

# City of Wellington Fire/EMS Department



## Strategic Plan 2017-2021



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*Every new beginning comes from some other beginning's end*

## Strategic Planning Process

Step 1-Draft list of topics for discussion.

Step 2-Distribute list to Fire/EMS staff for changes or additions.

Step 3-Distribute public questionnaire via google forms to the public through the cities website, facebook, emails, and media.

Step 3-Recruit external stakeholders that live within the City of Wellington or within areas served (Fire & EMS) through contract.

Step 4-Conduct meeting with city department heads and/or supervisors, council persons for an educational meeting on services and distribute information to be discussed at joint meeting with external stakeholders. Information will consist of questionnaire feedback, existing long range plan, 2015 statistics and discussion topics.

Step 5-Conduct meeting with external stakeholders for an educational meeting on services and distribute information to be discussed at joint meeting with city and department staff. Information will consist of questionnaire feedback, existing long range plan, 2015 statistics and discussion topics.

Step 6-Conduct joint meeting provide compilation of discussion topics and answer questions in preparation for final draft. Identify the departments "Strengths", "Weaknesses", "Opportunities" and "Threats". Establish goals and objectives with timelines, who is responsible, costs and other pertinent information.

Step 7-Conduct joint meeting to finalize draft for city manager and council approval.

Step 8-Host a meeting 1 year after the final draft adoption to review progress.

## Wellington Fire/EMS Discussion Topics

From these topics Goals & Objectives will be developed to be implemented with associated costs, coordinator, and a timetable. The Goals & Objectives should be obtainable, flexible if needed, and within future budgetary expectations.

### **Challenges**

- Declining Population
- Stagnant Tax Base
- Strained Budget
- Aging Population
- Debilitated Structures
- Downtown Buildings and Fire Risk
- Water System Deficiencies

### **EMS Delivery**

- EMS Response Area and Staffing Response
- Increase in Medical Calls (Why)
- EMS Stipend from Sumner County
- Reductions in Medicare and Private Insurance payments
- Recruiting Paramedics
- EMS Billing and Report Software
- EMS Protocol and Procedures
- Cardiac Survivability
- Ramifications if SRMC were to Close
- Quality Assurance Program
- Changes in EMS delivery especially paramedics
- Assisting existing staff with paramedic class expenses

### **Fire Suppression**

Fire Response Area and Apparatus Response  
Current Contracts

Mutual Aid and Automatic Aid  
Insurance Service Office Rating  
Wildland Interface  
Fire Investigations

### **Training**

Existing Training Fire Training Grounds  
Technical Educational Pay Incentive  
Regional Training Opportunities  
Required Re-certification Hours  
In House Training

### **Staffing**

Call Back Difficulties  
Safety & Efficiency Needs NFPA Standards  
OSHA 2 in 2 out  
Mutual Aid Response Numbers  
Hiring Process  
Residency Requirements

### **Response Times**

National Standards  
Department Response Times

### **Technical Rescue and Response**

Continuation of Hazardous Materials Team  
Capabilities/Limitations of Technical Rescue  
Disaster Planning, Training and Response  
New Threats i.e. earthquakes or active shooter  
Tornado Siren Replacement  
Funding future equipment replacement and trailers

### **Consolidation or Countywide Services**

Benefits, Costs, Obstacles

**Outside Agency Relationships**

Sumner County Emergency Management  
Law Enforcement  
County Commission, 911 Dispatch  
FORCE, Region EMS, Chiefs Association, LEPC  
EMS Services, Hospital/Physicians

**Fire/EMS Department**

Call Volume  
Apparatus Replacement Program-participation in GPO  
Grants  
Station Maintenance/Remodeling  
Radio System  
Commercial Inspections  
Community Involvement  
Professionalism  
Newsletter, Commendations  
Budget  
City Safety Committee  
Firefighter Safety, Physical Fitness, Medical Evaluations  
Future Purchases-SCBA, Protective Clothing  
Fire & Life Safety Education  
Standard Operating Guidelines  
Salaries

## *Message from the Chief*



In order to provide comprehensive emergency services to our residents, contracted response areas and visitors to the City of Wellington, Wellington Fire/EMS must proactively respond to changes, solve problems, collaborate on issues, assess community needs, and develop viable solutions. To accomplish this goal our organization developed the following Strategic Planning document. This report is designed to provide the organization, citizens of the community, and city policy makers with a living, breathing five year planning document capable of being evaluated, reviewed, and refined on an annual basis dependent on our ability to meet the objectives listed in the plan.

It is a known fact that fire and EMS services continue to change on a daily basis. The dynamic nature of the environments, community demands, staffing issues, and the current unstable economic conditions facing local cities require departments assume a proactive stance in planning short, medium, and long term organizational goals. While we acknowledge our department may not fully achieve all of the stated goals within a five year period, we believe it is important to take the initiative and design a framework that will guide us in our efforts to meet future challenges.

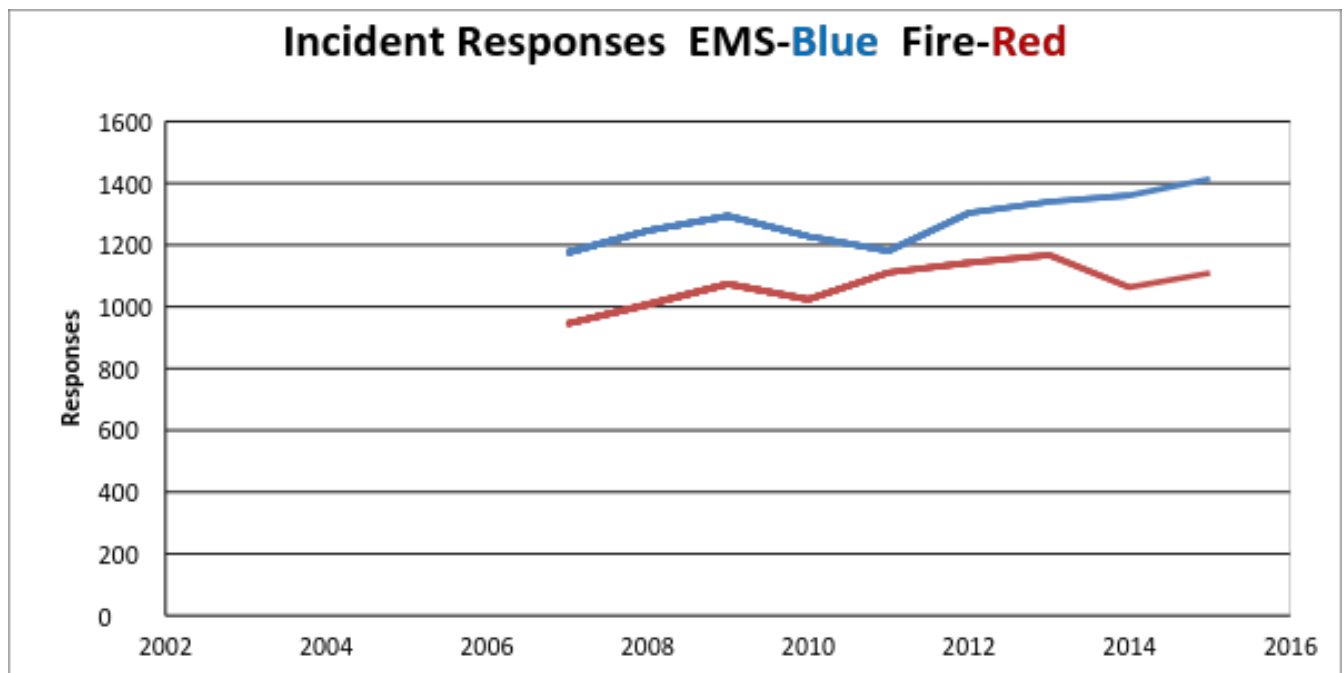
In closing, I would like to thank the members of the department, community, and city staff for providing me the opportunity to facilitate the development of a document that will guide the future of the Wellington Fire/EMS. As an organization, we stand

committed to accepting the challenge of cultivating these strategic goals into reality, enhancing the services we offer our residents, and meeting our future vision.

Tim Hay  
Fire/EMS Chief

### **Introduction**

The department provides fire and rescue services to the City of Wellington, Sumner County Fire Districts 6 & 7, and mutual aid to our neighbors. Emergency medical services are also provided to the City of Wellington and to approximately 442 square miles of Sumner County including 26 miles of the Kansas Turnpike. Annually the department responds to an average of 2400 Fire and EMS calls. Wellington also partners with Arkansas City and Winfield to provide a regional hazardous materials team. Presently the Insurance Services Office fire rating for the City of Wellington is a (4) on a scale of 1-10 with 1 being the best rating.

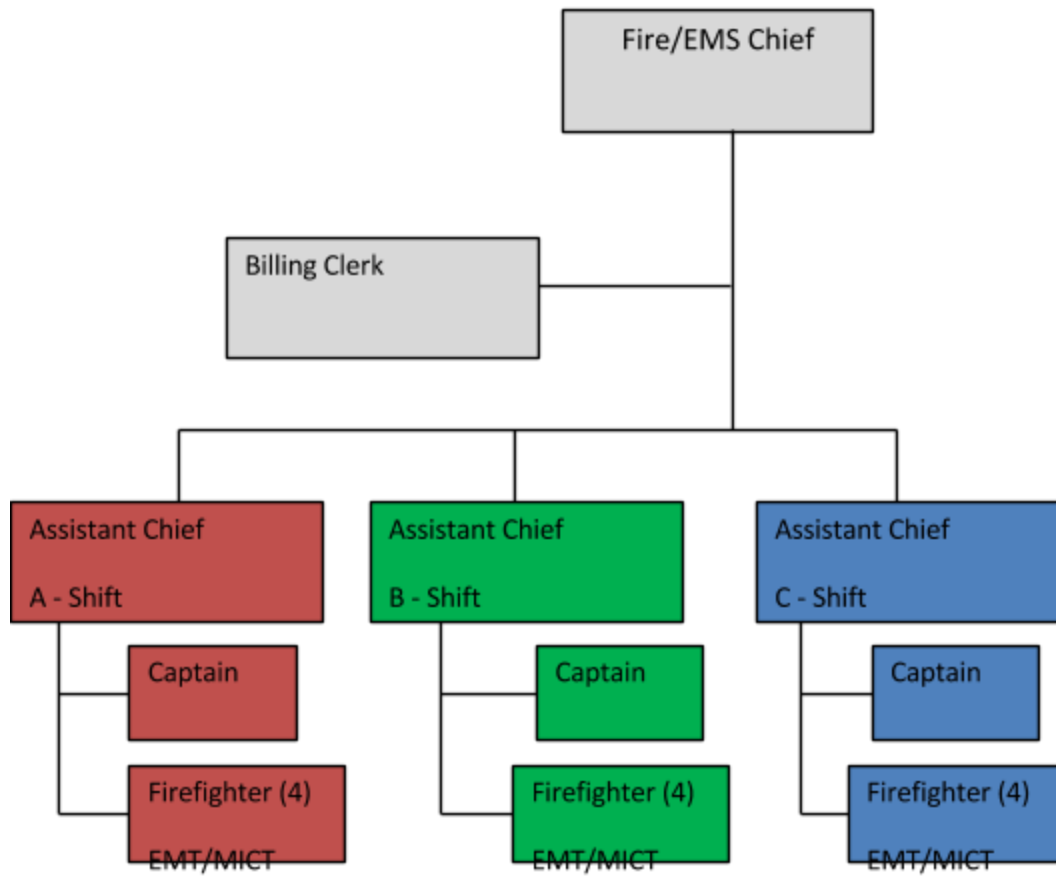


The department currently employs eighteen line firefighters and officers, billing clerk, and Fire Chief. There are six firefighters per shift and work down to a minimum of four firefighters on occasion due to vacation, sick and training time off. Apparatus and equipment



include 2 Brush trucks, 1 Tender, 2 Engines, 1 Quint, 3 Ambulances, 2 Rescue units, 2 administrative vehicles, 2 hazardous material trailers, technical rescue trailer, safety training trailer, mass casualty trailer, 2 boats on loan from Emergency Management and a John Deere Gator. Firefighters are trained in different technical disciplines such as water rescue, rope rescue, paramedic, confined space, trench rescue, fire cause investigation, youth fire-setting and hazardous materials.

## **Wellington Fire/EMS Organizational Chart**





## **Mission Statement**

**Do The Right Thing!**

**Respect Our Citizens and Each Other**

**Competence, Compassion, Fairness “Always”**

**Everyone Goes Home**

## **Department History**

Records indicate the City of Wellington Fire Department began in 1880 and was called the Arcadia Hose Company. The city had a total of four fire stations, one in each of the four wards.

When a fire was reported, the first firefighter to reach the bell tower on City Hall rang the bell. The number of rings would indicate the number of the ward that was to respond. In 1895, the four fire stations were combined into one station at City Hall which was located on the corner of Washington and 7th, and was called the Wellington Fire Company.



The fire department later moved from City Hall to the 200 block of North Jefferson. In 1969 the department took over EMS services from the funeral homes. It was one of the first EMS services in the state to offer paramedic services.



In the year 2000 a new public safety center housing both police and fire/EMS was constructed in the 200 block of North C Street. At that time there were 15 full time firefighters, a fire marshal, fire chief and a training officer. The fire marshal and training officer positions were eventually eliminated and three additional firefighters were hired in 2015 to accommodate an increasing call volume.

## Stakeholders

## **Wellington Fire/EMS Staff**

**Shane Shields City of Wellington City Manager**

**Jeremy Jones City of Wellington Public Works**

**Tracy Heath City of Wellington Police Department**

**Jason Newberry City of Wellington Director of Utilities**

**Carol Mericle City of Wellington City Clerk**

**Richard Jack City of Wellington Building Inspector**

**Stacy Davis Sumner County Economic Development**

**Annarose White Wellington Chamber of Commerce**

**Steve Shelley Shelley Funeral Home**

**Curt Guinn Wellington COOP**

**Dana Anderson Impact Bank**

**Jeremy Goodrum Goodrum Chiropractic**

**Jane Cole Farmers Insurance**

**Darlene Ferguson Sumner Mental Health**

## Questionnaire Results

Do You Live In The City Yes-41 No-18

Do You Work In The City Yes-41 No-18

What Is Your General Impression of the Fire/EMS Department Average-4 Good-16 Excellent-39

How Was Your Interaction With Emergency Management Average-2 Good-14 Excellent-11 NA-11

How Was Your Interaction With Fire Inspections Poor-1 Good-24 Excellent-20 NA-14

How Was Your Interaction With Fire Administration Average-2 Good-17 Excellent-21 NA-19

How Was Your Interaction With EMS Billing Poor-1 Average-4 Good-14 Excellent-14 NA-26

How Was Your Interaction With Medical Emergencies Average-3 Good-16 Excellent-29 NA-11

How Was Your Interaction With Fire Emergencies Poor-1 Average-2 Good-13 Excellent-27 NA-16

How Was Your Interaction With Fire Safety Average-8 Good-14 Excellent-28 NA-9

How Was Your Interaction With Community Involvement Average-7 Good-15 Excellent-29 NA-8

How Would Your Rate Response Time Poor-1 Average-2 Good-17 Excellent-30 NA-9

How Would You Rate Customer Service Average-3 Good-17 Excellent-30 NA-9

How Would You Rate Quality Of Service Average-2 Good-16 Excellent-32 NA-9

How Would Your Rate Cost Effectiveness Poor-2 Average-5 Good-16 Excellent-19 NA-17

How Would You Rate Professionalism Average-4 Good-15 Excellent-33 NA-7

Are You Satisfied With Communication In The Community Yes-56 No-3

How Would You Like To Communicate With You Mail-3 Website-13 Email-17 Social Media-25 Other-1

Additional Life/Safety Community Outreach Senior Citizens-6 Businesses-5 Schools-28 Community

Groups-15 Other-3 Comments-Seniors In Rentals, Classes for Businesses, Webinars, Weekly Tips,

Editorials, CPR Classes for Public, Kitchen Fire Safety, How to Build a Fire Pit, Public Forums, More at

Wheat Festival, Use of Chamber of Commerce Coffees

### List Two Challenges You See Wellington Fire/EMS Facing In The Next 5 Years

Funding & Collaboration

SRMC Closure & Qualified Staff

Qualified Staff & Cost of Equipment

Budget & Staffing

Budget & Training

Budget & Staff

Increase in Area of Coverage & Patients

Budget & Staffing

Drug Labs & Teenage Alcohol Driving

Keeping Equipment Updated & Staff training and safety

Overtime Hours & Water Pressure

SRMC Closure & Paramedic Availability

Staffing & Ambulance Update

City Support & Budget

Low Income & Housing

SRMC Closure & Budget

Staffing & Wages

Overtime & Effective Staffing

Wages & Cost of Service

List Two Values You Feel Are Essential

Quality & Respect  
 Qualified Staff & Meeting Needs of Community  
 Morales & Education  
 Professionalism & Caring  
 Professional Attitude & Appearance  
 Professionalism & Confidentiality  
 Professionalism & Integrity  
 Compassion & Preparedness  
 Friendly & Acceptance of Others  
 Consistency & Compassion  
 Loyal & Trustworthy  
 Confidentiality & Safety  
 Speed & Reliability  
 Professionalism & High Knowledge  
 Quick Response & Quality of Equipment  
 High Level of Care & Community Education  
 Self Improvement & Communication  
 Good Crews & Respect Others  
 Trustworthiness & Accountability  
 Professionalism & Honesty  
 Response Time & Use of Overtime

Areas To Improve Itself

Work With What You Have & Not Best or Biggest  
 Appearance & Attitude  
 Public Opinion & Other Departments  
 Friendliness & Use Social Media on Calls  
 Facebook Page & Preventative Health Care  
 Volunteer with Senior Citizens & More Community Activities  
 Emergency Preparedness & Using Local Hospital More  
 More Staffing & More Visible  
 Facebook Page & Recipe Cards  
 Improve Attitude & Meet Firefighter Campaign  
 Media Use & Reasoning for Expenditures  
 Equal Taxation Districts for EMS and Fire Response  
 More Communication with Public & More Safety Events

## Strengths, Weaknesses, Opportunities and Threats

**Using our Strength to overcome  
 Weaknesses, Using  
 Opportunities to overcome Threats**

**Department Strengths:**

**Community Pride**  
**Community Respect**  
**Proper Training**  
**Available to the Community for events, tours, etc.**  
**Dual Service-Fire/EMS cross trained**  
**Range of Technical Rescue Services Offered**  
**Response Time and Station Location**  
**Visibility in Community**  
**Facility and Apparatus**  
**Mutual and Auto Aid Agreements**  
**Inter City Department Cooperation**  
**Command Presence at Scenes**  
**Training Opportunities**

**Department Weaknesses:**

**Sufficient On Scene Staffing**  
**Training Proficiency in so many Disciplines**  
**Recruitment and Retaining Employees**  
**Sufficient Budget to meet all Needs**  
**Lack of Ownership in some Employees**  
**Technology**  
**Medicaid Funding**  
**Social Media Presence in Community**  
**Selling Wellington to Employee Prospects**  
**Full Scale Disaster Exercises**  
**Call Back of Off Duty Employees for Incidents**

**Department Opportunities:**

**Incentive for Training**  
**Instructing Volunteer Fire Departments for Proficiency**  
**Recruitment and Retaining Employees**  
**Training with Cowley County Community College**



**Recruit more Local Citizens for Employment**  
**Education to Downtown Building Owners on Fire Codes**  
**Senior Citizen Safety Education**  
**Monthly or Weekly Customer Surveys**  
**Increased EMS Revenue**  
**Education on Fire Pits**  
**Use of Social Media**  
**Scholarships for Paramedics**  
**Consolidation Countywide**  
**Use of City Staff as Firefighters**  
**Each Shift Staffed with 3 Paramedics**

**Threats:**

**Assist more Often to Volunteer Departments**  
**Lack of Medicaid Expansion**  
**Aging Population**  
**Closing of SRMC**  
**Consolidation**  
**Deteriorating City Infrastructure**  
**Technical Rescue Funding**  
**Competition with Wichita area Departments**  
**Keeping Public Informed**  
**Economy**  
**Department Negativity**

[Type a quote from the document or the summary of an interesting point. You can position the text box anywhere in the document. Use the Drawing Tools tab to change the formatting of the pull quote text box.]

2.1 Establish a scholarship for paramedic program, in the amount of \$4500 with stipulation that applicant will spend 2 years with department after certification. If no one applies for the paramedic program then a portion of the scholarship can be used for EMT-A class. Budget the scholarship for the fiscal year 2018. Assigned Hay, Officers

2.2 Explore recruitment funding through Workforce and the Veterans programs.

2.3 Visit each paramedic class through Cowley and Hutchinson Community Colleges to "sell" our department and city to paramedic prospects annually. Explore the costs of a video. Assigned-Paramedics, Officers

2.4 Actively recruit local citizens to become staff. Utilizing local citizens with ties to the community may reduce staff obtaining employment in other communities. Assigned-Entire Department

2.5 If Cowley County Community College Campus in Wellington becomes a reality work with that organization to provide fire science and emergency medical technician courses. Assigned Hay



6.1 Purchase (2) additional LUCAS CPR machines through budgeting or grants so that each ambulance has a machine. Assigned Preston

6.2 Purchase technological devices and medical devices that will synchronize with each other and can be downloaded to EMS reports. Assigned Purchasing Committee

6.3 As Toughbook computers are rotated out of service purchase less expensive Ipads or similar devices for EMS reporting. Assigned Purchasing Committee

6.4 Budget expense of utilizing internet in all ambulances and other selected vehicles for internet access for EMS reporting, hazardous material information, hospital contact, and as other technological advances require. Start budgeting for internet in 2018. Assigned Hay, IT

6.5 Pursue self contained breathing apparatus purchase through grants in 2017 and 2018.

6.6 Pursue portable and apparatus radio replacement in 2019/2020. If the federal government, narrow bands our frequency once more our range will be severely limited. In addition the federal government is establishing a nationwide communication system that may direct us to another frequency. Many of our neighbors have migrated to the 800 trunking system and communications in a regional event will be complicated. Assigned Purchasing Committee

7.1 Since most of our technical responses involve water rescue and hazardous materials more emphasis to be placed on funding training and equipment for these two disciplines. Use hazardous materials fund monies as incentive (stipend for days off) to attend two week hazardous materials technician class. Assigned Hay, Pacino, Faust

7.2 Continue annual incentive for obtaining a technical response certification.

8.1 Work in conjunction with Channel 55 to provide a quarterly video on department activities and safety subjects. Assigned Hay, Officers

8.2 Attend Chamber of Commerce coffees periodically to provide information on department activities. Assigned Hay, Officers

8.3 Cardiac Survivability program to be developed and presented to the public in 2017. Assigned Hasart

8.4 Expand the email distribution numbers for our bi-monthly department newsletter. Assigned Hay

9.1 Replace a 2007 ambulance in 2017

9.2 Replace a 1994 pickup in 2018

9.3 Repair/replace Public Safety exterior soffit in 2018

9.4 Replace a 2008 ambulance in 2018

9.5 Remodel kitchen (floor, cabinets) and replace carpet throughout station in 2019/2020

9.6 Replace 2003 pickup in 2020

9.7 Replace tornado sirens in 2021

9.8 Replace 2000 Quint in 2020/2021

Unit	Model	Purchase Date	Purchase Price	Maint Cost	Age	Miles	Type of Service	Reliability	Maint. Costs	Condition	Total	Excellent 18 or less	Good 18-22	Replace within 5 years 23-27	Immediate	Replacement Date
Engine/Tender 2	Crimson	2016	481000	0	1	1	5	1	0	1	8	X				2033
Brush 6 (Dist 7)	Ford	2015	86,347	0	1	1	5	1	0	1	9	X				2035
Medic 2	Chevy	2013	167399	3098	3	4	3	1	1	1	13	X				2023
Rescue 1	International	2012	203000	64	4	1	3	1	1	1	11	X				2027
206 Pickup	Chevy	2008	31503	1551	8	5	1	1	1	1	17	X				2020
Medic 1	Ford	2008	134876	39125	8	9	3	3	2	3	28				X	2018
Medic 3	GMC	2007	116237	21004	9	11	3	4	2	4	33				X	2017
Engine 3	Crimson	2006	244464	5982	10	1	5	1	1	2	20		X			2024
Brush 7 (Dist 7)	Ford	2004	55000	10836	12	1	5	1	1	2	22		X			2024
200 Pickup	Dodge	2003	30473	11497	13	10	1	2	3	3	32				X	2017
Tender 2 (Dist 7)	Chevy	2000	45000	3978	16	1	3	2	1	2	25			X		2022
Quint	Crimson	2000	459307	13676	16	1	4	1	1	2	25			X		2020
Squad 2	Chevy	1994	28735	27555	22	6	3	2	4	4	41				X	2016
Criteria	Jun-15															
Age- 1 point for every year of age in service																
Miles- one point for each 10,000 miles																
Type of Service- 1, 3 or 5 points based on what the unit is exposed to- brush and engines more points for severe service																
Reliability- 1, 3 or 5 points depending on the how many times the vehicle is in the shop e.g. 5 if more than two times a month, a 1 if every three months or more																
M & R costs- 1-5 is based on total life of maintenance costs, a 5 is assigned to a vehicle with equal or greater than the purchase price and a 1 is for costs equal to 20 percent or less than purchase cost																
Condition- 1-5 points based on condition (rust, interior, dents, anticipated repairs, etc. tc.)																