the Acting Shift Commander role.

The Assistant Chief of Operations and the Shift Battalion Chiefs have developed these requirements. They are now being utilized as the method to “certify” personnel filling the Acting Shift Command role.

The Acting Shift Commander certification process is included as an exhibit at the end of this document.

- Evaluate department succession planning and update current talent pipeline program.

A historical review of the talent pipeline program suggest it has not been an effective succession planning tool and is more difficult for operational personnel to utilize. Additional work is needed to identify if a department succession planning tool, beyond the development provided by assigned supervisors, is needed and if so, what the program should entail.

Timeframe 2023- 4th Quarter

Goal 7	Evaluate professional appearance standard to ensure LFD is displaying the desired image.
Objective 7A	Generate a uniform policy aimed at ensuring every member understands organizational expectations.
Critical Tasks	<ul style="list-style-type: none">• Determine the acceptable uniform and variations.• Determine appropriate personal names on uniforms.• Weigh the value of paramedic identification for all ranks of membership.• Evaluate professional image components, other than the uniform, for consistency (Tattoos, hair length, facial hair, etc.).

- Ensure personnel understand appearance expectations and are held accountable.
All critical tasks for this goal have been completed. The “professional image SPG” was updated and addressed all critical tasks listed above. The SPG was discussed with department members prior to its implementation in 2022.

Timeframe 2022- 2nd Quarter

Goal 8 Enhance organizational communication systems and practices.

Objective 8A Evaluate current internal communication systems.

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

Critical Tasks

The critical tasks for this goal are complete with the understanding that internal communication processes needs to be constantly evaluated for effectiveness. An internal survey was completed with 80.33% of respondents reporting the current methods of communication are sufficient. The survey results were shared via e-mail with all department members. Other than the desire to hear more frequently from the Fire Chief, either through a quarterly update, recorded video message or shift meetings, actionable communication changes were not identified.

Timeframe 2022- 2nd Quarters

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

- Critical Task: Create training video tips for software used by the department as a tool for improved proficiency.

Critical Tasks

This task was completed by Captain Skinner. He provided a training video “Microsoft Outlook Tools and Tips”. The video can be found on Share Point under “training videos” section.

Timeframe 2023 – 1st Quarter

Goal 9	Reduce overextension in both day-to-day operation and career development opportunities.
Objective 9A	Evaluate the level of involvement of new firefighters.
Critical Tasks	<ul style="list-style-type: none"> • Prioritize certification needs /requirements of new firefighters. • Manage internal organizational opportunities of first year firefighters outside of developmental testing. <p>These critical tasks were accomplished at staff level. Discussions centered around the need to allow firefighters in their development period to focus on gaining the knowledge, skills, and abilities that are evaluated during the developmental assessments. Staff recognizes that new employees may feel obligated to accept additional training opportunities, when offered, even when it exceeds their capacity.</p>
Timeframe	2022- 4 th Quarter
Objective 9B	Evaluate day-to-day obligations of operations personnel.
Critical Tasks	<ul style="list-style-type: none"> • Evaluate effectiveness of daily planning. • Determine importance of current committees and involvement during off duty hours.
Timeframe	2024- 4 th Quarter
Objective 9C	Assess day-to-day involvement of administrative personnel.
Critical Tasks	<ul style="list-style-type: none"> • Evaluate and prioritize current workload as well as opportunities for enhancement of services. • Evaluate if additional personnel are required to support divisional programs and goals.
Timeframe	2025- 2 nd Quarter



Acting Shift Commander Qualifications

Individuals interested in becoming an Acting Shift Commander (ASC) will be required to demonstrate proficiency in completing all steps listed below. Completion of these steps does not guarantee they will be checked off. The necessary knowledge, skills and understanding must be demonstrated. Work history will also be a vital component of success in the developmental process.

**Please enter the date of completion on each line provided.*

Step 1- Endorsement

- _____ Memo to the supervising Battalion Chief stating intent and desire to start the ASC process
- _____ Appraisal review, discussion, and endorsement of the Operations Battalion Chief group
- _____ Review of ASC expectations (with supervising Battalion Chief and Assistant Chief of Operations)

Step 2- Training with Supervising Battalion Chief

- _____ 240 hours of ride time
- _____ Complete 6 tour staffing sheets (to include vacation requests, training, events, and trade time)
- _____ Assign OT (send out pages)
- _____ Enter shift payroll 10 times (including one holiday)
- _____ Review Model Procedures
- _____ Review Response Matrix
- _____ Review Tactical Worksheet (practice on 5 scenarios)
- _____ Review BC/ASC guidelines document
- _____ Review of "On the Job Injury" reports (approved medical facilities)
- _____ Review on utilization of special operations, brush units, and coverage requests
- _____ Review callback procedures
- _____ Review of city coverage during large incidents (2/3 rule on apparatus positioning)
- _____ Review of apparatus types and utilization
- _____ Review of practices for hospital transports/retrieving personnel
- _____ Review of actions after a fire (PIO, staff updates, investigations, occupancy postings)

- _____ 4 hours of ride time with each of the two other Shift Battalion Chiefs
- _____ Complete a tour of the ECC



_____ 80 hours working as ASC when another Chief, with Command authority present

Step 3- Interviews/Meetings

_____ Individual meetings with Assistant Chief of Support Services

_____ Individual meetings with Assistant Chief of Prevention

_____ Individual meetings with Deputy Chief

_____ Complete a Blue Card/incident scenarios refresher with Assistant Chief of Operations

_____ Final Interview with Operations Command Staff Representatives

_____ File review conducted by Operations Command Staff-final decision for approval

Candidate _____

Battalion Chief _____

Operations Chief _____

* Updated 5/2023

Fire Fighter Job Boards

KEMSA Kansas Emergency Medical Services Association

Job Target - Diversity package

GJobs

LinkedIn Paid Job Slot

Daily Dispatch

women in fire

JCCC - Job posting template

Blackjobs.com

League of KS Municipalities

ELGL Engaging Local Government Leaders

Ranson Citycode Financial

Handshake

Fire Chief Job Boards

IAFC - International Association of Fire Chiefs

League of KS Municipalities

Missouri Municipal League Career Center

Strategic Government Resources

ICMA, the International City/County Management Association

Missouri Association of Fire Chiefs

Kansas State Association of Fire Chiefs

Southeastern Association of Fire Chiefs

Eastern Division of the International Association of Fire Chiefs

Colorado State Fire Chiefs

Illinois Fire Chiefs Association

Iowa Firefighters Association

Western Fire Chiefs Association

Oregon Fire Chiefs Association

California Fire Chiefs Association

Firefighter Intern/School Contacts

Cowley College, Allied Health Support Services

Butler Community College, Health Science - Athletic Training

Butler Community College, Fire Science

Fort Scott Community College

Fort Hays State University

Metropolitan Community College - Blue River

Metropolitan Community College - Penn Valley, Health Science Institute

Metropolitan Community College - Longview

Wyandotte County KCK

Kansas City Kansas Community College

Kansas City Kansas Community College, Fire Science

Hutchison Community College, Fire Science

Johnson County Community College, Career Development Center

Other School Contacts

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information@kcindiancenter.org
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gprib@ku.edu

Other Websites/Resources

Western Chiefs Fire Association/ Daily Dispatch- Daily News for Fire Service
MO Division of Fire Safety
Governmentjobs.com
LinkedIn
Women in Fire
Lenexa.com
Indeed
Kansas State Firefighters Association
Kansas City Indian Center
Kansas Fire & Rescue Training Institute at University of Kansas
Workforce Partnership
Central Exchange
Kansas City Metro Networking Job Club

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