



NORTH KANSAS CITY FIRE DEPARTMENT

STRATEGIC PLAN

2018-2023



Facilitated by



Center for
Public Safety
Excellence

This page intentionally left blank.

Introduction

The North Kansas City Fire Department (NKCFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of North Kansas City, Missouri. NKCFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and future plan execution.

NORTH KANSAS CITY FIRE DEPARTMENT
STRATEGIC PLAN
Table of Contents

Organizational Background	1
Organizational Structure	2
Community-Driven Strategic Planning	3
Process and Acknowledgements	5
Community Group Findings	5
Community Priorities.....	5
Department Stakeholder Group Findings	6
Mission	8
Values.....	9
Programs and Services	10
SWOT Analysis	10
Critical Issues and Service Gaps	11
Strategic Initiatives.....	11
Goals and Objectives	12
Vision.....	28
Performance Measurement	30
The Success of the Strategic Plan	31
Glossary of Terms, Acronyms, and Initialisms.....	32
Works Cited	34
Appendix 1.....	35
Community Expectations	35
Areas of Community Concern.....	38
Positive Community Feedback	40
Other Thoughts and Comments	42
Appendix 2.....	43
Appendix 3.....	44
Strengths.....	44
Weaknesses.....	46
Opportunities	47
Threats	48
Appendix 4.....	49

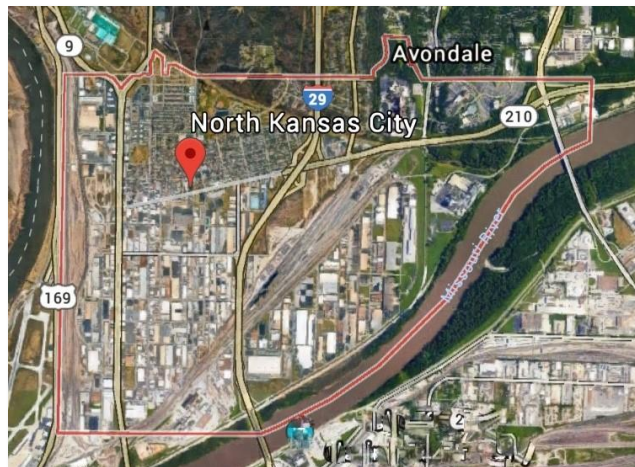
NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



Organizational Background

The city of North Kansas City, Missouri began in November 1912 as the town of North Kansas City after developing from its original start in 1883. The city is located in Clay County, Missouri and is part of the Kansas City metropolitan area.

Large-scale development was limited in the area until construction of levees took place to protect the area from flooding of the Missouri River. Today, the city is home to a variety of residential, commercial, and industrial properties. The commercial and industrial pieces support the additional daily population influx for employment and add to the approximately 4,400 residential population. The various transportation corridors and systems that feed North Kansas City further support its economic stability and growth.



The North Kansas City Fire Department's genesis dates to around 1919 when a city ordinance was passed to pay two people "for care of the fire station and equipment." From this point, the department grew and developed, transitioning from volunteers into a paid, career department. The department has continued to keep pace with the industry, as demands changed within the city and as further service offerings were made available for the community. Because of the evolution within the fire service, demand for emergency medical intervention came to the region. Two North Kansas City firefighters were among those who participated in the first paramedic class offered in the state, which is evidence of the progressive

focus of the North Kansas City Fire Department.

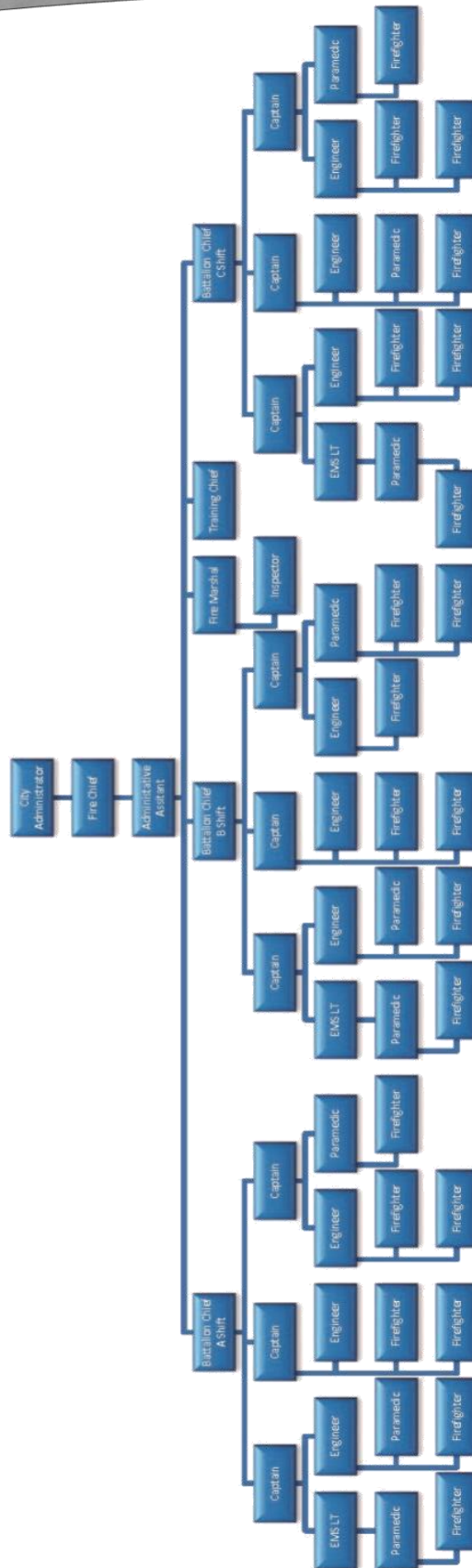
Today the department provides its services from two stations, located strategically throughout the approximate 4.5 square miles of the city. Staffed with 62 uniformed and civilian professionals. The North Kansas City Fire Department provides its various services and programs to support a safe community for the residents, businesses, and visitors to the city. The department embraces excellence in all that it does and continues to be dedicated to those it serves.



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Organizational Structure

North Kansas City Fire Department Organizational Chart





Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”¹

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.



Community Stakeholders Work Session

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 *STRATEGIC PLAN*

The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



Community Stakeholders Work Session

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief David Hargis and the organization’s team of professionals for their leadership and commitment to this process.

Development of this strategic plan took place in September 2018, beginning with a meeting hosted by a representative from the CPSE for members of the community (as named in the following table). The community stakeholders were comprised of those who are residents within the department’s coverage area and/or those who are recipients of department services. The department identified the stakeholders to ensure a broad representation of the community could provide input.

North Kansas City Fire Department Community Stakeholders				
Paula Brooks	Brooks Brown	Teri Fitzgerald	Jack Fry	Amy Gerlt
Doug Heaton	Marie Iles	Jason Kankey	Troy Kerr	Bob Martin
Tim McGuire	John Miller Sr.	John Miller	Kellen Mumm	Gael Rasa
Laurent Roy	Michael Shannon	Vanessa Smith	Shawn Torrez	Tina Weaver

Community Group Findings

A key element of the North Kansas City Fire Department’s organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided. Respondents were asked to



provide a prioritized perspective of the programs and services provided by the NKC Fire Department. Additionally, input was gathered during the meeting that focused on community expectations and concerns (prioritized), as well as positive and other comments about the organization, provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization, as well as to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the North



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Kansas City Fire Department needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Fire Suppression	1	114
Emergency Medical Services	2	110
Technical Rescue	3	82
Domestic Preparedness Planning and Response	4	66
Hazardous Materials Mitigation	4	66
Community Risk Reduction	6	61
Fire Investigation	7	32
Public Fire and Life Safety Education	8	29

See [Appendix 1](#) for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session

Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



sessions served to discuss the organization’s approach to community-driven strategic planning, with focus on the department’s Mission, Values, Core Programs and Support Services, as well as the organization’s perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named and pictured below.

North Kansas City Fire Department Stakeholders				
Ben Bailey <i>Engineer</i>	Joe Bays <i>Captain</i>	Eric Bradley <i>Engineer</i>	Patrick Elson <i>Lieutenant</i>	
Andrew Hall <i>Engineer</i>	Dave Hargis <i>Fire Chief</i>	Kate Higgins <i>Administrative Coordinator</i>	Greg Hook <i>Battalion Chief</i>	
Luke Lunt <i>Firefighter</i>	Zachary Mervosh <i>Firefighter</i>	Brooks Narvaez <i>Firefighter</i>	Steve Nicholson <i>Captain</i>	
Nathaniel Pike <i>Firefighter</i>	Mike Redford <i>Fire Inspector</i>	Joe Reynolds <i>Battalion Chief</i>	Tyler Roy <i>Firefighter</i>	
Andrew Shost <i>Captain</i>	Zachary Stoneking <i>Battalion Chief</i>	Roger Wagoner <i>Battalion Chief</i>	Chris Wiebeck <i>Firefighter</i>	Dan Williams <i>Battalion Chief</i>



Department Stakeholders



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

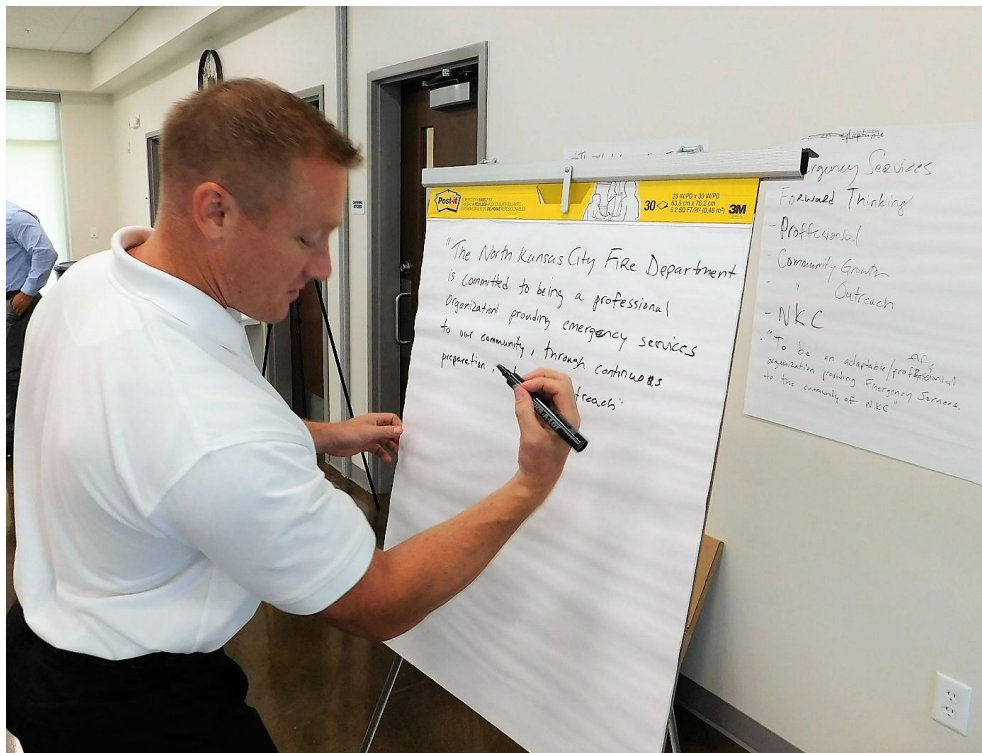
Mission

The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

The North Kansas City Fire Department is committed to being a professional organization, providing emergency services to our community through continuous preparation and public outreach.



Department Stakeholders Work Session



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:



Honesty – Being truthful, transparent, and straightforward.

Integrity – Doing the right thing.

Respect – Treating others as you wish to be treated.

Family – Dedication to the concept of unity, on and off duty.

Professionalism – Providing service to our community at the highest level.

The mission and values are the foundation of this organization and should align with the community. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the North Kansas City Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Programs and Services

The department stakeholders identified the core programs provided to the community, as well as many of the services that enable the organization to deliver those programs. The department's core programs are provided below, while supporting services are provided in [Appendix 2](#).

Core Programs of the North Kansas City Fire Department		
Fire Suppression	Emergency Medical Services	Technical Rescue
Domestic Preparedness Planning and Response	Hazardous Materials Mitigation	Community Risk Reduction
	Fire Investigation	Public Fire and Life Safety Education

SWOT Analysis

The strengths, weaknesses, opportunities, and threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Department stakeholders participated in this activity to record their strengths and weaknesses internally, as well as the possible opportunities and potential threats external to the organization. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 3 consists of the SWOT data and analysis collected by the department stakeholders.



Department Stakeholders Work Session

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



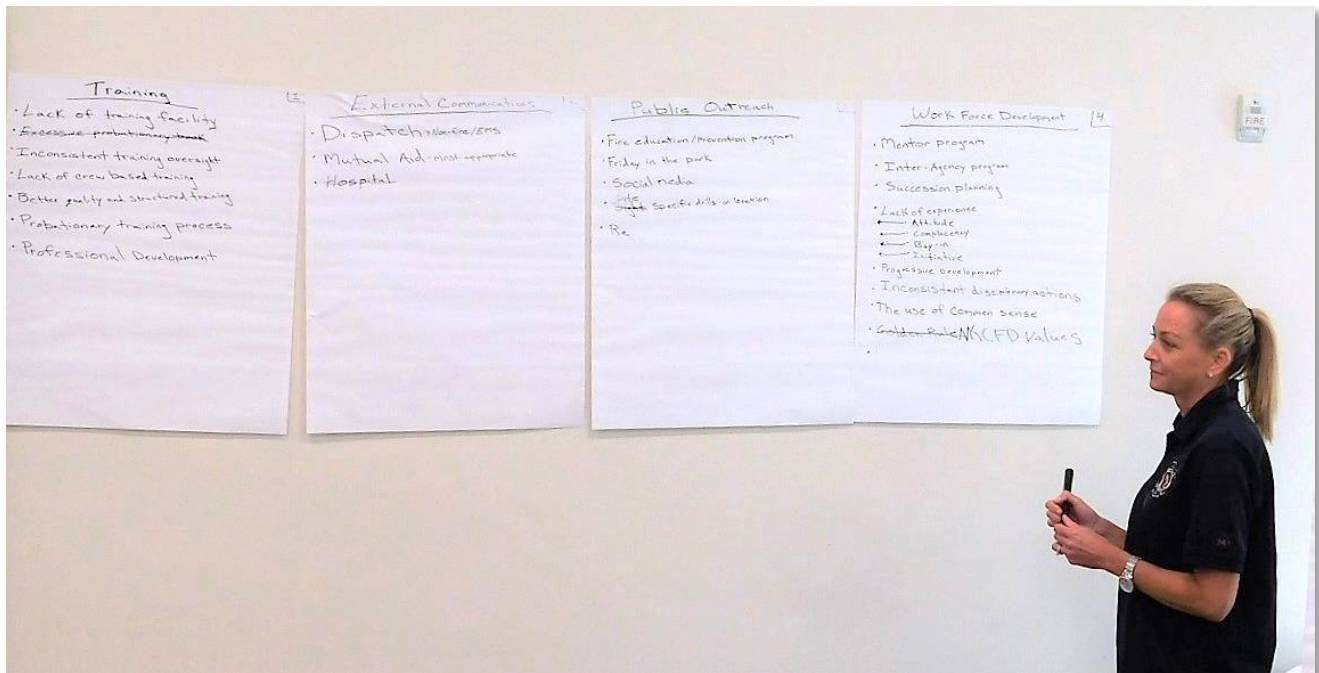
Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in [Appendix 4](#)). The critical issues and services gaps identified by the stakeholders provides further guidance toward identification of the strategic initiatives, which will ultimate lend direction for the development of goals, objectives, critical tasks, and timelines.

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

North Kansas City Fire Department's Strategic Initiatives		
Training	Personnel Planning and Development	Public Outreach
Technology	Physical Resources	External Communications
Emergency Services Delivery		Accreditation



Department Stakeholders Work Session



Technical
Advisor
Program



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Goals and Objectives

To continuously achieve the mission of the North Kansas City Fire Department, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the NKCFFD to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives, and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with leadership.

Goal 1	Strengthen the North Kansas City Fire Department's training program to provide more effective and efficient services.	
Objective 1A	Enhance routine training to ensure a consistent and quality ISO training outcome.	
Timeframe	12 - 18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify needed changes in committee membership. • Evaluate the current annual ISO training. • Develop operational response guidelines. • Conduct a tiered implementation of operational response guideline training to include: <ul style="list-style-type: none"> ○ Classroom ○ Company ○ Battalion ○ Chief officer evaluation • Report any issues or findings to the leadership team for additional guidance or other considerations. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1B	Evaluate the ride-along and probationary firefighter programs to improve efficiency of the processes.	
Timeframe	8 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review the current ride-along program to ensure effectiveness of selecting proper candidates. • Review the current probationary firefighter task book to identify appropriate needs of the NKCFFD. • Review the end of cycle evaluation form and process to ensure consistency. • Create changes to all programs as identified. • Implement the restructured program(s) for improved outcomes. • Annually assess the program(s) to determine the effectiveness and relevancy. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1C	Evaluate the professional development process to support a comprehensive succession plan.	
Timeframe	2 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current professional development program to assess sustainability. 	



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



- Explore opportunities to provide onsite education.
- Ensure members are aware of the tuition reimbursement program.
- Ensure the program meets the needs of each level of succession.
- Report any findings to the leadership team for additional consideration and future decisions.

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1D	Evaluate the out-of-city training policy to ensure fair and equal training opportunities.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current training categories to determine if current needs of the organization are met. • Task the training committee to determine if the policy is being met consistently with professional development, and if training categories meet the needs of the department. • Ensure all members are aware of the current policy. • Monitor for any needed revisions. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1E	Explore all training opportunities with external agencies to improve emergency response.	
Timeframe	3 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create relationships with the staff of neighboring agencies to identify opportunities and needs. • Identify specialized capabilities that will allow for resource sharing. • Schedule recurrent training with external agencies to ensure a cohesive response. 	
Funding Estimate	Capital Costs: Personnel Costs: \$2,000	Consumable Costs: Contract Services Costs: \$3,500





NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Goal 2	Create a Personnel Development & Planning Program that will ensure the highest level of success for future and current employees.	
Objective 2A	Review the current mentoring program and revise as necessary to ensure it is utilized and meeting the needs of the organization.	
Timeframe	2 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish committee member criteria. • Determine the makeup of the committee. • Develop and complete the selection process. • Analyze and review the current mentoring program. • Research any mentoring program best practices. • Determine if changes are needed. • Make the necessary changes to update the mentoring program. • Implement the mentoring program. • Identify a committee member to monitor the mentoring program and track its effectiveness over time. • Review and update as needed annually. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Evaluate the current recruitment process to ensure the solicitation of the highest quality candidates for the organization.	
Timeframe	1 year, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Designate the current labor - management personnel to evaluate current recruitment process. • Schedule a labor - management meeting date to open discussions regarding the recruitment process. • Analyze and review the current recruitment process. • Research other department's recruitment processes. • Determine what changes are needed. • Make the necessary changes to the recruitment process. • Review and update process every two years or as labor - management deems necessary. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs: \$1,000

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



Objective 2C	Develop a physical fitness for duty testing process to ensure employees remain occupationally ready.	
Timeframe	18 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Designate the existing wellness committee to establish fitness for duty criteria. • Coordinate with a Meritas representative to ensure compatibility with existing NKC health and wellness educational and counseling programs. • Research NFPA and outside agencies to determine any best practices when developing a fit-for-duty program. • Assign a qualified committee member to be the health & wellness coordinator. • Develop the operational readiness testing process. • Implement the physical fitness for duty program. • Review and update program as wellness committee deems necessary. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2D	Evaluate the current promotional process to ensure that the most qualified and experienced applicant is promoted.	
Timeframe	2 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Designate labor - management personnel to evaluate the current promotional process. • Analyze and review the current process. • Analyze and review all specific testing criteria and scoring. • Research other agencies, including fire and corporate, promotional processes to determine best practices. • Determine what changes are needed to current process. • Make the necessary changes to promotional process. • Implement promotional process. • Review and update promotional process annually or as deemed necessary by labor management committee. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Goal 3	Evaluate and enhance public outreach and fire prevention initiatives to ensure the highest level of education for city stakeholders.	
Objective 3A	Identify and develop public service and education programs to enhance community awareness and safety.	
Timeframe	12 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish committee member criteria. • Develop and complete the selection process. • Analyze and review current public service and education programs to include: <ul style="list-style-type: none"> ○ Friday in the park ○ CAPS ○ Community Service Organization ○ Hands-only CPR ○ EMT ride along program ○ Falls Prevention • Determine what changes are needed. • Determine if additional programs are needed. • Determine if additional funding or resources are needed. • Implement revised and additional public service & education programs as directed. • Evaluate and revise as needed per the committee. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	Enhance the Safe Kids car seat program to increase community safety, awareness, and education.	
Timeframe	6 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Designate a Safe Kids car seat liaison(s). • Analyze and review the current car seat program. • Determine what changes are needed. • Research possible outreach events / activities. • Analyze associated costs. • Provide educational courses and continuing education for current and future car seat technicians. • Evaluate and revise as needed. 	
Funding Estimate	Capital Costs: Personnel Costs: \$1,500	Consumable Costs: Contract Services Costs:

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



Objective 3C **Revise the current public fire education program to provide a higher level of service to the community.**

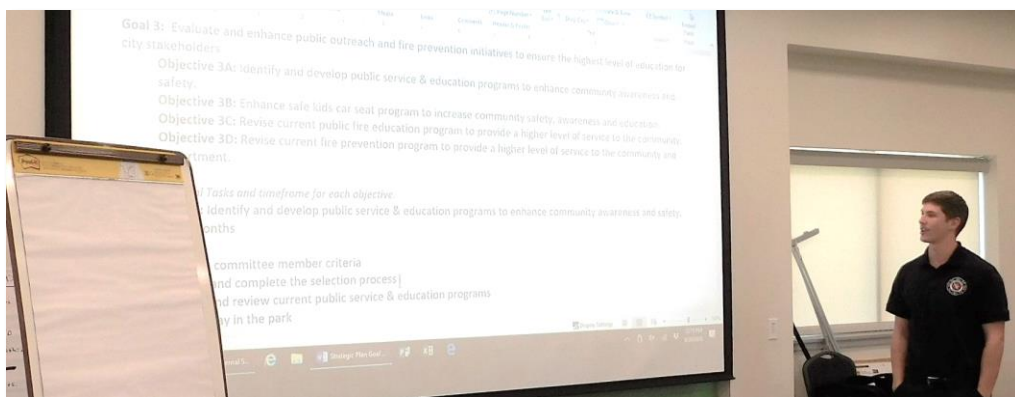
Timeframe	18 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Designate the Fire Marshal to develop and oversee public educational programs. • Analyze and review the current public fire education programs to include: <ul style="list-style-type: none"> ○ Bullex fire extinguisher training ○ Occupancy Fire Drills ○ Community PSA • Update, develop, and/or revise the programs as needed. • Analyze associated costs and additional resources needed. • Implement programs as directed. • Evaluate and revise as deemed necessary by the Fire Marshal. 	

Funding Estimate	Capital Costs: \$5,000 Personnel Costs:	Consumable Costs: \$3,000 Contract Services Costs:
-------------------------	--	---

Objective 3D **Revise the current fire prevention program to provide a higher level of service to the community and department.**

Timeframe	2 years, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Designate the current fire prevention personnel to oversee existing & future programs. • Analyze and review current fire prevention program to include: <ul style="list-style-type: none"> ○ Occupancy inspection procedures ○ Preplan building familiarization ○ Construction plan review • Update, develop, and/or revise the program as needed. • Analyze associated costs and additional personnel as needed. • Analyze benefit for POST certification. • Analyze the need for equipment upgrade. • Implement the program as directed. • Evaluate and revise annually or as deemed necessary by the Fire Marshal. 	

Funding Estimate	Capital Costs: \$6,000 Personnel Costs:	Consumable Costs: Contract Services Costs: \$1,500
-------------------------	--	---



Department Stakeholders Work Session

Goal 4 **Improve information technology and software utilization within the fire department to reduce redundancy, improve data collection, and produce seamless integration.**



Technical Advisor Program



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Objective 4A	Develop a software technology solution to reduce redundancy between operations, prevention, and administrative tasks.	
Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify and evaluate the current software systems being utilized. • Conduct a needs analysis to determine any and all data collection requirements. • Research available software systems that meet the needs analysis parameters and also meet the department's needs. • Conduct a cost analysis of identified and available software systems. • Obtain funding to purchase the identified software solutions. • Develop a request for proposal to obtain bids for the identified software solutions. • Complete the purchase of the identified software solutions. • Conduct any relevant training on the new software solutions. • Implement the new software solutions and monitor for efficiency and effectiveness. • Forecast future budgetary needs for sustainability. • Conduct an evaluation of the software after six months of use. • Report the forecasting and evaluation information to the leadership team for future decisions and guidance. 	
Funding Estimate	Capital Costs: \$40,000 Personnel Costs: \$5,000	Consumable Costs: Contract Services Costs: \$8,000
Objective 4B	Develop a technology hardware solution to work with the software solutions identified.	
Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify and evaluate current hardware systems in use. • Conduct an analysis to determine the needs of the department and what correlates with the software solutions. • Research what available hardware solutions exist that meet the needs to operate the software solutions. • Conduct a cost analysis of identified hardware solutions. • Obtain funding to purchase the identified hardware solutions. • Develop a request for proposal to obtain bids for the identified hardware solutions. • Complete the purchase of the identified hardware solutions • Conduct any relevant training on the new hardware solutions. • Implement the new hardware solutions and monitor for efficiency and effectiveness. • Forecast future budgetary needs for sustainability. • Conduct an evaluation of the hardware after six months of use. • Report the forecasting and evaluation information to the leadership team for future decisions and guidance. 	
Funding Estimate	Capital Costs: \$20,000 Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4C	Develop a comprehensive data-collection process to provide credible documentation for future purchases and activities.	
Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current process and identify shortfalls and gaps. • Conduct a needs analysis to determine all data collection requirements. • Research best practices and required processes used internally and externally. • Conduct training of all personnel on how to input data correctly that the needs analysis identified. • Conduct a monthly evaluation for quality of data for the first six months. 	



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



- Conduct additional training to overcome any identified deficiencies.
- Establish a quarterly evaluation process to ensure quality of data collection.

Funding Estimate Capital Costs: \$8,000 Consumable Costs:
Personnel Costs: \$4,000 Contract Services Costs: \$4,000

Objective 4D **Develop a plan for improving IT support within the fire department.**

Timeframe 1 year **Assigned to:**

- Critical Tasks**
- Conduct a needs analysis to determine any time and training needs.
 - Research available ways to provide IT support.
 - Determine the best way to fill the need for IT support.
 - Develop a budget for IT support.
 - Report all findings to the leadership team for future decision and guidance.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:



Department Stakeholders Work Session

Goal 5 **Create a program to support critical infrastructure to ensure the delivery of safe and efficient services to the community.**

Objective 5A **Provide safe and efficient facilities to support public safety training in the community.**

Timeframe 4 years **Assigned to:**

- Critical Tasks**
- Conduct a site survey to identify potential locations in the city.
 - Form a committee to help design a facility and guidelines for use.
 - Determine the cost of a new facility.
 - Secure funding for a new facility.
 - Oversee the construction of the facility to completion.
 - Develop funding to maintain the facility in a safe and usable condition.

Funding Capital Costs: \$1,000,000 Consumable Costs:





NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Estimate	Personnel Costs:	Contract Services Costs:
Objective 5B	Maintain current fire stations in a manner that provides a safe and livable environment for personnel.	
Timeframe	6 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Conduct regular inspections of all fire stations to identify safety and maintenance issues. • Establish a replacement and maintenance schedule for appliances, mechanical equipment, furniture, and station supplies. • Develop a process to identify remodeling and space use needs of the current facilities. • Develop a process to elicit input from fire department personnel on their wants and needs. • Secure funding and develop a budget for projects. • Oversee the maintenance and construction of the projects identified by needs and program input. 	
Funding Estimate	Capital Costs: \$250,000 Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5C	Maintain and support an effective and efficient fleet of vehicles to provide reliable service to the community.	
Timeframe	6 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Re-evaluate the make-up of the apparatus committee and make changes as identified. • Assess current apparatus operational capabilities against the needs of the community. • Establish a comprehensive fleet replacement program to ensure reliable service to the community. • Develop a process to identify wants, needs, and requirements of fire department personnel. • Secure funding to implement replacement and maintenance of apparatus. • Oversee training and in-service of all new apparatus. 	
Funding Estimate	Capital Costs: \$750,000 Personnel Costs:	Consumable Costs: Contract Services Costs:

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



Objective 5D Provide reliable and relevant equipment to deliver proper services to the community.

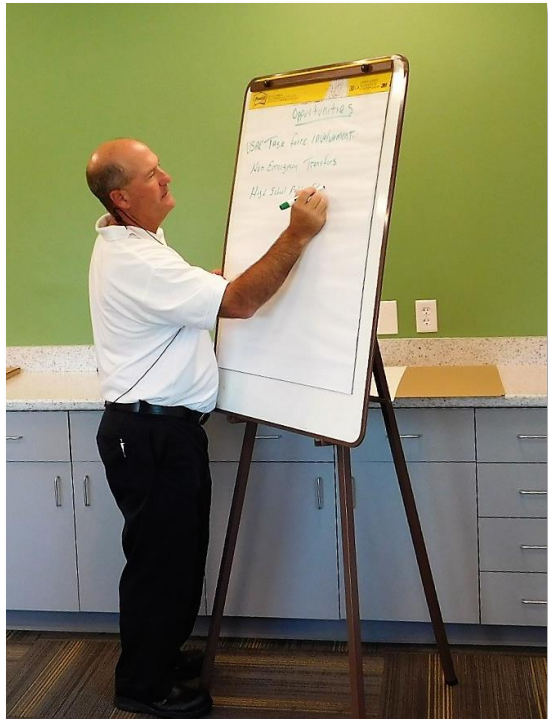
Timeframe 6 months, ongoing **Assigned to:**

- Re-evaluate the make-up of the equipment committee and make changes as identified.
- Assess the current loose equipment capabilities and physical condition against the needs of the department.

Critical Tasks

- Establish a loose equipment replacement and maintenance program to ensure proper functionality.
- Develop a process to identify the wants and needs from fire department personnel.
- Secure funding for replacement and purchase of identified equipment.
- Oversee any training and in-service of the new equipment.

Funding Estimate Capital Costs: \$50,000 Consumable Costs:
Personnel Costs: Contract Services Costs:



Department Stakeholders Work Session



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Goal 6	Improve external communications to provide enhanced operations to the community.	
Objective 6A	Improve fire and EMS dispatching services to provide safe and effective emergency communications.	
Timeframe	2 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish a communications committee. • Identify standards followed by the current dispatching entity. • Analyze and evaluate the findings from the current dispatching entity. • Research applicable external standards for EMD and fire dispatch. • Create a report of findings and determine improvements and changes. • Conduct a cost analysis of implementing any identified dispatching upgrades to include AVL, station and mobile alerting, and fire-based CAD system. • Create continuous quality improvement documentation. • Re-evaluate and re-assess the implemented improvements. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6B	Develop an operational plan for mutual aid incidents ensuring a consistent delivery of services.	
Timeframe	12 - 18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish a liaison to oversee all mutual aid agreements. • Analyze all current mutual aid agreements and procedures. • Evaluate all findings and compare with current needs. • Develop a plan for the most appropriate solution to meet needs, i.e. policies, procedures, guidelines, and training. • Present the newly developed plan to the leadership team and to the department overall. • Conduct any required training. • Implement the mutual aid agreement and procedures. • Re-evaluate and re-assess the implemented mutual aid procedures. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



Objective 6C	Develop and improve communication with non-fire related supporting agencies to facilitate efficient operations.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish a liaison to oversee all supporting agencies relationships. • Analyze all current relationships with supporting agencies. • Evaluate the findings and compare with operational needs. • Develop a plan for improvement based on needs. • Establish a policy and procedure for improvement. • Update all contact information with the supporting agencies. • Present the plan to the leadership team and the department overall. • Conduct any required training. • Implement the plan. • Re-evaluate and re-assess the implemented procedures. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6D	Create a media presence for improved dissemination of department information.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish a committee to improve the department's media presence. • Analyze the current media needs and social media presence. • Conduct a cost analysis of creating a media budget. • Develop a media plan for emergency situations. • Establish and appoint media liaisons. • Conduct any required training on media etiquette and protocols. • Develop the media plan for a social media presence. • Establish and appoint social media liaisons. • Create a NKCFD standalone web page. • Conduct any required training on social media etiquette and protocols. • Create the social media content. • Launch the social media presence. • Establish and implement a process to continually update and manage the social media presence. 	
Funding Estimate	Capital Costs: Personnel Costs: \$1,000	Consumable Costs: Contract Services Costs:





NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Goal 7	Improve emergency services by evaluating, researching, and implementing the way NKC FD responds to emergencies within the community and with local and regional partners.	
Objective 7A	Perform a GIS study to research proper staffing levels, use of mutual aid, geographical apparatus placement benchmarks, and response times.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Form a GIS committee to identify data elements to be included in GIS study. • Research potential GIS vendors who perform fire service GIS studies. • Develop a budget proposal for the GIS study. • Develop a request for proposal for the GIS study. • Solicit bids for the GIS study. • Award the bid for the GIS study. • Identify and collect required data for the GIS study. • Evaluate the data from the GIS study for future advancements in services. • Obtain ongoing funding for the GIS study every two years. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7B	Develop a comprehensive pre-plan program to inform and assist NKC fire units in responses.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Analyze the current system to determine what is and is not working. • Evaluate systems that are currently available to fill the needs. • Research what other departments use. • Conduct a cost analysis of hardware and software. • Obtain budgeted funding for the system chosen. • Develop a process to be used. • Develop an internal training component for those who will conduct pre-planning. • Conduct the training on the pre-plan system. • Evaluate the pre-planning system after six months and adjust the training or process accordingly. 	
Funding Estimate	Capital Costs: \$5,000 Personnel Costs:	Consumable Costs: Contract Services Costs:

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



Objective 7C	Evaluate the GIS study in regard to staffing levels as compared to industry best practices.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Form a committee to evaluate the information in the GIS study. • Evaluate the data received from the GIS study to make decisions on the proper staffing levels within the city. • Identify any potential deficiencies in current staffing levels. • Develop a plan of action to address the GIS recommendations for current staffing levels. • Implement the staffing plan of action. • Re-evaluate the implemented plan of action and adjust as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7D	Based on the GIS study, evaluate the most efficient use of mutual aid responses and requests.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Obtain the GIS study information. • Create a committee to review and evaluate the GIS study information. • Develop an updated mutual aid plan based on the GIS study information and the evaluation. • Obtain any funding needed for the recommended plan. • Implement the plan by working with mutual aid partners. • Evaluate mutual aid that has been put in place and adjust accordingly. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7E	Based on the GIS study, evaluate the most efficient geographical apparatus placement, based on current industry best practices.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Obtain the GIS information. • Create a committee to review and evaluate the GIS study information. • Develop an apparatus placement plan based on the GIS study information and the evaluation. • Obtain any funding needed for the recommended plan. • Implement the plan. • Evaluate the plan that has been put in place and adjust accordingly. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Objective 7F	Establish benchmarks and response time standards for the NKCFD to ensure excellence in delivering emergency services to the community.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Research industry best practices for response time standards. • Develop response time benchmarks for all NKCFD responses, to include: <ul style="list-style-type: none"> ○ Alarm processing time ○ Turnout time ○ Travel time ○ Aggregate total response time • Implement the response time standards. • Evaluate the response times monthly. • Create a report for distribution with the NKCFD to inform personnel on performance. • Coach personnel on improvement strategies to help improve response times and to meet benchmarks. • Conduct a quarterly evaluation of all response times for: <ul style="list-style-type: none"> ○ Fire suppression ○ EMS ○ Other services • Report the findings of the quarterly evaluation. • Report all findings annually to the AHJ. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7G	Evaluate and research current policies and practices of non-emergency transfers and reserve apparatus to provide higher quality responses to our customers.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify current practices for non-emergency transfers and reserve apparatus. • Identify customers and desired outcomes. • Research new opportunities for non-emergency transfers. • Perform a needs analysis to identify requirements for meeting expectations. • Create a uniform standard for apparatus and response to non-emergency transfers. • Conduct a cost analysis for meeting the established standard for apparatus. • Conduct a cost analysis for staffing apparatus 12 versus 24 hours. • Conduct a feasibility study for staffing apparatus 12 versus 24 hours. • Create or modify current SOPs and SOGs for new standards. • Develop training curriculum for new SOPs, SOGs, and apparatus. • Obtain funding for staffing, equipment, and apparatus. • Implement the new process. • Evaluate the new process and revise as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Goal 8	Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and to embrace excellence.	
Objective 8A	Form team or committee structures with management components as needed to pursue and maintain accreditation.	
Timeframe	30 days	Assigned to:



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



Critical Tasks	<ul style="list-style-type: none"> • Identify the needed team or committee structure(s) for the various components of the accreditation process. • Create the management oversight positions to lead the teams or committees, as well as the process overall. • Establish team or committee member criteria. • Determine the composition of the teams or committees. • Solicit participation to meet the composition of the teams or committees. • Develop and complete the selection process. • Provide for the needed educational components provided through the Commission on Fire Accreditation International to ensure the relevant members have the needed training. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8B	Prepare a community-driven strategic plan.	
Timeframe	3 months and on-going	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns and strengths perceived about the NKCFD. • Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps, determine goals and objectives to achieve over five years. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8C	Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.	
Timeframe	6 - 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on hazard and risk assessment, and standards of cover preparation. • Perform community hazards and risk assessment. • Evaluate historical community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish the Community Risk Assessment - Standards of Cover. • Maintain, and annually update the Standards of Cover document. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8D	Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on writing a CFAI self-assessment manual. • Assign self-assessment manual category and criterion writing to the department accreditation committee/team members as appropriate. • Review self-assessment and ensure all reference items are in order. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Objective 8E Achieve agency accreditation by the CFAI.	
Timeframe	4 months Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the CFAI. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive vote during the CFAI hearings in favor of Accredited status.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:
Objective 8F Maintain accreditation with the CFAI.	
Timeframe	Ongoing Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Submit required Annual Compliance Reports. • Attend CFAI “Dayroom Discussion” web-meetings for continued education. • Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:



Department Stakeholders Work Session

Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department’s global vision but rather, to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.



North Kansas City Fire Department's 2023 Vision

is to continue to be known for our commitment to our residents, businesses, and visitors, always remaining mission-focused in all of our services, while personifying honesty, integrity, respect, family, and professionalism.

Needing to always be efficient and good stewards of the resources entrusted to us, we will manage our physical resources with the understanding of service, making certain they properly meet the needs of North Kansas City. We will look to the future with more use of current technology, creating greater efficiency and effectiveness returns for the public.

Knowing for whom we exist, our public outreach and external communications initiatives will bring us closer to our community and make us stronger and better.

Committed always to our greatest assets, our members, we will invest in their future through strengthened training and bolstered personnel development and planning, ensuring future preparedness for those we serve.

For us to honor our mission and our commitment, we will further enhance our emergency services delivery to provide superb services in the city. We will further prove our pursuit of excellence, by attaining international accredited status and institutionalizing continuous improvement in all we do.

Dedicated to our history but embracing our futurity, we will always strive to meet our mission, live our values, accomplish our goals, and make this vision a reality.



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."² Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government
David Osborne and Ted Gaebler

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

² Collins Good to Great and the Social Sectors. Boulder, 2009



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.³

³ Matthews (2005). *Strategic Planning and Management for Library Managers*



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
AHJ	Authority Having Jurisdiction
ATF	Bureau of Alcohol, Tobacco, Firearms, and Explosives
AVL	Automatic Vehicle Location
CAD	Computer Aided Dispatch
CAPS	Center for Advanced Professional Studies
CFAI	Commission on Fire Accreditation International
CPR	Cardio-Pulmonary Resuscitation
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the organization.
Efficiency	Performance indication where inputs are measured per unit of output (or vice versa).
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
EPA	Environmental Protection Agency
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
GPS	Global Positioning System
HazMat	Hazardous Materials
IAFC	International Association of Fire Chiefs
IAFF	International Association of Fire Fighters
Input	A performance indication where the value of resources is used to produce an output.
ISO	Insurance Services Office
IT	Information Technology
KCMO	Kansas City, Missouri – relates to the Kansas City Fire Department
Mission	An enduring statement of purpose; the organization's reason for existence.

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



	Describes what the organization does, for whom it does it, and how it does it.
MoDOT	Missouri Department of Transportation
NFPA	National Fire Protection Association
NKC	North Kansas City, Missouri
NKCFD	North Kansas City Fire Department
NKCFCSO	North Kansas City Firefighters' Community Service Organization
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
POST	Peace Officer Standards and Training
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
USAR	Urban Search and Rescue
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Works Cited

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.

Collins, J. (2009). *Good to Great and the Social Sectors*. Boulder: Jim Collins.

Commission on Fire Accreditation International. (2015). *Fire & Emergency Service Self-Assessment Manual*. (9th Ed.)

Matthews, Joseph (2005). *Strategic Planning and Management for Library Managers*. Libraries Unlimited.



Appendix 1

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the North Kansas City Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of the North Kansas City Fire Department (in priority order)

1. Timely response to calls for service. Quick response when needed for senior community. To arrive quickly to put out fire. Prompt/courteous response to calls in the community. Response time. To show up quickly to a fire or other emergency. (80)
2. Continuing drills and training to target real-world incidents. To be trained in the best ways on how to handle the situation. Well-trained for unique industrial situations/hazards. (32)
3. Adequate operational equipment to complete the mission. Maintain state-of-the-art equipment to respond to fires and fire-related emergencies. I want modern equipment to be available. Acquire and use proper tools for anticipated situations. (21)
4. Communication with the property if they have issues entering the building at any time. Communication with the public in public meetings and private gatherings. More interaction with the entire fire department. (17)
5. Provide fire-related community education. That there is an education component for students, elderly, and other at-risk populations for measures to be taken in emergency situations. (17)
6. Minimal damage as possible. Controlling the amount of damage. Protect/preserve property from fire and other hazards. (10)
7. Working with owners and management companies to ensure fire department has a property map. Having a key to get in the building without damage. (9)
8. Ensure safety for the community. (9)



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

9. Appropriate staffing levels incorporating specialized skill sets. Have the "right" number of firefighters on duty. (7)
10. Respect to those helping - hoping the helped will respect back. Respect for individuals in all facets of work during and off shift. (7)
11. Dialogue with businesses, manufacturing plants to understand hazards in NKC. I manage a manufacturing plant with flammable and combustible materials (ARKEMA) and want to ensure a close relationship with the NKCFD with a very high-comfort level on both sides. (6)
12. Expect the fire department to be responsive to fires and fire-related emergencies. (5)
13. Not being placed on hold for a 911/fire call. (4)
14. I want the department to have the ability to extricate from heights. (4)
15. Business visits. (4)
16. Provide safety and rescue for individuals in the community. (4)
17. Maintain a good relationship with the people, community, and property owners. Engage in the community. (4)
18. Ability to handle confined-space rescue - I realize this may be a wish list item at this point. (4)
19. Accountable to property owners and residents. (4)
20. Ensure staff are committed. (4)
21. Community impact presence. (4)
22. As a business owner, I want to know safety risks or even potential risks well before they impact my business or my customers. (4)
23. Wide variety of building types, ages, and configurations. (4)
24. Properly administered budget. (3)
25. Friendliness of the fire department. (3)
26. The use of common sense. (3)
27. Get to anyone that needs help getting out of the building. (3)
28. Any questions or concerns I have, I am responded to in a timely fashion. (3)
29. Coordination/communication with Public Works regarding water volume and pressure - for both suppression system specifications and firefighting capabilities. (3)
30. Helping with additional fire department/home issues. (2)
31. Work in concert with other safety organizations (police for example) to the benefit of all stakeholders. (2)
32. I expect the department to know my facility. (2)

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



33. Members of the fire service are leaders within the community, specifically they set an example for safety and professionalism in multiple environments. (2)
34. Assist in reduction/prevention measures, assisting with smoke detector installs, tests, etc. for at-risk populations. Make sure businesses/entities follow public safety standards/rules. (2)
35. Provide guidance to me on our internal safety/codes compliance. (2)
36. Leaders to be able to make decisions. (2)
37. Equity in service. (2)
38. Balance of a small-town setting with urban expectations. (2)
39. Be aware. (1)
40. Working with owners and management companies to ensure fire department has a property map. (1)
41. Be empathetic to those impacted by fire-related emergencies. (1)
42. Variance of daytime population and nighttime population. (1)



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the North Kansas City Fire Department (verbatim, in priority order)

1. Staffing. Staffing levels are such to meet the needs of a changing community. Quantity/availability of staff. Do we have the personnel to handle multiple calls? (23)
2. There is inadequate funding to ensure the expectations are met. I am always concerned that the department is properly financed. Budget tightening/cutbacks. (11)
3. Make sure to communicate with property manager. Lack of communication with property management. (10)
4. Are they able/equipped to handle confined space rescue? They may not be properly prepared to handle emergencies at sites with unique materials/tech. (9)
5. Training for appropriate interaction strategies for/with individuals with disabilities or their trauma history, mental health issues, etc. Training. (8)
6. Open discussion about codes. Understanding and acceptance of codes. (8)
7. With the elimination of the HazMat team I was informed that the KCMO HazMat team would be our responders. The KCMO HazMat team has never been to my site, I need you guys to be a liaison. (5)
8. Code enforcement i.e. fire sprinkler under overloaded door. (5)
9. Communication (ability to call for assistance from outside our community). (5)
10. Not responding in an emergency situation. (5)
11. Needs of property owners considered. (5)



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



12. Communication with residents and staff. (5)
13. Maintaining a positive relationship with the community should always be a concern. (5)
14. Quality of staff. (5)
15. As the community grows, will the fire department be able to adequately meet needs? (5)
16. Work/life balance and wellness of firefighters. (4)
17. Would like to know if make several unnecessary visits that could help educate residents. (4)
18. Anytime that you have new members, I would like them to tour my facility. (4)
19. Equipment. (4)
20. Increased number of vehicles parking on streets/alleys restricting access in emergencies. (4)
21. Lost in regulations and rules. (4)
22. Spending time on false alarms. (4)
23. Understanding the layout of the building. (4)
24. It is also important to maintain a good relationship with city staff and city council members. (4)
25. A change in leadership may create concern in the department. (3)
26. I don't think the department shows the level of training that that department gives its members. The department needs to show how qualified its members are. (3)
27. Recruiting. (3)
28. What is the plan when they show up? (3)
29. Is there a diverse staff composition? (3)
30. Damage to property. (2)



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about the North Kansas City Fire Department (verbatim, in no particular order)

- Every member of the fire department I have come in contact with from administrative assistants, EMTs, to those in leadership, exhibit a high level of professionalism in interacting with the community.
- They did an outstanding job keeping people safe during the fire on Armour Road earlier this year and were tirelessly working after the first day to ensure no one was able to access the structure until the fencing was completely installed.
- We had a staff with special needs struck by a car when leaving work. I explained to them she had a disability, they adjusted their tone with her and worked diligently to help keep her calm,
- Dedicated force.
- Always shows a professional demeanor.
- Very helpful.
- Always provide assistance.
- Open to discussion.
- Relatively visible to the community.
- Easy to work with/open communication.
- Helped get U.S. flag untethered.
- Very helpful and friendly.
- Response time is quick.
- I have not been in in area long, but in short time I have seen great responses to the calls.
- My organization routinely places calls for medical response. Response is always timely and professional.
- On occasion we have a need for fire response to general alarms – always timely and professional.
- Inspections.
- Assisting in construction/design.
- Understanding how our small businesses work.
- Conveying what is expected regarding life safety.



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



- I think that we have a very good fire department – the few times we have needed them they respond quickly.
- Thankfully, have had no emergency situations arise in years, but there have been multiple false alarms from the fire alarm system and they have responded very quickly.
- Within the last three years, made the effort to visit the facility and we did tours for almost all of the fire fighters.
- Very fast response time (four minutes to my plant).
- Good, positive attitude even during a false alarm in the middle of the night.
- Approachable. NKC FD is easy to contact and open to having drills on our site. Also, have been out when we had a “Safety Day” in 2014 to meet kids and give tours of their fire truck.
- Response time has been excellent.
- Working with my operations team.
- Inspections on a regular basis.
- Personal relationships developed – getting to know the community.
- Friendly.
- They have always worked well with businesses in addressing their unique issues.
- They seem to have nice facilities/equipment.
- They always seem willing to interact with the community.
- They are well trained.
- Willingness to work with staff.
- Coming out to our building to do a walk through.
- Willingness to talk with residents.
- I view the strategic planning as a tremendous positive.
- I am only recently back in the community after a six-year absence, but I have always viewed the NKC Fire Department in a very positive light. They are visible and active in the community and have always held a high standard for personnel.
- Willingness to hear/gain community feedback.
- Participation in community events.
- I have had Fire Marshal Joe come out and walk my business multiple times to make sure we are compliant in everything we are doing. Our guests’ safety is always important, and the more the better. Joe has been very helpful and responsive to my questions and concerns.



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

- Visiting businesses in a non-professional role (i.e. – coming in just to chat, not just when an inspection is due.
- Friendly and responsive, helpful.
- I really appreciate the assistance as we were starting our company – meeting codes, etc.
- Always clean, professional – instills confidence.
- High degree of responsiveness to calls.
- Accessible leadership.
- Community pride.
- Professionalism.



Community Stakeholders Work Session

Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

Other Community Comments about the North Kansas City Fire Department
(verbatim, in no particular order)

- Thank you for all that you provide!

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



- I have no reason to doubt the professionalism nor skill set, nor dedication of the department to the community.
- I was told that after our big fire in downtown NKC that the cake we brought was eaten by the next shift, and not actually the ones who fought the fire.
- Utilize Factory Mutual at a corporate level in regards to training, guidance, etc.
- Personally, I don't have much day to day interaction. The feedback from my operations department has been positive.
- Feel overall the fire department does a good job and would like to say thank you for what they do.



Community Stakeholders Work Session

Appendix 2

Supporting Services of the North Kansas City Fire Department

Health and Wellness Program	Training	Law Enforcement
NKC Dispatch Center	Local Utilities	Public Works
Community Development	City Council	Information Technology Support
YMCA of North Kansas City	NKCFCSO	IAFF Local 42





NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Red Cross	Clay County Senior Services	Safe Kids
Safe Place	Safe Haven	ATF
Animal Control	Mutual Aid Partners	Railroads
Fleet Maintenance	Vendors	Community Partnerships
Levee District	FEMA	EPA
Billing Company	MoDOT	Honor Guard
Employee Assistance Program	IAFF Peer Support Program	Missouri Division of Fire Safety
Advantage Metals	Occupational Health	National Fire Academy
IAFC	Local Businesses	North Kansas City Business Council
State Emergency Management Association	Fire Marshals' Association of Missouri	Missouri University Fire Rescue Institute



Department Stakeholders Work Session

Appendix 3 Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of the North Kansas City Fire Department

Progressive thinking	Adequate funding	Technologically diverse
Equipment maintenance program	EMS program	Front-line leadership
Company training	History documentation	Open to quality improvement
Facilities	Seniority of members	Community involvement
Department-wide opportunities for involvement	Public relations	Professionalism
Labor-management relations	Response times	Proximity to hospitals
Well-staffed for size of city	New/fresh leadership	Community support
Internal promotions	Fire suppression	Institutional knowledge
Professional appearance	Business council relationship	Work ethic
Shift unity	Customer service oriented	Code enforcement
Interactions with other city agencies	Personal education	Overall attitude
Proximity to mutual aid agency	Nice innovative equipment	Open-mindedness
Internal member support (We Care)	EMS documentation	Job satisfaction
Department fitness (operational)	Outreach programs (hands-only CPR, Friday in the Park, car seats, Trunk or Treat)	
New people seeking development		



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the department stakeholders as weaknesses:

Weaknesses of the North Kansas City Fire Department	
Lack of administrative staffing	No input to dispatch policies
Reserve equipment not equipped	IT support for internal software
Lack of training facility	Lack of professional development plan
Inconsistent probationary firefighter requirements	Inability to sustain programs after initial startup
Lack of succession planning	Inadequate data collection
Poor retention	Following through on mentorship
Apparatus preventative maintenance	Poor recruitment
Inconsistent polices and SOGs	Lack of NFPA staffing compliance
Uniformity between trucks and equipment	Formal documented recognition program
Equality of opinions	Lack of experience
Lack of initiative	Lack of progressive development
Non-fire/EMS dispatch	Inconsistent training oversight
Business walk-throughs	Lack of outside training funding
Quality of EMS data collection	Software interoperability
Use of mutual aid appropriately	Excessive ride-along skills validation
Disaster preparedness	Firehouse report documentation
Excessive probationary book work	Specialized equipment and drone utilization plan
Promotional process	Better-qualified and structured training
Inconsistent disciplinary actions	Lack of crew-based training
Non-use of unified command at emergency scenes	Number of fire prevention personnel
Leveraging staff use appropriately	Too prideful to ask for the appropriate outside help
Complacency	Sweating the small stuff
Lack of a comprehensive pre-planning program	Ambulance probationary driving time not done with senior personnel

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for the North Kansas City Fire Department	
Summer/winter fire school	Outsourced training
Grants for training and equipment	Community-based training
Interagency training	Hands only CPR
Friday in the Park	Consolidated fire-based dispatching
New recruitment participation in new opportunities (training)	Outside training from external source beyond local region
External ride-along/job shadow for training purposes (interagency)	Business familiarization and mock training/call with facility
K-5 external training at school	Enhanced payroll system beyond ADP
Community outreach fitness program (muster/bootcamp)	Social media – jobs, media, outreach, educational, public service announcement
Auto-aid dispatching with closest units available	Disaster relieve deployment team
USAR task force involvement	Non-emergency transfers
High school public education	Technical rescue training
Interagency cooperation on purchasing	Hazardous materials liaison for business
Stop the Bleed to community	Interagency cooperation reserve equipment
National Fire Academy	Basic first aid to community
Tuition reimbursement	Water rescue
Paramedic student clinical site	Intracity relations
Lexipol	Company Officer Leadership Symposium training
School/city bus training	Leadership coaching
Training tower opportunities	Mentoring program
Outside peer review of emergency events – QA/QI	Expanded scope of EMS practice
Accreditation	Apparatus placement for more effective response
Use of training facility for opportunities outside the department	



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to the North Kansas City Fire Department	
Natural disasters	Economic changes – funding
Terrorism	Mass-casualty incidents
Civil unrest	Leadership changes at city hall
Political changes	Supply shortages/medications
Epidemic – public health	Communication with dispatch
City growth – traffic congestion	IT/technological failure
Decrease in potential candidates	Harrah’s not staffing EMTs
Blocked railroad tracks	Texting and driving
Unknown burn substances (in buildings and railcars)	Non-code compliant buildings
Hoarder homes	Inclement weather
Length of outsourced repairs	Unsafe intersections
Legal liability	Road construction
Inoperable hydrants/water supply	Contract fire services
GPS on active 911 wrong	Harrah’s going out of business
Demographic change	Bodily harm to personnel
Non-competitive changes in working conditions	Loss of public confidence
Public image	Change in lease for Fire Station 2
Aging infrastructure	Perceived lack of diversity
Aging fire department facilities	Water system’s age
Language barriers	Homeless population
Incompatibility with CAD system	Cyber threats
Designer drugs	Understaffed mutual aid
Unmanned/electric cars	Recruitment of our members to outside agencies

NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN



Appendix 4

Critical and Service Gap Issues Identified by the Department Stakeholders	
Group 1	Group 2
Training <ul style="list-style-type: none"> ○ Lack of training facility use ○ Inconsistent training oversight ○ Lack of crew-based training ○ Better quality and structured training ○ Probationary training process ○ Professional development ○ Retention and recruitment 	Training <ul style="list-style-type: none"> ○ Lack of individual training opportunities ○ Mass casualty incidents ○ Probationary training (drive, book) ○ Lack of training facility ○ Lack of professional development ○ Lack of program development ○ Inconsistent training oversight ○ Disaster preparedness ○ Training target hazards ○ Training for special need individuals ○ Excessive ride-along skills evaluation ○ Specialized equipment/drone utilization ○ Interagency training ○ Technical rescue
Workforce Development <ul style="list-style-type: none"> ○ Mentor program ○ Inter-agency program ○ Succession planning ○ Lack of experience (attitude, complacency, buy-in, initiative) ○ Progressive development ○ Inconsistent disciplinary actions ○ The use of common sense ○ NKCFD values ○ Personal accountability ○ Retention and recruitment ○ Fit for duty/wellness program 	Workforce <ul style="list-style-type: none"> ○ Lack of succession plan ○ Recruitment ○ Promotional process ○ Staff use ○ Lack of administrative staffing ○ NFPA compliance ○ Health and wellness
Public Outreach <ul style="list-style-type: none"> ○ Fire education/prevention program ○ Friday in the Park ○ Social media ○ Site-specific drills – on location ○ Safe Kids – car seat program ○ Hands-only CPR ○ CAPS program ○ Community service organization 	Prevention <ul style="list-style-type: none"> ○ Public education ○ Lack of prevention staffing ○ Software interoperability ○ Non-code compliant buildings



NORTH KANSAS CITY FIRE DEPARTMENT 2018-2023 STRATEGIC PLAN

Critical and Service Gap Issues Identified by the Department Stakeholders (continued)

Group 1	Group 2
Physical Resources <ul style="list-style-type: none"> ○ Lack of training facility ○ Lack of reserve equipment ○ Facility utilization 	Information Technology <ul style="list-style-type: none"> ○ IT support for internal software ○ Inadequate data collection ○ Software interoperability ○ Firehouse report documentation ○ Quality of EMS data collection
External Communications <ul style="list-style-type: none"> ○ Dispatch – non-fire/EMS ○ Mutual aid – most appropriate ○ Lack of communication with identified high-hazard facilities, i.e. railroad, hospital, high school ○ Media 	Emergency Services Delivery <ul style="list-style-type: none"> ○ Dispatch issues ○ Lack of comprehensive preplan ○ Lack of staffing relevant to NFPA ○ Interagency cooperation with reserve apparatus ○ USAR taskforce and technical rescue ○ Non-emergency transfers ○ Use of mutual aid appropriately ○ City growth ○ Apparatus placement within stations ○ Reserve apparatus not equipped



Department Stakeholders Work Session