



2014-2015 Strategic Direction

January 2014

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 as per Chapter 321, RSMo:

- 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 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 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, three Division Chiefs, three Battalion Chiefs, twelve company officers, two administrative staff members and approximately 35 firefighters support the Board of Directors. Thirty-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 #61: 8799 River Park Drive, Parkville, Missouri 64152

Station #62: 2nd and Main Street, Farley, Missouri 64028

Station #63: 10811 NW 45 Highway, Parkville, Missouri 64152

Station #64: 8795 NW Highway N, Kansas City, Missouri 64153



Forward by Fire Chief

This is the Southern Platte Fire Protection District's most recent strategic direction and marks an important part for the entire community. The management team, Board of Directors, officers, 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 strategic direction will play a significant role in moving our organization forward with confidence and certainty to become a leader in the fire service and community. This document will serve as the foundation for the development of additional action items that will formulate the work program for the District leadership, members and staff. These are necessary for more effective and complete implementation of the strategies.

Development and accomplishment of action items will be dependent on the cost, funding, and staff resources available. Because of the rapid and unexpected changes that occur within the department and community, resources may be diverted as the leadership deems necessary. It is important to remember that this is a dynamic guiding document and it should allow the District to be agile as times and situations dictate.



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District Mission Statement

“We are committed to safeguarding life and property”



Southern Platte Fire Protection District's Values

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



Strategic Directional Statement/Goals

- The District will work to improve efficiencies and processes.
- To strengthen relationships with customers (internal/external) and other outside groups.
- To improve our community service programs through public education activities, prevention, community planning, and fire investigation.
- To improve personnel readiness, career growth, organizational safety, and effectiveness through the Southern Platte Training Center.
- To continually improve professional service delivery to our customers.
- Ensure that the District is expanding its organizational readiness through all current and future business activities.
- Exceed the customers', public, and District employees' expectations.



SWOT Analysis

Strengths

1. Image:
 - a. "The Look" - equipment, continuity in uniforms, stations, personal conduct in public
 - b. Professionalism

2. Personnel
 - a. Have experienced personnel
 - b. Have quality employees
 - c. Longevity
 - d. FF Empowered
 - e. Board of Directors' Continuity
 - f. Competitiveness - brings out the best in shifts
 - g. Open door / very assessable
 - h. Benefits are competitive
 - i. Number of Investigators/Inspectors

3. External Networking
 - a. Nationally known
 - b. Cities
 - c. Other Agencies
 - d. Nationally Known
 - e. Trading time at tower for instruction in other areas (ACLS-PHTLS-PEPP-Simulator)
 - f. Networking with agencies to bring in specialized training

4. Partnerships
 - a. Labor / Management
 - b. Corporations
 - c. KCFD
 - d. Schools
 - e. YMCA – alliance/physicals
 - f. Columbia Southern/Waldorf Colleges

5. Regional Radio System

6. Tower provides:
 - a. Additional income
 - b. Safety officer opportunities
 - c. Realistic training

7. Public/Community Support



- a. Positive feedback continually
 - b. Social media support
 - c. Budget support
 - d. Response/Services
 - e. Pub Ed
 - f. School Involvement
 - g. We go "above and beyond"
8. Stand Alone Entity
- a. Control over our destiny
 - i. Funding
 - ii. Planning
9. Financial
- a. Payroll services
 - b. Financial long-term plans
 - c. Good budget
 - i. Allowed for facility maintenance
 - ii. Allowed for equipment/apparatus
 - iii. Outside training
 - iv. Training technology advances
 - v. Professional development
 - vi. Training material and literature
 - d. Growth potential
 - e. Never been any form of downsizing
10. Technology
- a. Website
 - b. Social Media Education
11. PR Trailer
12. Minimal Fire Deaths
13. Training Division Support
- a. Annual evaluation of programs/topics
 - b. Individual employee input
 - c. Teaching opportunities for instructors
 - d. In-house training
 - e. Variations in training topics
 - f. Props to aid in training (entanglement/forcible entry/propane)



14. Up-to-date policies
15. Services
 - a. ALS
 - b. Auto-aid has supplemented and provided services
 - c. Excellent track record/History
 - d. No ambulances
16. Department Culture
 - a. Family atmosphere
 - b. All are gentlemen/ladies
 - c. Strong value system
17. Safety Record
18. Progressive
 - a. Vision
 - b. Future plans

Weaknesses

1. Personnel:
 - a. Longevity
 - b. Dinosaurs - we have always done it this way
 - c. Shift only family - not organization
 - d. Lack of experience of investigators/inspectors
 - e. Secession Plan for Services Division
 - f. Staffing at Pub Ed events
 - g. Buy-in of Why
2. Processes:
 - a. Redundant
 - b. Data Entry
 - c. Lengthy
 - d. Hiring process long
 - e. Number of applicants
 - f. Pub Ed Trailer Checklist
3. Standalone entity - not tied to Platte County or Parkville
4. Not fully in social media - educate more



5. External Agencies
 - a. Image they create for us - same uniform colors (ambulance / KCFD)
 - b. Communications of community events
 - c. 9-1-1 Path
 - d. Ambulance Response Times
 - e. Auto-aid – facility locations
 - f. Water departments/codes
 - i. Water Supply
6. Laws:
 - a. Hancock Amendment - limits growth
 - b. Platte County Ordinances
7. Budget
 - a. Poor economy has affected income from tower rental
 - b. Expense of outside training & budget impact from overtime
 - c. Expense of keeping literature & training material current
8. Technology
 - a. Training room environment at Stations #1 & #3
 - b. In station training broadcasts and webcasts at sta. #1 & #3
 - c. Internet reliability at Sta. #1 & #3
 - d. MDT Concerns
 - e. Internet
9. Disaster Preparedness
10. Pub Ed Material/programs
11. Complacency:
 - a. Personnel just going through the motions
 - b. Not taking advantage of training opportunities
12. Training topics:
 - a. Keeping training topics interesting and not repetitive
13. Time
 - a. Time constraints on both shift personnel and the Training Division
14. Pub Ed Trailer Usage
15. Operations Service:
 - a. Use of specialty training



- b. Ability to address target hazards

16. Not using full authority

- a. Para-military

Opportunities

1. Image:

- a. Increasing it - fly in the radar
- b. Visibility more in Platte County and Parkville (maybe not fire related)
- c. More of what the FD does - knowledge to community
- d. Marketing of organization (hiring)
- e. Eliminate the Islands - reach out to others
- f. Professionalism - take it higher

2. People:

- a. Spread the "doing"/delegation - empowerment
- b. More risk taking - just do!
- c. Fear Reduction
- d. Increase staffing
- e. Family participation
- f. Certification processes
- g. External Training
- h. Staffing – Services, Training & Ops Divisions
- i. Part-time Positions

3. Structured community service programs

4. M.I.N.K States - the go to organization

5. Services

- a. ALS Flag
- b. Transport
- c. Squads
- d. Specialty Rescue Services

6. Technology

- a. In-house training
- b. Internet
- c. MDT capabilities
- d. ACI Program
- e. Social Media



7. Citizens as Family
8. Safety
9. Processes:
 - a. Data entry
 - b. Speed purchasing
 - c. Maintenance Plan – long term
10. Budget:
 - a. Explore revenue generation ideas
 - i. Tower
 - ii. Region Testing
 - iii. Grants
 - iv. Fee for Service

Threats

1. Budget
 - a. Loss of tax funding
 - b. Loss of SPTC Tower rental
 - i. Props
 - c. Economy changes
 - d. Liability from operations/accidents
 - e. Maintenance
 - f. Legal
 - g. Employee injury/illness
 - h. Apparatus
2. External:
 - a. Public opinion
 - b. External politics
 - c. Buy-in
 - d. Media
 - e. Politics
 - f. Fear of doing wrong
3. Personnel:
 - a. Losing vision of where we came from and where we are going
 - b. Motivation/Complacency
 - c. Buy-in
 - d. Loss of key individuals



- e. Unprepared
 - f. Fear of doing wrong
4. Standards
- a. Lowering high standards
 - b. Hiring process
 - c. All exclusive
 - d. Changes of Standards/Laws
5. Becoming too BIG: Kings of our own Kingdom
- a. Getting closed minded
 - b. Loss of our culture
6. Natural Disaster
7. Partnership
- a. Breakdown of Labor/Management
 - b. Loss of key personnel
 - c. Major differences - an event that occurs
 - d. Changes Local 42 makes that then have affect on SPFPD
 - e. Regional Assets (Specialty Teams) decrease or go away



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.

