

City of

EUDORA Fire Department



Management Audit



Facilitated by



Center for
Public Safety
Excellence

Introduction

In an effort to work toward organizational improvement, the City of Eudora, Kansas contracted with the Center for Public Safety Excellence (CPSE) to facilitate a Fire Department Management Audit to review the department's current structure and operational functions. CPSE utilized an organizational systems approach to establish basic facts regarding the department, implemented a community-centered strategic feedback process to learn of community priorities, expectations and concerns, and considered fire department responsibilities and structure as set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual*, 8th ed.. Further, CPSE agreed to provide recommendations to the City of Eudora where improvements could be made in the structure, management and operations of the fire department.

During the process of this audit, CPSE 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 "community." Furthermore, it provided the membership with an opportunity to participate in the assessment of their organization's strengths, weaknesses, opportunities and threats. External and Internal Stakeholder Groups performed an outstanding job in committing to this important project.

The Center hopes that the both the City, and the Eudora Fire Department will take advantage of this report and establish a sound strategic plan which will set forth a comprehensive fire and EMS vision and mission regarding services for the residents, businesses and visitors of the community of Eudora.

The City of Eudora Fire Department (EFD) currently provides fire suppression, rescue, emergency medical services, hazardous materials mitigation, fire prevention, public education and domestic preparedness for the City of Eudora, Kansas. It was apparent from this study that the members of the EFD have been consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves. This document provides third party observations and findings, provides customer feedback regarding services and operations, and provides professional recommendations from study which will provide guidance to achieve continuous improvement with the provision of basic and emergency fire and EMS services. The beneficiary of this work will be the community served.

**CITY OF EUDORA FIRE DEPARTMENT MANAGEMENT AUDIT
TABLE OF CONTENTS**

Organizational Background..... 1

Scope of the Organizational Assessment 2

Process and Acknowledgements 4

External Stakeholder Group Findings 5

Customer Priorities..... 5

Customer Expectations..... 6

Areas of Customer Concern..... 7

Positive Customer Feedback 8

Other Thoughts and Comments 9

Organizational Systems Model 10

Intelligence Gathering through SWOT Analysis..... 11

Internal Stakeholder Work Activity..... 11

S.W.O.T. Analysis 12

Strengths..... 12

Weaknesses 13

Opportunities..... 14

Threats..... 14

Organizational Observations 15

Governance..... 15

Assessment and Planning 16

Goals and Objectives 17

Financial Resources 17

Programs..... 17

Physical Resources 21

Human Resources..... 21

Training and Competency 22

Essential Resources 22

External Systems Relationships 22
Determination of Critical Issues..... 22
Recommendations and Options for Improvement..... 24
Glossary of Terms and Acronyms..... 27
Works Cited 30
Appendix A 31

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.

Scope of the Organizational Assessment

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources become difficult to maintain. These trends place increased pressure on the modern city managers, policy makers, and full-time and volunteer staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the creative provision of services because of limited resources. To work more efficiently with the available resources, organizations must establish their direction based on constructive efforts while illuminating the priorities of the community.

To ensure that the community's needs were considered, internal and external stakeholder feedback instruments were deployed in this study, and the Organizational Systems Model was utilized to formulate the details of the current Eudora Fire Department management practices and operations. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort. This process was adapted to meet the City of Eudora's specific needs in this study.

This document is the result of several strategic feedback sessions and includes valuable community input. Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining and maintaining customer 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 and their other customers through better, faster, and cost effective programs.

How Does the Community Fit into the Organizational Assessment Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. Successful companies, as well as high performance county and city governments have begun focusing on their community of customers as one of the key motivators in planning for their future.

A "community-centered organization" is defined as one that *maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.*¹

Again, it will be useful to use the US 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;

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

- **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.

Organizational 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 this process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

The Community-Centered Performance Assessment Outline

Should the City of Eudora choose to pursue recommendations outlined in this fire department management audit, there are specific steps of the process which will help the agency be successful:

1. Further define the fire department's method of service delivery provided to the community.
2. Consider the community's service priorities.
3. Consider the community's expectations of the organization.
4. Consider the concerns the community has about the organization and its services.
5. Identify those aspects of the organization and its services the community views positively.
6. Establish a contemporary Mission Statement, giving careful attention to the services currently provided and which logically can be provided in the future.
7. Determine the attitudes and performance behaviors the customers expect.
8. Establish the Values of the organization's membership.
9. Consider the Strengths of the organization.
10. Identify all Weaknesses of the organization.
11. Consider areas of Opportunity for the organization.
12. Be aware of potential Threats to the organization.
13. Establish realistic goals and objectives for the future.
14. Identify implementation tasks for each objective.
15. Develop an achievable Vision of the future.
16. Develop organizational and community commitment to a plan for the future.

Process and Acknowledgements

The Center for Public Safety Excellence acknowledges the City of Eudora's External Stakeholders, the Eudora City Council, and the Eudora Fire Department Internal Stakeholders for their participation and input into the Community-Centered Service Evaluation Process. Further, feedback and insight was provided by the Douglas County Administrator Mr. Craig Weinaug, Douglas County Assistant Administrator Pamela Madl, Fire Chief Mark Bradford and Division Chief Bill Stark of the Lawrence Douglas County Fire Medical Department, Fire Chief Mike Baxter of the Eudora Township Fire Department, Fire Chief Chris Moore of the Wakarusa Township Fire Department (and currently serving as the City of Eudora's Interim Fire Chief), and Interim Police Chief Grady Walker. Finally, we acknowledge the dedication and assistance of City Administrator John Harrenstein for his leadership, commitment and support in the accomplishment of this process.

The study of the Eudora Fire Department took place February through April 2010, during which time a representative from the Center for Public Safety Excellence (CPSE) held an open meeting where members of the public were invited, met with fire department members and provided an overview of the process and SWOT analysis, provided interviews and held discussions with multiple agency stakeholders, and met individually with the Mayor and City Council members (Mayor and Council feedback in APPENDIX A). Valuable commentary and useful concerns were collected. The feedback provided during the open community meeting revolved around customer concerns, expectations, and other general comments about the City of Eudora Fire Department. CPSE would like to express a special 'thank you' to the community members who contributed to the creation of this report, as it was truly a team effort. Those present at the community external stakeholder meeting were as follows:

Table 1: City of Eudora Community (External) Stakeholders

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

External Stakeholder Group Findings

A key element of any fire department's organizational philosophy should be having a high level of commitment to customers, as well as recognizing the importance of customer satisfaction. Therefore, the City asked representatives from the community to participate in a meeting, which would focus on their needs and expectations of the Eudora Fire Department. Discussions centered not only on the present services provided but also on priorities for the future.

Customer Priorities

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

Table 2: Customer Service Priorities of the Eudora Fire Department

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

Customer 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 department emphasis may need to be changed or bolstered to fulfill the customer needs. In certain areas, education on the level of service that is already available may be all that is needed. The 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 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 Customer Concern

A Community-Centered Assessment Process would fall short and be incomplete without an expression from the customer regarding concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system. However, 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.
• 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?

Positive Customer Feedback

The Center for Public Safety Excellence promotes the belief that, for any future planning to be accomplished, the customer’s view on the strengths and image of the emergency services organization must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the customer-identified strengths may often help the organization overcome or offset some of the identified weaknesses.

The External Stakeholders provided the following comments when asked to identify the positive aspects of the department.

Table 5: Positive Customer Comments about Eudora Fire Department

• They have responded when needed, and have assisted I 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.

Other Thoughts and Comments

The External Stakeholders were 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!

Organizational Systems Model

A standard Organizational Systems Model was applied to identify what components of the Eudora Fire Department exist and serve well, and what components should need to be improved or established to satisfy the community's expectations. The following illustration is provided for further clarification:

The Environment is the world and all of its influences (good or bad) on an organization at any given time. It includes the conditions of the economy, and economic forces applied directly or indirectly on the organization. It includes politics and political mandates forced upon an organization, and any public policy matters related. It also includes demographic changes affecting organizational service demands and risks. The environment impacts organizational inputs, processes, outputs and outcomes.

The Inputs are the value of resources provided to any organization which come in the form of human capital (people), funding revenue and the time and energy allotted to accomplish the organization's purpose, or Mission. These inputs must be structured and processed (managed) in a way so that efficiently organized quality outputs occur for delivery from the organization.



The Processes (inside the blue field) include important organizational structural components (such as facilities, equipment, tools, maintenance, standard operating procedures, culture, discipline, and leadership) which when effectively managed, contribute to the quality of the organizational outputs.

The Outputs serve as performance indication where a quality or number of units of work produced is identified. Outputs hopefully are well managed, are of good quality and provide the desired outcomes expected by the community.

Intelligence Gathering through SWOT Analysis

By having stakeholders evaluate the internal and external aspects of their organization (internal strengths and weaknesses / external opportunities and threats), intelligence is gathered so that organizational critical issues and service gaps may be identified. It is only by knowing and understanding the critical issues and service gaps of an organization that effective plans can be made, and processes established to ensure the best in mission accomplishment.

Internal Stakeholder Work Activity

In order to identify and validate the Eudora Fire Department's organizational critical issues and service gaps, an internal stakeholder work session was conducted a few days immediately following the City's external stakeholder session. The internal work session served to focus on the EFD's perceived Strengths, Weaknesses, Opportunities, and Threats.

In any organization's community-centered assessment process, the following are important:

- to review the agency's history, culture, and evolution;
- to identify the current status of the agency; and
- to determine where and what the agency needs to be in the future.

The work session generated a high level of interest and participation by the agency representation in attendance, as named below. Their participation and invaluable insights were essential in the challenge to develop a quality organizational assessment.

Table 7: Eudora Fire Department Internal Stakeholders

<i>Mason McCurdy EMT-B</i>	<i>Brandon Wiggins Probationary</i>	<i>Andrew Naylor Firefighter</i>	<i>Keith Spence Lieutenant</i>
<i>Pete Feyerabend Lieutenant</i>	<i>David Westerhouser FF/EMT-B</i>	<i>Peter Friedel Probationary</i>	<i>Gavin Wartick EMT-I</i>
<i>Stephen Carlyle FF/EMT-B</i>	<i>Matthew Fulks Captain/EMT-I</i>	<i>Aaron Evans Lieutenant</i>	<i>Damon Bradley Captain/EMT-B</i>
<i>Sherri Hall FF/EMT-B</i>	<i>Chelsea King Probationary</i>	<i>Benjamin Green FF/EMT-I</i>	<i>Gary Klotz Firefighter</i>
<i>Daniel Taylor Probationary</i>	<i>Justin Simonich EMT-B</i>	<i>Jim Kerby FF/EMT-B</i>	<i>Dave Sutton Lieutenant/EMT-I</i>
<i>Kevin Blasé Firefighter</i>	<i>Aaron Lanthrom EMT-I</i>	<i>Paula Bradley EMT-B</i>	<i>Yvette Gadberry Lieutenant/EMT-I</i>

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 agency participated in this analysis and recognized its 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 are capable of providing the services requested by customers 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 precious staff time. Through a consensus process, the Internal Stakeholders identified the strengths of 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	Growing department
Diversity of experience	Demographic diversity
Willing to honestly look in the mirror	Work well together
Good core base	Well trained
Volunteer integrity	Volunteer commitment
Volunteer commitment	Pride in the organization
Positive work ethic	Family oriented
Knowledge base	We do things by the book
Courtesy	Implementing traditions
Confident	

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: Eudora Fire Department Weaknesses

Internal and external communications	Disorganized agenda
Lack of respect for authority	Lack of respect interpersonally
Lack of training	No contemporary Mission of the FD
No formal organizational Values	Lack of proper facilities
Lack of some required equipment	Lack of camaraderie – youth/veterans
Working relationship with the Township	Public appearance
Participation in all department functions	No fitness facilities or options
Lack of daytime staff	Lack of understanding of HIPAA
Lack of training equipment	Lack of proper station exhaust system
Arrogance	Accuracy of records
Lack of emotional support	No funding support for JCCC classes
Lack of policies re: participation and performance	

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	Training/education programs at JCCC
Community involvement/outreach	Explorer youth program
FF/EMS Internships for JCCC students	Physical Fitness options
Local community recruitment	Team building activities
Merger with other FD(s)	Improved facilities
Improved City support	Improved County EMS support
Improved funding	

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

A new chief with poor leadership/mgmt	Economy (lack of funding)
Non-support - City/County government	Negative public opinion
Misinformation	Misperceptions
Unrealistic expectations of volunteers	Lack of public feedback forum
Unfunded mandates	City outgrowing FD
Language barriers	Increased vehicle traffic (K-10/I-70)

Organizational Observations

To validate the documented critical issues and service gaps indicated by the facilitated external community feedback, and the internal organization SWOT analysis, CPSE utilized a full organizational assessment following the international fire service industry's categories and criterion of service as established by the Commission on Fire Accreditation International, and as referenced in the *Fire and Emergency Services Self Assessment Manual, 8th edition* (FESSAM) published by CPSE/CFAI in 2009. This process was originally established through a cooperative agreement between the International City and County Managers Association and the International Association of Fire Chiefs to lay out fire service best industry practices, whether volunteer or career.

The following are the observations found by CPSE during the brief evaluation period of this management audit.

Governance

The City of Eudora provides the governance over the Eudora Fire Department. The City is managed by a Mayor/Council form of government. The governing body is made up of a Mayor and five City Council members elected within the community. A City Administrator employed by the governing body provides the day to day management of the City's operations and supervision of the City's departments (Ordinance No. 938).

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility for policy and administration to a city manager or administrator. The Chief Fire Officer or Chief Executive Officer generally report directly to the City Manager or Administrator in these cases. It is vital that the leadership of every agency understand who actually sets policy for the government structure they are working in, and their role in implementing that policy.

One note of interest with the City Organizational Structure for the City of Eudora and the Eudora Fire Department is that one of the City Council members also holds an executive position within the Fire Department. While this Council member's position as Deputy Fire Chief within the fire department was made by appointment from a previous Fire Chief, it still exists today and has raised the question of a perceived conflict of interest with some of the community as evidenced by external stakeholder feedback. It also has the appearance of a leveraging influence or special interest lobby potential specifically to or from the council, and the appearance of the ability to work around the chain of command and division of labor through the City Administrator.

The CFAI model has a specific best practice performance indicator that challenges this situation. It states, "The governing body has policies to preclude individual participation

of governing board members and staff in actions involving possible conflict of interest.” Concern for this matter was expressed from all influences with this study. While it may be of legal opinion to allow a governing body member and staff to exist as one in the same individual, it certainly is not one that sets well with other bodies or agencies who have a direct or indirect relationship with the City. It is surprising that the City Council member does not resolve any question that might arise in this matter by serving as a volunteer firefighter rather than filling in a fire department staff/leadership role receiving executive pay.

Assessment and Planning

Assessment and planning are defined as the processes used to identify the community’s fire protection and other emergency service needs in order to identify potential goals and objectives. All agencies should have a basic source of data and information in order to logically and rationally define the organization’s mission. Assessment and planning is critical to the establishment of service level objectives, standards of coverage, and ultimately the quality of program outcomes.

While the Eudora Fire Department has defined boundaries and geographical planning zones, no community hazards and risk assessment has been formally accomplished, and no formal organizational goals and objectives have been identified for departmental continuous improvement. Data has been evaluated over the years on the surface providing basic output reports, but no formal standards have been set and measured to determine a quality of service or improving performance. Total response time has not been analyzed to determine the quality of services in a quality format. Emergency response data has been reported in averages, rather than in reliable quality percentages of 70% to 90%.

The department has not determined standards of coverage, nor defined critical task analysis for operational requirements and efficiencies with emergency events. This has led to non-defined efficiencies with response and staffing at events (i.e. 6-8 firefighters and EMTs on a medical call). Further, call processing, turnout time and travel times are not tracked in detail for assessment and planning. All incident records reviewed during this assessment indicated all time stamps in “whole minutes” which can cause up to a two minute discrepancy in tracking the quality of any component of response time.

The department does not have a published strategic plan nor any contemporary mission statement, values statements, or vision statement. “Reactive” measures in leadership and management have been pervasive in the past rather than “proactive” assessment and planning for the effective performance measurement of improvement.

Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned mission and short-range plans. Additionally, agencies should establish goals and objectives for and to direct the priorities of operational programs and support services. All organizational goals and objectives should be developed consistent with the elements of the organization's Strategic and Capital Improvement Plans.

Financial Resources

Agencies should evaluate their financial condition to determine their ability to fund operational priorities, their effectiveness in serving the community's needs, and its prognosis for long range quality of service given what can be a dynamic and adverse fiscal environment.

Resources must be adequate to maintain the various programs to which an agency has made a commitment. The Fire Chief, City Administrator and Governing Body share responsibility for planning, management, and stability of financial resources. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation, and consideration of all possible resources.

The Eudora Fire Department budget is subsidized by Douglas County for some costs associated with Emergency Medical Services provision.

Programs

The primary core programs offered to the community by the Eudora Fire Department were identified earlier in the study report. Community feedback regarding program priorities identified Emergency Medical Services as the program of top priority, fire suppression and rescue were tied for second, the fire prevention program was fourth, hazardous materials mitigation fifth, public fire and EMS safety education sixth and domestic preparedness seventh. The following is a brief summary of the observations made with these programs.

The Domestic Preparedness Program is predominately handled by Douglas County Emergency Management, but the department does stand ready to respond to any community storm damage or rescue potential.

The Public Fire and EMS Safety Education Program is very important to the organization because it is a primary proactive fire and injury prevention program where the members of the department are able to connect with the community. This is one of the programs where an improved connection with the community should be pursued. The community wants it, and the department members can benefit from it, but the true beneficiary of improvement in this program would be the community itself.

General Program Recommendation:

The department should set formal program goals and objectives to be accomplished with the Public Fire and EMS Safety Education program annually, and the department's performance should be measured to demonstrate credible program improvement.

Hazardous Material Mitigation is a program where the Eudora Fire Department has first responder awareness and operational responsibilities. The community certainly has community hazards and risks in this area with the rail line and K-10 highway, and the EFD is fortunate to have the Lawrence Douglas County Fire Medical Hazardous Materials Team available for any critical or dangerous level events. The department does not currently have any annual program goals or objectives set for hazardous materials mitigation.

General Program Recommendation:

The department should set formal program goals and objectives to be accomplished with the Hazardous Material Mitigation program annually, and the department's performance should be measured to demonstrate credible program improvement.

The Fire Prevention Program is critical to maintaining a fire safe community in Eudora. In recent years the City has adopted more modern fire and life safety codes to be applied to new construction and community developments. Plan reviews appear to have been performed promptly and with the proper technical competency. Completed fire inspections appear to be documented well, but some stakeholder feedback indicated a concern that not all inspections have been as complete as necessary to the codes. No plan could be verified as to how the inspection program is carried out. The department does not currently have any annual program goals or objectives set for the fire prevention program, but a department policy does exist that requires all non-resident inspectable occupancies to be inspected at least annually (SOP 901.03). No data was found to indicate that this policy was adhered to.

General Program Recommendation:

The department should set formal program goals and objectives to be accomplished with the Fire Prevention program annually, and the department's performance should be measured to demonstrate credible program improvement.

The Rescue Program was tied for second with fire suppression in the community stakeholder program prioritization feedback process. This places a legitimately high priority with this program. In evaluating the department's rescue equipment and firefighter training records, it appeared that the organization program is marginal.

Because of the significant demand of rescue activity, the high risk of rescue events with high speed traffic on highway K-10 (which is a primary traffic route to and from Lawrence and the Kansas City metro area, the department should be trained and equipped with the necessary state of the art rescue equipment to meet the risks and demands. The improvement in this area will directly benefit a victim's potential survivability for necessary immediate trauma treatment within the golden hour. It will also allow for improved interagency relations, increased incident safety and improved firefighter confidence in job performance. The department does not currently have any annual program goals or objectives set for the department's rescue program.

General Program Recommendation:

The department should set formal program goals and objectives to be accomplished with the Rescue program annually, and the department's performance should be measured to demonstrate credible program improvement.

The Fire Suppression Program also tied for second in the community stakeholder program prioritization feedback process. The department continues to make strides in providing quality fire apparatus, equipment, tools and protective clothing. The City budgets annual monies for the City's on-going apparatus replacement fund and also for required safety equipment. It is important that the City ensure a commitment to these very important replacement funds as they have a direct impact on firefighter safety. Fire suppression competencies and skills will be addressed later in the report, as will the fixed facilities that house mobile vehicles and apparatus. One area in the fire suppression program that could not be verified or validated was fire suppression standards of cover. No critical task analysis could be found to identify and validate the necessary types and quantity of fire equipment and personnel needed to properly and adequately mitigate types of fire suppression events. Without this analysis, agencies tend to just throw people and equipment at events as they are available, and no plans are made to calculate a planned prepared response. The department does not currently have any annual program goals or objectives set for the department's fire suppression program.

General Program Recommendations:

The department should set formal program goals and objectives to be accomplished with the Fire Suppression program annually, and the department's performance should be measured to demonstrate credible program improvement.

The Emergency Medical Services Program was not only the highest priority to the community external stakeholders, but it also is the largest department emergency response demand. Further, it currently requires the highest firefighter/EMT volunteer compensation of any call type because of the frequency and number of volunteers that

show up and are paid for these events. What is ironic is that if a critical task analysis were performed for this response type, that for most emergency medical responses only two certified technicians would be required for the emergency event. Lawrence Douglas County Fire Medical supplements these responses with a MICT Medic ambulance out of the City of Lawrence. Details regarding the demand and quality of Advanced Life Support (ALS) response in Eudora should be reviewed and compared to the services provided in Baldwin City. Douglas County provides up to \$15 per EMS technician (Maximum of \$60.00 when four EMS personnel) per call, and also provides other funding support to the department for a first response vehicle, for EMS equipment and training. The department does not currently have any annual program goals or objectives set for the department's EMS program.

General Program Recommendations:

The department should set formal program goals and objectives to be accomplished with the Emergency Medical Service program annually, and the department's performance should be measured to demonstrate credible program improvement.

Efforts should be made to ensure that all firefighters are certified at least to an EMT-Basic or Emergency Medical First Responder level.

Physical Resources

Physical resources are defined as fixed buildings, mobile apparatus, equipment and tools necessary to accomplish the department's mission. In the review of the department's physical resources, some serious issues come to light which not only limit the department's ability to provide a cadre of volunteer firefighters with quality coverage from the station, but the City fire station facility also is so small that it houses large heavy apparatus in dangerous fashion. It is critical when a fire apparatus only has "inches" of clearance at bumper and tail board, and when there is no exhaust fume relief system to protect turnout equipment from exhaust by-product saturation. Further, there is no room or facilities in the building for firefighter or EMT housing in the station. The small administrative office building currently provides adequate office space for the Fire Chief and two additional desks with computer work stations. The building has minimal garage space for one SUV sized vehicle and one sedan. Actually, this building could easily be retrofitted to house an EMS first response team utilizing a SUV Quick Response Vehicle, but that would leave absolutely no administrative office space to manage the department from. The department is in critical need of a quality facility to house the community's fire apparatus and crews. The facility should also have adequate classroom facilities not only for fire/EMS training, but also to provide a location for public education and information activities.

Human Resources

Human resources are defined as all aspects of personnel administration except those of training and competency. Additionally, structure for the fire department's processes fall within the established department Standards Operating Procedures (SOP). Upon evaluation of the department's SOPs, it was found that of the 126 policies and procedures only 17 had been updated since year 2003. It was also identified that a preponderance of the SOPs were not relevant to the department, and that many mandatory SOPs were not followed at all. These SOPs should be re-evaluated and updated to ensure that credible necessary SOPs which are specifically relevant to the department are established and followed by the members. Employee records were also found in files on official department letterhead which were documents of questionable "firehouse humor" rather than official business. The City or the department's leadership should evaluate employee records for the required formal record and file requirements and establish the necessary professional files required to effectively administer the department. The relevance and stability of these processes are absolutely critical for an organized and effective delivery of outputs in accomplishing the department's mission. Staffing options necessary to provide a delivery of the organization's mission should be strongly weighed. Of paramount concern is what the leadership of the organization be like, and how the community can be served by immediate emergency medical staff available to respond to

medical emergencies within the City. Data and considerations in this light are addressed under Critical Issues Identified and Specific Recommendations.

Training and Competency

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a collection of resources that support teaching and learning. Skill and competency development increase the value of the department's human capital, it's most valuable asset. This is the most significant organizational asset that can appreciate in value. The department is encouraged to establish a formal training program and identify a credible department training officer to manage the program. Further, a structured short term and long term training schedule should be established and adhered to. Structured professional records should document individual member training activities and credentials.

Essential Resources

Essential resources are defined as those mandatory services or systems required for the department's operational programs to function. These services and systems include community water supply systems, emergency communications systems, administrative and general office systems with industry specific record management systems.

External Systems Relationships

External systems relationships are defined as the relationships with agencies that act together as an integrated system. The history of the Eudora Fire Department is one of past conflict with the Eudora Township Fire Department. The history was referenced in community stakeholder feedback, and in most all interviews with external agency stakeholders. While it appears that the history of conflict is predominantly in the past, it still appears fresh in the minds of many. Current practices between the Township fire departments and the Eudora Fire Department are improved, and shared response in some cases are occurring effectively again. The Eudora Fire Department and the Eudora Township have begun scheduling shared skills drills again. The continued improvement in this area is imperative as both agencies should be able to depend upon each other for support and service delivery.

Determination of Critical Issues

In evaluating the community feedback from the external stakeholders, the feedback from EFD internal stakeholders, and interviews from both internal and external agency representatives who hold an interest in the management and operational services of the Eudora Fire Department, an assessment was made by CPSE regarding critical issues that face the EFD and its community served today. The observations and findings from the 10 Categories of the CFAI model helped to solidify the issues that had surfaced in this audit.

The list below reflects the critical issues identified by CPSE which are recommended as necessary to address.

Eudora Fire Department Critical Issues

- 1. No Contemporary Mission, Vision or Values guiding the Fire Department.**
 - a. How and when will the Fire Department establish a Strategic Plan with goals and objectives for continuous improvement?*
- 2. No recent history of effective leadership and management of the Fire Department.**
 - a. What is the best way to provide effective professional leadership and management of the Fire Department?*
 - b. Would emergency service delivery improve if the Eudora City, Eudora Township and/or other Fire Departments merged?*
- 3. Inconsistent and inefficient response and coverage for the community EMS demands.**
 - a. How can the community receive immediate efficient response and coverage for the EMS demands in the City?*
- 4. Lack of necessary funding to ensure staff coverage delivering quality emergency response times.**
 - a. What necessary funding resources can be found to provide quality emergency response times for the community.*
 - b. What efficiencies and/or methods can be considered to improve emergency response staff coverage.*
- 5. Obsolete, impractical and unsafe fire station facility.**
 - a. How (and when) can the City fund a practical fire station facility to operate from?*
- 6. The majority of departmental SOPs are impractical, irrelevant and not enforced.**
 - a. When will Fire Department SOPs become current, relevant, and fairly enforced?*
- 7. A perceived conflict of interest with a City Council member holding a paid leadership position in the fire department.**
 - a. How can the perceived conflict of interest with a City Council member holding a paid leadership position in the Fire Department be resolved?*
- 8. The City of Eudora places the highest jurisdictional Advanced Life Support (ALS) response demand for LDCFM outside of Lawrence.**
 - a. Why doesn't Eudora have an ALS unit located in the city with quick response times like Baldwin does?*

Recommendations and Options for Improvement

1. Select a full-time qualified Fire Chief for the City of Eudora establishing quality organizational leadership and management for the fire department.

Advantages

- The City retains control of the fire and EMS services, and the future growth and deployment of its resources.
- Service identity and expansion of facilities occur at the City's own pace.
- City leverages its own needs with the County and LDCFD.

Disadvantages

- The Fire Chief selected/appointed may turn out to not have the leadership and management skills required.
- Expansion of services will require City and/or other funding considerations, may be a slow pace.
- City political climate may prohibit necessary service changes.

2. Consider and prepare for the merger of the City of Eudora Fire Department with the Eudora Township Fire Department.

Advantages

- Combined resources and tax base provide better equipment and funding flexibility for community service coverage.
- End of competing department tension and turf battles.
- Quicker application of coverage options.
- Position and leverage for future further consolidation options (i.e. Wakarusa and Grant Township).

Disadvantages

- The lack of direct City control of the fire and EMS services, and the future growth and deployment of resources wanted in the City.
- Changes required in the new organization structure may create animosity for some department members.

3. Job-share a full-time qualified Fire Chief for the City of Eudora with other area Township Fire Departments

Advantages

- The City retains control of the fire and EMS services, and the future growth and deployment of its resources.
- Service identity and expansion of facilities occur at the City's own pace.
- City leverages its own needs with the County and LDCFM.
- Operations among shared departments become more consistent
- Administrative costs are lower providing more flexibility with the use of funds for other potential staffing.

Disadvantages

- The shared Fire Chief may turn out to not have the leadership and management skills required.
- Expansion of services will require City and/or other funding considerations, may be a slow pace.
- City political climate may prohibit necessary service changes.

4. Consider and prepare for the merger of the City of Eudora Fire Department with the Wakarusa and Eudora Township Fire Departments (and include coverage of Grant Township).

Advantages

- Combined resources and tax base provide better equipment and funding flexibility for community service coverage.
- End of competing department tension and turf battles.
- Quicker application of coverage options.
- Position and leverage for future further consolidation options (Wakarusa and Grant Township).

Disadvantages

- The lack of direct City control of the fire and EMS services, and the future growth and deployment of resources wanted in the City
- The City may become a smaller player in the big scheme of things.
- Changes required in the new organization structure may create animosity for some department members.

5. Consider pressing the County and LDCFM for either funding two full time staffed first responders, or providing a fully staffed ALS ambulance in the City of Eudora.

Advantages

- The City has fully staffed EMS coverage 24/7.

Disadvantages

- There is no facility to adequately house a staffed unit 24/7.

6. Buy property, design and build a modern, but efficient Fire Department facility with the capability of housing up to 10 Fire and EMS staff.

Advantages

- Volunteers and any future paid staff would be capable of covering units 24/7.
- Safe and efficient operational staging of apparatus.
- Safe and secure staging of protective equipment.
- Improved facilities would assist in the marketing and recruitment for volunteer fire and EMS personnel.
- Quality training classrooms and materials.
- The central location of leadership and management out of the station.

Disadvantages

- The time it would take to build and open.
- The cost.

Glossary of Terms and Acronyms

For the purposes of this report, 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.
Accredited	The act of accrediting or the state of being accredited , especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.
ALS	Advanced Life Support
BLS	Basic Life Support
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
Key Performance Indicator	Measurable factors of extreme importance to the organization in achieving the strategic goals, objectives, vision, and values that, if not implemented properly, would likely result in significant decrease in customer satisfaction, employee morale, and financial management.
Master Planning	A combination of the organization's strategic plan and its operational plans. Master plans take the various plans and integrate them into one document. Master plans help define the anticipated future of the community's demographics and how the community is expected to

	develop or change in the timeframe covered by the master plan.
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 Management	The monitoring for improvement of performance through the ongoing process of goal-setting, allocation of budget resources to priorities, and the evaluation of results against pre-established performance criteria.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
RMS	Record Management System/Software
SOP	Standard Operating Procedure
Service Quality	A performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
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 Direction	The organization's goals, objectives, and strategies by which it plans to achieve its vision, mission and values.
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 the 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.
Support	As used in this report, support may include, but is not limited to; information, facilitation, coordination, technical assistance, or financial assistance.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be at some point in the future.

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/benchmrk/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.

Appendix A

City Council Feedback Regarding Fire Department Services



Service Priorities as Identified by the City Council for the City of Eudora Fire Department

SERVICES	RANKING	SCORE
Emergency Medical Services	1	30
Rescue	2	23
Fire Suppression	3	20
Hazardous Materials	4	12
Public Fire/EMS Safety Education	5	10
Fire Prevention	6	7
Domestic Preparedness	7	5

**Expectations as Identified by the City Council for the
City of Eudora Fire Department
(In priority order)**

1. To have an ample number of responders for any size call, day or night.
2. Quick response when call on.
3. To be a professional organization in management, conduct and appearance.
4. To have good relations with township mutual aid agencies.
5. Members of the department should have the ability to do the job.
6. Priority should be placed on life safety.
7. A positive attitude while in the public.
8. Provide good customer service.
9. To have Eudora's best interest at heart.
10. To provide care and upkeep of the equipment purchased with City taxpayer money.
11. To have an efficient organizational structure.
12. To restore the faith with taxpayers.
13. To be trained for all potential emergencies..
14. To inform the Council in an unbiased way when more resources are needed, or there is a large gap in service so we can address it.
15. To attract new firefighters and EMTs.
16. That members are approachable and considered reliable trustworthy citizens.

**Areas of Concern Identified by the City Council for the
City of Eudora Fire Department
(No particular order)**

- Daytime call staffing.
- Not self sufficient.
- Paid company officers.
- The station location.
- The fire department has a reputation as “show offs.”
- The future growth.
- Too many firefighters on EMS calls.
- City and Township fire departments not working together (turf battles).
- The station size.
- Need more high risk/low frequency training.
- Do we need a full time chief, or some other arrangement?
- Lack of interest by volunteers.
- Perceived conflict of interest with admin staff.
- Poor facilities.
- Volunteer recruitment.
- Wasteful spending.
- Overworking the volunteers – painting the fire station, cleaning the gutters, etc.
- If we go full time, can we afford it?
- Apparent animosity with Eudora Township – it’s an issue of true.

**Positive Comments and Strengths Provided by the City Council for the
City of Eudora Fire Department
(No particular order)**

- We have very dedicated core volunteers who are passionate about what they do.
- Quality volunteers willing to give.
- Feel we are recruiting from out of the City successfully thanks to some of former Chief Ates programs.
- Excellent core group.
- As far as I have been told, we have a good response time for a volunteer department.
- Professional.
- Feel that our responders are so professional that citizens may assume we are a full time department.
- Volunteers are willing to stay in cramped quarters from outside the community.
- There is a brotherhood in the lower ranks.
- There is a hunger for learning.
- Have seen some improvement in Township relations.
- Recruiting volunteers from outside of the County to meet needs.
- Chief Moore.

**General Comments Provided by the City Council for the
City of Eudora Fire Department
(No particular order)**

- Our goal is to give the citizens the best department and fire/EMS coverage we can provide. We are on that road now.
- We need to repair the relationship with the Township department.
- We need to remember that our department is volunteer and saving us a lot of money, and to treat them as such, and not ask more of them beyond being responders. If they want to volunteer other work, fine, but asking them too much begins to look pushy.