

# Southern Stone County Fire Protection District Master Plan



10965 East State Hwy 76  
Branson West, MO.65737

p. 417-272-1510  
f. 417-272-1509

Approved 6/16/2016  
Revised 1/18/2018  
[www.sscfpd.org](http://www.sscfpd.org)

## TABLE OF CONTENTS

OPENING COMMENTS – FIRE CHIEF	3
THE PLANS	4
OUR HISTORY	5
OUR GOVERNANCE	6
OUR ORGANIZATIONAL CHART	7
OUR MISSION & VISION	8
OUR DECLARATION OF IDEALS	9
OUR ORGANIZATIONAL PILLARS	10
OUR ORGANIZATIONAL GOALS	11
OUR STRATEGIC GOALS	12
SUMMARY	13

*“Unless you try to do something beyond what you have already mastered, you will never grow. Every job is a self-portrait of the person who did it.... Autograph your work with excellence.”*

- Vince Lombardi, Jr.

## OPENING COMMENTS

I am very pleased to present the Southern Stone County Fire District's Master Plan for 2016.

The Master Plan is a key foundational document that serves as a blueprint to build and improve our organization. It is designed to focus our attention and guide our decision making as we continue to transform the District into an agency of exceptional quality and best industry practices. This plan is the result of collaborative effort between all members of our organization and is intended to begin where the previous strategic plan concluded. Information for this plan was gathered in both group settings and individual meetings with employees of the District.

A foundational theme throughout the Master Planning Document is the need for professional development and succession planning at all levels of the organization. As the Fire Chief for the District, my primary goal is the preparation for the future of the organization. We must ensure that we prepare our personnel through training, mentoring and professional development for the future success of the organization. A cooperative and energized environment that encourages employee feedback and participation is the overriding goal.

The Southern Stone County Fire District is a full-service, community-based emergency services provider which is funded through sales tax and property taxes, and serves approximately 31,000 residents. The District's 280-square-mile service area, which is covered by 14 fire stations, includes a diverse blend of urban, suburban, and rural communities in the southern portion of Stone County. The Fire District proudly serves the communities of Branson West, Silver Dollar City, Indian Point, Reeds Spring, Kimberling City, Lampe, Cape Fair and Blue Eye.

The Fire District is governed by a Fire Board comprised of five elected officials who serve staggered six-year terms. The Fire Board appoints the Fire Chief to serve as the Chief Administrator for the Fire District. The Fire Board meets monthly to perform the required fiduciary duties. The Fire Board's continued authorization of resources has enabled District personnel to continue delivery of critical life safety and response functions to serve our communities in preventing loss of property and life, and made numerous improvements and achievements possible. Given the resources, this organization has continually exhibited highly skilled determination and character to meet the needs of our communities. I am proud to report that this organization continues to be a leader in the fire service with progressive planning, programs, and people who make this community not only one of the most beautiful but most importantly one of the safest in the nation. Our continued efforts towards achieving excellence in providing emergent and non-emergent community safety programs are proudly reported in this document.

This plan contains goals that can only be accomplished with the commitment and combined effort of our Board of Directors, Management Team and District members. I believe this dynamic organization is motivated and encouraged by our significant accomplishments to date and is prepared to move to the future with vigor. I am confident that the members of this great organization will embrace the challenges contained within these pages. We will be successful in seeing this vision through, over the next few years.

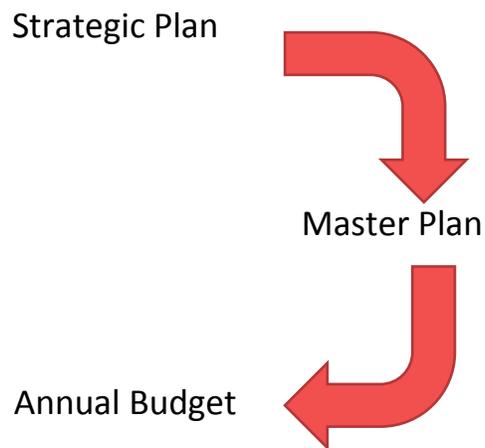
Keith Wolven, Chief

## THE PLAN(S)

The process here is to utilize the overall master plan to create a strategic plan, and budget accordingly.

The strategic plan should fit into the goals of the master plan, and be more specific or detailed in its approach. This will provide the tools needed to create the annual budget.

Basically, it would look like this-



## OUR HISTORY....

### EMBRACING OUR PAST & PREPARING FOR TOMORROW

The Southern Stone County Fire District was created in 1986 by a vote of the residents in the area. The residents wanted to consolidate the several smaller rural fire departments into a single, larger organization.

Today the District serves a 280 square mile area with a population of nearly 31,000 residents. The District operates 52 separate pieces of fire apparatus, responding from 14 fire stations. The District also has a full service apparatus maintenance facility, staffed by a certified Emergency Vehicle Technician, (EVT). This population can more than double during the tourist season. Included in the District are the communities of Branson West, Silver Dollar City, Indian Point, Reeds Spring, Kimberling City, Lampe, Cape Fair and Blue Eye.

Southern Stone is governed by a five-person, non-partisan board elected at large by the voters of the District. Board members are elected to alternating six-year terms. The Board establishes policy, sets tax rates, approves the budget, and hires the Fire Chief. The Board also has sole authority to set policy regarding future annexation.

## OUR GOVERNANCE

Southern Stone County Fire District is governed by a five-person, nonpartisan board that is elected by registered voters of the District.

Board members are elected for alternating six-year terms.

The Fire Board is charged with diverse responsibilities. Specifically, the Board establishes policy, sets tax rates, approves annual budgets, and hires the Fire Chief. The Fire Board also maintains sole authority to set policy and approval of annexations.

Southern Stone County Fire District is considered a special district of the State and complies with all applicable areas of the Missouri Revised Statutes. For example, Southern Stone County Fire District holds a public meeting on the third Thursday of every month at the administrative office. This meeting is mandated by the State through the Open Meeting Law. We encourage residents to attend these monthly meetings.

***D. (Tommy) Johnson***

Chairperson

***Jerry Hageman***

Treasurer

***Ken Henderson***

Board Member

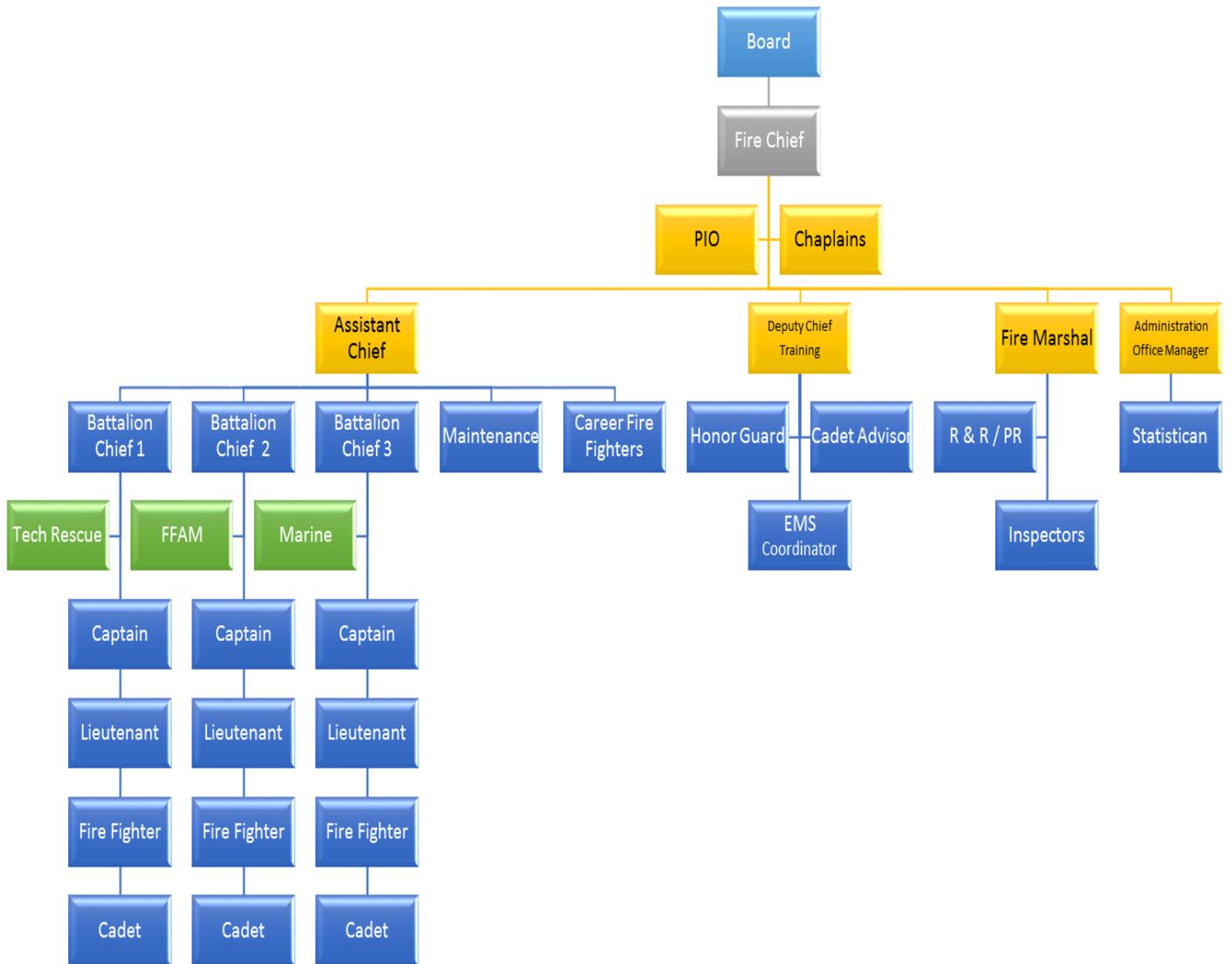
***Bill Merritt***

Board Member

***David Grandel***

Board Member

# OUR ORGANIZATIONAL CHART



## **OUR MISSION STATEMENT**

The purpose of the Mission Statement is to answer the questions of our existence and/or purpose.

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

***To promote life safety and reduce human suffering to the citizens and visitors of the Southern Stone County Fire Protection District. To achieve this goal through public education and fire prevention programs. We shall seek to minimize the results of fire, medical or rescue emergencies and disasters in this District. To understand that each fire fighter is valuable and to maximize each person's potential. To serve our District with professionalism, excellence and devotion to duty. To strive for the future, never forgetting the past.***

## **OUR VISION STATEMENT**

Vision statements provide targets of excellence that the organization will strive toward and provide a basis for their goals and objectives. Similar to a compass providing the direction of travel, the vision statement provides the direction for our organization.

With that understanding, you will find our vision as follows....

***To be progressive, professional, fiscally responsible, and customer centered.***

## OUR DECLARATION OF IDEALS

The declaration of ideals can be summarized as **A DIRECT** approach to our values.

**A**ccountability is achieved by our actions to each other, the organization, and the citizens we serve.

**D**ependable service is accomplished by being fast, capable, consistent, and proactive.

**I**ntegrity is doing the right thing, even when it's the hard thing.

**R**espect is recognizing individual differences while appreciating the value of each person.

**E**xcellence is achieving the best possible solution every time.

**C**ompassion is treating each other and our customers as an extension of our family.

**T**rust is building and strengthening relationships through our words and actions.

## OUR ORGANIZATIONAL PILLARS

Because many of us are “visual,” we have elected to include a simple diagram to serve as the organizational principles that apply both internally and externally. There are a number of analogies that can be used to describe the application of our organizational pillars.

However, we will try to limit it to a singular “building” analogy. It is commonly understood that a building is only as strong as its foundation. This truism reinforces the need to focus on time, material, and design requirements of a “solid foundation.”

Southern Stone County Fire’s “foundation” is based upon **trust** and **accountability**.

As public servants within the community, we promote an environment that helps to reinforce or strengthen the foundation. Our actions, words, and attitude directly influence those around us.

As you can see in the diagram, the District has established four core pillars that will be used as guidance in meeting the organizational goals identified within the strategic plan. The pillars include, safety, professional, customer centered, and fiscally responsible. As you can see, these pillars are directly correlated to our organizational vision and will be used in the accompanying goals within this document.



## OUR ORGANIZATIONAL GOALS

### **Goal 1**

*Trust and accountability will be the foundation on which relationships are developed, services delivered and organizational decisions rendered.*

#### Strategic Priorities

- Develop a dynamic communication model that solicits honest, innovative, and open feedback.
- Develop an environment that encourages accountability throughout the organization and to the community we serve.
- Promote a participatory environment that utilizes a communicative/data-driven decision making model.

### **Goal 2**

*Safety for our members and the community will be our focus – no exceptions.*

#### Strategic Priorities

- Promote an environment that recognizes safety as an unconditional priority.
- Review, revise, and develop policies and procedures that encourage safety through industry standards and best-practices.
- Review, revise, and develop programs that promote safety within the community through education, preparedness and response.

### **Goal 3**

*Professional development will be expected, by each member, throughout the entire organization to ensure best practices and innovative/efficient services to the community.*

#### Strategic Priorities

- Promote a perpetual learning environment within the organization.
- Review, revise and adopt programs that meet industry best practices.
- Develop a focused professional development and succession planning program for key positions.

### **Goal 4**

*Customer centric decisions and services will be encouraged internal and external of the organization and best practices will be continually sought to raise the proverbial bar.*

#### Strategic Priorities

- Review, revise and adopt a recognition program(s) for customer-centered service(s).
- Promote an environment that encourages selfless service and humility.
- Adopt a perpetual job audit/review of programs and positions.

### **Goal 5**

*Fiscal responsibility will be continually demonstrated through transparent decisions that include data-driven discussions and an engaged citizenry.*

#### Strategic Priorities

- Review, revise, and adopt fiscal policies that promote industry best practices and alternative revenue models.
- Promote an engaged citizenry through Town Halls, social media, and publication of financial statements/material.
- Implement multi-year budgeting and forecasting within the allowable limits of the law.

## OUR STRATEGIC GOALS

Hydraulic rescue equipment- each engine company.

Apparatus- automatic transmissions, diesel motors, A/C, Insta-Chains.

Thermal imaging, gas detectors- each engine company.

Replace/upgrade SCBA units, and associated equipment, i.e. compressors and cascade systems.

Any new station buildings to have 10' wide by 14' tall bay doors. Recommend 3 bay minimum.

Strive to attract and retain, long-term, quality staff.

Evaluate current facilities for coverage area, feasibility of use, and efficiency.

Investigate alternative power options, i.e. solar power, etc.

Replace apparatus, and equipment, by utilizing the factors of age, serviceability, and re-occurring maintenance problems.

Establish and maintain relationships with area water supply agencies, to improve access and supply to fire units.

## SUMMARY

### SUCCESS REQUIRES EVERYONES SUPPORT

The success of the plans will be based upon the support received from the Board, our members, and the community. This is OUR plan and it needs to be supported by everyone, This Plan will come to “life” by being sharing, debating, and implementing the goals, objectives and the intended vision.

### NEXT STEPS

The next step in the process is to encourage organizational and community commitment to the plan. All stakeholders, present and future, have a role and responsibility in this plan. The strategic goals and work plan will be further developed based on priorities and input from the Board of Directors. It will also be influenced by the fiscal appropriations approved through the annual budgetary process.