

# STRATEGIC PLAN

CENTRAL JACKSON COUNTY  
FIRE PROTECTION DISTRICT  
2018 - 2020



We Stand Ready.







# INTRODUCTION

The Central Jackson County Fire Protection District (CJCFPD) provides fire suppression, emergency medical services, technical rescue, hazardous materials mitigation, fire inspection and investigation, public education, community outreach, community para-medicine, domestic preparedness planning, and emergency response to residents, businesses, and visitors of the Missouri cities of Blue Springs, Grain Valley and Lake Tapawingo, and a small portion of unincorporated Jackson County, Missouri. The men and women of CJCFPD are consistently working to achieve the highest level of professionalism and efficiency on behalf of the citizens we have sworn to serve.

On November 20th, 1960, the citizens of Blue Springs and Lake Tapawingo voted to create the Central Jackson County Fire Protection District. Over time, CJCFPD grew to cover portions of unincorporated Jackson County. In 1981, the citizens of Grain Valley voted to be included in the Central Jackson County Fire Protection District, which at that time, added a fourth station to the District.

Over the 56 years the men and women of CJCFPD have served this community, the organization has undergone a number of changes. CJCFPD has evolved from a small volunteer department with one paid chief to an organization employing 140 professionals responding to over 7,500 calls annually. The community and those guests passing through are protected by five fire stations housing: five advanced life support transport ambulances, four fire pumpers, a 105' aerial apparatus, a Light Urban Search and Rescue team, a Hazardous Materials response team, and a mobile integrated healthcare team.







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2018 - 2020 STRATEGIC PLAN

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# FROM THE FIRE CHIEF

As Fire Chief of the Central Jackson County Fire Protection District, I am proud to present the CJCFPD's 2018-2020 community-driven strategic plan. As an organization, CJCFPD believes the direction, focus, and long-term success of our District is based on our investment in strategic planning. We have served the community for over 56 years in a variety of roles that have changed as our community/region/country has changed. Our roles and responsibilities are changing more rapidly now than ever before. As one famous author once said "It is a mistake to think that moving fast is the same as actually going somewhere." With this strategic plan, CJCFPD will be ready to move fast and move in the right direction.

As you read this plan, keep in mind it was created with input from community stakeholders as well as 35 CJCFPD members of all ranks and seniority. The external stakeholder groups represented many facets of our community including healthcare, education, the business community and community service organizations. Their expectations and community concerns are real and provide us with a template for what our mission and values should be. The internal stakeholders' tenure with the District ranged from less than one year to over 30 years of experience. These stakeholders truly represented the past, present and the future of our Fire Protection District.

Finally, I would like to thank those individuals, both internally and externally, for taking time out of their lives to help CJCFPD become a better organization. It is with great pride, determination and dedication to the community and to CJC employees that I present this strategic plan.

We Stand Ready,  
Jeff Grote  
Fire Chief  
Central Jackson County Fire Protection District

# METHODOLOGY

CJCFPD is utilizing the community-driven strategic planning process to go beyond the development of a document that has little value or is simply placed on a shelf and never used. This process requires a critical self-evaluation focused on organizational paradigms, values, philosophies, beliefs and desires. This process also challenges individuals to work in the best interest of the “team.” If followed faithfully, it provides opportunities for employees to participate in the development of the organization’s long-term direction and focus.

The Strategic Plan, with its foundation based in community and employee involvement, revisits the District’s pillars (Mission, Vision, and Motto) and sets forth a continuous improvement plan that offers a detailed road map for a sustainable future.

# COMMUNITY FOCUS GROUP

As previously highlighted in this document, it was decided early in the planning process that the community would play an integral role in the development of this guiding document. On June 1st, 2017 approximately 20 community stakeholders assembled in a day-long planning session. This session generated items the District should more closely evaluate as well as a few “aha” moments members of the District did not have on their radar.

Well before the planning session was held, a survey was distributed both via the U.S. Postal Service and electronically to over 200 area stakeholders asking them specific questions about the District. The collection of this electronic data generated results which enabled focused discussion during the community work session. The following 6 points summarize the major findings;

- Several survey questions were constructed to determine the priority of services offer by the District. To nobody’s surprise, both emergency medical and fire suppression services ranked #1 & #2 respectively. As outlined later in this strategic plan, the reader can easily determine the District focuses on these two services above all others.
- One common theme derived from the survey was that a significant portion of those surveyed did not understand all of the roles CJCFPD plays in the community. It was recommended the District increase their focus on public relations and social media activity. The Board of Directors has approved the construction of a new website for the District and it is close to completion.
- One question focused on the Insurance Services Office (ISO) fire mitigation rating. For all commercial structures in the District, the current ISO rating is 2, and 85% of respondents recommended that the District strive for an ISO rating of 1. The end result of this achievement would directly impact business owners in the community by reducing insurance rates.



- In 2008 the District rose to the highest emergency service industry standard and became Internationally Accredited. Months of staff hours were devoted to this project and the District is proud to announce that in 2018 the District will be reviewed for the 3rd time. 88% of respondents recommend the District continually strive to maintain accreditation status.
- Another question was directed at the concept of expansion of services within the District. This expansion was purposely directed and the placement of a new engine was the focus of the question. 58% of respondents recommended this expansion take a high priority within organizational goals. 42% reported they felt this initiative should hold a medium priority of importance.
- A final question focused on the appearance of personnel and whether there existed a desire to change organizational policy related to appearance. 56% of external stakeholders believed that the District should alter their current policy and make it more reflective of the community.

One of the planning session goals was for external stakeholders in attendance to construct a community vision of the fire district. At the end of the day-long work session, the community leaders crafted the following Community Vision Statement:

*“The Central Jackson County Fire Protection District is comprised of distinct, yet connected communities whose citizens rely on high quality fire and emergency medical programs and services to ensure their safety and security.”*

For the remainder of the work session, those in attendance were divided into one of five focus groups. These groups were to critically evaluate the programs within their area of concentration and identify any gaps of service that may be present. The following represents the dialogue and findings from each focus group discussions.

### **PUBLIC FIRE, EMERGENCY PREPAREDNESS/EMS**

This group highlighted how calm CJCFPD members present themselves in time of adversity and in instances when the community counts on them the most. The focus group believed CJCFPD has generated impressive results in the areas of education and training. One of the gaps identified was in evaluation of increasing demands for service. Emergency calls for service grow each and every year and the District should anticipate growth and increasing costs and should make tracking this increasing demand a high priority.

### **FIRE PREVENTION AND FIRE INVESTIGATION**

The 1st and 4th grade educational programs in areas schools was indentified as a successful program the District should continue employing. The community awareness and emergency warning system was also an area of concentration receiving positive marks. However, this focus group identified the utilization of social media and public relation techniques as areas in which the District should improve.

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## FIRE SUPPRESSION

One critical factor highlighted by this group was how safe the community actually is. They reported fires are few and far between and there has been no large loss of property or life in over a decade. One of the gaps identified was the lack of authority the District has when inspecting buildings. It was recommended the District research enforcement measures and the impact of new processes.

## HAZARDOUS MATERIALS

Over the last twenty years there has been a marked decrease in the amount of hazardous materials being released in the community. New safety regulations and safer roads have resulted in a decreased demand for hazardous material response. The focus group felt the district should educate the community about hazardous material threats in the community.

## REGIONAL EMERGENCY

This focus group highlighted the need for regional financing in this area. The region's emergency management functions are fulfilled by a collaboration of resources and authority. This area has made great strides in the preparation of plans to handle a host of emergencies. Ultimately, this group recommended CJCYPD continue to stress collaborative sharing of resources. The collaborative construction of the current CJCEMA Board has increased the overall planning and coordination of many stakeholders.





# INTERNAL FOCUS GROUP

Over the course of several months, the internal stakeholders of CJCFPD met to identify the current and future needs of the organization. There were three identified goals established as desired outcomes from the collaborative work sessions. First, the District needed to critically examine the meaning behind fundamental organizational creeds. Specifically, the stakeholders were asked to review and change if needed the Mission and Vision Statements. Additionally, the group was tasked to create a District Motto.

The second task to complete was the development of the organization's future strategic initiatives. Focus groups were formed to address the following areas of concentration: Training – Asset Management/Equipment – Operations – Human Resources – Health/Safety/Wellness – and EMS/Prevention. Each focus group met on several occasions to develop the strategic initiatives, goals and objectives centric to the group's area of concentration.

# DEFINING CJCFPD

It is imperative for any organization to understand the reasons surrounding its existence. Why are we here? What is our purpose? Specifically, were the District's Mission and Vision Statements still applicable to current community and organizational needs? At the end of a collaborative work session, the stakeholders re-wrote the Vision Statement and created a new Motto for the District. These changes are reflective below:

## MISSION STATEMENT

The Central Jackson County Fire Protection District is committed to the preservation and protection of life and property, fully dedicated to the communities we serve.

## VISION STATEMENT

CJC will continue to be recognized as a progressive, well-trained public service organization.

We will honor the trust of our communities and partnerships by providing the best service possible through continuous evaluation of their needs and our ability to deliver.

We will reflect a respectful team atmosphere in our workforce culture, nurtured by open communication and current, relevant procedures guiding the decisions of our personnel.

## MOTTO

We Stand Ready – Pride, Determination, and Compassion

# TRAINING

2018 - 2020 STRATEGIC PLAN INITIATIVES

## INTERNAL TRAINING

**GOAL 1** - *Ensure departmental training evolves with current and future methodologies and needs to further enhance the professional competencies of all personnel.*

**OBJECTIVE 1** - *Develop and implement a process that identifies training needs including activities, knowledge, skills, and abilities required to deal with emergencies and daily operations.*

**RESPONSIBILITY:** *Professional Development Committee*

**PRIORITY:** *(H/M/L): M*

### ACTION ITEMS:

- Analyze the effectiveness of all learning mediums
- Survey employees regarding usefulness of the various learning mediums
- Survey employees about training needs, weaknesses and the top five areas to focus on
- Ensure mutual aid partners are incorporated where applicable
- Identify what mandatory legal requirements exist for fire service training
- Identify minimum levels of training for all positions
- Identify all skills where proficiency must be demonstrated by all personnel, and how often proficiency should be tested (this should include validated and documented performance-based measures)
- Formalize a written process to become policy
- Identify dynamic training to enhance compliance that can be delivered by District Captains
- Conduct bi-annual mutual aid partner IMS training.

**OBJECTIVE 2** - *Develop a decision-making model reflective of the requirement that all training programs and materials should support the agency's mission.*

**RESPONSIBILITY:** *Professional Development Committee*

**PRIORITY:** *(H/M/L): H*

### ACTION ITEMS:

- Cost vs. benefit
- Ensure training programs meet generational needs
- Incorporate the decision-making model into the annual review process
- Consider financial impact
- Include best practices, standards, and laws
- Ensure equipment is up-to-date and safe
- Develop a template that all training must adhere to before being presented
- Conduct collaborative training with mutual aid partners practicing an identified communication model.



## EXTERNAL TRAINING

**GOAL 1** - Provide comprehensive programming and professional development to ensure CJC/FPD is the premier regional source for customers seeking public safety training excellence.

**OBJECTIVE 1** - Comprehensive analysis on all current programs including cost vs. benefit

**RESPONSIBILITY:** Professional Development Committee

**PRIORITY:** (H/M/L): M

### ACTION ITEMS:

- Review programs against current standards
- Research industry best practices
- Evaluate pass/fail rate for all programs
- Develop and implement exit surveys



# HUMAN RESOURCES

2018 - 2020 STRATEGIC PLAN INITIATIVES

**GOAL 1** - *Develop human resources policies and procedures that are reflective of a dynamic workforce.*

**OBJECTIVE 1** - *Update or replace current annual performance appraisal and employee self-assessment form.*

**RESPONSIBILITY:** *Human Resources Committee*

**PRIORITY:** *(H/M/L): M*

**ACTION ITEMS:**

- Review current evaluation practices and documents
- Seek out best practices and evaluate if applicable to CJC
- Make updates or changes to employee evaluations
- Seek out electronic employee evaluation technology and evaluate
- Train all employees on how to conduct performance appraisal and self-assessment

**OBJECTIVE 2** - *Ensure all job classifications are reflective of the current organizational model.*

**RESPONSIBILITY:** *Human Resources Committee*

**PRIORITY:** *(H/M/L): L*

**ACTION ITEMS:**

- Review current policy 107 for accuracy.
- Update all job classifications
- Develop a job description for each classification.

**OBJECTIVE 3** - *Optimize the ability for all employees to access and review benefit information electronically.*

**RESPONSIBILITY:** *Human Resources Committee*

**PRIORITY:** *(H/M/L): M*

**ACTION ITEMS:**

- Research available technology and compare to current systems.
- Select and implement system.
- Train employees on system utilization.



**OBJECTIVE 4** - *Ensure the HR/Administrative needs of CJC/CPD are optimally met.*

**RESPONSIBILITY:** *Human Resources Committee*

**PRIORITY:** *(H/M/L): M*

**ACTION ITEMS:**

- Conduct job analysis of current administrative staff
- Research available technological solutions for financial, time-keeping, and employee evaluation
- Make recommendations/changes based upon job analysis

**GOAL 2** - *Ensure the District presents a professional image while maintaining employee morale.*

**OBJECTIVE 1** - *Conduct a complete review of the District's current Uniform, Grooming and Appearance Policies and SOG's.*

**RESPONSIBILITY:** *Human Resources Committee*

**PRIORITY:** *(H/M/L): H*

**ACTION ITEMS:**

- Research industry standards and best practices
- Conduct cost analysis and impact of any proposed changes.
- Make recommendations to L/M Steering Committee



# OPERATIONS

2018 - 2020 STRATEGIC PLAN INITIATIVES

**GOAL 1** - *Develop a deployment model that meets current demand and considers staged expansion as a result of District population growth.*

**OBJECTIVE 1** - *Develop a Deployment Matrix.*

**RESPONSIBILITY:** *Operations Committee*

**PRIORITY:** *(H/M/L): H*

**ACTION ITEMS:**

- Analyze Standard of Coverage (SOC) document
- Identify service gaps identified in the SOC
- Review service data trends
- Evaluate all primary and secondary apparatus for system needs and location
- Review projected service demands identified in the SOC
- Identify where NFPA 1710 enhancements can logically be made
- Review all response plans and recommend enhancements
- Conduct a feasibility study to determine the impact of non-emergency transfers on the District
- Cross-reference all decision with applicable legislation and/or standards
- Rescue station
- Feasibility study of response times and call volume

**OBJECTIVE 2** - *Review current Mutual Aid agreements.*

**RESPONSIBILITY:** *Operations Committee*

**PRIORITY:** *(H/M/L): M*

**ACTION ITEMS:**

- Review all agreements and recommended updates as needed
- Analyze mutual needs and capabilities
- Identify any potential enhancements
- Develop a consistent template to apply to agreements

**GOAL 2** - *Ensure that the District employs comprehensive and up-to-date policies, SOG's, and manuals that enhance operational decision making.*

**OBJECTIVE 1** - *Create a comprehensive District Incident Management System manual.*

**RESPONSIBILITY:** *Operations Committee*

**PRIORITY:** *(H/M/L): H*

**ACTION ITEMS:**

- Research industry models

**OBJECTIVE 2** - *Conduct a thorough comparison of industry standards and current procedures with District policies and Standard Operating Guides (SOGs).*

**RESPONSIBILITY:** *Operations Committee*

**PRIORITY:** *(H/M/L): L*

**ACTION ITEMS:**

- Identify gaps in policies and SOGs
- Develop new policies and SOGs
- Delete SOG and Policies not needed/used

**OBJECTIVE 3** - *Ensure monthly reviews are conducted to identify possible dispatching enhancements and/or changes.*

**RESPONSIBILITY:** *Operations Committee*

**PRIORITY:** *(H/M/L): M*

**ACTION ITEMS:**

- Construct a review process for operational issues with the District's contracted dispatch agency
- Identify joint training opportunities for the District Captains within the dispatching agency communication center
- Conduct an analysis of interoperability with mutual aid partners
- Conduct a feasibility study to research possible alternatives of service providers
- The Operations and Training L/M Committee are encouraged to utilize Subject Matter Experts (SMEs) when discussing L/M items





# ASSET MANAGEMENT & EQUIPMENT

2018 - 2020 STRATEGIC PLAN INITIATIVES

**GOAL 1** - *Assure proper considerations and action plans are employed to maintain/replace District assets.*

**OBJECTIVE 1** - *Conduct annual reviews of the Fixed Asset Plan.*

**RESPONSIBILITY:** *Asset Management Committee*

**PRIORITY:** *(H/M/L): H*

**ACTION ITEMS:**

- Annually, define budget priorities for asset maintenance
- Annually, update Fixed Asset Plan and report to L/M Steering Committee each June

**OBJECTIVE 2** - *Develop an Apparatus Replacement and Maintenance Plan.*

**RESPONSIBILITY:** *Asset Management Committee*

**PRIORITY:** *(H/M/L): M*

**ACTION ITEMS:**

- Research industry examples
- Work collaboratively with the L/M Training Committee to recommend District driving requirements and training
- Provide review to L/M Steering Committee each June

**GOAL 2** - *Aggressively seek to maintain and/or enhance the District's technology platforms and equipment.*

**OBJECTIVE 1** - *Develop a District Technology Plan.*

**RESPONSIBILITY:** *Asset Management Committee*

**PRIORITY:** *(H/M/L): M*

**ACTION ITEMS:**

- Record and track all electronic assets
- Research tagging system
- Identify technological training that will enhance operational functionality
- Make enhancement recommendations to the L/M Steering Committee in June of each year

# HEALTH / SAFETY / WELLNESS

2018 - 2020 STRATEGIC PLAN INITIATIVES

**GOAL 1** - *Promote a wellness model for the District that encompasses current and future trends regarding total firefighter/employee health.*

**OBJECTIVE 1** - *Develop a District Health and Wellness Plan.*

**RESPONSIBILITY:** *Health/Safety/Wellness Committee*

**PRIORITY:** *(H/M/L): H*

**ACTION ITEMS:**

- Research industry fitness standards
- Survey all District members
- Write and recommend plan to L/M Steering Committee
- Conduct a feasibility study that encompasses fire district physician, nurse practitioner, and physical therapist as District health and wellness enhancements
- Research and include healthy meal options for the District

**OBJECTIVE 2** - *Publish an annual (each January) Safety Culture Newsletter.*

**RESPONSIBILITY:** *Health/Safety/Wellness Committee*

**PRIORITY:** *(H/M/L): M*

**ACTION ITEMS:**

- Include injury data and summaries
- Provide links for additional training
- Utilize the District's electronic training platform
- Conduct staffing/injury study and identify concerns
- District Certified Safety Officers - required? Research of national standards for different type of incidents

**OBJECTIVE 3** - *Establish and aggressively maintain a safety-first decision-making model at all incidents.*

**RESPONSIBILITY:** *Health/Safety/Wellness Committee*

**PRIORITY:** *(H/M/L): H*

**ACTION ITEMS:**

- Research Situational Awareness training for the District
- Develop an incident After Action Review (AAR) form that will be completed after incidents with a high resource demand
- Publish AAR's on District's electronic training platform and in the Annual Safety Culture Newsletter
- Develop a District SOG that promotes Personal Protective Equipment (PPE) utilization during salvage and overhaul operations
- Develop and implement an annual Incident Safety Officer course working collaborative with the L/M Training Committee
- Consider mutual aid partners and their impact on scene safety.

# EMS/FIRE PREVENTION

2018 - 2020 STRATEGIC PLAN INITIATIVES

## EMS OPS GOALS

**GOAL 1** - *From an Emergency Medical perspective, with the assistance of EMS Education, ensure personnel continue to be trained and prepared to meet or exceed current professional standards of care.*

**OBJECTIVE 1** - *Develop or confirm current EMS training curriculum balancing electronic distance learning, instructor-led class room session, and skill performance.*

**RESPONSIBILITY:** *Emergency Medical Services Committee*

**PRIORITY:** *(H/M/L): H*

### ACTION ITEMS:

- Compare skill performance success on calls – “Before Target Solutions vs After Target Solutions”
- Through continual QA/QI, identify performance gaps
- Survey employees to identify perceived needs

**OBJECTIVE 2** - *Evaluate, review and update current protocols to ensure they still meet or exceed accepted national standards of care.*

**RESPONSIBILITY:** *Emergency Medical Services Committee*

**PRIORITY:** *(H/M/L): M*

### ACTION ITEMS:

- Assign sections of Protocol document review and compare to national EMS standards to EMS Committee
- Add diagram style (flow chart) to document for each protocol for easier electronic device viewing
- Evaluate immediate availability of Protocol document (is there an App for that)

**GOAL 2** - *Continue to provide appropriate ALS and BLS response within CJC boundaries.*

**OBJECTIVE 1** - *Evaluate the practice of executing non-emergency inter-facility transfers.*

**RESPONSIBILITY:** *Emergency Medical Services Committee*

**PRIORITY:** *(H/M/L): L*

### ACTION ITEMS:

- Define and Identify effects on overall call load and operational readiness represented by the current practice of executing non-emergency inter-facility transfers
- Identify benefits (revenue) of executing non-emergency inter-facility transfers
- Identify benefits of long distance transfers



**OBJECTIVE 2** - *Evaluate current EMS coverage and response.*

**RESPONSIBILITY:** *Emergency Medical Services Committee*

**PRIORITY:** *(H/M/L): M*

**ACTION ITEMS:**

- Identify the frequency of ALS coverage (including Fire Apparatus ALS Coverage)
- Evaluate call load comparisons between response units
- Evaluate response times and critical skill performance times as reflected in ImageTrend
- Evaluate impact of CJCares on call load and patient satisfaction

**GOAL 3** - *Continue to provide the most current and most appropriate equipment for performance of EMS duties.*

**OBJECTIVE 1** - *Evaluate impact of newly acquired EMS equipment.*

**RESPONSIBILITY:** *Emergency Medical Services Committee*

**PRIORITY:** *(H/M/L): H*

**ACTION ITEMS:**

- Compare first attempt Intubation success before and after addition of King Vision scope
- Compare back injuries related to lifting cot into unit before and after addition of Stryker Powerload systems
- Evaluate through survey, end-user satisfaction with most recent ambulance redesign

**OBJECTIVE 2** - *Identify current equipment needs and establish an equipment rotation/replacement process.*

**RESPONSIBILITY:** *Emergency Medical Services Committee*

**PRIORITY:** *(H/M/L): H*

**ACTION ITEMS:**

- Through end-user survey, identify perceived equipment needs
- Inventory and date existing equipment (Cots, autopulses, suction, ventilators, monitors, etc.)
- Evaluate, with the assistance of Logistics, the age and projected life of existing ambulances

## EMS FIRE PREVENTION GOALS

**GOAL 1** - *Ensure an all hazards approach to community risk reduction that encompasses injury, illness, and fire loss prevention and community risk reduction.*

**OBJECTIVE 1** - *Develop an EMS education program based on current trends for falls, pediatric injuries, etc.*

**RESPONSIBILITY:** *Emergency Medical Services Committee*

**PRIORITY:** *(H/M/L): L*

### **ACTION ITEMS:**

- Evaluate current records management systems to determine specific call types and numbers.
- Research emerging trends in call types through all available resource data.
- Develop programming designed around current, and future community risk and determine public educational mediums.
- Continue to evaluate CJCares and its effect on 1) call load, and 2) community engagement

**OBJECTIVE 2** - *Ensure current fire safety programs directed at children are effective.*

**RESPONSIBILITY:** *Customer Services Committee*

**PRIORITY:** *(H/M/L): H*

### **ACTION ITEMS:**

- Research programming designed for school age children
- Develop and amend programming as needed to address learning ability and grade levels
- Design evaluations for teachers and administrators to determine effective lesson delivery and program content
- Adjust as determined by evaluation

**OBJECTIVE 3** - *Develop a program designed around current and emerging fire loss concerns.*

**RESPONSIBILITY:** *Customer Services Committee*

**PRIORITY:** *(H/M/L): M*

### **ACTION ITEMS:**

- Evaluate current records management systems to determine any trends associated with CJC fire loss statistics
- Research emerging trends for fire cause and subsequent loss, i.e. corrugated gas pipe
- Develop or increase public education programming designed to reduce fires and fire loss caused by trends
- Increase public education delivery through access to new and expanded target audiences

**GOAL 2** - *Ensure adequate community access to information related to community health and wellness, fire safety, and public education.*

**OBJECTIVE 1** - *Increase information visibility and access for the community.*

**RESPONSIBILITY:** *Customer Services Committee*

**PRIORITY:** *(H/M/L): L*

**ACTION ITEMS:**

- Continue working on revision and push roll out date for CJC's new website
- Increase the CJC use of Facebook, Twitter, and other social media outlets.
- Increase conventional media presence i.e. television and newspaper use

**OBJECTIVE 2** - *Establish community health postings or delivered programs based on community needs and or trends.*

**RESPONSIBILITY:** *Customer Services Committee*

**PRIORITY:** *(H/M/L): H*

**ACTION ITEMS:**

- Research community health concerns i.e. cardiac, diabetes, stroke, to determine trends
- Develop a blog or weekly posting on disease and injury prevention for public access based on medical information
- Evaluate use of additional programs such as the car seat technician

**GOAL 3** - *Ensure an adequate commercial inspection program targeting a prevention or reduction of commercial fire loss.*

**OBJECTIVE 1** - *Evaluate current fire inspection program for effective inspection rotations covering all commercial occupancies.*

**RESPONSIBILITY:** *Customer Services Committee*

**PRIORITY:** *(H/M/L): M*

**ACTION ITEMS:**

- Evaluate the adequacy of the current inspection process: i.e. all inspections assigned to fire prevention, company inspection programming, etc.
- Conduct research to see if all inspections being completed in the time frame given for the program: annually, biannually, or every three years
- Maintain involvement with city and county codes officials for discussion on new building construction techniques and materials

*Continued >*



**OBJECTIVE 2** - *Continually monitor all trends; local, regional, state, and national, for consistent commercial fire loss patterns, equipment, etc.*

**RESPONSIBILITY:** *Customer Services Committee*

**PRIORITY:** *(H/M/L): L*

**ACTION ITEMS:**

- Maintain involvement in organizations associated with fire investigation and loss
- Continue to subscribe to trade magazines to remain aware of emerging trends and new concerns

**OBJECTIVE 3** - *Continually compare commercial fire loss investigation findings to inspection processes and components.*

**RESPONSIBILITY:** *Customer Services Committee*

**PRIORITY:** *(H/M/L): L*

**ACTION ITEMS:**

- As commercial fire losses occur, evaluate findings against past fires locally and their relation to inspection cycle and past occupancy history
- Compare findings to databases such as Consumer Product Safety Commission and NIOSH to equipment recalls and failures

**GOAL 4** - *Develop a program for stronger code enforcement.*

**OBJECTIVE 1** - *Determine how best to achieve effective and efficient code enforcement.*

**RESPONSIBILITY:** *Customer Services Committee*

**PRIORITY:** *(H/M/L): L*

**ACTION ITEMS:**

- Research fire district limitations and capabilities as they relate to code enforcement.
- Research fee structures
- Work with local code officials and city governments to establish ordinances through the cities
- Develop internal CJC policies or ordinances

**GOAL 5** - *Continually monitor the effectiveness and make adjustments to the investigation process to ensure appropriate and adequate origin and cause assessments are being done.*

**OBJECTIVE 1** - *Ensure staff with investigation responsibilities are well trained and equipped to conduct effective investigations of all fires.*

**RESPONSIBILITY:** *Customer Services Committee*

**PRIORITY:** *(H/M/L): L*

**ACTION ITEMS:**

- Determine who should have responsibility for origin and cause investigations
- Research training records to determine training / certification level for each
- Assess training opportunities to meet any gaps
- Ensure adequate continuing education programming to maintain certifications

**OBJECTIVE 2** - Evaluate effective investigation programming impact on fire loss.

**RESPONSIBILITY:** Customer Services Committee

**PRIORITY:** (H/M/L): L

**ACTION ITEMS:**

- Evaluate fire cause determinations for fires within CJC
- Compare findings against current fire prevention programming
- Compare findings against product causes i.e. “Mr. Coffee” coffee makers
- Research additional product concerns i.e. flexible gas piping

**GOAL 6** - Evaluate current community outreach programming and opportunities to ensure programming content and delivery is appropriate and beneficial.

**OBJECTIVE 1** - Ensure outreach public relations / education events are adequate and beneficial.

**RESPONSIBILITY:** Customer Services Committee

**PRIORITY:** (H/M/L): H

**ACTION ITEMS:**

- Evaluate current public education events and offerings to determine benefit
- Research other potential offerings
- Determine attendees compared to effectiveness and or benefit i.e.- inspectors vs companies



# BENCHMARK / ASSESSMENT

2018 - 2020 STRATEGIC PLAN INITIATIVES

**GOAL 1** - Continually examine current organizational progress regarding the implementation of this document and provide quarterly reports to the Labor/Management Steering Committee.

**OBJECTIVE 1** - Produce documentation that illustrates progress as it relates to the organizations 3 principal documents.

**RESPONSIBILITY:** Benchmark Committee

**PRIORITY:** (H/M/L): Continual

## ACTION ITEMS:

- Evaluate possible tracking and project management systems to assist in organizational project tracking, ex. (Training Tower project from start to finish)
- Produce quarterly reports to the L/M Steering Committee
- Produce an annual report to be published in January of each year
- Make recommendations to the L/M Steering Committee regarding relevant trending organizational data





# SUMMARY

One of the most critical aspects of developing a plan for an organization is the successful completion of identified elements of a formalized approach in tracking, documenting and implementing programs and services. It is the profound belief of the CJC/CPD Board of Directors and the women and men of CJC/CPD that this process will be fluid and beneficial to the organization. One of the primary goals identified in the Labor/Management Committee structure is to publish an annual report updating the progress of successful completion of the strategic initiatives the community and the internal stakeholders of this organization have identified. It is the pledge of those just mentioned that we continually re-evaluate our process and make positive enhancements to the services we deliver.

## We Stand Ready



# APPENDIX A

## LABOR/MANAGEMENT COMMITTEE STRUCTURE & PROCESS

Strategic planning in its purest sense can be defined as a constructed process of change. Change is constant and upsets every element of our lives, however there exist strategies that if employed, can limit the amount of disruption within an organization. The involvement of organizational and community stakeholders within the strategic planning process is our selected approach of identifying and impacting change.

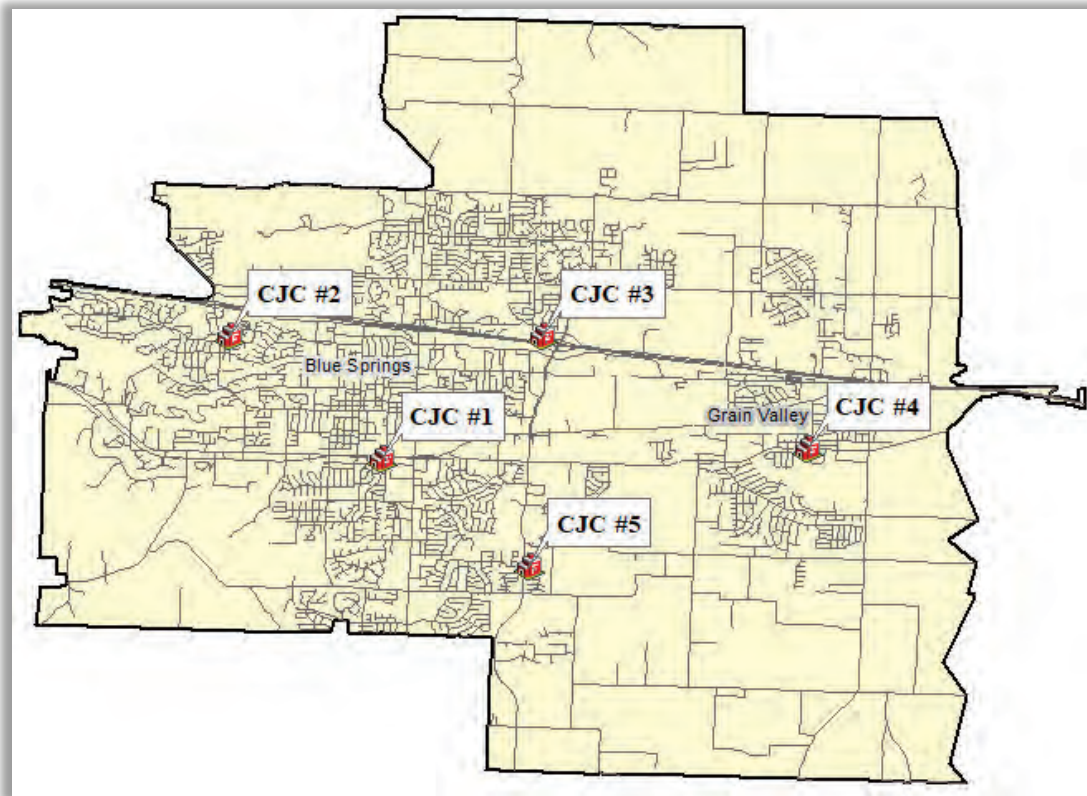
The final step towards implementation of the newly developed strategic planning documents was to re-organize the District's L/M committee process. The original L/M Partnership was developed in 2002 with Local 3133 of the International Association of Fire Fighters. In mid - 2017 a Labor/Management Summit was held with a goal of re-establishing committees and structures. This half-day work session ended with an updated CJC/FPD L/M Partnership Agreement, new committees, and a monthly structured approval structured process as illustrated by the graphic below:

The committees represented below meet on a re-occurring date each month. The final meeting of the month is comprised of the monthly Steering Committee. At this final meeting, co-chairs of all of the Standing Committees present the consensus driven product generated in their area of focus for tentative organizational approval. Once this process is completed each month, documentation is presented to the Board of Directors for final approval.



# APPENDIX B

## COMMUNITY RISK ASSESSMENT & STANDARD OF COVERAGE



The Community Risk Assessment and Standard of Cover (CRASOC) document is developed after an extensive analysis of CJC/CPD. The analysis includes a community risk assessment that identifies risks and what capabilities are needed to deescalate the emergency. The CRASOC also includes an in-depth analysis of the response system. The response system analysis produces an enormous number of call statistics, daily performance levels, and identification of areas needing improvement.

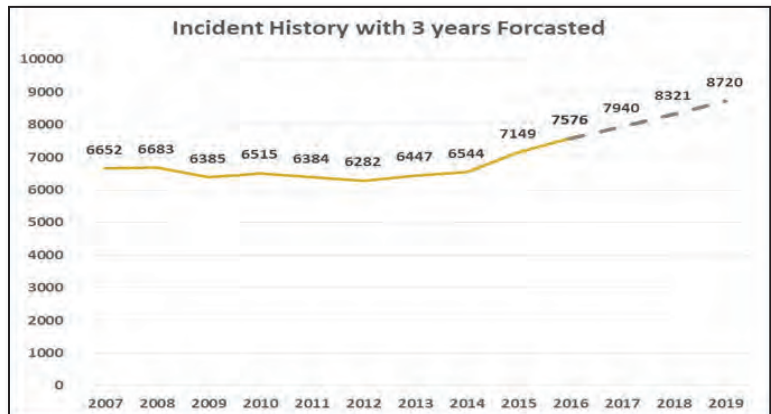
CJC/CPD's entire primary response area is 52 square miles. Four engine-companies, one ladder-company, and five Advance Life Support ambulances serve the District. These companies are located throughout five stations within the District, with a minimum staffing level of 26 working on rotating shifts 24 hours a day 7 days a week. There are nine chief positions that administer the organization. Also under the administration are director of EMS education, assistant director of EMS education, clinical coordinator, one assistant emergency manager, one mechanic, one IT coordinator, one office manager/bookkeeper, and five clerical staff. The chief positions consist of the Fire Chief, a Deputy Chief of Administration, a Deputy Chief of Operations, Assistant Chiefs of Fire Prevention, EMS, Training, three Assistant Chief/Shift Commanders, and an Assistant Chief of Logistics.



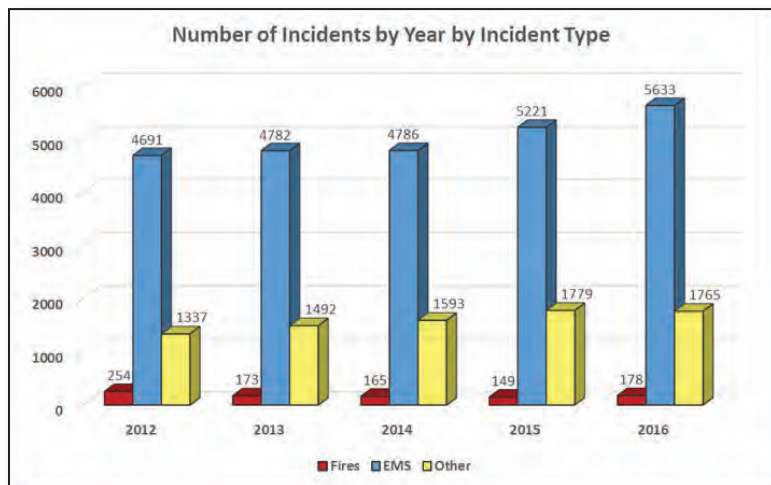
# APPENDIX B

## COMMUNITY RISK ASSESSMENT & STANDARD OF COVERAGE

Beginning in 2014, CJCFFPD began to see a sharper increase in call volume. Through risk analysis it was determined a number of factors contributed to this specifically, two new nursing homes. With plans for additional nursing homes and senior living facilities, call volumes are expected to increase as depicted in the figure on the right.



The figure to the right shows the increase in EMS call volume, which is likely a result of additional nursing homes. Fires continue to decrease, especially structure fires. In 2016, CJCFFPD responded to 30 working structure fires of which 17 received the full-alarm assignment. The “Other” incident type including citizen assists, which has also seen an annual increase.

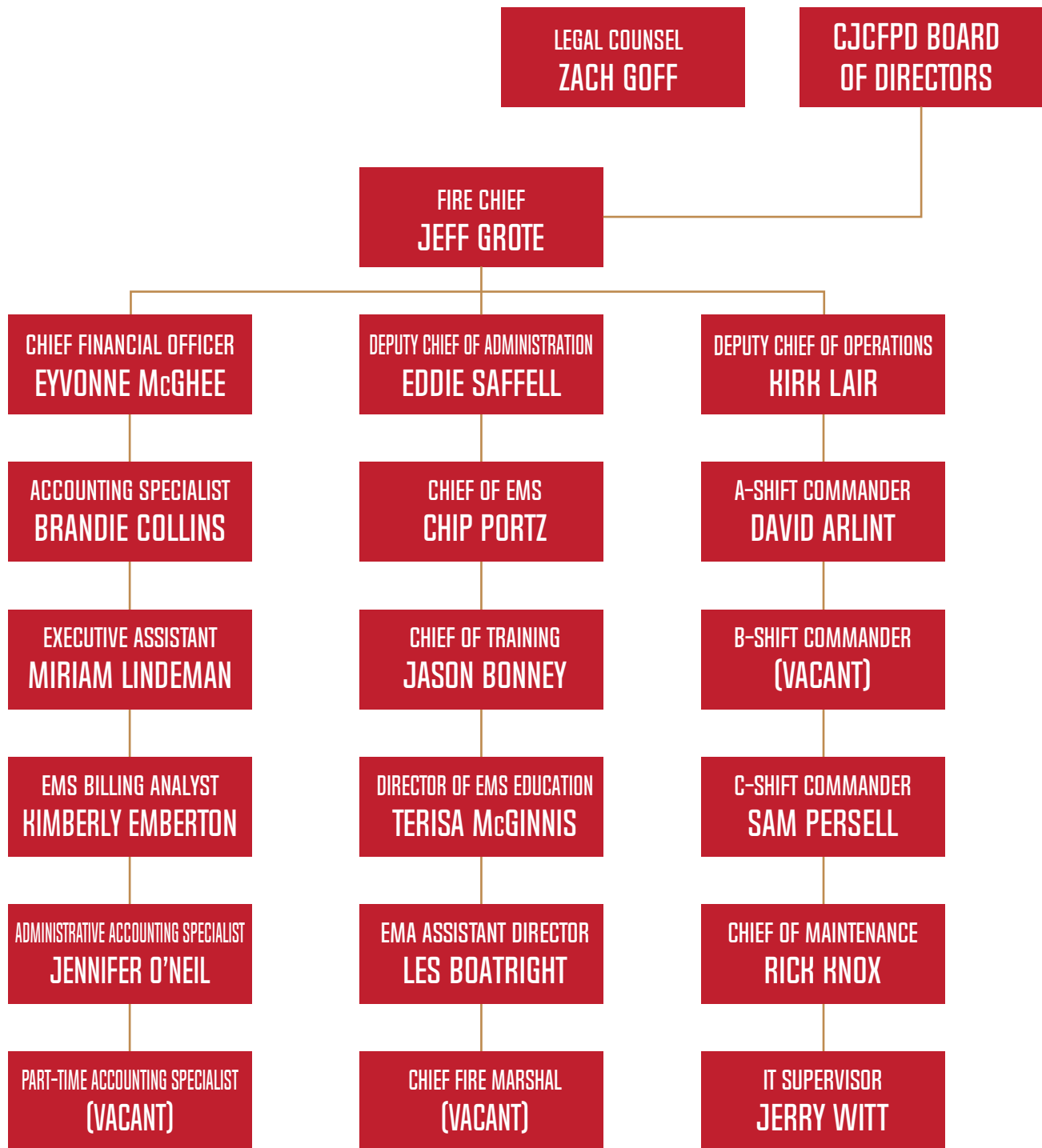


The figure to the right shows the responses for each CJCFFPD apparatus from 2012 to 2016. CJCFFPD apparatus has seen a steady incline in responses over the last five years. Of note, Engine 3 (station 3) has seen the most dramatic increase, which is likely a result of having three nursing homes.

|                             | 2012 | 2013 | 2014 | 2015 | 2016 |
|-----------------------------|------|------|------|------|------|
| <b>Engine 2 (Station 2)</b> | 1166 | 1201 | 1146 | 1427 | 1454 |
| <b>Engine 3 (Station 3)</b> | 1591 | 1754 | 1870 | 2210 | 2247 |
| <b>Engine 4 (Station 4)</b> | 992  | 990  | 1072 | 1098 | 1194 |
| <b>Engine 5 (Station 5)</b> | 692  | 730  | 733  | 836  | 889  |
| <b>Ladder 1 (Station 1)</b> | 1685 | 1771 | 1656 | 1733 | 1872 |
| <b>Med 1 (Station 1)</b>    | 1988 | 2052 | 2057 | 1759 | 1832 |
| <b>Med 2 (Station 2)</b>    | 1494 | 1503 | 1458 | 1480 | 1333 |
| <b>Med 3 (Station 3)</b>    | 1840 | 1887 | 1885 | 1789 | 1854 |
| <b>Med 4 (Station 4)</b>    | 4    | 15   | 28   | 842  | 1468 |

# APPENDIX C

## ORGANIZATION CHART



# ACKNOWLEDGEMENTS

ON BEHALF OF THE BOARD OF DIRECTORS, WE WOULD LIKE TO THANK THE FOLLOWING INDIVIDUALS WHO CONTRIBUTED TO THE CONSTRUCTION OF THIS DOCUMENT:

- CJCYPD's 1st Fire Chief Emeritus Steve Westermann. Chief Westermann held the rank of Chief Fire Executive for over 28 years and without his devotion and keen insight, the District would not be positioned in the community and industry as we currently are. Chief Westermann retired in July of 2017 and one of his last official directions was the development of this document.
- Ms. Jeanie Lauer – Ms. Lauer assisted in the construction of our new methodology and facilitated several of the District's planning sessions both externally and internally. Her years of service to the community and the State of Missouri made her the obvious choice for facilitating the mapping of our future direction.
- The Community leaders who devoted one of their days to discuss their vision of CJCYPD deserve special recognition. Without the direction they supplied, our planning would have only been one-dimensional. A special thanks goes to those community leaders.
- The District could not have constructed such a collaborative roadmap with the involvement of our employees. CJCYPD is not just a job, it is a career and the professionalism displayed 365 days a year is second to none. Thank you to all of those who have contributed to the creation of a document everyone can be proud of.
- Lifted Logic has supplied artistic direction in several aspects of CJCYPD's external communication model. Some of the photos utilized were supplied by this state-of-the-art web design company.
- The Blue Springs Chamber of Commerce and especially Lara Vermillion, with her incredible insight regarding community business capabilities, was able to provide direction regarding several aspects of this project.
- Print Graphics of Blue Springs was fundamental in the formatting and presentation style of this document. A special thanks goes to Kyle Caswell for his patience and professional guidance.

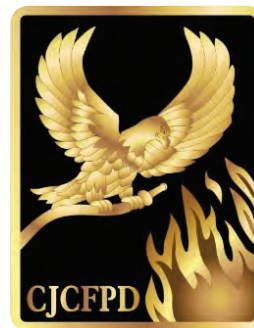


# ACKNOWLEDGEMENTS

## PHOTO ACKNOWLEDGEMENTS

- Table of Contents Spread | FAE MIKE BRADLEY
- Page 4 | FIREFIGHTER MARK CASTER WITH GRAIN VALLEY KIDS
- Page 7 | FAE TERRY EGELSTON, FIREFIGHTER MARK CASTER, FIREFIGHTER BRENT MENGHINI, INSPECTOR MARC STIGALL, FIREFIGHTER CODY GILLESPIE, FIREFIGHTER BRYCE LEISER, INSTRUCTOR - FAE JED ROBEY
- Page 9 | CJC PARAMEDIC STUDENTS, INSTRUCTOR - ASST. EMS ED. DIR. JEN REESE
- Last Page Spread | HONOR GUARD: CAPTAIN ROBERT REYNOLDS, FIREFIGHTER TOM THIBAUT, FAE DALLAS ENGLE

We Stand Ready.







ONE WAY



2



We Stand Ready.

