

STRATEGIC PLAN 2016-2021



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An ISO 1 Community

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Introduction

Lawrence-Douglas County Fire Medical (LDCFM) provides the community with emergency medical services, fire suppression, basic and technical rescue, tactical medic, disaster preparedness planning and response, hazardous materials mitigation, community risk reduction, fire investigation cause and origin, fire prevention, public education, and coroner scene investigation programs to the city of Lawrence's and Douglas County's residents, businesses, and visitors. The agency is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the *CFAI Fire & Emergency Service Self-Assessment Manual 9th Ed.*, and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

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

This strategic plan, with its foundation based in community and membership input, revisits the organization's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.



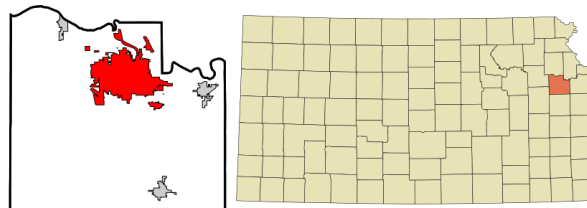
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Community and Organizational Background

Prior to being founded in 1854, Lawrence and Douglas County was part of the Shawnee Indian Reservation. The town was officially named Lawrence City when the first pioneer party settled the area, named for Amos Adams Lawrence - a prominent politician and antislavery partisan, and valuable benefactor



By Arkyan - My own work, based on public domain information. Based on similar map concepts by Ixnayontheimay, CC BY-SA 3.0, <https://commons.wikimedia.org/w/index.php?curid=2920953>

of the Emigrant Aid Company, Lawrence is located in northeastern Kansas along the banks of the Kansas and Wakarusa Rivers and is approximately 25 miles east of Topeka. Lawrence is the county seat of Douglas County and is the sixth largest city in the state with a population estimate of nearly 92,763 (inclusive of the Kansas University and Haskell Indian Nations University student populations). The population estimate for Douglas County population is 110,826.



The Lawrence Fire Department was first organized in 1859 as a volunteer engine company but was disbanded in 1862 from a funding shortfall due to the Civil War. Ultimately the department became a 10-member strong fulltime agency in 1915 and started expanding its service delivery with an emergency medical response program 35 years later. In 1997, the department combined its emergency response force with the Douglas County Ambulance Service creating the Lawrence-Douglas County Fire Medical Department that today responds to almost 12,000 calls for service from seven stations and two support facilities. A staff of 164 committed men and women deliver comprehensive emergency response, and public education and protection services to the City of Lawrence, University of Kansas, and the Haskell Indian Nations University.

Last year the department celebrated its 100th anniversary as a municipal fire department and has joined an industry leading group of only 38 internationally accredited agencies to attain an ISO Class 1 rating.

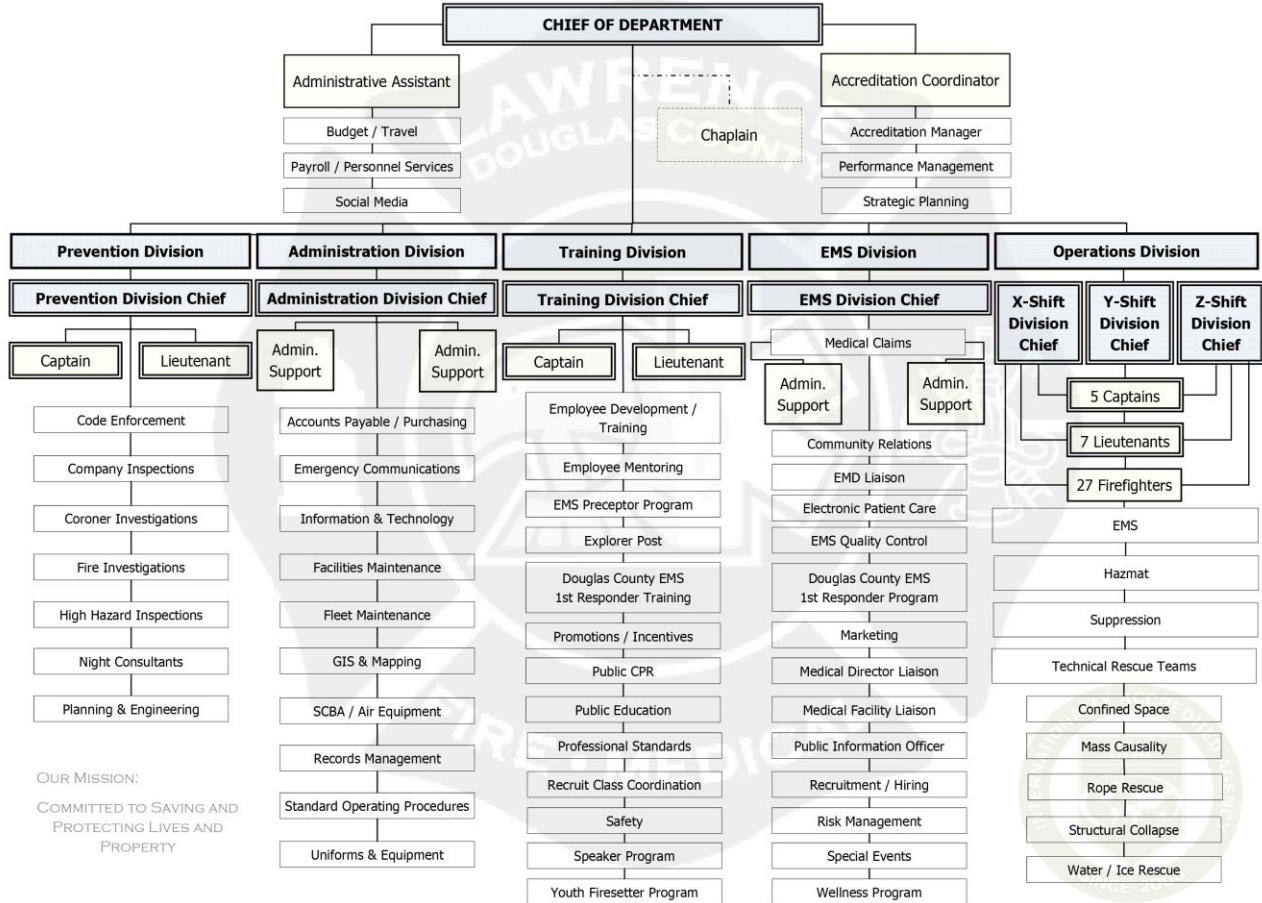


Organizational Structure

LAWRENCE-DOUGALS COUNTY FIRE MEDICAL

ORGANIZATIONAL CHART

SOP 102.10 - 12/01/2015



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Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that *maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.*¹ In order to ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. Goodstein, Nolan, & Pfeiffer define strategic planning as

*"a continuous and systematic process where the 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."*²

The U.S. Federal Benchmarking Consortium Study Team goes on to explain that, to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** - refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** - recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** - recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** - identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** - means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** - recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

¹ Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

² Ibid



Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

“What we have to do today is to be ready for an uncertain tomorrow.”

Peter F. Drucker,
Professor of Social Science
and Management

The Community–Driven Strategic Planning Process Outline

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



Process and Acknowledgements

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

Initial development of this strategic plan took place in July 2016, beginning with a meeting hosted by representatives from the CPSE for members of the community (external stakeholders). Input received from the meeting revolved around community expectations and concerns, as well as positive and other comments about the organization. Those present at the meeting were as follows:



Lawrence-Douglas County Fire Medical External Stakeholders

<i>Vince Avilia</i>	<i>Donna Bell</i>	<i>Jane Blocher</i>	<i>Ted Boyle</i>
<i>Trisha Brooke-Fruendt</i>	<i>Johnnie Buck</i>	<i>Tim Caboni</i>	<i>Lori Dalrymple</i>
<i>Cedric Devin</i>	<i>Liz Devin</i>	<i>Ted Devin</i>	<i>Bobbie Flory</i>
<i>Don Gardner</i>	<i>Jimmy Gibbs</i>	<i>Murphy Grant</i>	<i>Lloyd Hammerschmidt</i>
<i>Melinda Harger</i>	<i>Leslie Herring</i>	<i>Ruth Hughs</i>	<i>David Johnson</i>
<i>Ken Keiter</i>	<i>Shuan Lester</i>	<i>Tom Markus</i>	<i>Ron May</i>
<i>Kate Meghiji</i>	<i>Trey Meyer</i>	<i>Mike Perryman</i>	<i>Laurie Powell</i>
<i>Toni Reynolds</i>	<i>Jason Rohloff</i>	<i>Francisco Ruiz</i>	<i>Kurt Schroeder</i>
<i>Teri Smith</i>	<i>Monte Soukup</i>	<i>Chuck Soules</i>	<i>Verdell Taylor Jr.</i>
<i>Matt Travis</i>			



Community Group Findings

A key element of LDCFM’s organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the agency invited community representatives to provide feedback on services provided. Feedback instruments are included in [Appendix A](#).

Community Priorities

In order to dedicate time, energy, and resources to services most desired by its community, the fire department needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the organization through a process of direct comparison. The results were as follows:

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	253
Fire Suppression	2	243
Rescue – Basic and Technical	3	197
Tactical Medic	4	153
Domestic Preparedness Planning and Response	5	147
Hazardous Materials Mitigation	6	136
Community Risk Reduction	7	120
Fire Investigation	8	99
Public Fire - EMS Safety Education	9	86
Coroner Scene Investigation	10	51



Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. To follow are the expectations of the community's external stakeholders:

Community Expectations of Lawrence-Douglas County Fire Medical (verbatim, in priority order)

1. Rapid response to emergency fire and medical calls in all geographic areas of the community. Respond to medical emergency and fire calls within response times. Quick response times.
2. Highly and well-trained/certified personnel who are well practiced. Employ professional people current on their certifications. Expanding the knowledge needed to address situations as required.
3. Developing community educational opportunities to increase prevention and preparedness. Provide education presentations to area schools, businesses, and other city departments.
4. Preparedness for a heightened state of emergency. To be ready for disasters and other large community emergencies.
5. Up-to-date technology and equipment to provide efficient and effective outcomes.
6. Professional - I expect the FD staff to always be professional, communicate, and share their expertise. I expect the fire and medical personnel to be professional on and off the job.
7. To partner with organizations to ensure safety (KU in particular). Collaborative.
8. Communicative - in case of fire, I expect the FD to share information with staff on site about their immediate needs and findings, and requests to staff re: evacuation.
9. Stay current on best practices in the field. Ensuring that the practices, codes, and training exceed the industry's best practices.
10. Great stewardship of community resources.
11. Be a department for all of Douglas County.
12. Proactively look for opportunities to continuously improve efficiencies and make strategic policy and practice decisions. Develop efficient protocols for services, recognizing value to an efficient operation.
13. To extinguish fires and provide treatment.



14. To be a visible presence in Lawrence and the county. A fire chief and division chiefs who are visible in the community.
15. To be a proactive resource to reduce fire/medical for my facility.
16. Competent care - short scene time.
17. Know city (area).
18. Integrity.
19. Need fire stations in North Lawrence.
20. Try to be on the leading edge of advancement in fire medical services. Be willing to try new technologies.
21. Proper funding.
22. To continue to value the thoughts and opinions of those in which they serve.
23. Provide expert advice and recommendations to the decision makers.
24. Department will practice technical rescues in each area (confined space, entrapment, etc.) multiple times each year.
25. Provide timely and engaging feedback on inspections.
26. Efficient and thorough investigations as to cause of fire.
27. Proper manpower to execute.
28. Hold department personnel to the highest standards consistent with the department's values statements.
29. To continue to advocate for safety and risk reduction amongst the Lawrence community.
30. Compassion during service delivery.
31. Integration with other emergency responders.
32. Physically and mentally in shape.
33. Leadership - proactive and strategic (not only for customers, but for staff).
34. Attitude of constant improvement.
35. Reasonable code enforcement for new construction and renovation.
36. Be on the same page as the State Fire Marshal. Don't contradict what they State Fire Marshal's Office is doing.
37. Well-funded and highly visible public education programs.



38. To continue with growth/advancement of services - fire, EMS, hazardous materials, etc.
39. Always concerned about fellow employees.
40. To work with government officials to provide city code that reduces the incidences of fire and is affordable and concise.
41. Be consistent across the board on your expectations of the school district.
42. Well-funded and supported community risk reduction programs.
43. Make decisions that promote sustainability (triple bottom line).
44. Operate in a cooperative fashion with other city departments and other jurisdictions.
45. Able to get along and work with each other.
46. Service.
47. Courteous.
48. Safety first always.



External Stakeholders Work Session



Areas of Community Concern

The planning process would be incomplete without an expression from the community regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

Areas of Community Concern about Lawrence-Douglas County Fire Medical (verbatim, in priority order)

1. None. No concerns. Currently pleased with the fire department.
2. The funding context for city services will be difficult in the coming years. Concerned that we have the fiscal ability to properly support and equip our department.
3. At times, the code enforcement seems too much by the book and not about what will actually provide a safer environment. The fire department over-regulates fire codes. Sometimes, this is a barrier to reasonable growth and building.
4. In a growing community, I am concerned with their ability to continue to provide the fast responses they currently provide - will they be spread too thin?
5. Not enough funding/focus on community education, fire prevention, and risk reduction programs.
6. Long response times outside of Lawrence.
7. Not sure if the facilities are in the best condition. Concerned about the condition of older fire stations and the age of medical equipment.
8. Plan review comments are not always provided in a timely manner to developers. Not always being consistent with plan reviews.
9. There seems to be less focus on medical training and more on fire suppression. However, there seems to be more medical calls than fire calls.
10. Risk of viewing department of a stand-alone service rather than a part of a larger operation of services.
11. Department should strive to be a department for and of the whole geographic area of Douglas County.
12. Ensure their safety.
13. What is the level of knowledge of person(s) providing healthcare?
14. Prioritize preventative measures versus reactive measures for fire and medical.
15. Is the mental health crisis team a part of department protocols for multi-issue events?
16. Lack of diversity (overall) in all people areas - not enough minorities and women.



17. Sometimes there seems some lacking sense of urgency on medical calls.
18. Possible need for more firefighters to reduce overtime spending.
19. Growing rural population. Proximity to all Douglas County residents.
20. Is our community providing adequate training, facilities, equipment, and resources to enable the department to fulfill our expectations?
21. Overworked - number of medical calls.
22. Seems overloaded with uniformed admin staff.
23. Keeping bridge open to get fire and medical to North Lawrence all times of the day and night.
24. Main concern of combined fire and medical that each side receives equal support and resources.
25. Increasing costs.
26. Not being on the same page as the State Fire Marshal.
27. Recognize the value of other municipal departments that enhance and support fire medical.
28. Inadequate funding for proper maintenance/replacement of equipment and technology.
29. When a call is dispatched, there is scripted dialogue that is not relevant to the caller's situation at times, but continued regardless.
30. In a changing world, does the fire department have a comprehensive disaster preparedness plan - will they share?
31. Be respectful of patients regardless of the situation.
32. Undersized department.
33. Is there a commitment to Critical Incident Teams or Mental Health First Aid as there is with law enforcement?
34. Not seen in the community when not fighting fires.
35. Necessary equipment.
36. Not enough manpower to provide services.
37. I am most concerned about the speed of notification if a 911 call is made. My sense is that there is room for improvement in this area.
38. Resources stretched too thin.
39. Emphasis of employment focused on public service.



40. Fire protection and access in North Lawrence.
41. Concerned that staff may not practice technical rescues frequently.
42. Would like to ensure the fire department staff shares their concerns with me re: medical response situations when they encounter difficulties in my work environment - senior living community.
43. Reach out to volunteer departments with aid on structure fires.
44. Relations with other departments.
45. Can we provide more support and appreciation to the department and staff?
46. Not enough involvement in schools.
47. Is your personal/professional training available to all members?
48. Need to get rid of any hard feelings that they may have with Unified School District 497.
49. Need to recognize how citizens can be a part of the department's success and constantly develop positive community relations.
50. Reduced inspection services for schools, daycare centers, and similar facilities.
51. Not enough involvement in churches.
52. Proper education.
53. Disaster capability.



External Stakeholders Work Session



Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about Lawrence-Douglas County Fire Medical (verbatim, in no particular order)

- Excellent cooperation with Westar on electrical fire investigation.
- Positive image.
- Community engagement.
- Professional.
- Compassionate.
- Great group to work with.
- Positive culture within the fire department.
- They enjoy a terrific reputation in the community.
- Leadership team is highly visible in the community.
- Great open door policy at all locations. They constantly include the community in lots of meetings.
- All LCDFM personnel are great ambassadors in the community.
- Very responsive to community needs.
- Strong presence with risk reduction, especially in a college community.
- The members of fire and medical personnel seem to be very caring.
- Knowledge.
- Prepared for all situations.
- Always have a good attitude.
- Super chief in Mark Bradford.
- Strategically located in our community.
- Professional and serious when called upon.
- Helpful and respectful when called upon.
- Willingness to work/collaborate with other people.



- General enthusiasm for the job.
- Open to suggestions.
- Team oriented.
- Well trained. Willing to help others in time of need.
- Willing to improve.
- Very quick response to emergency medical and fire alarms!
- Strength – always prepared when they arrive for medical or fire emergency.
- Staff in the fire-medical department are very professional when serving the public.
- Take great care of equipment.
- Work hard to maintain physical health.
- Excellent partner with the university – athletics, student medical, and fire emergencies.
- The chief is a great and visible community leader.
- Emergency response time is strong – quick to campus.
- I have been incredibly impressed with our fire department on a number of occasions – they have been particularly helpful with my organization and always go above and beyond to assist. Go team!
- Lawrence Douglas County Fire Medical is a good group of men and women who truly care about the community.
- They work tirelessly with a smile and determination.
- They provide a location of safety for everyone in the community.
- They have been very willing to promote in-services and work alongside community folks to provide better health care.
- My experience has always been fast, courteous, and professional.
- In general, I like the cooperative countywide approach to fire med.
- I like the combined efforts of both fire and medical.
- I like the fire administration’s efforts to insure our partners are paying their fair share.
- Good relationship between public safety providers.
- The personnel are generally good solid people trying to do the right thing for the community.
- Professional, well-trained, and certified personnel.
- Quick response times to fire and medical emergencies.



- Adoption of most current fire and life safety codes.
- The response to assist residents when they have fallen out of bed at a nursing home and the person just needs help getting off then floor. Great service!!
- They have responded quickly to an incident at my school and worked very hard to keep water out of the building. In other words, helped contained fire sprinkler water.
- Leadership – the tone at the top is one of excellence and this is carried throughout the department.
- Staff – extremely professional.
- Equipment – impression it is well maintained given the investment.
- Community – strong presence within the community.
- Professionalism/knowledge – Awesome! (from my dealings).
- Professional.
- Skilled.
- Prepared.
- My interaction with staff has always been pleasant and professional.
- Genuine concern medics have for patients they are caring for.
- Fire station #1 has very good response times to North Lawrence. Firefighters are very well trained.
- The North Lawrence residents support the Lawrence fire and medical department.
- Firefighters are very well trained and professional.
- Response time is excellent.
- Fire department has strong voice and influence at city hall, especially in city resource allocation.
- Professional in response.
- Appreciated outside the community as a quality department.
- Professional in interactions involving the community training, professional development.
- Updated and well-maintained equipment.
- Personable and willing to teach or explain aspects of profession to youth and adult audience.
- Always responsive to assist and answer questions with regard to design and construction concerns.



- I always have professional interactions even in tough situations where we may not see eye to eye.
- Members seem very professional during personal contacts.
- Look very professional.
- Seem very well equipped.
- When our business burned, they were able to rescue 23 dogs, contain and treat them. They worked in an emergency situation with local vets, volunteers, and our staff to treat and safely transport and find facilities to accept 23 dogs who suffered smoke inhalation.
- They work well advising city officials and stakeholders to improve city fire codes
- Visible.
- Trained.
- Good public relations.
- Professional, educated, knowledgeable, friendly, and good response times.
- Appreciate the positive relationships I have built with members on the fire department.
- Appreciate the department's willingness to support schools and the community.
- Bike helmet program is a great positive even though I know it can be time consuming.
- Shaun Coffey is a great resource for the community.
- Very prompt.
- Always professional.
- Solution oriented.
- Patient with my staff and guests.
- A good department.



Other Thoughts and Comments

The Community was asked to share any other comments they had about LDCFM or its services. The following written comments were received:



Other Community Comments about Lawrence-Douglas County Fire Medical (verbatim, in no particular order)

- Thank you for the opportunity to participate in this focus group!
- Need to sit down with the school district and come up with a plan to install Knox boxes and what key or badges go in the Knox box.
- Need to drop the attitude about the State Fire Marshal doing school inspections.
- Given all the tragedies, perhaps the FD can be used to be more active throughout the day in their quadrants rather than just parked (people + vehicles) at the station. Example- perhaps two firefighters and a vehicle are deployed to a school unless needed on an emergency. (just a thought).
- Why does the city subsidize the county services?
- Thank you - North Lawrence Improvement Association.
- In my opinion, we have a great fire medical department and most refinements to the system would be just that, refinements.
- When we had our fire, city code stated that there must be adequate ventilation, including the use of a fan. A fan, which had over 8,000 recalls and numerous fires, caused our fire.
- In my dealings with the fire department, I have always found them to be very professional and knowledgeable in dealing with the task at hand.
- My teammates and guests have frequent interactions with fire / medical personnel, including instances that would test the best man's patience. Fire / medical personnel are always prompt, professional, and flexible in dealing with our unique challenges.
- I am happy to do anything I can to be supportive of the department – professionally and personally.
- Help me understand why fire trucks and medical services trucks both arrive for medical emergencies.



- Would like to spend some time jointly planning for disaster situations for senior living community disaster scenarios.
- Thank you for the opportunity to provide input – a great exercise and I hope it is helpful
- In our area, and the way in which the world is changing it is inevitable, we here in Douglas County will eventually encounter a major event. I want all personnel to be safe and thank you for your service. **Thank you.**
- I think it is helpful to engage in strategic planning, keep improving.

Internal Stakeholder Group Findings

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

Lawrence-Douglas County Fire Medical Internal Stakeholder Representatives			
Seamus Albritton <i>Firefighter</i>	Earl Barnes <i>Lieutenant-Paramedic</i>	Mark Bradford <i>Fire Chief</i>	Nate Coffman <i>Lieutenant-Paramedic</i>
Vince Davis <i>Paramedic-Engineer</i>	Ben Dennis <i>Captain</i>	Pete Easterwood <i>Captain</i>	Aaron Flory <i>Captain</i>
Kevin Fussell <i>Lieutenant</i>	Dean Garrison <i>Paramedic-Engineer</i>	Kevyn Gero <i>Accreditation Coordinator</i>	Doug Green <i>Shift Commander</i>
Gary Gutsch <i>Captain</i>	Joe Hardy <i>Captain</i>	Ryan Hornberger <i>Lieutenant</i>	Mark Hummel <i>Captain</i>
James King <i>Division Chief</i>	Chris King <i>Captain</i>	Dennis Leslie <i>Captain</i>	Zane Morgan <i>Captain</i>
Chris Morrow <i>Captain</i>	Rachel Palmer-Reeb <i>Assistant to the Chief</i>	Aaron Payne <i>Engineer</i>	Jim Saladin <i>Captain</i>
Bill Stark <i>Division Chief</i>	Pat Talkington <i>Captain</i>	Justin Temple <i>Shift Commander</i>	Eve Tolefree <i>Division Chief</i>
Nate Vail <i>Captain</i>	Tyler Wade <i>Engineer</i>	Steve Weaver <i>Captain</i>	



Agency Internal Stakeholders

Mission

The purpose of the mission is to answer the questions:

- *Who are we?*
- *Why do we exist?*
- *What do we do?*
- *Why do we do it?*
- *For whom?*

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the consensus was to keep the mission as previously developed.

Committed to Saving and Protecting Lives and Property.

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality of the organization. Internal stakeholders came to consensus on the PRIDE values acronym and terms.

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up Lawrence-Douglas County Fire Medical are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Professionalism
Respect
Integrity
Diversity
Excellence



Programs and Services

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

Core Programs of Lawrence-Douglas County Fire Medical	
• Emergency Medical Services	• Fire Suppression
• Technical Rescue	• Tactical Medic
• Domestic Preparedness Planning and Response	• Hazardous Materials Mitigation
• Community Risk Reduction	• Fire Investigation, Cause and Origin
• Public Fire and Life Safety Education	• Coroner Scene Investigation

Supporting Services of Lawrence-Douglas County Fire Medical		
• State Fire Marshal’s Office	• Law Enforcement	• Public Works Department
• Utilities Department	• City Attorney’s Office	• GIS
• American Red Cross	• Emergency Communications	• Mental Health
• Mid-America Regional Council	• Douglas County Emergency Management	• County Commission
• ATF	• Hospitals	• EMS Billing
• Training	• Unified School District 497	• Chaplain Services
• Coroner’s Office	• City Garage – Fleet Maintenance	• Fire Administration
• EMS First Responders	• Information Technology	• Health and Wellness
• Human Resources	• City Commission	• Railroads
• Salvation Army	• Vendors	• IAFF Local 1596
• NFPA	• ISO	• Civil Support Team
• CERT	• Explorers	• CPSE
• National Fire Academy	• University of Kansas	• Haskell University
• Community Colleges	• Professional Organizations	• Kansas Board of EMS
• Surrounding Jurisdictions– Mutual/Automatic Aid	• Kansas Fire & Rescue Training Institute	



S.W.O.T. Analysis

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

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. Through a consensus process, the internal stakeholders identified the agency’s strengths as follows:

Strengths of Lawrence-Douglas County Fire Medical	
Personal protective equipment	Station locations
Staff	Some vehicles/apparatus
Accreditation	ISO Class 1
Progressive EMS protocols	Equipment – Thermal imaging cameras / SCBAs
IPads	Facilities
Technology	Physical training equipment
Programs – fire investigations/night consultant/corner scene investigator	Adequate staffing based on risk and industry research
Public education	Program Incentives
Project management teams	IAFF Local 1596
Training – external opportunities	Continuing education
Wellness program/benefits/ pay	Program and project teams
Leadership safety	Extraboard
ALS service / AEMT and Paramedic	Explorers- Cadet Program
Dual/multi service agency	Member experience
Apparatus replacement program	Department and City (employee) survey
Prevention	Community education
Outside training support (NFA, Wichita HOT, crisis city, etc.)	Community risk reduction e.g., inspection programs
Communications equipment	Accountability systems (Scott - Imperium)



Strengths of Lawrence-Douglas County Fire Medical (continued)

Medical Claims and Billing Division	Current use of social media
Accreditation manager position	Recruit academy
Technical rescue / Hazardous Materials	Automatic vehicle location
Transparency	Blue card- Incident Command Certification Program
Longevity	Employee Trade policy
Video Conferencing System- Firehouse TV and Firehouse Education	NE Douglas County station's additional medic unit
Honor guard	North East Task Force 2 team
Fire House Education	Tactical medic program
Annual assessment center	Operational flexibility
Facility Security	PEER fitness program
Extranet	Executime/attendance software
Employee Evaluations	Mobile data computers
Labor / management relations	Workforce diversity
Employee assistance program	Program management responsibilities
Medical director	SOPs –comprehensive content and process
Annual Physicals	Quality assurance program



Weaknesses

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

Weaknesses of Lawrence-Douglas County Fire Medical	
Drill tower (outdated - limited use, high maintenance costs)	Policy program management
Slow implementation (e.g., technology) process parameters	Training delivery methods (Video Conferencing, Power Point presentations)
Implementation of new concepts, policies, tactics, programs	Health and wellness – more opportunities based on research
Supervisors not passing on info	Response matrix needs updated
Apparatus specifications and design limitations	Number of medic trucks on street (needs exceeding resources available)
Staffing (overtime, special events, drafting clear lines of authority, full time position to handle staffing)	Outside hands-on training opportunities
	Incident safety officer program delivery
Call reporting - opportunity for one report	Station design – turnout times
Firehouse inspector program	Meeting minutes – lack of
Outside training red tape	Annual driver / operator obstacle course
EMS continuing education units training	Number of paramedics
Department purchasing procedures	Non-Emergency Call Back
On scene 1 st arriving company communication	Loss of knowledge base due to retirements
Training center not functional	Advancement training program beyond on the job training
Increased overtime vs. add time	
Inability to fight two structure fires simultaneously	Prevention Division staffing levels
External networking (not comprehensive)	Emergency communications center
Daily roster management – Executime	City code education for line personnel
Extraboard	Elements of succession planning
Station alerting	



Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

Opportunities for Lawrence-Douglas County Fire Medical	
City growth – grow community/individual tax base	Lawrence High, Free State and other high schools (recruitment)
Recruitment/retention/diversity	Hospital relationship
Explorer – Cadet Program	Social media
Grants	Senior living enhancements - partnerships
Peaslee Center /community colleges / Washburn / KU/Haskell – recruitment opportunities through partnerships with other educational institutions	Utility company safety network-black hills, Westar, Union Pacific/ Burlington Northern and Santa Fe Railway
	Re-accreditation
NE Douglas County Ambulance Service	Technology-Emergency Communications Center
Apparatus maintenance	Blue Card simulation lab
Kansas Fire Chief’s Association	Kansas Fire & Rescue Training Institute
KU – athletic success, prevention, formal education, building tours, public safety	Law enforcement partnership-active shooter - Tactical Medical
City / county department partnership	Public education
Neighborhood revitalization programs	2017 National Junior Olympics -Rock Chalk Park
All levels of Public Works	City / County funding
Mid America Regional Council	Douglas County Emergency Management
Internet design	Kansas Task force 2 / Fire Marshal’s Office
Rental registry information	Web page - Facebook
Wichita H.O.T. Training	Pay, benefits, retirement
Air Ambulance Services	Building maintenance
Local law enforcement agencies	Crisis city training venues
Outside training	City maintenance garage



73 rd Civilian Support Team	New city manager/commissioners' relations
Opportunities for Lawrence-Douglas County Fire Medical (continued)	
Coast Guard	ISO- Community Risk
Kansas Department of Health and Environment	Community Emergency Response Teams
	Regional fire departments
Leadership Lawrence	Kansas Department of Wildlife and Parks
State incident management team	Kansas MERGe ambulance response team
K-10 bypass	VenturePark
Fire Ops 101 Completion	National Guard
External networking	



Internal Stakeholders Work Session



Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

Threats to Lawrence-Douglas County Fire Medical	
Recruitment efforts from outside fire departments	Budget – MOU/benefits - health
Terrorism (foreign and domestic) threats	Impact from the homeless population
Generational gaps	Politics
Increasing Call volume	Public perception
Affordable Care Act	Annexation infrastructure
Increase in operational costs	Turnover – operations/ administration
EMS standards; Changing CEU hours process	Public expectations
Contractual agreements	Building construction code changes
Severe weather – climate change	Impact of an aging population
Population growth	Reduction in grant funding
Sun setting infrastructure tax	Increased special events/ability to staff
NFPA/OSHA expensive requirement (two sets PPE)	Technology; social media policy –
Kansas Property tax lid	Aging external infrastructure
Not adequately planning for fire station growth/placement	State overreach and legislation
Budget cuts to staff levels	Medicare reimbursement decreasing
K-10 bypass traffic growth	Annexing fire district
Media bias	Social media
Regulations	Changing form of government
Local funding priorities	KU biotech labs – biohazards
Local /state economies	Technology improvements- Auto and home



Critical Issues and Service Gaps

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

Critical and Service Gap Issues Identified by the Internal Workgroup	
Training	Workforce planning
Technology	External partnerships
Emergency communications	Facilities
Policies / Procedures	Staffing
Prevention	Recruitment / Retention
Terrorism	Active shooter
Equipment	Hardware and software



Internal Stakeholder Work Session

Strategic Initiatives

Having reviewed the agency’s critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Strategic Initiatives		
Training	Workforce Planning	Technology
External Partnerships	Physical Resources	Policies and Procedures



Goals and Objectives

In order to continuously achieve the mission of the LDCFM, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of LDCFM's efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives, and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the LDCFM leadership.

"Goals allow you to control the direction of change in your favor."

Brian Tracy,
Author



Internal Stakeholders Work Session



Goal 1 Identify and enhance training along with educational opportunities and the manner in which they are delivered to effectively achieve our mission.

Objective 1A Complete comprehensive assessment of current training video conferencing system.

Timeframe In progress **Assigned to:** Training Division Chief

- Assess functionality of current video conferencing system with implementation of Microsoft® 365.
Fall 2017 - the City/department transitioned to MS 365®.
- Evaluate and research available video conferencing options.
Fall 2017 – as part of the MS 365®, Skype for business video conferencing platform was introduced.
- Recommend plan to transition from current video conferencing system to Microsoft®365.
Fall 2017 – an operational evaluation of the Skype for Business was conducted and found adequate to replace Polycom video conferencing system.

Critical Tasks

IT has purchased necessary computers and cameras for all stations to make a full transition. Complete implementation to Skype for Business from Polycom will necessitate a hard date for the switch, as the same data ports used by Polycom will be required for Skype for Business. Currently IT is testing each computer to be installed at stations at the actual station. Purchase additional equipment for use with the current hardware in the McSwain Room to compliment the current system for transition to Skype for Business. The Jayhawk Room equipment has been purchased and implemented. Summer of 2018.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 1B Complete a comprehensive training facilities assessment.

Timeframe Summer 2018 **Assigned to:** Training Division Chief

- Critical Tasks**
- Assess functionality of current training facility and location.
 - Conduct a space needs assessment.
 - Secure potential funding sources and facility locations.
 - Report and make recommendations for needed improvements.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 1C Complete a comprehensive assessment of training props, aids, and equipment.

Timeframe In progress **Assigned to:** Training Division Chief

- Critical Tasks**
- Evaluate current training props, AIDS and equipment.
October 2017 – Training staff evaluated the functionality of EMS equipment used for training purposes.
 - Identify new or available equipment.
During this evaluation staff determined that several training manikins were in need of repair and/or replacement. Items that could be repaired were utilizing operations funds.
 - Develop list of equipment replacement needs.
 - Determine funding sources.



EMS equipment was purchase with annual operating funds, adult rescue mannequins X2 were purchased with County Haz Mat funds.

- Recommend equipment for purchase.
Equipment identified for replacement consisted of one adult intubation heads and one IV arms/multiple replacement skins. The IV arm was purchased in the Spring of 2017 and the intubation head was purchased in December 2017.
- Train instructors on use and maintenance.
Department Staff was trained on the equipment utilizing the manufactures documentation.
- Educate members on use of equipment.
Members were trained by the user on proper use and care of the training aids.

Funding Estimate	Capital Costs:	Consumable Costs:
	Personnel Costs:	Contract Services Costs:

Objective 1D Develop an instructor program for consistency in training and training delivery.

Timeframe	In progress	Assigned to: Training Division Chief
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- Critical Tasks**
- Develop procedure to select subject matter instructors.
Summer of 2017 the Training Division lead a technical rescue training program that would develop in-house instructor criteria and procedures. In the Fall of 2017, the Division Chief in charge of Technical Rescue, the selected shift trainers and the Training Division implemented the training process.
 - Implement training delivery procedure.
The training delivery process will be implemented in the Summer of 2018.
 - Evaluate effectiveness of training delivery.
An evaluation will be conducted by the Technical Rescue Division Chief and Captains in the Fall of 2018 to determine the effectiveness of the training as it relates to professional standards and consistency between the three operational shifts.
 - Develop a long-term plan and revise as needed.
Revision will be determined as outcomes from the evaluation.

Funding Estimate	Capital Costs:	Consumable Costs:
	Personnel Costs:	Contract Services Costs:



Objective 1E Identify and analyze initial certification and continuing educational requirements.

Timeframe Fall 2018 **Assigned to:** Training Division Chief

- Critical Tasks**
- Identify key organizations who provide department required certification.
 - Establish and maintain relationships with key organizations.
 - Develop and provide training opportunities commensurate with department goals.
 - Deliver and re-evaluate effectiveness on an ongoing basis.

Funding Estimate

Capital Costs:	Consumable Costs:
Personnel Costs:	Contract Services Costs:





Goal 2	Ensure staffing levels meet expectations of the community and the risk assessment model.	
Objective 2A	Evaluate recruitment and retention programs to determine if they meet current and future agency needs.	
Timeframe	In progress	Assigned to: EMS Division Chief
Critical Tasks	<ul style="list-style-type: none"> Conduct an analysis of programs to identify any current and future gaps, report findings and recommendations to address any gaps discovered. Each year administration reviews the departments employee roster to update the tenure of employees and establish those members who are eligible for retirement. Five to six members benefit payouts are included in the annual personnel services fund (established based on the 75-percentile actual accrued benefits). If we identify approved programs that require additional staffing we will over hire to cover that program, i.e., Eudora Ambulance staffing January 1, 2017. Review current job descriptions to determine if they are comprehensive and contemporary and meet mission objectives. Draft changes and submit to Human Resources Division to complete approval process. 2017 – D. Leslie Develop a funding plan that meets the needs of the city’s current budgeting process to ensure current staffing sustainability and future additional staffing. A recruit class of 12 new Part-time employees is included in personnel services/benefits and appropriate funds for training, equipment and supplies. Determine cost effective ways to advertise any openings and implement process. Spring of 2017, City Human Resources advised each department to include all job advertising and recruitment in the departments operating budgets. We include funding in 2-22XX-2324. Fill openings utilizing the current system in place. On-Going – The Extra Board (part-time) firefighter position provides an effective process for filling full-time vacancies in a timely manner with trained and EMS certified firefighters. Develop and deliver a training curriculum that reflects the current job description and desired skill set. 2017 – Prior to each Extra-Board recruit class, a fire training curriculum is developed that reflects the current edition of NFPA 1001 and a EMS training curriculum that provides the requirements for EMT-Basic to achieve EMT-Advanced certification. In addition, the EMS curriculum addresses a review of department medical treatment protocols and equipment for AEMT and Paramedic certification. Evaluate overall delivery and measure against past retention performance to determine effectiveness. On-Going – At the conclusion of each recruit class a course evaluation is conducted by each recruit member and the overall course scores are evaluated and compared to previous recruit classes. 2017 – We continue to have less than .12 percent turnover of EB FF prior to moving to FT status (as of February 2018). Report findings to administration and make necessary adjustments from any subsequent direction. 2017 – Division Chief Coffey presented the fire chief the 2017 recruit class report at the conclusion in July 2017. 	

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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Objective 2B	Evaluate the impact of special events, incentives, ranks, and certifications on department service delivery to determine if opportunities for staffing improvement exist.		
Timeframe	In progress	Assigned to:	Special Events Program Chief and/or Manager
Critical Tasks	<ul style="list-style-type: none"> Identify events required by law/conference/contractual. 1/2018 – Fire Chief communicated with city legal department regarding the necessity of event contracts and agreements. Legal will review all documents and determine whether city commission approval is required. Analyze the level of coverage required and the impact to operational staffing needs. Report findings and recommendations. 12/2017 – Staff determined that adjustments in staffing for KU Football staffing can be modified to eliminate the “Medical Branch” officer position. Duties will be absorbed by the IC. Analyze current methodology for staffing events (SOP). Determine if changes are needed and submit recommendations to the administration for consideration and approval. Analyze all costs associated with current delivery against costs for any new recommended delivery program under consideration. Analyze current contractual or other types of agreements to determine if any changes or exclusions to coverage are available. 1/2018 – Contracts and agreements will be required for all special events that. EMS Division Chief has been assigned the task of developing contracts and agreements for special event services. Time Frame 60 days. Evaluate any new systems implemented to determine effectiveness and make necessary changes. 		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:



Objective 2C Evaluate the impact of the non-emergency call back process.

Timeframe In progress **Assigned to:** Labor Management

Critical Tasks

- Identify and create a list of drafting events.
Labor / Management Project team was formed to evaluate the impact of the non-emergency call back drafting process. The main focus of the team was to evaluate the number of special events the department staffs yearly and create a policy that ensures adequate staffing for the event and extends the notice of a draft. EMS Chief Tolefree was the Special Event Program Manager up until her retirement. Chief Tolefree provided group with a list of special events that the department typically staffs. The majority of the events are Kansas University (KU) sporting events with the remainder being various events occurring in the community. A current list of posted events can be found on the LDCFM Extranet. <http://fmnet/special-events-posted>.
- Analyze current drafting process to determine effectiveness.
The team analyzed our current system to determined effectiveness. The major problem of our current system was the drafting (mandatory overtime) of members on very short notice for special events. Sometimes on the day of the event. This caused not only hardship on the employee but also had an impact on our service delivery by having special event staffing competing with shift staffing. The on-duty shift commander would not only have to ensure adequate shift staffing but would have to draft members for special events.
- Evaluate the impact of other leave to service delivery.
This will be a Labor Management project team in the Fall of 2018.
- Review current policy to determine if it is contemporary to department needs.
The Special Events Program Manager would receive requests from outside organizations requesting staffing for a special event. The Program Manager would then post the Event on the LDCFM Extranet with staffing needs. Members would then submit a “Request to Work” that was attached to the posted event. A timeline would be set by the Program Manager on how long the event would be posted. Requests to work were time stamped and event was filled on a first come, first serve basis. If the event had remaining positions unfilled, members would be drafted for the event.
- Seek alternative methods to correct any gaps identified in review.
The team found that the majority of the dates for KU events were known well in advance, allowing for more advanced notice on the staffing. The policy was updated and included advanced posting of known events well ahead of the event date. The events would be posted for a specific timeframe and then go to the draft for filling the unfilled positions. This allowed the staffing of the events to be known weeks in advanced. The members would also benefit in knowing well ahead of the event if they were drafted, giving members more time to plan.
- Create new policy that reflects identified needs and submit to administration for approval process.
The draft “mandatory overtime” policy was sent out for comments on 1/30/2018 and will posted for two weeks. The Special Event Staffing procedure was also updated to reflect the recommended changes.
- Develop and deliver train curriculum to staff and implement new policy and procedures.
Shift Commanders were trained on new system and members were made aware of the policy changes that allowed for advanced scheduling.
- Evaluate effectiveness of new delivery and make any changes necessary.





Review policy outcomes in 6 – 8 months form implementation.

**Funding
Estimate**

Capital Costs:
Personnel Costs:

Consumable Costs:
Contract Services Costs:





Goal 3	Continually review, research, acquire, and implement technology systems to increase efficiency and effectiveness of the department.		
Objective 3A	Complete an inventory of current department technology (hardware, software, connectivity).		
Timeframe	In progress	Assigned to:	Technology Program Chief and/or Manager, Technology Team
Critical Tasks	<ul style="list-style-type: none"> • Identify and define hardware utilized within each division of fire/medical department: <ul style="list-style-type: none"> - Operations 3/2017 – The department purchased and began the installation of 26 Data911 Mobile Data Units. This installation will provide all primary and secondary apparatus new technology. - Prevention - Training - Administration - EMS <p>Various Dates in 2017 –</p> <p>Station No. 1 - Temp trailer –Fiber to city hall.</p> <p>Fire Investigations - 1839 Mass – Midco Cable Modem connection; 10mb Down/ 1mb up. This connection is appropriate for 1-3 employees It has been reliable over the last years’ time.</p> <p>Station No. 2 – Fiber to city hall</p> <p>Station No. 3 – Fiber to city hall</p> <p>Station No. 4 – Fiber to city hall</p> <p>Admin/5 – Fiber to city hall We will upgrade this to 10gb fiber this year.</p> <p>Training – Midco connection (until 11th and Haskell fiber project)</p> <p>Station No. 12 (Eudora) – Midco Cable Modem connection; 10mb Down/ 1mb up. This connection is appropriate for 1-3 employees It has been reliable over the last years’ time.</p> <p>Station No. 11 (Baldwin) – 3G Verizon; we should upgrade this to a 4g router. It currently provides about 1.5mb connectivity. We hope to get fiber connectivity from 3rd party project, but we don’t know if that will happen or not.</p> <p>Vehicles – Verizon connections which are functional at about 6mb????? Cisco????</p> <p>5/2017 – The department purchased and began to utilize 17 new Toshiba Toughbook’s for electronic patient care reports.</p> <p>8/2017 – A computer inventory was completed by the training division in conjunction with the City IT department. The result of this inventory updated the departments computer replacement program. ## station personal computers were purchased for installation at all department divisions.</p> • Identify and define software utilized within each division of fire/medical department: <ul style="list-style-type: none"> - Operations The operations division utilizes FH (incident RMS) and ESO Healthcare Connected (patient care reporting). - Prevention 		



The prevention division utilizes ESO - FireHouse, Innoprise Suite® – Community Development), and BATS (fire investigation), CSI Death Investigation Reporting.

- Training

The training division utilizes Target Solutions® (training management system)

- Administration

The administration division utilizes Innoprise Suite - Financials®

- EMS

The training division utilizes ESO Healthcare Connected (patient care reporting)

8/2017 - The City/Department migrated to MS Office 365® in the Fall of 2017. Identify and define connectivity utilized within each division of fire/medical department:

- Operations
- Prevention
- Training
- Administration
- EMS

We have a solid network and server architecture. Server information is housed on our VMware Environment which experienced a complete refresh over the last years' time. It is backed up offsite using our COMM vault solution. Our fiber connectivity is redundant to most facilities with plans to close two more loops within a year's time.

- Assess the effectiveness of current hardware, software, and connectivity used within the department that was identified in the first three critical tasks.
2017 annual evaluation by City IT - Fire/Medical is in great shape with their Computer Workstations. They are currently operating with an average workstation age of just about 2 years. Over the coming years we will need to pay closer attention to our mobile devices including iPads and smartphones. They serve many critical functions within our organization but are not managed at the same level of attention as the rest of the department's assets.

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B Evaluate current technology and develop a plan to update.		
Timeframe	In progress	Assigned to: Technology Program Chief and/or Manager, Technology Team
Critical Tasks	<ul style="list-style-type: none"> • Identify software, hardware, and connectivity being updated based on evaluation. Next 12 – 18 months - Based on the initial assessment, Firehouse RMS has been purchased by ESO Solutions. We will need to evaluate the new product as it becomes available. Next 12 months – We need to invest in new performance analytical software. • Identify software, hardware, and connectivity being eliminated based on evaluation. Fall 2019 • Perform cost analysis on potential software updates or upgrades. Request in the 2019 Operating Budget purchase of “Interra” Software for planning and analysis. Request in the 2020 CIP a new RMS System or Upgrade to ESO Fire (replacing ESO FireHouse®) • Prioritize the updates or upgrades based on need. <ol style="list-style-type: none"> 1. Incident Records Management Software 2. Performance Analytical Software 	



- Identify funding sources for the upgrades or updates.
Annual Operating funds or CIP for projects greater than \$100,000
- Implement new upgrades or updates.
TBD post purchase approval – Will develop a implementation plan.

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3C	Develop a plan to evaluate and purchase new technology.	
Timeframe	Fall 2018	Assigned to: Technology Program Chief and/or Manager, Technology Team
Critical Tasks	<ul style="list-style-type: none"> • Perform gap analysis of departments technology needs with internal and external partners (Lawrence Police Department, Douglas County Sheriff’s Office, Douglas County Emergency Communications, Douglas County Emergency Management, City of Lawrence Information Technology). • Research available products to meet any technology gap identified for implementation. • Conduct cost analysis of available products identified for implementation. • Recommend products for purchase. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3D	Develop a plan to educate department members on current and new technology.	
Timeframe	Fall 2018	Assigned to: Technology Program Chief and/or Manager, Technology Team
Critical Tasks	<ul style="list-style-type: none"> • Identify members or end users requiring the training. • Introduce new or updated software, hardware, and connectivity. • Develop an agency specific training curriculum for the technology. • Deliver overview of products and training. • Conduct and analyze outcome of Q/A session with identified users and revise curriculum as indicated. • Schedule and conduct training to a proficient level. • Implement and integrate new technology feature into agency systems. • Evaluate functionality and outcomes of new or updated technology. • Make necessary adjustments to fulfill objective needs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3E	Identify and evaluate the workforce needs associated with the delivery and maintenance of department technologies.	
Timeframe	In progress	Assigned to: Technology Program Chief and/or Manager, Technology Team
Critical Tasks	<ul style="list-style-type: none"> • Identify current information technology workforce. Spring 2017 - The department has a Technology Program Team that works with City IT. The mission of this group is to evaluate, implement and maintain our technology systems. • Perform a task analysis to identify any gaps in delivery of job description(s). Spring - 2017 - As a program team the members of the department have been selected based on interest and personal technology background. The City IT departments serves as the experts in this area. There are no official city “job descriptions” for this program team. • Conduct a cost analysis associated with closing any identified workforce gaps. This approach has worked well and is extremely cost efficient by using FTE and overtime pay for off-duty work. 	



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- Develop and present a recommendation report to the administration for consideration.
Continue to request appropriate funds in the 2019 Operating Budget to support the technology program team.
-

**Funding
Estimate**

Capital Costs:
Personnel Costs:

Consumable Costs:
Contract Services Costs:





Goal 4	Continue to strengthen and enhance relations with external partners to meet our mission.	
Objective 4A	Identify new and existing relationships within the City and County.	
Timeframe	Spring 2019	Assigned to: Fire Chief
Critical Tasks	<ul style="list-style-type: none"> • Conduct internal focus group to get input on partnership goals. • Create a working list. • Identify potential partnerships. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	Conduct a needs analysis.	
Timeframe	Spring 2019	Assigned to: Fire Chief
Critical Tasks	<ul style="list-style-type: none"> • Review existing relationships/partnerships. • Identify areas of deficiencies and potential growth. • Apply findings to list of potential partnerships. • Report findings to Executive Staff and Managers. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4C	Meet with potential partners.	
Timeframe	Spring 2019	Assigned to: Fire Chief, Executive Staff, and Managers
Critical Tasks	<ul style="list-style-type: none"> • Present proposed partnerships. • Develop terms of partnership. • Develop a working group to formalize partnership. • Publish list of relationships/partnerships. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4D	Empower partnership.	
Timeframe	Spring 2019	Assigned to: Fire Chief
Critical Tasks	<ul style="list-style-type: none"> • Provide training associated with goals. • Monitor and Q&A. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Goal 5	Identify, acquire, and maintain physical resource needs that allow the department to meet its mission.		
Objective 5A	Maintain accurate accounting of assets.		
Timeframe	On-Going	Assigned to:	Facilities and Apparatus Program Chief and Managers
Critical Tasks	<p>Each year the Facilities Program Chief and Manager conduct a facilities audit. This audit is the driving force for prioritizing facility repairs.</p> <ul style="list-style-type: none"> Identify capabilities of current RMS to measure physical resource management. Presently we are using MS Office Excel to document our facility audit. This is a very basic approach and does not provide the record management required for ongoing and historical needs. Audit items to ensure it includes prioritization/note condition – add items. 2018 facility audit is complete. Feb 2017 – Meeting with City Facility Manager completed to determine in-house v. department v. 3rd party repair. Determine needed repairs/replacement. Create replacement budget. Repair and replacement costs (<\$100,000) are included in the annual operating budget. Determine life span. The current department and city RMS does not account for life span considerations. Maintain and revise records system. The department annual facility audits are maintained on the departments intranet. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5B	Improve maintenance process pertaining to facilities.		
Timeframe	Continuing thru Fall 2018	Assigned to:	Facilities Program Chief and Manager
Critical Tasks	<ul style="list-style-type: none"> Identify weakness of current process. Identify stakeholders in process. Stakeholders include: Employees, members, PW facility staff, facility users. Identify solutions to agree upon deficiencies. Implement policies/procedures to address deficiencies. Train on new policies/procedures. Evaluate/revise policies/procedures for effectiveness. Update policy to reflect revisions. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5C	Improve maintenance process pertaining to apparatus reporting and feedback.		
Timeframe	In progress	Assigned to:	Apparatus Program Chief and Manager
Critical Tasks	<ul style="list-style-type: none"> Identify weakness of current process. As part of our last SP, a internal audit was conducted by PW Vehicle Maintenance with user participation. Identify stakeholders in process. Stakeholders include: Members, PW Vehicle Maintenance staff, 3rd party repair facilities. Identify solutions to agreed upon deficiencies. 		



2016 – as a result of the 2014 review of systems and audit, it was apparent that a new RMS for vehicle maintenance was needed.

- Implement policies/procedures to address deficiencies.

In early 2016 the first phase of “*Fleet Focus by Asset Works*” was implemented. This software implementation was the direct result of identified weaknesses from the maintenance side. The next step is to implement the repair requests module (Spring 2019).

- Train on new policies/procedures.
- Evaluate/revise policies/procedures for effectiveness.
- Update policy to reflect revisions.

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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Objective 5D Improve maintenance process pertaining to equipment.

Timeframe	Fall 2018	Assigned to:	Equipment Program Chief and Manager
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- Critical Tasks**
- Identify weakness of current process.
 - Identify stakeholders in process.
 - Identify solutions to agreed upon deficiencies.
 - Implement policies/procedures to address deficiencies.
 - Train on new policies/procedures.
 - Evaluate/revise policies/procedures for effectiveness.
 - Update policy to reflect revisions.

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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Objective 5E Evaluate improvements to physical resources.

Timeframe	On-Going – Annual Program	Assigned to:	Executive Staff
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- Critical Tasks**
- Recognize problem and analyze condition to determine any needed repairs.
 - Determine funding needs and source.
 - Capital improvement program
 - Annual Operating Budget
 - Perform repair.
 - Reevaluate periodically.

We evaluate our physical resources on an annual basis. This is done by PW – Facilities and Vehicle Maintenance and our department members. Based on estimated cost budgetary requests are made (Capital >\$100,000 – Annual Operating Budget <\$100,00).

Repairs are performed as need by the companies or 3rd party if it is outside the scope of PW facility maintenance.

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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Objective 5F Analyze future facility needs and develop plan.

Timeframe	Summer 2019 – 2019 Budget Request Item	Assigned to:	Executive Staff
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- Critical Tasks**
- Develop criteria to determine facility needs.



- Identify needs based on established criteria.
- Determine funding needs and source for facility planning.
- Hire experts to conduct a station needs and location study.
- Conduct focus groups.
- Gather input from internal and external stakeholders.
- Formulate facility needs plan.
- Enact facility needs plan.
- Re-evaluate plan as needed.

**Funding
Estimate**

Capital Costs:
Personnel Costs:

Consumable Costs:
Contract Services Costs:



Goal 6	Keep department policies, procedures and medical treatment protocols updated and relevant to reflect organizational needs in an evolving and changing environment.	
Objective 6A	Evaluate current review process of policies, procedures, and medical treatment protocols.	
Timeframe	In progress	Assigned to: Executive Staff
Critical Tasks	<ul style="list-style-type: none"> Identify and assign a manager of all policies, procedures, and protocols. Prior to 2017 – The Accreditation Coordinator is assigned this task. In February 2018 the position became open and an operations captain was transferred to administration to manage this task until a “Professional Standards Coordinator” can be hired. Review the current evaluation process. Policy 104.02 – Standard Operating Procedures (SOP) and Polices Life Cycle was reviewed and updated on 4/4/2017. Assign a manager for policies, procedures, and protocols by division. The Accreditation Coordinator and the fire chief assign policy/procedure updates to divisions based on topic. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6B	Review the current policy, procedure and medical treatment protocol matrix.	
Timeframe	In progress	Assigned to: Executive Staff
Critical Tasks	<ul style="list-style-type: none"> Identify current review policy matrix deficiencies. 2018 – a matrix has been updated to identifies all department Policy/Procedure. The present system is very basic (using Excel) as a RMS. Conduct a needs assessment of the current policy matrix. 2017-2018 – Assess LKPD use of “Power DMS” outcomes. Review the new needs and implement recommended changes to the review matrix. It is anticipated that the City will move to “Power DMS” citywide in 2019-2020. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6C	Revise and implement new process if evaluation warrants.	
Timeframe	FY 2019 - 2020	Assigned to: Executive Staff
Critical Tasks	<ul style="list-style-type: none"> Update existing policy or procedure. Distribute policy or procedure to members for Q&A. Review comments and make changes. Determine training needs prior to implementation. Create and deliver training curriculum in needed areas. Implement new policy. Evaluate outcomes, if applicable (e.g. procedural changes that may impact service delivery or tasking associated with the establishment of agency ERF). 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6D	Conduct periodic revisions and updates of the Strategic Plan and Standards of Cover.	
Timeframe		Assigned to: Executive Staff



Critical Tasks

- Annually review the Strategic Plan and Standards of Cover.
The Strategic Plan is reviewed by the department management team the first quarter of each year as part of the managers meeting.
- Revise and update the plan as needed.
Updates are documented in a master document that is published on the department intranet and website.
- Publish and report changes annually.
The Strategic Plan is reviewed by the department management team the first quarter of each year as part of the managers meeting. Updates are documented in a master document that is published on the department intranet and website.

Funding Estimate

Capital Costs:

Personnel Costs:

Consumable Costs:

Contract Services Costs:





Vision

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

Lawrence-Douglas County Fire Medical's 2021 Vision

is to continue to be widely known for commitment to those we serve and for striving for excellence in all we do.

Living to honor our community that drives and supports our mission, we will bolster the support for our greatest assets, our members, as we enhance and define our training processes. Through greater workforce planning efforts, we will ensure diversity, efficiency, and responsibility.

Dedication to continuous improvement and the best practices of our industry will remain at the forefront of our entire operation. We will continue to show our professionalism by remaining internationally accredited and being the best of the best. Our emergency communications and technology initiatives will further support this focus and ultimately, the provision of superb services to Lawrence and Douglas County.

Collaboration with our external partners will allow the department to lead, all the while enhancing the larger team in support of our citizens and guests. We will also work as our internal team to guarantee we live with the highest level of integrity, compassion, and respect to others and ourselves.

Fiscal stewardship and the pursuit of efficiency and effectiveness will be reflected as we manage our current and future physical resources, as well as hone our policies and procedures.

Mission and values will remain our foundational anchors and we will stay resolute in the pursuit of the future by holding each other accountable to ensuring this vision comes to fruition.



Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."³ Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

... successful strategic planning requires continuing review of actual accomplishments in comparison with the plan ... periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

In order to establish that the agency's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

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

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.



A “family of measures” typically utilized to indicate and measure performance includes:

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

The Success of the Strategic Plan

The agency has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the agency used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

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

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵

⁵ Matthews (2005). *Strategic Planning and Management for Library Managers*



Appendix A

LAWRENCE-DOUGLAS COUNTY FIRE MEDICAL Strategic Planning Process

PRIORITIZATION OF SERVICES

Listed below are the services that Lawrence - Douglas County Fire Medical Department will be evaluating during the strategic planning process. Before asking you to prioritize these items (through a direct comparison process), the services will be explained so that you have a good understanding of each.

After this explanation is given, please compare each service indicated in **red** against the other in **black**, circling the service that you feel is most important in each instance.

SERVICES

1. Community Risk Reduction (Reduction of risk through fire code enforcement, plan review, and occupancy inspections.)	1	1	1	1	1	1	1	1	1	1
2. Public Fire and Life Safety Education (Fire and first aid safety education and training for the public.)	2	2	2	2	2	2	2	2	2	2
3. Fire Investigation, Cause and Origin (Determination of fire origin and cause, including evidence collection and investigation.)	3	3	3	3	3	3	3	3	3	3
4. Domestic Preparedness Planning and Response (Preparation and emergency response to natural disasters and to terrorist action.)	4	4	4	4	4	4	4	4	4	4
5. Fire Suppression (Emergency extinguishment of any building, vehicle, equipment, aviation, or natural cover fires.)	5	5	5	5	5	5	5	5	5	5
6. Emergency Medical Services (Emergency medical response - Advanced Life Support with patient transport.)	6	6	6	6	6	6	6	6	6	6
7. Technical Rescue (Entrapment in vehicles, machinery, confined space, high angle, trench, water, and structural collapse rescue.)	7	7	7	7	7	7	7	7	7	7
8. Hazardous Materials Mitigation (Emergency incident stabilization of dangerous materials release.)	8	8	8	8	8	8	8	8	8	8
9. Coroner Scene Investigation (Determination of the cause and manner of death for all unattended deaths in Douglas County.)	9	9	9	9	9	9	9	9	9	9
10. Tactical Medic (Advanced life support tactical deployment personnel to support law enforcement in high-risk operations.)	10	10	10	10	10	10	10	10	10	10

1	2	3	4	5	6	7	8	9	10





Lawrence-Douglas County Fire Medical | Strategic Planning Process

COMMUNITY INPUT

The Lawrence-Douglas County Fire Medical Department is developing a comprehensive community driven strategic plan. Input from you, “the customer,” is a critical component of this process. Please take some time to fill out the information requested below.

Please list, in priority order, the expectations you have of your fire department:

- 1.
- 2.
- 3.
- 4.
- 5.

Please list, in priority order, any concerns you have about, or for your fire department:

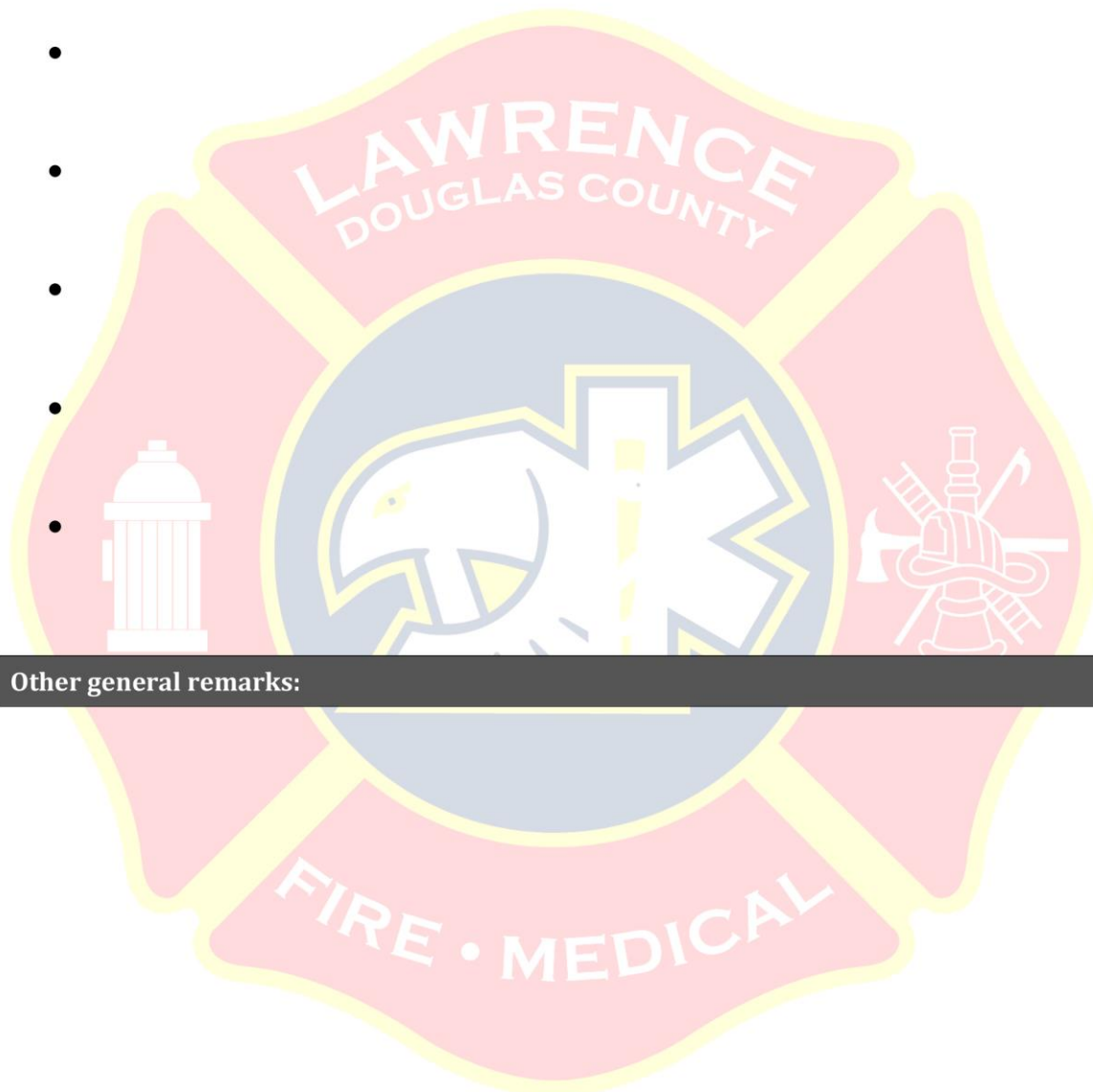
- 1.
- 2.
- 3.
- 4.
- 5.



Lawrence-Douglas County Fire Medical | Strategic Planning Process

In no order, please list any *positive feedback/strengths* that you would like to share regarding your fire department:

-
-
-
-
-
-



Other general remarks:

When you have completed your work on the feedback instruments, please hand them to the facilitator or leave them on the table.

THANK YOU!





Glossary of Terms, Acronyms, and Initialisms

AVL	Automatic Vehicle Location
Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
ECC	Emergency Communications Center
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
GIS	Geographic Information System
Input	A performance indication where the value of resources is used to produce an output.
ISO	Insurance Services Office
KFRTI	Kansas Fire Rescue Training Institute
KU	Kansas University
MOU	Memorandum of Understanding
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFPA	National Fire Protection Association
OSHA	Occupational Health and Safety Association



Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
PPE	Personal Protection Equipment
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
SCBA	Self Contained Breathing Apparatus
SOP	Standard Operating Procedures
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby 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.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



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