



2007-2008 Strategic Plan

January, 2007

The Southern Platte Fire Protection District Team

The Southern Platte Fire Protection District (SPFPD) was formed in 1976. The District is led by an elected board of three directors who have the following powers, responsibilities and authorities:

- To have perpetual existence
- To have and use a corporate seal
- To sue and be sued, and be a party to suits, actions and proceedings
- To enter into contracts, franchises and agreements with any person, partnership, association or corporation, public or private, affecting the affairs of the District, including contracts with any municipality, district or state, or the United States of America, and any of their agencies, political subdivisions or instrumentalities, for the planning, development, construction, acquisition or operation of any public improvement or facility, or for a common service relating to the control or prevention of fires, including the installation, operation and maintenance of water supply distribution, fire hydrant and fire alarm systems; provided, that a notice shall be published for bids on all construction or purchase contracts for work or material or both, outside the authority contained in subdivision (9) of this section, involving an expense of ten thousand dollars or more
- Upon approval of the voters as herein provided, to borrow money and incur indebtedness and evidence the same by certificates, notes or debentures, and to issue bonds, in accordance with the provisions of this chapter
- To acquire, construct, purchase, maintain, dispose of and encumber real and personal property, fire stations, fire protection and fire-fighting apparatus and auxiliary equipment therefore, and any interest therein, including leases and easements
- To refund any bonded indebtedness of the District without an election. The terms and conditions of refunding bonds shall be substantially the same as those of the original issue of bonds, and the Board shall provide for the payment of interest, at not to exceed the legal rate, and the principal of such refunding bonds in the same manner as is provided for the payment of interest and principal of bonds refunded
- To have the management, control and supervision of all the business and affairs of the District, and the construction, installation, operation and maintenance of District improvements therein
- To hire and retain agents, employees, engineers and attorneys, including part-time or volunteer firemen
- To have and exercise the power of eminent domain and in the manner provided by law for the condemnation of private property for public use to take any property within the District necessary to the exercise of the powers herein granted
- To receive and accept by bequest, gift or donation any kind of property. Notwithstanding any other provision of law to the contrary, any property received by the Fire Protection District as a gift or any property purchased by the Fire

SOUTHERN PLATTE FIRE PROTECTION DISTRICT'S STRATEGIC PLAN
2007 – 2008

Protection District at a price below the actual market value of the property may be returned to the donor or resold to the seller if such property is not used for the specific purpose for which it was acquired

- To adopt and amend bylaws, fire protection and fire prevention ordinances, and any other rules and regulations not in conflict with the constitution and laws of this state, necessary for the carrying on of the business, objects and affairs of the Board and of the District, and refer to the proper authorities for prosecution any infraction thereof detrimental to the District. Any person violating any such ordinance is hereby declared to be guilty of a misdemeanor, and upon conviction thereof, shall be punished as is provided by law therefor. The prosecuting attorney for the county in which the violation occurs shall prosecute such violations in the circuit court of that county. The legal officer or attorney for the Fire District may be appointed by the prosecuting attorney as special assistant prosecuting attorney for the prosecution of any such violation. The enactments of the Fire District in delegating administrative authority to officials of the District may provide standards of action for the administrative officials, which standards are declared as industrial codes adopted by nationally organized and recognized trade bodies
- To pay all court costs and expenses connected with the first election or any subsequent election in the District
- To have and exercise all rights and powers necessary or incidental to or implied from the specific powers granted herein. Such specific powers shall not be considered as a limitation upon any power necessary or appropriate to carry out the purposes and intent of this chapter
- To provide for health, accident, disability and pension benefits for the salaried members of its organized fire department of the District and such other benefits for their spouses and eligible unemancipated children, through either or both a contributory or noncontributory plan. For purposes of this section, "eligible unemancipated child" means a natural or adopted child of an insured, or a stepchild of an insured who is domiciled with the insured, who is less than twenty-three years of age, who is not married, not employed on a full-time basis, not maintaining a separate residence except for full-time students in an accredited school or institution of higher learning, and who is dependent on parents or guardians for at least fifty percent of his or her support. The type and amount of such benefits shall be determined by the Board of Directors of the Fire Protection District within the level of available revenues of the pension program and other available revenues of the District. If an employee contributory plan is adopted, then at least one voting member of the Board of Trustees shall be a member of the Fire District elected by the contributing members, which shall not be the same as the Board of Directors
- To contract with any municipality that is contiguous to a fire protection district for the Fire Protection District to provide fire protection to the municipality for a fee as hereinafter provided
- To provide for life insurance, accident, sickness, health, disability, annuity, length of service, pension, retirement and other employee-type fringe benefits, subject to

SOUTHERN PLATTE FIRE PROTECTION DISTRICT'S STRATEGIC PLAN
2007 – 2008

the provisions of section 70.615, RSMo, for the volunteer members of any organized fire department of the District and such other benefits for their spouses and eligible unemancipated children, through either a contributory or noncontributory plan, or both. The type and amount of such benefits shall be determined by the board of directors of the Fire Protection District within available revenues of the District, including the pension program of the District. The provision and receipt of such benefits shall not make the recipient an employee of the District. Directors who are also volunteer members may receive such benefits while serving as a director of the District

- To contract for services with any rural, volunteer or subscription fire department or organization, or volunteer fire protection association, as defined in section 320.300, RSMo, for the purpose of providing the benefits described in subdivision (17) of this section

One Fire Chief, four Division Chiefs, three Battalion Chiefs, twelve company officers, one administrative staff member and approximately 35 firefighters support the Board of Directors. Twenty-three of the firefighters are paid employees while the remaining are volunteer employees. The firefighters are represented by either the International Association of Fire Fighter's Local 42 or by Southern Platte Fire Protection District Firefighter's Association.

The administrative offices and staff of the District are located at 8795 NW Highway N, Kansas City, Missouri 64153. The four fire stations are located throughout the 76 square miles in the following locations:

- Station #1: 8799 River Park Drive, Parkville, Missouri 64152
- Station #2: 2nd and Main Street, Farley, Missouri 64093
- Station #3: 10811 NW 45 Highway, Parkville, Missouri 64152
- Station #4: 8795 NW Highway N, Kansas City, Missouri 64153

Forward by Fire Chief

This is the Southern Platte Fire Protection District's most recent business or strategic plan and marks an important part for the entire community. The management team, Board of Directors along with the entire department, developed this plan. This organization has a rich history within its self and expanding into the community.

As time has preceded us, the department has significantly changed. With all change, some has been beneficial while some we have learned from. We must not underestimate the work or involvement of all employees, who are such a key part of our organization.

This 2-year plan will play a significant role in moving our organization forward with confidence and certainty to become a leader in the fire service and community.

Table of Contents

Southern Platte Fire Protection District Team	1
Forward by Fire Chief	4
Table of Contents	5
Mission Statement	6
Department Values	7
Sections:	
Administrative	8
Operations	11
Services	13
Training	16
Appendix A	19

The Southern Platte Fire Protection District Mission Statement

“We are committed to safeguarding life and property”

The Southern Platte Fire Protection District's Values

- **Cooperation**
- **Honesty**
- **Loyalty**
- **Open Communications**
- **Professionalism**
- **Respect**
- **Treat others the way you want to be treated**
- **Trust**

Section 1 – Administrative

GOAL: To develop a strategic plan and master plan that supports the mission statement, while developing partnerships and alliances that serve as a catalyst to improve District programs.

Strategies:

- 1.1 Investigate present MO State Statutes in relationship to billing for services to non-tax paying/outside consumers.

Possible Action Items:

- 1.1.1 Investigate the differences between Fire, EMS and other miscellaneous billable services.

Persons Responsible:

- 1.2 Increase the informational technology (IT) services to our internal and external customers.

Possible Action Items:

- 1.2.1 Research the feasibility and create a cost analysis report on creating a FTE IT person. Report findings to the Staff and Partnership Steering Committee.

Person Responsible: Captain Denney

- 1.2.2 Determine the organizational needs and create a cost analysis report for the following:

- a. Laptops in apparatus
- b. Mobile mapping
- c. Mobile Action Plans
- d. Upgrading of radio communication systems, which would be inoperable with regional systems
- e. Instant paging, dispatch communications and silent dispatcher
- f. Upgrading of District telephone communications
Software upgrading, deleting or add to present systems in place.

Persons Responsible: Captain Denney

- 1.3 Strive to reduce our ISO Rating by 1-point.

Persons Responsible: Chief Carrizzo and Captain Main

- 1.4 Continue and improve internal two-way communications and relationships.

Possible Action Items:

- 1.4.1 Hold departmental monthly meeting.
Person Responsible: Chief Carrizzo
- 1.4.2 Create format for ways to communicate to employees regarding internal meetings and external activities.
Person Responsible: Command Staff
- 1.4.3 Continue to build upon the partnerships of the Firefighter's Association and Firefighter's Local Union.
Person Responsible: Partnership Steering Committee and Battalion Chief Ekis

- 1.5 Maintain and continue to practice organizational values through Values-Based® Leadership.

Possible Action Items:

- 1.5.1 Conduct annual surveys within the organization. Evaluate and share the results with the organization.
Persons Responsible: Chief Carrizzo, Dr. Kelly Gerling
- 1.5.2 Provide periodic training for individuals, at all levels of the organization.
Persons Responsible: Chief Carrizzo, Dr. Kelly Gerling, Battalion Chief Ekis
- 1.5.3 Hold monthly Steering Committee meeting and Partnership meetings.
Persons Responsible: Chief Carrizzo, Dr. Kelly Gerling, Battalion Chiefs
- 1.5.4 Research other options to achieve best practices of the Values-Based® Leadership program.
Persons Responsible: Chief Carrizzo, Dr. Kelly Gerling, Battalion Chief Ekis

- 1.6 Determine the needs and wishes of employees' families and how they would like to assist in creating more of a family environment.

Possible Action Items:

- 1.6.1 Create a Family Involvement Task Force in 2006 to research if more involvement of employees' family is needed or wished for from the families.

Persons Responsible: Captain Pool, Alvarado and Peoples

- 1.6.2 Create a venue to allow the significant others of our members, to gather, create ideas and determine their prospective of what they would like from the organization.

Persons Responsible: Captain Pool, Alvarado and Peoples

Section 2 – Operations

GOAL: To maintain organizational readiness and provide the best possible services to the citizens and employees of the District by assuring the effectiveness of apparatus, personnel and facilities.

Strategies:

- 2.1 Research the ability to provide Advanced Life Support service to the patrons of Southern Platte Fire Protection District.

Possible Action Items:

- 2.1.1 Complete a cost analysis of becoming an ALS pumper service.
Persons Responsible: Captains Pool and Denney
- 2.1.2 Meet with communities and Southern Platte Ambulance District to determine the needs and wants for ALS response. This may include establishing a community committee on EMS.
Persons Responsible: Captains Pool and Denney
- 2.1.3 Met with the Medical Director to determine the feasibility of upgrading services to the ALS level for the SPFPD organization and discuss implementing ALS Protocols
Persons Responsible: Captains Pool and Denney
- 2.1.4 Meet with the Missouri Board of EMS and establish the requirements for obtaining an ALS Emergency Response License. Also obtain requirements for licenses, supplies that may need to be stocked, paperwork, or other requirements the Missouri Board of EMS has related to ALS response for a Fire District.
Persons Responsible: Captains Pool and Denney
- 2.1.5 Review the District's Insurance policies with the Agent to determine the coverage needed and costs associated so that the District and employees are covered.
Persons Responsible: Captains Pool and Denney
- 2.1.6 Research costs associated with a stipend policy for employees with ALS certification.
Persons Responsible: Captains Pool and Denney

SOUTHERN PLATTE FIRE PROTECTION DISTRICT'S STRATEGIC PLAN
2007 – 2008

- 2.1.7 Determine the requirements of an EMS Quality Assurance program.
Persons Responsible: Captains Pool and Denney
- 2.1.8 Determine requirements and costs associated for continuing education and skill proficiencies for ALS personnel.
Persons Responsible: Captains Pool and Denney
- 2.2 Develop a plan to work toward the staffing needs of Southern Platte Fire Protection District and how to best meet the needs of the citizens.

Possible Action Items:

- 2.2.1 Develop a plan to work towards the staffing requirement of NFPA 1710.
Persons Responsible: Captain Pool and Messick
- 2.2.2 Evaluate the present administrative support staff manning and determine if additional administrative assistance is needed.
Persons Responsible: Captain Pool and Messick
- 2.2.3 Research the feasibility and create a cost analysis report of creating a fire apparatus operator position. Report findings to the Staff and Partnership Steering Committee.
Persons Responsible: Captain Pool and Peoples
- 2.2.4 Research the feasibility and create a cost analysis report of creating an equipment maintenance person. Report findings to the Staff and Partnership Steering Committee.
Persons Responsible: Captain Pool and Peoples
- 2.3 Pursue agreements with surrounding fire service entities to work towards consistent "Standard Operating Guidelines".
Persons Responsible: Chief Fiser, Battalion Chief Ekis, Captain Main and Peoples
- 2.4 Develop and implement maintenance plan for apparatus, facilities and equipment.
Persons Responsible: Chief Fiser, Captain Main and Peoples

Section 3 – Services

GOAL: To uphold the value of life and property within the District by providing motivational programs in code enforcement, public education, public relations and investigations.

Strategies:

- 3.1 Review and modify the current public education program which includes developing information and a program for the elderly and “at risk” groups.

Possible Action Items:

- 3.1.1 Continually investigate and determine who/what the “at-risk” group is.
Persons Responsible: Captain Peoples
- 3.1.2 Utilize and implement existing programs to educate and offer our citizens.
Persons Responsible: Captain Peoples
- 3.1.3 Determine the locations where we would offer safety education, announce safety messages and make personal contacts.
Persons Responsible: Captain Peoples
- 3.1.4 Continually evaluate the current programs and make the appropriate changes when needed.
Persons Responsible: Captain Peoples

- 3.2 Create 24 different safety messages within a two-year time frame, through multiple media avenues identifying the target group of each.

Possible Action Items:

- 3.2.1 Determine the types of media we would place our safety messages in, in order to make impersonal contacts.
Persons Responsible:
- 3.2.2 Continue to build upon and increase the relationships with media personnel.
Persons Responsible:
- 3.2.3 Ensure internal personnel have copies or information on all safety messages or media releases.
Persons Responsible:

- 3.3 Create and adopt an Inspection/Plan Review Fee Schedule, as previously adopted into ordinance.

Possible Action Items:

- 3.3.1 Ensure, at a minimum of 60 days prior to implementation, that the bulk (local builders) of applicants are aware of the implementation dates and requirements.

Persons Responsible: Division Chief Cull

- 3.3.2 Ensure, at a minimum of 60 days prior to implementation, that all internal personnel are aware of the implementation dates and requirements.

Persons Responsible: Division Chief Cull

- 3.4 Provide “chargeable stand-by” i.e., River stand-bys, sporting event stand-bys, etc.

Possible Action Items:

- 3.4.1 Expand and build upon the current “Fire Watch” program that is in place.

Persons Responsible: Lieutenant Richardson

- 3.5 Implement a community involvement program designed to educate the patrons of the Southern Platte Fire Protection District while continuing to increase relationships with the citizens.

Possible Action Items:

- 3.5.1 Create a Welcome Packet/DVD for residents of the District including but not limited to:

- a) History of the District
- b) Mission Statement
- c) Department Values
- d) Department Services
- e) Personnel Profiles
- f) Map of District
- g) Helpful Home Safety Tips
- h) Yearly Calendar with reminders of Fire Prevention dates, etc.

Persons Responsible: Battalion Chief Ekis, Captain Alvarado, Minton and Lieutenant Richardson

SOUTHERN PLATTE FIRE PROTECTION DISTRICT'S STRATEGIC PLAN
2007 – 2008

- 3.5.2 Network with local churches, homeowners associations and real estate offices to proactively seek opportunities in the delivery of our Welcome Packet and create the potential to educate citizens on fire safety and education.
Persons Responsible: Battalion Chief Ekis, Capt Alvarado, Minton and Lieutenant Richardson
- 3.5.3 Ensure that the website provides a link/download to the DVD and also provides an online request for the packet.
Persons Responsible: Battalion Chief Ekis, Capt Alvarado and Lieutenant Richardson
- 3.5.4 Hold, at a minimum, annual “Open-House” activity at the fire stations.
Persons Responsible: Battalion Chief Ekis, Capt Alvarado and Lieutenant Richardson
- 3.5.5 Make sure that we are included/participating at all community events.
Persons Responsible: Battalion Chief Ekis, Capt Alvarado and Lieutenant Richardson

Section 4 – Training

GOAL: To ensure personnel readiness, career development and organizational safety through comprehensive programs.

Strategies:

- 4.1 Research the feasibility and create a cost analysis report on creating a FTE - Training Officer, assigned to the Training Division. Report findings to the Staff and Partnership Steering Committee.
Persons Responsible: Division Chief Callahan
- 4.2 Hold a minimum of one regionally recognized course at Southern Platte Training Center bi-annually.

Possible Action Items:

- 4.2.1 Determine courses that will meet the needs of region.
Persons Responsible: Captains Main and Lieutenant Richardson
- 4.2.2 Get approval to deliver courses and set dates to be delivered with at least a 6-month schedule.
Persons Responsible: Captains Main and Lieutenant Richardson
- 4.2.3 Advertise course and successfully deliver courses as scheduled.
Persons Responsible: Captains Main and Lieutenant Richardson
- 4.3 Research the feasibility of holding at least one “fire fighter weekend” event, and evaluate on an annual basis.

Possible Action Items:

- 4.3.1 Develop the scope of activities in order to make the event cost a cost-effective for SPTC and external agencies.
Persons Responsible: Battalion Chief Nell, Captains Main, Dinneen and Lieutenant Richardson
- 4.3.2 Hold the first event and use it to determine the breakeven baseline, even if this means that SPTC will be at a loss for the first event.
Persons Responsible: Battalion Chief Nell, Captains Main, Dinneen and Lieutenant Richardson

- 4.3.3 Evaluate event, present findings and recommendation to Staff during annual review.
Persons Responsible: Battalion Chief Nell, Captains Main, Dinneen and Lieutenant Richardson
- 4.4 Support regionally known speakers or programs to address the most up to date emergency service issues at least once annually for the next two years.

Possible Action Items:

- 4.4.1 Research nationally known emergency service speakers to determine those that will fit the regional needs.
Persons Responsible: Battalion Chief Ekis and Captains Main
- 4.4.2 Successfully deliver course on date and time scheduled and proved “Certifications of Attendance.”
Persons Responsible: Battalion Chief Ekis and Captains Main
- 4.4.3 Evaluate the course to gauge its effectiveness.
Persons Responsible: Battalion Chief Ekis and Captains Main
- 4.5 Research and create opportunities to improve and enhance the Southern Platte Training Center (SPTC).

Possible Action Items:

- 4.5.1 Research, investigate and report to the Chief Officers the options of acquiring fuel driven props for the Training Center. These would include external props, not internal tower props.
Persons Responsible: Battalion Chief Nell, Captains Main, Dinneen
- 4.5.2 Research, investigate and report to the Chief Officers the options of other specialized training infrastructure.
Persons Responsible: Battalion Chief Nell, Captains Main, Dinneen
- 4.5.3 Research ways to increase revenue through proactive approaches, i.e., sales, different pricing schedules, heavy marketing (DVD's and Brochures) and combining departments to reduce their individual costs.
Persons Responsible: Battalion Chief Nell, Captains Main, Dinneen
- 4.6 Ensure that all personnel are proficient at the basic awareness levels of the following skill sets:
 - a. Trench Rescue

- b. High Angle Rescue
- c. Confined Space Rescue

Possible Action Items:

- 4.6.1 Research all the available vendors to be able to delivery the needs in a cost-effective way.
Persons Responsible: Battalion Chief Ekis and Captain Dinneen
- 4.6.2 Research and possibly offer the programs to regional departments, along with SPFPD.
Persons Responsible: Battalion Chief Ekis and Captain Dinneen
- 4.7 Research and develop career path action plans for all employees.

Possible Action Items:

- 4.7.1 Investigate all programs that other employers use for their employees. These other plans could be from private or public sectors or other fire service entities.
Persons Responsible: Division Callahan
- 4.7.2 Develop opportunities and alternative avenues for personnel to work towards an associate's degree, at a minimum.
Persons Responsible: Division Callahan

APPENDIX A

Definitions

ALS – Advanced Life Support, paramedic level of service.

Goal – An aim, final result of action. Something to accomplish in assisting the organization to move forward; an over achievement to fulfill the District's mission.

Management Team – This would include Company Officers, Chiefs and Board of Directors.

Metro Area – The greater Kansas City Metropolitan area. Including the counties of Ray, Clay, Platte, Jackson, Cass, Wyandotte, Johnson and Leavenworth.

Possible Action Item – Specific activities designed to make advances, especially for the purpose of creating a desired result. They are steps are taken by the District, Chiefs, Company Officers and Firefighters to realize a strategy that achieves a goal. (Not all may happen, but are suggestions of how to implement the strategy. Implementing will depend on costs, resources required and staff requirements.)

Region – Mid-America Regional Council Metro Area

Staff – This would include Company Officers and Chiefs.

Strategy – A possibility. A plan of methodology for achieving a goal. These may be used to help the District achieve a goal.