

# BOISE FIRE DEPARTMENT



## MASTER STRATEGIC PLAN

CITY OF BOISE

# Boise Fire Master Strategic Plan

FY2025 – FY2035

Boise, Idaho

Publish Date: September 2024

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# INTRODUCTION

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The 2025-2035 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 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



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# STRATEGIC PRIORITIES

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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 by intentionally applying 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.



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# LONG TERM PROJECTIONS

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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 2025 – 2035 within staffing, facilities, major equipment, and fleet.

These projections highlight major milestones and provide a roadmap for future planning to address community and department needs proactively. 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 keep us dynamic with the department's needs and external impacts.

The communicated projections are only guaranteed to occur once they are approved through the annual budget cycle. The City of Boise's budget cycle for the next fiscal year (October – September) occurs from January through June.



		FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
		Tactical	Tactical	Mid-Range	Mid-Range	Mid-Range						
<b>Staffing (Shift)</b>												
Station 13 (NW)	12	X										
Station 18 Re-Open	12			X								
Squad Response	27			X		X		X				
SW Ladder	16			X								
Station 20 (SW)	12									X		
Four Person Staffing	24		X	X	X	X	X					
Shift Safety Officer	3		X									
Peak Hour Units/Comm Paramedic	9								X			
Battalion Chief Aid	3						X					
District Chief	3				X							
<b>Staffing (Day Crew)</b>												
Fire Prevention Capt.	3		X				X				X	
Public Education Capt.	1			X								
EMS Captain	2		X						X			
Training Capt.	3				X					X		
Administrative BC	1				X							
EMS Division Chief - reclass	1	X										
Wildfire Division Chief	1				X							
<b>Staffing (Civilian)</b>												
Public Education Manager	1											
Community Risk Reduction Specs. PT	3				X	X	X					
Business Administrative Support	2		X				X					X
WUI Risk Coord.	1		X									
Fuels Mitigation (9 month seasonal)	2						X					
IT System Specialist	1		X									
Data Engineer	1							X				
Administrative Specialist-OEP	1								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	
<b>Apparatus/Fleet</b>												
Engine 13 (Add)												
Engine 20 (SW) (Add)				X								
Truck/Rescue 20 (SW) (Add)				X								
Engine Replacements			X	X	X	X	X	X				
Truck Replacements						X						
Truck Lease Payment												
Rescue Replacements		X		X								
Brush Replacements (IV)					X		X	X				
Brush Replacements (VI)												
Tender Replacements							X					
FP Investigator Van (Add)												
Dive Vehicle		X										
Other Fleet		X	X	X	X	X	X	X	X			
<b>Facilities/Major Equipment</b>												
Station 5 Build												
Station 13 Build		X										
Station 7 Remodel						X						
Station 20 Build				X	X							
Logistics Facility								X				
Station 12 Remodel		X	X									
Station 11 Remodel				X								
Station 3 Remodel							X					
Station 1 Remodel				X								
FIC Props												
FIC Expansion			X	X	X							
SW Training Facility				X								
Plotter		X										
SCBAs & Equip												
Technical Rescue Fleet Updates			X									
Radios												
Public Education Storage						X						



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# DIVISION PRIORITIES

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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, hold 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's priorities are evaluated and updated comprehensively. During the comprehensive evaluation, future projects are identified, duplicative efforts are mitigated, and plans are developed to address resource needs proactively within the coming budget cycles.





# Fire Operations

## Tactical (2025 – 2026)

- Onboard staff for Station 13 in 2025.
- Work with internal & external partners to implement station alerting into all stations 2024-2027.
- Coordinate with NACFR to plan for a dedicated rescue pumper / heavy rescue unit at Station 18 in 2025-2027 through SAFER or NACFR funding.
- Continue to seek SAFER grant funding to support operational resource expansion.
- In 2024, Darkhorse, response, and predictive analytics software will be implemented to assist with data-informed decisions for resource allocation.
- Implement a formalized professional development program utilizing the Mastering Fireground Command curriculum.
- Finalize the long-term plan for four-person staffing by the end of 2025.

## Mid-Range (2027 – 2030)

- Focus on expanding operational resources in response to community growth.
  - Transition from a Response Chief model to a District Chief model.
  - Implement Battalion Chief Aids to support the safety of the Battalion Chief's responses.
  - Add a fourth truck company to SW Boise with the development of the new station.
- Implement technologies focused on community risk reduction predictive analytics.
- Integrate Fire resources into the dispatch center.

## Long-Term (2031 – 2035)

- Be proactive in planning for department and community growth.
- Identify and plan for the deployment of supplemental units (e.g., rehab, rapid response, etc.).
- 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.



# Emergency Medical Services

## **Tactical** (2025 – 2026)

- Introduce the EMS Program Strategic Plan to inform and cultivate a foundation and direction for an EMS-focused culture 2024-2025.
- Onboard firefighter paramedics starting in 2025 to grow the program for sustainment.
- Implement an ACCESS-based Advanced EMT course internally starting in 2025.
- Implement a formal Public EMS Education Program focusing on community risk reduction in 2025.
- Define the EMS Division's roles and responsibilities, including moving EMS Training Captains to the division in 2025.
- Seek opportunities to improve the efficiency of EMS documentation and QA/QI by 2026.
- Collaborate with ACCESS to update Emergency Medical Dispatch (EMD) for a true tiered-response/appropriate resource system.

## **Mid-Range** (2027 – 2030)

- Evolve the EMS Program to improve Boise Fire performance and service models.
- Offer Paramedic certifications internally.
- Coordinate with ACCESS to implement Medic Squad(s) and a BLS/ILS Ambulance program.
- Explore and plan for the deployment of other supplemental units (i.e., rehab/decon unit).
- Normalize an established EMS culture throughout the department and ACCESS partnerships.
- Evolve and improve EMS training to make it more engaging and impactful.
- Continue seeking community engagement opportunities for EMS, including preplanned event standbys.

## **Long-Term** (2031 – 2035)

- Develop and sustain an EMS professional development and succession plan.
- Continue to be proactive in evolving our services to the community.
- Advance a culture of personal ownership and provider pride in EMS performance and patient care.
- Develop a multi-faceted EMS Division that meets our community's and providers' diverse needs.



# Training & Safety

## **Tactical** (2025 – 2026)

- Develop and integrate best practices into training and evaluations:
  - Establish best practices for the most probable call types.
  - Build strategic, tactical, and task-level curriculum into academies.
  - Ensure standards are taught in academies and evaluated in promotional exams are incorporated into incumbent training.
  - Align our professional development programs by establishing a common set of frameworks, terminology, and methodology.
  - Ensure that high-quality feedback is provided within every program.
- Collaborate with fire agencies valley-wide to ensure training supports a seamless operational approach with our automatic and mutual aid partners.
- Expand the use of technology for an efficient yet effective training approach to supplement hands-on training in 2024 and 2025.
- Implement the Lateral Firefighter Program in 2026 with a year of review and maturation.
- Work with internal and external partners to begin design and planning for phase 2 of the Fire Training Center in 2025-2026.
- Trial the Shift Safety Officer concept in 2025 for an FY26 budget request.
- Develop a plan for succession planning within the Emergency Services section in 2024-2025.
- Explore partnerships with local and national organizations to implement department-specific injury prevention and reduction programming to develop a plan by the end of 2025.
- Formalize a partnership with Mission 43 to expand wellness and entry-level fitness testing opportunities.

## **Mid-Range** (2027 – 2030)

- Partner with local schools and universities for workforce development and internship opportunities.
- Work with the National Parks Service to develop a south Boise training facility.

## **Long-Term** (2031 – 2035)

- 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 by formalizing and standardizing programming to adapt to a dynamic industry.
- Seek 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** (2025 – 2026)

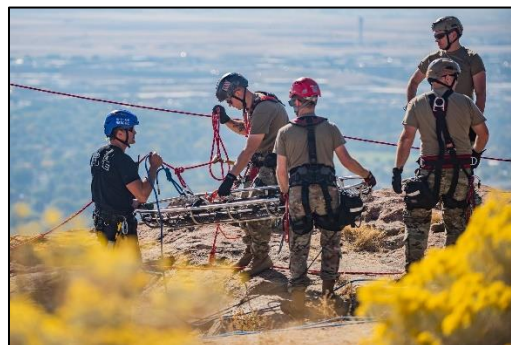
- Implement staffing and operational response force evolutions for specialty teams.
  - Centralization of Technical Rescue to Station 7 by the end of 2024.
  - Centralization of Dive to Stations 1 & 3 by the end of 2025.
- Replace Smokey 9 & 10 to continue safe and effective ARFF response in adherence to FFA regulations; subject to be implemented into the station in 2026.
- Apply for a TAG grant for the Tech Box truck.
- Strengthen partnerships and redefine state regional response for Hazmat and Technical Rescue in coordination with IOEM and Idaho Fire Chiefs Association.
- Develop specialized long-term plans with each special operations team by the end of 2026.
  - Professional development and succession planning.
- Develop training plans and evolve the approach to training by the end of 2025.
- Work with special team members to develop business standards for each team by 2025.
- Determine the impact of implementing an asset management system in 2025.
- Formalize valley-wide partnerships to begin discussions on regional response models by 2026.
  - Implement joint training opportunities with valley partners.

## **Mid-Range** (2027 – 2030)

- Seek opportunities for alternative forms of funding, i.e., grants and local & state partnerships.
- Evolve Technical Rescue fleet for a safer and more efficient response package.
- Valley-wide specialty team response model in cooperation with partners.
- Implement an asset management system.
- Implement a Rescue Company to enhance fire and technical rescue response.

## **Long-Term** (2031 – 2035)

- Evolve and embrace technological enhancement opportunities.
- Continue to evolve necessary resources, training, and equipment to maintain quality services to the community.
- Strategize the possibility of additional special operations teams to better align with community needs over time.



# Prevention

## **Tactical** (2025 – 2026)

- Implement mobile technology for inspection efficiency in 2025.
- Implement a risk-based inspection protocol that addresses the building-specific risk of each occupancy in the City.
- Work with internal department partners to promote the opportunities and benefits of joining the Prevention Division in 2024-2025.
- Develop diversified education materials for occupancy owners, 2024-2026.
- Revamping special events permitting process in coordination with internal partners.
- Increase staffing with sworn and civilian positions to meet the needs of a growing community and provide a higher level of service.
  - Community Risk Reduction Specialists & additional Prevention Captains.

## **Mid-Range** (2027 – 2030)

- Partner with law enforcement to ensure we are meeting staffing expectations with investigations, including the consideration of implementing a joint Fire / Police investigation team.
- Identify opportunities to expand ongoing education expectations.
- Work with the Fire Public Education Manager and community partners to develop risk mitigation programs proactively.
- Evolution of the investigator & inspector vehicles.

## **Long-Term** (2031 – 2035)

- 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 external stakeholders to create efficiencies and expand community risk reduction efforts.
- Continue to foster and retain partnerships with the Operations and Training Division to improve our department's awareness and implementation of Fire Prevention efforts.



# Logistics

## **Tactical** (2025 – 2026)

- 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 Boise's northwest service area. The build timeline is from the fall of 2023 to the summer of 2025.
- In 2025, begin planning for the Station 12 remodel in Southeast Boise.
- Obtain land for a South Boise station location before the calendar end of 2025.
- Research the viability of outsourcing a six-week station supply by the end of 2025.
- Coordinate with internal partners to implement an improved alerting system in 2024-2027
- Re-evaluate logistics roles and responsibilities to improve efficiencies and provide long-term organizational stability.
- Incorporate succession planning for division leadership.

## **Mid-Range** (2027 – 2030)

- Work with stakeholders to 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.

## **Long-Term** (2031 – 2035)

- 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 (2025 – 2026)

- Continued program improvements within the wildfire program as the division evolves.
- Formalize the operational response of the Wildfire Division by 2026.
- Coordinate with national partners to support prescribed fire activities on federal lands.
- Develop a seasonal mitigation resource plan by the end of 2025.
- By 2026, implement a new countywide alerting, notification, and evacuation Plan to support community education and engagement.
- Request WUI Coordinator position in the FY26 budget cycle.

## Mid-Range (2027 – 2030)

- Expand wildfire mitigation to include prescribed fire.
- Be a strong partner and leader in wildfire response and mitigation across the state.
- Provide continuous firefighting support locally, regionally, and nationally through continued development of joint training and response collaboration.
- Increase the number of red-carded members by offering additional opportunities for members to gain experience.
- Provide department personnel with wildfire mitigation and response training and experiences to optimize agency performance within the industry and strengthen community engagement.
- Define a minimum standard, department-wide, for wildfire training and credentialing.
- Continue to develop expanded mitigation capacity.
- Develop a roadmap of professional development to advance into departmental positions and nationally deployable resources.
- Foster a culture that supports wildfire services within the department.

## Long-Term (2031 – 2035)

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



# Public Education

## Tactical (2025 – 2026)

- Develop a Fire Public Education Plan 2024-2025
- Expand awareness of the Youth Fire Setter Program throughout the community in 2025.
- In 2025, the AED placement program will be monitored to determine the potential for expansion.
- Work with the Idaho State Deaf and Hard of Hearing division to improve the delivery of fire safety education in 2025.
- 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 (2027 – 2030)

- In 2027, request an Education Coordinator to support the public education plan and community risk reduction efforts.
- Develop the first Youth Fire Setter Conference for local experts and specialists.
- Alongside local partners, the focus on child passenger safety education must be strengthened.
- In coordination with agency partners, expand Fire Prevention efforts regionally and advocate for standard treatment models for youth fire-setting programs.
- Continue to modernize and enhance education materials to maintain relevancy.

## Long-Term (2031 – 2035)

- 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 managing and improving Public Education.
- Expand the partnerships within the region to enhance the effectiveness of Fire Safety.
- Begin planning for a new Safe House purchase by 2033.





# Administrative Division

## **Tactical** (2025 – 2026)

- Submit an annual budget request to ensure equitable pay and increase performance opportunities in 2025-2026.
- Implement programming for professional and skills development in 2025-2026.
- Establish a succession planning framework for continuity and readiness by 2026.
- Implement AI-assisted processes to optimize administrative workflows in 2025-2026.
- Streamline and enhance cross-training processes by updating administrative procedures to meet current organizational needs by 2026.

## **Mid-Range** (2027 – 2030)

- Implement business management standards to enhance transparency, provide key information access, clarify roles, and ensure sustainability.
- Find opportunities for engagement to strengthen our roles within the Fire industry.
- By 2030, the division will transition from administrative support functions to business partners by offering specialized services aligned with organizational needs.

## **Long-Term** (2031-2035)

- Promote a culture of collaboration, continuous improvement, and team development.
- Enhance stakeholder engagement and satisfaction to become a trusted partner in the organization's success.



# Planning Division

## **Tactical** (2025 – 2026)

- Transition the new division into its structure by forming a cohesive team, identifying shared work and integration opportunities, and evolving the division's impact on the department.
- Modernize the InsidePage for efficient access to department resources in 2024.
- Develop a plan to transition the InsidePage and department files to SharePoint in 2025.
- Work with internal partners and the International Association of Women in Fire & Emergency Service to host the 2026 Women in Fire conference.
- Implement programming for professional development and succession planning for resource growth opportunities in 2025.
- Implement a citywide project management system for tracking and reporting in 2024.
- Begin research and development of the Fire History Program in 2025.
- Support the Lifetime Wellness program to foster partnerships with external organizations to bring new insights and resources for 2025-2026.
- Streamline and enhance planning procedures to meet current organizational needs by 2026.

## **Mid-Range** (2027 – 2030)

- Implement business management standards to enhance transparency, provide key information access, clarify roles, and ensure sustainability.
- Standardize project and program management methodologies by implementing industry-standard frameworks across all projects.
- Regularly assess the impact of wellness initiatives and make improvements based on feedback and outcomes.

## **Long-Term** (2031 – 2035)

- Establish the Planning Division as a model of excellence in project and program management within the fire service industry.
- Incorporate cutting-edge technologies to enhance project management, data analysis, and business planning.
- Ensure all team members are proficient in the latest tools and technologies.
- Maintain a robust and resilient workforce through sustained investment in employee wellness programs.
- Achieve measurable improvements in employee satisfaction, retention, and overall well-being.
- Enhance stakeholder engagement and satisfaction to become a trusted partner in the organization's success.



# Technology Division

## **Tactical** (2025 – 2026)

- In FY26, request a Technology Systems Specialist to support the Fire Technology Manager.
- Implement workflow software to modernize our approach to forms and other internal processes in 2024-2025.
- Coordinate with internal and external stakeholders to implement base station alerting in 2024
- Coordinate with internal stakeholders to upgrade station alerting in stations 2025 – 2027.
- Coordinate with the Training Division to integrate technology classes for a hands-on approach to learning current and emerging technology.
- Implement and sustain the new pre-plan program to replace adopt-a-building 2024-2025.
- Develop a knowledge base for accessible technology education and training 2025-2027.
- Implement and sustain Darkhorse Analytics 2024-2025.
- Develop processes around asset management for technology hardware by 2026.
- Implement department-wide digital footage policy and procedures by 2026.
- Replace aging radio equipment; proposed to occur in FY26; seek AFG grant funding.
- Work with internal partners to streamline our approach to document storage for consistency.
- By the end of 2025, define Boise Fire performance benchmarks that align with and complement ACCESS benchmarks.

## **Mid-Range** (2027 – 2030)

- Evolve the MDT equipment to be more agile and effective with communication resources.
- Collaborate with local and state stakeholders to facilitate the transition to NextGen 911.
- Utilize the 3D imagery acquired via the NIST grant to enrich Ada County Dispatch's NG911 capabilities and actively engage with state and local partners to standardize the collection and storage of such data.
- Increase the use and useability of mapping and data visualization tools by improving the availability and quality of data to existing platforms.
- Continue participating in the national conversation around industry technology & data advancements.
- Request an additional data resource.

## **Long Term** (2031 – 2035)

- Stay informed about the latest advancements in AI, which can streamline administrative processes within the fire department and improve operational outcomes for firefighters and the community.
- Continue to engage with the Western Fire Chiefs Association on the development of a public safety data lake.



# Office of Emergency Preparedness

## **Tactical** (2025 – 2026)

- Take a lead role in city special events application assessment in 2025.
- Maintain ongoing communication with internal teams across the City to effectively coordinate and integrate emergency preparedness initiatives into broader safety strategies and incident support.
- Collaborate with internal stakeholders to address community requests for emergency preparedness education and exercises, ensuring alignment with current safety and security plans and emergency response protocols.
- Align the City of Boise Emergency Operations Plan with the County plan in 2025.
- Request for additional resources in FY26 – FY27 focused on Special Events Project Management and Administrative Coordination.
- Collaborate with internal and external partners to update the countywide Hazard Mitigation Plan throughout 2025-2026.
- Collaborate with internal and external partners to finalize the Family Reunification and Assistance Plan throughout 2024-2025.

## **Mid-Range** (2027 – 2030)

- Maintain the emergency preparedness plans by regularly training, exercising, evaluating, and implementing improvements to support response and recovery during emergencies.
- Develop and hire the Exercise Coordinator to manage exercise schedules for emergency plans.
- Develop and hire a 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** (2031 – 2035)

- 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.
- Engage the community to empower a shared responsibility in mitigation, response, and disaster recovery.
- Develop and hire positions to support the span of control, succession plans, and the ability to fill and activate a full EOC team.



# Communications

## **Tactical** (2025 – 2026)

- Implement an in-house production studio in 2024-2026.
- Create and complete the first round of media training with the BCs by the winter of 2024.
- 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 2026.
- Update the department's Communications Plan by the winter of 2025.
- Establish a community-level emergency notification strategic plan.
- Support Fire Public Education in developing a digital interactive classroom for preschoolers in 2024.
- Working with internal partners to create and standardize video training content 2024 – 2026.
- Implement a request process for communication services by the winter of 2025.

## **Mid-Range** (2027 – 2030)

- Coordinate with internal partners to develop a resource expansion plan.

## **Long Term** (2031 – 2035)

- Evolve our communications with the community to increase engagement and public safety awareness.



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# STRATEGIC PLANNING

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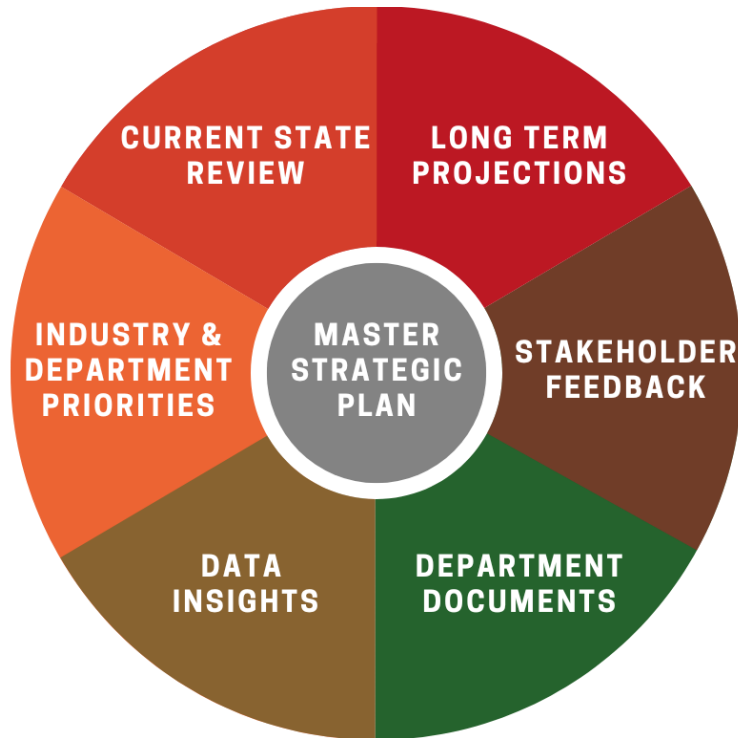
There has been considerable change in the Fire industry over the last 40 years, and the industry's scope of internal and external services has expanded greatly to keep up with demand. With this increase in demand comes a need for short- and long-term planning. The Fire industry has long committed to 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 21<sup>st</sup>-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 documents detailing standards, demand, growth, and stakeholder needs. 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 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 is 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, which is meant to align with other reports and evaluations for strategic planning.

# Stakeholder Feedback

## Annual Employee Surveys

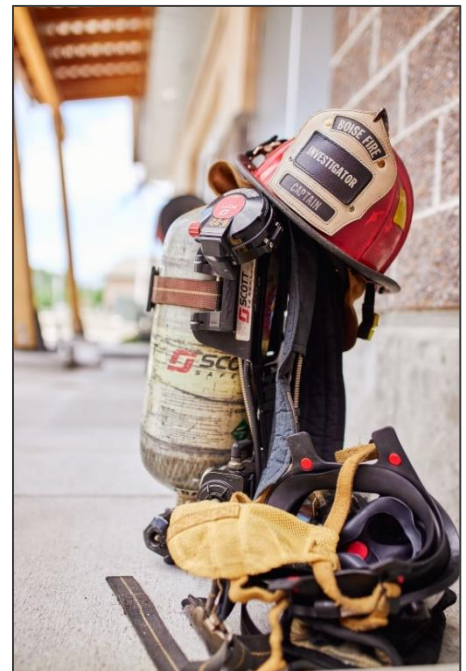
Our fire department conducts an annual employee survey to assess satisfaction, understand member priorities, and gather insights into the overall well-being of our staff. The data collected is crucial for informing our master strategic plan, ensuring alignment with community needs and employee well-being. By prioritizing this feedback, we foster a workplace culture that is responsive and forward-thinking.

## Community Survey

Our standing community survey is available year-round, allowing any community member to provide valuable feedback on our services. This ongoing input helps us stay connected with the needs and expectations of those we serve, ensuring our actions align with community priorities. By maintaining this open channel, we continuously adapt and improve our services to better meet the needs of our residents.

## 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 Boise City and Union have reached an agreement concerning wages, rates of pay, working conditions, and all other terms and conditions of employment about 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.

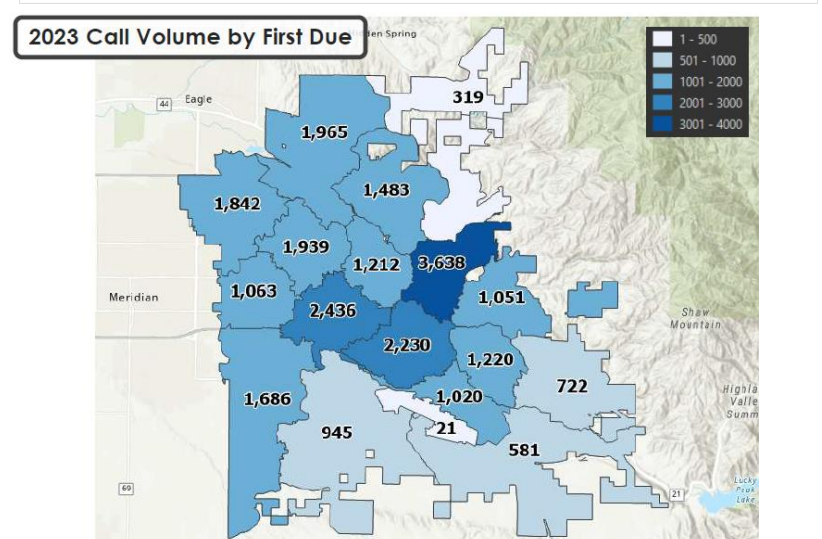
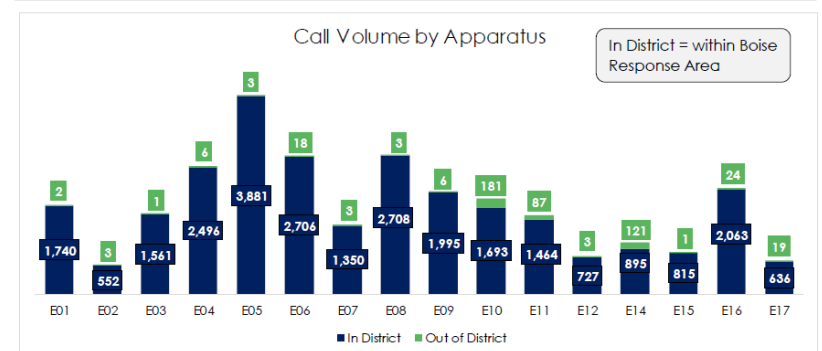
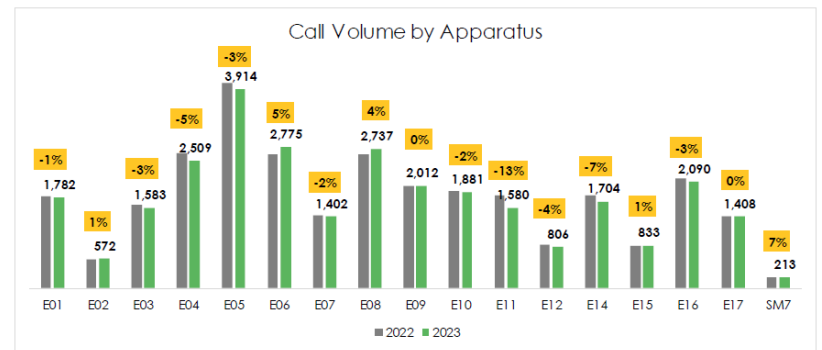
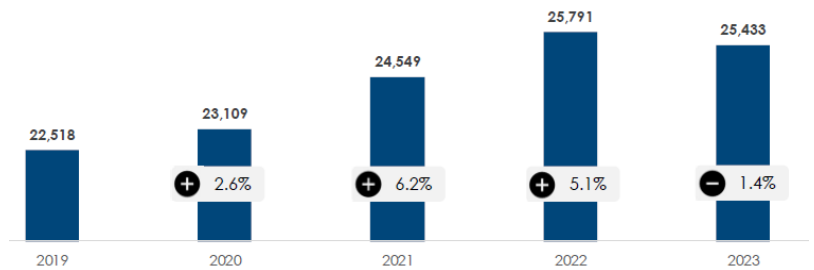
Boise Fire has a dedicated Data Insight role focused on collecting and reporting data to gather insights for current and future state needs.

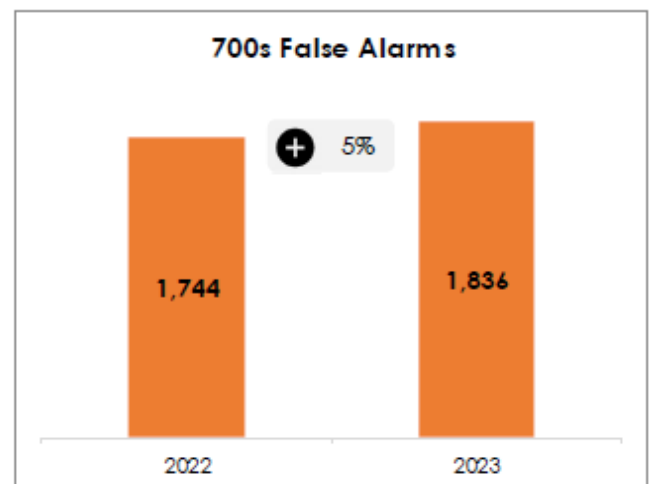
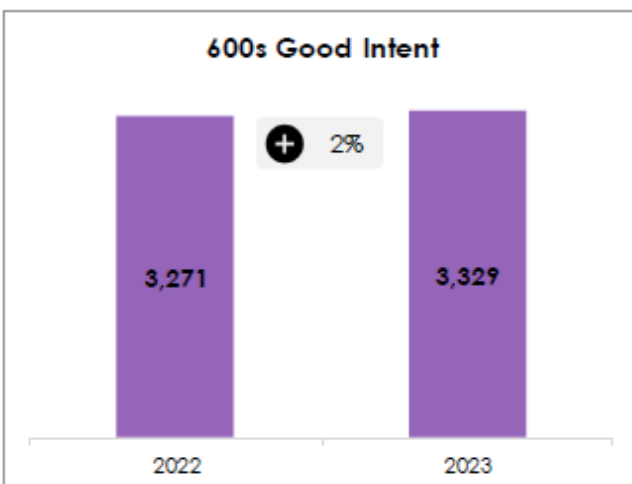
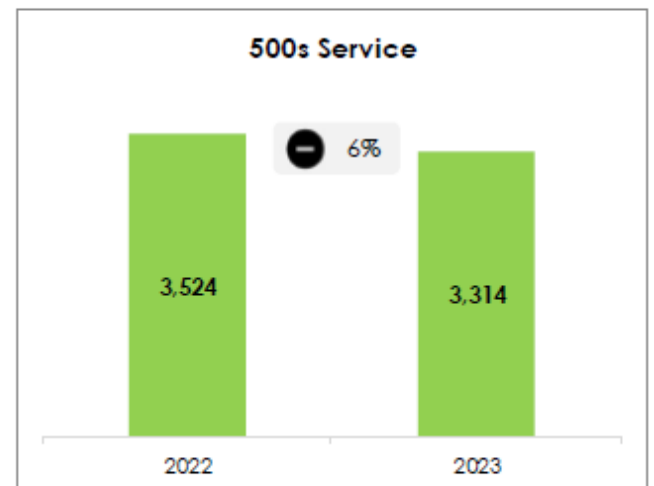
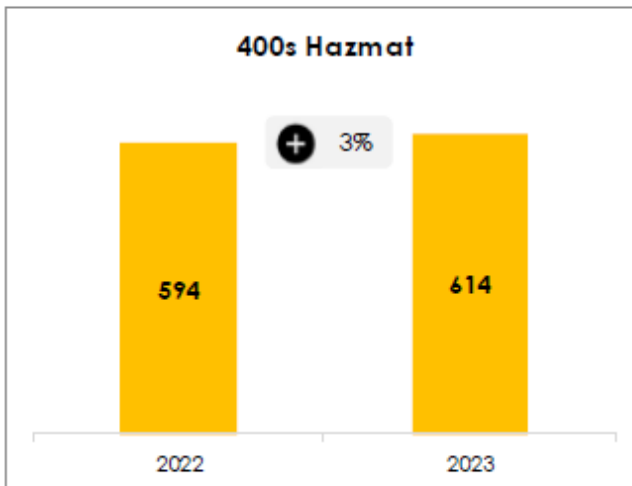
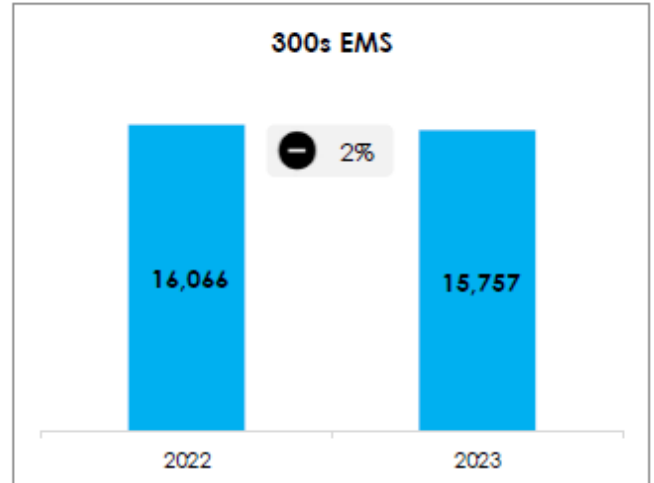
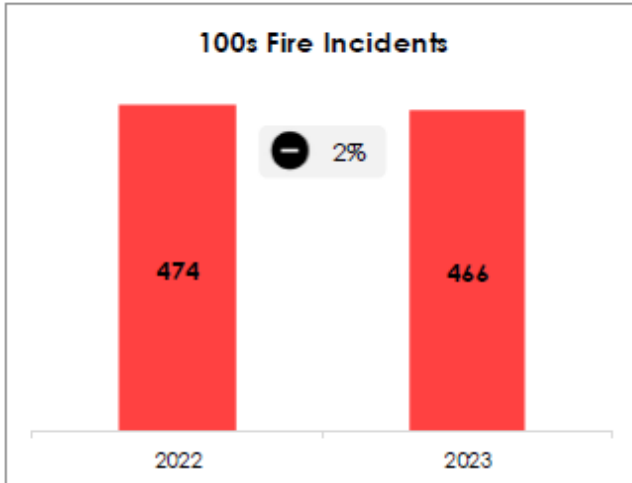
Regarding the Master Strategic Plan, data is leveraged in developing the long-term projections and division priorities in partnership with the other [five planning elements](#).

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 yearly review of trends in key data points. The quarterly and annual reports are where data can be seen beyond what is published in this document.

NFIRS Incidents by Year for Boise Response Area





# 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 21<sup>st</sup>-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.](#)

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

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

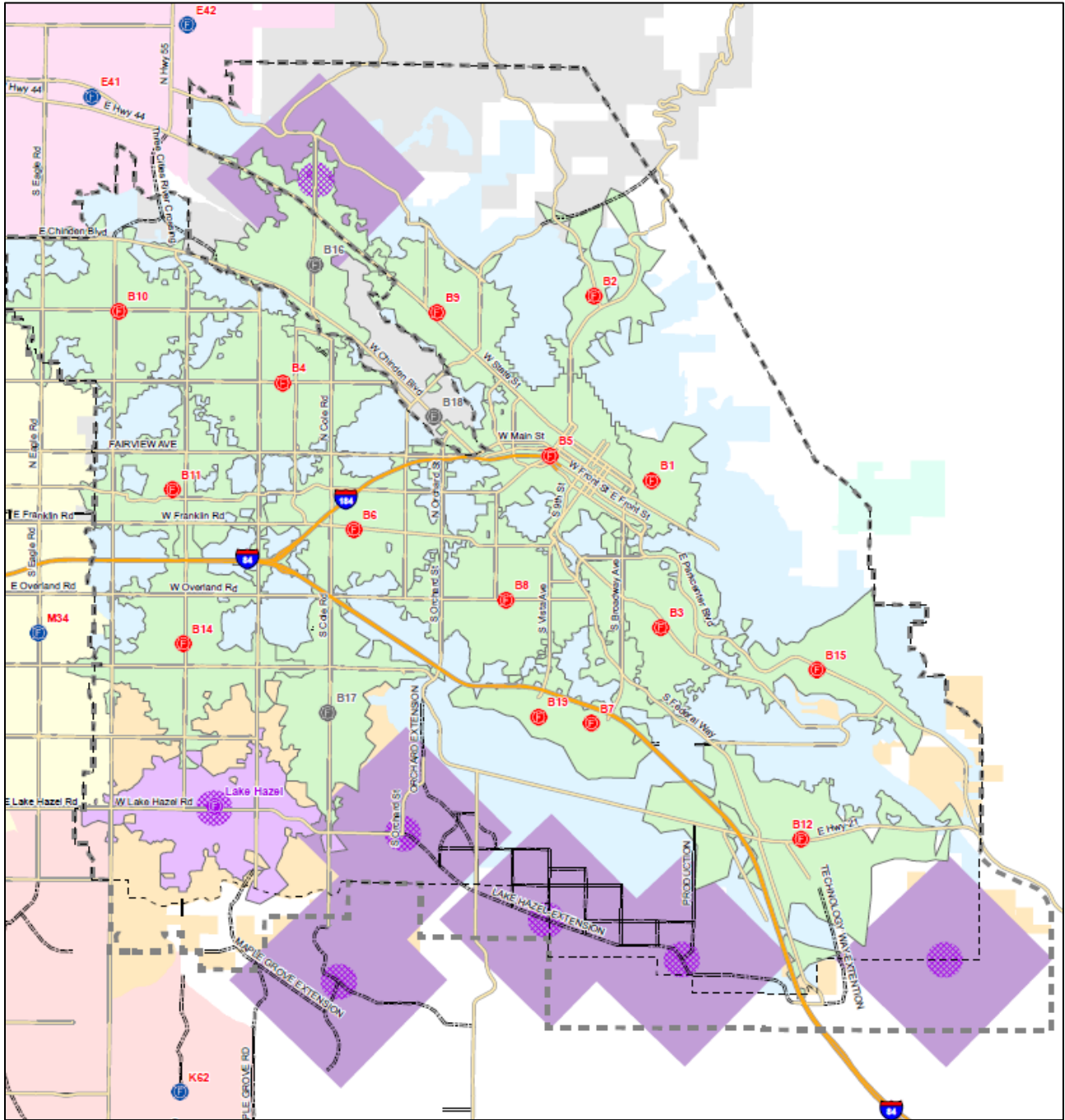
## Department Priorities

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.

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

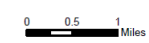


# Appendix A



## 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: September 2024

