EUDORA FIRE & EMS DEPARTMENT

2018-2023 STRATEGIC PLAN

Facilitated by

Center for Public Safety Excellence

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Introduction

The City of Eudora Fire & EMS Department (ECFD) provides fire suppression, emergency medical services, technical rescue, special operations, community risk reduction and public education to the residents, businesses, and visitors of the city of Eudora, Kansas. The ECFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual* 9th *Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

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

CITY OF EUDORA FIRE & EMS DEPARTMENT
STRATEGIC PLAN

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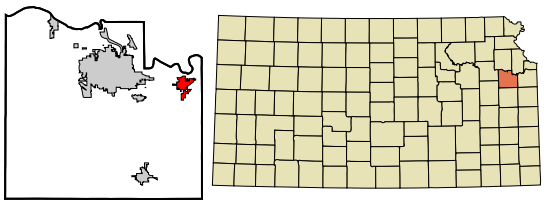
Organizational Background

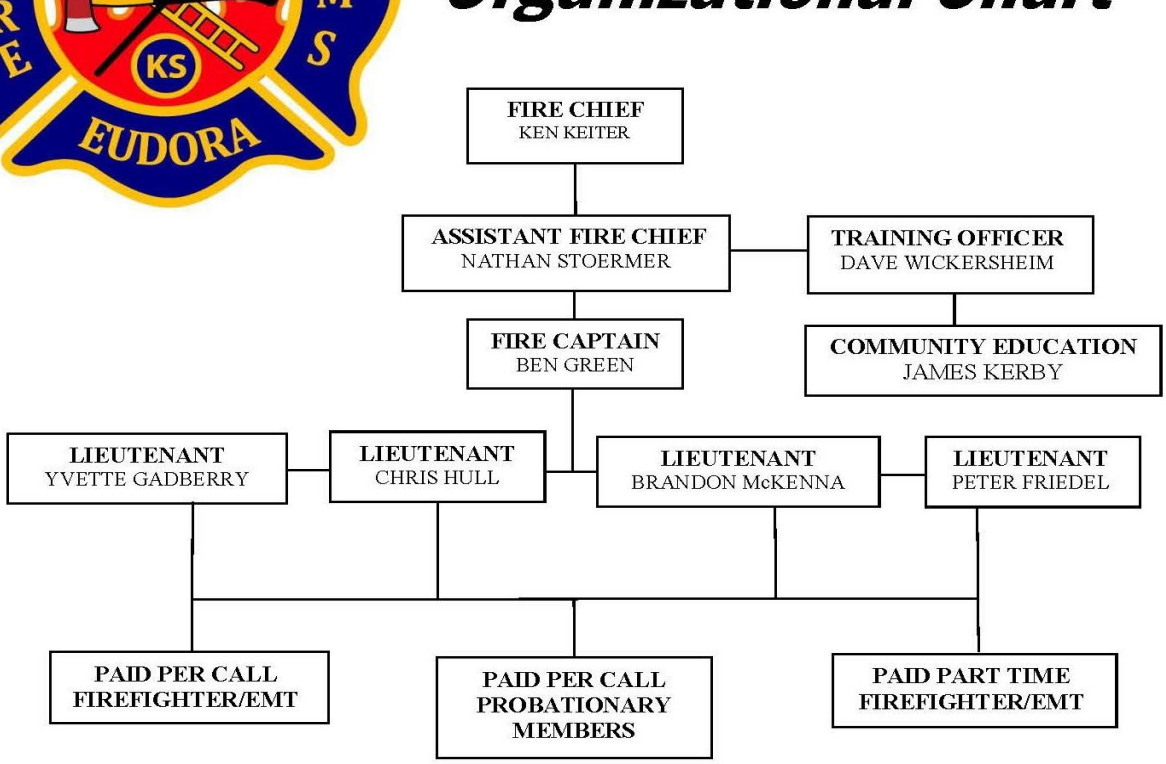


Eudora, founded in 1857, is a city of approximately three-square miles in Douglas County Kansas, and is part of the Lawrence, Kansas Metropolitan Statistical Area. Eudora was originally part of a large piece of property nestled near the Oregon and Santa Fe Trail next to the Wakarusa River. Eudora was originally part of Indian Territory that was purchased from Chief Paschal Fish. The name "Eudora" was derived from that of Chief Fish's daughter (of Greek derivation meaning "giving" or "generous"). 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 building of a new Public Safety Building, hiring of its first full time Fire Chief, Assistant Chief, as well as replacement of a 30-year-old fire apparatus. Currently, the department serves the 6,000+ residents and visitors with approximately 40 volunteer firefighters, EMT's, and paramedics responding to approximately 650 calls on average with response times less than four minutes.

The Eudora Fire & EMS Department provides structural fire protection, wildland fire suppression, fire prevention, operations level hazardous materials mitigation, and emergency medical response at the basic life support level within the City of Eudora. Advanced life support and transport services are provided through Lawrence-Douglas County Fire Medical.

Organizational Structure



Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community–driven strategic planning process was used to develop this strategic plan.

The process of strategic planning can be defined as "a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why."[1]

[1] See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)

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

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community's and the department's external and internal stakeholders for their participation and input into this Community–Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Ken Keiter, Assistant Fire Chief Nathan Stoermer, and the Eudora Fire & EMS team for their leadership and commitment to this process.

External Stakeholders Work Session

The Community–Driven Strategic Planning Process Outline

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

Development of this strategic plan took place February through May 2018, beginning with a meeting hosted by a representative from the CPSE for members of the community (external stakeholders, as named in the table below). Input received from the meeting revolved around community expectations and concerns, as well as positive and other comments about the organization.

Eudora Fire & EMS Department External Stakeholders			
Mark Bradford	Amy DeLaRosa	Tony Foster	Jason Hoover
Sue Howig	Jeff Ingle	Bret Kay	Mary Kirkendoll
James Nelson	Ryan Rock	Janene Rothwell	Pam Schmeck
Gary Scott	Steve Splichal	Dr. Caleb Trent	Bill Whitten
Carl Wohlford			

Community Group Findings

A key element of the Eudora Fire & EMS Department organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided.

Community Priorities

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

Programs	Ranking	Score
Emergency Medical Services	1	96
Fire Suppression	2	78
Fire Prevention / Community Risk Reduction	3	51
Rescue	4	46
Public Fire and Safety Education	5	30
Domestic Preparedness Planning and Response	6	29
Hazardous Materials Mitigation	7	27

External Stakeholders Work Session

See Appendix 1 *for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.*

Internal Stakeholder Group Findings

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

Eudora Fire & EMS Department Internal Stakeholders			
Chase Abernethy Probationary Firefighter	Joshua Brandt Probationary Firefighter	Baylee Brewer Firefighter/EMT	Peter Friedel Lieutenant/Paramedic
Yvette Gadberry Lieutenant/Advanced EMT	Nathan Heyse Firefighter/EMT	Matthew Holek Probationary Firefighter/EMT	Clifford Ikenberry Probationary Firefighter/EMT
Ken Keiter Fire Chief	Jim Kerby Community Education Coordinator	Dustin Kilgore Firefighter/EMT	Gary Klotz Firefighter/EMT
Aaron Lathrom Firefighter/Advanced EMT	Jacob Long Firefighter/EMT	Christian Tyler Matos Probationary Firefighter/EMT	Brandon McKenna Lieutenant/EMT
Brandon Mitchell Firefighter/EMT	Nolan Parker Probationary Firefighter/EMT	Nathaniel Pike Firefighter/EMT	Jay Reynolds Firefighter/Paramedic
Nathan Stoermer Assistant Chief		Dave Wickersheim Training Officer	

Internal Stakeholders

Mission

The purpose of the mission is to answer the questions:

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

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and agreed upon by the entire group:

The City of Eudora Fire & EMS Department protects life and property by providing prompt professional fire, rescue, emergency medical services, and community risk reduction.

Internal Stakeholders Work Session

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

COMMUNITY

We will respect the community by providing education, partnerships, and quality service for all. We will strive to be good stewards of the resources that have been entrusted to us while accomplishing our mission.

PROFESSIONALISM

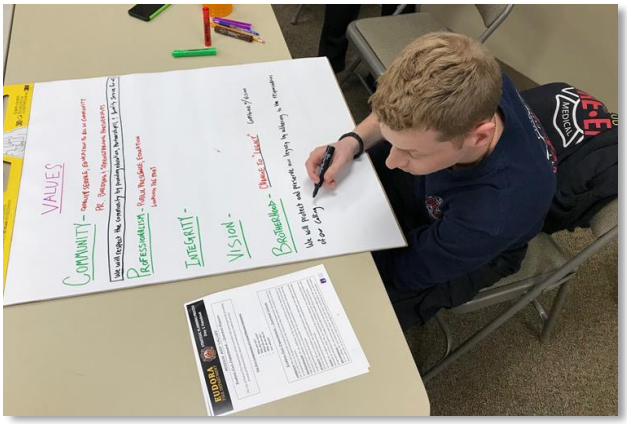
We are dedicated to the pursuit of excellence and the demonstration of professional standards in the successful accomplishment of our work while providing the best service to our community.

INTEGRITY

We are committed to actions of honesty while adhering to the highest standards of moral and ethical behavior.

LEGACY

We will protect and preserve our legacy by adhering to the responsibilities of our calling. We are committed to seeking out and implementing innovative and progressive thinking to address change most effectively to benefit those we serve.



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

Programs and Services

Core programs are defined as the primary programs provided by the Eudora Fire and EMS Department to carry out its mission. Supporting services are internal and external services that empower the quality delivery of core programs. The department's internal stakeholders identified the following core programs provided to the community, as well as many of the services that enable the ECFD to deliver those programs:

Core Programs of the Eudora Fire & EMS Department		
Emergency Medical Services	Fire Suppression	Rescue
Fire Prevention / Community Risk Reduction		Hazardous Materials Mitigation
Public Fire and Safety Education	Domestic Preparedness Planning and Response	

Supporting Services of the Eudora Fire & EMS Department		
Local (in-house) Training and Education Services ○ Wednesday fire training ○ Recruit academy ○ EVOC ○ Driver/Operator ○ Inspection training ○ Neighboring departments	State Training and Education Services ○ KUFRTI – trailers, fit testing, rescue ○ SCAFFA – Fire Marshal's Office ○ KS Firefighter – EMS at community colleges EMS Training (in-house and LDCFM)	National Training and Education Services ○ NFA – Emergency Management ○ IAFC – FRI ○ NREMT ○ FDIC Emergency Dispatch (Douglas County)
Mutual Aid Departments Railroads Critical Incident Stress Debriefing Services Eudora School District Insurance Companies State Fire Marshal's Office	Air Ambulance Services Information Technology Services Professional Service Organizations Local and County Government Public Works Services Red Cross Chaplain Service	EMS Transport (LDCFM) Hospitals Community Business Partnerships Law Enforcement Services Utility Companies Contract Services

S.W.O.T. Analysis

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

Appendix 2 *consists of the SWOT data and analysis collected by the department stakeholders.*

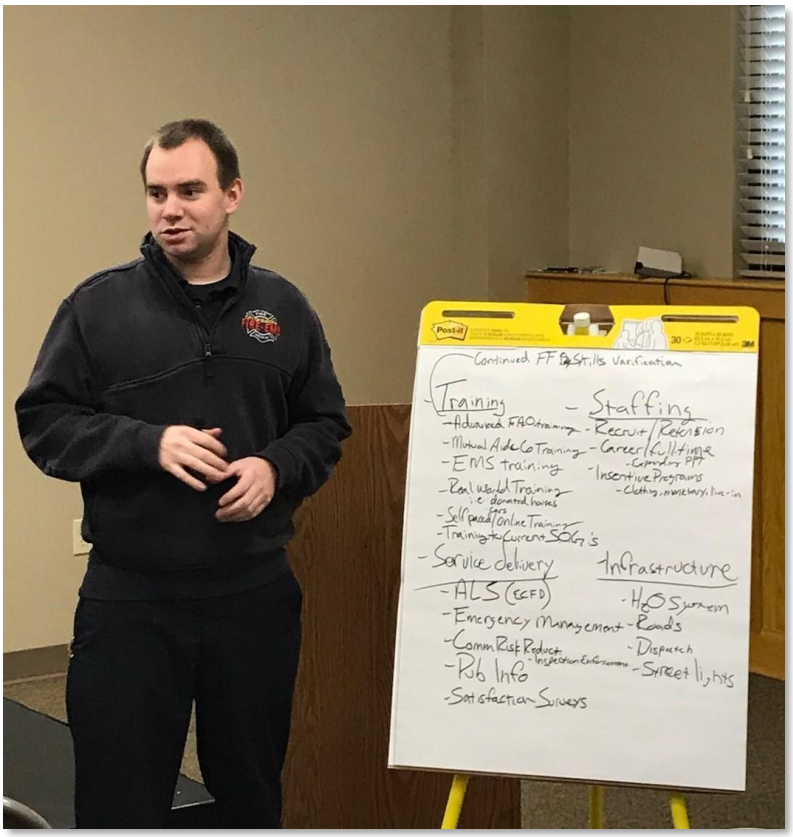
Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (*found in* Appendix 3).

Strategic Initiatives

Based upon all previously captured information and through a group discussion of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Eudora Fire & EMS Department Strategic Initiatives		
Workforce Planning	Training	Community Outreach
Program Improvement		Infrastructure Improvement



Internal Stakeholders Work Session

Goals and Objectives

> **"Goals allow you to control the direction of change in your favor."**
> Brian Tracy,
> Author

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

Goal 1	**Establish workforce planning processes to provide consistent and effective staffing to accomplish our mission and meet community expectations.**	
Objective 1A	**Perform a community risk assessment to determine workforce staffing and coverage needs.**	
Timeframe	3 Months	**Assigned to:**
Critical Tasks	• Assess community characteristics: -Infrastructure -Topography -Water Supply -Roadways -Businesses -Community Events -School Events • Assess fire department characteristics • Assess fire losses and saves for past five years • Identify emergency incident demand by planning zone and day of the week for past five years • Identify staffing by call type with (and without) mutual aid for last five years • Establish minimum staffing for incident mitigation critical tasks	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 1B	**Utilize nationally recognized standard practices to establish benchmarks for effective workforce staffing and coverage performance.**		
Timeframe	12 Months and on-going	**Assigned to:**	
Critical Tasks	• Establish quality standard benchmarks (i.e. NFPA 1720, CFAI) • Determine performance gaps between standard benchmark and current baseline • Establish timeline to close performance gaps • Report progress annually to the City Manager's Office		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 1C	**Evaluate the department's workforce coverage capabilities relative the community risks.**		
Timeframe	1 Month	**Assigned to:**	
Critical Tasks	• Evaluate EMS incident benchmark performance gaps (baseline-benchmark=gap) • Evaluate Fire incident benchmark performance gaps (baseline-benchmark=gap) • Evaluate Rescue incident benchmark performance gaps (baseline-benchmark=gap) • Evaluate Hazardous Material incident benchmark performance gaps (baseline-benchmark=gap)		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 1D	**Evaluate workforce recruitment and retention processes.**		
Timeframe	3 Months	**Assigned to:**	
Critical Tasks	• Determine current workforce recruitment and retention methods. • Consider alternate options recognized as volunteer/combination fire department best practices for improvement where needed. • Update workforce recruitment and retention methods for improvement as needed.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 1E	**Establish continuous improvement plan to address gaps and variations**		
Timeframe	12 Months and on-going	**Assigned to:**	
Critical Tasks	• Establish optimal workforce recruitment plan. • Establish optimal workforce staffing/coverage plan. • Establish optimal workforce retention plan. • Notify City Manager Office of recommendations to address gaps and variations annually.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

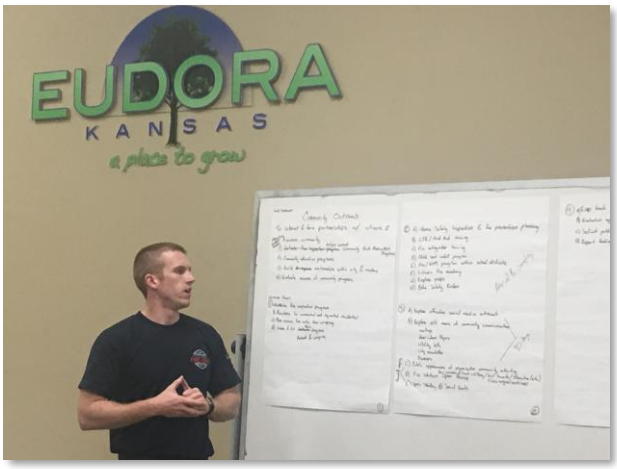
Goal 2	Meet the expectations of the community, we will commit to consistent and effective training and education.	
Objective 2A	**Conduct a detailed training needs assessment that meets current accepted standards.**	
Timeframe	6 Months **Assigned to:**	
Critical Tasks	• Survey department regarding training needs and wants • Review state and national training standards • Review training activity recently provided • Assess staff's knowledge level	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	**Provide continuing education and training to meet recertification requirements.**	
Timeframe	12 Months **Assigned to:**	
Critical Tasks	• List regional partners to coordinate with both Fire/EMS • Create task-books • Publish task-books • Establish required education staff • Create training programs necessary for Fire/EMS recertification requirement.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2C	**Audit implemented training programs annually relative to current national certification standards and practices.**	
Timeframe	12 Months **Assigned to:**	
Critical Tasks	• Survey department regarding training needs and wants • Review state and national training standards • Review training activity recently provided • Assess staff's knowledge level • Evaluate program provider (EMS) meeting minutes	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2D	**Assess physical training needs and make recommendations for improvement.**	
Timeframe	3 Months **Assigned to:**	
Critical Tasks	• Evaluate current equipment • Evaluate current props • Evaluate current facilities • Establish needed equipment list • Establish needed props list • Evaluate needed facility requirements • Provide recommendations for improvement	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

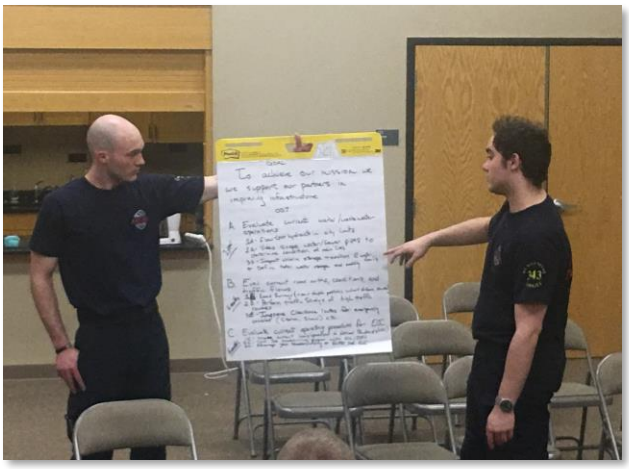
Goal 3	Provide improvement in our community outreach by enhancing interaction and partnerships with our citizens and business community.	
Objective 3A	**Analyze current community risk reduction programs extended to the community.**	
Timeframe	12 months and On-going **Assigned to:**	
Critical Tasks	• Initiate a community fire inspection program. • Establish and perform pre-plans for commercial and for requested residential occupancies. • Establish plan review process • Smoke and carbon monoxide alarm program	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	**Assess and/or establish community education and engagement programs.**	
Timeframe	12 Months and On-Going **Assigned to:**	
Critical Tasks	• Home inspection and fire prevention planning. • CPR and first aid training. • Fire extinguisher training. • Child seat installation program. • Fire/EMS education program within the school district. • Establish Citizens Fire Academy. • Establish Bike Safety rodeo. • Evaluate current and needed props.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3C	**Build relationships between the community and fire department members.**	
Timeframe	Three Months **Assigned to:**	

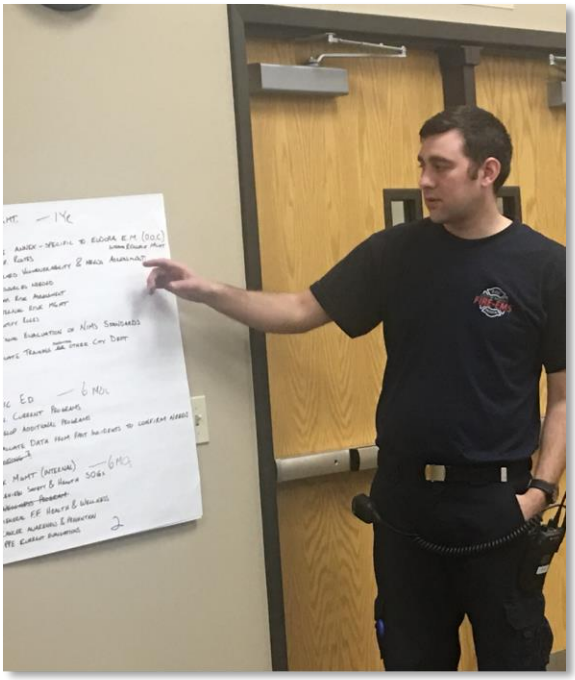
Critical Tasks	• Explore effective social media outreach.
	• Explore alternate means of community communications (i.e. mailings, door-to-door flyers, utility bills, city newsletter, banners)
	  • Public appearances at community activities:
	  • Fire station open house
	  • EMS standby at special events	

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

Objective 3D	**Public evaluation and input on programs and services provided.**		
Timeframe	12 Months and On-going	**Assigned to:**	
Critical Tasks	• Keep track of attendance – growth or decrease in numbers. • Establish an evaluation process for the community outreach programs. • Gain public feedback regarding ideas for future community programs. • Attain adequate staffing for program and service needs. • Report findings annually.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:







Goal 4	**Improve the quality of the current emergency response, emergency management, public education, internal risk management, and EMS programs.**		
Objective 4A	**Improve emergency response programs to decrease pain, suffering and life loss, as well as and property damage and economic loss in the community.**		
Timeframe	12 Months and on-going	**Assigned to:**	
Critical Tasks	• Establish key performance indicators in each program area and determine quality benchmarks to strive for. • Analyze and evaluate current capabilities in each program area relative to the benchmark established. • Make recommendations for improvement where indicated – short term, mid-term, and long term.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4B	**Improve the emergency management program for quality emergency preparedness, planning and response.**		
Timeframe	12 Months	**Assigned to:**	
Critical Tasks	• Establish key performance indicators for an effective emergency management program. • Create a City of Eudora emergency management municipal annex for the Douglas County Emergency Management Plan to include: - Emergency traffic routes, hazard vulnerability and needs assessment, resource needs, community risk assessment, internal risk assessment, and roles. • Establish a Continuity of Operations Plan (COOP). • Maintain a continual evaluation of the National Incident Management System standards, and ensure that all staff meets the necessary requirements. • Evaluate training involving other city departments.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4C	**Improve the public education program for quality community risk reduction efforts to maintain a safe community.**		
Timeframe	Six Months	**Assigned to:**	
Critical Tasks	• Establish key performance indicators for an effective community public education program. • Evaluate data from past incidents to identify and confirm community needs. • Evaluate the current program activities provided. • Develop and deliver additional programs as needed. • Evaluate the effectiveness of the program adjustments considering key program performance indicators.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 4D	**Improve the internal risk management program for quality efforts in providing a safe environment for members to operate within.**		
Timeframe	Six Months	**Assigned to:**	
Critical Tasks	• Establish key performance indicators for an effective internal risk management program. • Review and update where necessary the current safety and health Standard Operating Guidelines. • Establish a firefighter health and wellness program. • Evaluate current research regarding cancer in firefighters, and establish a cancer awareness and prevention program for firefighters. • Evaluate the program key performance indicators to determine its effectiveness.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 4E	**Improve the EMS program for quality efforts in patient care and supporting services.**		
Timeframe	12 Months	**Assigned to:**	
Critical Tasks	• Establish key performance indicators for an effective EMS program. • Evaluate the current scope of practice capabilities, and the current practices provided. • Evaluate the equipment needs to match current practice capabilities. • Establish interdepartmental training to support current practice capability. • Establish partnerships with Lawrence Douglas County Fire and Medical for joint EMS training. • Evaluate the program key performance indicators to determine its effectiveness.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Goal 5	Support our city and county partners in improving supportive infrastructure which is necessary to accomplish our mission.	
Objective 5A	**Evaluate water department operations affecting the fire department mission.**	
Timeframe	12 Months	**Assigned to:**
Critical Tasks	• Flow test hydrants in the city limits to determine water pressure and volume available for fire flow. • Determine total water usage and reserve supply for emergency operations. • Determine locations where adequate fire flow is not available for occupancies present. • Inspect chlorine storage and monitors at the water facility to ensure safe operations.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5B	**Evaluate road width, condition, and traffic flows affecting the fire department mission.**	
Timeframe	Six Months	**Assigned to:**
Critical Tasks	• Provide road quality evaluations to determine road size, depth, condition (i.e., pot holes), culvert distance, and shoulder condition. • Perform studies of high traffic routes. • Improve clearance routes for emergency vehicles (storm, snow).	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5C	**Evaluate the Emergency Communications Center operating procedures and performance quality affecting the fire department mission.**	
Timeframe	Six Months	**Assigned to:**
Critical Tasks	• Compare Emergency Communications Center (ECC) operations and call processing performance with ISO and NFPA 1221 standards and press for continuous improvement to meet benchmark standards. • Continue with job shadowing program of ECFD staff at the ECC. • Encourage job shadowing program of ECC staff at the ECFD.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5D	**Engage with each department head and or designee and report findings and suggestions to improve the department's performance quality and ISO Public Protection Classification Rating.**	
Timeframe	12 Months	**Assigned to:**
Critical Tasks	• Meet with the Water Department. • Meet with the Street Department. • Meet with the Emergency Communications Center.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Vision

CPSE presented ECFD with a vision of where the department could be in the future if the strategic plan is accomplished. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

The City of Eudora Fire & EMS Department's 2023 Vision

to be widely known as a fire department which serves its community focused on quality services and continued improvement.

Exemplifying professionalism with integrity in all that we do, we will embrace our community's expectations with excellent service through the pursuit of greater quality training programs and opportunities that improve department services. We will pursue excellence in the recruitment and retention of our staff, and apply new ideas to attract volunteer, part-time and full-time employees to ensure consistent deployment and coverage to emergencies.

Community outreach and engagement will continue to be a priority to ensure that our city is informed in personal, home, and business fire and life safety practices. Further, by connecting with our community and listening to feedback, we will strengthen our understanding of their expectations, and will forge our bond with those whom we serve.

For us to live our commitment to Eudora and our department, we will actively support improving infrastructure that is necessary for the accomplishment of our mission. So that we can receive and respond to emergencies effectively, we will evaluate and support improvement in our community's road and traffic ways for safe response, water distribution systems for effective fire flow, and 9-1-1 call processing and dispatch for quick performance. We commit to the people of Eudora that through the pursuit of excellence with the resources that we are provided, that we will drive toward becoming the best fire and EMS department that we can be as we improve core services and programs that we are responsible for.

Dedicated to trust, we will protect and preserve our legacy by adhering to the responsibilities of our calling. We are committed to seeking out and implementing innovative progressive thinking to address change most effectively, benefiting those we serve.

We will hold each other accountable for fulfilling our mission, living our values, accomplishing our goals, and bringing this vision to reality.

Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that this strategic plan is achieving results, the process of managing for results should be utilized, to include:

- 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.

Types of measures to consider that may be utilized to indicate and measure performance include:

- **Input** - Value of resource used to produce an output.
- **Output –** Quantifiable units produced which are activity-oriented and measurable.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.
- **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.
- **Workload –** Work demanded or performed.

The Success of the Strategic Plan

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

> **"No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point."**
>
> Good to Great and the Social Sectors
> Jim Collins

Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
EMS	Emergency Medical Services
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.
KUFRTI	University of Kansas Fire Rescue Training Institute
LDCFM	Lawrence-Douglas County Fire and Medical
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.
SCAFFA	State Capital Area Fire Fighters Association
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 department will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the department to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities and Threats
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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Appendix 1

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.

Respondents were asked to list, in priority order, up to five expectations they have for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized expectations was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectations of the community's external stakeholders prioritized and weighted accordingly:

Community Expectations of the City of Eudora Fire & EMS Department (in priority order)

1. The proper and professional training of all personnel (paid and volunteer) to improved skill and effectiveness to complete tasks in all positions. Training that keeps pace with the changing demands and exceeds minimum professional standards. (59)
2. Rapid and timely response times to fire and medical emergencies. (26)
3. A public presence. To improve outreach and partnerships with the community in an unbiased manner. To communicate effectively with the community on and off the job. To ask for customer service feedback from those served. (16)
4. Community oriented professionalism on and off duty with a focus on the wellbeing of the community. (16)
5. Public education and safety training for our community adults and school kids. (15)
6. To work cooperatively and effectively with others (fire agencies, medical agencies, the water district, day care services, and businesses). (10)
7. To be properly staffed to provide fire attack on a house and assist ambulance staff as necessary. Strive to become a paid agency to shorten response times. (10)
8. To have a reliable service, always available to respond to calls in the community. (10)

9. To have the proper, necessary, and up-to-date equipment for emergencies in the community. (10)
10. To be responsible in the care and maintenance of equipment. (7)
11. Ability to fully meet the needs of the community. (5)
12. To ensure the safety of your firefighters. (4)
13. To remain calm and helpful while serving those in need. (4)
14. To be mindful of budget limitations. (3)
15. To provide safety inspections to reduce hazards. (2)

Areas of Community Concern

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

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community's external stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the City of Eudora Fire & EMS Department (verbatim, in priority order)

1. Lack of enough fire department staff to meet the needs of the community. Having to have other departments respond to the city. Concerned that we don't have enough staff or volunteers. Concerned that the community is growing, but the fire department is not. Our city is getting too big to rely on a totally volunteer department. The lack of fire department staff effects economic development. (43)
2. Concerned with the reliability and turnover of volunteer firefighters. Are we able to retain trained individuals? We need the comprehensive vetting of candidates. (28)
3. It costs a lot of money to operate a fire department. What is too little, and what is enough? Is money being spent the way it should be? Are paid positions paid enough to keep in Eudora?

There should be adequate funding for excellent services. The fire department appears to be a low priority in city budgeting. Public safety should always be the highest priority. (22)

4. Does the staff have enough training to perform all duties at the expected level? Is there adequate funding to maintain or purchase necessary equipment for training? Are the firefighters getting enough training? Need continuous education for fire officers. (18)
5. Does the department have enough funding to provide the required staffing and training? Is the adequate funding to maintain and purchase necessary equipment? Funds aren't adequate to fund a full-time department. (15)
6. Is there adequate fire hydrant water pressure needed throughout the city? (5)
7. Concerned about the safety of our firefighters. (5)
8. Concerned about the department's communications with the community. There is no longer a common adopted community media. (5)
9. Concerned that future leadership will not be as great as it currently is. (4)
10. Continue to solidify partnerships to further the wellbeing of patients. (4)

External Stakeholders Work Session

Positive Community Feedback

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

Positive Community Comments about the City of Eudora Fire & EMS Department (verbatim, in no particular order)

- They have an excellent public presence.
- A full-time fire chief and assistant chief.
- They have regular meetings.
- All volunteers seem respectful, helpful, and pleasant.
- Full-time staff is a ++++.
- Facilities for public safety.
- Equipment and vehicles.
- Education for volunteers.
- Great supportive staff – volunteers.
- Very organized.
- Great staff.
- They take their career very serious.
- Friendly.
- Always striving to improve equipment and facilities.
- Smoke detector program.
- School outreach – involvement with youth – programs.
- Excellent job with public outreach and training.
- Excellent and timely response to medical emergencies.
- In all interactions (business and personal), staff are friendly and quick to address concerns in emergency situations.
- Quick response times. New ambulance unit is fantastic!

- Partnership with school – fire safety week, etc. The help provided with our crisis plan was much appreciated.
- Visibility within our community at events has been fantastic.
- I am so impressed with this fire department. The two times that I needed help they responded with speed and care. Thank you.
- I am impressed by the involvement in community events.
- Strong leadership.
- Equipment and fire station is up-to-date.
- Great volunteers.
- Presence is seen with the community.
- Professional.
- Polite.
- Looks the part.
- Good leadership. Always gives 110%.
- Good public education programs.
- Good city support of the department – infrastructure, facility, equipment, etc.
- Having an ambulance in town.
- Stable leadership.
- Vision of where the department will go.
- Current facilities and equipment for a small department.
- Good mutual aid plan.
- EMS in town – absolutely critical for some of our most needy adults and youth.
- Good on-scene communications with the public.
- Well trained on fire/EMS.
- Our fire department wants to do well. Programs like this study are an example.
- They present themselves well with looking clean and friendly.
- They teach children and welcome visits.
- I've witnessed them working in emergency situations and felt that they were well trained and had everything in control.

- Always available to help educate the public.
- Friendly
- Community minded.
- Professional appearance.
- Involved in community.
- They are always professional.
- They integrate well with other departments.
- They properly teach their staff to the best of their ability.
- Consistently upgrading equipment for better working conditions and better outcomes on a scene.
- They have a great heart for the community.
- I feel like their service is valuable, but we may not say "thank you" enough.
- They make an intentional effort to improve and protect our community.
- Always very professional and courteous.
- Have always provided education and explanation during inspections.

External Stakeholders Work Session

Other Thoughts and Comments

The community was asked to share any other comments they had about the City Eudora Fire & EMS Department or its services. The following written comments were received:

Other Community Comments about the City of Eudora Fire & EMS Department (verbatim, in no particular order)

- All interactions with the Eudora Fire Department have been very positive. Very easy to work with them.
- Great department!
- Special Request: Could sirens please not be tested at the Main Street station on Saturday or Sunday mornings?
- It is good to see the department focused on the future and meeting the demands of the changing landscape.
- It appears this process is a tremendous benefit to the department and city.
- Education is essential, but some responsibility is on the individuals in the community. The fire department needs to provide the information and training, and the community needs the initiative to utilize it.
- Thank you for asking for our comments. Very well organized, and I wonder if the police department does this? Could this be a joint effort?
- I have great appreciation for the work that you do for our community. Thank you!
- My interaction with the Eudora Fire Department has been limited, however I have found them to be helpful, knowledgeable, friendly, and professional.
- Thank you for the job you do.
- Keep up the great work!
- Education is still needed.

Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and 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-up with organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the internal stakeholders identified the department's strengths as follows:

Strengths of the City of Eudora Fire & EMS Department	
Professionalism	Younger volunteers
High expectations for membership	Community service focused
Positive public image	Work well together
Willing to honestly look in the mirror	Well trained
Good core base	Pride in the organization
Volunteer integrity	Family orientated
Knowledge base	Positive work ethic
Courtesy	Confidence
A diversity of experience	Available equipment
Fire station / living arrangements	Good reporting system
Leadership	Full-time fire chief and assistant chief
Community risk reduction	Public safety supportive commissioners
Working relationship with city staff	Focus on continuous improvement

Weaknesses

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

Weaknesses of the City of Eudora Fire & EMS Department	
External communications - outreach	Outside training limitations (funds)
Lack of consistent staffing and service coverage	Recruitment and retention challenges
Some out of date policies, procedures, and guidelines	Limited volunteers with service delivery experience (fire, EMS, rescue, hazmat)
Unable to obtain training certifications in-house	Relationships with other area FDs
Low number of volunteers from the community	Infrastructure support (water, roadways, dispatch communications)
Lack of some required equipment	Emergency Management Program
LDCFM M12 and ECFD co-relations and culture	
Community Risk Reduction Program	

Internal Stakeholders Work Session

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 for gained improvement. The internal stakeholders identified the following potential opportunities:

Opportunities for the City of Eudora Fire & EMS Department	
KU fire training facilities and programs	Working/training with other fire departments
Community involvement and partnerships	JCCC education and training programs
JCCC FF/EMS internships	Increased community commitment and recruitment
Improved city and county EMS scope support	Improved ECC performance
Live fire training	Realistic hands-on training
Increased social media presence	Resources for consistent staffing (VOL, POC, PPT, FTE)
Community round-table	
NFA Training and/or attendance	Pursue funding supplements (base, federal grants, donations, fund raising)
Improve emergency management presence	
Expansion of scope of practice	Engagement with county, state or regional partners

Threats

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

Potential Threats to the City of Eudora Fire & EMS Department	
Unrealistic expectations of volunteers	City outgrowing the fire department's capability
Increased traffic on Kansas Highway 10	Decreased interest in volunteerism
Unfriendly politics	Poor support from the city or county
Lack of public feedback processes	Natural or weather disasters
Downturn in the economy	Inconsistency in city leadership
Any negative perception of the department	Community or city government apathy
Less than satisfactory roadways and avenues of travel for emergency apparatus operation	Poor ECC performance in emergency 9-1-1call processing and dispatching
Inadequate water infrastructure for fire control	

Appendix 3

Critical Issues and Service Gaps Identified by the Internal Workgroups	
Group 1	**Group 2**
- Staffing ○ Recruitment ○ Retention ○ Paid positions ○ Local/out of town	- Staffing ○ Recruitment/retention ○ Career/full0-time – expanding PPT ○ Incentive programs – clothing, monetary, live-in
- Training ○ Fire ○ EMS ○ Rescue ○ Community ○ Codes	- Training ○ Continued firefighter skills verification ○ Advanced FAO training ○ Mutual aid company training ○ EMS training ○ Real world training – donated houses ○ Self-paced/online training ○ Training to current SOGs
- Infrastructure ○ Hydrants ○ Utilities ○ Committee efficiency ○ City and population growth ○ Roads ○ Water supply ○ Traffic ○ External	- Infrastructure ○ Water system ○ Roads ○ Dispatch ○ Streetlights
- Community Relations ○ CPR ○ Prevention ○ Public Relations ○ Extinguisher ○ Education ○ Feedback ○ Inspections	- Service delivery ○ ALS (ECFD) ○ Emergency management ○ Community risk reduction – inspection enforcement ○ Public information ○ Satisfaction surveys
- Emergency Management ○ Natural disasters ○ Tabletops ○ County protocols ○ Active shooter ○ COOP	