

BOISE FIRE DEPARTMENT



MASTER STRATEGIC PLAN

CITY OF BOISE

Boise Fire
Master Strategic Plan

FY2026 – FY2036

Boise, Idaho

Publish Date: October 2025

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INTRODUCTION

Boise is a city defined by growth, resilience, and a strong sense of community pride. As one of the fastest-growing metropolitan areas in the nation, it is home to more than 250,000 residents who live, work, and thrive across an urban core, foothills, river corridors, and neighborhoods that together make Boise a vibrant and connected community. With this growth comes new opportunities and new responsibilities for public safety.

Since its founding, the Boise Fire Department (BFD) has stood as a cornerstone of community protection, evolving from a small group of firefighters into a modern, multi-hazard organization. Today, BFD safeguards lives, property, and natural resources through a wide range of services, including fire suppression, emergency medical response, technical rescue, hazardous materials management, wildland fire management, prevention, and community risk reduction, among others.

The demands on the department are dynamic and complex. Boise's expanding population, heightened risk, changing economic conditions, and expectations for innovation and accountability necessitate the department's continuous adaptation. Guided by its mission to respond to the community with pride, service, and dedication, BFD embraces this challenge with a commitment to operational excellence, community risk reduction, professional development, and workforce wellness.

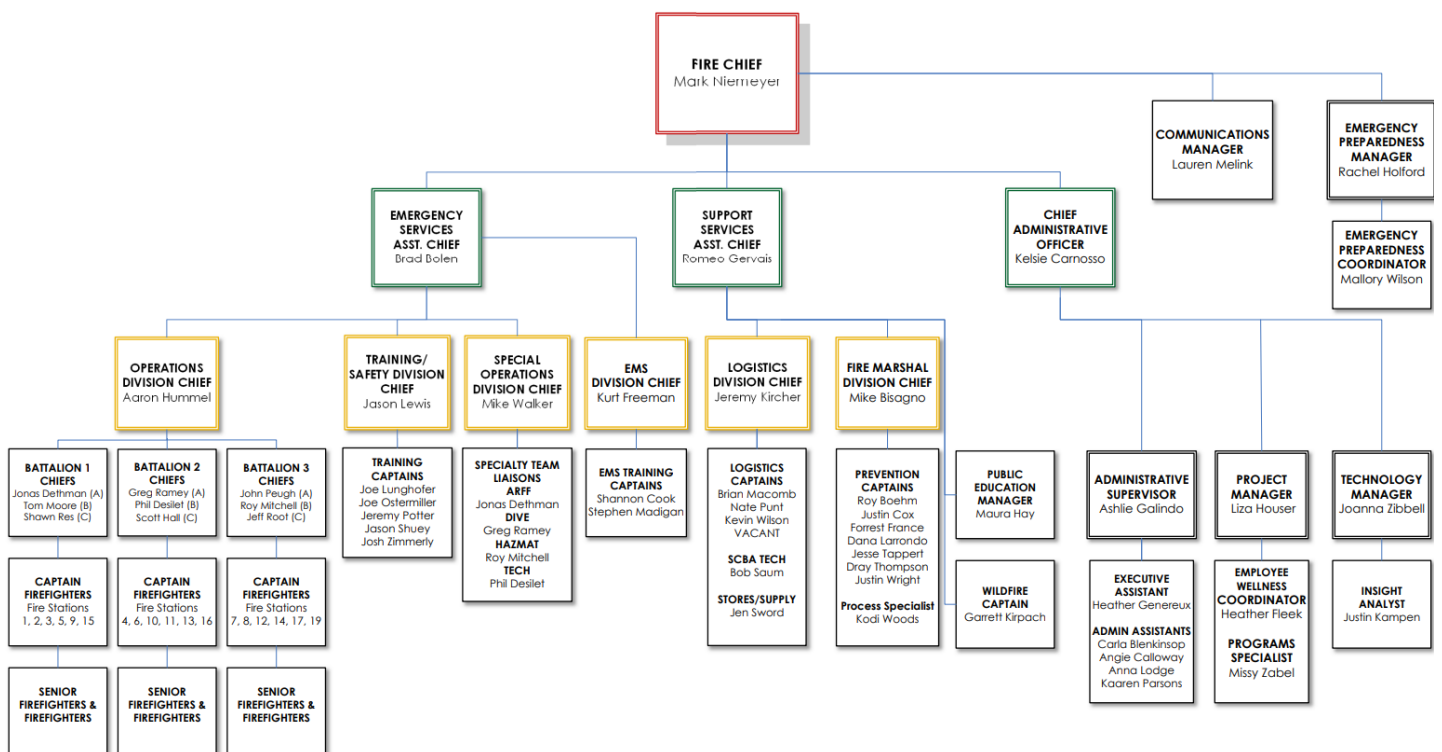
This Master Strategic Plan provides a framework for the next decade of service. It outlines the department's priorities and identifies areas where growth, investment, and innovation will be most critical. However, the plan is not intended to be a fixed set of promises. Each year, BFD evaluates staffing, facilities, training, equipment, and program needs through the annual budget cycle and operational review process. Adjustments are made as community needs, economic conditions, and department priorities evolve.

By design, this plan serves as a guide, offering direction, alignment, and long-term vision, while leaving room for flexibility as new challenges and opportunities emerge. In doing so, it ensures Boise Fire remains well-positioned to support the city's future, while maintaining the agility to adapt in the present.



ORGANIZATIONAL OVERVIEW

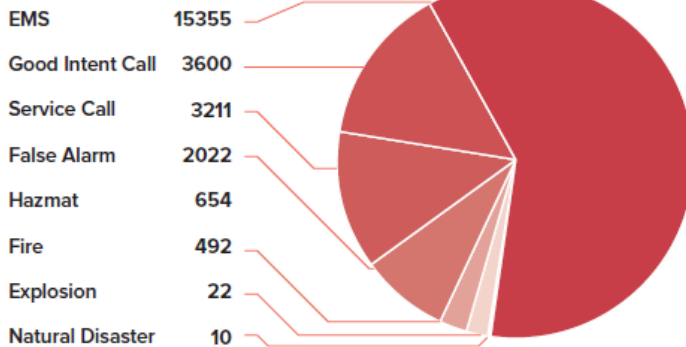
The Boise Fire Department is a modern, all-hazards response agency dedicated to protecting lives, property, and natural resources. The department operates with a \$72 million budget in FY26 and is staffed by 293 uniformed positions and 18 professional staff. BFD is organized into multiple divisions that ensure operational readiness, provide administrative support, offer training, and maintain specialized response capabilities. This structure allows the department to adapt to changing service demands, maintain a high standard of performance, and sustain long-term readiness for the community it serves.



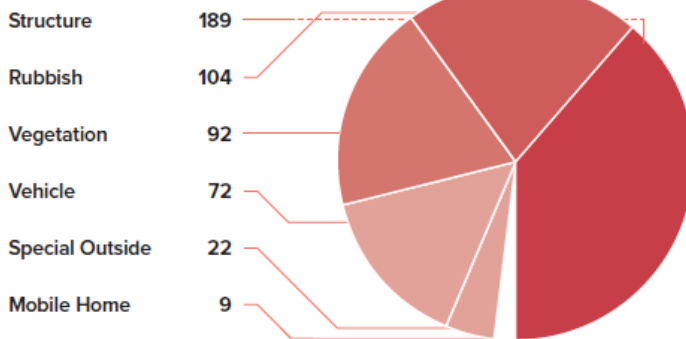
COMMUNITY IMPACT

 **26,376**
TOTAL CALLS FOR SERVICE

SERVICE BY TYPE



FIRES BY TYPE



2,883

TOTAL ANNUAL
INSPECTIONS



DISPATCH TIME

00:03:21

TURNOUT TIME

00:03:21

(90TH PERCENTILE: 00:01:42)

TRAVEL TIME

00:04:04

(90TH PERCENTILE: 00:06:03)

RESPONSE TIME

00:05:02

(90TH PERCENTILE: 00:07:05)

18 Fire Stations



300+ Employees



*Data from the 2024 calendar year.



LONG-TERM PROJECTIONS

As Boise Fire looks toward our future landscape, it is key to identify how resources, time, and budget are allocated. The following visual details the department's proposed core needs from 2026 to 2036, encompassing staffing, facilities, major equipment, and fleet.

These projections highlight major milestones and provide a roadmap for proactive planning to address community and departmental 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 the resources and budget required in the near future, in partnership with internal and external agency partners. An annual review is necessary to keep us agile in responding to the department's needs and external factors.

The communicated projections are guaranteed to occur only after 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.



		FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37
		Tactical	Tactical	Mid-Range	Mid-Range	Mid-Range							
Staffing (Shift)													
Station 13 (NW)	12												
Station 18 Re-Open	12						X						
Squad Response	27		X			X				X			
SW Ladder	16				X								
SW Engine	12				X								
Four Person Staffing	33		X	X		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									
Staffing (Day Crew)													
Fire Prevention Capt.	3		X			X				X			
Public Education Capt.	1		X										
EMS Captain	2				X			X					
Training Capt.	3				X				X				
Dispatch Captain	1					X							
Administrative BC	1			X									
EMS Division Chief - reclass	1												
Wildfire Division Chief	1			X									
Staffing (Civilian)													
Community Risk Reduction Specs. PT	3			X	X	X							
Business Services Reclass	0		X										
Business Administrative Support	3				X			X			X		
Project Coordinator	1						X						
Logistics Coordinator	1						X						
Fire Adapted Communities Coordinator	1		X										
Suppression Module Coordinator	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			
Apparatus/Fleet													
Engine 20 (SW) (Add)						X							
Truck/Rescue 20 (SW) (Add)				X									
Squad Vehicle (Add)			X		X				X				
Wildfire Dozer (Add)					X								
Engine Replacements		X	X	X	X	X	X	X	X	X	X	X	X
Truck Replacements		X			X								
Brush Replacements (IV)							X		X	X			
Brush Replacements (VI)		X											
Tender Replacements									X				
Other Fleet (yearly avg)		X	X	X	X	X	X	X	X	X	X		X
Facilities/Major Equipment													
Station 20 Build						X							
Logistics Facility										X	X		
Station 11 Remodel					X								
Station 3 Remodel						X							
Station 1 Remodel							X						
Station 7 Remodel								X					
Station 12 Remodel				X									
FTC Expansion					X	X							
SW Training Facility						X							
Radios			X	X									



STRATEGIC FRAMEWORK

Mission	Core Values	
Protect, Serve, and Lead the Community to a Safer Tomorrow	PROFESSIONALISM RESPECT INTEGRITY	DEDICATION EXCELLENCE

Strategic Priorities

These are the high-level focus areas that define where the department must direct its long-term attention and resources.



SERVICE EXCELLENCE

Deliver high performance, embrace innovation, and strengthen community engagement through purposeful planning.



COMMUNITY RISK REDUCTION

Focus on prevention and preparedness by empowering residents, utilizing data, and coordinating citywide efforts.



PROFESSIONAL DEVELOPMENT

Strengthen the department through continuous learning, leadership growth, and mutual support to meet evolving needs.



EMPLOYEE WELLNESS

Promote wellness through communication, culture, and safety practices to reduce burnout and ensure readiness.

Vision to Action

Each strategic priority includes:





- **Goals:** What success looks like over time.
- **Objectives:** What we're working on to build toward that future.
- **Strategic Indicators:** How we'll measure progress.

This structure ensures the plan is not just visionary, it's actionable.



Goals Summary

This summary outlines the department's four strategic priorities and the goals that bring them to life. Together, they reflect our commitment to community trust, operational excellence, and a safer, more resilient Boise. The definitions and connections of strategies, goals, objectives, and KPIs can be found on the [Strategic Process Summary](#) page. For a vision into plan sustainment, refer to the [Sustainment Guide Summary](#) section.

Strategic Priorities	Goal
 <p>SERVICE EXCELLENCE</p>	<ul style="list-style-type: none"> • Optimize staffing and deployment models • Modernize technology systems • Enhance fleet, facilities, and logistics • Expand specialty and support team capabilities • Improve business processes and coordination • Strengthen interagency response
 <p>COMMUNITY RISK REDUCTION</p>	<ul style="list-style-type: none"> • Expand public education and outreach • Strengthen prevention partnerships • Enhance data-informed risk reduction • Support wildfire mitigation and readiness
 <p>PROFESSIONAL DEVELOPMENT</p>	<ul style="list-style-type: none"> • Implement succession planning • Build professional development frameworks • Standardize onboarding, promotion, and incumbent programs • Support cross-training and joint training • Adopt best practices in training standards • Enhance internal communication and feedback
 <p>EMPLOYEE WELLNESS</p>	<ul style="list-style-type: none"> • Develop wellness communication tools • Support sustainable staffing and culture • Promote a culture of safety and support



Strategic Indicators

The Boise Fire Department's Strategic Indicators provide a clear way to measure the department's progress toward its long-term vision. Each indicator connects directly to the goals and objectives outlined in this plan, allowing leadership, employees, and the community to track how daily actions translate into meaningful outcomes. Together, these indicators reflect performance, prevention, preparedness, and progress across all facets of service delivery.

Response Time Compliance	A measure of how consistently BFD meets national standards for emergency response timelines.
Community Risk Reduction Impact	Tracks the department's success in preventing emergencies through outreach and education.
Training and Certification Completion	Measures staff compliance with required training and development programs.
Workforce Stability Rate	Measures retention and internal advancement within the department.
Interagency Readiness Score	Assesses BFD's coordination with external partners in emergency preparedness and response.
Balance of Service Delivery	Measures how equitably emergency and prevention services are delivered across Boise.
Plan Implementation Progress	Measures the execution of strategic initiatives and goals across the department.



STRATEGIC PRIORITY 1

SERVICE EXCELLENCE

Deliver high performance, embrace innovation, and strengthen community engagement through purposeful planning.



GOALS

- 1.1 Optimize staffing and deployment models.
- 1.2 Modernize technology systems.
- 1.3 Enhance fleet, facilities, and logistics.
- 1.4 Expand specialty and support team capabilities.
- 1.5 Improve business processes and coordination.
- 1.6 Strengthen interagency response.

OUTCOMES

Short-Term: Build strong support systems.

Medium-Term: Expand capacity to meet demand.

Long-Term: Ensure sustainable community-wide readiness.

GOAL 1.1

Optimize Staffing and Deployment Models

To keep pace with Boise's growth and evolving service needs, the department is investing in staffing, deployment, and resource strategies that strengthen operational readiness. These objectives support internal improvements, including workforce planning, division-specific staffing models, and strategic hiring, enabling each unit to operate at full capacity. For the community, this means a more responsive, better-prepared department, ensuring consistent coverage, faster emergency response, and equitable service.

Objectives

Wildland	FY27 budget request for a Suppression Module & Fire Adapted Coordinator.
Public Educ.	FY27 budget request for an Education Captain Coordinator position in FY2027.
Prevention	FY27 budget request for a Captain and Community Risk Reduction Specialist.
Admin.	Submit a budget request from 2025 to 2027 to reclass professional staff.
Emerg. Prep.	FY27 budget request for a Special Events Project Manager.
EMS	Conduct a workforce analysis for optimal BLS/ALS staffing by the end of 2027.
Admin.	Secure SAFER grant funding to support four-person staffing for two engines by 2027.
Special Ops.	Transition Station 3 to full operational response status by the end of 2027.
Logistics	Develop a long-range workforce plan for the Logistics Division by 2028.
Wildland	Develop a Wildfire Division resource plan in 2026, implement by 2028.
Admin.	Hire an Admin. Coordinator by 2029 to support the division's growing demand.
Fire Ops.	Coordinate with stakeholders to staff Station 18 by 2031
Logistics	Consider additional SCBA, PPE & Facilities coordinator by 2030.
Fire Ops.	Add a fourth support company to SW Boise by 2031.
Emerg. Prep.	Hire additional coordinators and analysts by 2031.
Admin.	Hire additional professional staff to ensure we meet and maintain 5% of sworn resources by 2031.
Fire Ops.	Integrate Fire resources into the regional dispatch center by 2033.
EMS	Develop a multi-faceted EMS Division model to support provider needs by 2036.
Fire Ops.	Implement 4-person staffing at 50% of engines by 2034.

Strategic Indicators



*Response Time
Compliance*



*Workforce Stability
Rate*



GOAL 1.2

Modernize Technology Systems

To meet the demands of a modern, fast-growing city, the Boise Fire is leveraging technology to streamline operations, enhance situational awareness, and improve the way information is shared both internally and externally. Internally, these advancements support faster decision-making, clearer communication, and more efficient workflows. For the community, they ensure more responsive service, better public outreach, and greater transparency in how the department operates.

Objectives

Technology	Implement the Emergent suite by the end of 2026.
Logistics	Test alternative radio systems in 2026.
Emerg. Prep.	Coordinate special events through a tech-enabled hub by the end of 2026.
Admin.	Implement AI-assisted processes in administrative workflows in 2026.
Technology	Define Boise Fire performance benchmarks by the end of 2026.
Communications	Launch season three of the MissionStrong Podcast in 2026.
Technology	Implement a streamlined requests / CRM process for employees by 2027.
Technology	Implement station reader boards by the end of 2028.
Logistics	Build a radio replacement plan for 2025 and pursue AFG grant funding for 2026.
Communications	Deepen and enhance storytelling on media platforms to support recruitment and boost public engagement by 2027.
Technology	Upgrade BRYX station alerting systems in all fire stations by the end of 2027.
Communications	Develop a plan for strategic drone deployment in incident response by 2028.
Public Educ.	Develop a comprehensive knowledge base of fire safety practices in collaboration with partners by 2030.
Fire Ops.	Coordinate improvements to systemwide tools with Ada County by 2031.
Fire Ops.	Update the Emergency Medical Dispatch system to a tiered response by 2031.
Communications	Research automated messaging for call response and follow-up by 2031.
Training	Expand the use of virtual or blended learning by 2031.
Technology	Evolve MDT equipment to improve communication and flexibility by 2031.
Technology	Increase end-user use of mapping and data visualization tools by 2031.

Strategic Indicators



*Plan Implementation
Progress*



*Balance of Service
Delivery*



GOAL 1.3

Enhance Fleet, Facilities, and Logistics

A reliable emergency response begins with well-maintained equipment, updated facilities, and strategically located resources. Internally, this goal supports safety, efficiency, and readiness by ensuring firefighters have access to the right tools in the right place. A forward-looking logistics plan also helps anticipate future demands. For the community, this translates into a dependable emergency response, regardless of time, location, or incident type.

Objectives

Training	Develop a wildland driving course by the end of 2026.
Logistics	Ensure HVAC systems at Stations 5 and 9 are updated by 2026.
Logistics	Begin design for a new South Boise station by 2031.
Logistics	Develop an asset management plan with internal stakeholders by the end of 2026.
Logistics	Partner to develop a plan for the South Boise training facility by 2028.
Logistics	Remodel stations 1, 3, 7, 11, and 12 by 2037.

Strategic Indicators



*Response Time
Compliance*



*Balance of Service
Delivery*



GOAL 1.4

Expand Specialty and Support Teams Capabilities

To meet the increasing complexity and variety of emergency calls, Boise Fire is building flexible, scalable response models supported by specialized units. By expanding the department's capabilities beyond traditional fire suppression, the organization can deliver more targeted, efficient, and innovative services. These efforts also strengthen field safety, enhance leadership capacity, and ensure the department is equipped to address emerging threats and community-specific needs.

Objectives

EMS	Develop a Squad Response model plan in 2026.
EMS	Form a Treat and Release task force program plan by the end of 2026.
EMS	Develop Community Paramedic and SWOT response models by 2027.
Fire Ops	Implement a Battalion Chief Aid process to support BC safety by 2027
EMS	Develop a vision for deploying supplemental units by 2028.
Special Ops	Work with local partners to overhaul regional OEM teams by 2030.
Fire Ops	Implement a Rescue Company to support fire and technical rescue by 2031.
Fire Ops	Transition from a Response Chief to a District Chief model by 2031.

Strategic Indicators



*Interagency
Readiness Score*



*Balance of Service
Delivery*



GOAL 1.5

Improve Business Processes and Coordination

A modern fire department relies on robust internal systems to drive strategic growth, operational consistency, and service efficiency. By improving how business functions are managed, through standardized processes, performance tracking, and specialized roles, Boise Fire is building a more agile, accountable organization. These improvements not only reduce redundancy and streamline resource coordination but also empower divisions to operate more independently and effectively within a unified framework.

Objectives

Special Ops	Finalize business standards for each special operations team by the end of 2025.
Special Ops	Develop a division business plan for the Special Operations Division by 2026.
Planning	Implement project tracking and reporting processes by the end of 2026.
Planning	Transition department files and Inside Page to SharePoint by the end of 2027.
Logistics	Assess the viability of a six-week station supply outsourcing plan by the end of 2026.
Admin.	Modernize business operating guidelines/desk procedures by the end of 2026.
Logistics	Establish business management roles and training in Logistics by the end of 2027.
Logistics	Evaluate best practices and streamline logistics operations by 2027.
Wildland	Define a sustainable wildfire revenue model by 2027.
Communications	Identify photo/video categorization software that utilizes recognition tools to organize and easily search databases for specific photos and videos by 2028.
Admin.	By 2030, evolve from support roles to specialized business partners.
Planning	Standardize project/program management frameworks by 2031.

Strategic Indicators



*Plan Implementation
Progress*



*Workforce Stability
Rate*



GOAL 1.6

Strengthen Interagency Response

Public safety is a shared responsibility that requires seamless coordination across jurisdictions. Internally, this goal promotes stronger relationships, clear protocols, and joint training with law enforcement, EMS, and other partners. It ensures the department can operate effectively in complex or multi-agency events.

For the community, it provides confidence that during critical incidents, emergency services will work together as one unified team.

Objectives

Fire Ops	Collaborate with law enforcement on training for joint response by 2026.
Special Ops	Support implementation of the statewide HAZMAT response plan by 2027.
Prevention	Partner with law enforcement to evaluate investigation capacity and explore a joint Fire/Police team by the end of 2026.
Special Ops	Redefine regional technical rescue response with partners by 2027.
Wildland	Formalize agreements and processes for prescribed fire on federal lands by spring 2026.
EMS	Coordinate with ACCESS to implement BLS/ILS ambulance program by 2031.

Strategic Indicators



*Interagency
Readiness Score*



*Balance of Service
Delivery*



STRATEGIC PRIORITY 2

COMMUNITY RISK REDUCTION

Focus on prevention and preparedness by empowering residents, utilizing data, and coordinating citywide efforts.



GOALS

- 2.1 Expand public education and outreach
- 2.2 Strengthen prevention partnerships
- 2.3 Enhance data-informed risk reduction
- 2.4 Support wildfire mitigation and readiness

OUTCOMES

Short-Term: Expand outreach and education.

Medium-Term: Strengthen prevention techniques.

Long-Term: Reduce community-wide risk.



GOAL 2.1

Expand Public Education and Outreach

Public education is a cornerstone of community safety. When residents are informed and empowered, emergencies are less likely to occur, and outcomes improve when they do. Proactive outreach helps prevent harm, builds public trust, and ensures lifesaving information reaches all communities. For the department, this strategy is essential to reduce risk and strengthen shared responsibility for safety across Boise.

Objectives

EMS	Launch a formal Public EMS Education Program by the end of 2025.
Public Educ.	Update fall prevention guides for older adults and caregivers in 2026.
EMS	Develop a public CPR education plan with a focus on drowning-specific responses by 2026.
EMS	Train Operations personnel on reporting procedures by RALFS in 2026.
Public Educ.	Launch seasonal public campaigns on water safety in 2026.
Public Educ.	Enhance the smoke alarm webpage with videos, captions, and ASL translation by 2027.
Prevention	Update and diversify education materials for occupancy owners by 2027.
Public Educ.	Develop a 2-year risk mitigation action plan based on the BFD CRR by 2027.
Public Educ.	Broaden education outreach to Junior and High Schools by 2027.
Prevention	Adopt the 2024 Fire Code by the end of 2027.
Public Educ.	Expand smoke alarm education through neighborhood-specific communication channels by 2028.
Public Educ.	Promote water safety in apartments and affordable housing with pools by 2028.
Public Educ.	Publish a directory of swim lessons, life jacket stations, and CPR courses by 2028.
Public Educ.	Develop a plan to support frequent fall-related 911 callers and provide outreach by 2029.
Public Educ.	Create a Water Safety Task Force to align messaging and outreach by 2029.
Public Educ.	Develop and implement the first Youth Fire Setter Conference by 2030.
Public Educ.	Amplify messages to diverse and underrepresented groups by 2031.
Public Educ.	Begin planning for a new Safe House facility by 2033.

Strategic Indicators



*Community Risk
Reduction Impact*



*Balance of Service
Delivery*



GOAL 2.2

Strengthen Prevention Partnerships

Strong partnerships are crucial in preventing harm before it occurs. By working closely with community organizations, schools, service providers, and regional agencies, the department can extend its reach, share critical resources, and build a safer, more resilient Boise. These relationships ensure that prevention and preparedness efforts are community-driven, inclusive, and responsive to local needs, especially for those most at risk.

Objectives

Public Educ.	Host fall prevention workshops at senior and community centers by 2026.
EMS	Re-engage the community on PulsePoint and AED resources in 2026.
EMS	Distribute the 911 training guide for RALF staff at facilities in 2026.
Emerg. Prep.	Align Boise's Emergency Operations Plan with the County plan in 2026.
Emerg. Prep.	With Ada County, develop a Family Reunification Program in 2026.
EMS	Issue EMS usage report cards to RALFs based on 2024 data in 2026.
Public Educ.	Work with partners to install alarms for qualifying residents in 2026.
Emerg. Prep.	Formalize the Community Emergency Preparedness Planning Program in 2027.
Public Educ.	Create a referral process for residential smoke alarm installation in 2027
Public Educ.	Implement an alarm outreach plan targeting high-risk communities in 2027.
Public Educ.	Build a plan for home safety assessments with partner organizations by 2028.
Public Educ.	Develop a plan to implement youth water safety programs in schools, libraries, and recreation centers by 2029.
Public Educ.	Strengthen child passenger safety education with partners by 2031.
Emerg. Prep.	Provide community emergency preparedness education and exercises through 2031.

Strategic Indicators



*Community Risk
Reduction Impact*



*Interagency
Readiness Score*



GOAL 2.3

Enhance Data-Informed Risk Reduction

Accurate data is essential to protecting a growing and changing community. By utilizing real-time information, predictive tools, and consistent data practices, the department can identify emerging risks more effectively and respond more promptly. This approach ensures that prevention and mitigation strategies are not only evidence-based but also tailored to Boise's unique demographics, growth patterns, and service demand, leading to smarter, more equitable public safety outcomes.

Objectives

EMS	Analyze demographic data and community growth to identify current and future EMS needs in 2026.
Public Educ.	Develop a three-year plan for initiatives as defined by the CRR by 2028.
EMS	Improve data-entry training to ensure accurate EMS tracking for RALFS by 2028.
Public Educ.	Implement CRR software to aid with predictive analytics and CRR planning by 2032.
Public Educ.	Implement initiatives generated from the CRR 3-year plan by 2033.

Strategic Indicators



*Community Risk
Reduction Impact*



*Balance of Service
Delivery*



GOAL 2.4

Support Wildfire Mitigation and Readiness

As wildfire risk intensifies, building fire-adapted communities is essential to long-term safety and resilience. Through proactive education, interagency coordination, and community-driven mitigation efforts, the department can help neighborhoods reduce ignition risks, enhance emergency readiness, and recover more quickly in the event of wildfires. This work protects lives, property, and natural resources, while empowering residents to be active partners in their own safety.

Objectives

Fire Ops.	Create a Fire Response Level for water tender deployment by 2028.
Wildland	Build a plan for how to conduct outreach to promote Firewise USA and home wildfire assessments in high-risk neighborhoods in 2026.
Emerg. Preparedness	Create a Neighborhood Project Plan for emergency alerts, evacuations, and preparedness in 2026.
Communications	Develop a process to share social media content featuring real-life fire incidents and safety tips in 2026.
Wildfire	Update the Ada Fire Adapted website with current resources and contact info to improve engagement by 2027.
Wildfire	Develop a plan to complete fuel breaks, chipping events, and slope mowing in high-risk areas by 2027.
Wildfire	Develop a wildfire suppression plan for the Military Reserve UXO zone by 2028.
Public Educ.	Distribute safety flyers on ash disposal and burn regulations by 2028.
Public Educ.	Add safety messages to utility bills, newsletters, and community websites in 2028.
Prevention	Partner with code enforcement to develop a plan to increase patrols during high-risk burn periods by 2029.
Special Ops.	Build a plan with irrigation districts to improve fencing, gates, and warning signs by 2030.
Fire Ops.	Culturalize the assignment of water-tender drivers to hydrant-limited areas during fire season by 2029.
Wildland	Add wildland apparatus and equipment to boost response capabilities by 2030.
Wildland	Expand wildfire mitigation programs to include prescribed fire by 2031.

Strategic Indicators



*Community Risk
Reduction Impact*



*Response Time
Compliance*



STRATEGIC PRIORITY 3

PROFESSIONAL DEVELOPMENT

Strengthen the department through continuous learning, leadership growth, and mutual support to meet evolving needs.



GOALS

- 3.1 Implement succession planning
- 3.2 Build professional development frameworks
- 3.3 Standardize onboarding, promotion, and incumbent programs
- 3.4 Support cross-training and joint training
- 3.5 Adopt best practices in training standards
- 3.6 Enhance internal communication and feedback

OUTCOMES

Short-Term: Expanded training access.

Medium-Term: Strong internal leadership.

Long-Term: Culture of excellence.



GOAL 3.1

Implement Succession Planning

Succession planning ensures continuity of leadership and organizational stability. By proactively preparing future leaders across all divisions, the department can retain critical expertise, reduce operational disruptions, and build a resilient workforce capable of adapting to future challenges.

Objectives

Prevention	Develop a succession plan for the fire marshal position by 2027.
Fire Ops.	Develop and implement a succession plan for the Operations Division by 2027.
Training	Develop a succession plan within the Training Division by 2027.
Admin.	Create a succession planning framework for Business Services by 2027.
EMS	Develop succession planning for EMS leadership and EMS operations by 2031.

Strategic Indicators



*Workforce Stability
Rate*



*Plan Implementation
Progress*



GOAL 3.2

Build Professional Development Frameworks

Clear development pathways help every team member grow with purpose. By establishing division-specific frameworks, the department ensures consistent expectations, supports career advancement, and equips personnel with the skills needed to meet evolving service demands.

Objectives

Prevention	Formalize a professional development plan for the prevention division by 2026.
Training	Formalize professional development programming for Sworn Members by 2028.
EMS	Develop an EMS professional development and accountability vision by 2028.
Wildfire	Develop a professional development roadmap for advancement to deployable roles by 2032.

Strategic Indicators



*Training & Certification
Completion*



*Workforce Stability
Rate*



GOAL 3.3

Standardize Onboarding, Promotion, and Incumbent Programs

Standardized development programs create clarity, consistency, and confidence across all career stages. By refining how members enter, grow, and advance within the department, we support long-term success, reduce turnover, and ensure all personnel are equipped to meet operational expectations from day one.

Objectives

Special Ops.	Streamline the join/resign process for special teams by the end of 2026.
Training	By FY2027, integrate all promotional exam standards into incumbent training curricula to ensure continuity of expectations.
EMS	Fully implement and fund a sustainable AEMT class with ACCESS by 2028.
Training	Implement the Lateral Firefighter Program by 2027 and evaluate in 2028.
Training	By the end of FY2027, ensure that all academy curricula include strategic, tactical, and task-level components that reflect real-world fireground operations.
EMS	Offer internal Paramedic certifications by 2031.
Training	Establish partnerships with schools and universities for internship opportunities by 2031.

Strategic Indicators



*Training & Certification
Completion*



*Workforce Stability
Rate*



GOAL 3.4

Support Cross-Training and Joint Training

Shared training strengthens regional response. By coordinating with public safety partners across the valley, the department enhances operational consistency, builds mutual trust, and ensures more effective collaboration during multi-agency emergencies.

Objectives

Special Ops.	Coordinate valley-wide deployment and training standards by 2026.
Training	Establish routine joint training with public safety partners by 2028.
Training	Collaborate with valley partners to implement the Battalion Chief academy by 2026.
EMS	Modernize EMS training and increase engagement by 2030.

Strategic Indicators



*Interagency
Readiness Score*



*Training & Certification
Completion*



GOAL 3.5

Adopt Best Practices in Training Standards

Training rooted in best practices improves safety, performance, and credibility. By aligning with national standards and industry benchmarks, the department ensures that its workforce is prepared to meet today's challenges with confidence, consistency, and professionalism.

Objectives

Training	Expand training guides and develop engine and truck manuals by 2027.
Wildland	Define and adopt a department-wide minimum wildfire training and credentialing standard by 2027.
EMS	Collaborate within the GO Committee to evaluate paramedic pay by 2027.
Training	Standardize training for the most probable call types by 2028.
Fire Ops.	Work with the Highrise Committee to update the Highrise and Multifamily Dwelling Fires Training Guides.
Wildland	Increase the number of red-carded members by 2032 through expanded training access.

Strategic Indicators



*Training & Certification
Completion*



*Response Time
Compliance*



GOAL 3.6

Strengthen Internal Communication and Feedback

Strong communication and meaningful feedback are crucial to building organizational trust and achieving optimal performance. Creating consistent, two-way channels helps align teams, improve decision-making, and foster a culture where all members feel heard, informed, and engaged.

Objectives

Planning	Implement 360-degree feedback reports for department leadership in 2026.
Communications	Develop an annual communications program plan by the end of 2026.
Training	Improve training programs through high-quality feedback mechanisms by 2027.

Strategic Indicators



*Workforce Stability
Rate*



*Plan Implementation
Progress*



STRATEGIC PRIORITY 4

EMPLOYEE WELLNESS

Promote wellness through communication, culture, and safety practices to reduce burnout and ensure readiness.



GOALS

- 4.1 Develop wellness communication tools.
- 4.2 Support sustainable staffing and culture
- 4.3 Promote a culture of safety and support

OUTCOMES

Short-Term: Improved wellness visibility.

Medium-Term: Strengthened workforce resilience.

Long-Term: Culture of safety and support.



GOAL 4.1

Develop Wellness Communication Tools

A resilient workforce begins with clear communication and accessible wellness resources. This goal focuses on creating sustainable systems that connect employees with information, programs, and support that promote holistic health. Over time, Boise Fire will continue to expand its communication platforms, ensuring that every member, both sworn and professional staff, can easily access tools that enhance personal well-being and collective readiness.

Objectives

Planning	Launch a Lifetime Wellness website and calendar by 2027.
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Strategic Indicators



*Workforce Stability
Rate*



GOAL 4.2

Support Sustainable Staffing and Culture

A healthy organization relies on effective staffing models and workplace practices that support employee balance, morale, and longevity. This goal ensures the department continues building a culture where wellness and sustainability are embedded in operations, leadership, and workforce planning. Through proactive initiatives, both now and in the future, Boise Fire will maintain a structure that values its people as its greatest asset.

Objectives

Planning	Begin Fire History Program research and development by the end of 2026.
Communications	Normalize a strong EMS culture in partnership with ACCESS by 2031.
Wildfire	Foster a wildfire-supportive internal culture through 2036.
Training	Secure resources to maintain a healthy span of control for training officers by 2036.

Strategic Indicators



*Workforce Stability
Rate*



GOAL 4.3

Promote a Culture of Safety and Support

Boise Fire’s long-term success relies on a culture that prioritizes safety and continuous improvement. This goal focuses on advancing the systems, education, and leadership practices that create an environment of mutual support and accountability. As the department grows, these efforts will evolve to address emerging safety needs and ensure every member feels valued, protected, and equipped to thrive in service to the community.

Objectives

Training	Optimize communication and learning feedback loops by the end of 2026.
Planning	Sprains and strains prevention planning by 2027.
Planning	Provide finance education and awareness training by 2028 to ensure employees have the resources to support financial resiliency.

Strategic Indicators



*Workforce Stability
Rate*



*Training & Certification
Completion*



APPENDICES

The appendices offer the logical foundation behind the Boise Fire Strategic Plan. They provide the context, evidence, and guiding documents that shaped its direction, ensuring each strategic priority is grounded in operational reality, stakeholder needs, and external trends. This supporting material strengthens the plan's credibility, helps translate vision into action, and equips department leaders with the insight needed to adapt, implement, and sustain strategic progress over time.

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The Building Blocks

SWOT & PESTEL Analysis

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Glossary of Terms

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Strategic Planning Framework

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 been committed to being prepared for those tactical moments when they need to provide the services they do best. Strategic planning takes those tactical moments and creates a big-picture view of what they mean for the future.

The Boise Fire Department's Master Strategic Plan provides a structured approach to turning our shared vision into measurable impact. At the heart of this framework are four interconnected layers, each building upon the next to ensure our efforts are meaningful, aligned, and sustainable:

Strategic Priorities

These are the high-level focus areas that define where the department must direct its long-term attention and resources. Priorities are shaped by input from staff, community members, and stakeholders, reflecting the department's mission, values, and evolving role in public safety.

Goals

Each strategic priority encompasses broad, aspirational goals that outline what success will look like over the next decade. These goals provide direction while remaining flexible enough to accommodate innovation, growth, and changes in community needs.

Objectives

Objectives are specific and measurable targets that bring each goal into focus. They define what progress looks like in practical terms and serve as the bridge between vision and action.

Strategic Indicators

To ensure transparency and accountability, each objective includes indicators that track progress over time. These performance measurements enable the department and the public to evaluate its effectiveness and adjust as needed.

This framework is supported by a Sustainment Guide and a Resource Allocation Plan, which provide operational guidance on staffing, budgeting, and timelines. Together, they help ensure goals are achieved and sustained. The plan will be updated annually to reflect changing trends, data, and community input.



Strategic Indicator Details

The Strategic Indicators outlined on this page provide greater insight into how Boise Fire measures success across its operations, prevention efforts, and workforce development. Each indicator is designed to connect measurable outcomes with the department's long-term goals, ensuring accountability, transparency, and continuous improvement in serving the Boise community.

Response Time Compliance <ul style="list-style-type: none"> • What it is: A measure of how consistently BFD meets national standards for emergency response timelines. • Why it matters: Ensures rapid emergency response, saves lives, and maintains operational readiness. 	Community Risk Reduction Impact <ul style="list-style-type: none"> • What it is: Tracks the department's success in preventing emergencies through outreach and education. • Why it matters: Reduces preventable harm, improves safety, and lowers 911 call volume.
Training & Certification Completion <ul style="list-style-type: none"> • What it is: Measures staff compliance with required training and development programs. • Why it matters: Builds readiness, safety, and workforce capability. 	Workforce Stability Rate <ul style="list-style-type: none"> • What it is: Measures retention and internal advancement within the department. • Why it matters: Promotes continuity, preserves institutional knowledge, and supports morale.
Interagency Readiness Score <ul style="list-style-type: none"> • What it is: Assesses BFD's coordination with external partners in emergency preparedness and response. • Why it matters: Improves large-scale response, regional coordination, and efficiency. 	Balance of Service Delivery <ul style="list-style-type: none"> • What it is: Measures how equitably emergency, prevention, and business services are delivered. • Why it matters: Ensures all residents receive fair and timely support.

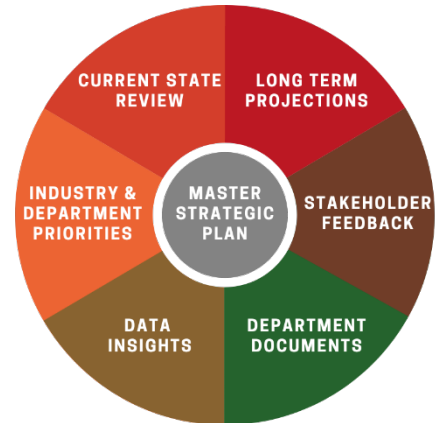
Plan Implementation Progress

- **What it is:** Measures execution of strategic initiatives and goals across the department.
- **Why it matters:** Keeps the plan actionable, transparent, and performance-driven.



The Building Blocks

To ensure the Master Strategic Plan is both meaningful and actionable, it is built on a foundation of comprehensive analysis and community input. The framework is shaped by six core components—each offering a different lens through which to understand the department’s current state, anticipate future needs, and align priorities. Together, these elements provide the insight necessary to guide long-term decisions and deliver results that matter.



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 reviews of the current state create a solid foundation for growth.
Long Term Projections	What is going to happen? Identifying the department's long-term expectations for facilities, major equipment, fleet, and staffing creates a roadmap to address 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 for understanding the impact of our services and identifying areas of demand to inform 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

The Program Review revealed that the department oversees 58 programs, comprising 252 identified core processes and numerous tasks to fulfill daily processes and achieve 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.

Stakeholder Feedback

Annual Employee Surveys

Our fire department conducts an annual employee survey to assess satisfaction, understand member priorities, and gather insights into staff well-being. 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

Each month, leaders of the organization visit stations to provide an opportunity for discussion with those operationally implementing our services. The visits are designed to be organic, providing a space for open conversation.

Department Documents

Standard of Cover

The 2021 Boise Fire Department Standards of Cover, based on the Center for Fire Public Safety Excellence (CFPSE) Standards of Cover model, provide operational information and guidance for procedures determining the distribution and concentration of a fire and emergency service agency's fixed and mobile resources.

Community Risk Reduction Assessment

The CRR Assessment provides a data-driven overview of hazards, vulnerabilities, and service demand trends across Boise. It identifies where risk is highest—by geography, population, and incident type—to inform strategic resource deployment and program planning.

Community Risk Reduction Plan

The CRR Plan outlines coordinated strategies to reduce preventable harm through public education, code enforcement, partnerships, and targeted prevention initiatives. It serves as a guiding document for aligning prevention efforts with the city's most pressing community risks.



SWOT & PESTEL Analysis

The SWOT and PESTEL analysis offer a strategic lens on the department's internal capabilities and external environment. Together, these tools identify strengths to build on, challenges to address, and trends that influence long-term planning—from workforce capacity to technology, legislation, and community expectations. Summary of the [SWOT & PESTEL Analysis Report](#).

Facilities Remodel Plan

The 2020 Facilities Remodel Plan summarizes the findings of a 2019 condition assessment and programming analysis. 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 life of the assets. 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 roadmap 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 training capabilities, thereby enhancing public safety responses in Boise and the surrounding area.

EMS Division Business Plan

The EMS Division Business Plan is a dependency of the master strategic plan, which outlines a clear, multi-year roadmap to strengthen emergency medical services across Boise and Ada County. It addresses service delivery gaps, technology modernization, staffing needs, and interagency partnerships through the ACCESS system, all aimed at enhancing pre-hospital care for a rapidly growing population.

Special Operations Business Plan

The Special Operations Business Plan is a dependency of the master strategic plan, which defines the future direction for Boise Fire's four Special Operations teams—Hazmat, Tech Rescue, Dive Rescue, and ARFF. It emphasizes mission clarity, specialized training, interagency coordination, and long-range resource planning to ensure readiness for complex, high-risk emergencies.

Wildland Division Business Plan

The Wildfire Division Business Plan is a dependency of the master strategic plan, which focuses on building fire-adapted communities and increasing readiness for wildland fire response in Boise's wildland-urban interface. It provides a long-term framework for prevention, risk reduction, seasonal staffing, equipment modernization, and regional coordination.

Collective Labor Agreement

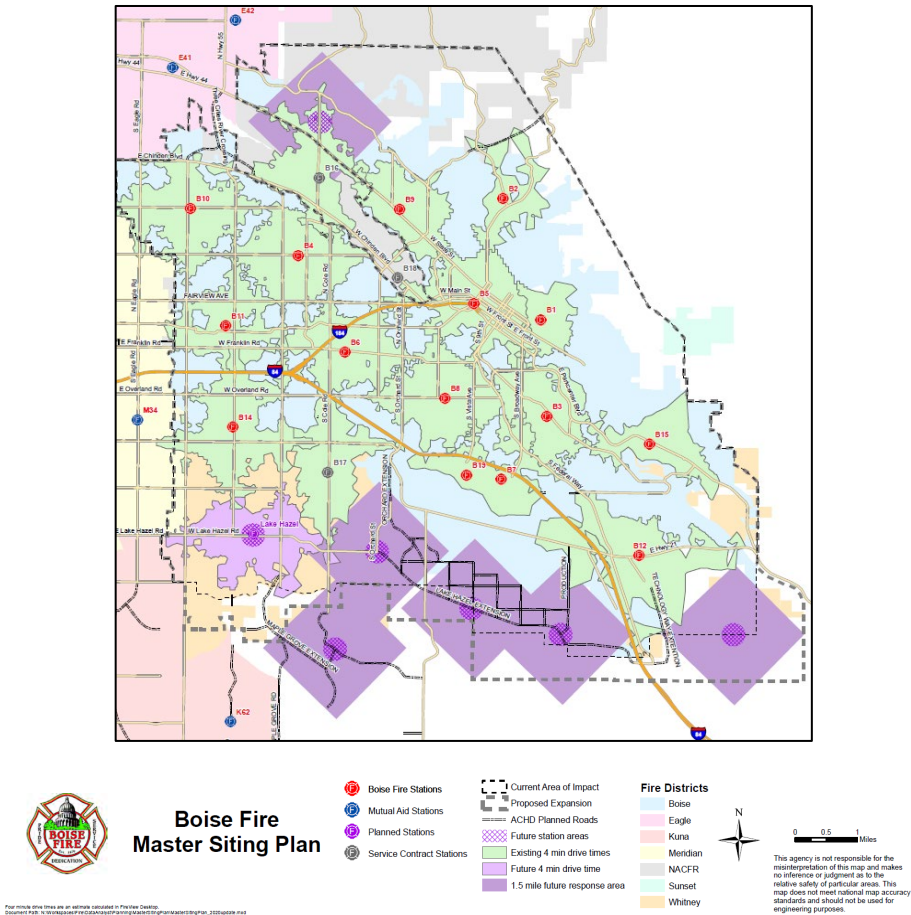
The Collective Labor Agreement between the Boise Fire Department and International Association of Firefighters Local 149 is a contract in which Boise City and the Union have reached an agreement



concerning wages, rates of pay, working conditions, and all other terms and conditions of employment of the members employed by Boise City.

Proposed 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.



Data Insights

In the real world, fire service response and rescue data don'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.

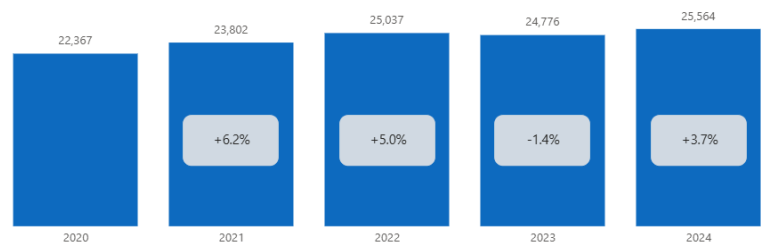
Boise Fire has a dedicated Data Insight role focused on collecting and reporting data to gather insights for current and future state needs.

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

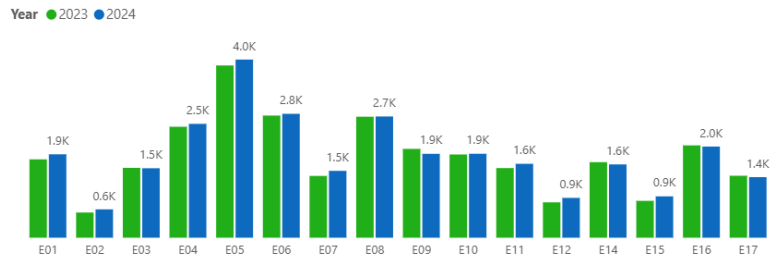
The Boise Fire Department has chosen to provide trending data for the areas of interest that most impact the decisions made within this Master Strategic Plan. Qualitative and quantitative data are used consistently for value-based decision-making.

The Boise Fire Metrics Report is published quarterly to provide relevant data and highlight key 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.

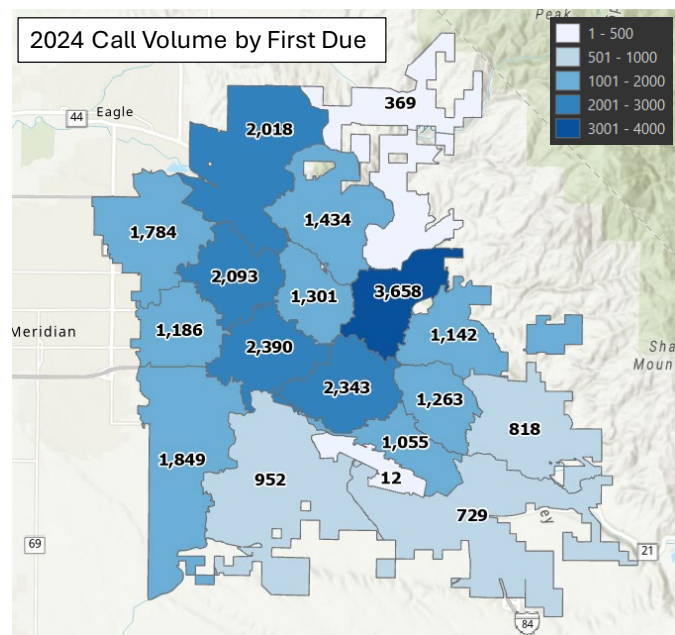
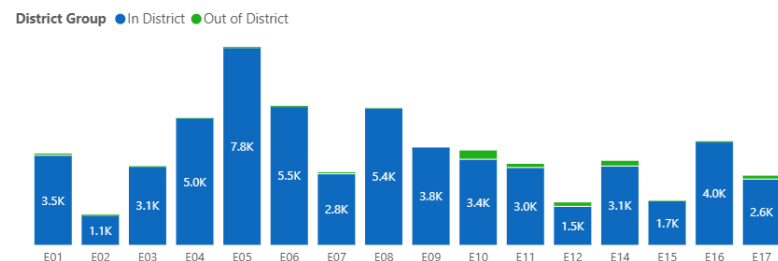
Total Incidents by Year for Boise Response Area

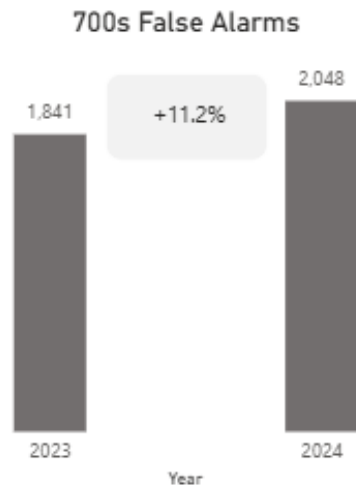
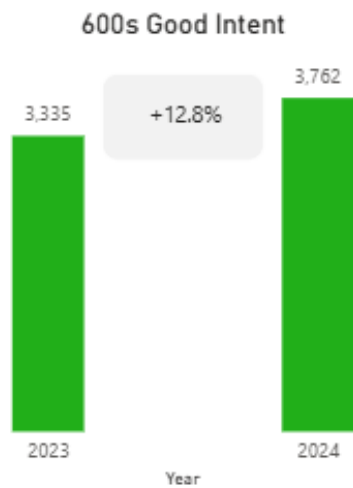
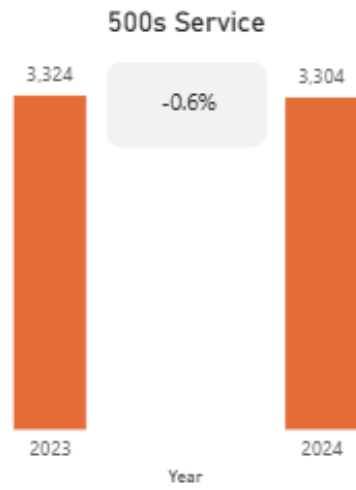
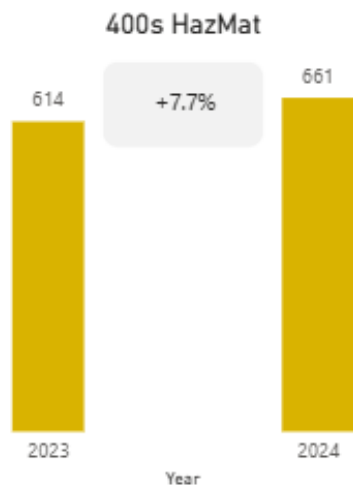
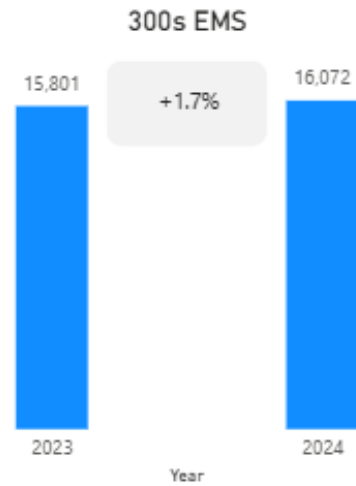
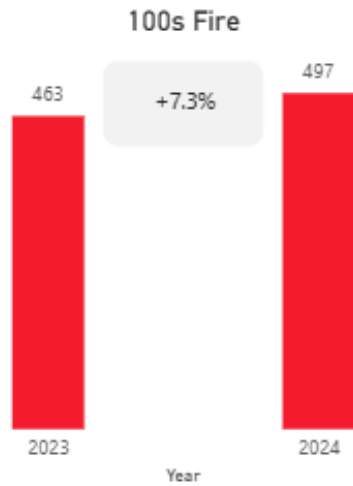


Call Volume by Apparatus by Year



Call Volume by In District vs Out of District













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 identifies areas of priority as we look to the future. As the department conducted extensive stakeholder discussions, eight key areas emerged, 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's Strategic Priorities were created to facilitate a collaborative approach to planning. The priorities were developed based on extensive stakeholder feedback and industry expectations. As the department develops short- and long-term initiatives, we are committed to aligning them with the strategic priorities and the City of Boise's goals for a clean, safe, and healthy community.

	Service Excellence Deliver high performance, embrace innovation, and strengthen community engagement through purposeful planning.
	Community Risk Reduction Focus on prevention and preparedness by empowering residents, utilizing data, and coordinating citywide efforts.
	Professional Development Strengthen the department through continuous learning, leadership growth, and mutual support to meet evolving needs.
	Employee Wellness Promote wellness through communication, culture, and safety practices to reduce burnout and ensure readiness..



SWOT & PESTEL Analysis

FRAMING THE ROAD AHEAD

SWOT

A SWOT analysis helps identify the department's internal strengths and weaknesses, as well as external opportunities and threats, to ensure our strategies are grounded and focused on meaningful improvement.

STRENGTHS

- High Employee Satisfaction
- Strategic Growth Foundation
- City Alignment
- Community Trust

WEAKNESS

- Maintain Strengths
- Resource Availability
- Workload Strain
- Civilian Wages

OPPORTUNITIES

- EMS Innovation
- Wildfire Response Evolution
- Succession Planning
- Strategic Hiring

THREATS

- Rising Demand
- Budget Dependencies
- Environmental Hazards
- Wellness Risks

What Does It Mean

These assessments show that while the Boise Fire Department is strong in many areas, it also faces important challenges. To keep pace with a growing city and community expectations, the department will need to invest in people, modern tools, and deeper partnerships.

PESTEL

A PESTEL analysis examines the broader Political, Economic, Social, Technological, Environmental, and Legal factors that shape public safety, enabling us to plan with awareness and adaptability.

POLITICAL

- Strong City Alignment
- Budget Driven Priorities
- Interagency Coordination

ECONOMIC

- Budget Constraints
- Cost of Living
- Alternative Funding Reliance

SOCIAL

- Complex Call Drivers
- Cultural Adaptation
- Outreach Expansion

TECHNOLOGICAL

- System Modernization
- Data-Driven Demand
- Transparency Tools

ENVIRONMENTAL

- Climate Impacts
- Preparedness Needs
- Deployment Adaptability

LEGAL

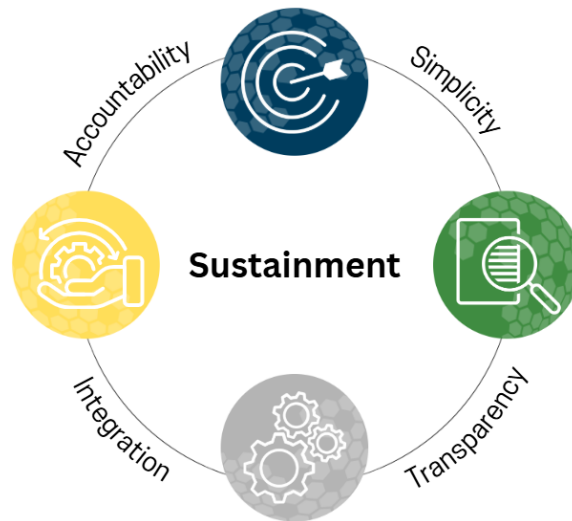
- Labor Compliance
- Policy Growth
- Regulatory Compliance



Sustainment Guide Summary

ACTIONABLE EVOLUTION

The companion Sustainment Guide ensures the Boise Fire Department's strategic plan doesn't sit on the shelf. Instead, it becomes a part of the department's annual rhythm, linking decision-making, resource planning, and performance.



Why The Guide Matters

The guide bridges the gap between vision and action. It provides the roadmap, tools, and shared understanding necessary to:

- Translate priorities into measurable actions.
- Align with staffing and budget cycles.
- Ensure updates are consistent and data-driven.
- Empower all staff to drive progress.

Who The Guide Is For

Command Staff: Drive alignment, resourcing, and accountability.

Supervisors & Mid-Level Managers: Lead implementation and gather feedback.

Individual Contributors: Connect daily work to department goals.

What The Guide Includes

The guide outlines:

- The department's annual planning cycle.
- Basics of strategic and implementation management.
- Tools for tracking progress, prioritizing initiatives, and making resource decisions.
- Practical guidance for communicating change, both internally and externally.
- Templates to support the ongoing sustainment of the Strategic Plan beyond its initial publication.



Glossary of Terms

AAR (After Action Review) – A structured debrief used after an incident or exercise to evaluate performance and identify lessons learned.

ADA County / ACCESS System – The regional emergency medical response system in Ada County, coordinating ambulance and EMS service delivery.

AFG (Assistance to Firefighters Grant) – A federal funding program that supports fire departments in acquiring equipment, training, and resources.

ALS (Advanced Life Support) – A higher level of emergency medical care provided by paramedics using advanced skills and equipment.

BLS (Basic Life Support) – Pre-hospital medical care provided by EMTs focusing on life-saving interventions such as CPR and airway management.

Battalion – An operational unit within the department consisting of multiple fire stations managed by a Battalion Chief.

BC (Battalion Chief) – The command officer responsible for supervising fire companies and managing operations within a battalion.

BRYX System – A fire station alerting and communication platform that enhances response times and operational coordination.

CFPSE (Center for Fire Public Safety Excellence) – The organization that establishes accreditation standards for fire service performance and planning.

Company – A group of firefighters operating a single apparatus such as an engine, ladder, or rescue unit.

Community Risk Reduction (CRR) – A data-driven approach to preventing emergencies and minimizing their impact through education, code enforcement, and partnerships.

Division Chief – A senior officer overseeing one of the department's major operational or support divisions.

Engine Company – A fire unit equipped for fire suppression, staffed by firefighters trained to deploy hose lines and provide water.



EMS (Emergency Medical Services) – The system that provides pre-hospital care and transport for medical emergencies.

Fire Adapted Community – A neighborhood or region prepared to safely coexist with wildfire through mitigation, planning, and community engagement.

Firewise USA® – A national recognition program that encourages local action to reduce wildfire risk.

HAZMAT (Hazardous Materials Team) – A specialized unit trained to manage chemical, biological, or radiological incidents safely.

ICS (Incident Command System) – A standardized structure for managing emergency incidents that ensures coordination and a clear command hierarchy.

ILS (Intermediate Life Support) – A level of pre-hospital medical care between Basic and Advanced Life Support, often provided by AEMTs.

Incident Command – The person or structure responsible for overall management of an emergency scene.

Local 149 – The International Association of Firefighters (IAFF) union representing Boise Fire Department members.

MDT (Mobile Data Terminal) – A computer system in an apparatus that provides real-time dispatch and incident information.

Mutual Aid – Assistance provided between neighboring fire departments during emergencies that exceed local resource capacity.

NFPA (National Fire Protection Association) – A national organization that develops consensus codes and standards for fire and life safety.

OEM (Office of Emergency Management) – The regional office responsible for coordinating large-scale emergency preparedness and response.

PPE (Personal Protective Equipment) – The specialized clothing and gear used by firefighters to protect against hazards.

Prescribed Fire – A planned, controlled burn conducted under specific conditions to manage vegetation and reduce wildfire risk.



RALS / RALF (Residential Assisted Living Facility) – A licensed facility providing housing and care for older adults that often requires tailored emergency response and EMS training.

Red Card – A certification credential authorizing a firefighter to participate in wildland fire incidents per national standards.

SAFER Grant (Staffing for Adequate Fire and Emergency Response) – A federal grant program supporting recruitment and retention of firefighters.

SCBA (Self-Contained Breathing Apparatus) – The air pack used by firefighters to breathe safely in hazardous environments.

Special Operations (Spec Ops) – Division encompassing specialized response teams such as Dive Rescue, Technical Rescue, Hazardous Materials, and ARFF.

SWOT / PESTEL Analysis – Strategic planning tools that evaluate internal strengths and weaknesses (SWOT) and external factors such as political, economic, and environmental trends (PESTEL).

Technical Rescue (Tech Rescue) – Specialized response for complex emergencies such as high-angle, confined space, trench, and structural collapse rescues.

Tender – A vehicle designed to transport large quantities of water to fire scenes without hydrant access.

Wildland-Urban Interface (WUI) – Areas where homes and development meet or intermingle with undeveloped wildland vegetation, creating wildfire risk zones.

Wildfire Mitigation – The process of reducing wildfire hazards through vegetation management, defensible space, and community preparedness.



Acknowledgments

The Boise Fire Department's Strategic Plan reflects the dedication, professionalism, and collaboration of the many people who contributed their time, expertise, and vision to guide the department's future.

Special recognition is extended to the department's leadership team for their commitment and direction throughout this process:

Fire Chief Mark Niemeyer, Emergency Services Assistant Chief Brad Bolen, Support Services Assistant Chief Romeo Gervais, Division Chiefs Aaron Hummel (Operations), Jason Lewis (Training and Safety), Mike Walker (Special Operations), Kurt Freeman (EMS), Jeremy Kircher (Logistics), and Mike Bisagno (Fire Marshal), Wildland Captain Garrett Kirpach, and professional staff leaders Rachel Holford, Ashlie Galindo, Joanna Zibbell, Liza Houser, Maura Hay and Lauren Melink. Their engagement and insight were instrumental in shaping the priorities and initiatives within this plan.

The department also extends appreciation to Mayor Lauren McLean and City leadership for their continued partnership and support of Boise Fire's mission to serve and protect our community with excellence.

A sincere thank you is extended to all Boise Fire Department members, both sworn and professional staff, as well as our city partners, community stakeholders, and regional agencies, who shared their perspectives and feedback during this process. Your input helped define our goals, strategies, and direction; this plan would not have been possible without your participation.

The strategic planning process was facilitated and documented by Kelsie Carnosso, Fire Chief Administrative Officer, in partnership with Boise Fire Department leadership and the City of Boise administration.

