



**Boone County Fire Protection District  
2020  
Strategic Plan**



50 Years

“A Helping Hand”

1970-2020

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# Executive Summary

The Boone County Fire Protection District (Fire District) 2020 Strategic Plan was created to provide a clear vision and direction to the members of the Fire District for the next several years. The Strategic Plan was developed with input from the volunteer members of all fifteen fire stations, station managers, career staff, and the board of directors.

The goals and objectives section outline the twelve goals that were developed through the strategic planning process. This strategic plan will serve as a living document and a work in progress, subject to change under evolving circumstances.





## Organizational History

The Boone County Fire Protection District is a large, predominantly volunteer, fire department situated in central Missouri. It was created on July 11, 1970 when the voters of the proposed Fire District passed a ballot issue to legally establish it as a political subdivision of the state of Missouri, in accordance with Chapter 321 of the Missouri Revised Statutes. The final Circuit Court decree was issued on July 15, 1970. As a political subdivision of the State of Missouri, the Fire District operates under the laws set forth in Chapter 321 of the Missouri Revised Statutes.

The Fire District receives the majority of its funding from property taxes assessed to property owners within the boundaries of the Fire District. Some additional state and federal funding is derived through contractual arrangements and grant programs for support of Missouri Task Force One, a FEMA Urban Search and Rescue Task Force.

In accordance with state statute, a five-member board, elected by the voters of the Fire District, governs the Fire District. The Board oversees Fire District operations and appoints the Fire Chief. The Fire Chief is the chief administrative officer of the Fire District. In addition to political and strategic planning responsibilities, the Fire Chief manages the day-to-day affairs of the Fire District. A career staff of 20 provides support to the nearly 200 volunteer members of the Fire District. A total of 50 officers, volunteer and career, assist the Fire Chief and Bureau Directors in the management of the Fire District.

The Fire District is responsible for fire, rescue and basic life support EMS services within its jurisdictional boundaries. The jurisdictional boundaries of the Fire District were established during the creation of the Fire District and have since been modified as annexations have occurred.



Requests for service are initially managed by the Boone County Joint Communications Center. This public safety 911 center utilizes a computer aided dispatch system, which determines which Fire District units are to be dispatched to the scene utilizing procedures determined by the Fire District. Through a selective paging system, volunteer firefighters assigned to the respective station or stations being deployed to the scene of the emergency are notified of the emergency. Additional pertinent information is also provided indicating type of emergency, type and extent of fire or further information on a medical problem.

The Fire District maintains 15 fire stations and 55 pieces of fire-rescue apparatus and response vehicles. Stations and apparatus are geographically dispersed throughout the Fire District. All of the Fire District stations have residential facilities incorporated into their design. Volunteer firefighters reside in these stations and assist in rapid response of the fire apparatus to the scene of the emergency.

Should none of the volunteer firefighters be in the station at the time of the alarm, other volunteer firefighters will respond to the fire station to drive the fire apparatus to the scene. Other volunteer firefighters, likewise, respond directly to the scene in their personnel vehicles. Some of these community responders, following proper training and qualification, operate blue lights and sirens on their vehicles to facilitate their response. As part of its policies and procedures, the Fire District maintains documents that set forth the purposes, objectives, procedures, rules and regulations of the Fire District. These include: the Fire Districts' Mission Statement, the Bylaws of the Fire District and the general policies of the Fire District.

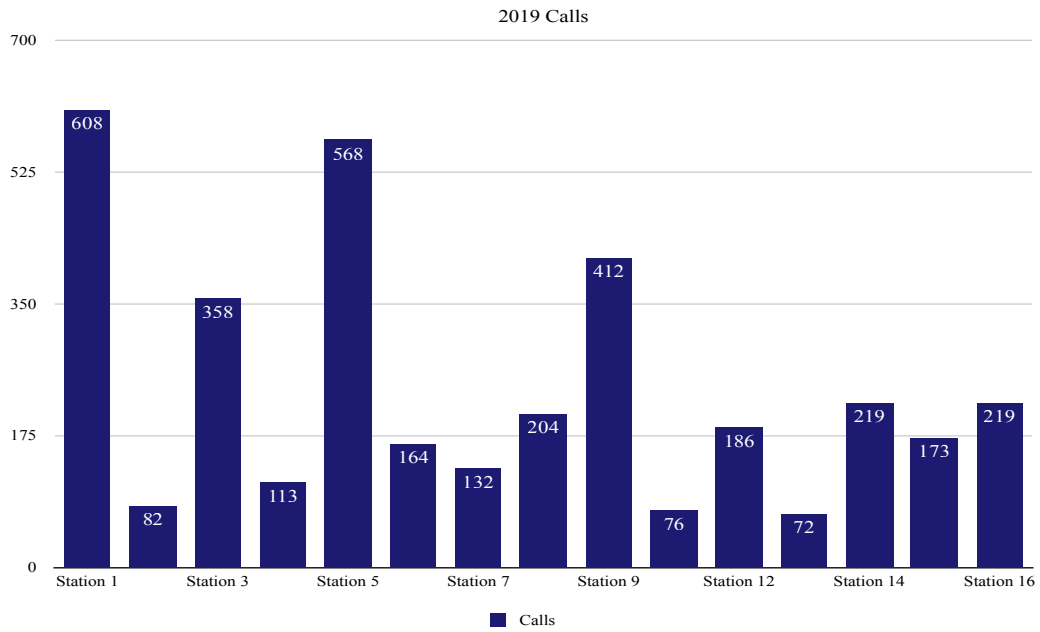


## Demographics

The Fire District covers an area of 492 square miles (71% of the county) and has an estimated population of 55,969 people surrounding the City of Columbia, the fourth largest City in Missouri. The area is very diverse with the northern area being primarily agricultural while the metro area around Columbia is heavily residential with mixed commercial and some industry. The district is experiencing rapid development and expansion. The county is one of the fastest growing areas in Missouri. The growth began in the 1970's. From 2000 to 2018 the county's population grew by 25% (more than 1% annually) from 135,454 people to 180,005 people according to US Census Bureau statistics.



# 2019 Response Statistics



Station 1				
G106	E101	T105	S104	B107
478	277	111	136	5

Station 2		
G206	E201	B207
31	65	2

Station 3			
G306	E301	T305	B307
337	180	77	1

Station 4		
G406	E401	T405
96	49	35

Station 5		
G506	E501	T505
326	313	117

Station 6			
G606	E601	T605	S604
143	70	37	45

Station 7	
E701	T705
219	55

Station 8			
G806	E801	T805	B807
225	144	50	7

<b>Station 9</b>			
G906	E901	T905	S904
379	248	94	37

<b>Station 10</b>		
G1006	E1001	T1005
77	47	25

<b>Station 12</b>	
G1206	E1201
184	132

<b>Station 13</b>	
G1306	E1301
82	67

<b>Station 14</b>	
G1406	E1401
179	83

<b>Station 15</b>		
E1501	T1505	S1510
159	68	42

<b>Station 16</b>	
G1606	E1601
175	107

# Mission Statement

The mission of the Boone County Fire Protection District is to maintain an optimum level of preparedness to respond to incidents which affect personal well-being or the environment and to reduce the community's exposure to those incidents.

# Values

The Fire District has adopted the "Standards of Success" as their set of shared values.

# Standards of Success

## Be Positive

- Own your attitude
- Build up, don't tear down
- Have fun
- No egos
- Be grateful, not entitled
- Be a good follower
- Be respectful
- Hold energy vampires accountable



## Communicate

- Listen
- Cultivate deep relationships
- Don't be a vacuum - share what you know
- Participate - be teammates not passengers
- Encourage discussion, not dissension
- Check in regularly

## Be Present

- Be engaged at the station
- Run calls
- Play your position
- Take care of Ms Smith
- Take initiative
- Give your best effort
- Own station coverage

## Be Safe

- Be prepared
- Follow our rules & guidelines
- Use standard problem solving methods
- Take ownership
- Work as a team
- Don't pass kinks

## Grow

- Keep an open mind
- Be humble, be hungry
- Be receptive to feedback
- Embrace change/respect past
- Attend trainings
- Consistently improve skills
- Ask!

## Internal Stakeholder Group Findings

The internal stakeholder meetings took place in September 2019. Meetings took place at each of the fifteen fire stations, the training center, and headquarters. Every member of the organization, volunteer, career, and board members were invited to provide input in the process. These meetings served to discuss the perceived strengths, weaknesses, opportunities, and threats of the Fire District.

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than desirable attributes. Internal stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunity and potential threats.

## Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. The internal stakeholders identified the Fire District's strengths as follows.



<b>Strengths of the Boone County Fire Protection District</b>	
Equipment/Facilities	Experienced Members
Customer Service	Open to fixing issues
Training Opportunities	Operations Manual
Support Volunteer Members	Public Education
Support from Community	Recruitment
Diversity of Members	Relationship with public safety partners
Recruit Academy	Safety (Officers)
Public Image	Supportive Board
Residents	Training Center
Semi cutting edge	Budget
Technology	Colleges in town
Command Board/Incident Command	Communication between HQ and Station
EMS Education	Hot-washes and follow up after calls
MO-TF1	Open communication with media
Open door policy	Political Connections
Position Descriptions	Professionalism
Social Media	Relationship with school district(s)
Support Each Other	Reputation
Training	Scene Operations
Accountability	Standardized Check Off Process for Apparatus
Communications at station level	Station Staffing
Community Engagement	Support Other Agencies
EAP	Truck Checks





## Weaknesses

For any organization to either begin to or 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. The following items were identified by the internal stakeholders as weaknesses.

Weaknesses of the Boone County Fire Protection District	
Communications	POV involvement
Public Education	Station Security
Recruitment	Station Staffing Status
Station Staffing	Training/operations with other stations
Disconnect between recruit class tactics and field operations	Website
Retention	Working/training with mutual aid partners
Lack of Expectations	“what’s in it for me” mentality
Lack of experienced staff	Accountability
Policies/SOGs	Career staff doesn’t support volunteers
Radio Communication Practices	Cliques
Communications System (BCJC)	Commercial Tactics
Pre-Plans (Commercial Buildings)	Development/Mentoring
Demand on volunteers	Equipment on apparatus not standardized
Apparatus Training/Pump Operations	Incident Command Skills
Consistency between stations	Interpersonal Skills
Lack of follow through	Lack of qualified apparatus operators
Lack of in-depth training sessions	Lack of Safety Officers on Incidents
Lack of Specialty Training	Professionalism (how we look on calls)
Less of a family feeling	Report writing

## Opportunities

The focus of opportunities is not solely in existing services, but on expanding and developing new possibilities both inside and beyond the traditional service areas. The internal stakeholders identified the following potential opportunities.

Opportunities of the Boone County Fire Protection District	
Recruitment	Command Training
Community Education	Communications
Relationship with public safety partners	Community Involvement
Joint Training with Public Safety Partners	Connect with community partners at the station level (AOB, Midway)
Community Healthcare (Community Paramedic)	Driving Simulator
Leadership and Operational Development	Free National Training Opportunities
Public CPR	Grants
Pump Operator Class	Involve members to teach training
Social Media	Mentorship
After the incident customer service	More Public Relations
Jr Firefighter/Explorer Program	New/Additional Benefits for Volunteers
Station Staffing	Paid Station Staffing
Utilizing technology	Photo Directory of Members
ALS	Redesign training method

## 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 internal stakeholders were as follows.

Threats of the Boone County Fire Protection District	
Number of Volunteers	New Technology
City of Columbia	No physical fitness or agility testing
Funding/Budget/Tax Base	Aging Apparatus
Social Media	Asking too much of volunteers
Public Image	Boone Hospital Center contract changes
Communication System	Demographics won't change
Exposure on calls (cancer)	Human Nature
Growth of the community	I-70
Overwhelmed	Increasing violent nature of our calls
Urbanization (increasing call volumes)	Media Relations
Decreasing call volume	Relationship with public safety partners
Legislation	Residential Sprinkler Laws
Mental Health of Members	Retention

# Goals and Objective

## Goal 1

Review and revise expectations of current members. expectations of current members. Managed by Fire Chief Scott Olsen.

### Objective 1A

Develop a list of expectations for fire district members.

### Objective 1B

Review existing position descriptions and revise as needed.



## Goal 2

Establish a process of routine review and revision of Fire District policies and procedures.  
Managed by Fire Chief Scott Olsen.

### Objective 2A

Develop a plan for review of existing policies.

### Objective 2B

Review the existing station resident contract and revise as needed.

### Objective 2C

Revise existing policies or create new policies to create clear guidelines and expectations of members.

## Goal 3

Maintain operational readiness and strengthen and develop our leaders. Managed by Fire Chief Scott Olsen.

### Objective 3A

Continue to develop existing training programs and facilities.

### Objective 3B

Continue to create new and unique ways to deliver training programs at all levels of the organization.

### Objective 3C

Continue to develop and enhance our existing leadership/operational development programs for Fire District Officers/Managers.

## Goal 4

Complete in-depth analysis of incident call types and determine the appropriate response for each type. Managed by Fire Bureau Director Doug Westhoff and EMS Bureau Director Bryant Gladney.

### Objective 4A

Review incident call data and determine patterns and trends.

### Objective 4B

Research different response methodologies for low acuity call type.

## Goal 5

Develop a staffing plan that ensures the timely response of fire district resources to requests for service. Managed by Fire Bureau Director Doug Westhoff and EMS Bureau Director Bryant Gladney.

### Objective 5A

Use location-based technology to develop a method to monitor daily station staffing levels.

### Objective 5B

Develop and implement short, intermediate, and long term staffing plans to meet the expectations and the needs of the citizens and members of the Fire District.

## Goal 6

Develop and improve communications practices and systems for clear and effective incident communications. Managed by Fire Bureau Director Doug Westhoff and EMS Bureau Director Bryant Gladney.

### Objective 6A

Continue to develop a collaborative relationship with Boone County Joint Communications.

### Objective 6B

Develop an incident communications policy and implement through training and incident after-action review.

## Goal 7

Review and revise current public communication and education programs. Managed by Support Services Bureau Director Gale Blomenkamp.

### Objective 7A

Develop an enhanced Public Outreach and Education Program that will increase an awareness of the fire district and its mission.

### Objective 7B

Develop an annual plan to provide daily, weekly and monthly online (social media and BCFPD website) public education and information.

## Goal 8

Review and revise current apparatus and equipment check sheets and check off process to ensure apparatus are maintained and operated effectively. Managed by Support Services Bureau Director Gale Blomenkamp.

### Objective 8A

Develop or revise apparatus equipment and inventory policy.

### Objective 8B

Review and revise all existing apparatus check sheets and facilitate detailed checks of all apparatus to ensure they match the check sheets.

### Objective 8C

Implement new, task book based, apparatus check off process.

## Goal 9

Develop operational support programs that provide enhanced incident situational awareness and supports tactical operations. Managed by Support Services Bureau Director Gale Blomenkamp.

### Objective 9A

Develop and maintain a commercial occupancy pre-plan program and make it readily accessible to responding Fire District members.

### Objective 9B

Develop and maintain a water supply resource database and ensure that it is readily accessible to responding Fire District members.

# Goal 10

Develop and implement recruitment and retention programs to retain experienced members and recruit new members into the organization. Managed by Administrative Bureau Director Shawna Schnieders.

**Objective 10A**  
Create and implement a community-based recruitment program.

**Objective 10B**  
Create and implement a volunteer retention program.

# Goal 11

Develop, support, and foster the overall health, wellness, and safety of our members. Managed by Administrative Bureau Director Shawna Schnieders.

**Objective 11A**  
Develop and maintain essential programs that enhance the health and wellness of our members.

**Objective 11B**  
Develop policies and procedures to minimize our members exposure to harmful substances.

**Objective 11C**  
Develop comprehensive safety initiatives across all programs in conjunction with NFPA 1500 standards.

# Goal 12

Develop a plan to ensure the long-term financial stability of the fire district. Managed by Administrative Bureau Director Shawna Schnieders.

**Objective 12A**  
Evaluate options for new and diverse revenue streams.

**Objective 12B**  
Pursue opportunities for grant funding.



