



## 2009-2010 Strategic Plan

January 2009

## **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, 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: 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 Foster the environment for intrinsic satisfaction, health mental and physical stimulation for longevity.
- 1.2 Maintain a family oriented organization.

**Possible Action Items:**

- 1.2.1 Continue annual awards ceremonies.  
*Person Responsible: Awards Committee*
- 1.2.2 Expand the Awards Committee to include all family and employee recognition.  
*Person Responsible: Awards Committee*
- 1.3 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*

1.4 Continue and improve internal/external communications and relationships.

**Possible Action Items:**

- 1.4.1 Seek out opportunities to enhance and create alliances and partnerships.  
*Person Responsible: Board of Directors and Command Staff*
- 1.4.2 Hold departmental monthly meeting.  
*Person Responsible: Chief Carrizzo*
- 1.4.3 Create format for ways to communicate to employees regarding internal meetings and external activities.  
*Person Responsible: Command Staff*
- 1.4.4 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, Ralph Nell*
- 1.4.5 Hold Battalion Chief/Captains' meeting in the spring and fall.  
*Person Responsible: Battalion Chiefs and Captains*

1.5 Create a cost recovery program for services.

**Possible Action Items:**

- 1.5.1 Investigate the legality of billing for fire services.  
*Person Responsible: Battalion Chief Nell, Firefighter Jackson*
- 1.5.2 Investigate the different programs regionally.  
*Person Responsible: Battalion Chief Nell*
- 1.5.3 Implement a fee schedule to cover extra service costs.  
*Person Responsible: Battalion Chief Nell*

1.6 Increase Technology services to internal/external customers.

**Possible Action Items:**

- 1.6.1 Determine the organizational needs and create a cost analysis report for the following:
  - a. Laptops in apparatus
  - b. Mobile mapping

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- 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: Director of Technology*

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

*Persons Responsible: Chief Carrizzo and Captain Main*

## 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 Research the ability 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 becoming an ALS pumper service.  
*Persons Responsible: Captain Pool*
- 2.1.2 Meet with communities and Southern Platte Ambulance District to determine the needs and wants for ALS pumper response.  
*Persons Responsible:*
- 2.1.3 Meet with the Medical Director to determine the feasibility of upgrading services to the ALS pumper service.  
*Persons Responsible: Division Chief Rierson*
- 2.1.4 Review the District's Insurance policies with the Agent to determine needed coverage changes and associated costs.  
*Persons Responsible: Chief Carrizzo*
- 2.1.5 Research costs associated with a stipend policy for employees with ALS certification.  
*Persons Responsible: Captain Pool*
- 2.1.6 Determine requirements and costs associated for continuing education and skill proficiencies for ALS personnel.  
*Persons Responsible: Captain Pool*

- 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:*

- 2.2.2 Evaluate the present administrative support staff manning and determine if additional administrative assistance is needed.

*Persons Responsible: Chief Carrizzo*

- 2.2.3 Develop a plan, to include a cost analysis report for creating a fire apparatus operator position. Report findings to the Staff and Partnership Steering Committee.

*Persons Responsible:*

- 2.3 Enhance working relationships with surrounding fire service entities.

**Possible Action Items:**

- 2.3.1 Proactively hold meeting to discuss the possibilities each agency can provide with each other.

*Persons Responsible: Command Staff and Captains*

- 2.3.2 With the surrounding agencies conduct, at a minimum bi-annual training or combination drills.

*Persons Responsible: Chief Rierson and Chief Fiser*

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

**Possible Action Items:**

- 2.4.1 Develop a “form page” (message board) for each station to communicate apparatus and station maintenance issues.

*Persons Responsible: Director of Technology, Firefighter Kidwell*

- 2.4.2 Review effectiveness of current apparatus and equipment maintenance reporting system.

*Persons Responsible: Apparatus Task Force*

- 2.5 Investigate methods for improving operational readiness and interoperability.

**Possible Action Items:**

- 2.5.1 Ensure all map books are current and up to date.

*Persons Responsible: Captain Dinneen*

- 2.5.2 Research methods to improve fire ground communications (internal/external).  
*Persons Responsible: Captain Richardson*
  
- 2.5.3 Conduct a risk assessment for each response district and ensure apparatus are equipped to handle those risks.  
*Persons Responsible: Captain Pool*
  
- 2.5.4 Evaluate response times and other criteria to ensure proper apparatus dispatching to appropriate response districts in order to determine if response district should be altered.  
*Persons Responsible: Captains Pool and Richardson*

### 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 modify the current public education program which includes developing information and programs for all of our various age groups.

#### Possible Action Items:

- 3.1.1 Develop interactive programs within the youth of the District
- a. Lunch at the schools with the children
  - b. Bus stop patrols
  - c. Outdoor activities

*Persons Responsible: Captain Richardson*

- 3.1.2 Investigate and establish a “ride-a-long” program.

*Persons Responsible: Captain Richardson*

- 3.2 Create monthly safety messages, 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: Firefighter Jackson*

- 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 and determine different fees for different events in order to cover the costs of the District.

*Persons Responsible:*

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 Nell, Firefighters Little, Whitney, Stubler*

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 Nell, Firefighters Little, Whitney, Stubler*

- 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 Nell, Firefighters Little, Whitney*
  - 3.5.4 Hold, at a minimum, annual “Open-House” activity at one of the fire stations.  
*Persons Responsible: Battalion Chief Nell*
  - 3.5.5 Develop effective communication methods with all local and private agencies to ensure we are included/participating at all community events.  
*Persons Responsible: Battalion Chief Nell*
- 3.6 Investigate and develop a progressive “legal burn” program.

**Possible Action Items:**

- 3.6.1 Investigate the availability of a program through DNR and the other County and City agencies.  
*Persons Responsible: Battalion Chief Nell*
  - 3.6.2 Develop an open burn checklist for patrons of the District.  
*Persons Responsible: Battalion Chief Nell*
  - 3.6.3 Establish educational sessions for department personnel.  
*Persons Responsible: Battalion Chief Nell*
  - 3.6.4 Provide a public education period for the program.  
*Persons Responsible: Battalion Chief Nell*
  - 3.6.5 Establish resources and materials for continuing education to the members and public.  
*Persons Responsible: Battalion Chief Nell*
- 3.7 Develop an interactive “public education trailer” program.

**Possible Action Items:**

- 3.7.1 Redefine and establish an elementary school program, which would include appropriate material.  
*Persons Responsible:*
- 3.7.2 Develop a “large event” program with appropriate procedures and resource material.  
*Persons Responsible:*

## Section 4 – Training

**GOAL: To ensure personnel readiness, career development, organizational safety, and usefulness of Southern Platte Training Center through comprehensive programs and training offerings.**

### Strategies:

- 4.1 Hold a minimum of one regionally recognized course at Southern Platte Training Center annually.

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

- 4.1.1 Determine courses that will meet the needs of the region, both fire and EMS.

*Person Responsible: Division Chief Rierson*

- 4.1.2 Get approval to deliver courses and set dates to be delivered with at least a six-month schedule.

*Person Responsible: Division Chief Rierson and FF Stone*

- 4.1.3 Advertise and successfully deliver courses as scheduled.

*Person Responsible: Division Chief Rierson*

- 4.2 Research and initiate career development plans for all employees.

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

- 4.2.1 Research what programs other public and private entities use for the development of personnel.

*Person Responsible: Division Chief Rierson*

- 4.2.2 Meet annually with all employees to achieve a collaborative development plan.

*Person Responsible: Division Chief Rierson and Battalion Chiefs*

- 4.2.3 In collaboration with the Government Training Institute of MARC, incorporate 360-degree assessment tools to assist in determining supervisory development plans for W.O.C. through Division Chief.

*Person Responsible: Training Division*

- 4.2.4 Develop opportunities and alternative avenues for personnel to work towards a college degree.

*Person Responsible: Training Division*

- 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 Departments Rescue Companies to establish first response guidelines for trench, high-angle, sub-terrainian, downed aircraft, and confined space incidents.

*Person Responsible: Firefighter Stone*

- 4.3.2 Collaborate with Kansas City Fire Department and other vendors to deliver trench, high-angle, sub-terrainian, downed aircraft, and confined space training in a cost effective manner.

*Person Responsible: Firefighter Stone*

- 4.3.3 Collaborate with regional utility companies to provide training on safe handling of utility emergencies.

*Person Responsible:*

- 4.3.4 Collaborate with Kansas City Police Department Bomb and Arson Unit to develop a first response guideline to bomb incidents.

*Person Responsible: Firefighter Stone*

- 4.3.5 Collaborate with Burlington Northern Railroad to develop a training program on safe response to rail emergencies.

*Person Responsible: Division Chief Rierson*

- 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*

- 4.4.2 Annually review and update quarterly combo drills.

*Person Responsible: Division Chief Rierson*

- 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 Establish a policy delineating accountability for monthly competency training.  
*Person Responsible: Division Chief Rierson*
- 4.4.5 Incorporate scenario-based training into monthly competency training.  
*Person Responsible: Division Chief Rierson*
- 4.4.6 Conduct, at least quarterly and in conjunction with the departments Medical Director, instructor led EMS 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: Battalion Chief Nell, Captains Richardson and Dinneen*
  - 4.5.2 Research the cost and feasibility of adding a Hazardous Materials and Ignitable Liquids training area to the SPTC.  
*Person Responsible: Battalion Chief Nell, Captains Richardson and Dinneen*
  - 4.5.3 Develop pricing schedules that will allow volunteer departments and organizations the ability to train at the SPTC.  
*Person Responsible: Battalion Chief Nell, Captains Richardson and Dinneen*
  - 4.5.4 Investigate the potential for expanding the SPTC through the Assistance to Firefighters Grant Program.  
*Person Responsible: Battalion Chief Nell, Captains Richardson and Dinneen*
- 4.6 Create health and safety opportunities to improve the quality of life during and after retirement, while continually working on reducing on-duty injuries.

- 4.6.1 Implement a Health and Safety Plan that mirrors, to the best of Southern Platte ability, the IAFF/IAFC Health, Fitness and Safety Initiative.  
*Person Responsible: Division Chief Rierson*

## **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.