



CITY OF SHAWNEE
FIRE DEPARTMENT

2022-2025

**STRATEGIC
PLAN**



Mission Statement

The Shawnee Fire Department is a dedicated team of professionals striving for excellence in public safety and emergency services to protect our community.

Motto

Prepare, Prevent, Protect

Values

Excellence, Professionalism, Integrity, and Compassion

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Introduction

The City of Shawnee Fire Department (SFD) provides the community with fire suppression, emergency medical services (EMS), basic and technical rescue, hazardous materials mitigation, wildland fire services, domestic preparedness planning and response, community risk reduction, fire investigation, and public fire and EMS safety education to residents, businesses, and visitors within Shawnee. SFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves. The following strategic plan was written in accordance with the guidelines set forth in the *Quality and Improvement for the Fire and Emergency Services Manual* for the 10th Edition Commission on Fire Accreditation International (CFAI) model, and is intended to guide the organization in planning future goals and objectives.

Internal and external stakeholders were utilized to develop the Shawnee Fire Department Strategic Plan 2022-2025 (Plan). The process allowed members of the department and the community an opportunity to participate in the development of the department's long-term direction and focus. Members of the department's external and internal stakeholder groups demonstrated commitment to this important project and remain committed to the document's completion.

This strategic plan, with its foundation based in community and membership input, revisits the department's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future. Goals and objectives within the *Imagine Shawnee Strategic Plan* are incorporated into the design of this document.

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Message from the Chief

This Plan was developed through collaboration with external and internal stakeholders and identifies the priorities for the SFD. Goals and objectives will provide a roadmap to guide the department over the next few years. Statements in this document are not intended to be so rigid as to not allow for the department to react to future environmental factors, but should provide the direction necessary to make course adjustments on the road to continuous improvement. Future programs, services, and budget planning will focus on goals and objectives listed in this Plan. Leadership of the SFD listened to the needs, priorities, and desires of the governing body, city management, department members, and the community. It would be impossible to meet every wish or stated desires from such a diverse group. However, staff have summarized the information collected and developed broad goals with specific objectives to meet significant issues that rose to the top of list for the majority of participants in the process. The SFD also incorporated specific objectives from the city wide strategic plan, *Imagine Shawnee*, into this Plan. Staff of the department truly values the input from internal and external stakeholders in helping to shape the future of the SFD.

A handwritten signature in black ink, reading "Richard A. Potter".

Richard A. Potter

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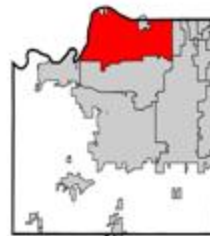
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Departmental Background

Shawnee can trace its roots back to the establishment of an Indian mission at the city's present site in 1831. The city of Shawnee, located in northwestern Johnson County, was originally incorporated as Shawneetown on August 10, 1856, and was laid out as a town the next year. Six decades later, the town was re-incorporated as Shawnee, a city of the 3rd class (as described by law of the time for cities that sought incorporation) on June 10, 1922.



"Johnson County Kansas Incorporated and Unincorporated areas Shawnee Highlighted" by Arkyan - My own work, based on public domain information

The creation of the SFD began in the later months of 1923 and early 1924, when a group of individuals contacted the citizens of Shawnee and the surrounding territory to collect money with the goal of purchasing a fire truck that would be staffed by volunteers and housed in the city. The group was able to purchase Shawnee's first fire truck, a 1924 Model-T Ford, which was delivered and placed into service. On April 8, 1924, the City passed an ordinance officially establishing the SFD tasked with protecting the city's 500 citizens residing in the approximately half square mile of Shawnee. The first official fire call occurred 13 days later at 12:30 p.m. on April 21, 1924. Since that initial call, the department continued to add volunteer members until 1969 when the first fully paid member of the department was hired with four additional paid personnel added shortly afterwards. On December 31, 2009, the SFD



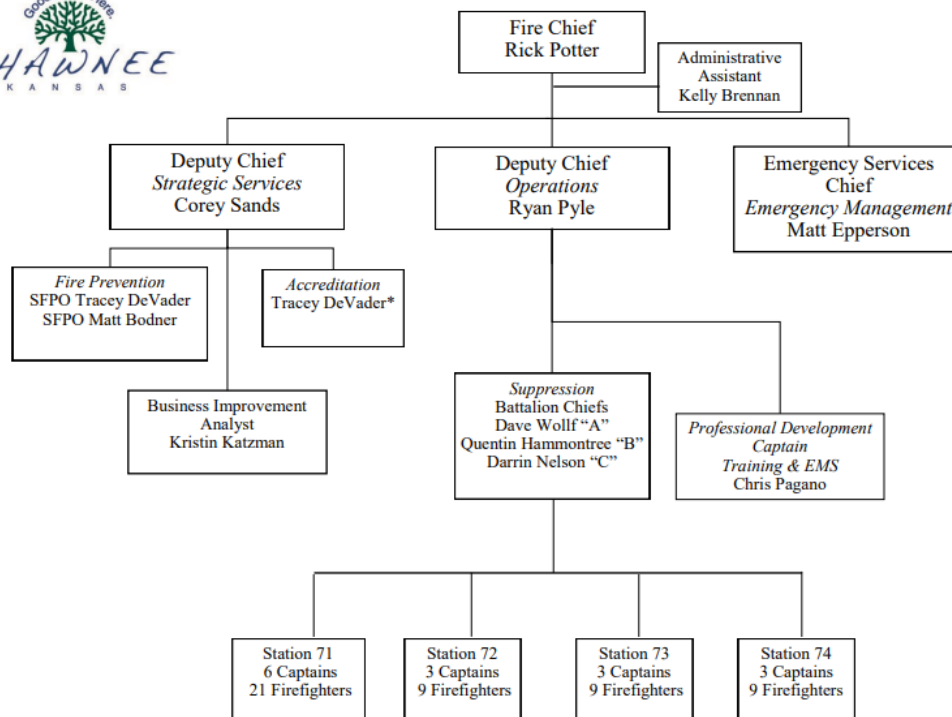
discontinued its proud tradition of serving the community through the volunteer firefighter program and became a fully career staffed organization. Today, the SFD protects a 42.9 square mile area from 4 stations with 75 firefighters and staff. Responding to nearly 7,000 calls for service annually, the department provides the approximately 67,000 residents with a comprehensive mix of emergency and non-emergency response.

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Departmental Structure



* Temporary Assignment

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Process and Acknowledgements

The SFD invited 123 city staff and community members to participate in the external stakeholder meeting. Staff prepared two surveys to be completed by stakeholders. The first survey was sent out to all invitees with a request to complete even if the person could not attend the meeting. 46 responses were returned to the SFD and are summarized below. The complete responses are attached as Appendix A. On November 8, 2021 an in-person meeting was held at Shawnee 1929 Town Hall. The initial external survey identified a desire to receive more communication regarding the performance of the department. A brief presentation served to discuss the department's approach to community-driven strategic planning, with focus on the SFD's mission, values, core programs and services. Additionally, staff presented information on the numerous platforms that had been used to collect information on call performance and services provided by the department. The participants in attendance were divided into small groups for a strength, weaknesses, opportunities, and threats (SWOT) analysis. Results of this process are captured in Appendix B.

Internal stakeholders included every member of the SFD. Two surveys were conducted in differing platforms and processes. Staff wanted to determine if process and platform would have an impact on the information communicated by the stakeholders. The first survey was conducted using *Microsoft Forms*. Crews were directed to complete this survey as a company level activity producing one survey per crew. Word clouds were created to summarize the SWOT analysis (Appendix C). The second survey was conducted using a third party vendor *PeopleElement*. This survey was more comprehensive, included a SWOT analysis, and was to be completed by each individual. The *PeopleElement* survey was the second individual questionnaire completed by personnel as the city human resources department had recently surveyed all employees of the city of Shawnee.

SFD External Stakeholder Meeting Participants

| | | | |
|-----------------|---------------------|---------------------|------------------|
| Tammy Thomas | Eric Jenkins | Nolan Sunderman | Julie Breithaupt |
| Doug Allmon | Don Cawby | Liz Barnard | Bettina Jamerson |
| Brent Griffin | Doug Whitacre | Mark Hembrey | Cindy Riddell |
| Roger Feyerherm | Taylor Stacks | Lindsey Christensen | Dr. Lisa Gruman |
| Ella Schempp | Adam Littell | Jodie Maddox | Michelle Butler |
| Jason Burgess | Erin Leckey | Pete Lockhart | Allyn Self |
| Bob Bridges | Karren Sharp | Ray Erlichman | Jim Laning |
| Sarah Bolander | Stephanie Brading | Kevin Tubbasing | Samantha Shannon |
| | Dr. Christine James | Melody Morales | |

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Feedback Results

A summary of the SWOT surveys identified the following key concepts:

Strengths:

- External: community involvement/outreach, professionalism/leadership, interdepartmental cooperation, well -equipped, and proactive.
- Company Internal: training (internal/external), physical fitness, equipment, and wellbeing
- Individual Internal: equipment, aggressive fire tactics, people, customer service, professionalism, and training.

Weaknesses:

- External: data, recruitment/retention, increased costs, and communication.
- Company Internal: recruitment/retention, career path, un-objective annual reviews, shift accountability, and training facilities.
- Individual Internal: silo'd shifts, staffing, recruitment/retention, compensation, inflexible, and career growth opportunities.

Opportunities:

- External: mental health (staff/community), outreach (mentor students, high school academy, businesses, marketing/volunteer programs), data driven decisions (visualizations), and staff development (training facilities/equipment).
- Company Internal: train with mutual aid partners, train with the Shawnee Police Department, train with utility companies, social media, school partnerships, and utilize the new training and professional development captain.
- Individual Internal: advanced life support (ALS), career advancement, driver/operator position, and training.

Threats:

- External: changes in technology, human and natural caused disasters, stressors on personnel, recruitment/retention (compensation, growth/proactive response to future needs, turnover, burnout), and increased costs for providing services.
- Company Internal: retention/staffing, loss of department culture, lack of career path, mental health, salary/benefits, and a city hall/fire department disconnect.
- Individual Internal: recruitment/retention, compensation, mental health, and a lack of opportunity for advancement.

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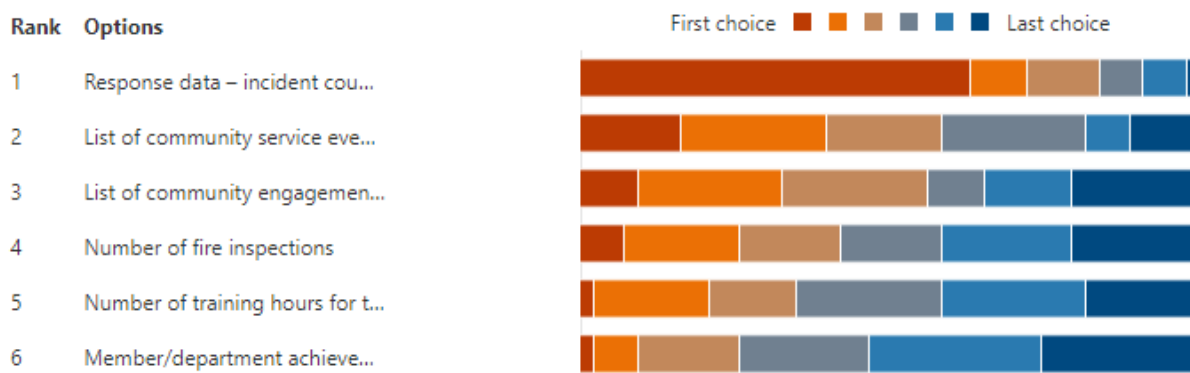


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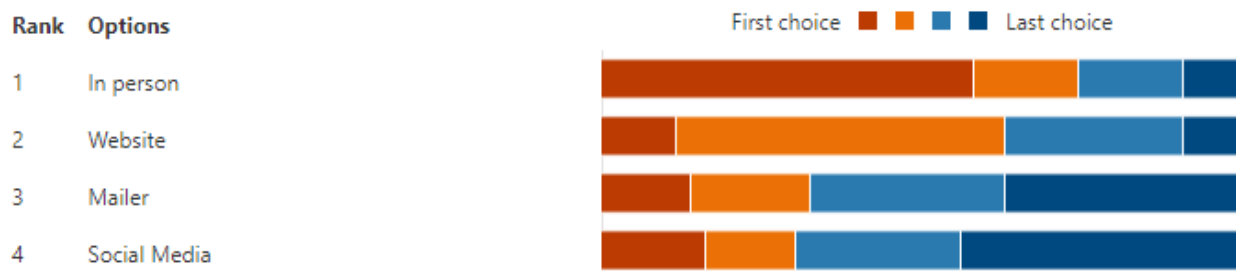
Other Significant Feedback

Approximately 25 percent of survey responses identified that they had never interacted with the SFD. Additionally, one in three respondents stated that they had never received any communication from the department. Types of information that stakeholders prefer are identified below:

What types of information are you interested in: response data, community service events with SFD participation, community engagement activities, number of fire inspections, number of training hours for the department by subject, and/or member/department achievements?



And the preferred method to receive communication are rank ordered:



The following statements illustrate the impact of the external stakeholder process. When asked how to improve interactions, respondents stated do “exactly what you did yesterday!” and continue to host “this type of engagement.”

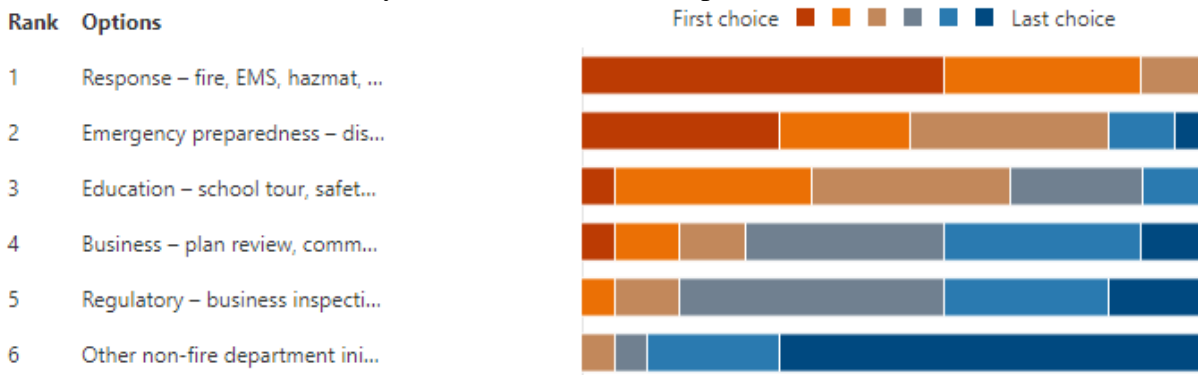
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The external stakeholders identified the following areas as priorities for the SFD:

Please rank the areas in which you feel the SFD should prioritize efforts:



Programs and Services

Core Programs of the Shawnee Fire Department

- Fire Suppression
- Technical Rescue
- Emergency Management
- Origin and Cause Investigation
- Wildland Fire Services
- Emergency Medical Services
- Hazardous Materials Mitigation
- Community Risk Reduction
- Public Education

Goals and Objectives

In order to continuously achieve the mission of the SFD, goals and S.M.A.R.T. objectives must be reviewed to enhance strengths, address weaknesses, provide direction, and address community concerns. These are a focus of SFD efforts and will direct future programs and services. Established work groups will meet and manage progress toward accomplishing goals and objectives and adjust timelines as needed. Annual reports of progress and changes will be shared with SFD leadership.

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| | |
|-----------------------|--|
| Goal 1 | Continue to develop a world class workforce for the residents of Shawnee. |
| Objective 1A | Identify factors that make members feel valued. |
| Timeframe | 12/31/2023 |
| Critical Tasks | <ul style="list-style-type: none"> • Develop an internal benefits workgroup • Communicate workgroup outcomes to the appropriate stakeholders • Determine the cost |
| Objective 1B | Identify mechanisms to retain current employees. |
| Timeframe | 06/30/2024 |
| Critical Tasks | <ul style="list-style-type: none"> • Evaluate opportunities for career development • Review results of exit interviews • Review employee recognitions |
| Objective 1C | Develop a recruitment program. |
| Timeframe | 12/31/2024 |
| Critical Tasks | <ul style="list-style-type: none"> • Identify a workgroup • Identify recruitment opportunities • Identify recruitment activities |
| Objective 1D | Destigmatize mental health and wellness. |
| Timeframe | 06/30/2024 |
| Critical Tasks | <ul style="list-style-type: none"> • Identify opportunities to normalize mental health and wellness discussion • Develop company-level training peer support awareness training • Identify funding opportunities for mental health and wellness initiatives |
| Objective 1E | Formalize a comprehensive, all-hazards training program. |
| Timeframe | 12/31/2024 |
| Critical Tasks | <ul style="list-style-type: none"> • Conduct a training needs assessment • Identify resource gaps • Develop target goals to meet needs for training • Evaluate external training opportunities |

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|-----------------------|--|
| Goal 2 | Develop an effective communication strategy for internal and external customers. |
| Objective 2A | Develop a communications policy related to data visualization. |
| Timeframe | 12/31/2022 |
| Critical Tasks | <ul style="list-style-type: none"> • Identify the appropriate data platforms • Identify target audiences • Determine customer data needs • Develop a formatting template |
| Objective 2B | Formalize the community outreach plan. |
| Timeframe | 12/31/2023 |
| Critical Tasks | <ul style="list-style-type: none"> • Identify current programs offered by the SFD • Complete an analysis to determine any gaps in programs or services • Develop the community outreach plan document |
| Objective 2C | Evaluate the feasibility for department social media platforms. |
| Timeframe | 07/31/2023 |
| Critical Tasks | <ul style="list-style-type: none"> • Evaluate the risks/benefits of department social media platforms • Identify potential social media platforms • Develop a workgroup to evaluate needs |
| Objective 2D | Establish a data management plan. |
| Timeframe | 12/31/2023 |
| Critical Tasks | <ul style="list-style-type: none"> • Identify current data and records management platforms • Review and update the records retention schedule • Identify desired datasets • Evaluate future information technology challenges |

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| | |
|-----------------------|---|
| Goal 3 | Establish the Shawnee Fire Department as an advanced life support (ALS) provider. |
| Objective 3A | Determine if the Shawnee Fire Department should provide ALS care. |
| Timeframe | 07/01/2023 |
| Critical Tasks | <ul style="list-style-type: none"> • Establish an ALS workgroup of internal and external stakeholders • Define a problem statement • Identify deployment options • Conduct a cost-benefit analysis • Review historical risk in the community |
| Objective 3B | Develop an ALS-level program. |
| Timeframe | 12/31/2024 |
| Critical Tasks | <ul style="list-style-type: none"> • Identify needed staffing • Identify equipment needs • Develop policies and procedures related to ALS care • Identify program management |
| Objective 3C | Implement an ALS-level program |
| Timeframe | 12/31/2025 |
| Critical Tasks | <ul style="list-style-type: none"> • Obtain formal approval • Purchase or obtain needed equipment • Establish a launch date |

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| | |
|-----------------------|--|
| Goal 4 | Formalize the city-wide, all-hazards emergency management program. |
| Objective 4A | Establish an Office of Emergency Management |
| Timeframe | 12/31/2022 |
| Critical Tasks | <ul style="list-style-type: none"> • Define the roles and responsibilities of the office • Define the authority of the office • Develop the mission, vision, and values of the office |
| Objective 4B | Formalize the emergency manager position. |
| Timeframe | 12/31/2022 |
| Critical Tasks | <ul style="list-style-type: none"> • Develop a job title • Develop a job description |
| Objective 4C | Complete a review and update of emergency management plans. |
| Timeframe | 12/31/2023 |
| Critical Tasks | <ul style="list-style-type: none"> • Local Emergency Operations Plan-present to the governing body for promulgation and continue to review annually • Community Operations Plan-fire department review • Hazard Vulnerability Assessments-fire department and city-wide |

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Success of the Strategic Plan

As a guiding document, it is critical to keep the strategic plan current and in the forefront of the department's planning and daily activities. The success of SFD's strategic plan will not rely solely upon the implementation of goals and objectives, but also from the support provided by the City of Shawnee governing body, the membership of the department, and the community-at-large. To maintain accountability, the SFD will make information on progress towards goal achievement readily available to all stakeholders.

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Appendix A: External Stakeholder Survey Results

External Stakeholders Survey #1

46

Responses

05:09

Average time to complete

Closed

Status

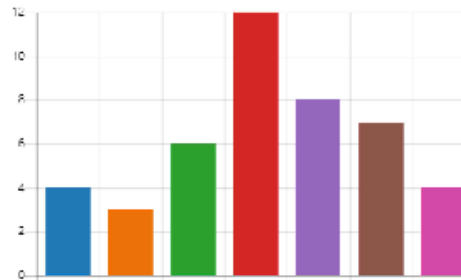
1. When was the last time you interacted with the SFD?

| | |
|------------------------------|----|
| Within the last month | 29 |
| Within the last 1 to 3 years | 6 |
| Within the last 4-5 years | 0 |
| More than 5 years | 0 |
| Never | 11 |



2. What was the basis for the interaction? (Select all that apply)

| | |
|-----------------------------------|----|
| Business – plan review, comm... | 4 |
| Education – school tour, safet... | 3 |
| Emergency preparedness – dis... | 6 |
| Response – fire, EMS, hazmat, ... | 12 |
| Regulatory – business inspect... | 8 |
| Other non-fire department int... | 7 |
| Other | 4 |

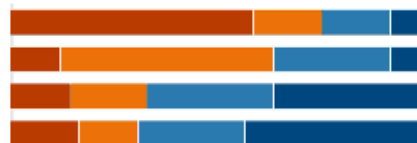


3. What are your preferred communication methods?

Rank Options

| | |
|---|--------------|
| 1 | In person |
| 2 | Website |
| 3 | Mail |
| 4 | Social Media |

First choice Last choice



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Appendix B: External Stakeholder SWOT Results

| Group | S | W | O | T |
|-------|--|--|--|---|
| 1 | <ul style="list-style-type: none"> *professionalism well-trained strong leadership proactive with inspections quick to respond w/emergency situations focus on prevention and education new fire truck *community outreach (goes above and beyond) community engagement *thoughtful organization structure | <ul style="list-style-type: none"> layout of station 71 standardized data access to interpreters for community outreach in education diversity (does the composition of the department represent the community?) is staffing adequate per guidelines? | <ul style="list-style-type: none"> *continue to provide mental health support to staff training for staff on mental health needs and individuals with disabilities in our community in higher need areas increase presence in community outreach to build proactive relationships (positive image) mentor students interested in being on the fire department *therapy dogs (internal and external) *build connections with interpreters (partnering w/community college for practicum experience) | <ul style="list-style-type: none"> *accurately project staffing needs with aging population and growing community *unrest in community (collaboration with PD for planning with active shooter, civil situations) proper protective gear budget |
| 2 | <ul style="list-style-type: none"> operational readiness well trained quality personnel connected to the community willingness to be involved well equipped calm demeanor starting to use data analysis good at public relations | <ul style="list-style-type: none"> getting to a 4 person minimum on each apparatus rules for inspections change yearly perception is that morale is low | <ul style="list-style-type: none"> budgetary process: don't be afraid to present to council what is needed, use data to support the need show council unmet needs during the budget process use data to drive decisions list of requirements that have changed from year to year regarding inspections - particularly for day cares expand services by instituting squads to more efficiently handle EMS calls | <ul style="list-style-type: none"> familial stress economic downturn contract with mental health provider that are available to responders civil unrest preparation for events that we have never seen |

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Strengths



Weaknesses



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Opportunities

expand training props
highersalary specialopsdeployments payincreases
poolcountyresources buildonmemberskillsets
performanceevaluation wildlanddeployment
communication publiceducation staffspecialopsdaily
diveteam schoolpartnerships hazmat
trainwithutilitycompanies trainingbudgetincrease
decreasefavoritism departmentpride trainwithshawneepd
trainwithmutualaid socialmedia
mobileintegratedhealth utilizepagano
shortertopouttime als training cadetacademy
earlyaccesstotraininghouses addstationinthenortheast
trainonhighrisklowfrequencyevents
wildlandteamdeployment

Threats

also coverage expandingcommunityneeds
goodole'boysystem benefits budgetrestrictions councilopposition favoritism
med-actstaffingconcerns employeeediscrimination beingfaddriven increasingworkload
commercialbusinessgrowth
mentalhealth cityhallfiredepartmentdisconnect
lackofcareerpath mediocrity complacency
loss of self-identity salary low morale frequent fleet maintenance retirements
reactivetocitygrowth burnout lackoffirecalls turnover degradationofstandards lackofstandardization
loweringacademystandards economy understaffing
recruitment lackofapplicants disinterestinpublicservice
failuretoadoptnewtechnology retention difficultycreatingrealistictraining
stationoptimization lossofhistory
lackofprioritizationoftraining lossofdepartmentculture
fullystockingreserveapparatus
differencesingenerationalvalues
micro-management