

BOISE FIRE DEPARTMENT



MASTER STRATEGIC PLAN

CITY OF BOISE

Boise Fire Master Strategic Plan

FY2024 – FY2034

Boise, Idaho

Publish Date: October 2023

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INTRODUCTION

The 2024-2034 Boise Fire Department Master Strategic Plan intends to provide a comprehensive long-term view of the department's growth in areas of impact on the community and department members. This comprehensive approach allows us to identify growth opportunities and continually explore new ways to better serve and protect our customers and workforce. This plan is intended to guide future growth and serve as a foundation for informing policymakers and addressing the budget process. The Boise Fire Department will proactively identify initiatives based on stakeholder feedback, general economic conditions, strategic priorities, and industry standards & regulations in alignment with the Boise Fire and the City of Boise's missions and visions. Given the dynamic nature of the Fire industry, the department is committed to addressing new issues and opportunities relevant to the current state that may or may not be addressed in this master strategic plan.

Annually, the core components of this document are updated and used as an operational and budget guide for the next three to five fiscal years. The annual review evaluates facility, apparatus, staffing, training, programs, services, and major equipment needs. Modifications may be made due to priority changes, budgetary constraints, economic conditions, and planning alterations.



MISSION VISION VALUES

Boise Fire Department

Mission

Respond to the community with pride, service, and dedication

Vision

Strive to be leaders in public safety, employee wellness, professional advancements, and community connection.

Values



City of Boise

Vision

Creating a City for Everyone

Mission

The City of Boise will create a city for everyone by embracing our community in the decision-making process; innovating and investing to protect our environment; and ensuring a thriving local economy that benefits all.

Values

One City, One Team - For the Greatest Good
Community Experience with 'WOW'
There's Nothing We Can't Do Better



STRATEGIC PRIORITIES

Boise Fire created strategic priorities for a partnered planning approach. The Boise Fire Strategic Priorities were developed based on extensive stakeholder feedback and industry expectations. As the department generates short- and long-term initiatives, we commit to aligning with the priorities below and the City of Boise's strategic priorities of a clean, safe, and healthy community.



Service Excellence

Commit to continued high performance in areas of excellence, challenge ourselves to strengthen growth opportunities, embrace innovation, and prioritize community engagement through the intentional application of short- and long-term planning.

Community Risk Reduction

Stay proactive in identifying, mitigating, and responding to risks throughout the community, our service offerings, and department employees.



Professional Development

Support what works well, proactively address issues, and generate innovations in recruitment, retention, training, mission clarity, professionalism, and succession planning.

Employee Wellness

Enhance current programs and implement innovations to support the holistic health and wellness of employees' mental, physical, nutritional, and psychological needs.



LONG TERM PROJECTIONS

As Boise Fire looks toward our future landscape, it is key to identify how resources, time, and budget are consumed. The following visual details the department's proposed core needs from 2024 – 2034 within staffing, facilities, major equipment, and fleet.

These projections highlight major milestones and provide a roadmap for future planning to proactively address community and department needs. The projections allow the department to mitigate high resource demand by identifying duplicities, dependencies, and redundancies. Annually, these projections will be updated and analyzed to determine what resources and budget will be required in the near future in partnership with internal and agency partners. An annual review is necessary to ensure we stay dynamic with the department's needs and external impacts.

The communicated projections are not guaranteed to occur until they are approved through the annual budget cycle. The City of Boise's budget cycle occurs from January through June for the next fiscal year (October – September).



		FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
			Tactical	Tactical	Mid-Range	Mid-Range	Mid-Range					
Staffing (Shift)												
Station 13 (NW)	12			X								
SW Ladder	15								X			
Station 18 Re-Open	12				X							
Squad Response	27			X		X		X				
Station 20 (SW)	12								X			
Four Person Staffing	24		X	X	X	X	X	X				
Peak Hour Units/Comm Paramedic	9						X					
Staffing (Day Crew)												
Health & Wellness Capt.	1			X								
Fire Prevention Capt.	1				X							X
Training Capt.	2	X						X				
Shift Safety Officer	3			X								
District Chief	3							X				
EMS Division Chief	1				X							
Special Operations Sr. Capt.	3				X	X	X					
Administrative BC	1				X							
Staffing (Civilian)												
Public Education Manager	1	X										
Public Education Coordinator	1					X						
Community Risk Reduction Specs. PT	3			X	X	X						
Administrative Coord. Fire	1							X				
Logistics Coord.	1									X		
Special Teams Coord.	3									X		
WUI Risk Coord.	1			X								
Fuels Mitigation (9 month seasonal)	1						X					
IT System Specialist	1			X								
Data Engineer	1					X						
Administrative Specialist-OEP	2					X				X		
Administrative Coord.-OEP	1			X								
Special Events & Project Manager.-OEP	1			X								
Data & Intel Strategist-OEP	1				X							
Community Outreach Coord.-OEP	1							X				
Deputy Emerg. Prep. Mgr. -OEP	1							X				
Apparatus/Fleet												
Engine 13 (Add)		X										
Engine 20 (SW) (Add)						X						
Truck/Rescue 20 (SW) (Add)						X						
Engine Replacements		X	X		X	X	X	X	X	X		
Truck Replacements		X						X				
Truck Lease Payment		X										
Rescue Replacements				X		X						
Brush Replacements (IV)							X		X	X		
Brush Replacements (VI)		X										
Tender Replacements									X			
FP Investigator Van (Add)												
Dive Vehicle				X								
Other Fleet		X	X	X	X	X	X	X	X	X	X	X
		X	X	X	X	X	X	X	X	X	X	X
Facilities/Major Equipment												
Station 5 Build			X									
Station 13 Build				X								
Station 7 Remodel								X				
Station 20 Build						X	X					
Logistics Facility										X		
Station 11 Remodel				X								
Station 3 Remodel									X			
Station 1 Remodel						X						
FIC Props		X		X								
FIC Expansion					X							
SW Training Facility						X						
Plotter				X								
SCBAs & Equip		X										
Technical Rescue Fleet Updates					X							
Radios			X									
Public Education Storage								X				



DIVISION PRIORITIES

As the fire industry evolves, the scope of work has greatly expanded. Expansion of fire services has included emergency medical services, hazardous material, dive rescue, airport response, wildfire, inspections, investigations, emergency management, community engagement, public education, and other supportive services such as logistics, administration, planning, technology, and data analytics. However, what is long-standing is the need to balance limited resources and justify daily operations and finances. Preparation and planning are commitments that Boise Fire makes to ensure we adhere to our mission, aim toward our vision, are held to our values, and are guided by our strategic priorities.

The Division Priorities section breaks down the tactical, mid-range, and long-term priorities for each division within the department. While each division has applicable plans for its service areas, each is responsible for engaging with partners and stakeholders to ensure a unified approach to our growth. Each year the division priorities will be evaluated and updated comprehensively. During the comprehensive evaluation, future projects are identified, duplicative efforts are mitigated, and plans are developed to proactively address resource needs within the coming budget cycles.



Operations & EMS

Tactical (2024 – 2025)

- Evolve resource staffing and allocation to provide high-quality service to the community.
 - Onboard staff for Station 13 in 2025.
 - Implement Four Person Staffing at Station 15.
 - Evolve the Paramedic Program to improve ACCESS EMS performance.
- Coordinate with ACCESS to implement Squad / BLS programming.
- Work with internal & external to implement station alerting into all stations.
- Coordinate with key stakeholders to define the future of EMS.
- Coordinate with Dispatch to implement Emergency Fire Dispatch, 2024.
- Coordinate with NACFR to plan for Station 18's re-opening, 2026.

Mid-Range (2026 – 2029)

- Focus on expanding operational resources in response to community growth.
 - Transition from a Response Chief model to a District Chief model.
 - Implement Heavy Rescue / Squad in Station 18.
 - Onboard an EMS Division Chief.
 - Collaborate with ACCESS ACP to implement a Fire EMS Paramedic Battalion Chief.
 - Add a fourth truck company to SW Boise with the development of the new station.
- Offer Advance EMT and Paramedic certifications internally.
- Identify and plan for the deployment of supplemental units (medic squads, rehab/decon unit).

Long-Term (2030 – 2034)

- Be proactive in planning for department and community growth.
- Stay in tune with emerging technologies that may present future fire department challenges not faced today.
- Decrease the carbon footprint and improve sustainability where possible.



Training

Tactical (2024 – 2025)

- Normalize and mature after-action reviews within our culture to sustain strengths and identify areas of improvement.
- Establish curriculum and normalize standards for incumbent training to implement a uniform understanding and response approach.
- Long-term program planning for entry-level academies and promotional testing.
- Validate Entry Level Fitness Testing with a goal to implement in 2024.
- Resource Development
 - Clarify the roles and responsibilities of Training Captains and adapt to future evolutions of the department and training.
 - Request three Shift Safety Officer roles for the FY25 budget.
 - Strategize, develop, and request the need for additional resources to be onboarded starting in 2025, i.e., part-time employees.

Mid-Range (2026 – 2029)

- Implement the Lateral Firefighter Program in 2023 with a year of review and maturation.
- Partner with local schools and universities for workforce development and internship opportunities.
- Establish curriculum and standards for training programs to meet new training standards, including interconnecting and streamlining large training programs.
- Expand the use of technology for an efficient yet effective training approach to supplement hands-on training.
- Work with National Parks Services toward developing a south Boise training facility.
- Adaptation of the original Training Center Development plan for expanding the capabilities of the fire training center.

Long-Term (2030 – 2034)

- Expansion of facilities and fleet to support training programming.
- Work with City, industry, and community partners to expand the scope of training operations, including being a leader in fire training and academies across the region.
- Continue to enhance a learning culture within the department through formalization and standardization of programming to adapt to a dynamic industry.
- Seek to bring in additional resources to adapt to growth, have an appropriate span of control throughout the division, and provide succession opportunities.
- Support and partner in professional development, succession planning, employee wellness, and community risk reduction programming.



Special Operations

Tactical (2024 – 2025)

- Implement staffing and operational response force evolutions for specialty teams.
 - Consolidate Dive into Technical Rescue and house at Stations 1 & 7 and designate all station resources to the team.
 - Implement a Technical Rescue training week into the 2024 training calendar.
- Replace aging radio equipment; proposed to occur in FY25.
- Replace Smokey 10 to continue safe and effective ARFF response in adherence to FFA regulations; subject to be implemented into the station in 2025.
- Replace Smokey 9 to continue a safe and effective ARFF response.
- Research and request a Dive team vehicle for the FY25 budget request.
- Review opportunities for specialized vehicles leveraging grant funding.

Mid-Range (2026 – 2029)

- Strengthen partnerships and redefine state regional response for Hazmat and Technical Rescue in coordination with IOEM and Idaho Fire Chiefs Association.
- Seek opportunities for alternative forms of funding, i.e., grants, local & state partnerships.
- Build upon current services to meet industry and State Urban Search & Rescue standards.
- Evolve Technical Rescue fleet for a safer and more efficient response package.
- Determine the impact of implementing an Asset Management system for team equipment.
- Develop the roles, responsibilities, and purpose for new positions within the division to provide professional development and succession opportunities.
 - Designated coordinator roles within each Special Team focused on training and fleet & equipment management.
 - A position to respond to growth within operations and administration.

Long-Term (2030 – 2034)

- Formalize regional fire aviation program.
- Evolve and embrace technological enhancement opportunities.
- Continue to evolve necessary training and equipment for special operations personnel to execute roles and responsibilities efficiently and effectively.
- Strategize the possibility of additional special operations teams to better align with community needs over time.



Prevention

Tactical (2024 – 2025)

- Implement leadership roles within the division for succession planning and span of control with a goal to end Q2 of 2024.
- Partner with operations & training to ensure a comprehensive approach to maintaining awareness of strategies and tactics.
- Implement mobile technology for inspection efficiency in 2026.
- Maintain occupancy inspections to address the highest community risk and approach workload efficiently. 100% compliant by high-risk occupancies by October 1st each year.
- Work with internal department partners to promote the opportunities and benefits of being a member of the Prevention Division in coordination with the Recruitment Program to be developed in 2024.
- Illustrate the significance and impact the division has within the community and the department in coordination with Public Education Manager and Communications Manager.

Mid-Range (2026 – 2029)

- Increase staffing with sworn and civilian positions to meet the NFPA inspection standards to meet the needs of a growing community and provide a higher level of service.
 - Community Risk Reduction Specialists & additional Prevention Captains.
- Partner with law enforcement to ensure we are meeting staffing expectations with investigations, including the consideration of implementing a joint Fire / Police investigation team.
- Explore evolving inspection practices and methodologies to enhance customer service and reduce community risk.
- Identify opportunities to expand ongoing education expectations. Associate tasks books with career development opportunities within the prevention division.
- Work with Fire Public Education Manager and community partners to develop risk mitigation programs proactively.

Long-Term (2030 – 2034)

- Encourage a healthy and thriving working environment that inspires employee wellness.
- Evolve fire prevention programming to meet the community's needs and mitigate risk.
- Foster and retain strong partnerships with internal and external stakeholders to create efficiencies and expand community risk reduction efforts.



Logistics

Tactical (2024 – 2025)

- Work with stakeholders to build Station 5 to address the growing community needs within the downtown core. The build timeline is from the winter of 2023 to the fall of 2024.
- Work with stakeholders to build Station 13 to meet community needs in the northwest service area of Boise. The build timeline is summer of 2023 to the spring of 2025.
- In 2024, finalize plans to remodel Station 12 in Southeast Boise.
- Obtain land for a South Boise station location before the calendar end of 2025.
- Research viability of outsourcing of six-week station supply by the summer of 2024.
- Coordinate with internal partners to implement an improved alerting system in 2024.
- Re-evaluate logistics roles and responsibilities to improve efficiencies to provide long-term organizational stability.

Mid-Range (2026 – 2029)

- Work with stakeholders to build a station in SW Boise and remodel Stations 1, 3, 7, and 11.
- Begin discussion and design for a new station in South Boise.
- Maintain progressive fire station design concepts through a review of best practices.
- Actively seek innovative evolutions to the fleet to reduce carbon impacts.
- Consider additional staff resources for SCBA and PPE compliance.
- Incorporate methods of natural energy into facility remodels and designs, when appropriate, to collectively meet low EUI goals for city facilities.
- Incorporate succession planning for division leadership.

Long-Term (2030 – 2034)

- Support department partners in any community risk reduction programming as applicable.
- Build the new logistics facility close to the City of Boise's fleet services for resource efficiency and to expand land opportunities for the City of Boise.
- Decreasing the carbon footprint and improving sustainability within stations.
- Strive to provide service excellence by maintaining a high-quality standard for fleet and equipment.



Wildfire

Tactical (2024 – 2025)

- Continued program improvements within the wildfire program as the division evolves.
- Increase the number of red-carded members by offering additional opportunities for members to gain experience by 2025.
- Provide continuous firefighting support locally, regionally, and nationally through continued development of joint training and response collaboration.
- Support community education and engagement by implementing a new county-wide alerting, notification, and evacuation Plan in 2023 & 2024.
- Request WUI Coordinator position in the FY25 budget cycle.

Mid-Range (2026 – 2029)

- Expand wildfire mitigation to include prescribed fire.
- Be a strong partner and leader in wildfire response and mitigation across the state.
- Provide wildfire mitigation and response training & experiences to department personnel to optimize agency within the industry and strengthen our community engagement.
- Define a minimum standard, department-wide, for wildfire training and credentialing.
- Continue to develop expanded mitigation capacity.
- Foster a culture that supports wildfire services within the department.
- Provide opportunities for retired personnel to maintain a connection to the industry while providing necessary services for the community.

Long-Term (2030 – 2034)

- Be a strong partner and leader in wildfire response and mitigation across the region.
- Increase the division's resources to provide robust wildfire services and succession opportunities for department employees.



Public Education

Tactical (2024 – 2025)

- Develop a Fire Public Education Plan, including a Community Risk Reduction Assessment, in 2024.
- Formalize the Youth Fire Setter Program with local partners to expand outreach and knowledge.
- Develop the first Youth Fire Setter Conference for local experts and specialists in 2025.
- Develop an AED placement program in public spaces in coordination with city partners.
- Formalize the Smoke Alarm installation and maintenance initiative in 2024.
- Develop education materials for community youth programs.
- Broaden the education footprint to include regular visits to local Junior High and High Schools to expand Fire Prevention outreach to young adult populations and coordinate with Boise Fire Recruitment Program.

Mid-Range (2026 – 2029)

- In 2027, hire an Education Coordinator to support the Public Education Plan and Community Risk Reduction efforts.
- Implement formal programming for Adult Fire Safety Education.
- Alongside local partners, strengthen the focus on Child Passenger Safety Education.
- In coordination with agency partners, expand Fire Prevention efforts regionally and advocate for standard treatment models for youth fire setting programs.
- Work with internal partners to formalize the processes to manage historical apparatus.

Long-Term (2030 – 2034)

- Develop a knowledge base for fire safety practices and standards in coordination with state and local partners.
- Amplify messages to diverse and underrepresented community members through local partners and agencies.
- Create a new division dedicated to the management and improvement of Public Education.
- Expand the partnerships within the region to enhance the effectiveness of Fire Safety.
Develop better storage options for Public Education equipment.
- Begin planning for a new Safe House purchase by 2033.



Planning & Administration

Tactical (2024 – 2025)

- Modernize the inside page for efficient access to department resources in 2024.
- Update the LODD program in partnership with the GO Committee to optimize coordination, communications, and support to families in 2023.
- Launch an active Boise Fire Recruitment program in coordination with internal and external partners in 2024 to continue attracting high-quality candidates.
- Implement business management standards through process improvements, program process development, and clarity in roles & responsibilities department-wide.
- Develop a sustainably structured section that can adapt to department growth and submit an FY25 funding request to support section evolution.
- Work with internal partners and the International Association of Women in Fire & Emergency Service to host the 2025 Women in Fire conference.
- Implement programming for professional development and succession planning for resource growth opportunities by 2025.
- Begin research and development of the Fire History Program in 2025.

Mid-Range (2026 – 2029)

- Finding opportunities for engagement to strengthen our roles within the Fire industry.
- Transition the section from administrative support functions to business partners.
- Provide high-quality data and tools to proficient users and support their understanding of the information, focusing on predictive forecasting to meet future growth demands.



Office of Emergency Preparedness

Tactical (2024 – 2025)

- Align the City of Boise Emergency Operations Plan with the County plan in 2024.
- Exercise the completed Continuity of Operations Plan with internal partners in 2024
- Request for additional resources in FY25 & FY26 focused on Special Events Project Management and Administrative Coordination.
- Collaborate with internal and external partners to finalize countywide plans.
 - Active Shooter and Hostile Event Response Plan refinement in 2024.
 - Family Reunification and Assistance Plan throughout 2024-2025.
 - Mass Casualty Incident Response 2023-2025.
 - Countywide Disaster Recovery Plan development 2024-2025.

Mid-Range (2026 – 2029)

- Develop and hire the Exercise Coordinator to manage exercise schedules for emergency plans.
- Develop and hire Data & Intel Strategist to leverage and coordinate across applications for interoperability, quick stand-up of EOC-related tech, and initial considerations for community outreach.
- Prepare the office for transition to a standalone department.

Long-Term (2030 – 2034)

- Establish the Emergency Preparedness Department to support a complete citywide approach to preparing for and supporting emergencies, large projects, and events that impact response capabilities and engage the community to empower a shared responsibility in mitigation, response, and recovery from disasters.
- Develop and hire positions to support the span of control, succession plans, and the ability to fill and activate a full EOC team.
 - Community Preparedness Coordinator to engage with community stakeholder groups specific to the Boise area and unify efforts towards whole community education and resiliency.
 - Deputy Emergency Preparedness Manager to oversee mid to short-term projects and duties, fill Emergency Manager's role when needed, and directly supervise a portion of the team.
 - Administrative Support.



Communications

Tactical (2024 – 2025)

- Implement an in-house production studio in 2024.
- Coordinate with Community Engagement to prioritize updates to the external webpage.
- Create and complete the first round of media training with the BCs by the winter of 2024.
- In coordination with the Fire Insight Analyst, develop a print and digital Annual Report for 2024.
- Reimagine the department recruitment video to be more inclusive of all fire industry opportunities in partnership with internal partners.
- Work with internal partners on wildfire evacuation notification planning and pre-scripted notification plans with tiered emergency notification from Ada County Dispatch in 2023 & 2024.
- Brand solidification focusing on expanding the hashtag BFD Mission Strong.
- Publish the Department Yearbook in partnership with city departments in 2025.
- PIO to complete the FEMA ICS Advanced PIO Course and other advanced media training for acting PIOs in the field by 2025.
- Develop a Boise Fire video production library for archiving videos by winter 2025.
- Update the department's Communications Plan by the winter of 2025.

Mid-Range (2026 – 2029)

- Evolve our communications with the community to increase engagement and public safety awareness.
- Develop a content calendar to share prevention and safety messages using new media trends and media partners.
- Offer high-quality video production for internal and external use
- Assist in the development of a recruitment marketing plan



Technology & Data

Tactical (2024 – 2025)

Software & Process Improvement

- In FY25, request a Technology Systems Specialist to support the Fire Systems Administrator.
- Implement workflow software to modernize our approach to forms and other internal processes in 2024.
- Implement state hazardous material software for state response 2024 – 2025.
- Coordinate with internal and external stakeholders to implement station alerting in 2024.
- Coordinate with internal stakeholders regarding implementing the new Lawson system and manage the interface with Telestaff 2024-2025.
- Coordinate with the Western Fire Chiefs Association and GeoCam to participate in a NIST grant to develop pre-plan technology content in 2023-2024.
- Research and selection of pre-plan technology to implement into the department 2024-2025.
- By 2025, improve data integration from key data sources, including ESO, Telestaff, and Target Solutions, to provide transparent information and sustainable dashboards.
- Starting 2023, prioritize technology training classes for a hands-on approach to learning current and emerging technology.
- Work with the Training Division to modernize the approach to training by implementing virtual and technology-based education.
- In 2024, implement BC truck dash camera programming into the department.

Hardware

- In 2024, transition from Cradle Point hardware to an internal LTE mobile device terminal (MDT) for consistent and reliable connection discourages redundancy and reduces costs.
- Load Pre Plans into CAD and update MDTs for a single reference point in 2023-2024.
- Station audio/visual training setups in 2024.
- Update Cradle Points in Brush Trucks to IBR900; the current hardware is at the end of its life.
- Move BC data 911 to Panasonic CF33 to be consistent with the fleet in 2024.

Mid-Range (2026 – 2029)

- Work with internal partners to streamline our approach to document storage for consistency.
- Define Boise Fire performance benchmarks in alignment with and in addition to ACCESS benchmarks.
- Increase the use and useability of mapping and data visualization tools by improving the availability and quality of data to existing platforms.
- Continue to participate in the national conversation around industry technology & data advancements.
- Request an additional data resource.



STRATEGIC PLANNING

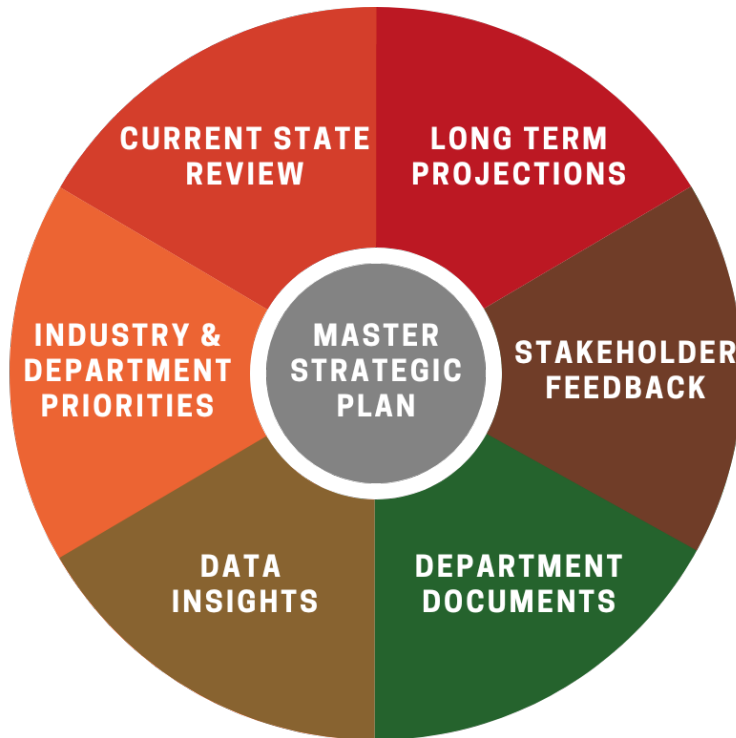
There has been considerable change in the Fire industry over the last 40 years, and the industry's scope of internal and external services has expanded greatly to keep up with demand. With this increase in demand comes a need for short- and long-term planning. The Fire industry has long committed to being prepared for those tactical moments in which they need to provide the services they do best. Strategic planning takes those tactical moments and creates a big picture of what it means for the future.

The Center for Public Safety Excellence (CPSE), in partnership with the International City/County Management Association (ICMA), developed a white paper highlighting the forces impacting 21st-century Fire and Emergency Services. This white paper identifies eight industry priorities: re-identification, culture, robust use of data, health & wellness, partnerships, sustainability, technology, and inclusiveness. [*Center for Public Safety Excellence. \(2022\). \(rep.\). 21st-century Fire and Emergency Services. Chantilly, VA.*](#)

In 2021 & 2022, Boise Fire performed a current state review, conducted several stakeholder feedback opportunities, reviewed relevant department documents, and generated data insights. The result of this work supported the CPSE & ICMA's findings, bringing to the surface the department's strategic priorities: service excellence, community risk reduction, professional development, and employee wellness.

With industry and department priorities clearly defined, each division developed short- and long-term priorities most applicable to their service areas. Each year, the BFD Master Strategic Plan will be updated to communicate the work the department commits to in alignment with industry and department priorities.





Current State Review

Where have we been, and where are we now?
 Impactful and sustainable growth cannot occur on a foundation built of sand. In-depth current state reviews create a solid foundation for growth.

Long Term Projections

What is going to happen?
 Identifying the long-term expectations for the department around facilities, major equipment, fleet, and staffing creates a road map for the growing demand.

Stakeholder Feedback

Hearing from those most impacted.
 Providing internal and external opportunities for stakeholder feedback informs decision-makers of community and employee needs.

Department Documents

Having a comprehensive view.
 The department has produced several documents detailing standards, demand, growth, and stakeholder need. Leveraging these documents ensures an inclusive approach to strategic planning.

Data Insights

Value-based decision-making.
 Extensive data collection and analysis are essential to understanding the impact of our services and where demand is in order to make key growth decisions.

Industry & Department Priorities

What Boise Fire commits to staying focused on.
 Industry and department priorities guide the division's priorities.



Current State Review

Program Services Review

In 2021, each division conducted a current state review to identify the programs and core processes to which our resources are dedicated. This work intended to clarify purpose, better understand resource impact, find efficiency opportunities, and fuel the conversation of ongoing growth.

The Program Review discovered that the department owns 58 programs with 252 identified core processes and many tasks to complete daily processes and program goals. Protecting the lives and property of the community requires more than meets the eye, and what appears simplistic in its mission, is incredibly complex in its delivery. An underground response support system ensures the community is safe and informed and that our employees are qualified, safe, informed, efficient, strategic, and prepared.

This report provides a window into the current state of the department's demand meant to align with other reports and evaluations for strategic planning.

Stakeholder Feedback

Strategic Planning Surveys

In March 2021, three BFD surveys were released. The surveys focused on getting feedback from department members, City and agency partners, and the community. The results of the surveys are used to ensure that strategic and division priorities align with our internal and external customers & partners. In 2023 the department will implement routine opportunities for employees and customers to provide feedback. Routine surveys will give leadership key insights for value-based decision-making.

Operations Feedback Survey

In December 2021 and January 2022, operational union employees provided feedback and recommendations via the Operations Feedback Survey. The results of this survey are to be used for short- and long-term planning within the Emergency Services section.

Station Visits

Routinely each month, leaders of the organization visit stations to provide the opportunity for discussion with those operationally implementing our services. The visits are aimed to be organic and provide a space in which open conversation can occur.



Department Documents

Standard of Cover

The 2021 Boise Fire Department (BFD) Community Risk Assessment: Standards of Cover assists the agency in ensuring a safe and effective response force for fire suppression, emergency medical services, and specialty response situations. Following the Center for Fire Public Safety Excellence (CPSE) 6th Edition Community Risk Assessment: Standards of Cover model, it provides operational information and guidance for procedures determining the distribution and concentration of a fire and emergency service agency's fixed and mobile resources.

Facilities Remodel Plan

The 2020 Facilities Remodel Plan summarizes condition assessment findings and a programming analysis performed in 2019. The analysis was conducted to understand the base condition of each City of Boise-owned fire station and identify the capital reinvestment needed to extend the assets' life. The analysis also aimed to achieve programming goals focused on creating a livable working environment for all the City of Boise fire station employees.

Training Center Business Plan

The 2017 Training Center Business Plan developed by Abercrombie Planning + Design provides a road map for developing and operating a world-class training center for the Boise Fire Department. It represents a commitment by the City of Boise and the Boise Fire Department (BFD) to upgrade the training capabilities dramatically and, thus, public safety response in Boise and the surrounding area. As of 2022, after the first phase of this plan was developed, the Training Division has prioritized updating this plan to ensure future development will meet the needs of a growing community and department.

Master Siting Plan

The 2019 Fire Master Siting Plan provides a map of potential sites for expanding City fire stations to meet the community's needs as growth occurs. The map can be viewed in [Appendix A](#).

Paramedic Strategic Plan

The 2022 BFD Paramedic Strategic Plan is a one-page summary of the EMS program's mission, vision, goals, and key tasks to provide a roadmap for growth. With a vision of BFD medics being mentors and leaders for all responders within the Ada County City Emergency Medical System (ACCESS), the department will continue working with internal and external partners to have a program prioritizing medical care through cooperation, innovation, and excellence.

Collective Labor Agreement

The Collective Labor Agreement between the Boise Fire Department and International Association of Firefighters Local 149 is a contract in which the Boise City and Union have reached an agreement with respect to wages, rates of pay, working conditions, and all other terms and conditions of employment pertaining to the members employed by Boise City.



Data Insights

In the real-world minutes, fire service response and rescue data doesn't stand out as a priority. However, turning data into information that better informs and educates as the fire industry evolves is a priority to ensuring those real-world minutes are impactful.

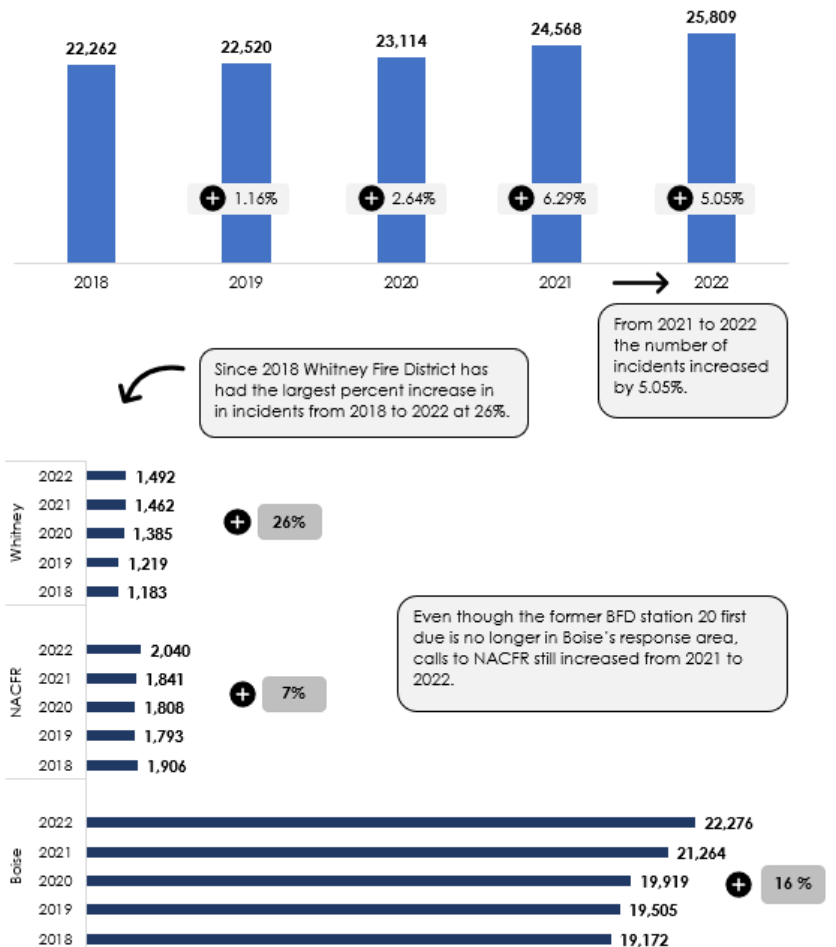
Boise Fire has a dedicated Data Insight role focuses on collecting and reporting data to gather insights for current and future state needs.

Regarding the Master Strategic Plan, data is leveraged in developing the long-term projections and division priorities in partnership with the other [five planning elements](#).

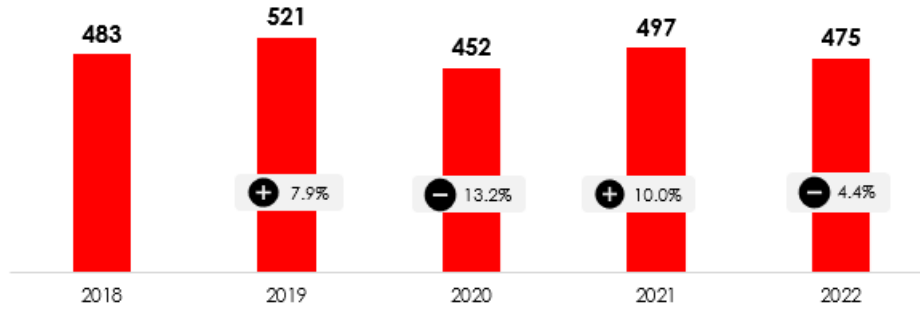
The Boise Fire Department has chosen to provide trending data for the areas of interest that most impact the decisions made within this Master Strategic Plan. Qualitative and quantitative data are used consistently for value-based decision-making.

The Boise Fire Metrics Report is produced quarterly to publish relevant data and highlight standout trends. The report aims to provide decision-makers and employees with timely data that tells a recent story of the community's needs and department services. A Fire Metrics Report is produced annually to provide a year in review and trends of key data points. The quarterly and annual reports are where data can be seen beyond what is published in this document.

Call Volume Boise Response Area

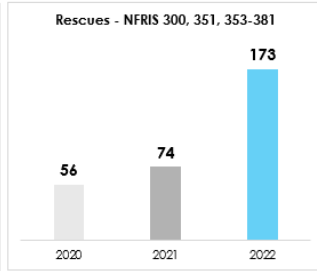
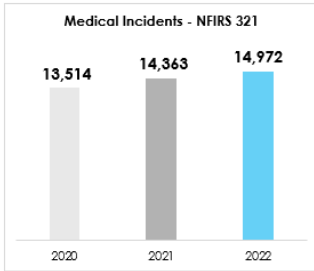


Fire Incidents 2018-2022



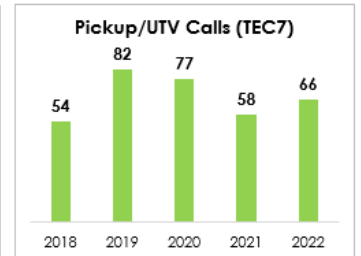
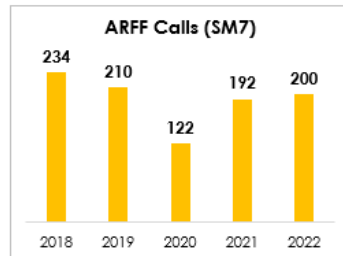
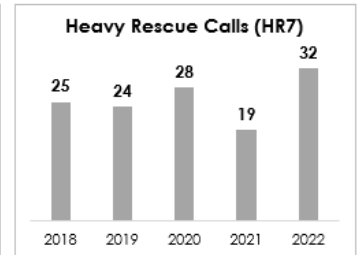
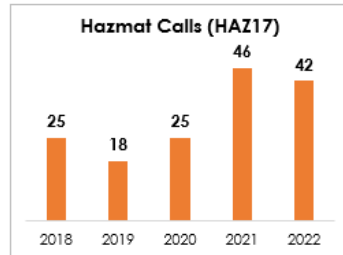
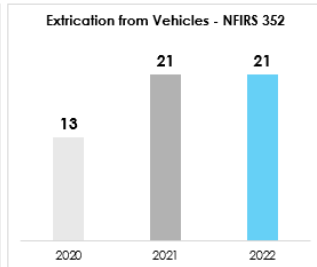
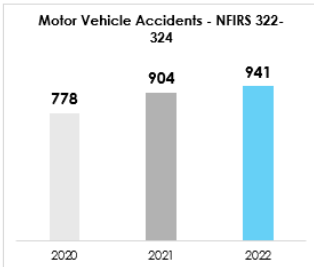
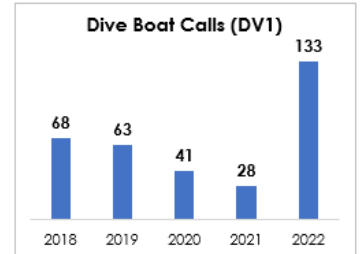
Emergency Medical Incidents 2018-2022

Special Operations Incidents 2018-2022

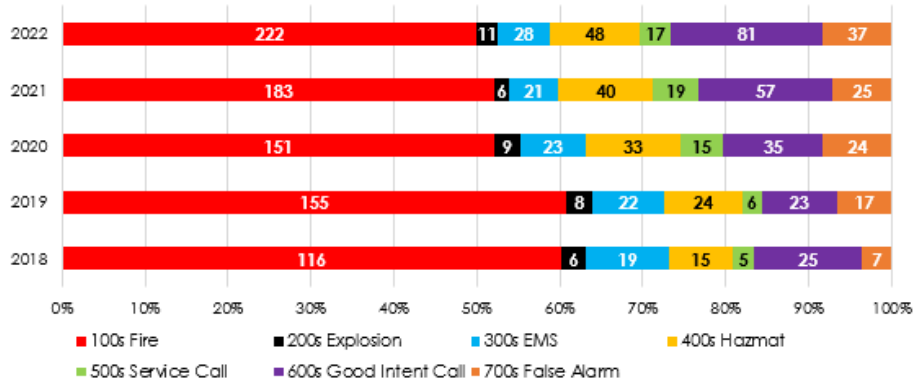


Specialty teams are defined by apparatus. The following charts compare responses in 2018 to 2022. Note apparatus SQ7 was replaced by TEC7 and is mostly unused. Calls for these apparatuses are counted together.

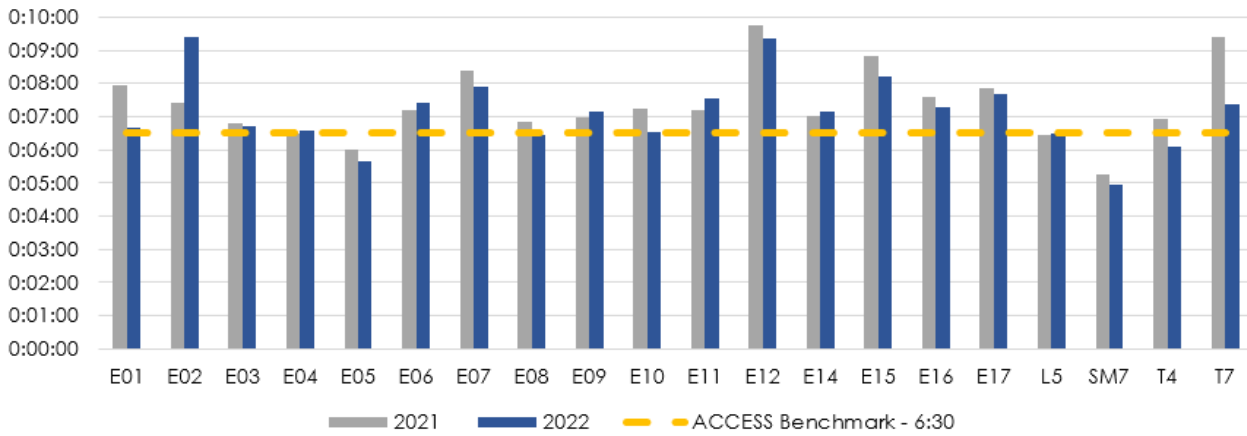
Dive boat calls have increased by over 100% from 2018 to 2022. This is due to the high flows observed in 2022 that allowed DV1 to be on the river more often, increased the number of incidents, particularly around the Broadway bridge abutments, and a more deliberate effort to get a run number for every rescue and assist on the river.



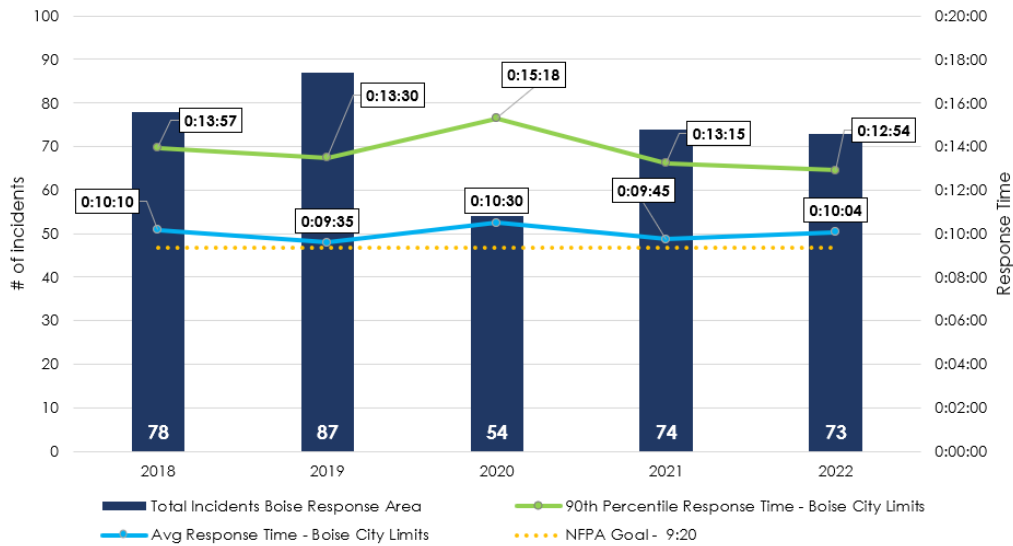
Incidents by Type 2018-2022



90th Percentile Response Times by Unit – Boise City Limits



Effective Response Force 2018-2022



Industry & Department Priorities

Industry Priorities

The Center for Public Safety Excellence (CPSE), in partnership with the International City/County Management Association (ICMA), developed a white paper highlighting the forces impacting the 21st-century Fire and Emergency Services. This white paper identified areas of priority as we aim toward the future. As the department conducted extensive stakeholder discussions, these eight areas came to the surface in one way or another, making this list stand out. Because there is strong relevance and truth to these priorities, we found it necessary to call them "industry priorities". As we grow, it is pertinent our work has some direct connection to one or more of these priorities. [*Center for Public Safety Excellence. \(2022\). \(rep.\). 21st-century Fire and Emergency Services. Chantilly, VA.*](#)

	Re-identification Rescope our services while respecting industry heritage.		Partnerships Work with a wide range of partners for effective strategizing.
	Culture Enhance alignment with community, partners, and workforce.		Sustainability Implement initiatives that prioritize economic, environmental, and social sustainability.
	Robust Data Use quality data for evidence-based decision-making.		Technology Adapt to rapidly changing technology with a changing mindset.
	Health & Wellness Prioritize the health impacts of the industry workforce.		Inclusiveness Recruit to reflect our community and interact with underrepresented groups to enhance the perspective of their needs

The above statements summarize the 21st-century Fire and Emergency Services white paper.

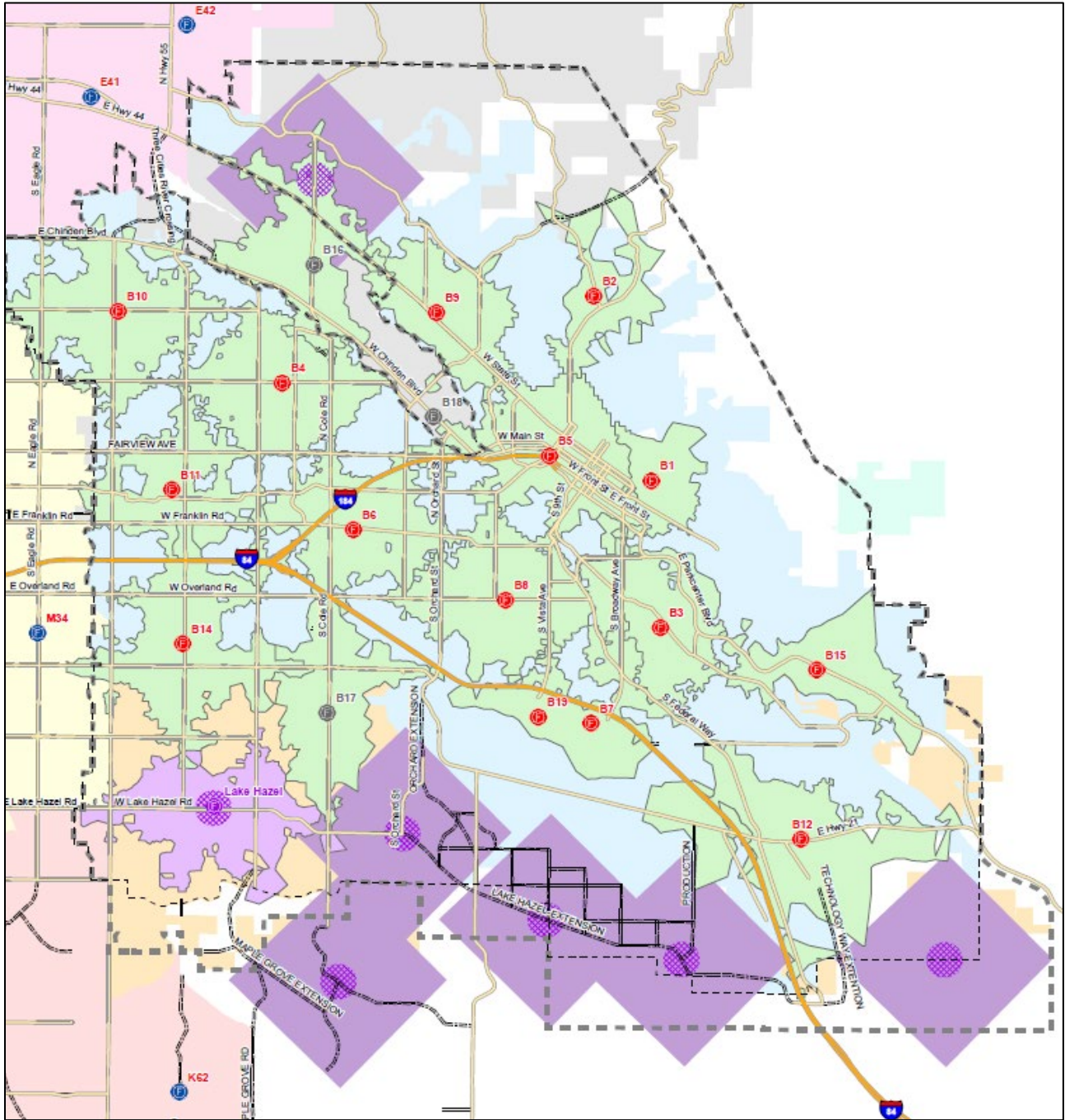
Department Priorities

The Boise Fire Department Strategic Priorities were created for a partnered approach to planning. The priorities were developed based on extensive stakeholder feedback and industry expectations. As the department generates short- and long-term initiatives, we commit to aligning with the strategic priorities and the City of Boise's priorities of a clean, safe, and healthy community.

	Service Excellence Commit to continued high performance in areas of excellence, challenge ourselves to strengthen growth opportunities, embrace innovation, and prioritize community engagement through the intentional application of short- and long-term planning.
	Community Risk Reduction Stay proactive in identifying, mitigating, and responding to risks throughout the community, our service offerings, and department employees.
	Professional Development Support what works well, proactively address issues, and generate innovations in recruitment, retention, training, mission clarity, professionalism, and succession planning.
	Employee Wellness Enhance current programs and implement innovations to support the holistic health and wellness of employees' mental, physical, nutritional, and psychological needs.

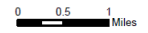


Appendix A



Boise Fire Master Siting Plan

- Boise Fire Stations
 - Mutual Aid Stations
 - Planned Stations
 - Service Contract Stations
 - Current Area of Impact
 - Proposed Expansion
 - ACHD Planned Roads
 - Future station areas
 - Existing 4 min drive times
 - Future 4 min drive time
 - 1.5 mile future response area
- Fire Districts**
- Boise
 - Eagle
 - Kuna
 - Meridian
 - NACFR
 - Sunset
 - Whitney



This agency is not responsible for the misinterpretation of this map and makes no inference or judgment as to the relative safety of particular areas. This map does not meet national map accuracy standards and should not be used for engineering purposes.

Four minute drive times are an estimate calculated in FireView Desktop.
Document Path: N:\Workspaces\FireDataAnalysis\Planning\MasterSitingPlan\MasterSitingPlan_2020update.mxd



Version Date: October 2023

