



## 2011-2012 Strategic Plan

January 2011

## **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

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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

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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, eleven company officers, two administrative staff members 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: 2<sup>nd</sup> 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.

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## **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 enhance the strategic and master plans that supports the mission statement, while maintaining and developing partnerships and alliances which serve as a method to improve District programs.**

**Strategies:**

1.1 Strive for a more entire family orientated organization.

**Possible Action Items:**

1.1.1 Hold bi-monthly family (spouse and children) meals for individual crew, with possibly funding from SPFPD.

*Person Responsible:*

1.1.2 Explore the feasibility of a family emergency crisis plan.

*Person Responsible: Battalion Chief Ekis and Captain Richardson*

1.1.3 Continue the annual awards ceremonies and new hire/promotion ceremonies over this period.

*Person Responsible: Richardson*

1.1.4 Expand the annual awards to include all family and employee recognition.

*Person Responsible: Richardson*

1.2 Continue to practice organizational values through Values-Based® Leadership.

**Possible Action Items:**

1.2.1 Hold monthly Steering Committee meeting and Partnership meetings.

*Persons Responsible: Chief Carrizzo, Captain Messick*

1.2.2 Research other options to achieve best practices of the Values-Based® Leadership program.

*Persons Responsible:*

1.3 Continue and improve internal/external communications and relationships.

**Possible Action Items:**

1.3.1 Seek out opportunities to enhance and create alliances and partnerships.

*Persons Responsible:*

1.3.2 Have members attend city council meetings and water board meetings.

*Persons Responsible:*

1.3.3 Improve relationships with Mutual Aid Dept. (North fire dept's.).

*Persons Responsible: Division Chief Fiser, Battalion Chief Ekis*

1.3.4 Participate more at State level events (Firefighter Day at the Capital).

*Persons Responsible: All Personnel*

1.3.5 Improve recruitment awareness and retention of employee's.

*Persons Responsible: Division Chief Ekis*

1.3.6 Continue to build upon the partnerships of the Firefighter's Association and Firefighter's Local Union.

*Persons Responsible: All Personnel*

1.4 Pursue Additional funding sources such as grants and fee's for service for non-district citizens.

**Possible Action Items:**

1.4.1 Investigate different programs regionally.

*Person Responsible: Chief Carrizzo*

1.4.2 Implement a fee schedule to cover extra service costs.

*Person Responsible: Division Chief Cull*

1.5 Increase Technology services to internal/external customers.

**Possible Action Items:**

1.5.1 Market to other entities the feasibility to provide a data center for fees.

*Persons Responsible: Director of Technology*

1.5.2 Have an accessible database on the network to post burn permits for all employee access.

*Persons Responsible: Director of Technology*

- 1.6 Implement infrastructure improvements to help accomplish our mission.

**Possible Action Items:**

- 1.6.1 Research the possibility and budget for a replacement breathing air compressor at Station #4.  
*Persons Responsible: Chief Carrizzo*
- 1.6.2 Repair or dispose of out-of-service inventory (better utilization of space at all station).  
*Persons Responsible: Division Chief Fiser and Firefighter Whitney*

- 1.7 Evaluate and update current pay and benefits, if needed to promote employee retention.

**Possible Action Items:**

- 1.7.1 Continue to strive towards increasing LAGERS benefit.  
*Persons Responsible: Pension Committee*
- 1.7.2 Research the feasibility and determine a plan for emergency day care, for employees' dependents.  
*Persons Responsible: Battalion Chief Ekis and Captain Messick*
- 1.7.3 Examine a sick leave reimbursement program.  
*Persons Responsible:*
- 1.7.4 Evaluate insurance program on an annual basis and implement the best, cost effective plan.  
*Persons Responsible: Partnership Steering Committee*
- 1.7.5 Review other agencies educational stipend program and implement a marketable program.  
*Persons Responsible: Division Chief Rierson, Battalion Chief Ekis and Captain Messick*
- 1.7.6 Review the vacation leave package with other agencies in the region, in order to become more marketable.  
*Persons Responsible: Captain Messick*
- 1.7.7 Explore overtime/incentive options for salaried employees.  
*Persons Responsible: Chief Carrizzo*

1.7.8 Create addition rewards for physical fitness improvements, possibly monetary.

*Persons Responsible: Firefighter White*

1.8 Maintain District boundaries and increase sphere of influence thru auto/mutual-aid contracts and mergers.

**Possible Action Items:**

1.8.1 Explore options to merge departments within Platte County to create a County wide fire department/district.

*Persons Responsible: Battalion Chief Ekis*

1.8.2 Continue to improve auto/mutual-aid relationships.

*Persons Responsible: Chief Carrizzo and Command Staff*

1.9.1 Determine the financial impacts and a plan to increase and update staffing resources to meet the District's needs.

**Possible Action Items:**

1.9.1 Continue to explore the options or feasibility of a drivers' position.

*Persons Responsible: Firefighter White*

1.9.2 Evaluate the present volunteer employee program and determine a plan of action.

*Persons Responsible:*

1.9.3 Implement a WOC program for the rank of Battalion Chief.

*Persons Responsible:*

1.9.4 Continue with the implementation of 4-person structure fire response units at all stations.

*Persons Responsible: Chief Carrizzo and Partnership Steering Committee*

1.10 Evaluate the new ISO Grading System to determine if it is feasibly for the District to reduce its ISO Rating by 1-point.

*Persons Responsible: Chief Carrizzo*

## Section 2 – Operations

**GOAL: To strive for excellence in organizational readiness and professional service delivery to the citizens and employees of the District.**

### Strategies:

- 2.1 Continue with the implementation to provide Advanced Life Support care to the citizens of Southern Platte Fire Protection District.

#### **Possible Action Items:**

- 2.1.1 Update the cost analysis of an ALS pumper service.  
*Persons Responsible: Division Chief Rierson*
- 2.1.2 Review the possible usage of “squads” (2-person units).  
*Persons Responsible:*
- 2.1.3 Review the possible usage of special units (bikes, Gators, ATVs, etc) for special events throughout the District.  
*Persons Responsible: Battalion Chief Ekis and Firefighter Edwards*
- 2.1.4 Review the District's Insurance policies with the Agent to determine needed coverage changes and associated costs.  
*Persons Responsible: Chief Carrizzo and Captain Messick*
- 2.1.5 Determine requirements and costs associated for continuing education and skill proficiencies for ALS personnel.  
*Persons Responsible: Division Chief Rierson and Captain Pool*

- 2.2 Improve wellness and safety programs for department members.

#### **Possible Action Items:**

- 2.2.1 Create more stringent physical fitness standards within the organization i.e., mandatory physical fitness program.  
*Persons Responsible: Safety Committee and Firefighter White*
- 2.2.2 Continue and enhance YMCA/EAP programs and activities during this period.  
*Persons Responsible: Chief Carrizzo*

2.2.3 Complete the implementation phases of the IAFC/IAFF Fitness/Wellness Initiative.

*Persons Responsible: Safety Committee*

2.3 Review and update, where needed, the Operation Section (300) of the Standard Operating Guideline Manual.

**Possible Action Items:**

2.3.1 Determine the organizational needs and best practices for the betterment of the organization, personnel and citizens:

- a. Haz Mat Activities and member responsibilities
- b. Response districts
- c. Countywide SOGs
- d. Rural operations
- e. Standardized responses

*Persons Responsible: Captains Richardson and Pool*

2.4 Continue improving procedures for apparatus, facilities and equipment maintenance and replacement.

**Possible Action Items:**

2.4.1 Implement the most cost effective and efficient means in cleaning bunker gear.

*Persons Responsible: Division Chiefs Fiser and Rierson, Captain Main, and Firefighter Askren*

2.4.2 Implement a “check and balance” system to improve the maintenance and scheduling programs of apparatus.

*Persons Responsible: Battalion Chief Ekis*

2.4.3 Develop a system for ‘in-house’ repairs of apparatus and small engines.

*Persons Responsible: Firefighter Gabler*

2.4.4 Develop a scheduling system report for all apparatus, i.e., Outlook.

*Persons Responsible: Battalion Chief Ekis*

2.5 Review effectiveness of current apparatus and equipment.

**Possible Action Items:**

2.5.1 Research the needs of special units and their effectiveness to provide better service to the community.

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- a. Gator Type Vehicle
- b. Reserve apparatus, newer pumper
- c. Communications Vehicle.

*Persons Responsible: Apparatus Committee*

### Section 3 – Services

**GOAL: To uphold the value of life and property within the District by providing code enforcement, investigations and effective community service programs.**

#### Strategies:

- 3.1 Review and update public education materials to ensure materials used are age appropriate.

**Possible Action Items:**

- 3.1.1 Update P.R. Guide to ensure it contains and identifies age appropriate materials.

*Persons Responsible:*

- 3.1.2 Develop a District fire codes education program.

*Persons Responsible:*

- 3.2 Create quarterly safety messages, through multiple media avenues; designed to target all age groups.

**Possible Action Items:**

- 3.2.1 Develop a monthly SPFPD public education news release for use in newspapers, website, and twitter.

*Persons Responsible:*

- 3.2.2 Create an annual and quarterly newsletter concerning regulations on recreational burns, burn permits and fines for illegal burning.

*Persons Responsible:*

- 3.2.3 Remain aware of the public safety messages being used by the IAFF, IAFC, and National Fire Administration.

*Persons Responsible: Services Division*

- 3.3 Implement a Fee Schedule for the Services Division to include inspections, re-inspections, plan review, illegal burns, and false alarms.

*Persons Responsible: Services Division*

- 3.4 Develop and implement a Company Level pre-plan, inspection, and investigation program.

**Possible Action Items:**

- 3.4.1 Create and implement a company inspection program for business, retail, and low-hazard occupancies.  
*Persons Responsible: Division Chief Cull, Captains Main, Messick and Firefighter Askren*
- 3.4.2 Create and implement a company level pre-plan program.  
*Persons Responsible: Captains Main and Richardson*
- 3.4.3 Create a program to inspect rental properties prior to re-occupancy.  
*Persons Responsible: Services Division*
- 3.4.4 Train additional personnel to investigate fires to allow for an investigator on each shift.  
*Persons Responsible: Division Chief Rierson and Captain Richardson*
- 3.4.5 Develop a plan to incorporate “light-duty” personnel into the pre-plan and inspection program.  
*Persons Responsible: Division Chief Cull and Captain Main and Firefighter Whitney*
- 3.4.6 Ensure pre-plans are incorporated into the new apparatus MDT's.  
*Persons Responsible:*
- 3.4.7 Develop and stock a fire investigations kit to assist crews with fire investigations.  
*Persons Responsible:*

- 3.5 Continue to promote and expand the address sign and smoke detector program.

**Possible Action Item**

- 3.5.1 Actively seek out grant opportunities to expand the supply of smoke detectors.  
*Persons Responsible:*
- 3.5.2 Develop methods to promote and expand the address sign program.  
*Persons Responsible: Captain Richardson and Firefighter Gabler*

- 3.6 Investigate alternative methods to staff the Public Education trailer.

**Possible Action Items:**

- 3.6.1 Create a public relations specialist crew to conduct public education events.

*Persons Responsible: Captain Richardson*

- 3.6.2 Investigate the feasibility of using “overtime” crews or other non-shift employees to staff the public education trailer for events.

*Persons Responsible: Captain Richardson*

- 3.7 Review and implement community involvement programs designed to educate the citizens of the District.

**Possible Action Items:**

- 3.7.1 Research the feasibility and possibly implement a CAP (Community Assistance Program).

*Persons Responsible: Battalion Chief Ekis*

- 3.7.2 Initiate a “Vial of Life” Program.

*Persons Responsible: Division Chief Rierson*

- 3.7.3 Evaluate the feasibility of becoming a CERT Training entity.

*Persons Responsible: Captain Main*

- 3.7.4 Evaluate the options for in-school public education events, i.e., recess instead of lunch hour.

*Persons Responsible: Captain Richardson*

- 3.7.5 Investigate ways to develop relationships with community and homeowners associations.

*Persons Responsible: Captain Messick*

- 3.7.6 Investigate cooperative relationships between organizations, i.e., Boy Scouts and youth sports, for mutually beneficial programs.

*Persons Responsible: Captain Richardson*

- 3.7.7 Conduct a feasibility study on initiating a special events EMS response program, i.e., bike/gator/atv.

*Persons Responsible:*

## Section 4 – Training

**GOAL: To ensure personnel readiness, career development, organizational safety, and effectiveness of Southern Platte Training Center through wide-ranging course and training offerings.**

### Strategies:

4.1 Redefine some of the District's in-house training processes.

#### **Possible Action Items:**

4.1.1 Establish more computer user based training, to allow personnel to get full use of the automation available.

*Person Responsible: Division Chief Rierson and Captain Main*

4.1.2 Determine ways and approaches to train with our auto/mutual-aid partners.

*Person Responsible:*

4.1.3 Evaluate our current system and find ways to provide more “hands on skills” training.

*Person Responsible: Captain Main*

4.2 Research and initiate career development plans for all employees.

#### **Possible Action Items:**

4.2.1 Expose all interested personnel to NFA for career development.

*Person Responsible: Battalion Chief Ekis*

4.2.2 Continue developing opportunities and alternative avenues for personnel to work towards a college degree.

*Person Responsible: Division Chief Rierson*

4.2.3 Develop apparatus specific training manuals for all apparatus.

*Person Responsible:*

- 4.3 Ensure that all personnel are proficient at the basic awareness levels for specialized emergency responses.

**Possible Action Items:**

- 4.3.1 Collaborate with Kansas City Fire Department's Rescue Companies to establish first response guidelines for trench, high-angle, sub-terrainian, downed aircraft, and confined space incidents.  
*Person Responsible: Training Division*
- 4.3.2 Collaborate with Kansas City Police Department Bomb and Arson Unit to develop a first-response guideline training to possible explosive incidents..  
*Person Responsible: Firefighter Whitney*
- 4.3.3 Collaborate with Burlington Northern Railroad to develop a training program on safe response to rail emergencies.  
*Person Responsible:*

- 4.4 Provide quality monthly competency training and testing.

**Possible Action Items:**

- 4.4.1 Annually review and update monthly firefighter competency testing.  
*Person Responsible: Division Chief Rierson Captain Main*
- 4.4.2 Annually review and update quarterly combo drills.  
*Person Responsible: Division Chief Rierson Captain Main*
- 4.4.3 Incorporate rotating stations to allow for more "hands-on" and "multi-company" competency training.  
*Person Responsible: Division Chief Rierson*
- 4.4.4 Update the Standard Operating Guideline, regarding competency training, to delineate the accountability process.  
*Person Responsible: Division Chief Rierson*
- 4.4.5 Incorporate scenario-based training into monthly competency training.  
*Person Responsible: Division Chief Rierson*

- 4.5 Research and create opportunities to improve and enhance the Southern Platte Training Center.

**Possible Action Items:**

- 4.5.1 Investigate the options of adding specialized training props to the SPTC.  
*Person Responsible: Division Chief Nell and Captain Richardson*

- 4.5.2 Develop a Fire Fighter Saturday to train with our mutual-aid partners.  
*Person Responsible: Training Division*
- 4.5.3 Host a FF I&II class annually to strength our regional presence.  
*Person Responsible: Battalion Chief Ekis*
- 4.6 Enhance the ability for the EMS training opportunities.

**Possible Action Items:**

- 4.6.1 Develop more efficient large scale EMS services.  
*Person Responsible: Lieutenant Craig*
- 4.6.2 Develop advanced EMS training that could be delivered to our external customers.  
*Person Responsible: Lieutenant Craig*

### **4.6.3 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. These are steps 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.