

CENTRAL JACKSON COUNTY FIRE PROTECTION DISTRICT

2021-2023 STRATEGIC PLAN





CENTRAL JACKSON COUNTY FIRE PROTECTION DISTRICT 2021 – 2023 STRATEGIC PLAN

FROM THE FIRE CHIEF

I write this message to you with great hope for a new year that will generate solutions to the unprecedented challenges we faced together in our community's fight against COVID-19. There were many "firsts" for our nation during 2020, most we would rather not have experienced. CJC has been on the forefront of responding to community needs while also confronting the same challenges many in our community have and continue to face. This fight has come with a cost. To date, the 134 professional women and men of your Fire District have been infected with this virus at a ratio of 3:1. At the time of this publication, the ratio is approaching 2:1. These public servants have suffered in their unparalleled commitment to service and dedication; they truly do embody the District's motto of "We Stand Ready".

Your Fire District has learned a great deal in the past year and, like the rest of you, we have been forced to approach problems in different ways. Within our new virtual environments, the District engaged the community with planning meetings and a survey that provided valuable insight and direction during the development of this strategic plan. The way our responders train, communicate and make decisions has changed and we believe, has also been enhanced in terms of improved efficiency in many areas.

On behalf of the Board of Directors and myself, we would like to thank our community, County and regional partners during this unprecedented fight. We would also be remiss if we did not thank the professionals providing the critical ingredients making up our service to this community. And lastly, we would like to thank the residents of the Central Jackson County Fire Protection District.

Our commitment to excellence in all services the District provides this community and our pledge to focus and improve those areas, are documented in detail in the following pages.

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

METHODOLOGY

Due to national and local health restrictions, the District was forced to view and complete strategic planning in a new way. For comprehensiveness, three main focuses were employed during the formation of this plan. First, a community survey was distributed consisting of a variety of questions about the services the District provides the community. The survey results were reviewed and discussed during virtual community planning meetings held at various times to accommodate the schedules of participating citizens. Second, the District conducted multiple virtual round-table discussions with each internal Labor Management Committee. Last, the result of the survey, community meetings and internal discussion culminated into the form of the following strategic plan, which was presented to the Board of Directors for guidance and approval.

There exist a number of applications, techniques and methods organizations may utilize to conduct strategic planning. The District has elected an aggressive strategy over the next three years that includes 30 detailed goals. Additionally, the Labor Management committee structure has changed slightly to address alignment of functionality and responsibility.

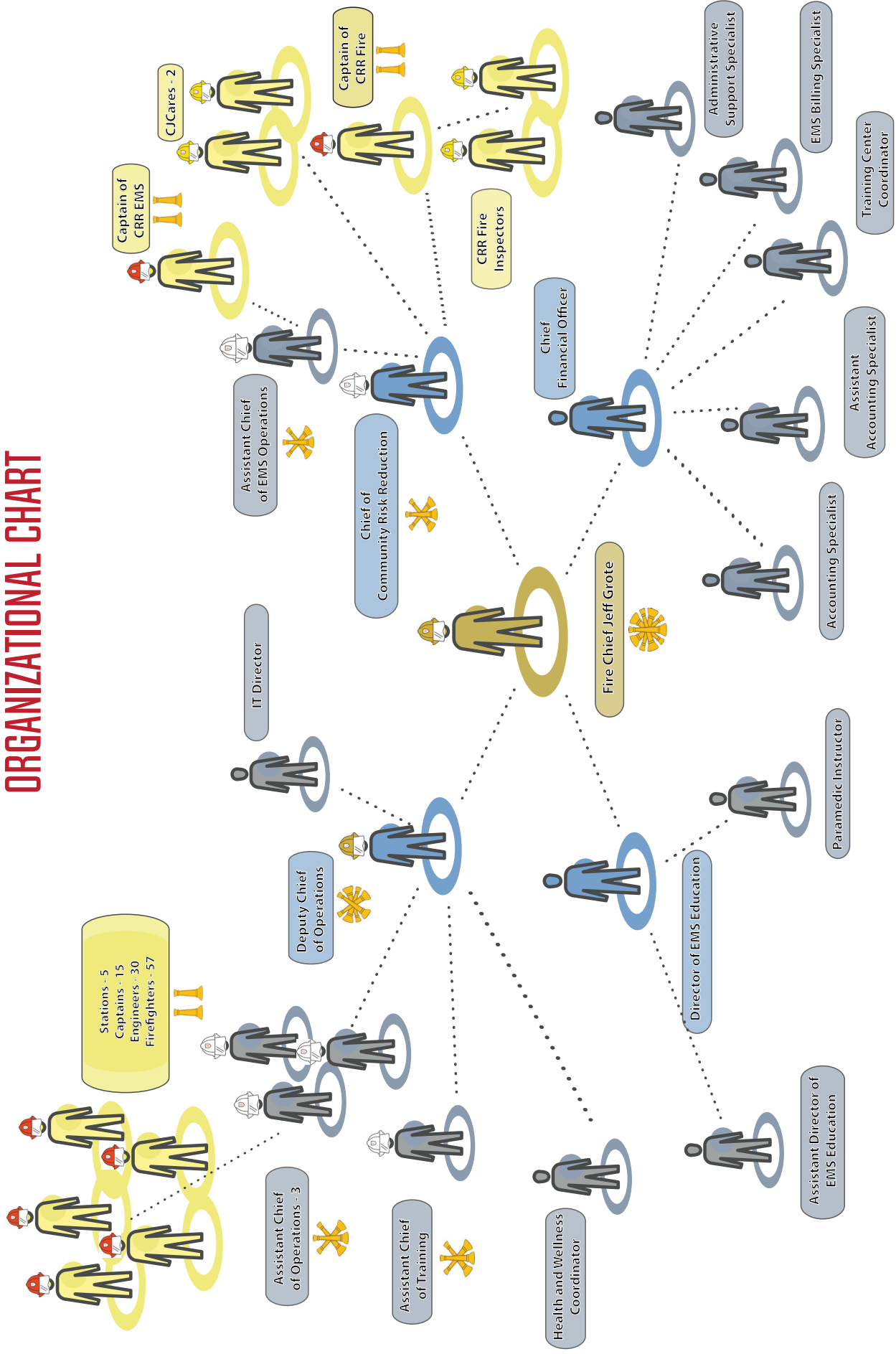
To ensure quality of service, the District recognizes the critical need of ongoing measurement and enhancement to structural elements within our programs. In our effort to remain professional and accountable to our residents and community partners, the following plan represents the results of our collaborative planning process.

TABLE OF ABBREVIATIONS

- AHA - American Heart Association
- CoAEMSP - Educational Programs for the Emergency Medical Services Professions
- CRASCOC - Community Risk assessment Standard of Coverage
- CPR - Cardiopulmonary Resuscitation
- CRR - Community Risk Reduction
- EMS - Emergency Medical Services
- FISDAP - Review of Field Internship Student Data Acquisition Project
- IT - Internet Technologies
- L/M Steering - Labor/Management Steering Committee
- NAEMT - National Association of Emergency Medical Technicians
- NREMT - National Registry of Emergency Medical Technicians
- PPE - Personal Protective Equipment
- SOG - Standard Operation Guideline

CENTRAL JACKSON COUNTY FIRE PROTECTION DISTRICT

ORGANIZATIONAL CHART



CJCFPD LABOR-MANAGEMENT COMMITTEE STRUCTURE



ASSET COMMITTEE

GOAL 1 - In July of each year, present to the L/M Steering a comp review of the Districts assets, fixed and expendables, ensuring all needed maintenance is highlighted.

OBJECTIVE - Provide a detailed summary that includes large and small capital improvements to assist in fiscal forecasting.

GOAL 2 - Research new IT demands of the District during the first quarter of each year and recommend to the Steering Committee any IT improvements.

OBJECTIVE 1 - Research and recommend a district tagging system for asset tracking and replacement in collaboration on this with the EMS Operations Committee.

OBJECTIVE 2 - Provide a report to Steering Committee each July regarding the yearly inspection results of firefighting PPE.

GOAL 3 - By the end of 2021, review and update Policy 302.13 and submit updates to the Steering Committee.

OBJECTIVE - Research national standards regarding apparatus functionality inspections and include in Policy updates.

COMMUNITY RISK REDUCTION

GOAL 4 - *Develop risk reduction strategies that are data-informed, and which measurably and positively impact fire loss, improve wellness and prevent injury from all causes in the communities served by CJC.*

OBJECTIVE - *By the 4th quarter of each year, evaluate data collection platforms, practices, and processes to ensure data quality is remains reliable.*

GOAL 5 - *Develop Fire and Life-safety programming based on fire-loss data trends and emerging risk identified during data evaluation.*

OBJECTIVE 1 - *By the 4th quarter of each year, perform an evaluation of collected data to identify developing trends of risk in the community.*

OBJECTIVE 2 - *By the end of 2022, identify effectiveness of current school Fire and Life Safety programming.*

- Pre and posttest student participants
- Survey teachers to assist in measuring effectiveness of delivery
- Create a culinary fire safety program within middle school and high school programs

OBJECTIVE 3 - *By the end of 2023, research and develop Fire and Life Safety programming that can be presented virtually and packaged for audiences learning from home.*

OBJECTIVE 4 - *By the end of 2021, identify strategies to improve interaction, visibility, and participation during public education opportunities.*

- Expand partnership with American Red Cross for “smoke detector blitzes”
- Research mascot costumes and make recommendations whether to purchase
- Determine community engagement participation needs of District committees and resources

OBJECTIVE 5 - *By the end of 2021 evaluate and develop programming specific to seniors within our community in partnership with existing private and municipal senior outreach efforts including the following:*

- Senior BSAFE/Silver Program
- Vesper Hall events
- Grain Valley Senior Luncheon

GOAL 6 - *Increase/Improve public information and risk education visibility through evaluation of current reach and by forming public/private partnerships.*

OBJECTIVE 1 - *By June of 2021, evaluate usage and reach of the CJCFPD website, current CJC Facebook pages, Twitter and Instagram.*

OBJECTIVE 2 - *By the end of 2021, expand the reach of Community Risk Reduction messaging by adding at least one communication platform.*

- Establish CJC CRR YouTube channel
- Explore additional/emerging social media platforms.
- Evaluate content of the CJCFPD Website



OBJECTIVE 3 - *By the end of the 2021-2022 school year, form partnerships with the Blue Springs and Grain Valley School District media programs with the aim of creating CJC-produced general media releases.*

OBJECTIVE 4 - *By the end of 2021, through data analysis and community needs assessment, identify additional vehicles and content for messaging and risk education.*

- *Social media messaging based on emerging/trending community wellness issues.*
- *Car seat technician program revisit.*
- *Stop the Bleed partnership with Trauma Centers.*
- *Safe Baby-Sitting Program.*
- *“Hands-Only” CPR partnership with St. Mary’s hospital to increase cardiac arrest survivability.*

GOAL 7 - *Establish a revenue stream to help support future CRR capacity expansion.*

OBJECTIVE 1 - *By the end of 2021, from a CRR- Fire perspective; research and identify the types and revenue associated with permitting fees.*

OBJECTIVE 2 - *By the end of 2023, establish a stable and scalable revenue stream and billing process directly related to Community Paramedic/Mobile Integrated Health activities that is integrated with current EMS billing policies, practices and procedures.*

GOAL 8 - *CRR-Fire - Enhance the current commercial and construction inspection and plan review programs to ensure hazards and risk are appropriately identified and mitigated.*

OBJECTIVE 1 - *By the end of 2021, identify and implement strategies to maintain quality and increase by at least 25%, the number of commercial inspections completed.*

- *Most common code/inspection violations*
- *Company Inspection Program*
- *Self-Inspection Program*

OBJECTIVE 2 - *By the end of 2022, Identify industry best practices for Fire Code compliance in partnership with code enforcement departments of Blue Springs, Grain Valley and Jackson County. Evaluations should include cost, organizational responsibilities, necessary partnerships and programs.*

GOAL 9 - *CRR-EMS - Determine the cost and necessary capacity to refine or expand CJCares current programming.*

OBJECTIVE 1 - *By the end of 2021, evaluate and make recommendation to staff and Board of Directors regarding cost, commitments, organizational responsibilities, and programmatic details of a CJCares Therapy Dog.*

OBJECTIVE 2 - *By the end of 2022, identify a process, research liability, develop a program, and identify physical assets necessary to expand by 50% the CJCares Durable Medical Equipment inventory.*

EMS EDUCATION

GOAL 10 - *Explore all forms of course delivery to determine which will meet the needs of both internal and external education customers.*

OBJECTIVE 1 - *Objective: Annually, no later than the end of the third quarter, evaluate and report to the Fire Chief the various available methods of course delivery, their cost effectiveness, and their efficiency in the classroom measured by student performance and surveys.*

- *Evaluate National Association of Emergency Medical Technicians (NAEMT) courses and website*
- *Review of American Heart Association (AHA) courses and website*
- *Review of Jones and Bartlett Learning courses and website*
- *Review of Field Internship Student Data Acquisition Project (FISDAP) courses and website*

OBJECTIVE 2 - *Annually, no later than the end of the third quarter, evaluate and report to the Fire Chief the District's technological capabilities to ensure they evolve along with all forms of instruction delivery being utilized by the EMS Education students and staff.*

- *At mid-term and at the course conclusion for each EMT and paramedic course, evaluate the use and capabilities of student laptops to ascertain educational enhancement.*
- *Verify that the available classroom technology supports the needs of the students.*
- *Review technology usage and needs of education staff.*
- *Research and evaluate the cost and benefits of a simulation room and/or ambulance simulation.*

OBJECTIVE 3 - *Objective: In accordance with the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP) and the Missouri Bureau of EMS, at the culmination of each course, evaluate the efficiency and quality of the blended learning model for paramedic and EMT courses.*

- *Maintain National Registry of Emergency Medical Technicians (NREMT) first time pass rates no less than 70 percent, remaining consistent with state and accreditation requirements.*
- *Review employer surveys six months post student course completion, consistent with accreditation requirements.*
- *By the end of the third quarter of 2021, develop new methodology for student, instructor, and course evaluation while remaining compliant with CoAEMSP and Missouri Bureau of EMS requirements.*

GOAL 11 - *By the end of 2021, in cooperation with the District Public Information Officer, develop a marketing plan that will provide encourage partnership and collaboration with external EMS/Fire departments as well as community partners to ensure CJCFPD is the leading regional source for customers seeking EMS education opportunities.*

OBJECTIVE 1 - *Annually, at the start of the third quarter, contact a predetermined list of area departments to survey their specific educational needs and goals for the upcoming year.*

- *Develop initial contact list, beginning with current customers and expanding it 15% each year as resources allow.*

OBJECTIVE 2 - *By the end of 2021, use a variety of promotional methods to increase course attendance to the minimum required number of seats for each scheduled course, as well as increasing CJC/FPD's overall presence.*

- *Send direct e-mails to area departments advertising a scheduled course, six weeks prior to the start of the course.*
- *Continue to keep CJC website up-to-date with scheduled courses, scheduling them early, and using links to direct viewers to the website.*
- *Maintain a presence on various social media platforms, posting at least once a week and increasing social media followers and views by 50 percent, by the end of 2021.*

EMS OPERATIONS

GOAL 13 - *Maintain the District's current level of professional standards as well as researching and adopting new practices and procedures. Complete by the end of each calendar year.*

OBJECTIVE 1 - *Annually, conduct a detailed District survey that explores EMS training topics, medical protocols, certifications, and advance education that will provide insight to committee decisions.*

OBJECTIVE 2 - *Annually, conduct a detailed examination and summary regarding EMS training hours and delivery mediums. This summary will include critical data from Quality Assurance/Quality Improvement perspective that highlights specific training gaps that will be addressed in the upcoming year.*

OBJECTIVE 3 - *Objective: Monitor the District's electronic protocols to ensure accessibility and compliance with nationally accepted standards of care. The review of the document will be divided into the 4 quarters of the year.*

- *Quarter 1 - Procedural*
- *Quarter 2 - Introductory and Medical Combined*
- *Quarter 3 - Adult Medical and Pediatric Medical*
- *Quarter 4 - Trauma Combined*

GOAL 14 - *Develop a comprehensive inventory control system to enable the District to operate with optimally functioning durable medical equipment and stable but sufficient levels of expendables with minimal waste. Complete goal by the end of 2022 calendar year in conjunction with the Asset Committee.*

OBJECTIVE 1 - *Identify, develop, and implement durable EMS equipment inventory and tracking system that will assist in budget forecasting by predicting replacement based on reliable service life.*

- *Determine the service life of each piece of durable medical equipment*
- *Determine durable medical equipment needs for the District's reserve fleet*

OBJECTIVE 2 - *Identify a "par" level of each expendable by evaluating historic usage and peak burn rates. Complete by the end of 2021 calendar year.*

GOAL 15 - *Provide an annual report, that includes end user feedback, reviewing the District's current EMS equipment.*

OBJECTIVE 1 - *With the assistance of the IT Director, form a sub-committee to research devices that best meet the District's need for mobile data entry. Complete by the end of 2021 calendar year.*

OBJECTIVE 2 - *The EMS Committee will annually review durable and portable EMS equipment used to ensure the district is able to fulfill its mission.*

GOAL 16 - *Ensure the District is prepared to quickly respond to emerging health emergencies while at the same time protecting the organization's ability to maintain an effective and agile response force. Complete by the end of second quarter of 2021.*

OBJECTIVE 1 - *In cooperation with the Infection Control Officer, develop a District policy that establishes alert levels, triggers and recommended actions for future community health emergencies, based on data and established scientific authority recommendation.*



HEALTH/SAFETY/WELLNESS

GOAL 17 - *Research, educate, and promote a wellness model within the District, which encompasses current and future firefighter/employee health trends.*

OBJECTIVE 1 - *Develop a Standard Operating Guideline (SOG) by the 3rd quarter of 2021 that provides a medical methodology related to the District's physical rotation. This rotation will entail the cycle of non-annual evaluations such as cardiac sonography; cancer screenings; behavioral health; etc.*

OBJECTIVE 2 - *Annually in July, the Peer Resource Committee will research interdepartmental education training opportunities offered locally, regionally, and nationally to enhance the peer resource team's success. The Peer Resource Committee will recommend and budget for identified classes during the budget process in August.*

- *Ensure peer resource members attend at least one recognized class each year to increase the needed knowledge to assist our members one-on-one or in a group setting, including Critical Incident Debriefing.*

OBJECTIVE 3 - Annually in the 1st Quarter of the year, the Health and Safety Committee will research industry standards, the department's annual physical data, and identified health/injury recommendations.

- Identify 3 fitness and health education topics that directly relate to the District's data regarding health and safety. This messaging will have a 4-month rotation.

OBJECTIVE 4 - Through promotion and encouragement the Health and Safety Committee will strive to increase overall participation by 10% each year through yearly program review and enhancements.

GOAL 18 - To optimize the organization's safety at all incidents/incident responses, the Health and Safety Committee will continually research and review current work environment best practices, industry standards and/or After-Action Reviews plus work with other standing committees to develop relevant safety-centered training topics to all District personnel.

OBJECTIVE 1 - To ensure the roadway safety, the Health and Safety Committee will research and identify industry standards and practices to incorporate and development an SOG by the end of 2021.

- Recommend specific lesson plans directly relating to the new SOG to professional development for incorporation into the yearly training calendar of 2022.

OBJECTIVE 2 - To ensure an SOG is developed to guide an incident safety officer program, the Health and Safety Committee will research and identify applicable industry standards and practices to incorporate them into a new SOG. This research and development of an SOG shall be completed by the end of 2022.

- Recommend specific lesson plans directly relating to the new SOG to professional development for incorporation into the yearly training calendar of 2023.

GOAL 19 - The Health and Safety Committee will conduct an annual survey that gathers data from the District regarding health, safety, and work environment topics. This employee focused survey will provide guidance to the Labor - Management process regarding emerging topics confronting the District.

OBJECTIVE - The Health/Safety/Wellness Committee will submit a summary of the survey results to the Steering Committee annually.



OPERATIONS COMMITTEE

GOAL 20 - *To ensure CJC's response performance is meeting adopted performance standards and levels, the Operations Committee will conduct an annual in-depth review through the program appraisal process. The appraisal will consist of a review of deployment performance, operations SOGs, outputs, and outcomes. This appraisal will be completed by May 1st of each year.*

OBJECTIVE 1 - *To complete the annual program appraisal, the Operations Committee will annually review community risk assessment standard of coverage (CRASOC) from the accreditation manager and submit recommendations to the Steering Committee, if needed, to improve the safety and effectiveness of CJC/CPD operations. Recommendations will be made to the Steering Committee at the May/June Steering Committee meeting.*

OBJECTIVE 2 - *Complete a comprehensive analysis, annually, of the District's mutual aid agreements and prepare a summary for the Fire Chief by the end of each calendar year.*

OBJECTIVE 3 - *To continue improving response performance, an analysis will be conducted in the 2nd quarter of each year to examine ways to reduce response times. A summary of the findings will be presented to the Steering Committee in the 2nd quarter of each year.*

GOAL 21 - *To improve response time performance, the Operations Committee will research techniques and approaches to reducing overall response times by the end of calendar year 2022.*

OBJECTIVE 1 - *By the end of 2022, the Operations Committee will conduct and submit recommendations to the Steering Committee regarding the construction and location of a 6th fire station.*

GOAL 22 - *Review and provide a summary to the Steering Committee of the current District membership/participation requirements as it applies to specialty teams within the District. This review will be completed by the 2nd quarter of 2022.*

OBJECTIVE - *Explore techniques that would maintain and increase membership on the District's specialty teams.*

GOAL 23 - *The Operations Committee will publish a yearly internal summary of all After-Action Reviews conducted that year. This summary will be submitted to the Steering Committee in the 1st quarter of every year.*



PROFESSIONAL DEVELOPMENT

GOAL 24 - *A workforce and training requirement analysis will be completed by the end of 2021. The workforce and training requirement analysis will lead to recommendations to improve the current strain put on delivering training due to workload and staffing issues.*

OBJECTIVE 1 - *To understand how the workload hinders the delivery of training, a workforce analysis will be completed, which will examine alternative options to assist in delivery of training. The workforce analysis will be completed, and recommendations made by the end of 2021.*

OBJECTIVE 2 - *An additional layer to this analysis will include alternative delivery strategies including virtual learning platforms by the end of 2021*

OBJECTIVE 3 - *The Professional Development Committee or a sub-committee will conduct a review of current career development program requirements and research potential new requirements to determine which are more applicable.*

GOAL 25 - *To ensure a quality and effective training program exists at CJC, the Training Division and Professional Development Committee will require formal lesson plans be developed and submitted one month prior to delivery. Classes attended outside of CJC to be brought back to CJC shall be presented for review to the Professional Development Committee prior to being delivered to Operations.*

OBJECTIVE 1 - *To assist instructors with this goal, the Training Division and Professional Development Committee will develop a lesson plan template, which conforms with the mission of CJC. This template should be completed within the first quarter of 2021.*

OBJECTIVE 2 - *To ensure instructors provide quality training/education, the Training Division and Professional Development Committee will implement a formal instructor evaluation program by the end of the first quarter of 2021.*

GOAL 26 - *A crew and individual performance-based skill measurement program will be fully implemented by the end of 2022. The crew and performance-based skill measurement program will be based on CJC researched and identified best practices and standards, which will offer specific measurements for each task by which to assess performance.*

OBJECTIVE - *The Professional Development Committee will research and identify tasks related to incident priorities and measurements to which performance will be measured. The tasks and accompanying measurements will be developed by the end of the of 2021.*

GOAL 27 - *To ensure the best possible success for new employees, the Training Division and Professional Development Committee will design two orientation processes by the end of 2022 that comply with CJC researched and identified best practices and standards and inclusive of feedback from current employees and shift commanders. One orientation process will be developed for groups of three or more and another will be developed for one to two new employees with a focus on "on the job" training.*

OBJECTIVE 1 - *To ensure organizational priority align with new employee needs, feedback will be gathered through the use of surveys and one-on-one communication. Feedback will be gathered by the end of 2021.*

OBJECTIVE 2 - *To understand industry best practices and standards for new employee on-boarding, the Professional Development Committee will research and produce a comprehensive report to aid in the development of a quality and effective new employee on-boarding process.*

RECRUITMENT PROJECT TEAM

GOAL 28 - *To develop a strategy to employ a diverse workforce reflective of the community and District.*

OBJECTIVE 1 - *By the end of 2021, develop a strategy that promotes an inclusive working environment that incorporates industry accepted recruitment and hiring practices.*

- *Review and prepare a summary of the District's current recruitment and hiring process and present to the L/M Steering Committee in the first quarter of 2021.*
- *Study outreach and recruitment efforts that are feasible for the District and provides direction to the Fire Chief.*

PERFORMANCE APPRAISAL PROJECT TEAM

GOAL 28 - *By the end of 3rd quarter of 2021, this project team will develop training and implement the District's new performance appraisals system.*

OBJECTIVE 1 - *There will be an updated policy submitted to the L/M Steering Committee and the Board of Directors.*

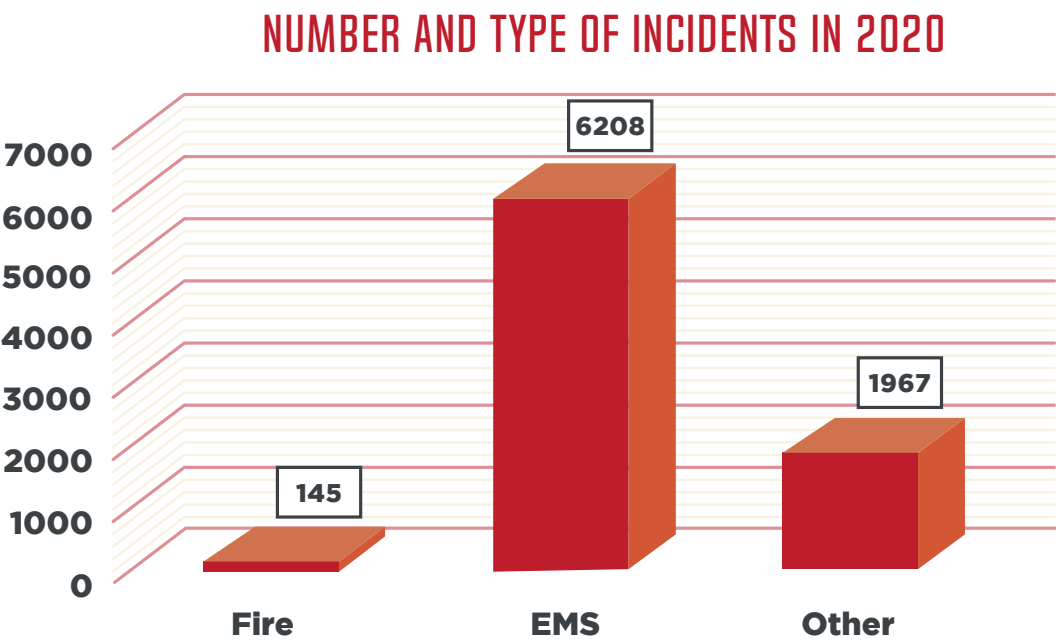
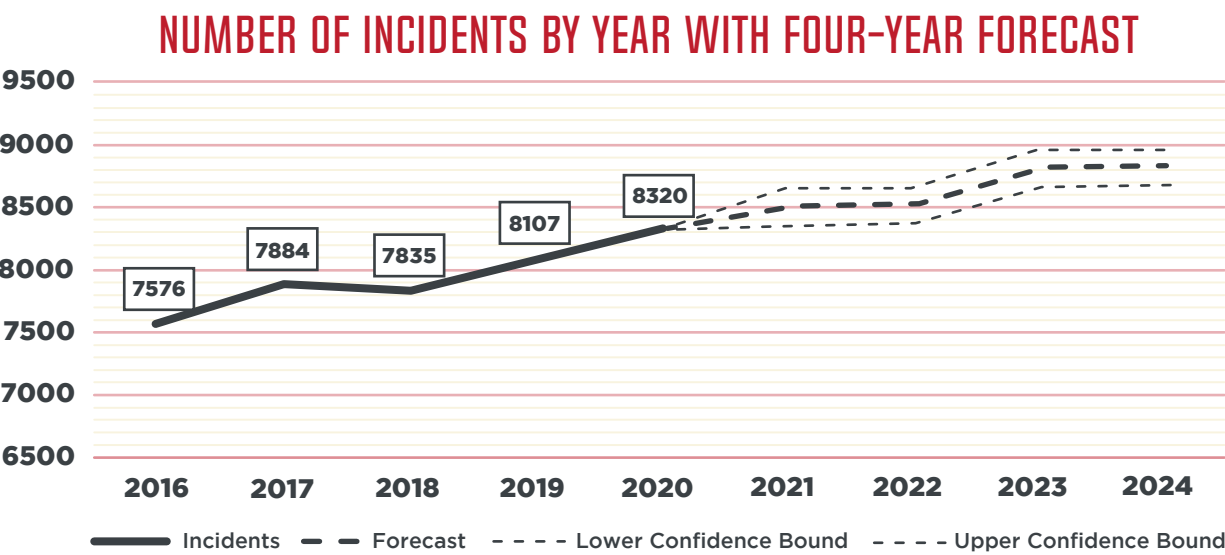
OFF-BOARDING PROJECT TEAM

GOAL 28 - *To provide employees retiring from the District a stress-free process that includes all the required steps and/or paperwork regarding separation from the District.*

OBJECTIVE 1 - *The project team will develop an Off-Boarding SOG that outlines each step of the separation of service that needs to be considered or completed. This will be accomplished by December 2021.*

YEAR-END REVIEW

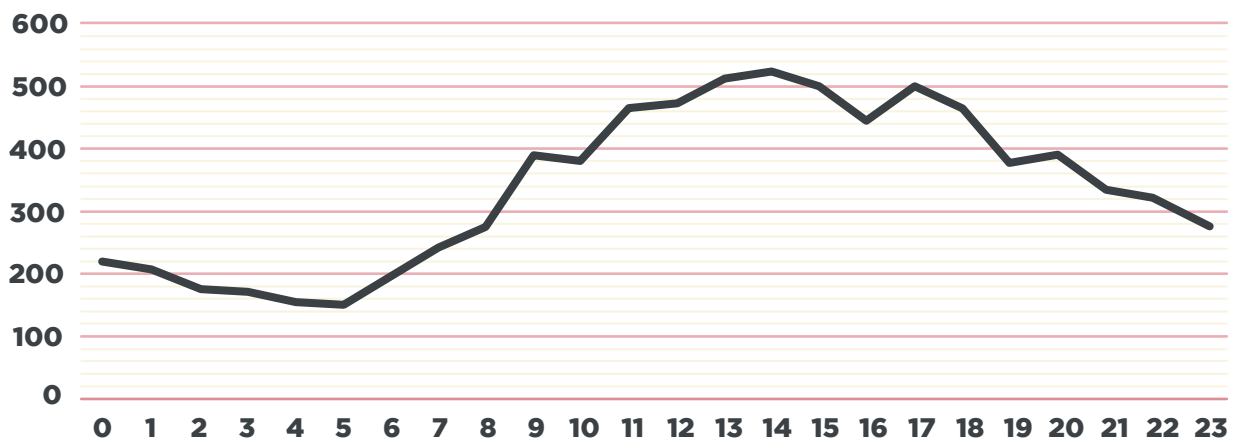
2020 INCIDENT DATA



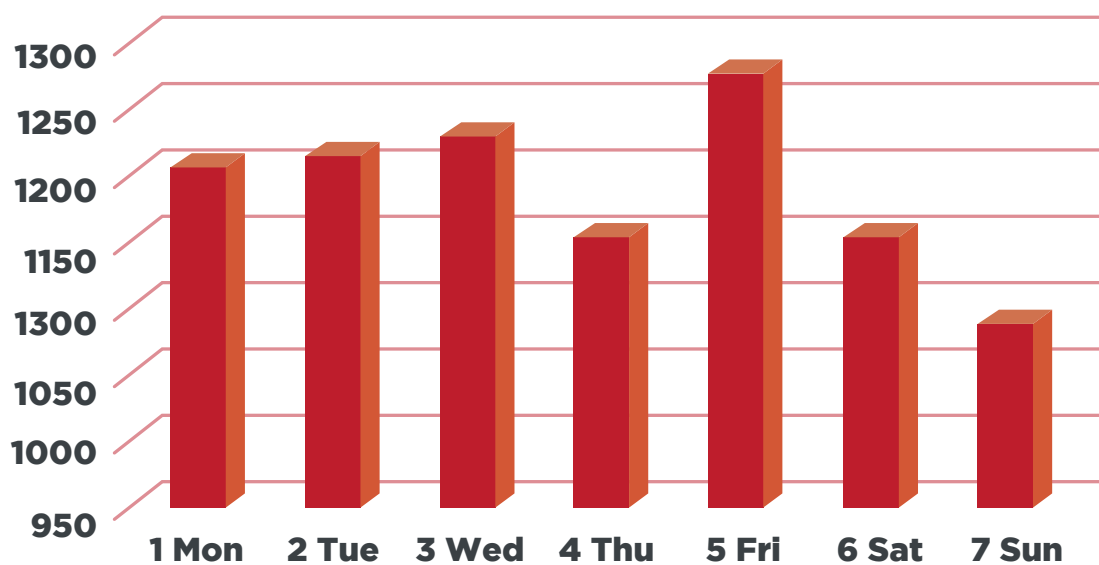
COVID-19 RELATED INCIDENTS

382

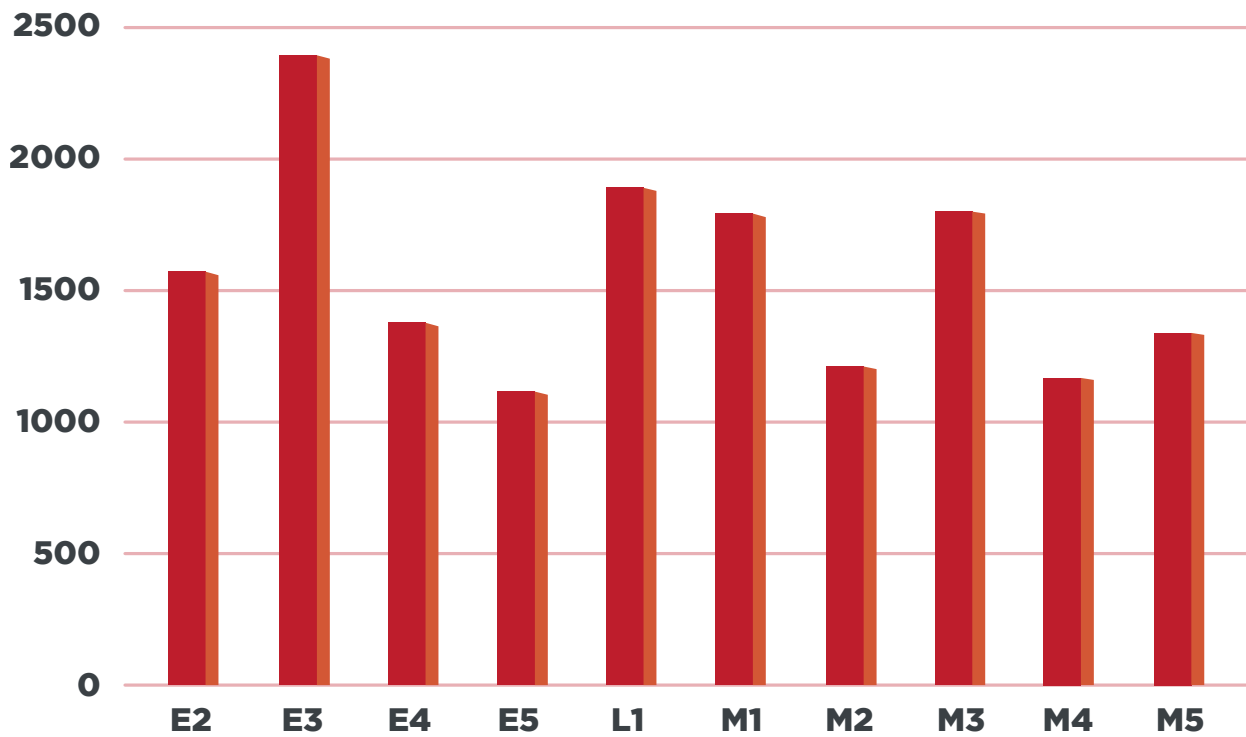
NUMBER OF INCIDENTS BY HOUR



NUMBER OF INCIDENTS BY DAY AND WEEK



NUMBER OF RESPONSES BY UNIT





We Stand Ready.

