



AGENDA

Battlefield Fire Protection District Battlefield Volunteer Fire Department



Regular Board Meeting
4117 W. Second St., Battlefield, MO 65619
Tuesday, September 08, 2020
6:00 PM

Preliminaries to the Meeting

1. Call to Order
2. Roll Call
3. Ceremonial Matters
4. Establishment of a Quorum
5. Approval of the Meeting's Agenda

Approval of Last Month's Minutes

1. Correction of Minutes
2. Approval of Minutes

Financial Business

1. Financial Statements

Public Comments

1. Please submit your request to info@battlefieldfire.com to be included within the meeting. Deadline for submissions is 5p.m. on the Monday prior to meeting date.

Unfinished Business

1. Policy Updates
2. Strategic Plan
3. Sale of Property

New Business

1. General Overview

Closed Session

1. Discussion and possible vote concerning legal matters per RSMo 610.021 (1), hiring, firing, and/or promoting of employee(s) RSMo 610.021 (3), Personnel Records, Performance Ratings, or Records Pertaining to Employees or Applicants for Employment per RSMo 610.021 (13). Closed Session. Closed Vote. Closed Record.

Adjournment

Representatives of the news media may obtain copies of this notice by contacting the Battlefield Fire Protection District.

Posted: 9/6/2020 12:00 AM certified by the undersigned that a true copy of the foregoing agenda was posted at the Battlefield Administration and Training Center in Battlefield, Missouri.

_____ District Secretary



Battlefield Fire Protection District Battlefield Volunteer Fire Department



Minutes Regular Board Meeting

Location of Meeting:

4117 West Second St.
Battlefield, MO 65619

Time of Meeting:

6:00 PM

Date of Meeting:

August 11, 2020

Board Members Present: President Trevor Crist, Walt Newman, and Danny Perches were present, and Darrell Decker was present via phone.

The meeting of the Battlefield Fire Protection District Board of Directors was called to order by President Trevor Crist at 6:00pm. Chief Scott Moore led the prayer and then the pledge of allegiance was recited. A roll call was taken, and a quorum was established.

Mr. Newman moved to approve agenda with removal of Closed Session. Mr. Perches seconded. All voted aye.

Mr. Newman moved to approve July's Board Meeting minutes. The open motion regarding selling of property will be addressed in Unfinished Business. Mr. Perches seconded. All voted aye.

Financial Report:

Payment of the bills and check signing took place.

Mr. Decker discussed July's financial report and review of cash assets. Battlefield Volunteer Fire Department's checking account indicates \$5,446.73. Battlefield Fire Protection District total of cash assets \$1,712,658.87. ICS \$3,244,905.92 and Money Market \$58,586.82. Mr. Decker discussed expenses this month being higher due to a payment on Station #3 and the ladder truck that were paid in July. Mr. Decker advised all accounts are reflecting correctly and have been reconciled. Line item 6210 for Apparatus Repair was acknowledged to have gone negative. Mr. Decker moved to approve the financials of the District. Mr. Newman seconded. All voted aye.

Public Comments: None

Unfinished Business:**Policy updates:**

105 -Job Classifications, Division Chiefs will be added under Full Time employees. Mr. Newman mentioned to accept policy change as presented. Mr. Perches seconded. All votes Aye.

109- Personnel Files, following the statement that “No personnel may have access to another person’s file, other than a Chief Officer”, we are adding, “or the employee’s supervisor for the purposes of evaluation or development.” Mr. Perches motioned to accept policy change as presented. Mr. Newman seconded. All voted Aye.

Strategic plans updates are continuing. Form letter on front of strategic plan and a few dates will be changed. Board members will be sent updated plan that can formally be adopted.

Sale of Property: Mr. Hammit and Chief Moore are still working on getting information for the contract.

Due to there not being a second or final vote last month, we will have to re-motion the acceptance of selling the property next to the performance shop on corner of 2nd and Main. Mr. Decker motioned to sell property for \$1.40 per square foot for a total sale of \$7,000. Mr. Perches seconded. All voted Aye.

New Business:

Fire Chief Scott Moore presented the Conflict of Interest Ordinance 20-001 for approval.

- Walt Newman moved to have the first reading of Bill No. 20-001 by title only. Seconded by Danny Perches.
- A Roll call vote was taken, and the vote was: Trevor Crist, aye; Walter Newman, aye; Darrell Decker, aye; Danny Perches, aye.
- 4 Ayes 0 Nays. Shana Jahnke, absent. Motion carried.
- Bill No. 20-001 read by title only by Fire Chief Scott Moore.
- Walt Newman moved to approve the first reading of Bill No. 20-001. Seconded by Danny Perches.
- Discussion.
- A Roll call vote was taken, and the vote was: Trevor Crist, aye; Walter Newman, aye; Darrell Decker, aye; Danny Perches, aye.
- Walt Newman moved to have the second and final reading of Bill No. 20-001 by title only. Seconded by Danny Perches.
- A Roll call vote was taken, and the vote was: Trevor Crist, aye; Walter Newman, aye; Darrell Decker, aye; Danny Perches, aye.
- Bill No. 20-001 read by title by only by Fire Chief Scott Moore.
- Walter Newman moved to approve the second and final reading of Bill No. 19-001 for final passage and to make it Ordinance no. 20-001. Second by Danny Perches.
- Discussion.
- A Roll call vote was taken, and the vote was: Trevor Crist, aye; Walter Newman, aye; Darrell Decker, aye; Danny Perches, aye.

- Bill No. 20-001 was passed into Ordinance 20-001.

General Overview:

Chief Moore discussed the call times and statistics for the month. Chief Shane Anderson has been welcomed as the Division Chief of Support Services. His start date is 8/17/2020. Steven Burr is being promoted from company officer to Division Chief of Training.

The promotion of Burr will leave an opening for 2 company officer positions. Interviews will be taking place soon and we are anticipating an upcoming promotional ceremony.

We are preparing for an academy to begin again in January.

Truck vendors have been stopping by with demos, bids will likely be looked at in 2021.

Bids that are being worked through and going to be sent out are for audit services and brokerage for health insurances.

Mr. Newman moved to adjourn at 6:58 pm.

Approved by:

Trevor Crist

Darrell Decker

Walt Newman

Danny Perches

Shana Jahnke



Battlefield Fire Protection District Battlefield Volunteer Fire Department



Minutes Special Board Meeting

Location of Meeting:

4117 West Second St.
Battlefield, MO 65619

Time of Meeting:

11:00 AM

Date of Meeting:

August 25, 2020

Board Members Present: President Trevor Crist, Darrell Decker, Walt Newman, and Danny Perches.

The meeting of the Battlefield Fire Protection District Board of Directors was called to order by President Trevor Crist at 11:00 A.M. A roll call was taken, and a quorum was established.

Mr. Decker moved to approve the agenda as presented. Mr. Newman seconded. All voted Aye.

Public Comments: none

New Business:

Mr. Decker motioned to set the 2020 Tax levy at 0.5788 as presented, Mr. Perches seconded. All voted, Aye.

Mr. Newman moved to adjourn at 11:13 A.M.

Approved by:

Trevor Crist

Darrell Decker

Walt Newman

Danny Perches

Battlefield Volunteer Fire Department
Statement of Net Activities
August 2020

	<u>Aug 20</u>
Ordinary Revenue/Expense	
Revenue	
4140 - Interest Revenue	2.08
Total Revenue	<u>2.08</u>
Net Ordinary Revenue	<u>2.08</u>
Net Revenue	<u><u>2.08</u></u>

Battlefield Volunteer Fire Department
Statement of Net Assets

As of August 31, 2020
Aug 31, 20

ASSETS

Current Assets

Checking/Savings

1050 - Oakstar Volunteer Account 5,448.81

Total Checking/Savings 5,448.81

Total Current Assets 5,448.81

TOTAL ASSETS 5,448.81

LIABILITIES & Revenue

Revenue

1110 - Retained Earnings 5,428.69

Net Revenue 20.12

Total Revenue 5,448.81

TOTAL LIABILITIES & Revenue 5,448.81

Battlefield Fire Protection District
Statement of Activities
August 2020

12:07 PM
09/04/2020
Cash Basis

	Aug 20	Jan - Aug 20
Revenue		
4000 · Revenue		
4005 · Tax Revenue	12,397.94	2,963,360.14
4010 · Tax Interest Revenue	0.00	9,935.22
4020 · Rental Revenue	0.00	1,107.72
4040 · Vending Receipts	0.00	112.01
4050 · Miscellaneous Revenue	122.00	196,565.36
4060 · Interest Revenue	2,157.30	30,325.78
4085 · Course Tuition (EMT)	8,800.00	14,800.00
Total 4000 · Revenue	23,477.24	3,216,206.23
Total Revenue	23,477.24	3,216,206.23
Gross Profit	23,477.24	3,216,206.23
Expense		
5000 · Capital Expense		
5015 · Uniforms/PPE/Bunker Gear	1,208.40	4,166.61
5020 · Building Lease	0.00	104,087.50
5022 · Aerial Apparatus Lease	0.00	80,735.43
5030 · Information Technology	4,684.62	6,270.36
5035 · Communications	0.00	3,434.94
5040 · Firefighting/EMS	1,377.09	13,712.27
5052 · Fitness Equipment	0.00	450.00
5055 · Vehicles	32.99	440.99
Total 5000 · Capital Expense	7,303.10	213,298.10
6000 · Communications		
6003 · MDT/Cell Phones	1,469.44	7,084.18
Total 6000 · Communications	1,469.44	7,084.18
6100 · Insurance		
6110 · Workman's Compensation	0.00	174,768.00
6115 · Commercial & Property	0.00	35,454.00
6120 · Medical, Dental, Vision	15,976.91	166,381.74
6125 · FFAM Dues	0.00	620.00
Total 6100 · Insurance	15,976.91	377,223.74
6200 · Maintenance & Repairs		
6205 · Gas/Diesel	1,734.85	18,959.14
6210 · Apparatus Repair	2,272.74	45,451.02
6215 · Stations & Buildings	677.94	6,587.36
6220 · Lawn Maintenance	0.00	4,243.80
6225 · Equipment Maintenance	35.96	923.39
6235 · Headquarters Maintenance	1,225.98	9,973.08
6250 · Ground/Aerial Ladder Testing	1,547.00	1,547.00
6255 · Maintenance Shop Equipment	61.81	1,372.52

	Aug 20	Jan - Aug 20
6275 · Office Equipment	0.00	125.88
6280 · SCBA Flow Testing	414.00	1,224.50
Total 6200 · Maintenance & Repairs	7,970.28	90,407.69
6300 · Office/Stations		
6305 · Software Expense	198.00	8,695.50
6315 · Accounting Fees	710.00	6,499.30
6325 · Postage/Shipping	0.00	359.97
6330 · Subscriptions/Memberships	2,125.00	7,344.55
Total 6300 · Office/Stations	3,033.00	22,899.32
6400 · Training		
6405 · EMT Course Expense	1,335.18	7,192.86
6410 · Training Classes	473.36	14,795.28
6415 · Equipment	748.20	1,958.70
6425 · Training Books	0.00	1,618.89
Total 6400 · Training	2,556.74	25,565.73
6500 · Legal		
6510 · Audit Fees	0.00	10,100.00
6525 · Cafeteria Plan	296.06	-323.34
6535 · Attorney Fees	0.00	2,021.50
Total 6500 · Legal	296.06	11,798.16
6600 · Salaries		
6605 · District Personnel	141,860.86	1,275,725.44
6610 · Board of Directors		
6612 · Chaplain Expense	66.20	668.73
6610 · Board of Directors - Other	1,066.66	5,116.64
Total 6610 · Board of Directors	1,132.86	5,785.37
6620 · Employer Payroll Taxes	2,007.41	18,181.64
6625 · Lagers	23,659.61	164,597.57
6635 · Uniforms	417.90	9,429.54
6640 · 457 Plan Employer Match	2,936.21	-3,336.55
6655 · Expense Account	76.46	296.57
6665 · Special Overtime	362.16	21,714.15
6668 · Union Dues Expense	-1,715.72	-8,644.04
6675 · Background Check	25.00	1,272.00
Total 6600 · Salaries	170,762.75	1,485,021.69
6700 · Medical		
6710 · Employee Physicals/POET	433.68	2,484.60
Total 6700 · Medical	433.68	2,484.60
6750 · Utilities		
6755 · Water	129.35	921.79
6760 · Sanitation	108.64	1,376.59
6765 · Sewer	262.35	1,742.93
6770 · Electric/Gas	3,068.41	20,861.79
6775 · Internet/Phones/Cable	994.76	8,526.13

	Aug 20	Jan - Aug 20
Total 6750 · Utilities	4,563.51	33,429.23
6800 · Supplies		
6810 · Public Relations/Outreach	168.00	7,743.01
6815 · Logo Imprinted Supplies	0.00	98.00
6820 · Fire & EMS Expendables	0.00	1,995.62
6825 · Office Supplies	54.88	839.17
6830 · Janitorial Supplies	394.11	1,812.00
6835 · Stations/Buildings Supplies	114.52	1,050.12
Total 6800 · Supplies	731.51	13,537.92
6850 · Property Improvements		
6860 · Stations/Buildings	304.03	8,004.03
Total 6850 · Property Improvements	304.03	8,004.03
Total Expense	215,401.01	2,290,754.39
Net Revenue	-191,923.77	925,451.84

Battlefield Fire Protection District
Statement of Net Assets
As of August 31, 2020

12:07 PM

09/04/2020

Cash Basis

Aug 31, 20

ASSETS

Current Assets

Checking/Savings

1000 · OakStar - ICS	3,039,837.26
1005 · OakStar - Money Market	58,624.04
1025 · Oakstar - Operating	118,852.25
1105 · Petty Cash	131.66
1199 · Allowance for Restricted Funds	-1,696,835.00

Total Checking/Savings 1,520,610.21

Total Current Assets 1,520,610.21

Fixed Assets

1504 · Fire Fighting Equipment	219.80
1505 · Office Equipment	867.37

Total Fixed Assets 1,087.17

TOTAL ASSETS 1,521,697.38

LIABILITIES & Revenue

Liabilities

Current Liabilities

Accounts Payable

2000 · Accounts Payable	-100.00
-------------------------	---------

Total Accounts Payable -100.00

Total Current Liabilities -100.00

Total Liabilities -100.00

Revenue

3200 · Fund Balances

3100 · Restricted Fund - Operating	-700,374.00
3120 · Restricted Fund-Emergency Equip	-503,937.00
3140 · Restricted Fund - Bldg Reserve	-492,524.00
3200 · Fund Balances	2,487,239.86

Total 3200 · Unrestricted Fund Balances 790,404.86

32000 · Retained Earnings -194,059.32

Net Revenue 925,451.84

Total Revenue 1,521,797.38

TOTAL LIABILITIES & Revenue 1,521,697.38

Battlefield Fire Protection District
Statement of Cash Flows
August 2020

12:06 PM

Cash Basis

	Aug 20	Jul 20	% Change
Revenue			
4000 · Revenue			
4005 · Tax Revenue	12,397.94	20,162.62	-38.51%
4020 · Rental Revenue	0.00	0.00	0.0%
4050 · Miscellaneous Revenue	122.00	2,900.00	-95.79%
4060 · Interest Revenue	2,157.30	2,363.00	-8.71%
4085 · Course Tuition (EMT)	8,800.00	5,700.00	54.39%
Total 4000 · Revenue	23,477.24	31,125.62	-24.57%
Total Revenue	23,477.24	31,125.62	-24.57%
Gross Profit	23,477.24	31,125.62	-24.57%
Expense			
5000 · Capital Expense			
5015 · Uniforms/PPE/Bunker Gear	1,208.40	0.00	100.0%
5020 · Building Lease	0.00	89,543.75	-100.0%
5022 · Aerial Apparatus Lease	0.00	26,911.81	-100.0%
5030 · Information Technology	4,684.62	99.99	4,585.09%
5035 · Communications	0.00	600.00	-100.0%
5040 · Firefighting/EMS	1,377.09	3,017.32	-54.36%
5055 · Vehicles	32.99	0.00	100.0%
Total 5000 · Capital Expense	7,303.10	120,172.87	-93.92%
6000 · Communications			
6003 · MDT/Cell Phones	1,469.44	1,196.10	22.85%
Total 6000 · Communications	1,469.44	1,196.10	22.85%
6100 · Insurance			
6120 · Medical, Dental, Vision	15,976.91	21,659.29	-26.24%
Total 6100 · Insurance	15,976.91	21,659.29	-26.24%
6200 · Maintenance & Repairs			
6205 · Gas/Diesel	1,734.85	1,839.64	-5.7%
6210 · Apparatus Repair	2,272.74	6,295.09	-63.9%
6215 · Stations & Buildings	677.94	988.05	-31.39%
6225 · Equipment Maintenance	35.96	41.62	-13.6%
6235 · Headquarters Maintenance	1,225.98	1,263.49	-2.97%
6250 · Ground/Aerial Ladder Testing	1,547.00	0.00	100.0%
6255 · Maintenance Shop Equipment	61.81	299.65	-79.37%
6280 · SCBA Flow Testing	414.00	724.50	-42.86%
Total 6200 · Maintenance & Repairs	7,970.28	11,452.04	-30.4%
6300 · Office/Stations			
6305 · Software Expense	198.00	0.00	100.0%
6315 · Accounting Fees	710.00	740.00	-4.05%
6330 · Subscriptions/Memberships	2,125.00	200.00	962.5%
Total 6300 · Office/Stations	3,033.00	940.00	222.66%

	Aug 20	Jul 20	% Change
6400 · Training			
6405 · EMT Course Expense	1,335.18	5,857.68	-77.21%
6410 · Training Classes	473.36	799.00	-40.76%
6415 · Equipment	748.20	0.00	100.0%
6425 · Training Books	0.00	109.98	-100.0%
Total 6400 · Training	2,556.74	6,766.66	-62.22%
6500 · Legal			
6525 · Cafeteria Plan	296.06	-211.61	239.91%
6535 · Attorney Fees	0.00	47.00	-100.0%
Total 6500 · Legal	296.06	-164.61	279.86%
6600 · Salaries			
6605 · District Personnel	141,860.86	210,823.85	-32.71%
6610 · Board of Directors			
6612 · Chaplain Expense	66.20	66.14	0.09%
6610 · Board of Directors - Other	1,066.66	633.33	68.42%
Total 6610 · Board of Directors	1,132.86	699.47	61.96%
6620 · Employer Payroll Taxes	2,007.41	3,022.17	-33.58%
6625 · Lagers	23,659.61	11,856.90	99.54%
6635 · Uniforms	417.90	39.99	945.01%
6640 · 457 Plan Employer Match	2,936.21	-2,936.21	200.0%
6655 · Expense Account	76.46	43.89	74.21%
6665 · Special Overtime	362.16	3,372.50	-89.26%
6668 · Union Dues Expense	-1,715.72	-2,536.26	32.35%
6675 · Background Check	25.00	0.00	100.0%
Total 6600 · Salaries	170,762.75	224,386.30	-23.9%
6700 · Medical			
6710 · Employee Physicals/POET	433.68	27.00	1,506.22%
Total 6700 · Medical	433.68	27.00	1,506.22%
6750 · Utilities			
6755 · Water	129.35	136.62	-5.32%
6760 · Sanitation	108.64	98.64	10.14%
6765 · Sewer	262.35	264.02	-0.63%
6770 · Electric/Gas	3,068.41	2,657.17	15.48%
6775 · Internet/Phones/Cable	994.76	908.69	9.47%
Total 6750 · Utilities	4,563.51	4,065.14	12.26%
6800 · Supplies			
6810 · Public Relations/Outreach	168.00	0.00	100.0%
6820 · Fire & EMS Expendables	0.00	93.94	-100.0%
6825 · Office Supplies	54.88	56.30	-2.52%
6830 · Janitorial Supplies	394.11	161.51	144.02%
6835 · Stations/Buildings Supplies	114.52	187.07	-38.78%
Total 6800 · Supplies	731.51	498.82	46.65%
6850 · Property Improvements			
6860 · Stations/Buildings	304.03	7,700.00	-96.05%

	Aug 20	Jul 20	% Change
Total 6850 · Property Improvements	304.03	7,700.00	-96.05%
Total Expense	215,401.01	398,699.61	-45.97%
Net Revenue	-191,923.77	-367,573.99	47.79%

Battlefield Fire Protection District

Profit & Loss Budget Performance

August 2020

	Annual Budget	Aug 20	% Received	Jan - Aug YTD	% Received YTD	Revenue Still Expected	Revenue Over Expected
Revenue							
4000 · Revenue							
4005 · Tax Revenue	3,483,121.00	12,397.94	0.36%	2,963,360.14	85.08%	519,760.86	0.00
4010 · Tax Revenue Interest	20,000.00	0.00	0.00%	9,935.22	49.68%	10,064.78	0.00
4020 · Rental Revenue	0.00	0.00	0.00%	1,107.72	0.00%	0.00	1,107.72
4040 · Vending Receipts	0.00	0.00	0.00%	112.01	0.00%	0.00	112.01
4050 · Miscellaneous Revenue	0.00	122.00	0.00%	196,565.36	0.00%	0.00	196,565.36
4060 · Interest Revenue	65,000.00	2,157.30	0.00%	30,325.78	0.00%	34,674.22	0.00
4085 · Course Tuition (EMT)	12,500.00	8,800.00	70.40%	14,800.00	118.40%	0.00	2,300.00
Total 4000 · Revenue	3,580,621.00	23,477.24	0.66%	3,216,206.23	89.82%	564,499.86	200,085.09
Expense							
	Annual Budget	Aug 20	%Budget Used in Aug	Jan - Aug YTD	%Budget Used YTD	Balance Available	
5000 · Capital Expense							
5015 · Uniforms/PPE/Bunker Gear	30,000.00	1,208.40	4.03%	4,166.61	13.89%	25,833.39	
5020 · Building Lease	106,525.00	0.00	0.00%	104,087.50	97.71%	2,437.50	
5022 · Aerial Apparatus Lease	108,807.00	0.00	0.00%	80,735.43	74.20%	28,071.57	
5030 · Information Technology	18,000.00	4,684.62	26.03%	6,270.36	34.84%	11,729.64	
5035 · Communications	5,000.00	0.00	0.00%	3,434.94	68.70%	1,565.06	
5040 · Firefighting/EMS	43,000.00	1,377.09	3.20%	13,712.27	31.89%	29,287.73	
5052 · Fitness Equipment	5,000.00	0.00	0.00%	450.00	9.00%	4,550.00	
5055 · Vehicles	10,000.00	32.99	0.33%	440.99	4.41%	9,559.01	
Total 5000 · Capital Expense	326,332.00	7,303.10	2.24%	213,298.10	65.36%	113,033.90	
6000 · Communications							
6003 · MDT/Cell Phones	18,000.00	1,469.44	8.16%	7,084.18	39.36%	10,915.82	
6015 · Consulting Fee	2,000.00	0.00	0.00%	0.00	0.00%	2,000.00	
Total 6000 · Communications	20,000.00	1,469.44	7.35%	7,084.18	35.42%	12,915.82	

Battlefield Fire Protection District

Profit & Loss Budget Performance

August 2020

	Annual Budget	Aug 20	% Received	Jan - Aug YTD	% Received YTD	Revenue Still Expected	Revenue Over Expected
6100 · Insurance							
6110 · Workman's Compensation	174,768.30	0.00	0.00%	174,768.00	100.00%	0.30	
6115 · Commercial & Property	70,912.00	0.00	0.00%	35,454.00	50.00%	35,458.00	
6120 · Medical, Dental, Vision	258,568.00	15,976.91	6.18%	166,381.74	64.35%	92,186.26	
6125 · FFAM Dues	5,000.00	0.00	0.00%	620.00	12.40%	4,380.00	
Total 6100 · Insurance	509,248.30	15,976.91	3.14%	377,223.74	74.07%	132,024.56	
6200 · Maintenance & Repairs							
6205 · Gas/Diesel	50,000.00	1,734.85	3.47%	18,959.14	37.92%	31,040.86	
6210 · Apparatus Repair	45,000.00	2,272.74	5.05%	45,451.02	101.00%	-451.02	
6215 · Stations & Buildings	35,000.00	677.94	1.94%	6,587.36	18.82%	28,412.64	
6220 · Lawn Maintenance	11,500.00	0.00	0.00%	4,243.80	36.90%	7,256.20	
6225 · Equipment Maintenance	10,000.00	35.96	0.36%	923.39	9.23%	9,076.61	
6235 · Headquarters Maintenance	15,000.00	1,225.98	8.17%	9,973.08	66.49%	5,026.92	
6250 · Ground/Aerial Ladder Testing	2,000.00	1,547.00	77.35%	1,547.00	77.35%	453.00	
6255 · Maintenance Shop Equipment	1,500.00	61.81	4.12%	1,372.52	91.50%	127.48	
6275 · Office Equipment	2,000.00	0.00	0.00%	125.88	6.29%	1,874.12	
6280 · SCBA Flow Testing	2,500.00	414.00	16.56%	1,224.50	48.98%	1,275.50	
Total 6200 · Maintenance & Repairs	174,500.00	7,970.28	4.57%	90,407.69	51.81%	84,092.31	
6300 · Office/Stations							
6305 · Software Expense	23,300.00	198.00	0.85%	8,695.50	37.32%	14,604.50	
6315 · Accounting Fees	9,300.00	710.00	7.63%	6,499.30	69.88%	2,800.70	
6325 · Postage/Shipping	700.00	0.00	0.00%	359.97	51.42%	340.03	
6330 · Subscriptions/Memberships	9,000.00	2,125.00	23.61%	7,344.55	81.61%	1,655.45	
6335 · Advertising/Printing/Postings	1,500.00	0.00	0.00%	0.00	0.00%	1,500.00	
Total 6300 · Office/Stations	43,800.00	3,033.00	6.92%	22,899.32	52.28%	20,900.68	

Battlefield Fire Protection District
Profit & Loss Budget Performance
August 2020

	Annual Budget	Aug 20	% Received	Jan - Aug YTD	% Received YTD	Revenue Still Expected	Revenue Over Expected
6400 · Training							
6405 · EMT Course Expense	2,000.00	1,335.18	66.76%	7,192.86	359.64%	-5,192.86	
6410 · Training Classes	30,200.00	473.36	1.57%	14,795.28	48.99%	15,404.72	
6415 · Equipment	4,200.00	748.20	17.81%	1,958.70	46.64%	2,241.30	
6425 · Training Books	5,000.00	0.00	0.00%	1,618.89	32.38%	3,381.11	
Total 6400 · Training	41,400.00	2,556.74	6.18%	25,565.73	61.75%	15,834.27	
6500 · Legal							
6510 · Audit Fees	9,700.00	0.00	0.00%	10,100.00	104.12%	-400.00	
6525 · Cafeteria Account	1,500.00	296.06	19.74%	-323.34	-21.56%	1,823.34	
6530 · Elections	15,000.00	0.00	0.00%	0.00	0.00%	15,000.00	
6535 · Attorney Fees	5,000.00	0.00	0.00%	2,021.50	40.43%	2,978.50	
6538 · Medical Director	2,000.00	0.00	0.00%	0.00	0.00%	2,000.00	
Total 6500 · Legal	33,200.00	296.06	0.89%	11,798.16	35.54%	21,401.84	
6600 · Salaries							
6605 · District Personnel	1,887,443.00	141,860.86	7.52%	1,275,725.44	67.59%	611,717.56	
6610 · Board of Directors							
6612 · Chaplain Expense	2,000.00	66.20	3.31%	668.73	33.44%	1,331.27	
6610 · Board of Directors - Other	9,400.00	1,066.66	11.35%	5,116.64	54.43%	4,283.36	
Total 6610 · Board of Directors	11,400.00	1,132.86	9.94%	5,785.37	50.75%	5,614.63	
6620 · Employer Payroll Taxes	41,670.00	2,007.41	4.82%	18,181.64	43.63%	23,488.36	
6625 · Lagers	220,042.00	23,659.61	10.75%	164,597.57	74.80%	55,444.43	
6635 · Uniforms	13,000.00	417.90	3.21%	9,429.54	72.53%	3,570.46	
6640 · 457 Plan Employer Match		2,936.21	0.00%	-3,336.55	0.00%	3,336.55	
6650 · Miscellaneous Board Expense	1,000.00	0.00	0.00%	0.00	0.00%	1,000.00	
6655 · Expense Account	2,000.00	76.46	3.82%	296.57	14.83%	1,703.43	
6665 · Special Overtime	45,000.00	362.16	0.80%	21,714.15	48.25%	23,285.85	
6668 · Union Dues Expense		-1,715.72	0.00%	-8,644.04	0.00%	8,644.04	
6675 · Background Check	1,500.00	25.00	1.67%	1,272.00	84.80%	228.00	

Battlefield Fire Protection District
Profit & Loss Budget Performance
August 2020

	Annual Budget	Aug 20	% Received	Jan - Aug YTD	% Received YTD	Revenue Still Expected	Revenue Over Expected
Total 6600 · Salaries	2,223,055.00	170,762.75	7.68%	1,485,021.69	66.80%	738,033.31	

Battlefield Fire Protection District
Profit & Loss Budget Performance
August 2020

	Annual Budget	Aug 20	% Received	Jan - Aug YTD	% Received YTD	Revenue Still Expected	Revenue Over Expected
6700 · Medical							
6710 · Employee Physicals/POET	27,500.00	433.68	1.58%	2,484.60	9.03%	25015.40	
Total 6700 · Medical	27,500.00	433.68	1.58%	2,484.60	9.03%	25,015.40	
6750 · Utilities							
6755 · Water	3,000.00	129.35	4.31%	921.79	30.73%	2,078.21	
6760 · Sanitation	2,500.00	108.64	4.35%	1,376.59	55.06%	1,123.41	
6765 · Sewer	3,000.00	262.35	8.75%	1,742.93	58.10%	1,257.07	
6770 · Electric/Gas	36,000.00	3,068.41	8.52%	20,861.79	57.95%	15,138.21	
6775 · Internet/Phones/Cable	12,000.00	994.76	8.29%	8,526.13	71.05%	3,473.87	
Total 6750 · Utilities	56,500.00	4,563.51	8.08%	33,429.23	59.17%	23,070.77	
6800 · Supplies							
6810 · Public Relations/Outreach	13,250.00	168.00	1.27%	7,743.01	58.44%	5,506.99	
6815 · Logo Imprinted Supplies	2,500.00	0.00	0.00%	98.00	3.92%	2,402.00	
6820 · Fire & EMS Expendables	4,000.00	0.00	0.00%	1,995.62	49.89%	2,004.38	
6825 · Office Supplies	4,000.00	54.88	1.37%	839.17	20.98%	3,160.83	
6830 · Janitorial Supplies	4,000.00	394.11	9.85%	1,812.00	45.30%	2,188.00	
6835 · Stations/Buildings Supplies	2,500.00	114.52	4.58%	1,050.12	42.00%	1,449.88	
6840 · Vending Machine Expense	2,000.00	0.00	0.00%	0.00	0.00%	2,000.00	
Total 6800 · Supplies	32,250.00	731.51	2.27%	13,537.92	41.98%	18,712.08	
6850 · Property Improvements							
6855 · Rental Property	1,000.00	0.00	0.00%	0.00	0.00%	1,000.00	
6860 · Stations/Buildings	10,000.00	304.03	3.04%	8,004.03	80.04%	1,995.97	
Total 6850 · Property Improvements	11,000.00	304.03	2.76%	8,004.03	72.76%	2,995.97	
Total Expense	3,498,785.30	215,401.01	6.16%	2,290,754.39	65.47%	1,188,630.23	
Net Revenue	81,835.70	-191,923.77	-234.52%	925,451.84	1130.87%	-624,130.37	

<i>Monthly Expenditures</i>	<i>YTD Expenditures</i>
215,401.01	2,290,754.39

Battlefield Fire Protection District
Transaction Detail By Account
 January through August 2020

	<u>Type</u>	<u>Date</u>	<u>Num</u>
4000 · Revenue			
4050 · Miscellaneous Revenue			
	Deposit	01/14/2020	2391
	Deposit	01/21/2020	7373
	Deposit	01/21/2020	
	Deposit	02/04/2020	932469561
	Deposit	02/04/2020	2366
	Deposit	02/11/2020	456021
	Deposit	02/11/2020	5087
	Deposit	02/11/2020	376234
	Deposit	02/11/2020	44245
	Deposit	02/18/2020	8232
	Deposit	02/18/2020	26530
	Deposit	03/03/2020	525847
	Deposit	03/17/2020	41286
	Deposit	03/17/2020	33840
	Deposit	03/24/2020	982790162
	Deposit	03/24/2020	984986961
	Deposit	03/24/2020	8542533
	Deposit	04/21/2020	
	Deposit	04/28/2020	528562
	Deposit	05/26/2020	1076
	Deposit	06/02/2020	529954
	Deposit	07/14/2020	379073
	Deposit	08/25/2020	
Total 4050 · Miscellaneous Revenue			
Total 4000 · Revenue			
TOTAL			

Battlefield Fire Protection District
Transaction Detail By Account
 January through August 2020

	Name
4000 · Revenue	
4050 · Miscellaneous Revenue	
	ROY KIRBY
	J Bruce Vanderhoof
	LexisNexis
	FIRE FIGHTERS ASSOC. OF MO
	CITY OF SPRINGFIELD
	Debbie Sheehan
	Ozarks Technical Community College
	Greene County Treasurer
	WALTER V. NEWMAN
	Barry Lawrence County Ambulance District
	VFIS
	Logan-Rogersville Fire Prot. District
	Vision Service Plan
	LexisNexis
	LexisNexis
	United Health Care
	VFIS
	MO Fire & Ambulance District
	VFIS
	Ozarks Technical Community College
	Nixon & Lindstrom
Total 4050 · Miscellaneous Revenue	
Total 4000 · Revenue	
TOTAL	

Battlefield Fire Protection District
Transaction Detail By Account
 January through August 2020

	Memo	Clr
4000 · Revenue		
4050 · Miscellaneous Revenue		
	Cobra	
	Deposit	
	Deposit	
	incident report	
	overpmt on membership	
	Annexations 2020	
	In memory of Roy Kirby	
	Firefighter class	
	Financial tax & interest	
	Roy Kirby fund	
	Roy Kirby fund	
	Deposit	
	EMT refresher C. Wilder	
	refund check	
	Deposit	
	Deposit	
	Deposit	
	Roy Kirby fund	
	Fire damage to dwelling	
	2019 WC Audit	
	Claim MOTR20030168	
	Deposit	
	Endorsement return premium delete Loc 4	
Total 4050 · Miscellaneous Revenue		
Total 4000 · Revenue		
TOTAL		

Battlefield Fire Protection District
Transaction Detail By Account
January through August 2020

	<u>Split</u>	<u>Original Amount</u>	<u>Paid Amount</u>
4000 · Revenue			
4050 · Miscellaneous Revenue			
	1025 · Oakstar - Operating	974.22	974.22
	1025 · Oakstar - Operating	10.00	10.00
	1025 · Oakstar - Operating	10.00	10.00
	1025 · Oakstar - Operating	10.00	10.00
	1025 · Oakstar - Operating	100.00	100.00
	1025 · Oakstar - Operating	17,308.02	17,308.02
	1025 · Oakstar - Operating	100.00	100.00
	1025 · Oakstar - Operating	2,743.00	2,743.00
	1025 · Oakstar - Operating	3.11	3.11
	1025 · Oakstar - Operating	25.00	25.00
	1025 · Oakstar - Operating	500.00	500.00
	1025 · Oakstar - Operating	250.00	250.00
	1025 · Oakstar - Operating	100.00	100.00
	1025 · Oakstar - Operating	19.49	19.49
	1025 · Oakstar - Operating	10.00	10.00
	1025 · Oakstar - Operating	10.00	10.00
	1025 · Oakstar - Operating	3,350.96	3,350.96
	1025 · Oakstar - Operating	175.07	175.07
	1025 · Oakstar - Operating	158,352.49	158,352.49
	1025 · Oakstar - Operating	9,242.00	9,242.00
	1025 · Oakstar - Operating	250.00	250.00
	1025 · Oakstar - Operating	2,900.00	2,900.00
	1025 · Oakstar - Operating	122.00	122.00
			<u>196,565.36</u>
Total 4050 · Miscellaneous Revenue			<u>196,565.36</u>
Total 4000 · Revenue			<u>196,565.36</u>
TOTAL			<u><u>196,565.36</u></u>

Battlefield Fire Protection District 12:06 PM
Transaction Detail By Account 09/04/2020
 January through August 2020 Cash Basis

	Balance
4000 · Revenue	
4050 · Miscellaneous Revenue	
	974.22
	984.22
	994.22
	1,004.22
	1,104.22
	18,412.24
	18,512.24
	21,255.24
	21,258.35
	21,283.35
	21,783.35
	22,033.35
	22,133.35
	22,152.84
	22,162.84
	22,172.84
	25,523.80
	25,698.87
	184,051.36
	193,293.36
	193,543.36
	196,443.36
	196,565.36
Total 4050 · Miscellaneous Revenue	196,565.36
Total 4000 · Revenue	196,565.36
TOTAL	196,565.36



BATTLEFIELD FIRE PROTECTION DISTRICT

www.battlefieldfire.com 

4117 W. Second Street
Battlefield, MO 65619

FAX: (417) 887-9914
CELL: (417) 343-4504

PHONE: (417) 881-9018



ADMINISTRATIVE BOARD REPORT

August/September 2020

Administration – Chief Moore

- The temporary procedure addressing COVID-19 exposures continues.
- I continue to be the Law Enforcement liaison for the State to Region D for Personal Protective Equipment. There is a hope this will transition to the State of Missouri soon.
- Conflict of Interest and Levy information was presented to the appropriate agencies. There is discussion the levy will possibly update through Greene County in September as they finish their valuation of personal property. I have stayed in contact with the City of Battlefield and shared information.
- We have made requests to several local auditors to bid for services in 2021. Deadline for submissions is October 16, 2020.
- We renewed our Property and Casualty and Worker's Compensation for 2021.
- Will be working through bidding for Insurance Broker after January 1. Our renewal is in June. We can anticipate a 7% increase in 2021 for budgeting purposes.
- Began graduate school through Drury. This is a 2-year program for a Public Service and Safety Leadership Master's degree.

Operations – Deputy Chief Reynolds

- Total calls for August: 168
 - 7 Building fires
 - August 2019 = 299
- Total Calls YTD = 1611
 - YTD Last year = 2079
- Average Response Time for August = 5.68 minutes
 - Average Response Time YTD: 6.32 minutes
 - Target time is 7 minutes
- Turnout time for August = 1:09
 - Turnout time YTD = 1:16
 - Target time is 1:30
- 10678 (Truck 3) is back in district and in service. It ran a fire on its first day back. There are still a few things that need to be corrected.
- Truck purchase process continues. We will be selling at least one apparatus.
- We are in the process of auditing our first two years of files for our record management system. As we work through this process, the data will become more accurate and relevant for making evidence-based decisions.
- We met with the Operations Captain with Brookline. We are in the process of drafting agreements that benefits responses in both jurisdictions. This process continues to be productive.
- Columbia Southern University met with most of our staff. We are taking advantage of the learning partnership we have in place with them and continuing education information was passed out to everyone.

"We Serve"

Support Services – Division Chief Anderson

- Spent the last month acclimating to the organization.
- Met with all the neighboring agency representatives for Community Risk Reduction.
- Met with OTC to build visual presentations for school education programs.
- Working through compliance for medical and worker's compensation file storage. Also working through data collection for workplace injury prevention.

Training – Division Chief Burr

- Training hours for August: 1,919 hours
- YTD Training = 11,856
 - YTD 2019 = 10,795
- State certification testing is ongoing. We will be hosting more opportunities.
- We have members taking an online Fire Service Instructor I class through Ozark Fire.
- We had members attend Driver Operator Core in Willard Fire.
- There are 3 members starting an online Fire Officer I class later this month through Douglas County.

Other Important Information – Shifts and Staff

- Mr. Hammit has the proposed contract from the District for the purchase of property. He is working through the process of surveying the land. He is prepared to present the District with the funds for the property.
- We have one person on modified duty. We have another employee on extended medical leave for a surgery.
- We have worked through many issues centered around exposures and/or positive COVID tests. We continue to learn as this process evolves.
- We have three policies for review this month. They are included in the packet.



Residency Requirements

Policy 110

Category: EMPLOYMENT PRACTICES

Approved _____

Replaces: June 4, 2010
September 8, 2020

110.0 RESIDENCY REQUIREMENTS

It is the intent of the District that all personnel below the rank of Fire Chief may live outside the Fire District's outer boundaries.

110.1 FIRE CHIEF

It is the intent of the District that the Fire Chief, reside within the Fire District's outer boundaries. ~~The District maintains this requirement because of the importance that the Fire Chief be involved, support, and work within the community.~~ The Board of Director's shall evaluate the residency of the Fire Chief for allowable limitations.

110.2 DEPUTY CHIEF & DIVISION CHIEF

It is the intent of the District that all Deputy Fire Chiefs and Division Chiefs, reside within 15 minutes of the Fire District's outer boundaries. The District maintains this requirement to provide command staff's support during operations of the District, within a reasonable time frame.

110.3 BATTALION CHIEFS & OTHER PERSONNEL

It is the intent of the District that any paid personnel at, or below, Battalion Chief will have no residency limitations. The reserve personnel shall maintain an acceptable/reasonable outer boundary, which is agreed upon by the Fire Chief.



District Vehicles

Policy 406

Category: EMPLOYEE BENEFITS

Approved _____

Replaces: Aug 10, 2010
September 8, 2020

406.0 DISTRICT VEHICLES

The District intends for all employees to meet and maintain requirements to operate District-owned vehicles. All occupants within District vehicles shall have passenger restraint devices in place while the vehicle is in motion.

406.1 REQUIREMENTS

District vehicles shall be operated within all applicable laws and District policies and procedures. All personnel shall have a valid **Operator's** License. All personnel must meet the requirements of the current District insurance carrier. The insurance companies regulate certain items that must be met for them to provide insurance. The District recognizes any and all requirements set by its current carrier. District vehicles shall not be driven to and parked at any location, which can be considered a bar, nightclub, tavern, pub, liquor store, or other location, which could be considered as detrimental to the District and its policies. The exceptions would be when the vehicle must respond to such locations in an official capacity such as inspections, occupancy reviews, or an emergency call.

406.2 NON-DISTRICT EMPLOYEES

Only District employees are allowed in District vehicles with the exception of approved personnel such as maintenance, service, and sales personnel. The Fire Chief or designee must approve all non-district personnel. This policy is not meant to govern staff vehicles, which transport personnel for meetings and such for District business. The general public upon approval may ride in District vehicles once the District waiver has been completed and signed. **Waiver is found in Policy 813**. Any Chief Officer may approve the waiver. The ride-along program is not intended to allow the general public to ride on a regular basis. It is intended to allow individuals a chance to gain inside knowledge of the District's operations to better their understanding and workings of the fire service.

406.3 COMPANY VEHICLES

The District-owned and operated vehicles may be temporarily assigned to individual employees for official District business. Vehicles shall remain within the district boundaries unless ordered to respond to an incident or perform other specific functions outside the District.

A vehicle will be permanently assigned to the Fire Chief for his/her proper use. Additional vehicles may be provided for Deputy Chiefs and **Division Chiefs** to utilize. These vehicles may be used for limited personal use while on call.



Purchasing Policy 902

Category: FINANCIAL MANAGEMENT

Approved _____

Replaces: August 9, 2011
September 8, 2020

902.0 PURCHASING

There are four (4) cost centers with authorized buyers in each, Administration, Operations, Training, and **Support Services** ~~Fire Prevention~~. Authorized buyers are Deputy Chiefs, Division Chiefs, and Battalion Chiefs in their respective areas and the Fire Chief in Administration. All goods or services must be accompanied by a purchase order and receipt for such goods and services. At any level of purchasing goods and services, the District shall strive to purchase locally. Any purchase of one hundred and one (\$101.00) dollars or more must have a purchase order issued prior to purchase.

Company Officers – Company Officers may purchase goods or services for station and apparatus maintenance to a limit of one hundred (\$100.00) dollars without prior approval. Any purchase exceeding this limit will require prior approval by a Chief Officer.

Battalion Chiefs and Division Chiefs – Battalion Chiefs and **Division Chiefs** may purchase goods or services for the District to a limit of five hundred (\$500.00) dollars without prior approval. Any purchase exceeding this limit will require prior approval by the Deputy Chief.

Deputy Chiefs – Deputy Chiefs may purchase goods or services for the District up to a limit of one-thousand (\$1,000.00) dollars without prior approval if the item or service was a budgeted item. Any purchase exceeding this limit will require prior approval by the Fire Chief.

Fire Chief – The Fire Chief may purchase goods or services for the District to a limit of two thousand five hundred (\$2,500.00) dollars without prior approval if the item or service was a budgeted item. **Any non-budgeted purchase exceeding this limit will require prior approval by the Board of Directors.**

In the event of an emergency involving the safety of Battlefield Fire Protection District Personnel or the imminent extensive destruction of property belonging to the District, this amount may be exceeded by the Fire Chief, in a budgeted or unbudgeted category.

Written justification to substantiate such expenditure and supporting documentation will be presented to the Board of Directors, by the Fire Chief, at the next scheduled Board Meeting. Any abuse or unsupported use of this provision will be viewed from a critical stance by the Board.

902.1 BIDDING PROCESS

Any single item or service that costs less than five hundred (\$500.00) dollars shall require no special bidding requirements. Items between five hundred (\$500.00) dollars and five thousand (\$5,000.00) dollars shall receive a minimum of three (3) telephone bids. Items between five thousand (\$5,000.00) dollars and ten thousand (\$10,000.00) dollars require a minimum of two (2) written proposals.

The purchase of goods or services over ten thousand (\$10,000.00) dollars, except those professional services exempt by state statute, will require advertisement in at least one (1) local newspaper. Bids must be sealed until the advertised date to open the bids. Staff will open bids, review, and prepare a spreadsheet and recommendation for Board approval.

Under no condition will employees of the District enter into arrangements with distributors affecting pricing or undermining fair competition.

Staff may utilize bids for goods or services that were awarded to other governmental entities without completing the policy above.

Advertisement of request for bids includes publishing in the local newspaper once, fourteen (14) days prior to the closing date of bid acceptance. On specialty items (where there are limited numbers of fire apparatus manufacturers or fire appliance manufacturers) invitations to bid will be sent so as to insure that a competitive sampling of the market is obtained.

Advertising in a local newspaper will not be required if all suppliers are out of town or if all available suppliers are identified, and they will all be supplied bid proposals.

At times, the District may request bids for goods and services from employees with specific talents or desires. These goods and services will be outside the normal scope of job duties. Requests for bids will be posted in each station and or sent to each station by e-mail. This posting shall be no less than seven (7) calendar days.

902.2 CAPITALIZATION

The policy of the Battlefield Fire Protection District is to capitalize assets when the useful life is greater than one year, and the acquisition cost meets the capitalization threshold of \$3,000.

Purchased or constructed capital assets and infrastructure are reported at acquisition or construction cost or estimated historical value. Donated capital assets are recorded at their estimated fair value at the date of donation.

Assets will be depreciated on the straight-line basis over their estimated useful lives.

Battlefield Fire Protection District

2020-2025 Strategic Plan



September 8, 2020 Draft Report

Submitted To: Battlefield Fire Protection District
Board of Directors

Submitted By: Scott W. Moore, Fire Chief

September 8, 2020

Battlefield Fire Protection District
Board of Directors
4117 West Second Street
Battlefield, MO 65619

Board of Directors:

The organization initiated our strategic planning process on Tuesday, June 25, 2019. This report has been revised into a formal strategic plan proposal for implementation in January 2021. With the recent events of COVID-19, the strategic plan formalization was placed on hold. We continued to work under the general guide of the plan despite no formal adoption. The proposal presented now represents current status with goals achieved noted within the plan. The intent is to remain in the 5-year plan originally proposed.

The purpose of this strategic planning process is to build upon previous planning efforts to develop a 5-year formal strategic plan. This process is critical to the future of the Battlefield Fire Protection District and the services provided to our citizens.

Upon your review of this document, we encourage you to address your attention to the “Action Plan” portion. The goals and objectives listed within are the roadmap to our implementation of this plan. Each objective provides a task assignment which will be associated to a division, committee or individual within the District. We ask the board to consider how these goals and objectives translate to the community *We Serve* and provide feedback on how best to communicate our plan to our constituents.

I look forward to working with the board and the members of the Battlefield Fire Protection District as we continue to develop this draft report to a final recommendation.

Regards,

Scott W. Moore
Fire Chief
Battlefield Fire Protection District
“We Serve”

Contents

Introduction.....	3
Organizational Overview.....	6
Mandates	
Mission Statement	
Core Competencies	
Operational Philosophy.....	7
Organizational Analysis.....	10
External Environment (Challenges and Opportunities)	
Internal Environment (Weaknesses and Strengths)	
Strategic Issues.....	13
Action Plans.....	16
Conclusion.....	21

Introduction

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it. There are many processes available to organizations to develop strategic plans. The process used in the development of this plan is a combination of *The Strategy Change Cycle* as proposed by John Bryson and *The Fire Department Strategic Planning Model* developed by Mark Wallace.

The first step in the process was to meet with staff members to discuss and conduct an organizational overview. During this overview, staff members reviewed our organizational mandates, mission statement, and core competencies.

Staff members then developed statements that defined the organization's operational philosophy, which is a description of "how we do business". Members were separated into teams to develop their proposed statement. The objective of this step was to develop value concepts that will become codified within the operations so anyone can understand the strategic responsibilities of the organization.

The next step employed is a variation of a SWOT (strengths, weaknesses, opportunities, and threats) analysis. This is referred to as an environmental scan that examined the external and internal environment using a COWS analysis (challenges, opportunities, weaknesses, and strengths)

The information was developed during shift meetings throughout June. Small group discussions were used, and information was recorded on worksheets. The information has been condensed and included in this report. The next step was to validate this information during shift meetings throughout July, which were presented in the August Board Meeting.

In August thru October, we focused on clarifying our strategic issues. These are the fundamental issues of the organization that provides a broad framework and covers most of the organization's functions. We developed strategic statements that explain how the issue is related to the organization and its importance.

In November, the Command Staff developed action plan statements for each strategy statement that provides for job assignments and specific task required following our planning and purchasing roadmap throughout the next five years.

The draft proposal was presented to the Board of Directors on January 14, 2020. The same proposal was then submitted to the line staff at our annual meeting on January 24, 2020. At the conclusion of this document, we find a list of items for consideration following the adoption by the District.

Organizational Overview

Staff Input:

Mandates:

- Fire District State Law, RSMo 321.010
- Battlefield Volunteer Fire Protection District Ordinance
- Battlefield Fire Protection District Ordinance
- Battlefield Fire Protection District Board Policy
- Automatic/Mutual Aid Agreements
- City of Battlefield Building and Fire Code Ordinance
- EMS Delivery State Law, RSMo, 190.103.2
- Water Rescue Operations Agreement with Logan-Rogersville FPD
- Industry and Government Codes, Regulations, and Standards
 - NFPA 1300
- Employment and Labor Laws
- Citizen Mandates

Mission Statement:

The Battlefield Fire Protection District provides cost effective, efficient fire, rescue and environmental protection services and other necessary emergency services essential to the health, safety, and well-being of the community. These services include, but are not limited to, the delivery of initial emergency medical services, extra-hazardous rescues, and the mitigation of man-made or natural catastrophes.

The fire protection service includes both fire suppression and prevention, with a strong emphasis on fire prevention programs addressing: 1) Public Education, 2) inspection of existing and proposed facilities within the District, 3) fire cause determination including arson investigation. It is the specific intent of the District to provide support elements: administration, personnel services, training, communication, apparatus and equipment, to optimize the effectiveness of the Battlefield Fire Protection District personnel and provide for the highest possible levels of safety and health for all members. District personnel will be encouraged and assisted in achieving their potential for professional growth, development and advancement. It is the further intent of the Battlefield Fire District that its resources will be available to community citizens in a equitable manner, consistent with the well-being of the District at large. Retrieved from www.battlefieldfire.com.

- Slogan is "WE SERVE"

Core Competencies/Values:

Core Competencies relate to a value system that describes observable behaviors and measurable results. We must understand our implicit and explicit values.

1. Community Engagement
2. Risk Reduction
3. Excellence in Proficiency
4. Anticipation of Community Needs
5. Community Risk Reduction
6. Value and Invest in Personnel
7. Health and Wellness / Fit for Duty
8. Stewards of Community Resources
9. Integrity / Organizational Leadership
10. Communication

Operational Philosophy

The standard to which every aspect of the organization should be measured is the “philosophy of operations”.

1. Provide top-level service.
2. Continuous commitment to Success.
3. Provide a true commitment to learning.
4. Instill trust with everyone, our members, and the community.
5. Appearance, personal, and station professionalism.
6. Physically fit to properly serve the District.
7. Maintain an attitude of service that places our community before ourselves.
8. Execute compassion in care, maintain excellence in performance, financial responsibility, demonstrating the ability to adapt and overcome in the evaluation and mitigation of risk, while maintaining a professional image of honesty, integrity, and accountability.
9. Provide quality emergency mitigation through aggressive training, community risk reduction, internal accountability, and integrity.
10. Provide the highest level of care by being the best stewards of the community as possible.

The members of the Battlefield Fire Protection District will serve the community.....

Strategic Issues

"Involves identifying the fundamental policy issues of the organization. These must address strategies designed to promote the mandates, mission, values, and operational philosophy. Essentially, they should cover all the functions of the organization. The objective is to describe each strategic issue in a single paragraph, noting why this is a fundamental policy issue. First, we must be able to do something about it. Second, how does the issue relate to the mandates, mission, value, COWS? Third, how important is this issue?"

- Services and Programs
- Staffing
- Apparatus
- Facilities
- Funding

DRAFT

Action Plans

Strategic Issue 1	Services and Programs
Action Plan	The effectiveness of our District's services and programs directly reflects the District's ability to meet the needs of the community. In an effort to effectively manage the resources of the community, the District must evaluate these services and programs regularly.
Goal # 1.1	Meet Community Expectations
Objective #1	Establish community expectations of the District.
Timeframe	June 2021
Tasks	Communicate with the community, mine data from District sources, and elicit input from the community to determine demographics. Specific attention given to at-risk portions of the community.
Funding	This can be done, initially, in house through the CRR Committee and Support Service Division Chief.
Objective #2	Compare current deliveries to the community's expectations and District needs.
Timeframe	September 2021
Tasks	Match current programs and services to information gained in Objective 1.
Funding	This will be done in house through the CRR Committee
Goal # 1.2	Engage External Stakeholders
Objective #1	Identify the external stakeholders.
Timeframe	June 2021
Tasks	Evaluate data from taxes provided by organization and individuals. Utilize relationships within civic groups and community organizations. Enroll in memberships to increase our exposure to these groups and organizations.
Funding	\$5,000 annually. Increase to or allocation from Public Relations Line Item
Objective #2	Inform External Stakeholders
Timeframe	November 2021
Tasks	Develop a meeting for community input to assist in long-term planning for the District. Facilitate this through several meetings hosted by the District throughout the time period. Consider online platforms and media outlets.
Funding	\$1,000 annually. Increase to or allocation from Public Relations Line Item and IT
Goal # 1.3	Identify current programs and services
Objective #1	Connect gaps and issues with expectations gained from Goal 1 and 2.
Timeframe	June 2022
Tasks	Generate expectations and assign gaps to them. Identify solutions and excess gaps for consideration of future goals.
Funding	No anticipated funding needed.
Objective #2	Evaluate effectiveness of current programs and services.
Timeframe	Ongoing
Tasks	Review the programs and services of the organization learned in Objective 1. Prioritize these services to the mission of the District.
Funding	No anticipated funding needed.

Strategic Issue 2	Staffing
Action Plan	Our greatest resource is our District staff. Regular evaluation of the allocation of our resources will identify needed changes within our daily operations.
Goal # 2.1	Conduct a Standard of Cover evaluation.
Objective #1	Evaluate the District's capabilities to meet recognized Standards of Cover.
Timeframe	January 2022
Tasks	Review current operations and compare with NFPA 1710 and other identified industry standards. Facilitate with FirePrograms and NFPA CRA tool.
Funding	No anticipated funding identified for internal processes. External consultant is estimated at \$15,000 one time fee.
Objective #2	Adjust staffing considerations as needed.
Timeframe	January 2023
Tasks	Utilize data from Objective 1 to develop plans for staffing adjustments and identify future growth needs of the District.
Funding	No anticipated funding identified.
Goal # 2.2	Ensure staffing allocations are adequate for the needs of the District
Objective #1	Conduct a staffing study.
Timeframe	October 2022
Tasks	Utilize a Request for Bid process to determine cost/ROI in conjunction with Goal 1 (Standards of Cover)
Funding	\$20,000
Objective #2	Prioritize findings from Objective 1.
Timeframe	January 2023
Tasks	Use information learned from Standards of Cover and the Staffing Study to prioritize goals of implementation.
Funding	No anticipated funding identified.
Goal # 2.3	Implement changes from Standards of Cover and Staffing Study.
Objective #1	Use prioritization scale
Timeframe	January 2023
Tasks	Compare the findings and prioritization with current operations.
Funding	Unknown based upon findings
Objective #2	Institute changes as needed.
Timeframe	December 2023
Tasks	Coordinate with staff, schedules and calendars to ensure minimal disruption of services. Implement the highest priority adjustments to lowest as achievable.
Funding	Unknown based upon findings
Goal # 2.4	Improve Recruitment and Retention of employees
Objective #1	Evaluate current programs.
Timeframe	December 2020
Tasks	Evaluate hiring process, requirements for hire, disciplinary actions and exit interviews. Identify consistent items and areas that can be adjusted.
Funding	No anticipated funding needs identified.
Objective #2	Build a Career Development Plan and increase administrative support
Timeframe	July 2021
Tasks	Review and build training plan, academy, and promotional processes. Implement a dedicated Training Officer for the District.
Funding	\$60,000 in additional personnel cost.

Strategic Issue 3	
Apparatus and Equipment	
Action Plan	The tools used by District personnel to deliver services can improve their efficiency. The District must consistently evaluate the effectiveness of our apparatus and equipment to meet the demands of the community.
Goal # 3.1	Establish a continuity of operations.
Objective #1	Establish minimum requirements and standards for equipment and apparatus
Timeframe	May 2021
Tasks	Create an accurate inventory of all District equipment and apparatus. Review compliance with industry standards and best practices.
Funding	No anticipated funding identified.
Objective #2	Ensure sustainability of the equipment and apparatus.
Timeframe	January 2022
Tasks	Evaluate the effectiveness of current equipment and apparatus. Determine a replacement schedule to best meet the needs of the District. Include cost of ownership into an updated replacement schedule.
Funding	No anticipated funding identified.
Goal # 3.2	Enhance preventative maintenance
Objective #1	Provide employees with knowledge and skills needed to prolong the life of all equipment and apparatus.
Timeframe	January 2023
Tasks	Identify and evaluate current levels of training and the process used by staff. Determine recommendations from manufacturers. Develop training to offset gaps identified.
Funding	\$10,000 annually
Objective #2	Define preventative maintenance of equipment and apparatus
Timeframe	March 2021
Tasks	Create a maintenance schedule based upon manufacturers recommendations and industry standards
Funding	No anticipated funding identified.
Objective #3	Modernize preventative maintenance tracking.
Timeframe	January 2022
Tasks	Utilize District records management systems to track preventative maintenance of all equipment to include costs. This may require additional modules of our current systems.
Funding	\$10,000

Strategic Issue 4	Facilities
Action Plan	The District facilities provide the community, and the organization, with a static resource helping the District meet the needs of the community. Continual evaluation and improvement of our facilities allows the organization to address areas to maintain and improve the capabilities of the District.
Goal # 4.1	Ensure adequate utilization of current facilities
Objective #1	Evaluate current facility use.
Timeframe	January 2023
Tasks	Analyze data for response, training, staffing considerations and standards of cover to determine efficient use of facilities.
Funding	None
Objective #2	Establish a standardized design for future facilities.
Timeframe	January 2024
Tasks	Research facility design, code compliance, and identify essential functions to establish minimum requirements for buildings.
Funding	\$5,000
Goal # 4.2	Maintain and improve current facilities
Objective #1	Establish preventative maintenance programs
Timeframe	November 2021
Tasks	Identify preventative and reoccurring maintenance needs for the buildings. Implement a prioritized list of items to maintain.
Funding	None
Objective #2	Develop a schedule of preventative and reoccurring maintenance items learned in Objective 1, with budgetary impacts.
Timeframe	January 2022
Tasks	Utilize the District records management systems to track trends and costs associated. Ensure bids for services are updated.
Funding	\$10,000

Strategic Issue 5	Funding
Action Plan	The District is fortunate to have adequate fiscal management in sustaining current operations. Property tax funding is a reliable source which offers limited opportunity for growth and inflation. The District must maintain situational awareness of funding trends while maintaining fiscal responsibility.
Goal # 5.1	Ensure fiscal responsibility for District funds
Objective #1	Ensure compliance with Federal, State and Local regulations.
Timeframe	December 2020
Tasks	Review District policies, purchasing procedures, documentation and standard practices to maintain favorable audit results.
Funding	None
Objective #2	Maintain transparent fiscal management of the District budget.
Timeframe	Ongoing
Tasks	Continue weekly expenditure oversight, monthly Board review, and annual audits. Include District staff in the annual budgeting process.
Funding	\$5,000
Goal # 5.2	Ensure adequate funding to support growth of the District.
Objective #1	Ensure the long-term sustainability of current programs within the budget.
Timeframe	January 2023
Tasks	Research funding streams to offset costs incurred to maintain District programs. Prioritize current programs and services.
Funding	None
Objective #2	Evaluate potential funding needs and venues.
Timeframe	April 2022
Tasks	Research potential tax levy increase and bond initiatives.
Funding	\$20,000

Conclusion

The members of the Battlefield Fire Protection District remain committed to the community to fulfill the needs identified and to support the continued growth of the community “We Serve”. To maintain this level of commitment, semi-annual evaluations of this plan will be conducted. Members of an identified committee will present a written report to the command staff at established benchmarks to ensure relevance and integrity to the process built.

Several items were identified during the strategic planning process. These items are separate from the plan itself but will require evaluation during the plan cycle. Items include:

1. Revisit the District’s Mission/Vision/Value statements.
2. Prioritization and scheduling of action items.
3. Re-evaluate the strategic issues quarterly.
4. Provide regular updates to the Board of Directors.

The information collected herein does not absolve the organization from identifying new strategic issues or action plans. Growth in the Greater Springfield Statistical Area is expected over the coming years. As growth occurs, evaluation of District resources and programs may be warranted.

The District will maintain achievements, changes, and evaluations of this plan to begin working towards the next strategic planning process to begin in January 2024.