

City of

# EUDORA Fire Department



# Strategic Plan



## **Introduction**

The City of Eudora Fire Department (EFD) provides fire suppression, emergency medical services, technical rescue, special operations, fire prevention/inspection, and public education to the City of Eudora, Kansas. EFD 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 CFAI *Fire & Emergency Service Self-Assessment Manual* 8<sup>th</sup> Ed., and is intended to guide the organization with continued improvement.

The Community-Driven Strategic Planning process challenged the membership of the EFD to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the “team.” Furthermore, it provided the membership with an opportunity to participate in the development of their organization’s long-term direction and focus. Members of the agency’s external and internal stakeholders’ groups performed an outstanding job in committing 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 agency’s pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for justifiable and sustainable future.

**CITY OF EUDORA FIRE DEPARTMENT STRATEGIC PLAN  
TABLE OF CONTENTS**

Organizational Background .....1

Definition of a Community-Driven Strategic Plan.....2

Process and Acknowledgements .....6

Community Group Findings.....7

Community Priorities.....7

Community Expectations.....8

Areas of Community Concern .....9

Positive Community Feedback ..... 11

Other Thoughts and Comments ..... 12

Internal Stakeholder Group Findings ..... 13

Mission..... 14

Values ..... 15

Programs and Services ..... 16

S.W.O.T. Analysis..... 17

Strengths ..... 17

Weaknesses..... 18

Opportunities ..... 19

Threats ..... 20

Critical Issues and Service Gaps..... 21

Strategic Initiatives ..... 21

Goals and Objectives..... 22

Vision..... 32

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



### Organizational Background

Eudora is a City of approximately two (2) square miles in Douglas County Kansas, and is part of the Lawrence, Kansas Metropolitan Statistical Area. Eudora was originally part of a large piece of Indian Territory that three German settlers purchased in the mid-1800's from Chief Paschal Fish. The name "Eudora" was derived from that of Chief Fish's daughter (of Greek derivation meaning "giving" or "generous"). The Chief said that the name would result in Eudora never falling victim to tornados...and there hasn't been a tornado touchdown in Eudora to this day. The name was so meaningful at the time, that the first baby born there was named Eudora as well.



The fire department's history goes back to 1926 when it was formed as a volunteer fire squad. Eudora's rapid growth in just the past decade has resulted in the hiring of its first full time Fire Chief (2003) to oversee what has been otherwise an all volunteer department. Currently, the department serves the 6,000+ residents with approximately 35 - 40 volunteer firefighters, EMTs, and paramedics.

All personnel are assigned to a seven-member shift schedule so as to provide the community with appropriate response to almost 700 annual calls for service. Medical first response is provided by EFD's personnel who receive medical oversight and training from the Lawrence Douglas County Fire Medical Department. The department operates out of one fire station and also utilizes a small building next to the City Municipal Building and Annex as an administrative and business office.



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

---

### Definition of a Community-Driven Strategic Plan

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community.

To ensure that community needs were incorporated, the Community-Driven Strategic Planning process as used and referenced by the Center for Public Safety Excellence (CPSE) in their Eudora Fire Department Management Audit in 2010 was used to develop the EFD Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

### What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

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

Peter F. Drucker,  
Professor of Social Science  
and Management

*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. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes factored in appropriately.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public through better, faster, and less expensive programs.

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. 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.<sup>1</sup>*

The U.S. Federal Consortium Benchmarking 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.

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.

---

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



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

---

### Where Does the Community Fit into the Strategic Planning Process?

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.<sup>2</sup>*

Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

### Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List," or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

---

<sup>2</sup> Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

# **EUDORA FIRE DEPARTMENT**

## ***2012-2017 Strategic Plan***



---

### **The Community-Driven Strategic Planning Process Outline**

The specific steps of the process are as follows:

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



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

### Process and Acknowledgements

The Eudora Fire Department’s External and Internal Stakeholders should be acknowledged for their participation and input into the Community-Driven Strategic Planning Process. Fire Chief Chris Moore should also be recognized for his leadership and commitment to this process.

Initial development of the EFD’s Strategic Plan took place in 2010, during which time representatives from the CPSE and the EFD held an open meeting where members of the public, or external stakeholders, were invited as part of a CPSE facilitated Fire Department Management Audit. Input received from the meeting revolved around community expectations, concerns, and other comments about the agency. The Eudora Fire Department expresses a special ‘thank you’ to community members who contributed to the creation of this strategic plan, as it was truly a team effort. Those present at this meeting were as follows:

**Table 1: Eudora Fire Department Community (External) Stakeholders**

<i>Darren Abram</i>	<i>David Becker</i>	<i>Russ Bishop</i>
<i>Delbert Breithaupt</i>	<i>Lois Breithaupt</i>	<i>Betsy Crabill</i>
<i>Amy Durkin</i>	<i>Diane Elmer</i>	<i>Marjorie Gronniger</i>
<i>Amanda Herrmann</i>	<i>Jason Hoover</i>	<i>Jan Irby</i>
<i>Ron Long</i>	<i>Donna Oleson</i>	<i>Susie Pryor</i>
<i>Stephen Reetz</i>	<i>Judd Remmers</i>	<i>Hal Reusch</i>
<i>Fr. Pat Riley</i>	<i>Dave Sheffer</i>	<i>Bob Slapar</i>
<i>Barbara Tuttle</i>		

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



### Community Group Findings

A key element of the EFD’s organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the agency asked representatives from their community to participate in a meeting which would focus on their needs and expectations of the agency. Discussion centered not only on the present service programs provided, but also on priorities for the future.

### *Community Priorities*

In order to dedicate time, energy, and resources on services most desired by its community, the EFD needs to understand what the customers consider to be their priorities. The External Stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

**Table 2: Community Service Program Priorities of the Eudora Fire Department**

SERVICES	RANKING	SCORE
Emergency Medical Services	1	114
Fire Suppression	2 (tied)	89
Rescue		
Fire Prevention & Life Safety	3	45
Hazardous Materials	4	42
Public Fire/EMS Safety Education	5	38
Domestic Preparedness	6	25



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

### *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. Following are the expectations of the community's External Stakeholders:

**Table 3: Customer Expectations of the Eudora Fire Department (in priority order)**

1. Well trained personnel to handle the job.
2. Quick response time to emergencies.
3. Behave in a professional manner.
4. Knowledgeable.
5. Members of the department should be well mannered and courteous.
6. Personnel should treat community members with respect.
7. The department should be well prepared.
8. The department should provide public fire and first aid education.
9. To respect equally the customers to whom they are responding to assist (whether living out south or in a trailer park).
10. That fire and EMS members work together harmoniously.
11. The fire department should be transparent.
12. To have a fully staffed, well equipped, highly educated EMS team.
13. To have a fully staffed, well equipped, highly educated fire department to carry out all functions.
14. The fire and EMS department should exist for service to the community, and not be "detoured" by politics.
15. To improve communications with the public.
16. To conduct themselves as outstanding respectful citizens at all times.
17. To work as a team without politics.
18. To be well organized.
19. To have a single person in-charge.
20. That the fire and EMS department grows as the City grows so as to provide adequate service/protection.
21. To take their responsibilities seriously.
22. Personnel should know and follow the rules and regulations.
23. To respect the property of victims.
24. To have enough supplies within their expiration date.
25. The personnel should represent our community with respect and pride not only on-duty, but also off duty 24/7.
26. Personnel should have the ability to handle the job without having to be told.
27. The fire and EMS department should be able to make internal decisions about the

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



department – not the City Council.
28. That personnel have the proper certifications to do the job.
29. That the City and the community support our fire department.
30. To operate in a manner that promotes further volunteering.
31. That personnel be fairly compensated for their commitment.
32. They should be provided adequate facilities, apparatus and equipment to complete the required tasks put before them.
33. To be good stewards of the public funds and assets.
34. To do no more damage than necessary when fighting fires.
35. That the members will take all training session drills seriously – no slacking.
36. I expect personnel to be of good character, morally and confidentially.
37. To have efficient and updated equipment.

### *Areas of Community Concern*

The Community-Driven Strategic Planning Process would be incomplete without an expression from the community regarding concerns about the agency. 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.

**Table 4: Areas of Customer Concern of the Eudora Fire Department**

• People that are on the fire department need to realize the amount of time it will consume from the family.
• The department needs to be seen and not heard.
• The amount of training required.
• The number of people that respond to an EMS call seems to be very high. Do we really need 6-8 people on an EMS call?
• Would like to see a Chief who is active. I do not think we need a full-time Chief who just sits in an office. We need one who runs calls, is active in training, etc.
• Is there enough quality training?
• Sometimes there seems to be too much of politics being played within the department.
• The limited number of people on staff in regards to the amount of hours required to staff for the City 24/7.
• The recent loss of personnel, and the possible loss of experience.
• The lack of proper facilities (fire station).
• The lack of proper equipment (ladder truck for taller buildings, no extrication equipment for coverage on K-10).
• The relationship of two departments less than 1.5 miles apart.
• Fire code inspections are bogus and woefully inadequate.
• City Council member as part of the fire department leadership.
• Inability to cooperate between City and Township fire departments.
• EFD needs a new building (fire station) to work out of.



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

• Need more local residents on the department.
• With tax dollars being short, could use two departments (EFD and ETFD) together.
• The number of structure fires that have ended up being a total loss!
• Length of time for response.
• Proper training – do they attend the meetings and practices?
• That the members cooperate – no back biting and hurt feelings.
• The City should enforce the cleanup of blight houses, trailers and junk cars. These cause the potential of fire and danger to firefighters.
• I have heard that some members do not get along well, which creates tension.
• I had zero concerns until I heard at this meeting that the Fire Chief is no longer here. We had a great working relationship with him.
• Because it is a volunteer department, the response time is necessarily slower than would be with a paid department, possibly costing lives and more property damage.
• Their knowledge and training may not be as extensive since it is a volunteer system.
• Volunteers – day shift – need full time.
• Volunteers getting burned out.
• Response time.
• Proper equipment – i.e. trucks, tools.
• Leadership? Where is our next Chief?
• Are we fully staffed, and do we need more fulltime volunteers?
• Training.
• The number of volunteers.
• Proper equipment.
• It seems we have a difficult time keeping a Fire Chief.
• The only negatives are the politics, and the refusal to work with the Township.
• Why does a big fire truck respond to all emergencies?

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



### *Positive Community Feedback*

For a strategic plan to be valid, the community's view on the agency'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.

**Table 5: Positive Customer Comments about the Eudora Fire Department**

• They have responded when needed, and have assisted in a timely fashion.
• I was very impressed with the fire department in helping get fire entrances and signs set-up at my new building.
• It appears that they do a good job.
• The reputation of the fire department is great.
• I think our facilities are beautiful.
• My experience, though limited, is positive and I believe the volunteers are dedicated to providing good service to the community.
• Thank you!
• Friendly, courteous.
• EMS responders are wonderful and in complete contrast with Lawrence Fire Medical personnel, who are sometimes arrogant and disrespectful of our nursing staff.
• They seem to be dedicated and willing to help.
• To the best of my knowledge, response times to the scene are excellent.
• The Eudora Fire/EMS Department should be very proud of their achievements.
• I deeply appreciate that these men and women are volunteers and risk their lives to save my life and property.
• The number of volunteers.
• Thanks for the support of local events.
• The keep the building and equipment that they have looking nice.
• I do see younger people around the fire station.
• The volunteers should be commended (and paid more) for their efforts.
• They have not been negatively shown in the media recently.
• They are doing a good job given the circumstances over the last 12 months.
• No one has been injured or killed.
• They appear to be somewhat transparent.
• They have a good core of people, and a good history to work from.
• I think the department has many dedicated individuals.
• Always seem to be very professional.
• Seem to respond to all calls.
• There seems to be many who have a great deal of pride in their department.
• I have used EMS two times and was overwhelmed with promptness, ability and caring for both me and my wife.
• Very good.



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

---

### *Other Thoughts and Comments*

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

**Table 6: External Stakeholders' Comments about the Eudora Fire Department**

• Join the Township and EFD together, have one Chief, and better communications and relationship together.
• Merging of the City and Township needs looked at as it does not make tax, facilities nor personnel sense to have duplicate services that close together.
• Would like to see better relations between the Eudora City and Township departments.
• Personally I am very proud and feel we have a great fire/EMS.
• Medicalodge Eudora sees the fire department as a key relationship in the community. We have had only positive interactions with the Eudora team. They've gone above and beyond the call of duty – providing annual in-service and judging our annual chili cook-off. Thank you!

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



### Internal Stakeholder Group Findings

Numerous internal stakeholder work sessions were conducted between 2010 and 2012. These sessions served to discuss the agency's approach to Community-Driven Strategic Planning, with focus on the Eudora Fire Department's Mission, Values, Core Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions generated a high level of interest and participation by the broad agency representation in attendance.

**Table 7: Eudora Fire Department Internal Stakeholders**

<i>Kevin Blake</i>	<i>Damon Bradley</i>	<i>Paula Bradley</i>	<i>Stephen Carlyle</i>
<i>Chad Dittman</i>	<i>Aaron Evans</i>	<i>Pete Feyerabend</i>	<i>Peter Friedel</i>
<i>Matthew Fulks</i>	<i>Yvette Gadberry</i>	<i>Benjamin Green</i>	<i>Sherri Hall</i>
<i>Chris Hull</i>	<i>Jim Kerby</i>	<i>Chelsea King</i>	<i>Gary Klotz</i>
<i>Garrett Ladd</i>	<i>Aaron Lathrom</i>	<i>Mike Markovich</i>	<i>Mason McCurdy</i>
<i>Chris Moore</i>	<i>Andrew Naylor</i>	<i>Ryan Rivera</i>	<i>Justin Simonich</i>
<i>Keith Spense</i>	<i>Dave Sutton</i>	<i>Daniel Taylor</i>	<i>Gavin Wartick</i>
<i>David Westerhouse</i>	<i>Brandon Wiggin</i>	<i>John Woolfolk</i>	



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

---

### **Mission**

A work group of the EFD's Internal Stakeholders met to review the existing Mission and collectively agreed to the following:

**Table 8: The City of Eudora Fire Department Mission**

*The City of Eudora Fire Department strives to protect life and property by providing prompt professional fire, rescue and emergency medical services.*

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



### Values

Establishing values and associated statements embraced by the members of an organization is extremely important. They illustrate those features and considerations that make up the personality of the organization. The EFD Internal Stakeholders agreed to modify the existing values terms and statements.

**Table 9: The City of Eudora Fire Department’s Values Statements**

<b><u>COMMUNITY</u></b>
We will respect the community by providing compassionate and quality service to all. We will strive to be good stewards of the resources that have been entrusted to us while accomplishing our mission.
<b><u>PROFESSIONALISM</u></b>
We are dedicated to the pursuit of excellence and the demonstration of high professional standards critical to both the successful accomplishment of our work and the assurance of best service to our community. We are committed to continuous training ensuring on-going professional development.
<b><u>INTEGRITY</u></b>
We are committed to actions with honesty while adhering to the highest standards of moral and ethical behavior. We will demonstrate our commitment to these standards through our personal and professional actions.
<b><u>VISION</u></b>
We recognize and understand that the constant change in our community impacts our demands for service daily. We are committed to seeking out and implementing innovative and progressive thinking to address change most effectively to benefit those who we serve.
<b><u>BROTHERHOOD</u></b>
We will protect and preserve brotherhood by adhering to the responsibilities of our calling. We will demonstrate honor for all who have served before us, we will respect those with who we serve now, and we encourage those which will follow in our footsteps.

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



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

### Programs and Services

The EFD Internal Stakeholders identified the following core programs provided to the community, as well as some of the supporting services that enable the agency to deliver their core programs:

**Table 10: Eudora Fire Department Core Programs**

• Fire Prevention & Life Safety Program	• Fire Suppression Program
• Emergency Medical Service Program	• Rescue Program
• Hazardous Materials Program	• Public Education Program
• Domestic Preparedness Planning and Response Program	

**Table 11: Eudora Fire Department Supporting Services**

• Training Services	• Local and County Government
• Emergency Dispatch (Douglas County)	• Law Enforcement Services
• EMS Transport (LDCFM)	• Information Technology Services
• EMS Training (LDCFM)	• Public Works Services
• Air Ambulance Services	• Utility Companies
• Hospitals	• Railroad
• Mutual Aid Fire Departments	• Red Cross
• Professional Service Organizations	• Contract Services
• Eudora School District	• Insurance Companies
• Critical Incident Stress Debriefing Services	• Chaplain Service

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



### S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. The EFD 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. Through a consensus process, the Internal Stakeholders identified the strengths of the EFD as follows:

**Table 12: Eudora Fire Department Strengths**

Volunteer dedication	Professionalism
Younger volunteers	Close knit group of volunteers
High expectations for membership	Community service
Public image	Diverse members
Diversity of experience	Work well together
Willing to honestly look in the mirror	Well trained
Good core base	Pride in the organization
Volunteer integrity	Family oriented
Volunteer commitment	Knowledge base
Positive work ethic	Courtesy
Confidence	



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

### *Weaknesses*

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to begin or 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 those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the Internal Stakeholders as weaknesses:

**Table 13: Eudora Fire Department Weaknesses**

Internal communications	External communications
Poor fire station facility	Lack of training
Working relationships with area fire departments	No formal apparatus/equipment replacement plan
No fire department mission statement	No organizational values
Limited funds for outside training	Lack of proper station exhaust system
Lack of some equipment	Accuracy of records
Lack of training equipment	Lack of daytime staff coverage
Attrition	Commitment to schedule
Information Technology	Recruitment
Out of date policies, procedures and guidelines	Consistent participation in department functions
Lack of structured emotional support process	Disorganized agenda

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



### *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:

**Table 14: Eudora Fire Department Opportunities**

KU Fire Training facilities and programs	Working/training with other FDs
Public safety education	JCCC training/education programs
Community involvement and outreach	FD Explorer youth program
FF/EMS Internships for JCCC students	Physical fitness/conditioning options
Local community recruitment	Team building activities
Merger or consolidation with other FDs	Improved facilities
Improved City support	Improved County EMS support
Improved funding (base, grants, donations)	Expanded scope of EMS practice
Internships for KU students	New City web site



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

### *Threats*

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly 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:

**Table 15: Eudora Fire Department Threats**

Any poor leadership/management	Economy (impacting lack of funding)
Any poor support – by the City or County	Negative public opinion
Misinformation	Misperception
Unrealistic expectations of volunteers	Lack of public feedback processes
Unfunded mandates	City outgrowing the Fire Department
Language barriers	Increased traffic (K-10/I-70)
By-products of attrition	Lack of outside agency partnerships
Politics	Merger or consolidation with other FDs

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



### Critical Issues and Service Gaps

After reviewing the EFD’s core programs and support services, and conducting a SWOT analysis, the Internal Stakeholders identified the primary critical issues and service gaps. These provide the foundation for the establishment of goals and objectives in order to meet the future vision of the EFD.

**Table 16: Eudora Fire Department Critical Issues**

Communications: Internal & External	Training: Program & Aids
Workforce: Planning & Staffing	Physical Resource: Planning
Organization: Policies, Procedures and Guidelines	

**Table 17: Eudora Fire Department Service Gaps**

Communications	Human Resources
Training	Policies, Procedures and Guidelines

### Strategic Initiatives

Having reviewed the agency’s critical issues and service gaps, the following strategic initiatives were identified to guide the agency in establishing the goals and objectives.

**Table 18: Eudora Fire Department Strategic Initiatives**

Establish a Department in Pursuit of Excellence by Applying International Fire Accreditation Model Components (Commission on Fire Accreditation International)	
Establish and Enhance Training Programs	Improve Internal Communications
Establish Physical Asset and Infrastructure Planning	Improve Relationships with the Community and Area Fire Departments
Establish Formal Workforce Planning and Management Processes	Update and Establish Organizational Policies, Procedures and Guidelines



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

---

### Goals and Objectives

The Community-Driven Strategic Planning Process to this point has dealt with establishing the Mission, Values, S.W.O.T., Critical Issues and Service Gaps of the EFD. In order to achieve the mission of the EFD, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community. The internal stakeholders met in several work sessions to complete this critical phase of the planning process.

The internal stakeholders set timelines for completion of objectives supporting the goals. The leadership of the EFD should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change. Once the work groups are established and have had the opportunity to meet and review the goals and objectives, they should report back to the EFD leadership with a plan on how the goals are to be achieved.

***“If you don’t keep score,  
you’re only practicing.”***

Vince Lombardi,  
American Football Coach and Motivator

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the agency. By following these goals and objectives carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way.

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



<b>Goal 1</b>	<b>Establish staff training programs, equipment and educational opportunities necessary to enhance the quality of services delivered to the community.</b>
<b>Objective 1A</b>	<b>Identify and evaluate the current training programs, equipment and educational opportunities.</b>
<b>Timeframe</b>	3 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Form a committee to identify and assess training needs of the department.</li> <li>• Identify training program goals.</li> <li>• Report findings to the leadership of the department.</li> </ul>
<b>Objective 1B</b>	<b>Establish a training program meets the needs of departmental personnel.</b>
<b>Timeframe</b>	3 – 6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish a job description for a formal Training Officer.</li> <li>• Identify a formal Training Officer.</li> <li>• Identify the competencies that need to be addressed for the development of departmental members, and for the department as a whole.</li> <li>• Develop and manage a 12 – 24 month training schedule.</li> </ul>
<b>Objective 1C</b>	<b>Determine equipment needed to provide quality training.</b>
<b>Timeframe</b>	3 – 6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Inventory current training equipment and condition.</li> <li>• Identify equipment necessary to support the 12 – 24 month training schedule.</li> <li>• Prioritize the purchase schedule of needed training equipment.</li> </ul>
<b>Objective 1D</b>	<b>Promote outside training opportunities for departmental members.</b>
<b>Timeframe</b>	3 – 6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a program to identify outside training opportunities for personnel to attend.</li> <li>• Develop methods of notification for members regarding outside training opportunities.</li> <li>• Develop an organizational process to determine eligibility for sponsored attendance at outside training activity.</li> </ul>
<b>Objective 1E</b>	<b>Assess and report the effectiveness of the department training programs, equipment and educational opportunities.</b>
<b>Timeframe</b>	Annually
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Prepare an annual report of personnel training.</li> <li>• Include in the report the department's training equipment needs.</li> <li>• Identify in the report the opportunities for member training in the coming year.</li> </ul>



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

<b>Goal 2</b>	<b>Establish formal physical asset and infrastructure planning processes to ensure the quality and efficient delivery of services.</b>
<b>Objective 2A</b>	<b>Assess and inventory the current physical assets of the department.</b>
<b>Timeframe</b>	6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish a physical asset committee.</li> <li>• Obtain the data regarding a list of all structural, mobile and equipment assets and their current condition.</li> <li>• Determine a life expectancy of each physical asset.</li> </ul>
<b>Objective 2B</b>	<b>Determine future physical asset needs.</b>
<b>Timeframe</b>	6 – 12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Monitor the department’s response by call type.</li> <li>• Identify current or future gaps in physical resources.</li> <li>• Utilize after action reports and post incident analysis to determine physical asset needs.</li> </ul>
<b>Objective 2C</b>	<b>Determine replacement/maintenance schedule and plan for physical assets.</b>
<b>Timeframe</b>	6 – 12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Prioritize physical asset needs.</li> <li>• Develop a short term asset replacement schedule.</li> <li>• Develop a long term asset replacement schedule.</li> <li>• Implement a physical asset replacement plan.</li> </ul>
<b>Objective 2D</b>	<b>Reevaluate physical assets, infrastructure and planning process.</b>
<b>Timeframe</b>	24 months and on-going
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Provide an annual evaluation and report regarding the condition of assets and infrastructure.</li> <li>• Reevaluate and report on the department’s priorities regarding its physical assets.</li> <li>• Reevaluate the department’s schedule for replacement/maintenance, and balance with the financial resources available.</li> </ul>

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



<b>Goal 3</b>	<b>Establish processes and procedures for consistent and effective internal communications.</b>
<b>Objective 3A</b>	<b>Identify and evaluate current internal communications processes and procedures.</b>
<b>Timeframe</b>	3 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish an internal communications committee.</li> <li>• Audit current internal communications processes and methods.</li> <li>• Report findings of internal communications strengths and weaknesses.</li> </ul>
<b>Objective 3B</b>	<b>Determine most effective internal communications methods.</b>
<b>Timeframe</b>	3 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Brainstorm and consider internal communication method options.</li> <li>• Recommend most effective internal communication method options.</li> <li>• Implement most effective internal communications options.</li> </ul>
<b>Objective 3C</b>	<b>Research, select and implement advanced technology to facilitate internal communications.</b>
<b>Timeframe</b>	3 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Research advanced technology options – consider a) video recording, b) web-based meetings and/or training, c) blog or chat activity, and d) other social media methods.</li> <li>• Determine cost vs. value and benefit.</li> </ul>
<b>Objective 3D</b>	<b>Evaluate and orient department members on internal communication methods and procedures.</b>
<b>Timeframe</b>	Annual and on-going
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Educate members on new communications processes.</li> <li>• Evaluate the changes made with internal communications.</li> <li>• Update with new methods as necessary.</li> </ul>



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

<b>Goal 4</b>	<b>Strengthen external communications and relations with our community and other area fire departments.</b>
<b>Objective 4A</b>	<b>Identify and evaluate current external communications processes and procedures.</b>
<b>Timeframe</b>	3 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Establish a work group to identify external stakeholders by audience type and category.</li> <li>Determine informational needs by audience type and category.</li> <li>Establish what voids exist in effective communications with audience types and categories.</li> </ul>
<b>Objective 4B</b>	<b>Determine most effective external communications methods and medium.</b>
<b>Timeframe</b>	3 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Poll audience types and categories for best communication methods.</li> <li>Evaluate feedback for effective communication indicators.</li> <li>Recommend the implementation of quality communication methods and medium by audience type and category.</li> </ul>
<b>Objective 4C</b>	<b>Research, select and implement advanced technology for effective external communications.</b>
<b>Timeframe</b>	3 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Research external communications advanced technology methods and systems.</li> <li>Select external communications methods and systems utilizing advanced technology.</li> <li>Implement advanced technology methods for effective external communications.</li> </ul>
<b>Objective 4D</b>	<b>Evaluate external stakeholder communication methods.</b>
<b>Timeframe</b>	Annual, and on-going
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Poll external stakeholders by audience type and category regarding communications effectiveness.</li> <li>Evaluate feedback from external stakeholders by type and category.</li> <li>Consider adjustments for improvement if indicated.</li> </ul>

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



<b>Goal 5</b>	<b>Establish workforce planning processes to ensure the quality and efficient staffing and coverage necessary to effectively carry out our mission.</b>
<b>Objective 5A</b>	<b>Review current departmental human resource activity and policies, and research other effective volunteer department human resource methods and policies.</b>
<b>Timeframe</b>	4 - 6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish committee for review and research.</li> <li>• Compile findings and recommendations.</li> <li>• Present to department leadership.</li> </ul>
<b>Objective 5B</b>	<b>Establish Workforce Plan.</b>
<b>Timeframe</b>	9 months – 18 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Modify and clarify personnel policies based on committee recommendations. <ul style="list-style-type: none"> <li>• Volunteer relations and values</li> <li>• Conflict resolution</li> <li>• Discipline</li> </ul> </li> <li>• Identify job types and work required to accomplish departmental mission.</li> <li>• Identify job workload, staffing and coverage needs.</li> <li>• Establish position descriptions to include essential knowledge, skills and abilities to do the job, essential departmental functions and minimum qualifications.</li> <li>• Develop recruitment and retention plan. <ul style="list-style-type: none"> <li>• Assessment of community profile</li> <li>• Assessment of department demographic profile</li> <li>• Identify gaps</li> <li>• Consider gaps when recruiting</li> <li>• Identify motivators to enhance organizational retention</li> </ul> </li> <li>• Establish volunteer career development program. <ul style="list-style-type: none"> <li>• Competency development</li> <li>• Succession preparation (e.g.: job shadowing, coaching, mentoring)</li> </ul> </li> </ul>
<b>Objective 5C</b>	<b>Implement new workforce plan.</b>
<b>Timeframe</b>	1 year - ongoing
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Obtain approval from leadership and modify as needed.</li> <li>• Orient department personnel to plan.</li> <li>• Enforce plan <ul style="list-style-type: none"> <li>• Encourage compliance</li> <li>• Hold employees and volunteers accountable to plan.</li> </ul> </li> </ul>



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

<b>Objective 5D</b>	<b>Evaluate and update policies and plan.</b>
<b>Timeframe</b>	Annually
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Receive and review feedback.</li><li>• Determine effectiveness of plan.<ul style="list-style-type: none"><li>• Identify improvement in workforce quality.</li><li>• Identify any deterioration of workforce quality.</li></ul></li><li>• Based on findings, modify as needed.</li></ul>

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



<b>Goal 6</b>	<b>Establish Departmental Policies, Procedures and Guidelines that are current and consistently applied to deliver the best of practices and services to our community.</b>
<b>Objective 6A</b>	<b>Evaluate current departmental policies, procedures and guidelines for contemporary relevance and application.</b>
<b>Timeframe</b>	2 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish a workgroup for this goal.</li> <li>• Evaluate policies, procedures and guidelines and categorize as satisfactory, requires updating or improvement, or needs removal as irrelevant.</li> <li>• Determine policies, procedures or guidelines that are not present but need to be.</li> </ul>
<b>Objective 6B</b>	<b>Research, develop/update or revise policies, procedures and guidelines as necessary.</b>
<b>Timeframe</b>	12 months and on-going
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Ensure that policies, procedures and guidelines follow best practices as identified by CFAI.</li> <li>• Determine what criteria needs to be established as policy, and what criteria should be established as a procedure or guideline.</li> <li>• Make sure material is clear and concise.</li> </ul>
<b>Objective 6C</b>	<b>Implement updated and new policies, procedures and guidelines.</b>
<b>Timeframe</b>	On-going
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Educate and orient all members to new and update policies, procedures and guidelines.</li> <li>• Provide clear access to all members.</li> <li>• Establish mechanisms of member accountability to policies, procedures and guidelines.</li> </ul>
<b>Objective 6D</b>	<b>Annually review policies, procedures and guidelines.</b>
<b>Timeframe</b>	Annually, and on-going
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate and update.</li> <li>• Educate</li> </ul>



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

<b>Goal 7</b>	<b>Establish “best practice” methods of excellence in fire and emergency service planning and delivery.</b>
<b>Objective 7A</b>	<b>Gain access to best practices in fire protection and emergency services as a “Registered Agency” with the Commission on Fire Accreditation International.</b>
<b>Timeframe</b>	1 month and on-going
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Register with the Commission on Fire Accreditation International through the Center for Public Safety Excellence.</li> <li>• Attend workshops and web discussions provided by CFAI for the continued pursuit of excellence.</li> <li>• Participate in Heart of America Fire Chiefs Accreditation Task Force meetings quarterly.</li> <li>• Network with other best practice agencies by attending the annual CPSE Fire Service Excellence Conference.</li> </ul>
<b>Objective 7B</b>	<b>Maintain and carry-out a contemporary community driven strategic plan.</b>
<b>Timeframe</b>	On-going every 3-5 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, departmental concerns and strengths perceived about the fire department.</li> <li>• Provide internal stakeholder work sessions to evaluate and update if necessary the mission, vision and values, to determine internal strengths and weaknesses, external opportunities and threats, identify critical issues and service gaps, determine goals and objectives to achieve over three to five years.</li> <li>• Determine a work plan for the accomplishment of each goal and implement the plan.</li> <li>• Annually evaluate objectives accomplished with the plan.</li> <li>• Report annual plan progress to internal and external stakeholders.</li> </ul>

# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*



<b>Objective 7C</b>	<b>Conduct a community hazards and risk assessment and publish a contemporary Standards of Cover document.</b>
<b>Timeframe</b>	18-24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Have necessary personnel receive instruction on hazard and risk assessment, and standards of cover document preparation.</li> <li>• Perform a community hazards and risk assessment.</li> <li>• Evaluate the community’s emergency response performance and coverage.</li> <li>• Establish benchmark and baseline emergency response performance objectives.</li> <li>• Establish and publish “Standards of Coverage.”</li> <li>• Maintain, and annually update the Standards of Coverage document.</li> <li>• Write a Eudora Fire Department Self-Assessment Document.</li> <li>• Maintain by updating as necessary.</li> </ul>

<b>Objective 7D</b>	<b>Conduct and document a self-assessment appraisal of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual performance criteria.</b>
<b>Timeframe</b>	18-24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Have necessary personnel receive instruction on writing a CFAI Self-Assessment document.</li> <li>• Establish a team of members to conduct research and writing to the CFAI Performance Indicators and Criteria.</li> <li>• Write a Eudora Fire Department Self-Assessment Document.</li> <li>• Maintain by updating as necessary.</li> <li>• Consider applying for an accreditation review by CFAI if self assessment indicates departmental best practice application with all CFAI core competencies.</li> </ul>



# EUDORA FIRE DEPARTMENT

## *2012-2017 Strategic Plan*

### Vision

On the final day of the strategic planning process, the EFD membership agreed upon a consensus “vision” of where the agency could find itself in the future should this community driven strategic plan be followed. This vision provides a target of excellence that the department will strive toward, and provides a basis for its goals and objectives.

**Table 19: The Eudora Fire Department Vision**

Our vision is that by the end of the year 2016, the Eudora Fire Department will be widely recognized as an organization which utilizes customer centered best practices in the delivery of services to our community.

In honoring our community’s trust, we will show our commitment to providing effective, efficient, quality services. We will remain accountable to ourselves and to those we serve by continuously enhancing our professionalism, demonstrating respect, committing to the highest ethical and moral behavior, and by showing an unwavering dedication to our mission and the people we serve.

We will expand our external communications through information dissemination initiatives so that our priorities, philosophy and operations are clearly understood in the community. Our internal culture will reflect a respectful team atmosphere and brotherhood nurtured by open internal communication processes providing greater information sharing and involvement in decisions to accomplish our mission.

Our workforce planning efforts will ensure a consistent mission delivery and emergency response coverage for our community, improve the quality of recruitment and retention required to continually improve as a department, and promote career development for the future success of our members and our agency. The effective management of our physical resources will allow us to maintain quality dependable apparatus, equipment and facilities, and to also explore new technology to improve the quality of support and operational services.

Through the implementation of standardized, contemporary policies, procedures and training activity, our members will be accountable for their mastery of job skill and will demonstrate their commitment to excellence through the professional and courteous delivery of services to all those living, working, or visiting in our community.

Our leadership and workforce will hold one another accountable to accomplishing our department mission. Our vision is that through a consistent commitment to our core values that our organizational culture will flourish, job satisfaction will soar, and that we will meet or exceed the expectations of the community that we serve.