



OLATHE FIRE DEPARTMENT

2011-2016 Strategic Plan



Introduction

The Olathe Fire Department (OFD) provides fire suppression, emergency medical services, technical rescue, special operations, fire prevention/inspection, public education, and city codes to the City of Olathe, Kansas. OFD 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 agency's path into the future via a "Community-Driven Strategic Plan." Further, in an effort to work toward self-improvement, the agency is pursuing accreditation through the Commission on Fire Accreditation International (CFAI). The following strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8th Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the Community-Driven Strategic Planning process to go beyond just the development of a document. It challenged the membership of the OFD 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.



OLATHE FIRE DEPARTMENT STRATEGIC PLAN
TABLE OF CONTENTS

Organizational Background 1

Definition of a Community-Driven Strategic Plan 3

Process and Acknowledgements 7

Community Group Findings..... 8

Community Priorities 8

Community Expectations 9

Areas of Community Concern 11

Positive Community Feedback 13

Other Thoughts and Comments 16

Internal Stakeholder Group Findings..... 17

Mission 18

Values..... 19

Programs and Services..... 20

S.W.O.T. Analysis..... 21

Strengths 21

Weaknesses..... 23

Opportunities 24

Threats 25

Critical Issues and Service Gaps..... 26

Strategic Initiatives..... 27

Goals and Objectives 28

Vision..... 43

Performance Measurement 44

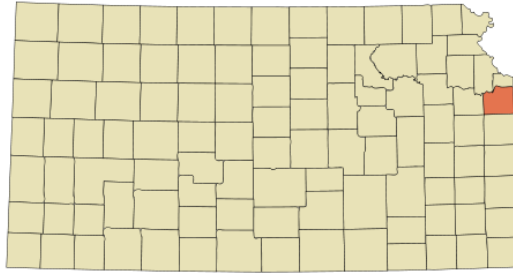
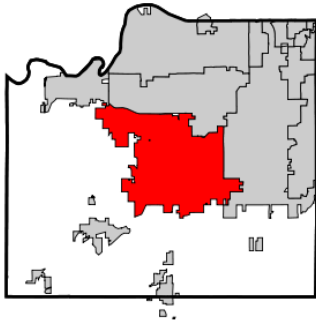
The Success of the Strategic Plan 45

Glossary of Terms and Acronyms 46

Works Cited..... 48

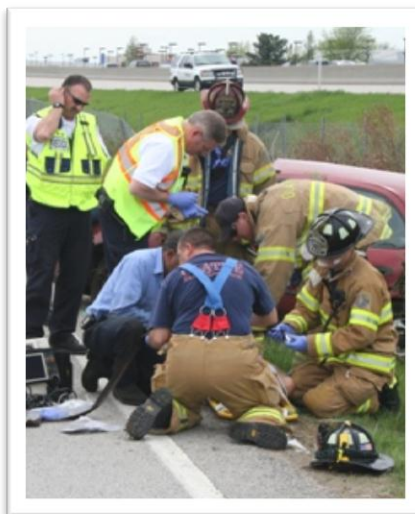
OLATHE FIRE DEPARTMENT 2011-2016 STRATEGIC PLAN

Organizational Background



Olathe is the second largest community in, and county seat of, Johnson County, Kansas which is located just 20 miles southwest of downtown Kansas City. Named for the Shawnee word for "beautiful," Olathe was incorporated in 1857 and boasts a rich history in which the community has great pride. Home to major corporations such as Farmers Insurance Group, and Garmin, the city has been named one of the hottest towns in the central United States (*Money*, January 2004) and one of the best small cities (*Money*, July 2006).

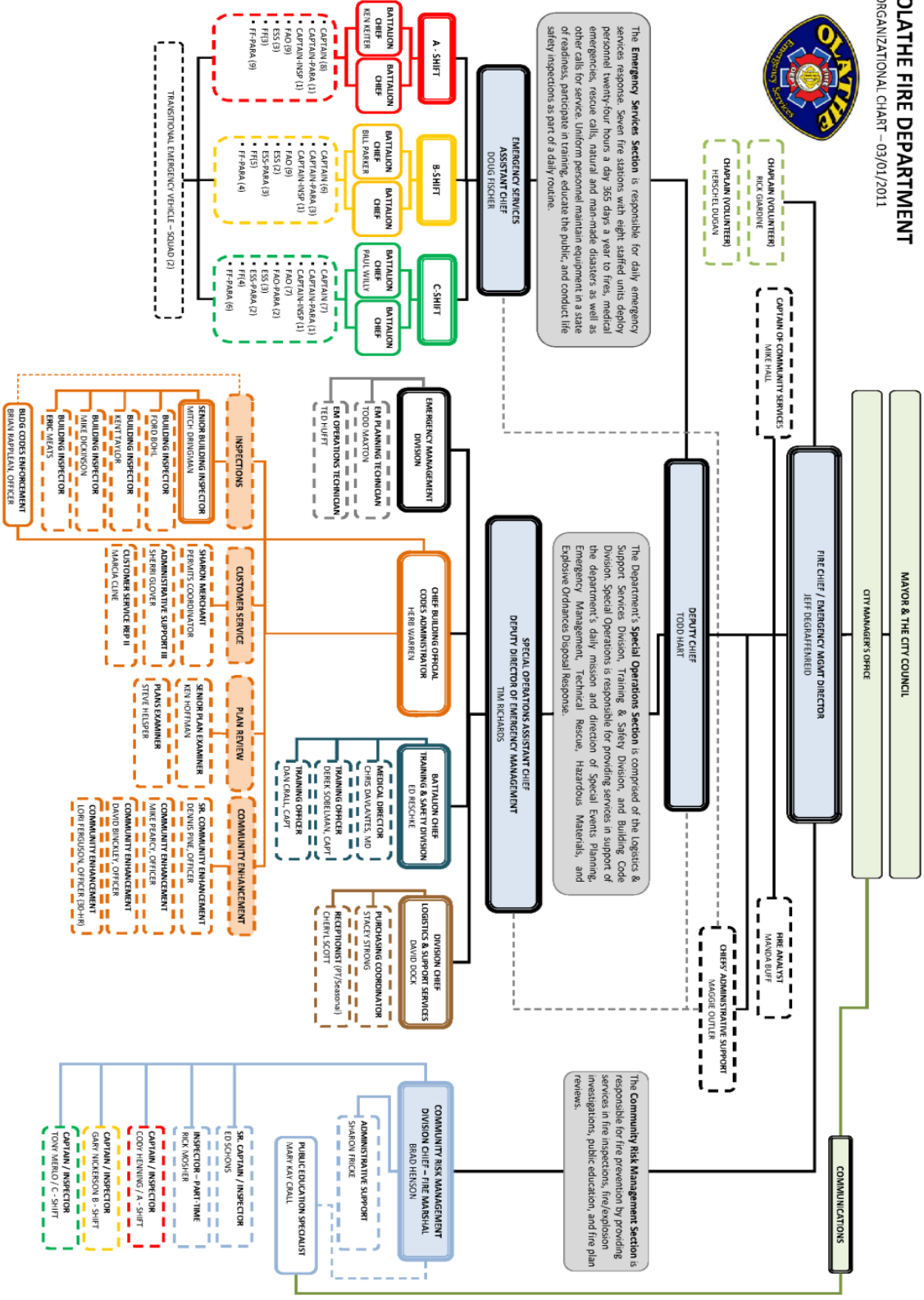
Approximately 126,000 Olatheans live within the city's more than 60 square miles and are served by the Olathe Fire Department's 131 personnel. Of those are 102 career firefighters who make up three shifts (A, B and C). Daily, these firefighters staff eight emergency units that are dispatched from seven strategically located stations. Emergency services include fire suppression, emergency medical care via basic and advanced life support services, technical rescue, hazardous materials mitigation, explosive ordnance disposal, and more. Additionally, administrative personnel provide non-emergency programs such as fire prevention and inspections, safety education, emergency preparedness, emergency management, building codes, internal support services, and more.



OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

OLATHE FIRE DEPARTMENT
ORGANIZATIONAL CHART - 03/01/2011



OLATHE FIRE DEPARTMENT

2011-2016 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 was used to develop the OFD 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.

OLATHE FIRE DEPARTMENT

2011-2016 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.¹

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.

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

OLATHE FIRE DEPARTMENT

2011-2016 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.²*

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.

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

OLATHE FIRE DEPARTMENT

2011-2016 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.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges the OFD’s External and Internal Stakeholders for their participation and input into the Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief DeGraffenreid for his leadership and commitment to this process.

Development of the OFD’s Strategic Plan took place in April 2011, during which time representatives from the CPSE and the OFD held an open meeting where members of the public, or external stakeholders, were invited. Input received from the meeting revolved around community expectations, concerns, and other comments about the agency. The agency and the CPSE 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: Olathe Fire Department’s External Stakeholder Group

<i>John Andrade</i>	<i>Heather Aumann</i>	<i>Matt Bell</i>	<i>Marlin Berry</i>
<i>Madeleine Burkindine</i>	<i>Jon Campbell</i>	<i>Dianne Costello</i>	<i>Bob Courtney</i>
<i>Dwight Douglas</i>	<i>Eric Dugan</i>	<i>Aric Fennell</i>	<i>LaVern Fields</i>
<i>Mark Gash</i>	<i>Michelle Gressel</i>	<i>Ken Hinson</i>	<i>Cindy Kolich</i>
<i>Sara Misemer</i>	<i>Darren Odum</i>	<i>Anne Oswald</i>	<i>Terry Parker</i>
<i>Mike Purtle</i>	<i>Ken Rogler</i>	<i>Katie Schatte</i>	<i>Barb Schmitz</i>
<i>Dan Schmitz</i>	<i>Frank Seurer</i>	<i>Susan Sherman</i>	<i>Raymond Vaglia</i>
<i>Dean Vakas</i>			



OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Community Group Findings

A key element of the OFD'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 OFD 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 Olathe Fire Department

PROGRAMS	RANKING	SCORE
Rescue – Basic and Technical	1	216
Emergency Medical Services	2	213
Fire Suppression	3	211
Hazardous Materials Mitigation	4	154
Explosive Ordinance Response and Disposal	5	118
Fire Prevention/Life Safety	6	109
Fire Investigation	7	96
Public Fire/EMS Safety Education	8	80
Domestic Preparedness Planning and Response	9	79
City Building Codes	10	27

External stakeholders conducting a work session



OLATHE FIRE DEPARTMENT

2011-2016 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: Community Expectations of the Olathe Fire Department (verbatim, in priority order)

1. Quick response to emergency calls.
2. Be Professional: Have the knowledge, competence and expertise to provide high quality services.
3. Employees well trained and educated for their jobs.
4. Have the necessary and proper equipment to do their jobs.
5. Act professional on and off the job.
6. Fire safety/prevention education for the public.
7. Knowledgeable in all areas of fire rescue.
8. State of the art equipment, technology and training.
9. Enough employees on staff to provide the services.
10. Trustworthy personnel.
11. Handle emergencies quickly and efficiently with minimum collateral damage.
12. Above average staffing and manpower.
13. To be community leaders – involved with schools and community organizations.
14. Excellence in trucks, equipment and fire stations.
15. Prepared at any and all times.
16. Sufficient response times within the City limits.
17. Provide absolutely premier first responder medical treatment.
18. Be Positive: Be the role models for community service providers and for community citizenship.
19. Show a community presence.
20. Plan with high hazard businesses.
21. Olathe has a larger than normal and vibrant disabled community; complete as much as possible the special needs registry and train firefighters in the assistance of the disabled.
22. Be knowledgeable of the community.
23. Assist other emergency services in protecting the community.
24. Show compassion for the victims and families.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

25. Put the safety of people above potential loss of property.
26. Be friendly to the community.
27. Be a consistent model of courtesy and civic behavior.
28. Provide professional and comprehensive feedback regarding any emergency response to a school or public facility.
29. Allow staff to participate on community boards and committees to share their expertise.
30. Be Proactive and Preventative: Know the community and its unique risks; seek out and develop proactive and preventative plans that make this a safe community to live and work in.
31. Effective and timely fire investigation.
32. Check in with business manager or owner when arriving and communicate with someone in charge.
33. Be courteous to all residents.
34. Be forward thinking, and train – train – train!
35. Personnel trained to handle situations in a professional manner.
36. Enforce the Fire Codes.
37. Staff trained for natural disasters.
38. Be Responsive Providers: of immediate emergency services as well as general/basic knowledge and information.
39. Be a regional partner - assist the Greater Kansas City fire community as needed.
40. Improved public communications by way of streaming content.
41. Involved in the community.
42. Compassionate customer service.
43. Physically fit to do the job.
44. Be accessible to the public.
45. Continued self improvement in forums and events like this.
46. Expect a high level of personal conduct.
47. Inspection of facilities – make safety recommendations and provide guidance establishing emergency response plans and protocols.
48. Keep current with the profession.
49. Be Passionate: about safety, about their vital roles in this community and the welfare of the community both now and in the future.
50. Services to help the community with prevention through information, safety checks, drills, tips, etc.
51. Stay technically competent.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

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 Community Concern of the Olathe Fire Department

• Need more information regarding the number of units dispatched on calls. Define what each unit is there for.
• Need increased public relations to educate and hopefully influence young people to become more aware and to consider the fire service as a profession.
• Economic concerns that services will be cut.
• How will we be able to maintain a top level fire department with fewer dollars?
• Concerns that equipment needs to be kept up.
• The financial means to properly do your job.
• No concerns – they are great!
• Relationship with the governing body.
• Are budget cuts impacting staff numbers?
• Adequate budget? Hope that necessary cuts won't adversely affect public safety.
• Are budget cuts impacting response/actions/abilities?
• Too many tasks and mandates to do them all well.
• Addition of other "non-fire" departments takes away from emphasis on core business.
• Lack of fire station on the west side of the City.
• Fire station shift size of 3?
• Budget
• Staffing – enough \$ to hire the appropriate number of fire personnel for our community?
• Equipment – up-to-date, any needed equipment provided?
• Coverage in a growing community.
• Funding
• Are we using resources in the most efficient manner? (Bang for our buck.)
• Future costs – pension and health care.
• Does staff make contributions for the above? There should be no free ride.
• Considering the large deaf community in Olathe, and at the Kansas School for the Deaf, is there someone on all shifts who has knowledge/ability to sign – ASL?
• I simply don't know how well the EMS program is.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

<ul style="list-style-type: none"> • Not sure why the fire department has responsibility for enforcing building codes.
<ul style="list-style-type: none"> • I would like to see performance metrics.
<ul style="list-style-type: none"> • I would like to better understand how all JOCO fire departments interface, and how all JOCO emergency response services are coordinated.
<ul style="list-style-type: none"> • I have no concerns that our fire department cannot do their job.
<ul style="list-style-type: none"> • At times, the structure and traditions of the fire department seem rooted in the late 19th or early 20th century. If they are to survive, they must adapt to the realities of the 21st century.
<ul style="list-style-type: none"> • Like all of our community and business entities; navigating through these challenging economic conditions while maintaining quality with needed programs and support services.
<ul style="list-style-type: none"> • Do we have enough firefighters for our population?
<ul style="list-style-type: none"> • Are there policies in place for future recruitment? Do elected officials support these policies?
<ul style="list-style-type: none"> • Do we have the technology our fire department needs?
<ul style="list-style-type: none"> • Staffing – a lot of equipment is dispatched on some responses which appears unnecessary. It appears this is driven primarily by the number of personnel needed to address an emergency. No other concerns.
<ul style="list-style-type: none"> • Not enough planning with us, and have not seemed too interested in the past.
<ul style="list-style-type: none"> • Difficult to reach anyone with questions.
<ul style="list-style-type: none"> • I work for a business whose residents are elderly. Fire drills, planning and training should look different for us. This will be exponentially important given the future dynamics of society (aging baby boomers).
<ul style="list-style-type: none"> • Communication can be hard to come by with consistent results. One person has our evacuation plan, one person doesn't. One says to do fire drills, one doesn't.
<ul style="list-style-type: none"> • While it is unclear if the issue is with fire department personnel or with County personnel, but some responders are rude to staff and/or residents. Staff waits out of the way to lock the apartment – not to be nosey in any way. I assume fire personnel would know this and therefore it's probably the County. But I mention it just in case.
<ul style="list-style-type: none"> • I do not know what training you are currently providing that will assist firefighters in working with the disabled and elderly.
<ul style="list-style-type: none"> • What are your response times, and how do they compare with other local fire departments?
<ul style="list-style-type: none"> • Do you have all of the equipment that you need?
<ul style="list-style-type: none"> • Does any of your technology need to be upgraded?
<ul style="list-style-type: none"> • Are there new technologies that would assist you?
<ul style="list-style-type: none"> • Proper clean-up after car accidents.
<ul style="list-style-type: none"> • Financial issues stretching personnel and not allowing for certain services.
<ul style="list-style-type: none"> • More emphasis and funding for programs like CERT.
<ul style="list-style-type: none"> • Communications & education–target children, senior citizens, diverse community groups.
<ul style="list-style-type: none"> • Education training for large events at mall, hotels, public gatherings, Old Settlers Days, etc.
<ul style="list-style-type: none"> • Keep the City Council more informed.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Positive Community Feedback



The CPSE promotes the belief that, 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 Community Comments about the Olathe Fire Department

• Very professional organization.
• Well educated and prepared.
• Passionate in work.
• Always willing to partner with Safe Kids Johnson County to provide educational outreach to parents and caregivers in programs like Car Seat Safety Training and the Fire Safety Saturday workshop.
• Bike Rodeo – tremendous community event.
• Staff is always professional and caring.
• Y-Fire - Great leadership from OFD.
• Highly trained staff at all levels ☺.
• Leadership and Staff.
• Goal of Accreditation.
• Partnerships.
• Council support.
• Technically advanced equipment.
• Quick response times (good station locations).
• Good training.
• Courteous.
• Your willingness to assist in getting the disabled and elderly to sign up on the special needs registry.
• Your community outreach and presence.
• Your professionalism and courtesy.
• Your drive for excellence.
• Excellent fire extinguisher training.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

• Excellent bomb threat planning education.
• Most responders are pleasant, receptive and kind to residents and staff.
• Excellent response time.
• Excellent level of care.
• Always respond quickly and professionally.
• Always courteous.
• Under its new administration, I feel the department is more transparent and open to sharing with the community.
• This is an excellent department.
• I have great confidence in our fire department, and that they can and will handle any emergency or call for service to the absolute best of their ability.
• Responsiveness – excellent. It’s nice to know that our fire department will still rescue a cat from a tree!
• Public education – excellent.
• Visibility in the community - very good.
• Consistency – excellent.
• From the top leadership down, I have had nothing but the most informational, knowledgeable, positive and friendly experience – even in the face of a professional tragedy (school fire).
• The communication and the follow-up with the school district has been exceptional... a true partnership.
• Relationship, time and commitment to the school district is second to none. It’s highly regarded and needed. We highly value this relationship.
• Our fire department is prepared to meet the demands of our community. They do the job well.
• Fantastic response time.
• Great community partner.
• Gracious with fire alarm pulls.
• Approachable staff.
• The professional public presence is good in our community.
• Seem to do the job well, but I have no insight to the department’s actual performance metrics.
• Always has been efficient when responding to alarms.
• Professional Chief.
• Public awareness.
• Community involvement.
• Sessions such as these to collect feedback.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

• Well known presence.
• Availability with community events.
• Know many firefighters, and they are banner citizens.
• They do above and beyond the job without hesitation.
• They are physically fit.
• The department is composed of caring individuals.
• They work well as a team.
• They are encouraged and empowered to make undivided decisions for quality outcomes.
• Cost accountable and frugal.
• Always helpful; put patients/fire victims first.
• Positive attitude, professional.
• Very fortunate to have such a high quality fire service in our community.
• A great partner.
• Excellent customer service to the community.
• Willingness to serve.
• Appear to be highly trained.
• Good systems in place.
• A lot of good information on the web site.
• I have worked with the Olathe Fire Department for 16 years. They have always been professional and fast to respond to our building. Great working relationship with them.
• Well trained employees – They know their jobs and they do it.
• Kindness to the citizens of Olathe.
• They take their job very seriously.
• They are financially responsible.
• Positive attitude toward patients/victims.
• Professionally trained.
• Accessible to the public at festivals and schools.
• Nice facilities.
• I'm impressed with the level of community involvement, and the open house event.
• The entire department has a positive image throughout the KC metro area.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Other Thoughts and Comments

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

Table 6: External Stakeholders' Other Comments about the Olathe Fire Department

• Look to see if there is any duplication of service.
• I'm a proud customer of the department.
• I appreciate all that the department does for Olathe. I appreciate their personal visibility in our community and events. Thanks!
• Your fire department is well received in this community – the involvement with community affairs is appreciated. You represent our community well.
• Good organization!
• I think it's a great department – reflective of an overall quality of city staff and city services.
• Is there a system in place with fire inspections where the timeframe to correct deficiencies is reflective of the severity of the problem? Shorter correction time for more serious infractions, longer for minor.
• Thank you, thank you, thank you!
• Can't wait to see/hear the results of this session.
• I have no complaint or concerns regarding the Olathe Fire Department. Keep up the great services. You guys and gals rock!
• Thank you sincerely, for how you care for our residents, staff, buildings, community and our collective well being at the risk of yours.
• You are invited to meet with the Persons With Disabilities Advisory Board to let us know what you are doing and to get feedback from persons with a variety of disabilities, and therefore a variety of needs and concerns. The Persons With Disabilities Advisory Board is ready, willing and able to consult with and assist the fire department at all times. We wish to be a partner and a resource.
• I have greatly appreciated working with the department personnel in the past. I have appreciated their vision and commitment to excellence.
• Thanks for the opportunity to participate. Please consider sharing follow-up information with the focus group. Stay the course in seeking Accreditation.
• Best department in the area – well rounded. Very easy to work with, and always willing to partner. I can always count on staff to do an excellent job.
• Much appreciated.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the agency's approach to Community-Driven Strategic Planning, with focus on the OFD'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, as named and pictured below.

Table 7: Olathe Fire Department's Internal Stakeholders

Eric Barnum	Marvin Butler	Brian Chalfant	Dan Crall
John DeJulio	David Dock	John Dupont	Matt Essex
Doug Fischer	Leo Gilner	Mike Hall	Todd Hart
Brad Henson	Ken Keiter	Eric Kendall	Chad Kennan
Jeff Minshew	Gary Nickerson	Chuck Ozonoff	Bill Parker
Josh Parrish	Dennis Pine	Ed Reschke	Tim Richards
Jake Ring	Jim Rogers	Jeff Sylva	Kevin Weyand
Paul Willy			

Internal Stakeholder Group



OLATHE FIRE DEPARTMENT 2011-2016 STRATEGIC PLAN

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 work group of the OFD's Internal Stakeholders met to review the existing Mission and collectively agreed to make a few minor modifications.

Table 8: Olathe Fire Department's Mission

We proudly exist to protect and preserve life and property through dynamic emergency response and excellence in training, preparedness and prevention.

"Serving Olathe Since 1871"

Internal stakeholders conducting a work session



OLATHE FIRE DEPARTMENT 2011-2016 STRATEGIC PLAN

Values

Establishing values and associated statements embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. OFD Internal Stakeholders agreed to retain the existing core values terms with some supporting statement modifications.

Table 9: Olathe Fire Department's Values Statements

Integrity
We uphold the public trust through established moral and ethical principles.
Professionalism
We possess the best of knowledge, competence and expertise to provide quality services.
Leadership
We value leaders focused on serving people through listening to, caring for, supporting and developing others.
Communications
We embrace the transparent and open flow of information between the members of the organization and the community.
Compassion
We always assist and serve our community and members in their time of need.

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 OFD are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Internal stakeholders conducting a work session



OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Programs and Services

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

Table 10: Core Programs

• Fire Suppression	• Emergency Medical Services
• Fire Prevention/Life Safety	• Rescue – Basic and Technical
• Community Education	• Hazardous Materials Mitigation
• Fire Investigation	• Building Codes
• Domestic Preparedness Planning and Response	• Bomb Squad

Table 11: Support Services

• Physical Resources Maintenance/Repair (apparatus, buildings, equipment, tools)	
• Law Enforcement	• Human Resources
• Municipal Services	• Finance
• Automatic Aid	• Legal
• Gas Service Utility	• Prosecutor Offices
• Electric Utility	• City Planning
• Water Purveyors	• Information Technology
• Johnson County Environmental Department	• Johnson County Emergency Communications Center
• Risk Management	• Johnson County Medical Action (Med-Act)
• Johnson County Community College	• Johnson County Emergency Management
• Environmental Protection Agency	• American Red Cross
• Hospital Network	• City Manager’s Office
• Social Services	• Federal Government
• Mid-America Regional Council (MARC)	• Kansas Bureau of Investigation
• Governing Body	• Air Ambulances
• State Fire Marshal	• Department of Homeland Security
• Federal Bureau of Investigation	• Kansas National Guard Civil Support Team
• Federal Emergency Management Agency	• Training
• Employee Families	• Housing and Urban Development
• Health Departments	• Kansas Dept of Emergency Management
• Bureau of Alcohol, Tobacco, Firearms, and Explosives	

OLATHE FIRE DEPARTMENT

2011-2016 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 OFD 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 OFD as follows:

Table 12: Olathe Fire Department Strengths

Equipment	Quality of personnel
Facilities (some)	Special Operations Group
ALS Program	Response Matrix
IAFF 2542	Department leadership
Personal and professional growth opportunities	Kansas State FireFighters Association – Firefighters Relief Act
Department physicals	Prevention Programs
Honor Guard	Wellness Program
Strong support services/resources	Funded outside training opportunities
Shift Investigator	Compassion for other members
Technology – opportunities to pursue new	Promotional opportunities
Motivated workforce	Safety Officer Program
Department Operations Center	Ability to maintain these strengths
Partnerships	Professionalism
Officer Development Program	Characterization Group (Public Education)
Chief Officer Mentoring Program	Administrative support staff
Bridge Program	Program diversity

OLATHE FIRE DEPARTMENT 2011-2016 STRATEGIC PLAN

Research, Development and Implementation Team	Spirit of excellent service even in down economy
Safety Committee	Internal training
Community Outreach Programs	Receptive to new ideas
Open doors at all levels	Lots of opportunities
Ability to secure grant funding	Communicate outward – Public Information Officer
Innovative people	Fiscal responsibility
Case-by-case handling of issues	Accountable people
Volunteer Program	Explorer Post #2884
Firefighter Exchange Program, International	Chaplain Program

Internal Stakeholders conducting a work session



OLATHE FIRE DEPARTMENT

2011-2016 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 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:

Table 13: Olathe Fire Department Weaknesses

Staffing in all areas	Finances
Interpersonal Communications	Accountability
Consistency	Lack of training facility
Resource limitations (can only mitigate one incident at a time, without assistance)	Bronto 114' Aerial – operational deployment and reliability
Spreading resources too thin	Lack of raises (top out bonus and step raise)
Building maintenance	Administrative Policy Guidelines updates
Mobile Data Terminals - reliability	Recruitment
Station design for turnout time	Committee work not being utilized
O-Times scheduling software	Personal Performance Document
Lack of eastside fuel station	Lack of coordination of activities
Collaboration with Med-Act	Promoting/growing paramedics from within
Ability (initial and continuing) to communicate with disabled and foreign language speaking community – both via language (sign, Spanish, etc.) and outreach method for special needs	
Pre-plans	Reactive hiring process
Fire Apparatus Operator (FAO) training	Hose testing
Emergency Operations Center (EOC) and documentation training	Continuing Education Units (non EMS)
Evaluation process for 40 hour and exempt staff	System for preventative maintenance of small engine
Facilities (some)	Lack of trained personnel for Department Operations Center (DOC)

OLATHE FIRE DEPARTMENT

2011-2016 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: Olathe Fire Department Opportunities

Achieving accreditation	MARC
Outside training (given and received)	Grants
Public relation events	Consolidations
Partnerships	Education
Foundation establishment	Political support
Evaluate best practices (formally)	Business growth
Marketing/branding	Technology
Funding/revenue	Training facility/partnerships
- PS tax	Scholarships
- Fees	Adding personnel
- Bill backs	Codes and community enhancement
- Revenue sharing	
Community Outreach Program	Annexations
More civic involvement	Federal partnerships
Reputation	Community relationships
Olathe Fire Auxiliary "Fully Involved"	Full-service city
Media	Availability of Vehicle and Equipment Replacement Fund

OLATHE FIRE DEPARTMENT

2011-2016 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: Olathe Fire Department Threats

Economy	Terrorism - Global and Domestic
External Communications	Social changes
Weather/Environment	Grant funding / elimination of grant funds
Social views	Other fire departments rely on OFD for their daily operations - operational differences
Media	Healthcare costs
Management of Vehicle and Equipment Replacement Funds	Challenged relationships with some City staff and key decision makers
Public perception of OFD local, national, state	State funding
Security	Increasing responsibilities outside agency
State politics/pensions	Future mergers
Technology issues	Relationship with support services
Competition for funds within the City	Competing demands of a full-service city
Funding for technology replacements	Relationship with Med-Act
Community growth without department growth	Balancing resources with external expectations
Consolidations	Annexations
Federal demands	

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Critical Issues and Service Gaps

After reviewing the OFD's core programs and support services, and identifying the internal strengths and weaknesses along with external opportunities and threats, the Internal Stakeholders identified their 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 OFD.

Table 16: Critical Issues

<p>Safety</p> <ul style="list-style-type: none"> • Safety Program • Lack of support from external key leaders • Grant funding • Personal protective equipment • Apparatus life/replacement 	<p>Staffing</p> <ul style="list-style-type: none"> • Operations – Special Operations Group, Medics, Line • Training • Public Education • Prevention/Codes
<p>Training</p> <ul style="list-style-type: none"> • Facility (drill tower) • Partnership funding • Technology • Staffing • Continuing Education Units 	<p>Communications</p> <ul style="list-style-type: none"> • Public Relations • Internal • External • APG • Relationship with Johnson County Med-Act (EMS transport agency)
<p>Funding</p> <ul style="list-style-type: none"> • Pay and benefits • Sustaining Special Operations Group • Grants • Staffing/Recruitment • Building maintenance • Equipment maintenance • Future stations/facilities • Technology • Fire accreditation 	<p>Equipment</p> <ul style="list-style-type: none"> • Bronto • Mobile Data Terminals • Vehicle and Equipment Replacement Fund • Personal Protective Equipment • Grants • Hose testing • Small engine maintenance • Explosive Ordnance Disposal equipment



OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Table 17: Service Gaps

Staffing <ul style="list-style-type: none"> • Emergency Services • CRM • Administration • Building Codes • Special Operations Group 	Training <ul style="list-style-type: none"> • Tower/Facility • Technology • Communications • Funding • Diversity in topics
Communications <ul style="list-style-type: none"> • Technology • Internal • External • Media 	Finance <ul style="list-style-type: none"> • Economy • Maintaining – programs, pensions • Grants • Staffing
Partnerships <ul style="list-style-type: none"> • Med-Act • Mutual/Auto Aid • Other outside agencies • Internal City agencies • Emergency Communications Center • Media 	

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: Strategic Initiatives

Training	Staffing
Communications	Partnerships
Physical Resources	Safety
International Fire Accreditation	

OLATHE FIRE DEPARTMENT

2011-2016 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 OFD. In order to achieve the mission of the OFD, 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 for several hours to complete this critical phase of the planning process.

The internal stakeholders set timelines for completion of objectives supporting the goals. Leadership of the OFD 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 OFD 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.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Goal 1 Ensure effective communications with internal and external stakeholders.

Objective 1A	Identify stakeholders, along with needs and information desired.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Group internal stakeholders by audience. • Determine informational needs by audience. • Group external stakeholders by audience. • Determine informational needs by audience.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 1B	Determine most effective communication method for each audience.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Consult with each audience to determine methods of communication. • Determine feasibility and effectiveness. • Develop the media/program.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 1C	Provide/deliver information to internal and external stakeholders.
Timeframe	Case-by-case
Critical Tasks	<ul style="list-style-type: none"> • Identify responsible person with necessary skills to deliver information. • Package information in appropriate form. • Determine frequency.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 1D	Evaluate the effectiveness of communication.
Timeframe	60 days
Critical Tasks	<ul style="list-style-type: none"> • Assign current PIO to monitor effectiveness. • Develop survey or other feedback. • Analyze feedback. • Based upon feedback, adjust the plan as necessary.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Goal 2 Enhance a quality and progressive safety environment.

Objective 2A	Evaluate and analyze current safety programs, policies and practices.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Review current APGs for safety items. • Review current Safety Officer Program and Safety Committee for effectiveness. • Monitor actual work and job performance for safety items. • Establish/develop acceptable standards for safety.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 2B	Annually evaluate current PPE and equipment for safety deficiencies.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Review all PPE annually. • Identify PPE safety needs. • Utilize RDIT for new technologies and concepts related to safety. • Utilize safety committee to evaluate PPE and equipment safety needs.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 2C	Evaluate current staffing levels and deployment models for safety deficiencies.
Timeframe	18 months
Critical Tasks	<ul style="list-style-type: none"> • Review current deployment model and deployment matrix. • Look at current national standards in relation to current deployment. • Evaluation injuries monthly and annually. • Investigate the use of grants for funding safety improvements.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Objective 2D	Provide ongoing safety analysis, education, and implementation while keeping abreast of new best safety practices and standards.
Timeframe	18 months
Critical Tasks	<ul style="list-style-type: none"> • Provide annual safety training to department. • Conduct and orient all employees to new procedures and changes. • Educate city and elected officials to safety needs. • Utilize Safety Committee and RDIT to evaluate safety concerns.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Goal 3

Develop a Physical Resources Evaluation Plan to address conditions and needs of facilities, fleet, and equipment/tools.

Objective 3A	Conduct a comprehensive evaluation and needs assessment of current physical resources.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Conduct an analysis of facilities to determine current conditions, maintenance needs, functionality, future needs/upgrades, and re-evaluate plan. • Conduct an analysis of current fleet condition. <ul style="list-style-type: none"> • Review current maintenance program. • Functionality/safety concerns. • Future needs (VERF) • Update and re-evaluate plan. • Conduct an analysis of current condition of equipment and tools. <ul style="list-style-type: none"> • Review current maintenance program. • Review effectiveness/efficiency of repair of equipment. • Review safety considerations for equipment. • Identify future needs/upgrades. • Update/re-evaluate plan.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Objective 3B	Improve upon current facility, fleet, and equipment programs.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Facilities <ul style="list-style-type: none"> • Form a Facilities Maintenance Committee consisting of SRMs and FM. • Enhance communication with SRM and Facility Maintenance. • Clarify building standards to identify our facility expectations. • Develop departmental policies to ensure facilities are adequately maintained. • Fleet <ul style="list-style-type: none"> • Review/update VERT plan. • Develop policies to ensure fleet is adequately maintained. • Assemble key players to prioritize repairs/replacement. • Periodically review maintenance records. • Equipment <ul style="list-style-type: none"> • Review/revise our current equipment forms, bulletins, and policies. • Implement equipment policies. • Prioritize equipment needs. • Make purchases/updates as funding allows. • Re-evaluate and update plan.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Goal 4

Continue to evaluate, develop and maintain highly qualified emergency service and code enforcement professionals within the Olathe Fire Department.

Objective 4A	Evaluate training needs essential to provide OFD core services.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Ensure training currently meets our mission statement and goal. • Ensure training is consistent with mandatory and legal requirements. • Conduct a needs assessment survey for personnel.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 4B	Research, develop and deliver existing and future training.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Ensure training facilities meet current and future needs. • Ensure training technology and equipment meet current and future needs. • Conduct workforce planning study to establish training staffing needs.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 4C	Construct a facility that meets the training needs of the organization.
Timeframe	5 years
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the 2010 Olathe Fire Department fire training academy master plan. • Ensure relevance of the 2010 training facility study. • Seek partnerships to address funding needs. • Request CIP funding for land purchase. • Research and acquire suitable site for purchase and donation. • Follow city's bid process and select builder. • Construction. • Workforce planning study
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Objective 4D	Continuously evaluate all programs and classes to ensure a highly qualified and professional workforce.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Provide for the evaluation of individuals, crews, companies through performance based measurements. • Request feedback from participants. • Ensure program meets or exceeds current practices and established national standards.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Goal 5

Provide a well qualified and diverse workforce to meet the dynamic needs of a modern fire service organization.

Objective 5A	Complete a comprehensive workforce audit.
Timeframe	18 months
Critical Tasks	<ul style="list-style-type: none"> • Determine if current staffing on apparatus is appropriate for the hazards, risks and tasks required to mitigate the hazard. • Complete a Demand Analysis • Determine if current CRM staffing is appropriate to accomplish desired tasks and outcomes. • Determine if current administrative staff is appropriate to accomplish desired tasks and outcomes. • Determine if current building codes staff is appropriate to accomplish desired tasks and outcomes. • Determine if current special operations staffing is appropriate to accomplish desired tasks and outcomes.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:
Objective 5B	Evaluate a community risk and hazard analysis.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Determine the high hazard and risk locations of our community. • Determine the high occupancy locations of our community. • Utilize codes personnel to ensure we are informed of current and future hazard and risk locations. • Re-evaluate these locations annually and as needed.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:
Objective 5C	Complete an analysis on current fire service workforce standards as compared to present workforce future needs.
Timeframe	12 months
Critical Tasks	<ul style="list-style-type: none"> • Review current standards. • Perform a job audit for positions within each division. • Compare to like cities/departments. • Determine gaps. • Education and inform city management as to needs.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Objective 5D	Provide a plan for an appropriate workforce to safely accomplish potential responses determined from our all hazards risk and needs analysis.
Timeframe	12 months
Critical Tasks	<ul style="list-style-type: none"> • Determine if current workforce levels match needs to accomplish strategies and tasks. • Ensure training has provided appropriate KSAs for all staff in relation to hazards and risks that have been determined. • Utilize safety committee, RDIT and safety officers to seek out and provide new and up-to-date safety practices. • Educate and inform workforce in relation to hazard and risk safety policies, procedures and changes.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:
Objective 5E	Develop a plan for professional development and succession planning.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Review current workforce for separation dates. • Determine future needs and positions. • Review current programs: mentoring, officer development, chief officer mentoring.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:
Objective 5F	Evaluate deployment model in standards of cover document, relative to required workforce needs.
Timeframe	12 months
Critical Tasks	<ul style="list-style-type: none"> • Determine deployment gaps in current staffing as compared to deployment model in SOC document. • Inform and educate internal and external stakeholders as to gaps discovered. • Create timeline and objectives to decrease gaps.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Objective 5G	Re-evaluate comprehensive workforce audit and community hazards and risk assessment annually.
Timeframe	24 months
Critical Tasks	<ul style="list-style-type: none"> • Perform annual review of workforce and community hazards and risks. • Inform and educate all internal and external stakeholders as to any changes or needs discovered. • Update as necessary the workforce management standard.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Goal 6 Establish and foster effective community partnerships.

Objective 6A	Identify current and future partnerships.
Timeframe	6-9 months
Critical Tasks	<ul style="list-style-type: none"> • Inventory current relationships. • Conduct a needs assessment to determine and seek out potential partners. • Review results and pair-up needs with potential partners.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 6B	Review/evaluate current partnerships/contracts to determine which to continue/add/improve.
Timeframe	9-12 months
Critical Tasks	<ul style="list-style-type: none"> • Utilize internal survey to assess status of current partnerships. • Use community feedback. • Analyze partnership activity to determine if it had a positive outcome and met the Vision-Values-Mission needs of all parties involved.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 6C	Implement an effective partnership process that supports our mission.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Establish relative points of contact. • Open lines of communication. • Analyze partnership activity to determine if the outcomes met the needs of all parties involved.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Goal 7 Prepare for, pursue, achieve and maintain international accreditation.

Objective 7A	To prepare a community driven strategic plan.
Timeframe	3 months, and on-going.
Critical Tasks	<ul style="list-style-type: none"> • Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, departmental concerns and strengths perceived about the fire department. • 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, establish critical issues and service gaps, determine goals and objectives to achieve over five years. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 7B	To conduct a community hazards and risk assessment and publish a Standards of Cover document.
Timeframe	6-12 months
Critical Tasks	<ul style="list-style-type: none"> • Receive customized instruction on hazard and risk assessment, and standards of cover document preparation. • Perform community hazards and risk assessment. • Evaluate community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish Standards of Cover. • Maintain, and annually update the Standards of Cover document.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Objective 7C	Conduct and document a self assessment appraisal of the department utilizing the CPSE/CFAI Fire and Emergency Services Self Assessment Manual criteria.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Receive customized instruction on writing a CFAI self assessment manual. • Post self assessment manual category and criterion writing to the CPSE Technical Advisor SharePoint site for review and comment. • Upon document review completion, host a self assessment site study for CPSE Technical Advisor review and report. • Upon receipt of CPSE Self Assessment Site Study Report, evaluate observations and recommendations to determine readiness for “Candidate Agency” status. • Implement necessary adjustments as required for CFAI Candidate Agency status.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 7D	Achieve agency accreditation by the Commission on Fire Accreditation International.
Timeframe	4 months
Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the Commission on Fire Accreditation International. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover and Self Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive an Accredited status vote in the CFAI hearings, achieving International Accreditation.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Objective 7E	Maintain agency accreditation with the Commission on Fire Accreditation International.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Attend regularly scheduled CFAI “Dayroom Discussion” web-meetings to ensure continued education on the CFAI model. • Participate in the Heart of America Fire Chief’s Accreditation Task Force for local networking and regional excellence. • Participate in the accreditation process by providing “peer assessors” for external agency review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle.
Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Vision

On the final day of the process, the CPSE presented OFD a revised vision of where the agency will be in the future. This vision provides a target of excellence that the organization will strive toward and provide a basis for its goals and objectives.

Table 19: Olathe Fire Department's Vision

We envision that by 2016, the Olathe Fire Department will be widely recognized as an industry leader demonstrating best practices in emergency services program delivery to our community. This will be supported by our international accreditation which independently validates our commitment to excellence. We will demonstrate continuous improvement in the professional services our community trusts us to provide.

In honoring our community's trust, we will conduct all operations in the most effective, efficient, and fiscally-responsible manner. Through expanded communications initiatives, internal and external stakeholders will be more vested in the agency, and partnerships will be cultivated to provide resource enhancements. Investments in our human resources will ensure that our workforce is appropriately staffed, trained, and professionally developed with a focus on safety. We will have well managed physical resources, along with relevant and responsible policies and processes to support the future success of the agency.

Through these efforts, we shall be viewed as an emergency services agency that clearly values integrity, compassion, professionalism, focused leadership and open communication as central to our success. The expectations of our community will be met or exceeded by holding one another accountable for carrying out our mission, living our values, and ensuring that this vision becomes reality.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Performance Measurement

“Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. 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 They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

...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

Why Measure Performance?

It has been said that:

- *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

In order to establish that the OFD'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 following:

- 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.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

A “family of measures” that is typically utilized to indicate and measure performance includes the following:

- **Inputs:** Value of resource used to produce an output.
- **Outputs:** Quantity or number of 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. Outcome focuses on the ultimate “why” of providing a service.

The Success of the Strategic Plan

The OFD has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the Community-Driven Strategic Planning Process to compile this document. The success of the OFD’s Strategic Plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, 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*

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Glossary of Terms and Acronyms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

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.
Bomb Squad	Explosive Ordnance Disposal component of Special Operations Group.
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).
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.
Input	A performance indication where the value of resources are used to produce an output.
MARC	The Mid-America Regional Council, which is a non-profit organization of city and county governments and the metropolitan planning organization for the bi-state Kansas City region.
Med-Act	Johnson County Medical Action (EMS transporting agency).
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.
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.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

SOG	The Special Operations Group which provides professional response to three disciplines: technical rescue, hazardous materials and explosive ordnance disposal. Technical rescue services include confined space; high angle; swift water; breaking and breaching of heavy objects; structural collapse; and trench.
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 action. Something to accomplish in assisting the agency to move forward.
Strategic Management	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group, both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify specific changes that must be made, implementing them, and assessing organizational performance.
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.
VERF	Vehicle and Equipment Replacement Fund.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

OLATHE FIRE DEPARTMENT

2011-2016 STRATEGIC PLAN

Works Cited

- Bryson, J. M. (2004). *Strategic Planning for Public and Nonprofit Organizations* (3rd Ed.). San Francisco: Jossey-Bass.
- Collins, J. (2009). *Good to Great and the Social Sectors*. Boulder: Jim Collins.
- Commission on Fire Accreditation International. (2009). *Fire & Emergency Service Self-Assessment Manual*. (8th Ed.)
- Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*. Retrieved April 25, 2009, from GovInfo: <http://govinfo.library.unt.edu/npr/library/papers/benchmark/customer.html>
- Griffin, R. W. (2008). *Fundamentals of Management* (Fifth Ed.). Boston, MA: Houghton Mifflin Company.
- Sorkin, Ferris, & Hudak. (1984). *Strategies for Cities and Counties*. Public Technology.
- Wheeland, C. M. (2004). *Empowering the Vision – Community-Wide Strategic Planning in Rock Hill, South Carolina*. Lanham, MD: University Press of America.