AGENDA
Battlefield Fire Protection District
Battlefield Volunteer Fire Department

Regular Board Meeting
4117 W. Second St., Battlefield, MO 65619

Tuesday, December 17, 2024
4:00 PM

Preliminaries to the Meeting

1. Call to Order
2. Ceremonial Matters
3. Roll Call
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 Regular Minutes

Financial Business

1. Payment of the bills
2. Check signing
3. Financial statements

Public Comments

1. Any comments must be submitted via email to info@battlefieldfire.com prior to 5pm on the Monday prior to meeting.

Unfinished Business

1. Maintenance Building Project
2. Labor/Management Agreement
3. Strategic Plan

New Business

1. Policy Update
2. HGAC Buys Contract
3. 2026 Pumper Purchase
4. FY 25 Budget
5. General Overview

Closed Session

1. Discussion and possible vote concerning: Preparation, including any discussions or work product, on behalf of a public governmental body or its representatives for negotiations with employee groups (9), Personnel Records, Performance Ratings, or Records Pertaining to Employees or Applicants for Employment per RSMo 610.021 (13). Closed Session. Closed Record.

Adjournment

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

Posted: 12/13/2024 4:00 PM certified by the undersigned that a true copy of the foregoing agenda was posted at the Battlefield Administration and Training Center in Battlefield, Missouri.

_____ Secretary for the Board

Battlefield Fire Protection District
Battlefield Volunteer Fire Department
Minutes
November 2024 Regular Board Meeting

Location of Meeting: 4117 West Second St.
Battlefield, MO 65619
Time of Meeting 4:00 PM
Date of Meeting: November 12, 2024

The meeting of the Battlefield Fire Protection District Board of Directors was called to order by Chairman Trevor Crist at 4 pm. A roll call was taken, and a quorum was established.
Board Members Present: Chairman Trevor Crist, Vice Chair Danny Perches, Treasurer Mark Pon, Member Jen Albers, and Member Scott Lambeth.

Mr. Pon moved to approve the agenda, 2nd by Mr. Perches. Motion carried.

Approval of Last Month's Minutes:
1. Approval of Regular Minutes - Mr. Pon moved to approve the Regular Meeting minutes. 2nd by Mr. Perches. Motion carried.

Financial Business:
1. The Board addressed bills to be paid and signed checks.
2. Treasurer Mark Pon discussed the October financial report and review of cash assets. Battlefield Volunteer Fire Department's checking account indicates $5,549.72. Battlefield Fire Protection District's ICS account holds $4,192,983.69 and Money Market holds $65,144.19.
3. Deputy Chief Reynolds briefly reviewed line items on the financials. It was noted that line item 6810 is over budget as we are waiting for a grant reimbursement on said expenses.
4. Mr. Pon moved to approve the financials. 2nd by Ms. Albers. Motion carried.

Public Comments: None

Unfinished Business:
1. Maintenance Building Project
   - Division Chief Burr presented a total of six change orders for the building project. Two of which are at zero cost. The remaining total will be $35,592 above the original bid. Mr. Pon moved to approve changes. 2nd by Ms. Alber
2. Labor/Management Agreement
   - Tabled for closed session.
3.Internet Service Provider
   - Update of implementation was shared. No votes were taken.

New Business:

1. Policy Update
   - Deputy Chief Reynolds presented a draft copy of changes to policy #1033 to the board. Ms. Albers moved to approve the changes. 2nd by Mr. Lambeth. Motion carried.

2. FY 25 Budget
   - Recommendations were discussed no were votes taken at this time.

3. General Overview
   - Staff provided a review of their monthly reports.

Closed Session:

1. Information only pursuant to RSMO 610.021 (13). Closed Session. Closed Record.

Motion to go out of Open Session by Mr. Perches. 2nd by Mr. Lambeth. Motion carried.
Out of Open Session at 5:02 pm.
Motion to go into Closed Session by Mr. Pon. 2nd by Ms. Perches. Motion carried.
Into Closed Session 5:29 pm.
Roll Call: Mark Pon, Trevor Crist, Scott Lambeth, Jen Albers, Danny Perches, Division Chief Burr, Division Chief Anderson, Battalion Chief Monnig, Deputy Chief Reynolds, Captain Childs, and Secretary to the Board Shawn Shupert.
Motion to go out of Closed Session by Mr. Pon. 2nd by Mr. Lambeth. Motion carried.
Out of Closed Session: 8:14 pm
Motion to go into Open Session by Mr. Pon. 2nd by Mr. Lambeth. Motion carried.
Into Open Session 8:15pm.
Roll Call: Trevor Christ, Mark Pon, Scott Lambeth, Danny Perches and Jen Albers.

Adjournment:

Mr. Pon moved to adjourn at 8:15 pm.
Approved by:

_____
Trevor Crist

_____
Danny Perches

_____
Scott Lambeth

_____
Mark Pon

_____
Jen Albers

Battlefield Fire Protection District
Statement of Activities
November 2024

9:25 AM
12/06/2024
Cash Basis

	Nov 24	Jan - Nov 24
Revenue		
4000 · Revenue		
4005 · Tax Revenue	13,394.28	5,601,568.55
4010 · Tax Interest Revenue	2,778.91	38,461.94
4050 · Miscellaneous Revenue	6,051.72	91,430.39
4060 · Interest Revenue	14,357.08	252,883.55
Total 4000 · Revenue	36,581.99	5,984,344.43
Total Revenue	36,581.99	5,984,344.43
Gross Profit	36,581.99	5,984,344.43
Expense		
5000 · Capital Expense		
5015 · Uniforms/PPE/Bunker Gear	4,509.44	10,177.20
5020 · Building Lease	0.00	108,687.50
5030 · Information Technology	8,139.63	9,244.26
5035 · Communications	36,056.80	42,135.54
5040 · Firefighting/EMS	48,980.70	401,986.88
5052 · Fitness Equipment	814.00	5,497.96
5055 · Vehicles	591.19	23,969.62
Total 5000 · Capital Expense	99,091.76	601,698.96
6000 · Communications		
6003 · MDT/Cell Phones	927.69	13,902.52
6020 · Managed IT Service	780.22	8,446.10
Total 6000 · Communications	1,707.91	22,348.62
6100 · Insurance		
6110 · Workman's Compensation	0.00	129,570.41
6115 · Commercial & Property	30,165.00	120,151.50
6120 · Medical, Dental, Vision	29,221.17	292,176.58
6122 · MOCIP	0.00	4,185.00
6125 · FFAM Dues	0.00	320.00
Total 6100 · Insurance	59,386.17	546,403.49
6200 · Maintenance & Repairs		
6205 · Gas/Diesel	4,009.29	40,366.24
6210 · Apparatus Repair	5,809.18	38,622.11
6215 · Stations & Buildings	9,524.84	45,036.03
6220 · Lawn Maintenance	0.00	5,996.80
6225 · Equipment Maintenance	73.96	4,485.70
6235 · Headquarters Maintenance	1,209.00	13,506.00
6250 · Ground/Aeriel Ladder Testing	0.00	2,713.00
6255 · Maintenance Shop Equipment	25.98	1,424.55
6280 · SCBA Flow Testing	0.00	2,035.00
Total 6200 · Maintenance & Repairs	20,652.25	154,185.43

	Nov 24	Jan - Nov 24
6300 · Office/Stations		
6305 · Software Expense	6,697.00	35,043.23
6315 · Accounting Fees	746.00	8,952.45
6325 · Postage/Shipping	0.00	136.00
6330 · Subscriptions/Memberships	390.07	15,799.52
6335 · Advertising/Printing/Postings	0.00	5,067.71
Total 6300 · Office/Stations	7,833.07	64,998.91
6400 · Training		
6410 · Training Classes	3,890.44	33,488.49
6415 · Equipment	0.00	88,215.20
Total 6400 · Training	3,890.44	121,703.69
6500 · Legal		
6510 · Audit Fees	0.00	5,750.00
6525 · Cafeteria Pass Thru	-0.18	1,555.34
6535 · Attorney Fees	2,734.50	4,856.28
Total 6500 · Legal	2,734.32	12,161.62
6600 · Salaries		
6605 · District Personnel	226,718.06	2,509,042.62
6610 · Board of Directors		
6612 · Chaplain Expense	97.28	662.54
6610 · Board of Directors - Other	633.33	8,533.27
Total 6610 · Board of Directors	730.61	9,195.81
6620 · Employer Payroll Taxes	3,210.71	35,018.83
6625 · Lagers	44,488.87	475,561.47
6635 · Uniforms	156.84	8,050.07
6640 · 457 Pass Thru	-620.79	-1,797.07
6650 · Miscellaneous Board Expense	125.11	125.11
6655 · Expense Account	0.00	500.68
6665 · Special Overtime	3,994.00	31,014.63
6668 · Union Dues Passthrough	-2,165.10	-92.79
6675 · Background Check	0.00	205.74
Total 6600 · Salaries	276,638.31	3,066,825.10
6700 · Medical		
6710 · Employee Physicals/POET	450.00	25,920.11
Total 6700 · Medical	450.00	25,920.11
6750 · Utilities		
6755 · Water	123.49	1,361.89
6760 · Sanitation	261.01	4,362.85
6765 · Sewer	157.95	2,107.48
6770 · Electric/Gas	3,078.60	33,342.19
6775 · Internet/Phones/Cable	2,257.60	17,661.21
Total 6750 · Utilities	5,878.65	58,835.62
6800 · Supplies		
6810 · Public Relations/Outreach	8,109.91	61,017.81

	Nov 24	Jan - Nov 24
6815 · Logo Imprinted Supplies	0.00	16.00
6820 · Fire & EMS Expendables	179.90	5,648.28
6830 · Janitorial Supplies	219.81	4,448.51
6835 · Stations/Buildings Supplies	236.83	4,366.78
Total 6800 · Supplies	8,746.45	75,497.38
6850 · Property Improvements		
6860 · Stations/Buildings	3,080.37	190,305.60
Total 6850 · Property Improvements	3,080.37	190,305.60
Total Expense	490,089.70	4,940,884.53
Net Revenue	-453,507.71	1,043,459.90

Battlefield Fire Protection District
Profit & Loss Budget Performance
Nov 2024

	Annual Budget	Nov 24	% Received	Jan-Nov YTD	% Received YTD	Revenue Still Expected	Revenue Over Expected
Revenue							
4000 · Revenue							
4005 · Tax Revenue	6,389,953.00	13,394.28	0.21%	5,601,568.55	87.66%	788,384.45	0.00
4010 · Tax Revenue Interest	0.00	2,778.91	0.00%	38,461.94	0.00%	0.00	38,461.94
4050 · Miscellaneous Revenue	0.00	6,051.72	0.00%	91,430.39	0.00%	0.00	91,430.39
4060 · Interest Revenue	0.00	14,357.08	0.00%	252,883.55	0.00%	0.00	252,883.55
Total 4000 · Revenue	6,389,953.00	36,581.99	0.57%	5,984,344.43	93.65%	788,384.45	382,775.88
Expense							
5000 · Capital Expense	**Annual Budget**	**Nov 24**	**%Budget Used in Nov**	**Jan-Nov YTD**	**%Budget Used YTD**	**Balance Available**	
5015 · Uniforms/PPE/Bunker Gear	65,000.00	4,509.44	6.94%	10,177.20	15.66%	54,822.80	
5020 · Building Lease	111,450.00	0.00	0.00%	108,687.50	97.52%	2,762.50	
5030 · Information Technology	25,000.00	8,139.63	32.56%	9,244.26	36.98%	15,755.74	
5035 · Communications	40,000.00	36,056.80	0.00%	42,135.54	0.00%	-2,135.54	
5040 · Firefighting/EMS	550,000.00	48,980.70	8.91%	401,986.88	73.09%	148,013.12	
5052 · Fitness Equipment	5,700.00	814.00	14.28%	5,497.96	96.46%	202.04	
5055 · Vehicles	70,000.00	591.19	0.00%	23,969.62	0.00%	46,030.38	
Total 5000 · Capital Expense	867,150.00	99,091.76	11.43%	601,698.96	69.39%	265,451.04	
6000 · Communications							
6003 · MDT/Cell Phones	15,000.00	927.69	6.18%	13,902.52	92.68%	1,097.48	
6020 · Managed IT Service	16,260.00	780.22	4.80%	8,446.10	51.94%	7,813.90	
Total 6000 · Communications	31,260.00	1,707.91	5.46%	22,348.62	71.49%	8,911.38	
6100 · Insurance	**Annual Budget**	**Nov 24**	**%Budget Used in Nov**	**Jan-Nov YTD**	**%Budget Used YTD**	**Balance Available**	
6110 · Workman's Compensation	137,203.02	0.00	0.00%	129,570.41	94.44%	7,632.61	
6115 · Commercial & Property	115,821.00	30,165.00	26.04%	120,151.50	103.74%	-4,330.50	
6120 · Medical, Dental, Vision	300,079.00	29,221.17	9.74%	292,176.58	97.37%	7,902.42	
6122 · MOCIP	7,755.00	0.00		4,185.00			
6125 · FFAM Dues	6,000.00	0.00	0.00%	320.00	5.33%	5,680.00	
Total 6100 · Insurance	566,858.02	59,386.17	10.48%	546,403.49	96.39%	20,454.53	

Battlefield Fire Protection District
Profit & Loss Budget Performance
Nov 2024

	Annual Budget	Nov 24	% Received	Jan-Nov YTD	% Received YTD	Revenue Still Expected	Revenue Over Expected
6200 · Maintenance & Repairs							
6205 · Gas/Diesel	52,000.00	4,009.29	7.71%	40,366.24	77.63%	11,633.76	
6210 · Apparatus Repair	50,000.00	5,809.18	11.62%	38,622.11	77.24%	11,377.89	
6215 · Stations & Buildings	55,000.00	9,524.84	17.32%	45,036.03	81.88%	9,963.97	
6220 · Lawn Maintenance	10,500.00	0.00	0.00%	5,996.80	57.11%	4,503.20	
6225 · Equipment Maintenance	7,000.00	73.96	1.06%	4,485.70	64.08%	2,514.30	
6235 · Headquarters Maintenance	15,000.00	1,209.00	8.06%	13,506.00	90.04%	1,494.00	
6250 · Ground/Aeriel Ladder Testing	2,000.00	0.00	0.00%	2,713.00	135.65%	-713.00	
6255 · Maintenance Shop Equipment	1,750.00	25.98	1.48%	1,424.55	81.40%	325.45	
6280 · SCBA Flow Testing	5,000.00	0.00	0.00%	2,035.00	40.70%	2,965.00	
Total 6200 · Maintenance & Repairs	198,250.00	20,652.25	10.42%	154,185.43	77.77%	44,064.57	
6300 · Office/Stations							
6305 · Software Expense	36,040.00	6,697.00	18.58%	35,043.23	97.23%	996.77	
6315 · Accounting Fees	9,400.00	746.00	7.94%	8,952.45	95.24%	447.55	
6325 · Postage/Shipping	700.00	0.00	0.00%	136.00	19.43%	564.00	
6330 · Subscriptions/Memberships	17,500.00	390.07	2.23%	15,799.52	90.28%	1,700.48	
6335 · Advertising/Printing/Postings	1,000.00	0.00	0.00%	5,067.71	506.77%	-4,067.71	
Total 6300 · Office/Stations	64,640.00	7,833.07	12.12%	64,998.91	100.56%	-358.91	
6400 · Training	Annual Budget	Nov 24	%Budget Used in Nov	Jan-Nov YTD	%Budget Used YTD	Balance Available	
6410 · Training Classes	51,200.00	3,890.44	7.60%	33,488.49	65.41%	17,711.51	
6415 · Equipment	100,000.00	0.00	0.00%	88,215.20	88.22%	11,784.80	
Total 6400 · Training	151,200.00	3,890.44	2.57%	121,703.69	80.49%	29,496.31	

Battlefield Fire Protection District
Profit & Loss Budget Performance
Nov 2024

	Annual Budget	Nov 24	% Received	Jan-Nov YTD	% Received YTD	Revenue Still Expected	Revenue Over Expected
6500 · Legal							
6510 · Audit Fees	6,700.00	0.00	0.00%	5,750.00	85.82%	950.00	
6525 · Cafeteria Pass Thru	1,500.00	-0.18	-0.01%	1,555.34	103.69%	-55.34	
6535 · Attorney Fees	5,000.00	2,734.50	54.69%	4,856.28	97.13%	143.72	
Total 6500 · Legal	13,200.00	2,734.32	20.71%	12,161.62	92.13%	1,038.38	
6600 · Salaries							
6605 · District Personnel	2,770,616.00	226,718.06	8.18%	2,509,042.62	90.56%	261,573.38	
6610 · Board of Directors							
6612 · Chaplain Expense	2,000.00	97.28	4.86%	662.54	33.13%	1,337.46	
6610 · Board of Directors - Other	9,400.00	633.33	6.74%	8,533.27	90.78%	866.73	
Total 6610 · Board of Directors	11,400.00	730.61	6.41%	9,195.81	80.67%	2,204.19	
6620 · Employer Payroll Taxes	49,203.00	3,210.71	6.53%	35,018.83	71.17%	14,184.17	
6625 · Lagers	626,086.00	44,488.87	7.11%	475,561.47	75.96%	150,524.53	
6635 · Uniforms	10,000.00	156.84	1.57%	8,050.07	80.50%	1,949.93	
6640 · 457 Pass Thru		-620.79	0.00%	-1,797.07	0.00%	1,797.07	
6650 · Miscellaneous Board Expense	500.00	125.11	25.02%	125.11	25.02%	374.89	
6655 · Expense Account	3,000.00	0.00	0.00%	500.68	16.69%	2,499.32	
6665 · Special Overtime	50,000.00	3,994.00	7.99%	31,014.63	62.03%	18,985.37	
6668 · Union Dues Pass Thru		-2,165.10	0.00%	-92.79	0.00%	92.79	
6675 · Background Check	3,250.00	0.00	0.00%	205.74	6.33%	3,044.26	
Total 6600 · Salaries	3,524,055.00	276,638.31	7.85%	3,066,825.10	87.03%	457,229.90	

6700 · Medical	Annual Budget	Nov 24	%Budget Used in Nov	Jan-Nov YTD	%Budget Used YTD	Balance Available
6710 · Employee Physicals/POET	38,000.00	450.00	1.18%	25,920.11	68.21%	12,079.89
Total 6700 · Medical	38,000.00	450.00	1.18%	25,920.11	68.21%	12,079.89

Battlefield Fire Protection District
Profit & Loss Budget Performance
Nov 2024

	Annual Budget	Nov 24	% Received	Jan-Nov YTD	% Received YTD	Revenue Still Expected	Revenue Over Expected
6750 · Utilities							
6755 · Water	2,000.00	123.49	6.17%	1,361.89	68.09%	638.11	
6760 · Sanitation	3,250.00	261.01	8.03%	4,362.85	134.24%	-1,112.85	
6765 · Sewer	3,000.00	157.95	5.27%	2,107.48	70.25%	892.52	
6770 · Electric/Gas	35,000.00	3,078.60	8.80%	33,342.19	95.26%	1,657.81	
6775 · Internet/Phones/Cable	14,300.00	2,257.60	15.79%	17,661.21	123.50%	-3,361.21	
Total 6750 · Utilities	57,550.00	5,878.65	10.21%	58,835.62	102.23%	-1,285.62	
6800 · Supplies							
6810 · Public Relations/Outreach	53,616.00	8,109.91	15.13%	61,017.81	113.81%	-7,401.81	
6815 · Logo Imprinted Supplies	3,000.00	0.00	0.00%	16.00	0.53%	2,984.00	
6820 · Fire & EMS Expendables	5,000.00	179.90	3.60%	5,648.28	112.97%	-648.28	
6830 · Janitorial Supplies	3,000.00	219.81	7.33%	4,448.51	148.28%	-1,448.51	
6835 · Stations/Buildings Supplies	9,500.00	236.83	2.49%	4,366.78	45.97%	5,133.22	
Total 6800 · Supplies	74,116.00	8,746.45	11.80%	75,497.38	101.86%	-1,381.38	
6850 · Property Improvements							
6860 · Stations/Buildings	800,000.00	3,080.37	0.39%	190,305.60	23.79%	609,694.40	
Total 6850 · Property Improvements	800,000.00	3,080.37	0.39%	190,305.60	23.79%	609,694.40	
Total Expense	6,386,279.02	490,089.70	7.67%	4,940,884.53	77.37%	1,441,685.69	
Net Revenue	**3,673.98**	**-453,507.71**	-12343.77%	**1,043,459.90**	28401.35%	**-653,301.24**	
Total Budget Amount						1,441,685.69	

Monthly Expenditures	*YTD Expenditures*
490,089.70	4,940,884.53

Restricted Funds	
Operating Reserve	1,000,000.00
Emergency Equipment Reserve	839,576.00
Building Reserve	944,406.00
Total Contingency Fund	2,783,982.00

Battlefield Fire Protection District
Reconciliation Summary
1000 · OakStar - ICS, Period Ending 11/30/2024

	Nov 30, 24	
Beginning Balance		4,192,983.69
Cleared Transactions		
Checks and Payments - 17 items	-520,352.39	
Deposits and Credits - 2 items	23,823.37	
Total Cleared Transactions	-496,529.02	
Cleared Balance		**3,696,454.67**
Register Balance as of 11/30/2024		3,696,454.67
Ending Balance		3,696,454.67

Battlefield Fire Protection District
Reconciliation Detail
1000 · OakStar - ICS, Period Ending 11/30/2024

Type	Date	Num	Name	Clr	Amount	Balance
Beginning Balance						4,192,983.69
Cleared Transactions						
Checks and Payments - 17 items						
Transfer	10/31/2024			X	-97,351.35	-97,351.35
Transfer	11/04/2024			X	-29,462.77	-126,814.12
Transfer	11/05/2024			X	-5,989.45	-132,803.57
Transfer	11/06/2024			X	-10,428.50	-143,232.07
Transfer	11/07/2024			X	-543.13	-143,775.20
Transfer	11/08/2024			X	-10,558.62	-154,333.82
Transfer	11/13/2024			X	-6,966.52	-161,300.34
Transfer	11/14/2024			X	-1,659.00	-162,959.34
Transfer	11/18/2024			X	-97,683.79	-260,643.13
Transfer	11/19/2024			X	-38,994.28	-299,637.41
Transfer	11/26/2024			X	-76,051.65	-375,689.06
Transfer	11/26/2024			X	-10,774.91	-386,463.97
Transfer	11/26/2024			X	-6,415.00	-392,878.97
Transfer	11/26/2024			X	-4,549.21	-397,428.18
Transfer	11/26/2024			X	-1,009.76	-398,437.94
Transfer	11/27/2024			X	-2,258.14	-400,696.08
Transfer	11/29/2024			X	-119,656.31	-520,352.39
Total Checks and Payments					-520,352.39	-520,352.39
Deposits and Credits - 2 items						
Transfer	11/15/2024			X	9,788.84	9,788.84
Deposit	11/30/2024			X	14,034.53	23,823.37
Total Deposits and Credits					23,823.37	23,823.37
Total Cleared Transactions					-496,529.02	-496,529.02
Cleared Balance					-496,529.02	3,696,454.67
Register Balance as of 11/30/2024					-496,529.02	3,696,454.67
Ending Balance					**-496,529.02**	**3,696,454.67**

Battlefield Fire Protection District
Statement of Cash Flows
November 2024

9:25 AM

Cash Basis

	Nov 24	Oct 24	% Change
Revenue			
4000 · Revenue			
4005 · Tax Revenue	13,394.28	12,495.58	7.19%
4010 · Tax Interest Revenue	2,778.91	2,266.25	22.62%
4050 · Miscellaneous Revenue	6,051.72	482.47	1,154.32%
4060 · Interest Revenue	14,357.08	16,578.85	-13.4%
Total 4000 · Revenue	36,581.99	31,823.15	14.95%
Total Revenue	36,581.99	31,823.15	14.95%
Gross Profit	36,581.99	31,823.15	14.95%
Expense			
5000 · Capital Expense			
5015 · Uniforms/PPE/Bunker Gear	4,509.44	0.00	100.0%
5030 · Information Technology	8,139.63	0.00	100.0%
5035 · Communications	36,056.80	1,017.36	3,444.15%
5040 · Firefighting/EMS	48,980.70	4,860.00	907.83%
5052 · Fitness Equipment	814.00	1,231.20	-33.89%
5055 · Vehicles	591.19	15,789.05	-96.26%
Total 5000 · Capital Expense	99,091.76	22,897.61	332.76%
6000 · Communications			
6003 · MDT/Cell Phones	927.69	1,010.99	-8.24%
6020 · Managed IT Service	780.22	780.22	0.0%
Total 6000 · Communications	1,707.91	1,791.21	-4.65%
6100 · Insurance			
6110 · Workman's Compensation	0.00	32.41	-100.0%
6115 · Commercial & Property	30,165.00	0.00	100.0%
6120 · Medical, Dental, Vision	29,221.17	28,918.53	1.05%
Total 6100 · Insurance	59,386.17	28,950.94	105.13%
6200 · Maintenance & Repairs			
6205 · Gas/Diesel	4,009.29	3,503.19	14.45%
6210 · Apparatus Repair	5,809.18	4,976.87	16.72%
6215 · Stations & Buildings	9,524.84	10,073.00	-5.44%
6225 · Equipment Maintenance	73.96	52.96	39.65%
6235 · Headquarters Maintenance	1,209.00	1,209.00	0.0%
6255 · Maintenance Shop Equipment	25.98	26.94	-3.56%
Total 6200 · Maintenance & Repairs	20,652.25	19,841.96	4.08%
6300 · Office/Stations			
6305 · Software Expense	6,697.00	5,999.40	11.63%
6315 · Accounting Fees	746.00	789.00	-5.45%
6330 · Subscriptions/Memberships	390.07	595.00	-34.44%
6335 · Advertising/Printing/Postings	0.00	165.99	-100.0%
Total 6300 · Office/Stations	7,833.07	7,549.39	3.76%

	Nov 24	Oct 24	% Change
6400 · Training			
6410 · Training Classes	3,890.44	2,536.15	53.4%
Total 6400 · Training	3,890.44	2,536.15	53.4%
6500 · Legal			
6525 · Cafeteria Pass Thru	-0.18	-556.77	99.97%
6535 · Attorney Fees	2,734.50	1,362.00	100.77%
Total 6500 · Legal	2,734.32	805.23	239.57%
6600 · Salaries			
6605 · District Personnel	226,718.06	312,240.95	-27.39%
6610 · Board of Directors			
6612 · Chaplain Expense	97.28	138.67	-29.85%
6610 · Board of Directors - Other	633.33	1,533.33	-58.7%
Total 6610 · Board of Directors	730.61	1,672.00	-56.3%
6620 · Employer Payroll Taxes	3,210.71	4,437.08	-27.64%
6625 · Lagers	44,488.87	44,659.63	-0.38%
6635 · Uniforms	156.84	139.98	12.05%
6640 · 457 Pass Thru	-620.79	-5,226.48	88.12%
6650 · Miscellaneous Board Expense	125.11	0.00	100.0%
6665 · Special Overtime	3,994.00	6,444.33	-38.02%
6668 · Union Dues Passthrough	-2,165.10	1,082.55	-300.0%
Total 6600 · Salaries	276,638.31	365,450.04	-24.3%
6700 · Medical			
6710 · Employee Physicals/POET	450.00	1,195.10	-62.35%
Total 6700 · Medical	450.00	1,195.10	-62.35%
6750 · Utilities			
6755 · Water	123.49	123.49	0.0%
6760 · Sanitation	261.01	262.80	-0.68%
6765 · Sewer	157.95	392.57	-59.77%
6770 · Electric/Gas	3,078.60	3,487.94	-11.74%
6775 · Internet/Phones/Cable	2,257.60	1,512.05	49.31%
Total 6750 · Utilities	5,878.65	5,778.85	1.73%
6800 · Supplies			
6810 · Public Relations/Outreach	8,109.91	4,582.45	76.98%
6820 · Fire & EMS Expendables	179.90	531.51	-66.15%
6830 · Janitorial Supplies	219.81	384.76	-42.87%
6835 · Stations/Buildings Supplies	236.83	72.90	224.87%
Total 6800 · Supplies	8,746.45	5,571.62	56.98%
6850 · Property Improvements			
6860 · Stations/Buildings	3,080.37	80,704.28	-96.18%
Total 6850 · Property Improvements	3,080.37	80,704.28	-96.18%
Total Expense	490,089.70	543,072.38	-9.76%
Net Revenue	**-453,507.71**	**-511,249.23**	**11.29%**

Battlefield Fire Protection District

Transaction Detail By Account

January through November 2024

Type	Date	Num	Name	Memo	Clr	Split	Original Amount	Paid Amount	Balance
4000 · Revenue									
4050 · Miscellaneous Revenue									
Deposit	01/16/2024	107207	GovDeals	Deposit		1025 · Oakstar · Operating	1,040.00	1,040.00	1,040.00
Deposit	01/23/2024	277836	Greene County Collector of Revenue	ARPA County Wide Application		1025 · Oakstar · Operating	11,986.38	11,986.38	13,026.38
Deposit	01/23/2024	407429	Ozarks Technical Community College	Firefighter I & II Classes		1025 · Oakstar · Operating	1,000.00	1,000.00	14,026.38
Deposit	02/20/2024	2934	Jennifer Albers	FFAM		1025 · Oakstar · Operating	50.00	50.00	14,076.38
Deposit	02/27/2024	278382	Office of the Treasurer Greene County MO	ARPA County Wide Application 3023		1025 · Oakstar · Operating	23,000.00	23,000.00	37,076.38
Deposit	03/12/2024	2468766611	LexisNexis	Incident report		1025 · Oakstar · Operating	10.00	10.00	37,086.38
Deposit	03/19/2024	18243	Willard Fire	Deposit		1025 · Oakstar · Operating	810.00	810.00	37,896.38
Deposit	03/26/2024	48654	Greene County Treasurer	Deposit		1025 · Oakstar · Operating	113.18	113.18	38,009.56
Deposit	03/26/2024	111492	GovDeals	Deposit		1025 · Oakstar · Operating	22,422.00	22,422.00	60,431.56
Deposit	04/16/2024	496271	CITY OF SPRINGFIELD	Annexations for 2017-2021		1025 · Oakstar · Operating	1,810.28	1,810.28	62,241.84
Deposit	04/30/2024	99457	City of Aurora	Deposit		1025 · Oakstar · Operating	25.00	25.00	62,266.84
Deposit	05/15/2024	1784	Brookline Fire Protection	Deposit		1025 · Oakstar · Operating	780.00	780.00	63,046.84
Deposit	07/02/2024	410878	Ozarks Technical Community College	Deposit		1025 · Oakstar · Operating	2,650.00	2,650.00	65,696.84
Deposit	07/02/2024	119387	GovDeals	Deposit		1025 · Oakstar · Operating	3.00	3.00	65,699.84
Deposit	07/23/2024	2670835051	LexisNexis	report request		1025 · Oakstar · Operating	10.00	10.00	65,709.84
Deposit	08/27/2024	22654	BusinessPlans, Inc	COBRA premiums		1025 · Oakstar · Operating	723.70	723.70	66,433.54
Deposit	09/12/2024			grant funds per Scott?		1025 · Oakstar · Operating	17,590.19	17,590.19	84,023.73
Deposit	09/17/2024	23006	BusinessPlans, Inc	COBRA		1025 · Oakstar · Operating	482.47	482.47	84,506.20
Deposit	09/24/2024	110866519	Cox Health	Deposit		1025 · Oakstar · Operating	65.00	65.00	84,571.20
Deposit	09/24/2024	110866611	Cox Health	Deposit		1025 · Oakstar · Operating	65.00	65.00	84,636.20
Deposit	09/24/2024	110866638	Cox Health	Deposit		1025 · Oakstar · Operating	65.00	65.00	84,701.20
Deposit	09/24/2024	110866471	Cox Health	Deposit		1025 · Oakstar · Operating	65.00	65.00	84,766.20
Deposit	09/24/2024	110866554	Cox Health	Deposit		1025 · Oakstar · Operating	65.00	65.00	84,831.20
Deposit	09/24/2024	110866442	Cox Health	Deposit		1025 · Oakstar · Operating	65.00	65.00	84,896.20
Deposit	10/29/2024	23335	BusinessPlans, Inc	COBRA		1025 · Oakstar · Operating	482.47	482.47	85,378.67
Deposit	11/19/2024	9176297	Synchrony Bank	Deposit		1025 · Oakstar · Operating	6.95	6.95	85,385.62
Deposit	11/19/2024	283697	Office of the Treasurer Greene County MO	Deposit		1025 · Oakstar · Operating	5,013.62	5,013.62	90,399.24
Deposit	11/19/2024	2601692	missouri Emergency Medical Services	Deposit		1025 · Oakstar · Operating	40.00	40.00	90,439.24
Deposit	11/21/2024		State of Missouri Vendor Pay	Deposit		1025 · Oakstar · Operating	508.68	508.68	90,947.92
Deposit	11/26/2024	23649	BusinessPlans, Inc	Deposit		1025 · Oakstar · Operating	482.47	482.47	91,430.39
Total 4050 · Miscellaneous Revenue								91,430.39	91,430.39
Total 4000 · Revenue								91,430.39	91,430.39
TOTAL								**91,430.39**	**91,430.39**

Battlefield Fire Protection District
Reconciliation Summary
1025 · Oakstar - Operating, Period Ending 11/30/2024

	Nov 30, 24	
Beginning Balance		125,047.64
Cleared Transactions		
Checks and Payments - 76 items	-454,469.57	
Deposits and Credits - 27 items	454,468.04	
Total Cleared Transactions	-1.53	
Cleared Balance		**125,046.11**
Uncleared Transactions		
Checks and Payments - 39 items	-71,207.89	
Total Uncleared Transactions	-71,207.89	
Register Balance as of 11/30/2024		**53,838.22**
New Transactions		
Checks and Payments - 8 items	-24,393.07	
Total New Transactions	-24,393.07	
Ending Balance		**29,445.15**

Battlefield Fire Protection District
Reconciliation Detail
1025 · Oakstar - Operating, Period Ending 11/30/2024

Type	Date	Num	Name	Clr	Amount	Balance
Beginning Balance						125,047.64
Cleared Transactions						
Checks and Payments - 76 items						
Bill Pmt -Check	06/18/2024	28136	Dennis Reynolds -	X	-70.89	-70.89
Bill Pmt -Check	07/09/2024	28181	Trevor Crist	X	-150.00	-220.89
Bill Pmt -Check	10/08/2024	28342	Steven Burr -	X	-96.87	-317.76
Bill Pmt -Check	10/15/2024	28354	Dive Rescue Interna...	X	-1,350.00	-1,667.76
Bill Pmt -Check	10/15/2024	28355	FirstNet - AT&T	X	-659.84	-2,327.60
Bill Pmt -Check	10/15/2024	28359	Lakeland Office Syst...	X	-92.64	-2,420.24
Bill Pmt -Check	10/15/2024	28351	Bound Tree	X	-70.99	-2,491.23
Bill Pmt -Check	10/15/2024	28353	Dennis Reynolds -	X	-70.95	-2,562.18
Bill Pmt -Check	10/15/2024	28356	Fitness ER	X	-42.50	-2,604.68
Bill Pmt -Check	10/22/2024	28370	PUBLIC WATER SU...	X	-123.49	-2,728.17
Bill Pmt -Check	10/29/2024	28374	DeLong Plumbing	X	-9,915.00	-12,643.17
Bill Pmt -Check	10/29/2024	28378	The Standard - Dent...	X	-6,832.56	-19,475.73
Bill Pmt -Check	10/29/2024	28376	Mediacom	X	-587.62	-20,063.35
Bill Pmt -Check	10/29/2024	28373	Crump Truck and Tr...	X	-513.50	-20,576.85
Bill Pmt -Check	10/29/2024	28375	GFL (WCA)	X	-262.80	-20,839.65
Bill Pmt -Check	10/29/2024	28379	Danny Perches	X	-200.00	-21,039.65
Bill Pmt -Check	10/29/2024	28381	Mark Pon	X	-200.00	-21,239.65
Bill Pmt -Check	10/29/2024	28382	Scott Lambeth	X	-200.00	-21,439.65
Bill Pmt -Check	10/29/2024	28380	Jen Albers	X	-200.00	-21,639.65
Bill Pmt -Check	10/29/2024	28372	CITY OF BATTLEFI...	X	-52.03	-21,691.68
Bill Pmt -Check	10/29/2024	28371	Battery Outfitters	X	-28.30	-21,719.98
Bill Pmt -Check	10/29/2024	28377	O'REILLY AUTO PA...	X	-11.99	-21,731.97
Check	11/01/2024		Anthem BCBS MO ...	X	-27,365.43	-49,097.40
Check	11/04/2024		John Hancock	X	-5,226.48	-54,323.88
Check	11/04/2024		TASC	X	-556.50	-54,880.38
Bill Pmt -Check	11/05/2024	28390	Solution Smart	X	-9,971.00	-64,851.38
Bill Pmt -Check	11/05/2024	28387	Feld Fire	X	-4,786.00	-69,637.38
Bill Pmt -Check	11/05/2024	28393	WEX Bank	X	-3,614.07	-73,251.45
Bill Pmt -Check	11/05/2024	28395	Emergency Services...	X	-2,415.00	-75,666.45
Bill Pmt -Check	11/05/2024	28391	Take A Break	X	-1,209.00	-76,875.45
Bill Pmt -Check	11/05/2024	28389	Mediacom	X	-643.00	-77,518.45
Bill Pmt -Check	11/05/2024	28394	WORLDWIDE, LTD.	X	-468.66	-77,987.11
Bill Pmt -Check	11/05/2024	28385	ARC Physical Thera...	X	-450.00	-78,437.11
Bill Pmt -Check	11/05/2024	28392	Wehrenberg Design ...	X	-200.00	-78,637.11
Bill Pmt -Check	11/05/2024	28388	Horizon Medical Pro...	X	-179.90	-78,817.01
Bill Pmt -Check	11/05/2024	28386	Cummins Sales & S...	X	-171.24	-78,988.25
Bill Pmt -Check	11/12/2024	28414	Ollis/Akers/Arney	X	-31,985.00	-110,973.25
Bill Pmt -Check	11/12/2024	28406	JON'S MID AMERIC...	X	-20,260.83	-131,234.08
Bill Pmt -Check	11/12/2024	28413	Mike Wells	X	-9,480.00	-140,714.08
Bill Pmt -Check	11/12/2024	28402	Fire Programs	X	-4,191.00	-144,905.08
Bill Pmt -Check	11/12/2024	28401	Emergency Services...	X	-4,000.00	-148,905.08
Bill Pmt -Check	11/12/2024	28408	Marine Center	X	-2,350.00	-151,255.08
Bill Pmt -Check	11/12/2024	28420	The Payroll Company	X	-710.00	-151,965.08
Bill Pmt -Check	11/12/2024	28403	FirstNet - AT&T	X	-659.84	-152,624.92
Bill Pmt -Check	11/12/2024	28410	Mediacom	X	-349.92	-152,974.84
Bill Pmt -Check	11/12/2024	28400	Department of Publi...	X	-322.54	-153,297.38
Bill Pmt -Check	11/12/2024	28397	CITY UTILITIES OF ...	X	-304.41	-153,601.79
Bill Pmt -Check	11/12/2024	28409	Mark Pon	X	-183.33	-153,785.12
Bill Pmt -Check	11/12/2024	28407	Lakeland Office Syst...	X	-137.95	-153,923.07
Bill Pmt -Check	11/12/2024	28412	MHC KENWORTH	X	-117.00	-154,040.07
Bill Pmt -Check	11/12/2024	28396	Bound Tree	X	-101.99	-154,142.06
Bill Pmt -Check	11/12/2024	28398	Danny Perches	X	-100.00	-154,242.06
Bill Pmt -Check	11/12/2024	28416	Shane Anderson	X	-100.00	-154,342.06
Bill Pmt -Check	11/12/2024	28415	Scott Lambeth	X	-100.00	-154,442.06
Bill Pmt -Check	11/12/2024	28405	Jen Albers	X	-100.00	-154,542.06
Bill Pmt -Check	11/12/2024	28418	Stormy Davis-	X	-97.28	-154,639.34
Bill Pmt -Check	11/12/2024	28417	Steven Burr -	X	-96.91	-154,736.25
Bill Pmt -Check	11/12/2024	28399	Dennis Reynolds -	X	-70.94	-154,807.19
Bill Pmt -Check	11/12/2024	28404	GRAINGER, INC.	X	-28.14	-154,835.33
Bill Pmt -Check	11/12/2024	28411	Mercy Specialized B...	X	-20.00	-154,855.33
General Journal	11/15/2024			X	-97,020.79	-251,876.12
Transfer	11/15/2024			X	-9,788.84	-261,664.96
Check	11/18/2024		John Hancock	X	-5,637.37	-267,302.33
Check	11/18/2024		TASC	X	-556.50	-267,858.83
Check	11/19/2024		Missouri LAGERS	X	-44,488.87	-312,347.70

Battlefield Fire Protection District
Reconciliation Detail
1025 · Oakstar - Operating, Period Ending 11/30/2024

Type	Date	Num	Name	Clr	Amount	Balance
Bill Pmt -Check	11/19/2024	28425	Core Rescue	X	-6,112.67	-318,460.37
Bill Pmt -Check	11/19/2024	28422	Buxton Kubik Dodd ...	X	-2,837.37	-321,297.74
Bill Pmt -Check	11/19/2024	28427	Ellis, Ellis, Hammon...	X	-2,734.50	-324,032.24
Bill Pmt -Check	11/19/2024	28424	CITY UTILITIES OF ...	X	-1,840.58	-325,872.82
Bill Pmt -Check	11/19/2024	28431	OZARK ELECTRIC ...	X	-900.03	-326,772.85
Bill Pmt -Check	11/19/2024	28430	O'REILLY AUTO PA...	X	-233.20	-327,006.05
Bill Pmt -Check	11/19/2024	28423	CITY OF BATTLEFI...	X	-191.53	-327,197.58
Check	11/22/2024		BankCard Services	X	-10,774.91	-337,972.49
Check	11/27/2024			X	-11.64	-337,984.13
General Journal	11/29/2024			X	-113,237.79	-451,221.92
General Journal	11/29/2024			X	-3,247.65	-454,469.57
Total Checks and Payments					-454,469.57	-454,469.57
Deposits and Credits - 27 items						
Transfer	11/04/2024			X	29,462.77	29,462.77
Transfer	11/05/2024			X	5,989.45	35,452.22
Transfer	11/06/2024			X	10,428.50	45,880.72
Transfer	11/07/2024			X	543.13	46,423.85
Transfer	11/08/2024			X	10,558.62	56,982.47
Bill Pmt -Check	11/12/2024	28419	Straightline Aurora ...	X	0.00	56,982.47
Deposit	11/12/2024			X	66.04	57,048.51
Transfer	11/13/2024			X	6,966.52	64,015.03
Transfer	11/14/2024			X	1,659.00	65,674.03
Deposit	11/14/2024			X	16,173.19	81,847.22
General Journal	11/15/2024			X	0.00	81,847.22
Transfer	11/18/2024			X	97,683.79	179,531.01
Bill Pmt -Check	11/19/2024	28428	LEO M. ELLEBRAC...	X	0.00	179,531.01
Bill Pmt -Check	11/19/2024	28426	Corwin	X	0.00	179,531.01
Deposit	11/19/2024			X	5,060.57	184,591.58
Transfer	11/19/2024			X	38,994.28	223,585.86
Deposit	11/21/2024			X	508.68	224,094.54
Deposit	11/26/2024			X	482.47	224,577.01
Transfer	11/26/2024			X	1,009.76	225,586.77
Transfer	11/26/2024			X	4,549.21	230,135.98
Transfer	11/26/2024			X	6,415.00	236,550.98
Transfer	11/26/2024			X	10,774.91	247,325.89
Transfer	11/26/2024			X	76,051.65	323,377.54
Transfer	11/27/2024			X	2,258.14	325,635.68
Transfer	11/29/2024			X	9,129.94	334,765.62
Transfer	11/29/2024			X	119,656.31	454,421.93
Deposit	11/30/2024			X	46.11	454,468.04
Total Deposits and Credits					454,468.04	454,468.04
Total Cleared Transactions					-1.53	-1.53
Cleared Balance					-1.53	125,046.11
Uncleared Transactions						
Checks and Payments - 39 items						
General Journal	09/30/2016				-146.82	-146.82
Bill Pmt -Check	10/11/2016	21737	Kregg Keltner		-100.00	-246.82
Bill Pmt -Check	04/25/2017	22311	Angela Johns		-80.00	-326.82
Bill Pmt -Check	05/02/2017	22355	SMB2GO		-139.44	-466.26
Bill Pmt -Check	05/16/2017	22386	Freya Whalen		-100.00	-566.26
Bill Pmt -Check	06/14/2017	22467	First Call		-8.28	-574.54
Bill Pmt -Check	01/16/2018	23065	Larry Highfill		-50.00	-624.54
Bill Pmt -Check	11/26/2019	24827	Freya Whalen		-150.00	-774.54
Bill Pmt -Check	11/10/2020	25566	WALTER V. NEWM...		-100.00	-874.54
Bill Pmt -Check	12/08/2020	25626	Pam Gwynn		-100.00	-974.54
Bill Pmt -Check	05/25/2021	25975	Ben Chaote		-150.00	-1,124.54
Bill Pmt -Check	05/24/2022	26703	David Wheeler		-200.00	-1,324.54
Bill Pmt -Check	11/21/2023	27720	Dennis Reynolds -		-71.22	-1,395.76
Bill Pmt -Check	01/09/2024	27818	Verizon Connect		-563.40	-1,959.16
Bill Pmt -Check	04/16/2024	27995	Monkey Business E...		-802.50	-2,761.66
Bill Pmt -Check	04/24/2024	28015	Scott Moore-		-405.70	-3,167.36
Bill Pmt -Check	08/20/2024	28254	Trevor Crist		-150.00	-3,317.36
Bill Pmt -Check	08/27/2024	28267	Trevor Crist		-100.00	-3,417.36

Battlefield Fire Protection District
Reconciliation Detail
1025 · Oakstar - Operating, Period Ending 11/30/2024

Type	Date	Num	Name	Clr	Amount	Balance
Bill Pmt -Check	09/10/2024	28293	Trevor Crist		-150.00	-3,567.36
Bill Pmt -Check	10/08/2024	28347	Trevor Crist		-150.00	-3,717.36
Bill Pmt -Check	10/29/2024	28383	Trevor Crist		-200.00	-3,917.36
Bill Pmt -Check	11/05/2024	28384	Altec Computer Solu...		-780.22	-4,697.58
Bill Pmt -Check	11/12/2024	28421	Trevor Crist		-150.00	-4,847.58
Bill Pmt -Check	11/19/2024	28433	Sentinel Emergency...		-4,509.44	-9,357.02
Bill Pmt -Check	11/19/2024	28432	Pinegar Chevrolet		-4,155.80	-13,512.82
Bill Pmt -Check	11/19/2024	28434	Serenity Psychologi...		-1,350.00	-14,862.82
Bill Pmt -Check	11/19/2024	28429	MISSOURI CHAPT...		-20.00	-14,882.82
Bill Pmt -Check	11/26/2024	28443	Public Safety Solutio...		-33,957.24	-48,840.06
Bill Pmt -Check	11/26/2024	28435	Altec Computer Solu...		-8,000.00	-56,840.06
Bill Pmt -Check	11/26/2024	28446	The Standard - Life		-4,073.00	-60,913.06
Bill Pmt -Check	11/26/2024	28438	LEO M. ELLEBRAC...		-3,984.57	-64,897.63
Bill Pmt -Check	11/26/2024	28445	The Standard - Dent...		-3,472.36	-68,369.99
Bill Pmt -Check	11/26/2024	28439	Mediacom		-1,264.68	-69,634.67
Bill Pmt -Check	11/26/2024	28436	Corwin		-496.74	-70,131.41
Bill Pmt -Check	11/26/2024	28440	NROUTE Enterprises		-425.00	-70,556.41
Bill Pmt -Check	11/26/2024	28437	GFL (WCA)		-261.01	-70,817.42
Bill Pmt -Check	11/26/2024	28442	OWN, Inc.		-243.00	-71,060.42
Bill Pmt -Check	11/26/2024	28444	PUBLIC WATER SU...		-123.49	-71,183.91
Bill Pmt -Check	11/26/2024	28441	O'REILLY AUTO PA...		-23.98	-71,207.89
Total Checks and Payments					-71,207.89	-71,207.89
Total Uncleared Transactions					-71,207.89	-71,207.89
Register Balance as of 11/30/2024					-71,209.42	53,838.22
New Transactions						
Checks and Payments - 8 items						
Bill Pmt -Check	12/03/2024	28451	Rich Kramer Constr...		-9,809.70	-9,809.70
Bill Pmt -Check	12/03/2024	28448	Boulder Blimp Comp...		-9,150.00	-18,959.70
Bill Pmt -Check	12/03/2024	28454	WEX Bank		-2,460.55	-21,420.25
Bill Pmt -Check	12/03/2024	28452	Take A Break		-1,209.00	-22,629.25
Bill Pmt -Check	12/03/2024	28447	Active911, Inc.		-779.90	-23,409.15
Bill Pmt -Check	12/03/2024	28450	Mediacom		-698.92	-24,108.07
Bill Pmt -Check	12/03/2024	28453	Wehrenberg Design ...		-200.00	-24,308.07
Bill Pmt -Check	12/03/2024	28449	Heritage Petroleum		-85.00	-24,393.07
Total Checks and Payments					-24,393.07	-24,393.07
Total New Transactions					-24,393.07	-24,393.07
Ending Balance					**-95,602.49**	**29,445.15**

Battlefield Fire Protection District
Reconciliation Detail
1005 · OakStar - Money Market, Period Ending 11/30/2024

Type	Date	Num	Name	Clr	Amount	Balance
Beginning Balance						65,144.19
Cleared Transactions						
Deposits and Credits - 1 item						
Deposit	11/30/2024			X	222.04	222.04
Total Deposits and Credits					222.04	222.04
Total Cleared Transactions					222.04	222.04
Cleared Balance					222.04	65,366.23
Register Balance as of 11/30/2024					222.04	65,366.23
Ending Balance					**222.04**	**65,366.23**

Battlefield Fire Protection District
Reconciliation Summary
1005 · OakStar - Money Market, Period Ending 11/30/2024

	Nov 30, 24	
Beginning Balance		65,144.19
Cleared Transactions		
Deposits and Credits - 1 item	222.04	
Total Cleared Transactions	222.04	
Cleared Balance		**65,366.23**
Register Balance as of 11/30/2024		65,366.23
Ending Balance		65,366.23

Battlefield Fire Protection District
Statement of Net Assets
As of November 30, 2024

9:25 AM
12/06/2024
Cash Basis

	Nov 30, 24
ASSETS	
Current Assets	
Checking/Savings	
1000 · OakStar - ICS	3,687,324.73
1005 · OakStar - Money Market	65,366.23
1025 · Oakstar - Operating	53,838.22
1105 · Petty Cash	131.66
1199 · Allowance for Restricted Funds	-2,783,982.00
Total Checking/Savings	1,022,678.84
Total Current Assets	1,022,678.84
Fixed Assets	
1505 · Office Equipment	1,207.39
1508 · Vehicles	47,868.00
Total Fixed Assets	49,075.39
TOTAL ASSETS	**1,071,754.23**
LIABILITIES & Revenue	
Revenue	
3200 · Fund Balances	
3100 · Restricted Fund - Operating	-1,000,000.00
3120 · Restricted Fund-Emergency Equip	-839,576.00
3140 · Restricted Fund - Bldg Reserve	-944,406.00
3200 · Fund Balances	2,487,239.86
Total 3200 · Unrestricted Fund Balances	-296,742.14
32000 · Retained Earnings	325,036.47
Net Revenue	1,043,459.90
Total Revenue	1,071,754.23
TOTAL LIABILITIES & Revenue	**1,071,754.23**

Battlefield Volunteer Fire Department
Reconciliation Summary
1050 · Oakstar Volunteer Account, Period Ending 11/30/24

	Nov 30, 24	
Beginning Balance		5,549.72
Cleared Transactions		
Deposits and Credits - 1 item	2.05	
Total Cleared Transactions	2.05	
Cleared Balance		**5,551.77**
Register Balance as of 11/30/24		5,551.77
Ending Balance		5,551.77

Battlefield Volunteer Fire Department
Reconciliation Detail
1050 · Oakstar Volunteer Account, Period Ending 11/30/24

Type	Date	Num	Name	Clr	Amount	Balance
Beginning Balance						5,549.72
Cleared Transactions						
Deposits and Credits - 1 item						
Deposit	11/30/24			X	2.05	2.05
Total Deposits and Credits					2.05	2.05
Total Cleared Transactions					2.05	2.05
Cleared Balance					2.05	5,551.77
Register Balance as of 11/30/24					2.05	5,551.77
Ending Balance					**2.05**	**5,551.77**

48699

Oakstar Bank
1020 E. Battlefield
Springfield, MO 65807

RETURN SERVICE REQUESTED

130373-29A
Battlefield Fire Protection District
4117 W Second Street
Battlefield, MO 65619

Contact Us
417-877-2020
corporateservices@oakstarbank.com
www.oakstarbank.com

Account
Battlefield Fire Protection District

Date
11/30/2024

IntraFi Cash Service℠, or ICS®, Monthly Statement

The following information is a summary of activity in your account(s) for the month of November 2024 and the list of FDIC-insured institution(s) that hold your deposits as of the date indicated. These deposits have been placed by us, as your agent and custodian, in deposit accounts through IntraFi Cash Service. Funds in your deposit accounts at the FDIC-insured institutions at which your funds have been placed will be "deposits," as defined by federal law.

Summary of Accounts

Account ID	Deposit Option	Interest Rate	Opening Balance	Ending Balance
*********955	Demand	4.30%	$4,192,983.69	$3,696,454.67
TOTAL			**$4,192,983.69**	**$3,696,454.67**

IntraFi and ICS are registered service marks, and IntraFi Cash Service is a service mark, of IntraFi Network LLC.

Member FDIC

DETAILED ACCOUNT OVERVIEW

Account ID: **********955
Account Title: **Battlefield Fire Protection District**

Account Summary - Demand

Statement Period	11/1-11/30/2024	Average Daily Balance	$3,964,601.37
Previous Period Ending Balance	$4,192,983.69	Interest Rate at End of Statement Period	4.30%
Total Program Deposits	9,788.84	Annual Percentage Yield Earned	4.39%
Total Program Withdrawals	(520,352.39)	YTD Interest Paid	249,301.13
Interest Capitalized	14,034.53		
Current Period Ending Balance	**$3,696,454.67**		

Account Transaction Detail

Date	Activity Type	Amount	Balance
11/01/2024	Withdrawal	($97,351.35)	$4,095,632.34
11/04/2024	Withdrawal	(29,462.77)	4,066,169.57
11/05/2024	Withdrawal	(5,989.45)	4,060,180.12
11/06/2024	Withdrawal	(10,428.50)	4,049,751.62
11/07/2024	Withdrawal	(543.13)	4,049,208.49
11/08/2024	Withdrawal	(10,558.62)	4,038,649.87
11/13/2024	Withdrawal	(6,966.52)	4,031,683.35
11/14/2024	Withdrawal	(1,659.00)	4,030,024.35
11/15/2024	Deposit	9,788.84	4,039,813.19
11/18/2024	Withdrawal	(97,683.79)	3,942,129.40
11/19/2024	Withdrawal	(38,994.28)	3,903,135.12
11/26/2024	Withdrawal	(76,051.65)	3,827,083.47
11/26/2024	Withdrawal	(6,415.00)	3,820,668.47
11/26/2024	Withdrawal	(4,549.21)	3,816,119.26
11/26/2024	Withdrawal	(1,009.76)	3,815,109.50
11/26/2024	Withdrawal	(10,774.91)	3,804,334.59
11/27/2024	Withdrawal	(2,258.14)	3,802,076.45
11/29/2024	Withdrawal	(119,656.31)	3,682,420.14
11/29/2024	Interest Capitalization	14,034.53	3,696,454.67

Summary of Balances as of November 30, 2024

FDIC-Insured Institution	City/State	FDIC Cert No.	Balance
BOKF, National Association	Tulsa, OK	4214	$247,874.45
Banc of California	Los Angeles, CA	24045	247,874.45
Bank OZK	Little Rock, AR	110	247,874.45
Bell Bank	Fargo, ND	19581	247,874.45
Citizens Bank, National Association	Providence, RI	57957	495.90
Comerica Bank	Dallas, TX	983	427.20
Eastern Bank	Boston, MA	32773	225,289.27
Flagstar Bank, N.A.	Hicksville, NY	32541	247,874.45

CONTAINS CONFIDENTIAL INFORMATION

IntraFi and ICS are registered service marks, and IntraFi Cash Service is a service mark, of IntraFi Network LLC.

Member FDIC

DETAILED ACCOUNT OVERVIEW

Account ID: **********955
Account Title: **Battlefield Fire Protection District**

Summary of Balances as of November 30, 2024

FDIC-Insured Institution	City/State	FDIC Cert No.	Balance
Manufacturers and Traders Trust Co	Buffalo, NY	588	247,874.45
Pinnacle Bank	Nashville, TN	35583	247,874.45
Raymond James Bank	St. Petersburg, FL	33893	247,874.45
Synovus Bank	Columbus, GA	873	247,874.45
The Huntington National Bank	Columbus, OH	6560	247,874.45
Truist Bank	Charlotte, NC	9846	247,874.45
Valley National Bank	Morristown, NJ	9396	247,874.45
Western Alliance Bank	Phoenix, AZ	57512	247,874.45
Zions Bancorporation, N. A.	Salt Lake City, UT	2270	247,874.45

CONTAINS CONFIDENTIAL INFORMATION

IntraFi and ICS are registered service marks, and IntraFi Cash Service is a service mark, of IntraFi Network LLC.

Member FDIC

OakStar BANK
PO Box 14680
Springfield, MO 65814

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Date 11/29/24	Page 1
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6089629

BATTLEFIELD FIRE PROTECTION DISTRICT
OPERATING ACCOUNT
4117 2ND ST
BATTLEFIELD MO 65619-9464

SUMMARY OF ACCOUNTS

Account Number	Type of Account	Balance
Acct Ending 3064	PF MONEY MARKET BUSINESS	65,366.23
Acct Ending 2955	PF NON PROFIT	125,046.11
Acct Ending 450	10 X 10 Box	

Checking Account

Account Title: BATTLEFIELD FIRE PROTECTION DISTRICT
OPERATING ACCOUNT

PF NON PROFIT

Account Number	Acct Ending 2955
Previous Balance	125,047.64
22 Deposits/Credits	454,421.93
75 Checks/Debits	454,469.57
Maintenance Fee	.00
Interest Paid	46.11
Ending Balance	125,046.11

Number of Enclosures	66
Statement Dates	11/01/24 thru 12/01/24
Days in the statement period	31
Average Ledger	125,000.00
Average Collected	125,000.00
Interest Earned	47.65
Annual Percentage Yield Earned	0.45%
2024 Interest Paid	514.86

	Total For This Period	Total Year-to-Date
Total Overdraft Fees	$.00	$.00
Total Insufficient Funds Fees	$.00	$.00

OakStar BANK

Date 11/29/24	Page 2
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PF NON PROFIT Acct Ending 2955 (Continued)

DATE	DESCRIPTION		TRACE NO	AMOUNT	BALANCE
11/01	Sweep Transfer From DDA		09950007	29,462.77	154,510.41
11/01	CORP PYMT ANTHEM BLUE W21O CCD FL00485835		06677933	27,365.43-	127,144.98
11/01	Check	28354	05690219	1,350.00-	125,794.98
11/01	Check	28355	05690072	659.84-	125,135.14
11/01	Check	28356	05690146	42.50-	125,092.64
11/01	Check	28359	05690140	92.64-	125,000.00
11/04	Sweep Transfer From DDA		09950006	5,989.45	130,989.45
11/04	FUNDING TASC CCD a3fb59a7dca4566		64687958	556.50-	130,432.95
11/04	ACH DEBIT JOHN HANCOCK CCD 0132480		41210353	5,226.48-	125,206.47
11/04	Check	28351	05690015	70.99-	125,135.48
11/04	Check	28370	05690314	123.49-	125,011.99
11/04	Check	28377	05690168	11.99-	125,000.00
11/05	Sweep Transfer From DDA		09950007	10,428.50	135,428.50
11/05	Check	28373	05690407	513.50-	134,915.00
11/05	Check	28374	05690483	9,915.00-	125,000.00
11/06	Sweep Transfer From DDA		09950006	543.13	125,543.13
11/06	Check	28371	05690169	28.30-	125,514.83
11/06	Check	28372	05690256	52.03-	125,462.80
11/06	Check	28375	05690366	262.80-	125,200.00
11/06	Check	28382	05690188	200.00-	125,000.00
11/07	Sweep Transfer From DDA		09950006	10,558.62	135,558.62
11/07	Check	28376	05690166	587.62-	134,971.00
11/07	Check	28390	05690111	9,971.00-	125,000.00
11/12	SHARE CRED COMM PAY REVENUE CCD 1042955		00015304	66.04	125,066.04
11/12	Sweep Transfer From DDA		09950007	6,966.52	132,032.56
11/12	Check	28392	06160084	200.00-	131,832.56
11/12	Check	28378	05690210	6,832.56-	125,000.00
11/13	Sweep Transfer From DDA		09950006	1,659.00	126,659.00
11/13	Check	28385	05690124	450.00-	126,209.00
11/13	Check	28391	05690180	1,209.00-	125,000.00
11/14	Dist. GREENE COUNTY CCD 14		03975346	16,173.19	141,173.19

PF NON PROFIT Acct Ending 2955 (Continued)

DATE	DESCRIPTION		TRACE NO	AMOUNT	BALANCE
11/14	Sweep Transfer To DDA		09950007	9,788.84-	131,384.35
11/14	Check	28181	05690119	150.00-	131,234.35
11/14	Check	28342	05690157	96.87-	131,137.48
11/14	Check	28379	05690290	200.00-	130,937.48
11/14	Check	28380	05690168	200.00-	130,737.48
11/14	Check	28381	05690197	200.00-	130,537.48
11/14	Check	28386	05690130	171.24-	130,366.24
11/14	Check	28387	05690316	4,786.00-	125,580.24
11/14	Check	28398	05690290	100.00-	125,480.24
11/14	Check	28405	05690168	100.00-	125,380.24
11/14	Check	28409	05690197	183.33-	125,196.91
11/14	Check	28416	05690001	100.00-	125,096.91
11/14	Check	28417	05690157	96.91-	125,000.00
11/15	Sweep Transfer From DDA		09950007	97,683.79	222,683.79
11/15	PAYROLL BATTLEFIELD FIRE CCD		73363307	97,020.79-	125,663.00
11/15	Check	28389	05690302	643.00-	125,020.00
11/15	Check	28411	05690001	20.00-	125,000.00
11/18	Sweep Transfer From DDA		09950008	38,994.28	163,994.28
11/18	FUNDING TASC CCD 32d03c4a1a510cf		23500805	556.50-	163,437.78
11/18	ACH DEBIT JOHN HANCOCK CCD 0132480		39160025	5,637.37-	157,800.41
11/18	Check	28136	05690323	70.89-	157,729.52
11/18	Check	28353	05690323	70.95-	157,658.57
11/18	Check	28394	05690238	468.66-	157,189.91
11/18	Check	28399	05690323	70.94-	157,118.97
11/18	Check	28404	05690012	28.14-	157,090.83
11/18	Check	28406	05690339	20,260.83-	136,830.00
11/18	Check	28408	05690193	2,350.00-	134,480.00
11/18	Check	28413	05690340	9,480.00-	125,000.00
11/19	Sweep Transfer From DDA		09950006	76,051.65	201,051.65
11/19	Deposit		52590418	5,060.57	206,112.22
11/19	PAYMENT LAGERS WEB		03552687	44,488.87-	161,623.35

OakStar BANK

Date 11/29/24	Page 4
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PF NON PROFIT Acct Ending 2955 (Continued)

DATE	DESCRIPTION		TRACE NO	AMOUNT	BALANCE
	0000000000009035				
11/19	Check	28393	05690175	3,614.07-	158,009.28
11/19	Check	28412	05690235	117.00-	157,892.28
11/19	Check	28414	05690384	31,985.00-	125,907.28
11/19	Check	28415	05690285	100.00-	125,807.28
11/19	Check	28418	05690108	97.28-	125,710.00
11/19	Check	28420	05690401	710.00-	125,000.00
11/20	Sweep Transfer From DDA		09950006	6,415.00	131,415.00
11/20	Check	28395	05690070	2,415.00-	129,000.00
11/20	Check	28401	05690070	4,000.00-	125,000.00
11/21	VENDOR PAY ST. OF MISSOURI CTX ISA*00*0000000000*00*000000000 0*ZZ*ST. OF MISSOURI *ZZ*VENDOR PAYMENTS*241119*1827*U*00401*		01968948	508.68	125,508.68
11/21	Sweep Transfer From DDA		09950006	4,549.21	130,057.89
11/21	Check	28396	05690307	101.99-	129,955.90
11/21	Check	28397	05690096	304.41-	129,651.49
11/21	Check	28400	05690068	322.54-	129,328.95
11/21	Check	28402	05690153	4,191.00-	125,137.95
11/21	Check	28407	05690146	137.95-	125,000.00
11/22	Sweep Transfer From DDA		09950006	1,009.76	126,009.76
11/22	Check	28403	05690025	659.84-	125,349.92
11/22	Check	28410	05690088	349.92-	125,000.00
11/25	Sweep Transfer From DDA		09950006	10,774.91	135,774.91
11/25	CB CC PMT CB OZARK CCD 556374279321324		31260713	10,774.91-	125,000.00
11/26	Sweep Transfer From DDA		09950005	2,258.14	127,258.14
11/26	Deposit		52590356	482.47	127,740.61
11/26	Check	28424	05690174	1,840.58-	125,900.03
11/26	Check	28431	05690413	900.03-	125,000.00
11/27	Sweep Transfer From DDA		09950007	119,656.31	244,656.31
11/27	ICS interest Correction		11260002	11.64-	244,644.67
11/27	PAYROLL BATTLEFIELD FIRE CCD		87897434	116,485.44-	128,159.23
11/27	Check	28423	05690283	191.53-	127,967.70

PF NON PROFIT Acct Ending 2955 (Continued)

DATE	DESCRIPTION		TRACE NO	AMOUNT	BALANCE
11/27	Check	28427	05690284	2,734.50-	125,233.20
11/27	Check	28430	05690154	233.20-	125,000.00
11/29	Sweep Transfer From DDA		09950006	9,129.94	134,129.94
11/29	Check	28388	05690076	179.90-	133,950.04
11/29	Check	28422	05690262	2,837.37-	131,112.67
11/29	Check	28425	05690204	6,112.67-	125,000.00
11/30	Interest Deposit			46.11	125,046.11

Check Detail

Date	Check #	Amount	Reference	Date	Check #	Amount	Reference
11/18	28136	70.89	05690323211/14		28386	171.24	056901305
11/14	28181*	150.00	05690119911/14		28387	4,786.00	056903160
11/14	28342*	96.87	05690157411/29		28388	179.90	056900768
11/04	28351*	70.99	05690015311/15		28389	643.00	056903024
11/18	28353*	70.95	05690323311/07		28390	9,971.00	056901118
11/01	28354	1,350.00	05690219111/13		28391	1,209.00	056901806
11/01	28355	659.84	05690072511/12		28392	200.00	061600844
11/01	28356	42.50	05690146211/19		28393	3,614.07	056901752
11/01	28359*	92.64	05690140611/18		28394	468.66	056902383
11/04	28370*	123.49	05690314911/20		28395	2,415.00	056900701
11/06	28371	28.30	05690169111/21		28396	101.99	056903071
11/06	28372	52.03	05690256811/21		28397	304.41	056900969
11/05	28373	513.50	05690407611/14		28398	100.00	056902903
11/05	28374	9,915.00	05690483011/18		28399	70.94	056903234
11/06	28375	262.80	05690366911/21		28400	322.54	056900683
11/07	28376	587.62	05690166911/20		28401	4,000.00	056900700
11/04	28377	11.99	05690168911/21		28402	4,191.00	056901538
11/12	28378	6,832.56	05690210211/22		28403	659.84	056900256
11/14	28379	200.00	05690290211/18		28404	28.14	056900129
11/14	28380	200.00	05690168511/14		28405	100.00	056901684
11/14	28381	200.00	05690197711/18		28406	20,260.83	056903391
11/06	28382	200.00	05690188811/21		28407	137.95	056901460
11/13	28385*	450.00	05690124811/18		28408	2,350.00	056901937

* Indicates Break In Check Number Sequence

OakStar BANK

PF NON PROFIT Acct Ending 2955 (Continued)

Check Detail

Date	Check #	Amount	Reference	Date	Check #	Amount	Reference
11/14	28409	183.33	05690197611/19		28418	97.28	056901084
11/22	28410	349.92	05690088111/19		28420*	710.00	056904016
11/15	28411	20.00	05690001311/29		28422*	2,837.37	056902621
11/19	28412	117.00	05690235611/27		28423	191.53	056902838
11/18	28413	9,480.00	05690340211/26		28424	1,840.58	056901746
11/19	28414	31,985.00	05690384511/29		28425	6,112.67	056902049
11/19	28415	100.00	05690285711/27		28427*	2,734.50	056902842
11/14	28416	100.00	05690001611/27		28430*	233.20	056901540
11/14	28417	96.91	05690157311/26		28431	900.03	056904137

* Indicates Break In Check Number Sequence

Daily Balance Summary

Date	Balance	Date	Balance	Date	Balance
11/01	125,000.00	11/14	125,000.00	11/25	125,000.00
11/04	125,000.00	11/15	125,000.00	11/26	125,000.00
11/05	125,000.00	11/18	125,000.00	11/27	125,000.00
11/06	125,000.00	11/19	125,000.00	11/29	125,000.00
11/07	125,000.00	11/20	125,000.00	11/30	125,046.11
11/12	125,000.00	11/21	125,000.00		
11/13	125,000.00	11/22	125,000.00		

Interest Rate Summary

Date	Rate
10/31	0.450000%

Account Title: BATTLEFIELD FIRE PROTECTION DISTRICT

OakStar BANK

Date 11/29/24	Page 7
Enclosures	66

PF MONEY MARKET BUSINESS
Account Number Acct Ending 3064
Previous Balance 65,144.19
Deposits/Credits .00
Checks/Debits .00
Maintenance Fee .00
Interest Paid 222.04
Ending Balance 65,366.23

Number of Enclosures 0
Statement Dates 11/01/24 thru 12/01/24
Days in the statement period 31
Average Ledger 65,144.19
Average Collected 65,144.19
Interest Earned 229.28
Annual Percentage Yield Earned 4.22%
2024 Interest Paid 2,720.94

	Total For This Period	Total Year-to-Date
Total Overdraft Fees	$.00	$.00
Total Insufficient Funds Fees	$.00	$.00

DATE	DESCRIPTION	TRACE NO	AMOUNT	BALANCE
11/30	Interest Deposit		222.04	65,366.23

Daily Balance Summary

Date	Balance	Date	Balance
11/01	65,144.19	11/30	65,366.23

Interest Rate Summary

Date	Rate
10/31	4.300000%
11/14	4.050000%

OakStar BANK

Date 11/29/24	Page 8
Enclosures	66

PF MONEY MARKET BUSINESS Acct Ending 2955 (Continued)

*** END OF STATEMENT ***

OakStar BANK
PO Box 14680
Springfield, MO 65814

Experience. The Difference.
www.OakStarBank.com

6085067

BATTLEFIELD VOLUNTEER FIRE DEPARTMENT
4117 2ND ST
BATTLEFIELD MO 65619-9464

Checking Account

Account Title: BATTLEFIELD VOLUNTEER FIRE DEPARTMENT

NON PROFIT		Number of Enclosures	0
Account Number	Acct Ending 2920	Statement Dates	11/01/24 thru 12/01/24
Previous Balance	5,549.72	Days in the statement period	31
Deposits/Credits	.00	Average Ledger	5,549.72
Checks/Debits	.00	Average Collected	5,549.72
Maintenance Fee	.00	Interest Earned	2.12
Interest Paid	2.05	Annual Percentage Yield Earned	0.45%
Ending Balance	5,551.77	2024 Interest Paid	22.82

	Total For This Period	Total Year-to-Date
Total Overdraft Fees	$.00	$.00
Total Insufficient Funds Fees	$.00	$.00

DATE	DESCRIPTION	TRACE NO	AMOUNT	BALANCE
11/30	Interest Deposit		2.05	5,551.77

Daily Balance Summary

Date	Balance	Date	Balance
11/01	5,549.72	11/30	5,551.77

NON PROFIT Acct Ending 2920 (Continued)

Interest Rate Summary

Date	Rate
10/31	0.450000%

*** END OF STATEMENT ***

Purchasing and Procurement

210.1 PURPOSE AND SCOPE

Best Practice MODIFIED

The purpose of this policy is to provide guidelines for the purchasing and procurement of goods and services.

210.2 POLICY

Best Practice

It is the policy of the district to conduct purchasing and procurement in an efficient and cost-effective manner consistent with federal, state, and local laws, rules, and requirements in order to protect the integrity of the district and maintain public trust.

210.2.1 PURCHASING

Agency Content

Authorized purchasers are the agents and officers identified below, within their respective limits and assigned program/project areas.A purchase order and receipt for such goods and services must accompany all purchases except for those specifically outlined in this policy. Purchase orders should identify the budget line from where the money will be debited and confirmed with the officer responsible for the funds within that line item. At any level of purchasing goods and services, the District shall strive to purchase locally. Any purchase of goods or services of one hundred and one ($101.00) dollars or more must have a purchase order issued before purchase. Contracted or reoccurring services, such as utilities, attorney fees, fuel, architectural fees, auditor costs, contracted obligations or leases, or other professional or contracted services shall require no purchase order.

The services provided by the District are supported through the power and authority of purchasing the goods and services necessary to conduct business. In cases of emergency, it is imperative that the services of the District not be obstructed. As such, the following purchasing restrictions are placed on the listed positions for those goods or services that are not budgeted expenses.

(a) Company Officers and Administrative Assistants 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 their supervisor.

(b) Shift Commanders and Maintenance Personnel may purchase goods or services for the District to a limit of one thousand five hundred ($1,500.00) dollars without prior approval. Any purchase exceeding this limit will require prior approval by their supervisor.

(c) Division Chiefs may purchase goods or services for the District up to a limit of two thousand($2,000.00) dollars without prior approval. Any purchase exceeding this limit will require prior approval by their supervisor.

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(d) Assistant Chiefs may purchase goods or services for the District up to a limit of two thousand five hundred ($2,500.00) dollars without prior approval. Any purchase exceeding this limit will require prior approval by their supervisor.

(e) Deputy Chiefs may purchase goods or services for the District up to a limit of five thousand ($5,000.00) dollars without prior approval. Any purchase exceeding this limit will require prior approval by their supervisor.

(f) The Fire Chief may purchase goods or services for the District up to a limit of ten thousand ($10,000.00) dollars without prior approval. Any 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, plus 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.

210.2.2 BIDDING PROCESS

Agency Content

The District is required to follow appropriate bidding and purchasing practices and comply with applicable laws. As such, the following process has been identified to assist in following those applicable laws and ensuring common purchasing practices are completed. Any purchases requiring bids will be tabulated on the price comparison form. This form can be found in the form-fillable version on the Synology Drive in the District Wide folder under BFPD Forms \ Verified Forms.

1. Any single item or service that costs less than five hundred ($500.00) dollars shall require no special bidding requirements.
2. Items between five hundred ($500.00) dollars and five thousand ($5,000.00) dollars shall receive a minimum of three (3) telephone bids.
3. Items between five thousand ($5,000.00) dollars and ten thousand ($10,000.00) dollars require a minimum of two (2) written proposals.
4. 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.

See attachment: BFPD Price Comp form fillable.pdf

When formal requests for bids/proposals are solicited, they must be sealed until the advertised date to open the bids. Staff designees or their representatives will open bids, review, and prepare a recommendation for Board approval. Additionally, solicitation for bids will follow the guidelines listed below:

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

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2. Staff may utilize bids for goods or services awarded to other governmental entities without completing the processes above if a competitive bidding process was completed by that governmental entity or purchasing authority.
3. Advertisement of requests for bids/proposals/qualifications includes publishing in the local newspaper once, at least fourteen (14) days before the closing date of bid acceptance.
    1. 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.
4. On specialty items where there are limited numbers of manufacturers, invitations to bid will be sent to ensure that a competitive sampling of the market is obtained.
5. Written communication is the preferred way to conduct business with our vendors. Any changes to bids or questions posed in an official capacity shall be in written form, which include, but are not limited to: Emails, Letters, Memorandums, etc. Official communications regarding purchases will not be acceptable if completed by text message.
6. 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 by e-mail. The posting shall be no less than seven (7) calendar days.

210.2.3 CAPITALIZATION

Agency Content

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.

(a) Purchased or constructed capital assets and infrastructure are reported at acquisition or construction cost or estimated historical cost.

(b) Donated capital assets are recorded at their estimated fair value at the date of donation.

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

210.3 PURCHASING AND PROCUREMENT COORDINATOR

Best Practice **MODIFIED**

The Board of Directors should designate a member to coordinate district purchases. The member's responsibilities should include:

(a) Remaining familiar with and updating agency practices in accordance with applicable federal, state, and local purchasing and procurement laws, rules, and requirements.

(b) Obtaining authorization from the Fire Chief or the authorized designee for each purchase.

(c) Reviewing proposed purchases to determine the most appropriate method of procurement.

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(d) If the procurement method selected is one other than competitive bidding, documenting why another method was selected.

(e) Assisting other members involved with the purchasing and procurement of goods or services in following purchasing requirements and rules applicable to the method of procurement.

(f) Forwarding all contracts and purchase orders to the Fire Chief or the authorized designee for review, approval, and execution.

210.4 WORKER'S COMPENSATION VERIFICATION

Agency Content

Verification of worker's compensation insurance for on-site vendors is required.

210.5 REVIEWS

Best Practice **MODIFIED**

The Board of Directors should ensure that a review of purchasing and procurement activities is conducted annually to determine compliance with any applicable federal, state, and local laws, rules, and requirements.

210.6 BOARD APPROVAL

Agency Content

This policy was approved by the Battlefield Fire Protection District Board of Directors on 02/13/2024.

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Attachments

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BFPD Price Comp form fillable.pdf

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BATTLEFIELD FIRE PROTECTION DISTRICT

Price Comparison Form

This form to be completed on all purchases greater than $500.

DESCRIPTION OF GOODS/SERVICES:

1.

2.

3,

A. COMPANY**:**

SALES REP: PHONE**:**

PRICE: 1. 2. 3.

CASH DISCOUNT

SHIPPING $ SHIPPING$ SHIPPING $

B. COMPANY**:**

SALES REP: PHONE**:**

PRICE: 1. 2. 3.

CASH DISCOUNT

SHIPPING $ SHIPPING$ SHIPPING $

C. COMPANY**:**

SALES REP: PHONE**:**

PRICE: 1. 2. 3.

CASH DISCOUNT

SHIPPING $ SHIPPING$ SHIPPING $

PRICE INQUIRY BY: DATE:

VENDOR SELECTED:

AUTHORIZED BY: ACCOUNT #:

Discriminatory Harassment

1021.1 PURPOSE AND SCOPE

Federal

The purpose of this policy is to prevent district members from being subjected to discriminatory harassment, including sexual harassment and retaliation. Nothing in this policy is intended to create a legal or employment right or duty that is not created by law.

1021.2 POLICY

Federal

The Battlefield Fire Protection District is an equal opportunity employer and is committed to creating and maintaining a work environment that is free of all forms of discriminatory harassment, including sexual harassment and retaliation. The District will not tolerate discrimination against a member in hiring, promotion, discharge, compensation, fringe benefits, and other privileges of employment. The District will take preventive and corrective action to address any behavior that violates this policy or the rights and privileges it is designed to protect.

The nondiscrimination policies of the District may be more comprehensive than state or federal law. Conduct that violates this policy may not violate state or federal law but still could subject a member to discipline.

1021.3 DEFINITIONS

Federal

Definitions related to this policy include:

1021.3.1 DISCRIMINATION

Federal

The District prohibits all forms of discrimination, including any employment-related action by a member that adversely affects an applicant or member and is based on actual or perceived race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, age, disability, pregnancy, genetic information, veteran status, marital status, and any other classification or status protected by law.

Discriminatory harassment, including sexual harassment, is verbal or physical conduct that demeans or shows hostility or aversion toward an individual based upon that individual's protected class. It has the effect of interfering with an individual's work performance or creating a hostile or abusive work environment.

Conduct that may, under certain circumstances, constitute discriminatory harassment can include making derogatory comments; making crude and offensive statements or remarks; making slurs or off-color jokes; stereotyping; engaging in threatening acts; making indecent gestures, pictures, cartoons, posters, or material; making inappropriate physical contact; or using written material or

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district equipment and/or systems to transmit or receive offensive material, statements, or pictures. Such conduct is contrary to district policy and to a work environment that is free of discrimination.

1021.3.2 RETALIATION

Federal

Retaliation is treating a person differently or engaging in acts of reprisal or intimidation against the person because the person has engaged in protected activity, filed a charge of discrimination, participated in an investigation, or opposed a discriminatory practice. Retaliation will not be tolerated.

1021.3.3 SEXUAL HARASSMENT

Federal

The District prohibits all forms of discrimination and discriminatory harassment, including sexual harassment. It is unlawful to harass an applicant or a member because of that person’s sex.

Sexual harassment includes but is not limited to unwelcome sexual advances, requests for sexual favors, or other verbal, visual, or physical conduct of a sexual nature when:

(a) Submission to such conduct is made either explicitly or implicitly as a term or condition of employment, position, or compensation.

(b) Submission to, or rejection of, such conduct is used as the basis for any employment decisions affecting the member.

(c) Such conduct has the purpose or effect of substantially interfering with a member's work performance or creating an intimidating, hostile, or offensive work environment.

1021.3.4 ADDITIONAL CONSIDERATIONS

Federal

Discrimination and discriminatory harassment do not include actions that are in accordance with established rules, principles, or standards, including:

(a) Acts or omission of acts based solely upon bona fide occupational qualifications under the Equal Employment Opportunity Commission and the Missouri Commission on Human Rights guidelines.

(b) Bona fide requests or demands by a supervisor that the member improve the member's work quality or output, that the member report to the job site on time, that the member comply with orDistrict district rules or regulations, or any other appropriate work-related communication between supervisor and member.

1021.4 RESPONSIBILITIES

Best Practice

This policy applies to all district members, who shall follow the intent of these guidelines in a manner that reflects district policy, professional standards, and the best interest of the Battlefield Fire Protection District and its mission.

Members are encouraged to promptly report any discriminatory, retaliatory, or harassing conduct or known violations of this policy to a supervisor. Any member who is not comfortable with reporting

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violations of this policy to the member's immediate supervisor may bypass the chain of command and make the report to a higher-ranking supervisor or manager. Complaints may also be filed with the Fire Chief, the Fire Chief, or the Board of Directors.

Any member who believes, in good faith, that the member has been discriminated against, harassed, or subjected to retaliation, or who has observed harassment, discrimination, or retaliation, is encouraged to promptly report such conduct in accordance with the procedures set forth in this policy.

Supervisors and managers receiving information regarding alleged violations of this policy shall determine if there is any basis for the allegation and shall proceed with a resolution as stated below.

1021.4.1 QUESTIONS OR CLARIFICATION

Best Practice

Members with questions regarding what constitutes discrimination, sexual harassment, or retaliation are encouraged to contact a supervisor, a manager, the Fire Chief, the Fire Chief, or the Board of Directors for further information, direction, or clarification.

1021.4.2 SUPERVISOR RESPONSIBILITIES

Best Practice

The responsibilities of supervisors and managers shall include but are not limited to:

(a) Continually monitoring the work environment and striving to ensure that it is free from all types of unlawful discrimination, including harassment or retaliation.

(b) Taking prompt, appropriate action within their work units to avoid and minimize the incidence of any form of discrimination, harassment, or retaliation.

(c) Ensuring that their subordinates understand their responsibilities under this policy.

(d) Ensuring that members who make complaints or who oppose any unlawful employment practices are protected from retaliation and that such matters are kept confidential to the extent possible.

(e) Making a timely determination regarding the substance of any allegation based upon all available facts.

(f) Notifying the Fire Chief or the Fire Chief in writing of the circumstances surrounding any reported allegations or observed acts of discrimination, harassment, or retaliation no later than the next business day.

1021.4.3 SUPERVISOR'S ROLE

Best Practice

Supervisors and managers shall be aware of the following:

(a) Behavior of supervisors and managers should represent the values of the District and professional standards.

(b) False or mistaken accusations of discrimination, harassment, or retaliation can have negative effects on the careers of innocent members.

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Nothing in this section shall be construed to prevent supervisors or managers from discharging supervisory or management responsibilities, such as determining duty assignments, evaluating or counseling members, or issuing discipline, in a manner that is consistent with established procedures.

1021.5 INVESTIGATION OF COMPLAINTS

Best Practice

Various methods of resolution exist. During the pendency of any such investigation, the supervisor of the involved member should take prompt and reasonable steps to mitigate or eliminate any continuing abusive or hostile work environment. It is the policy of the Battlefield Fire Protection District that all complaints of discrimination, retaliation, or harassment shall be fully documented, and promptly and thoroughly investigated.

1021.5.1 SUPERVISOR RESOLUTION

Best Practice

Members who believe they are experiencing discrimination, harassment, or retaliation should be encouraged to inform the individual that the behavior is unwelcome, offensive, unprofessional, or inappropriate. However, if the member feels uncomfortable or threatened or has difficulty expressing the member's concern, or if this does not resolve the concern, assistance should be sought from a supervisor or manager who is a rank higher than the alleged transgressor.

1021.5.2 FORMAL INVESTIGATION

Best Practice **MODIFIED**

If the complaint cannot be satisfactorily resolved through the supervisory resolution process, a formal investigation will be conducted.

The person assigned to investigate the complaint will have full authority to investigate all aspects of the complaint. Investigative authority includes access to records and the cooperation of any members involved. No influence will be used to suppress any complaint and no member will be subject to retaliation or reprisal for filing a complaint, encouraging others to file a complaint, or for offering testimony or evidence in an investigation.

Formal investigation of the complaint will be confidential to the extent possible and will include but is not limited to details of the specific incident, frequency, and dates of occurrences, and names of any witnesses. Witnesses will be advised regarding the prohibition against retaliation, and that a disciplinary process, up to and including termination, may result if retaliation occurs.

Members who fail to cooperate, discourage cooperation, deceive investigators, or hinder or threaten to hinder the investigation will be subject to discipline.

Retaliation against those who cooperate is prohibited.

Members who believe they have been discriminated against, harassed, or retaliated against because of their protected status are encouraged to follow the chain of command but may also file a complaint directly with the Fire Chief, the Fire Chief, or the Board of Directors.

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1021.5.3 ALTERNATIVE COMPLAINT PROCESS

Best Practice

No provision of this policy shall be construed to prevent any member from seeking legal redress outside the District. Members who believe that they have been harassed, discriminated against, or retaliated against are entitled to bring complaints of employment discrimination to federal, state, and/or local agencies responsible for investigating such allegations. Specific time limitations apply to the filing of such charges. Members are advised that proceeding with complaints under the provisions of this policy does not in any way affect those filing requirements.

1021.6 DOCUMENTATION OF COMPLAINTS

Best Practice **MODIFIED**

All complaints or allegations shall be thoroughly documented and in a manner designated by the Fire Chief. The outcome of all reports shall be:

(a) Approved by the Chief Officer of the division, the Fire Chief, or the Board of Directors, depending on the ranks of the involved parties and the nature of the complaint.

(b) Maintained in accordance with the established records retention schedule.

1021.6.1 NOTIFICATION OF DISPOSITION

Best Practice

The complainant and/or victim will be notified in writing of the disposition of the investigation and the actions taken to remedy or address the circumstances giving rise to the complaint.

1021.7 TRAINING

Best Practice

All new members shall be provided with a copy of this policy as part of their orientation. The policy shall be reviewed with each new member. The member shall certify by signing the prescribed form that the member has been advised of this policy, is aware of and understands its contents, and agrees to abide by its provisions during the member's term with the District.

All members shall receive annual training on the requirements of this policy and shall certify by signing the prescribed form that they have reviewed the policy, understand its contents, and agree that they will continue to abide by its provisions.

1021.8 BOARD APPROVAL

Agency Content

This policy was approved by the Battlefield Fire Protection District Board of Directors on ~~xx/xx/xxxx.~~

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Grievance Procedure

1024.1 PURPOSE AND SCOPE

Best Practice MODIFIED

This policy establishes processes for resolving disputes or concerns regarding conditions of employment, unethical or wasteful conduct or other inappropriate conduct.

This policy does not apply to complaints related to alleged acts of discrimination or harassment or complaints of discrimination on the basis of other protected categories subject to the Discriminatory Harassment Policy. This policy also does not apply to complaints consisting of any alleged misconduct or improper job performance by any member that, if true, would constitute a violation of federal, state or local law, or a violation of district policy.

This policy does not prohibit adverse administrative action taken for legitimate nondiscriminatory or non-retaliatory reasons, including for-cause discipline.

The procedures set forth herein are intended to supplement and not limit a member's access to other applicable remedies. Nothing in this policy shall diminish the rights or remedies of a member pursuant to any applicable federal law, provision of the U.S. Constitution, state law, local ordinance or collective bargaining agreement.

1024.1.1 GRIEVANCE DEFINED

Best Practice MODIFIED

A grievance is any difference of opinion concerning terms or conditions of employment or a dispute involving the interpretation or application of any of the following documents:

- A collective bargaining agreement
- This Policy Manual
- Rules and regulations covering personnel practices or working conditions of members

A grievance includes any claim of waste, abuse of authority, or gross mismanagement and any practice within the District which may pose a threat to health, safety or security.

Grievances may be brought by an individual member or by a group representative.

1024.2 POLICY

Best Practice MODIFIED

It is the policy of this district that all grievances be handled quickly and fairly without retaliation against a member who files a grievance, whether or not there is a basis for the grievance. It is the philosophy of this district to promote free verbal communication between members and supervisors.

1024.3 RETALIATION PROHIBITED

Best Practice

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No member may retaliate against any person for reporting or making a complaint under this policy or for opposing a practice believed to be improper, unethical, wasteful or retaliatory or participating in any investigation pursuant to this policy or any other policy in this Policy Manual (see the Anti-Retaliation Policy).

Employees found to be in violation of this policy are subject to discipline. Supervisors who condone or ignore violations of this policy or otherwise fail to take appropriate action to enforce this policy are also subject to discipline.

1024.4 PROCEDURE

Best Practice

Except as otherwise required under a collective bargaining agreement, grievances as defined above should be resolved using the following procedure.

1024.4.1 COMMUNICATING GRIEVANCES

Best Practice

Members are encouraged to communicate with supervisory personnel regarding any workplace problem or issue they feel needs immediate attention. Generally, any concern about a workplace situation should be first raised with the member's immediate supervisor unless that supervisor is part of the member's concern. It is recognized, however, that there may be occasions where the use of the normal chain of command may not be appropriate.

Any member who feels threatened in any manner or is otherwise concerned about reporting to his/her immediate supervisor may report this information directly to the Fire Chief or Administration without first reporting the information to their immediate supervisor or following the chain of command.

This alternate process shall not be used to circumvent or avoid addressing issues through the normal chain of command.

1024.4.2 GRIEVANCE RECEIPT

Best Practice

Upon receipt of an oral or written grievance, the receiving supervisor will promptly document the grievance, initiate the investigative process and ensure that the appropriate supervisor and the Administration are notified.

Investigations are generally more effective when the identity of the grieving member is known, thereby allowing investigators to obtain additional information from the reporting member. However, a grievance may be made anonymously.

All reasonable efforts should be made to protect the reporting member's identity. However, confidential information may be disclosed to the extent required by law or to the degree necessary to conduct an adequate investigation and make a determination regarding a grievance. In some situations, the investigative process may not be complete unless the source of the information and a statement by the member is produced as part of the process.

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The supervisor receiving the grievance should explain to the grieving member how the matter will be handled.

1024.4.3 RESOLVING GRIEVANCES

Best Practice MODIFIED

(a) Supervisors receiving grievances should attempt to resolve the issue through informal discussion with the member.

(b) If after a reasonable amount of time, generally seven days, the grievance cannot be settled by the immediate supervisor, the member may request a meeting with the Battalion Chief.

(c) If a successful resolution is not found with the Battalion Chief, the member may request a meeting with the Deputy Chief.

(d) If the member and the Deputy Chief are unable to arrive at a mutual solution, then the member shall proceed as follows:

1. Submit a written statement of the grievance and deliver one copy to the Fire Chief and another copy to the immediate supervisor and include the following information:

   (a) The basis for the grievance

   (b) What remedy or goal is being sought by this grievance

(e) The Fire Chief will receive the written grievance. The Fire Chief and a District board member will review and analyze the facts or allegations and respond to the member within 14 calendar days. The response shall identify any corrective measures or other remedies as appropriate. The decision of the District executive is considered final.

1024.5 RESPONSIBILITIES

Best Practice MODIFIED

1024.5.1 MEMBER RESPONSIBILITIES

Best Practice MODIFIED

This policy is intended to support efforts to identify and remediate workplace issues appropriately. Members are encouraged to identify workplace issues to bring about positive change in the District. Members shall act in good faith and not file trivial grievances or grievances intended to harass or deflect scrutiny or blame to another member.

Members shall make reasonable efforts to verify facts before making a grievance. Members shall not report or threaten to report information or a grievance knowing it to be false, with willful or reckless regard for the truth or falsity of the information or otherwise made in bad faith.

When making a grievance, members should provide as much information as possible and should cooperate fully with all investigations. Members shall maintain the confidentiality of any statements made in conjunction with an active grievance pursuant to this policy. This provision is not intended to diminish a member's rights or remedies afforded by applicable federal law, constitutional provision, or collective bargaining agreement.

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Any employee who believes that he/she has been subjected to reprisal or retaliation should immediately report the matter to a supervisor in the member's chain of command or to the Administration.

1024.5.2 SUPERVISOR RESPONSIBILITIES

Best Practice **MODIFIED**

Supervisors should make reasonable efforts to identify and remediate workplace issues and bring about positive change in the District before issues escalate to the grievance level. Once a member has made the decision to file a grievance, supervisors shall not attempt to discourage the member, shall accept grievances, and shall ensure that reasonable efforts are made to reach a prompt and fair resolution.

Supervisory personnel will:

(a) Document all grievances received and all steps taken to resolve the issue.

(b) Forward the documentation to the Administration and Deputy Fire Chief through the chain of command.

(c) Monitor the work environment to ensure that any member making a grievance is treated with respect and no differently than non-complaining employees.

(d) Communicate to all members the obligation not to engage in retaliation and follow-up periodically with the grieving member to ensure that retaliation is not occurring.

1024.5.3 COMMAND STAFF RESPONSIBILITIES

Best Practice **MODIFIED**

Command staff should ensure prompt resolution of all grievances, including the following:

(a) Timely grievance recognition and acceptance

(b) Appropriate documentation of the process and investigation

(c) Remediation of any inappropriate conduct or condition and the implementation of measures to minimize the likelihood of reoccurrence

(d) Timely communication of the outcome to the grieving member

1024.6 MEMBER REPRESENTATION

Best Practice

Members are entitled to have representation during the grievance process and may seek advice, counsel or the assistance of other employees or representatives in their presentation of a grievance.

1024.7 GRIEVANCE RECORDS

Best Practice **MODIFIED**

At the conclusion of the grievance process, all documents pertaining to the process shall be forwarded to the Deputy Fire Chief.

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1024.8 GRIEVANCE AUDITS

Best Practice MODIFIED

The Fire Chief (or designee) and the Deputy Fire Chief (or their authorized designees) should perform an annual audit of all grievances filed the previous calendar year to evaluate whether any policy, procedure, or training changes may be appropriate. The Fire Chief (or designee) and Deputy Fire Chief shall record these findings in a confidential memorandum to the Fire Chief without including any identifying information from any individual grievance.

1024.9 BOARD APPROVAL

Agency Content

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Drug- and Alcohol-Free Workplace

1031.1 PURPOSE AND SCOPE

Federal MODIFIED

The Battlefield Fire Protection District prohibits the use of drugs and alcohol in the workplace in order to provide a safer work environment for members and to protect the public's safety and welfare. This policy applies to all members when they are on district property or when performing district-related business elsewhere (41 USC § 8103).

1031.1.1 DEFINITIONS

Agency Content

"Reasonable Suspicion" shall include, but shall not be limited to a belief based on objective facts sufficient to lead a reasonably prudent supervisor to suspect that an employee is under the influence of drugs or alcohol. Reasonable suspicion exists when there is a specific factual reason(s) for suspecting that the employee is using illegal drugs or alcohol, or where there is evidence that a specific employee is using drugs or alcohol in violation of the policy. Reasonable suspicion may be based on factors such as; 1) observable phenomena, such as direct observation of drug use or possession and/or the physical symptoms of being under the influence of drugs or alcohol; 2) a pattern of abnormal conduct or erratic behavior; 3) arrest or conviction for a drug related offense, or the identification of an employee as the focus of a criminal investigation into illegal drug possession, use or trafficking; 4) information provided either by reliable and credible sources or independently combined; 5) sudden changes in work performance including unexplained or excessive absenteeism, tardiness or workplace negligence; or 6) newly discovered evidence that the employee has tampered with a previous drug or alcohol test.

"Safety Sensitive Positions" shall include Firefighters, EMT's, Paramedics, and other employees that are engaged in hazardous work involving public safety and who must be able to think and react quickly, and uniquely depend on their judgment and dexterity in carrying out their duties, including the suppression of fires and the operation of emergency vehicles.

1031.2 POLICY

Best Practice

It is the policy of the Battlefield Fire Protection District to provide a drug- and alcohol-free workplace for all members.

1031.3 GENERAL GUIDELINES

Federal MODIFIED

Alcohol and drug use in the workplace or on district time can endanger the health and safety of district members and the public.

Members who have consumed an amount of an alcoholic beverage or taken any medication, or a combination thereof, that would tend to adversely affect their mental or physical abilities shall not report for duty. Affected members shall notify the Fire Chief or the appropriate supervisor as soon

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as they are aware that they will not be able to report to work. If a member is unable to make the notification, every effort should be made to have a representative contact the supervisor in a timely manner. If the member is adversely affected while on-duty, the member shall be immediately removed and released from work (see the Work Restrictions section in this policy).

1031.3.1 USE OF MEDICATIONS

Best Practice

Members should not use any medications that will impair their ability to safely and completely perform their duties. Members who are medically required or need to take any such medication shall report that need to their immediate supervisor prior to commencing any on-duty status.

1031.3.2 MEDICAL CANNABIS

State

Possession, use, or being under the influence of medical cannabis on-duty is prohibited and may lead to disciplinary action (Mo. Const. art. XIV, § 1).

1031.4 MEMBER RESPONSIBILITIES

Federal MODIFIED

Members shall come to work in an appropriate mental and physical condition. Members are prohibited from purchasing, manufacturing, distributing, dispensing, possessing, or using controlled substances or alcohol on district premises or on district time (41 USC § 8103). The lawful possession or use of prescribed medications or over-the-counter remedies is excluded from this prohibition.

Members shall notify a supervisor immediately if they observe behavior or other evidence they believe demonstrates that a fellow member poses a risk to the health and safety of the member or others due to drug or alcohol use.

Members are required to notify their immediate supervisors of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction (41 USC § 8103).

Employees who are forthcoming in admitting a problem or seeking treatment for the first time will not be disciplined for doing so, however, the District will not consider the employee's actions to be voluntary and forthcoming if prompted by an accident, investigation, arrest or other incident.

1031.5 EMPLOYEE ASSISTANCE PROGRAM

Federal

A voluntary employee assistance program may be available to assist those who wish to seek help for alcohol and drug problems (41 USC § 8103). Insurance coverage that provides treatment for drug and alcohol abuse also may be available. Employees should contact the Administration, their insurance providers, or the employee assistance program for additional information. It is the responsibility of each employee to seek assistance before alcohol or drug problems lead to performance problems.

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1031.6 WORK RESTRICTIONS

Best Practice MODIFIED

If a member informs a supervisor that the member has consumed any alcohol, drug, or medication that could interfere with a safe and efficient job performance, the member may be required to obtain clearance from a physician before continuing to work.

If the supervisor reasonably believes, based on objective facts, that a member is impaired by the consumption of alcohol or other drugs, the supervisor shall prevent the member from continuing work and request that a Battalion Chief respond to the location of the impaired member. The Battalion Chief shall ensure the member is transported to a safe location and that the continuity of district operations is maintained.

In any case where there is reasonable suspicion or following an accident that will require testing, a District supervisor has the right to search an employee or his/her clothing, lockers, bags, or equipment, with or without the consent of the employee. No employee shall have any expectation of privacy in lockers, quarters or equipment owned and issued by the District, and all lockers, quarters and or equipment and their contents shall remain at all times under the exclusive control of the District. The District, therefore, retains the right to inspect any locker, quarters or equipment for any reason at any time.

The District reserves the right to notify the appropriate law enforcement agency when they have reasonable suspicion to believe that an employee may have illegal drugs in their possession or in an area not jointly or fully controlled by the District.

1031.7 DRUG/ALCOHOL TESTING

Best Practice MODIFIED

District employees will be required to submit to drug/alcohol testing under specific circumstances and/or while assigned to a safety sensitive position. Circumstances include pre-employment, reasonable suspicion of impairment, involvement in a workplace injury, and/or involvement in a workplace accident including a motor vehicle accident. Safety sensitive positions include those positions with responsibility for fire, rescue, or EMS related response and positions with responsibility for the care and maintenance of equipment, vehicles, or apparatus.

1031.7.1 TESTING METHODS AND PROCEDURE

Best Practice MODIFIED

1031.7.1.1 Pre-Employment

The District will conduct a drug test of all applicants after the applicants receive a conditional offer of employment. District employment application processes shall include a notification that the applicant will be required to submit to pre-employment drug testing. Failure to submit to pre-employment testing will be grounds to deny the applicant employment. Test results must be returned negative to be determined acceptable for employment. If an applicant tests positive,

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the conditional offer of employment shall be withdrawn, and the applicant must wait one year to reapply for employment.

1031.7.1.2 Reasonable Suspicion

The District will conduct a drug and/or alcohol test when reasonable cause exists to suspect an employee has reported to work impaired, is in possession of, or has used alcohol, recreational marijuana, illegal drugs, or unauthorized controlled substances, including prescribed or physician certified drugs, while on company property or during working time. Reasonable suspicion shall be determined by a supervisor using a District approved reasonable suspicion checklist. When possible, a second supervisor should be requested to verify reasonable suspicion using a separate copy of the approved checklist. Once the second supervisor has completed the approved checklist, both checklists should be compared objectively to determine if enough verified observations exist to warrant a reasonable suspicion drug or alcohol screening.

For the purposes of this policy, a supervisor shall be deemed to have reasonable suspicion to order a drug and/or alcohol test when an employee exhibits excessive absenteeism, tardiness, or unacceptable work performance.

A supervisor shall be deemed to have reasonable suspicion to order a drug and alcohol test if an employee is found to possess drugs, alcohol, or drug paraphernalia or when such alcohol or drugs are found in an area controlled or used by the employee, including, but not limited to the employee's desk, locker, etc.

An employee undergoing testing under this subsection will be immediately removed from duty pending the outcome of the tests.

1031.7.1.3 Post-Accident

The District will require a drug and/or alcohol test whenever any employee receives a work-related injury or when involved in an accident involving property damage estimated to exceed $500. If the driver involved in an accident is too seriously injured to provide a urine sample, they must authorize release of their hospital records. An employee undergoing drug and/or alcohol testing covered in this subsection may return to work pending the outcome of the tests, unless restricted by a physician, or deemed by a supervisor to require testing based on reasonable suspicion.

The District may also conduct a drug and/or alcohol test whenever a driver of a District vehicle or apparatus receives a traffic citation for a moving violation, or otherwise operates a vehicle in a manner inconsistent with District policies governing operation of that vehicle.

1031.7.1.4 Random

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Employees in safety sensitive positions are subject to drug and alcohol testing on a random basis. The District will not tolerate the use of any illegal drugs, alcohol, recreational marijuana, nor the abuse/misuse of prescribed or physician certified drugs which impairs the employee's ability to perform their job in a safe manner, and/or poses a threat to the safety and health of co-workers, citizens, or others. Similarly, all employees and applicants whose positions are deemed to be safety sensitive will be subject to pre-employment testing and periodic random testing in accordance with applicable federal, state, or local laws, and regulations, or District policies.

The District test will require employees assigned to safety sensitive positions to undergo random drug and/or alcohol testing under the following circumstances:

- The District shall use an unbiased random selection process administered by a District approved third-party vendor to select and request an employee to be tested for the use of controlled substances. This process ensures all employees have an equal chance of being selected. The District will not waive the selection of an on-duty employee selected by this random selection method unless the employee is actively engaged in District related activities that cannot be interrupted, such as emergency response. When selected, the employee must submit to the testing.
- Subject to management discretion, an employee undergoing a test under this subsection may return to work pending the outcome of the test results, but management reserves the right to remove the employee from duty pending the results of the test.

1031.7.1.5 Refusal to Test

Failure or refusal to submit to any drug or alcohol test required by this policy, upon request, will be treated the same as a positive test result, shall constitute insubordination, and will be the basis for corrective action, up to and including termination of employment.

Employees may be subject to disciplinary action if they:

(a) Fail or refuse to submit to a screening test as requested.

(b) After taking a screening test that indicates the presence of a controlled substance, fail to provide proof, within 72 hours after being requested, that they took the controlled substance as directed, pursuant to a current and lawful prescription issued in their name.

(c) Violate any provisions of this policy.

1031.7.1.6 Testing Procedure

All testing will be conducted by a licensed independent medical laboratory, which will follow testing standards established by the state or federal government. Testing will be conducted on a sample provided by the employee to the testing laboratory under procedures established by the laboratory to ensure privacy of the employee, while protecting against tampering/alteration of the test results.

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Employees will be considered on-duty at work for the time spent in taking any tests and will be compensated for such time at their regular rate.

The District will pay for the cost of the testing, including the confirmation of any positive test results. The testing lab will retain samples in accordance with state law, so that an employee may request a retest of the sample at the employee's own expense if the employee disagrees with the test result.

1031.7.2 SCREENING TEST DISPOSITION

Best Practice **MODIFIED**

1031.7.2.1 Testing Positive

Employees who test positive will be subject to disciplinary action up to and including termination.

Employees may be subject to disciplinary action if they:

(a) Fail or refuse to submit to a screening test as requested.

(b) After taking a screening test that indicates the presence of a controlled substance, fail to provide proof, within 72 hours after being requested, that they took the controlled substance as directed, pursuant to a current and lawful prescription issued in their name.

(c) Violate any provisions of this policy.

If an employee fails to obey any rule or policy adopted by the District relating to the use of alcohol or non-prescribed controlled drugs in the workplace, the workers compensation and death benefit provided for in Chapter 287, RSMO shall be reduced to fifty percent if the injury was sustained in conjunction with the use of alcohol or non-prescribed controlled drugs.

If the use of alcohol, drugs or non-prescribed controlled drugs in violation of the District's policy is the proximate cause of the injury, then the benefits or compensation otherwise payable under the workers compensation system, Chapter 287, RSMO, for death or disability shall be forfeited. If an employee's voluntarily use of alcohol results in intoxication, a rebuttable presumption exists that the voluntary use of alcohol in those circumstances was the proximate cause of the injury.

An employee's refusal to take a test for alcohol, drugs or a non-prescribed controlled substance, as defined by section 195.010, RSMO, at the request of the District, shall result in the forfeiture of workers compensation benefits under Chapter 287, RSMO if the District had sufficient cause to suspect use of alcohol, drugs, or a non-prescribed controlled substance by the employee or if the test was requested or required as a result of an accident.

1031.7.2.2 Right to Explain Test Results

All employees and applicants have the right to meet with the District to explain their test results. These discussions shall be considered confidential except that information disclosed in such tests will be communicated to personnel within the District or within the lab who need to know such information to make proper decisions regarding the test results or regarding the employment of the individual.

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1031.7.2.3 Right to Review Records

Employees have a right to obtain copies of their test results from the testing laboratory, or from the District. When the individual disagrees with the test results, the individual may request that the testing laboratory repeat the test. Such repeated testing shall be at the expense of the individual.

1031.7.2.4 Retesting

Employees may request a retest of their positive test results within five (5) working days after notification by the District of such positive test result. This retest is at the expense of the individual.

Where the employee/applicant believes that the positive test result was affected by taking of lawful or prescribed or physician certified substances, the individual may still be removed from duty pending receipt of confirming information to substantiate the claims of the individual. Normally, the individual will be provided no more than five (5) business days in which to provide this additional information. The District will advise the individual of its decision once it has determined whether there is evidence to indicate that the test results are incorrect.

1031.7.2.5 Returning/Continuing to Work

Employees who admit to drug or alcohol use or related misconduct, or voluntarily seek assistance before a positive test result and are not terminated, will not be returned to work or allowed to continue working until they have been evaluated by a District selected physician to determine if they can safely return to work.

1031.7.3 BATTALION CHIEF RESPONSIBILITY

Agency Content

The Battalion Chief shall ensure written records are prepared documenting the specific facts that led to the decision to request the test, and shall inform the employee in writing of the following:

(a) The test will be given to detect either alcohol or drugs, or both.

(b) The result of the test is not admissible in any criminal proceeding against the employee.

(c) The employee may refuse the test, but refusal may result in dismissal or other disciplinary action.

1031.8 COMPLIANCE WITH THE DRUG-FREE WORKPLACE ACT

Federal

No later than 30 days following notice of any drug statute conviction for a violation occurring in the workplace involving a member, the District will take appropriate disciplinary action, up to and including dismissal, and/or requiring the member to satisfactorily participate in a drug abuse assistance or rehabilitation program (41 USC § 8104).

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1031.9 CONFIDENTIALITY

Best Practice

The District recognizes the confidentiality and privacy due to its members. Disclosure of any information relating to substance abuse treatment, except on a need-to-know basis, shall only be with the express written consent of the member involved or pursuant to lawful process.

The written results of any screening tests and all documents generated by the employee assistance program are considered confidential medical records and shall be maintained separately from the employee's other personnel files.

1031.10 FORMS

Agency Content

See attachment: DRUG AND ALCOHOL TESTING POLICY Signature Page.pdf

See attachment: BFPD-REASONABLE-SUSPICION-CHECKLIST.pdf

1031.11 BOARD APPROVAL

Agency Content

This policy was approved by the Battlefield Fire Protection District Board of Directors on xx/xx/xx

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Attachments

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DRUG AND ALCOHOL TESTING POLICY Signature Page.pdf

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DRUG AND ALCOHOL TESTING POLICY

I _____ (name of employee) acknowledge that I have received a copy of the Battlefield Fire Protection District's Alcohol and Drug Abuse Policy, including the policies on Alcohol and Drug Testing. These are set forth in District Policy. I have reviewed the Policy and I understand the requirements of the Policy.

As shown by my signature below, I consent to the drug and alcohol testing described in the Policy. I also agree to comply with all requirements of the Alcohol and Drug Abuse Policy.

_____ _____

Signature Date

BFPD-REASONABLE-SUSPICION-CHECKLIST.pdf

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Battlefield Fire Protection District

Reasonable Suspicion Checklist

Supervisor: Record observations of employee's appearance and behavior that you believe may be the result of use of controlled substances or alcohol misuse.

NAME OF EMPLOYEE OBSERVED	DATE OF OBSERVATION	TIME OF OBSERVATION – 24hr format
PRIMARY OBSERVER (Print)	SECONDARY OBSERVER, if available (Print)	
LOCATION OF OBSERVATION		

OBSERVATIONS *(Check all appropriate items)*

Determination of reasonable suspicion must be based on specific, contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odors of the employee.

SPEECH	MOOD / ACTIONS	BREATH	NOSE	MOVEMENTS
☐ Normal	☐ Normal	Odor of:	☐ Sniffing	☐ Normal
☐ Slowed	☐ Elated, "Up"	☐ Alcoholic Beverage	☐ Runny	☐ Slowed
☐ Rapid	☐ Fearful	☐ Marijuana	☐ Reddened	☐ Quickened
☐ Incoherent	☐ Anxious			☐ Uncoordinated
☐ Silent	☐ Irritable	Odor Present is:	EYES	☐ Shaking
☐ Stuttering	☐ Angry	☐ Faint	☐ Reddened	☐ Aggressive
☐ Loud	☐ Sad, depressed	☐ Moderate	☐ Pupils constricted	
☐ Confused	☐ Profanity	☐ Strong	☐ Pupils dilated	BALANCE / WALKING
☐ Slurred	☐ Hiccups		☐ Watery	☐ Normal
☐ Talkative	☐ Belching		☐ Bloodshot	☐ Swaying
☐ Hostile	☐ Vomiting		☐ Glassy	☐ Staggering
	☐ Confrontational		☐ Staring	☐ Falling
ALERTNESS	☐ Fighting		☐ Slow to react/follow	☐ Uncertain
☐Normal				☐ Stumbling
☐Drowsy				☐ Falling
☐Energized				☐ Holding, Reaching

Describe any other specific observations, or explain any of those checked above, that require further clarification as a basis of reasonable suspicion (continue on back if necessary).

I certify that I have had training in recognition of alcohol and drug misuse and that to the best of my judgment reasonable suspicion exists to require the above employee to undergo testing for alcohol and controlled substances.

PRIMARY OBSERVER

Signature	*Title*	*Date*

SECONDARY OBSERVER (if available)

Signature	*Title*	*Date*

Created 10-4-24

2024–2030 STRATEGIC PLAN

Battlefield Fire Protection District

Battlefield, Missouri

Emergency Services Consulting International

Helping Change the World, One Community at a Time

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STRATEGIC PLANNING

Process Overview

Change is inevitable, but growth is intentional. It begins when we set goals. Yet, having goals is not synonymous with success. An organization must craft a comprehensive plan—a roadmap replete with clear objectives, defined timelines, specific roles, and measurable milestones. This strategic planning is pivotal for any organization, public or private, aspiring to reach its full potential.

Such a plan outlines a well-defined direction, takes stock of the operational environment, and devises strategies to progress toward goals. These components position an organization to adeptly serve its community and achieve its overarching vision. In renewing its commitment to professionalism, the organization sets itself on a trajectory toward enduring success.

The strategic implementation planning process culminates in a three-to-five-year work plan, guiding the collective endeavors of the organization towards shared goals and objectives. It is an inclusive method, engaging key stakeholder representatives to ensure that the interests of the entire community are considered throughout the planning stages.

During the planning sessions, the team re-examined the agency's mission, vision, and values. These elements served as the cornerstones for identifying service improvement areas. From these discussions emerged the strategic themes that now underpin the goals of the implementation plan.

The strategic goals, once established, were then broken down into specific objectives. Through robust dialogue and brainstorming, ideas were either adopted or discarded based on group consensus. The resulting goals and objectives were designed to be flexible, allowing for adjustments as needed to align with the agency's broader aspirations.

In summary, the careful formulation of a strategic plan, which involves inclusive participation and flexible goal setting, equips an organization with the agility to adapt and the direction to thrive amidst change.

"Agility will be the new capital for organizations."

– 21st Century Fire & Emergency Services White Paper

Community-Centered Strategic Planning Process

ESCI's Community Centered Strategic Planning Process (CCSPP) methodology has been adopted and utilized by the International Association of Fire Chiefs, numerous other national, regional, and state fire service agencies and associations, and hundreds of local fire departments across the United States and Canada. The CCSPP has proven remarkably effective with all types and sizes of organizations, from large metropolitan fire departments to small, rural all-volunteer organizations and everything in between. This process was utilized in the development of the Battlefield Fire Protection District strategic planning framework and will include, but not necessarily be limited to:

- Reviewing organizational background
- Defining services provided to the community
- Identifying aspects of the organization the community views positively
- Developing a vision for the future
- Establishing the organization's guiding principles
- Identifying performance gaps
- Establishing the organization's strategic goals
- Identifying the objectives that support the strategic goals
- Determining critical implementation tasks for each objective
- Defining service outcomes in the form of performance measures and targets

ACKNOWLEDGMENTS

Battlefield Fire Protection District

Shane Anderson | Division Chief

Gabe Bowman | Firefighter

Josh Burr | Mechanic

Steven Burr | Division Chief

Reece Calton | Firefighter/EMT

Shawn Crump | Battalion Chief

Josh Dukewits | Battalion Chief

Joshua Forbes |Firefighter

Kedron Hinkle |Firefighter/DO

Scott Moore | Fire Chief

Brian Rush | Captain

Taylor Shell | Firefighter

Shawn Shupert | Admin Assistant

Justin Stevens |Captain

Felix Sultanov | Firefighter

Emergency Services Consulting International

Joe Powers | Project Manager

Jeff Grote | Associate Consultant

Turan Koroglu | Associate Consultant

Shauna Murrell | Branding & Document Support

MESSAGE FROM THE CHIEF

To all District Staff:

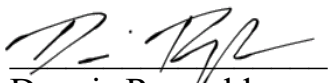
I'm pleased to present the Battlefield Fire Protection District's new 5-year strategic plan. This plan is the product of months of collaboration among our community members, staff, leadership, and elected officials. We are thankful for our partnership with Emergency Services Consulting International, which helped us to develop and formalize this plan.

Over the past several years, the district has prioritized data collection and collaboration to guide our decision-making and planning processes. Our previous strategic plan (2020-2025) successfully guided us through a transition of leadership, the challenges of COVID-19, and a major tax initiative. Throughout this process, we adapted our milestones to keep our focus on the district's future. As we near the end of this planning cycle, we will carry forward certain initiatives while embracing new opportunities.

This document reflects our ongoing commitment to the community and our dedication to enhancing service delivery, effectively managing resources, and continuously evaluating our role as a public safety agency.

I look forward to collaborating with the board and all Battlefield Fire Protection District members as we work through and assess this plan.

Regards,



Dennis Reynolds
Deputy Fire Chief

ENVIRONMENTAL SCAN

External Stakeholder Feedback

On June 10, 2024, ESCI facilitated a community stakeholder feedback session at the Battlefield Fire Administration Building. Invitations were sent to community members/businesses involved in the Battlefield Fire community engagement advisory group. The representatives in attendance included:

Ashley Anderson

Dr. Nathan Bowen

Eleanor Berger

Mike Berger

Stephen Davis

Polly Davis

Derrol Hutton

Joyce Hutton

Ken Iannelli

Danny Klopfer

Jane Klopfer

Phyllis Losack

Judy Miller

Chris McPhail

Cheryl Montgomery

Jeff Montgomery

Jenny Solomon

As part of the discussions, ESCI asked the attendees to help define "good service." The group identified the following assets provided by the Battlefield Fire Protection District:

- Timely & Dependable
- Smiling & Helpful Employees
- Knowledge of the Customer
- Have Empathy
- Be Accountable & Meet Expectations
- Prompt & Efficient

After defining good service, the group worked together to define the community's expectations of Battlefield Fire Protection District from the group's perspective. These expectations included:

- Be Courteous & Trustworthy
- Maintain a Quick Response
- Be Available to the Community's Need
- Be Well Trained & Equipped
- Support a Prepared Community

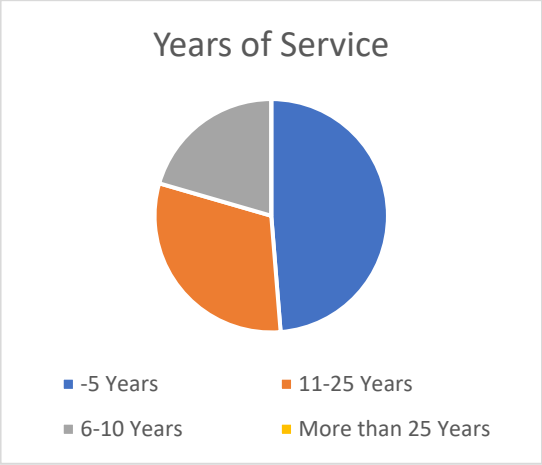
Internal Stakeholder Feedback

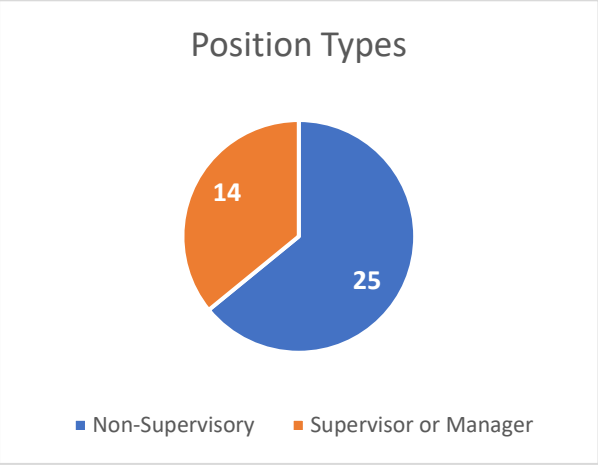
Member Survey:

Battlefield Fire Protection District (BFPD) partnered with Emergency Services Consulting International (ESCI) to develop the 2024 Strategic Plan. ESCI worked closely with BFPD stakeholders to create and deploy a member survey to inform the development of the strategic plan.

On May 20, 2024, the Battlefield Fire Protection District deployed the ESCI Member Survey to its members. The survey remained open to responses at 5 pm on May 31, 2024. Forty-one (41) members submitted to the study, representing nearly 100% of the district's personnel.

The survey participation mainly represents the members' perspectives in supervisor or manager roles. Of the survey respondents, 36% were members in supervisor or manager roles, and 64% were non-supervisor employees. The largest group of respondents were those who had been with the district for 0-5 years, representing 49% of participants. Additionally, 21% reported 6-10 years, 31% reported 11-25 years, and none reported more than 25 years of service with the district.





STRATEGIC PLANNING WORK SESSIONS

Mission | Vision | Values

Mission

The organization's mission statement should clearly define the primary purpose of the organization's existence. It focuses Battlefield Fire Protection District members on what is profoundly important to the organization and community. All members should understand the mission statement and it should be posted prominently throughout the organization's facilities. Each member should commit the mission to memory.

MISSION:
What do we do?

Vision

VISION:
For what do we want to be known?

An organization's vision will clearly define and establish what the district wants to become. It becomes a target and guiding beacon as the strategic plan and goals are completed. At the plan's end, the adopted vision should be a reality and an accurate portrayal of Battlefield Fire Protection District.

Values

A district's core values are a collection of the most important beliefs and ingrained principles that guide the district's actions. Establishing core values aims to connect the members, clarify the district's mission, and define their brand for the community they serve.

VALUES:
What are the rules?

The Battlefield Fire Protection District espouses the following mission, operational philosophy, core competencies, and slogan.

Our Mission:

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.

Our Operational Philosophy:

The standard to which every aspect of the organization should be measured is the "Philosophy of operations".

- *Provide top-level service.*
- *Continuous commitment to Success.*
- *Provide a true commitment to learning.*
- *Instill trust with everyone, our members, and the community.*
- *Appearance, personal, and station professionalism.*
- *Physically fit to properly serve the district.*
- *Maintain an attitude of service that places our community before ourselves.*
- *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.*
- *Provide quality emergency mitigation through aggressive training, community risk reduction, internal accountability, and integrity.*
- *Provide the highest level of care by being the best stewards of the community as possible.*

Our Core Competencies:

- *Community Engagement*
- *Risk Reduction*
- *Excellence in Proficiency*
- *Anticipation of Community Needs*
- *Community Risk Reduction*
- *Value and Invest in Personnel*
- *Health and Wellness / Fit for Duty*
- *Stewards of Community Resources*
- *Integrity / Organizational Leadership*
- *Communication*

Our Slogan:

"We Serve"

GOOD | BETTER | DIFFERENT

Battlefield Fire Protection District members who participated in a two-day internal workshop participated in a "Good – Better – Different" exercise. The process was meant to eliminate group thinking and enable all participants to provide open feedback. Using four different colored sticky notes, Battlefield Fire Protection District members took part in the following process:

> **GOOD | Green Sticky Notes:** Write three things that BFPD should continue to do and make plans to maintain in the future.
>
> **BETTER | Yellow Sticky Notes:** Write three things that BFPD can improve upon.
>
> **DIFFERENT | Red Sticky Notes:** Write three things BFPD should stop doing.
>
> **DIFFERENT | Blue Sticky Notes:** Write three things BFPD should start doing.

Facilitators collected each color sticky note and posted them on the board. Small groups organized the sticky notes into common thoughts and themes and then discussed the common themes. The following is a list of common themes derived from exercise.

BFPD should continue to do these activities and make plans to maintain their importance in the future:

- Positive Work Environment
- Humor & Good Spirits
- Employee Empowerment
- Public Engagement
- Community Risk Reduction
- Operational Training
- Firefighter Fitness

BFPD should strive towards improvement in the following aspects of the organization:

- Internal Communication
- Pay & Benefits
- Apparatus & Facilities Maintenance
- Leadership Development
- Training Facilities & Staffing

BFPD should focus on change regarding the following aspects:

- Outdated Fire Programs & Reporting Software
- Gossip & Echo Chamber
- Policy & Procedure Discrepancies

BFPD should refocus its attention on the following aspects:

- Monthly Check-ins – Internal Communication
- Social Media Presence
- Officer Development
- Adoption of Technology – Including Drones
- Training to Increase Operational Preparedness for Natural Disasters
- Pay & Benefits-including Insurance

STRATEGIC WORK PLAN

Definition of Terms

The main components of a strategic plan: Goals, Objectives, and Tasks are defined as follows:

GOAL:

> *The largest overarching element of a strategic plan is a goal. These are broad enterprises where the organization may have multiple areas of focus.*

OBJECTIVE:

> *A smaller component of and subordinate to a goal, an objective is focused on one area but is still general in nature. If all the objectives under a goal have been accomplished, the goal will have been achieved.*

TASK:

> *A smaller component of and subordinate to an objective, a task is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all tasks under an objective are accomplished, the objective will have been accomplished.*

Battlefield Fire Protection District and ESCI collaborated to create six goals to make this strategic plan achievable and realistic. Members worked together to refine the goals and objectives to a manageable number assigned to specific members. The atmosphere was friendly and respectful, fostering a space for candid and constructive dialogue to help the organization progress.

Strategic goals, objectives, and tasks are crucial to the organization's efforts. By following these components attentively, the organization will be directed toward the future and should benefit from fewer barriers and interruptions. Each goal, objective, and task were established in a two-day planning work session facilitated by ESCI with the BFPD team.

The following list explains each goal with its related objectives and each goal with its related tasks. The following goals are actionable items derived from feedback to form the basis of the suggested strategic plan. Details for each goal are provided below.

GOAL 1- Culture

The Battlefield Fire Protection District will foster a strong, healthy internal culture that promotes wellness while emphasizing positive community relationships and prioritizing community risk reduction.

This goal is directly linked to BFPD's Core Competency Statement #9 – Integrity/Organizational Leadership.

OBJECTIVE 1-A: Prioritize Community Risk Reduction initiatives aimed to identify and mitigate potential hazards proactively.

Tasks:

- Conduct a comprehensive risk assessment and analysis of the district, using the results to inform resource allocation and the development of prevention and mitigation strategies.
- Develop and implement new community outreach programs that target the district's youth and educate them on fire safety, prevention, and emergency preparedness.
- Conduct a public needs assessment survey to solicit feedback from the community on the current and future service delivery needs and expectations.

OBJECTIVE 1-B: Encourage and support a welcoming environment that emphasizes positive relationships.

Tasks:

- Establish and implement open communication protocols and practices at all levels of the organization, including regular in-person meetings, feedback sessions, and newsletters.
- Create and adopt a culture document that defines the values, norms, and expectations of the organization and its members, and use it as a guide for the onboarding process of new employees.
- Review and update the culture document annually and ensure that it is aligned with the mission, vision, and goals of the organization and reflects the input of all employees.

OBJECTIVE 1-C: Maintain and enhance the mental and physical well-being of firefighters within BFPD through comprehensive support programs and initiatives.

Tasks:

- Continue to support and enhance the mental health program tailored to BFPD, including providing access to counseling, peer support, and stress management resources.
- Utilize the district's wellness application as a platform to disseminate information and resources on mental and physical health, as well as collect feedback and data on the usage and effectiveness of the app.
- Allocate sufficient funds to maintain and replace the equipment needed for physical fitness and ensure that all employees have access to and participate in fitness programs and assessments.

GOAL 2 – Training & Leadership Development

The Battlefield Fire Protection District will enhance training and leadership development, both internal and external, to have well-trained personnel who can provide exceptional service to its community.

This goal is directly linked to BFPD's Core Competency Statement #6 – Value and Invest in Personnel.

OBJECTIVE 2-A: Conduct a staffing study to determine the optimal staffing level and structure for the Training Division.

Tasks:

- Assess the current workload, responsibilities, and performance of the Training Division staff.
- Compare the staffing level and structure of the Training Division with similar fire districts and industry standards.
- Identify the benefits and challenges of adding one full-time staff member to the Training Division.
- Identify the benefits and challenges of implementing a rotating training captain position on each shift.
- Recommend the best staffing option for the Training Division based on the findings of the study.

OBJECTIVE 2-B: Continue providing high-quality recruitment training to attract and retain qualified firefighters.

Tasks:

- Review the current recruitment training program and identify areas of improvement.
- Research the feasibility and cost-effectiveness of BFPD conducting an annual training academy for new recruits.
- Develop and implement a standardized evaluation system for probationary firefighters to measure their knowledge, skills, and abilities.
- Provide feedback and coaching to probationary firefighters to help them succeed and advance in their careers.

OBJECTIVE 2-C: Enhance officer development and succession planning of the district.

Tasks:

- Establish a leadership development program that provides ongoing training and professional development opportunities for current and potential officers.
- Develop a career development plan for the organization that outlines the expectations, requirements, and opportunities for each rank and position.
- Develop and implement individual professional development plans for each employee based on their personal goals and career aspirations.
- Implement a formal succession planning process that includes cross training between divisions, mentoring, and knowledge transfer to ensure continuity of leadership and operations.

OBJECTIVE 2-D: Improve the training facilities, grounds, and equipment to provide a safe and conducive learning environment.

Tasks:

- Conduct a thorough assessment of current training equipment and facilities to identify areas of improvement, gaps, and risks.
- Allocate sufficient resources to upgrade or replace outdated, damaged, or unsafe equipment and facilities.
- Implement a maintenance schedule to ensure all training equipment and facilities are regularly serviced, inspected, and kept in optimal condition.

GOAL 3 – Facility & Apparatus Maintenance

The Battlefield Fire Protection District will institute and improve comprehensive maintenance processes that minimize apparatus repairs, expedite facility repairs, and emphasize preventative maintenance.

This goal is directly linked to BFPD's Core Competency Statement #3 – Excellence in Proficiency and #8 – Stewards of Community Resources.

OBJECTIVE 3-A: Expedite facility repair and enhance preventative maintenance measures.

Tasks:

- Conduct a lifecycle analysis of the current fleet and identify the expected replacement dates and costs.
- Establish repair categories, such as Urgent or Regular, based on the impact of the facility issue on service delivery and safety.
- Implement a tracking process for facility maintenance and repair that records the issue, the response time, the resolution, and the feedback.

OBJECTIVE 3-B: Improve comprehensive maintenance processes that minimize repair time and enhance preventative maintenance measures.

Tasks:

- Explore the feasibility of creating a preventive maintenance schedule that aligns with the manufacturer's recommendations and industry standards.
- Conduct a risk assessment of the current fleet and prioritize the maintenance needs according to the likelihood and consequence of failure.
- Establish repair categories, such as Urgent or Regular, based on the impact of the apparatus issue on service delivery and safety.
- Institute a fleet preventative maintenance training program for all members of the BFPD that covers the basic inspection, troubleshooting, and reporting procedures.

OBJECTIVE 3-C: Evaluate current maintenance tracking program.

Tasks:

- Assess the current program's strengths, weaknesses, opportunities, and threats.
- Identify and assess alternative programs that offer better functionality, usability, and integration.
- Make program selection and related decisions based on the cost-benefit analysis and stakeholder input.
- Train firefighters on the operation and implementation of the new apparatus, review technology and ensure compliance and feedback.
- Evaluate the need for additional personnel or third-party services to support the maintenance program and budget accordingly.
- Establish repair categories, such as Urgent or Regular, based on the impact of the apparatus issue on service delivery and safety.

GOAL 4 – Technology

The BFPD will improve data and technology adoption to support informed decision-making and match service delivery with community risk management.

This goal is directly linked to BFPD's Core Competency Statement #3 – Excellence in Proficiency, and #4 – Anticipation of Community Needs.

OBJECTIVE 4-A: Inventory all existing software and technology solutions currently in use and available by the district to determine areas for practical technology expansion or reduction in duplication.

Tasks:

- Identify and document all the software and technology solutions used by the BFPD, including their purposes, functions, features, costs, and users.
- Review and assess each solution's effectiveness, efficiency, usability, and reliability and identify any gaps, overlaps, or redundancies.
- Survey and interview the staff and stakeholders who use or interact with the solutions and collect their feedback, suggestions, and preferences.
- Analyze the data and feedback collected and prioritize the areas for improvement, enhancement, or replacement of the existing solutions.
- Develop a report and a roadmap for the inventory results and recommendations and present them to the leadership and the board for approval.

OBJECTIVE 4-B: Evaluate and develop a process for new technology relevant to fire and EMS.

Tasks:

- Conduct a needs assessment and a gap analysis of the current technology used by fire and EMS personnel.
- Research and test potential solutions that address the identified needs and challenges.
- Establish criteria and standards for selecting, implementing, and maintaining the new technology.
- Develop a training and evaluation plan for the new technology.

OBJECTIVE 4-C: Improve or replace the current records management system (RMS).

Tasks:

- Analyze the strengths and weaknesses of the current RMS and its alignment with the BFPD's needs assessment from Objective 4-A.
- Research and evaluate alternative solutions and cost and solicit feedback from potential vendors and users.
- Potentially align the new program with the apparatus and facility maintenance systems and ensure compatibility and integration.

GOAL 5 – Communication

The Battlefield Fire Protection District aims to strengthen both internal & external communication to foster community trust, cultivate a positive employee culture, enhance public engagement and elevate the district's brand.

This goal is directly linked to BFPD's Core Competency Statement #1 – Community Engagement and #10 – Communication.

OBJECTIVE 5-A: Evaluate the effectiveness of information dissemination to each of the three stations.

Tasks:

- Conduct a communication audit to identify the types, sources, channels, and frequency of information that are received or missed at each station.
- Analyze the communication audit results and identify the causes and effects of information gaps or misinformation at each station.
- Develop and implement a communication plan that addresses the information needs and preferences of each station and ensures consistent and accurate information flow.
- Encourage all members to ask questions and provide feedback on the communication plan and its implementation.
- Conduct a district survey to measure the satisfaction and effectiveness of communication among the stations.

OBJECTIVE 5-B: Evaluate the effectiveness and application of the various forms of communication the district utilizes.

Tasks:

- Identify and categorize all the communication platforms and tools that the district has access to, such as email, phone, radio, social media, intranet, etc.
- Evaluate the effectiveness of each form of communication in terms of reach, timeliness, clarity, feedback, and cost.
- Optimize the use of communication platforms and tools by eliminating redundancies, enhancing features, and providing training and guidelines.

OBJECTIVE 5-C: Provide strategic updates and information dissemination.

Tasks:

- Based on the results of Objectives 1 and 2, determine the best means of providing communications to the district, such as newsletters, bulletins, reports, presentations, etc.
- Develop and maintain a centralized source of communications that is accessible, updated, and user-friendly.
- Establish a system to identify and prioritize critical information that requires follow-up actions or responses and assign responsibilities and deadlines accordingly.

OBJECTIVE 5-D: Evaluate all external communication platforms and processes and make strategic improvements.

Tasks

- Conduct a social media audit to assess the use, reach, engagement, and impact of the district's social media platforms.
- Develop and implement a social media strategy that aligns with the district's goals, values, and brand and provides relevant, timely, and engaging content.
- Conduct a website audit to evaluate the design, functionality, content, and user experience of the district's external website.
- Develop and implement a website improvement plan that enhances the website's appearance, usability, accessibility, and security.
- Identify and engage with external stakeholders, such as residents, businesses, media, and partners, through various channels, such as surveys, events, newsletters, and feedback forms.
- Monitor and evaluate the effectiveness and impact of external communication activities and platforms and make adjustments as needed.

GOAL 6 – Employee Retention

The Battlefield Fire Protection District will establish proactive employee retention measures to encourage long-term career investment.

This goal is directly linked to BFPD's Core Competency Statement #6 – Value and Invest in Personnel.

OBJECTIVE 6-A: Assess financial expenditure to ensure an appropriate distribution between capital investments and employee compensation.

Tasks:

- Analyze the annual budget distribution of capital projects and personnel cost for the past five years and identify any gaps or imbalances.
- Establish prioritization criteria for capital expenditures to better align with BFPD's mission and strategic goals and develop a five-year capital improvement plan.

OBJECTIVE 6-B: Develop and maintain a comprehensive pay and benefits program to retain a quality workforce.

Tasks:

- Create a list of comparable fire departments and districts within the region that can be used when determining benefit levels and conduct a salary and benefits survey every two years.
- Evaluate and update the pay and benefits program annually based on the survey results and budget availability and communicate any changes to the employees.

OBJECTIVE 6-C: Assess the necessity of supplementary compensation for employees based on additional training and longevity.

Tasks:

- Investigate other possible nontraditional methods of compensation, such as educational incentives, certification bonuses, performance awards, or flexible work arrangements, and present a proposal to the board of directors by the end of the year.
- Examine how outside agencies and entities look at longevity and additional pay for training and benchmark the best practices and industry standards.

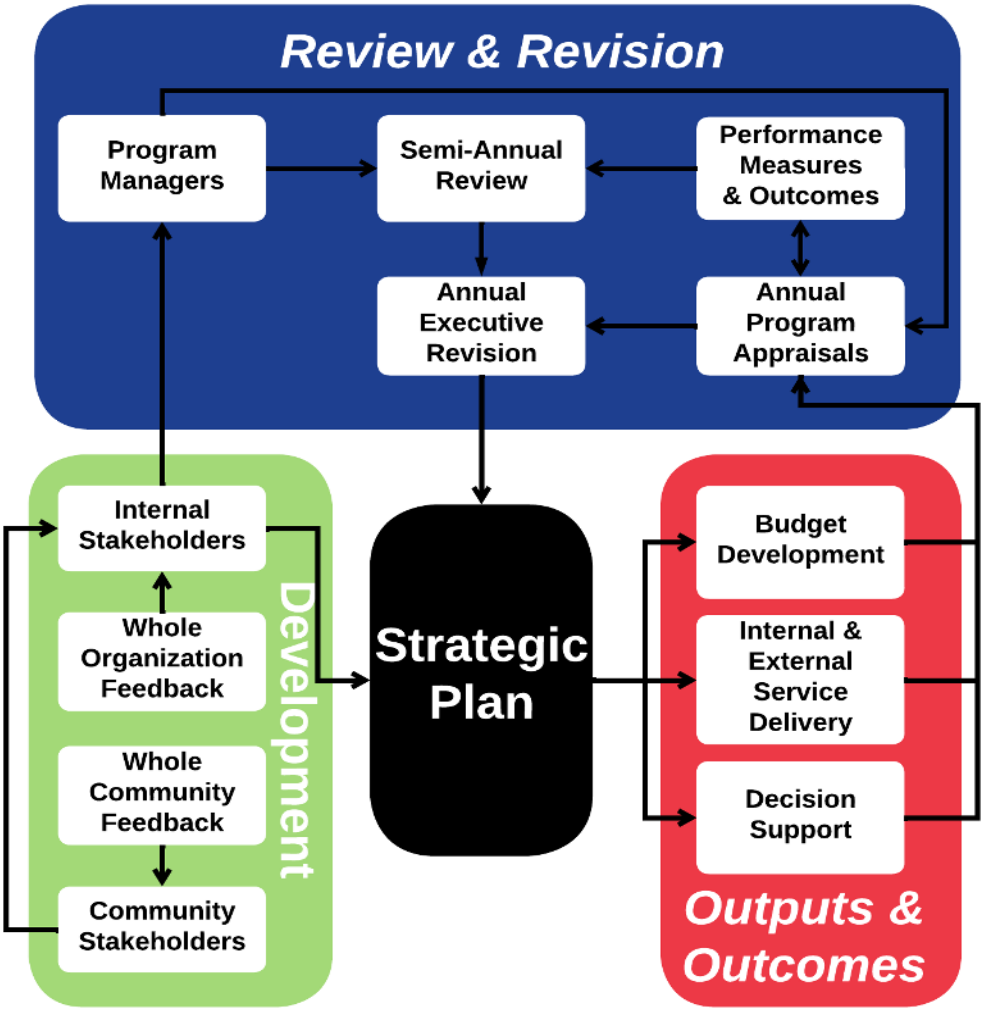
Objective Timelines

Objective	Months to Completion
Goal 1 – Culture	
OBJECTIVE 1-A: Prioritize Community Risk Reduction initiatives aimed to identify and mitigate potential hazards proactively.	18
OBJECTIVE 1-B: Encourage and support a welcoming environment that emphasizes positive relationships.	12
OBJECTIVE 1-C: Maintain and enhance the mental and physical well-being of firefighters within BFPD through comprehensive support programs and initiatives.	24
Goal 2 – Training & Leadership Development	
OBJECTIVE 2-A: Conduct a staffing study to determine the optimal staffing level and structure for the Training Division.	12
OBJECTIVE 2-B: Continue providing high-quality recruitment training to attract and retain qualified firefighters.	36
OBJECTIVE 2-C: Enhance officer development and succession planning of the district.	48
OBJECTIVE 2-D: Improve the training facilities, grounds, and equipment to provide a safe and conducive learning environment.	24
Goal 3 – Facility & Apparatus Maintenance	
OBJECTIVE 3-A: Expedite facility repair and enhance preventative maintenance measures.	18
OBJECTIVE 3-B: Improve comprehensive maintenance processes that minimize repair time and enhance preventative maintenance measures.	24
OBJECTIVE 3-C: Evaluate current maintenance tracking program.	12
Goal 4 – Technology	
OBJECTIVE 4-A: Inventory all existing software and technology solutions currently in use and available by the district to determine areas for practical technology expansion or reduction in duplication.	12
OBJECTIVE 4-B: Evaluate and develop a process for new technology relevant to fire and EMS.	24

Objective	Months to Completion
OBJECTIVE 4-C: Improve or replace the current records management system (RMS).	18
Goal 5 – Communication	
OBJECTIVE 5-A: Evaluate the effectiveness of information dissemination to each of the three stations.	12
OBJECTIVE 5-B: Evaluate the effectiveness and application of the various forms of communication the district utilizes.	12
OBJECTIVE 5-C: Provide strategic updates and information dissemination.	18
OBJECTIVE 5-D: Evaluate all external communication platforms and processes and make strategic improvements.	24
Goal 6 – Employee Retention	
OBJECTIVE 6-A: Assess financial expenditure to ensure an appropriate distribution between capital investments and employee compensation.	12
OBJECTIVE 6-B: Develop and maintain a comprehensive pay and benefits program to retain a quality workforce.	24
OBJECTIVE 6-C: Assess the necessity of supplementary compensation for employees based on additional training and longevity.	18

IMPLEMENTATION METHODOLOGY

Emergency services continually contend with a rapidly changing environment. Improved tools, technologies, increased regulation of activities, and changing risk profiles are all challenges that, if not planned for, create a reactionary decision-making methodology instead of a proactive organization. Fire districts can avoid organizational obstacles through continuous evaluations of the internal and external environment and aligning themselves around the needs of these environments. An organization will stay agile and on the leading edge of service delivery by analyzing data and trends and implementing course corrections.



The above process shows how the plan is developed with internal and external feedback. Additionally, program managers (typically those assigned to objectives within the plan) provide valuable feedback into the initial development and continuous

improvement and revision process. The strategic plan, once developed, informs processes indicated in the "outputs and outcomes" area of the chart, illustrating how areas of the organization should stay aligned with the documented strategic direction.

However, all good strategic plans should be implemented and revised regularly to maintain alignment with the changing organizational environment. Using performance measures, annual program appraisals, and a rhythm of executive-level updates, the strategic plan can achieve annual updates, which are identified as best practices by the Commission on Fire Accreditation International.

Role of Goal Managers

The organization must assign each goal to a manager responsible for coordinating the goal(s) they are given. Once assigned, the goal managers must be clear on their roles and responsibilities, identify and assign inclusive and capable task teams for each of the objectives within the goal, identify funding needs in order to effectively and efficiently accomplish their assignments, maintain constant awareness of the status and progress of each task team under their charge, troubleshoot and help remove obstacles or barriers to the task teams as they perform their work, and regularly report on goal status, progress, barriers, strategies to address barriers, successes, and achievements. They are a crucial part of communicating the status of their plan element to the organization.

Role of Objective Teams

Each objective is assigned a task/program team composed of capable members emphasizing those wanting to achieve the objective or who have expertise or job assignments that align with it. Each task team should convene for an initial meeting to select a chairperson, become familiar with the objective as a team, seek clarification from the goal manager where there are questions, identify the need for funding appropriations, and begin the process of outlining a work plan. This will help the task team achieve the objective within the assigned timeline(s).

Once a work plan has been created, the task team chair should coordinate the setting of a meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.). Significant actions of the task teams and issues they face should be recorded for status updates to the goal managers.

Role of BFPD Member

Tip:

Every effective presentation message is a call to action, feeling, or thought.

Every Member of Battlefield Fire Protection District is responsible for understanding the strategic plan, internalizing its mission, vision, values, goals, and objectives, and helping the organization achieve it, whether a part of the various teams or not. By being aware of the various efforts being expended to make the organization more successful, members can be on the lookout for opportunities the various task teams may be able to take advantage of to achieve their objectives. Members must also help by holding the organization accountable to its stated timelines and outcomes. While there should be room for unforeseen circumstances arising that require adjustment of timelines or unexpected opportunities arising that may necessitate a shift in a specific approach, they should not be a routine excuse for not achieving what was committed to from the outset.

It is also important to be reasonable in the organization's expectations of the strategic plan. In some cases, it has taken years for some of the challenges to manifest themselves in their current form. They will not be corrected overnight. It is vital that each member sees themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, resolving some issues requires more effort than is available to the organization in the near term. Therefore, every effort should be made to manage this effort with a focus on efficiency and effectiveness.

Communication Strategies & Mechanisms

The strategic plan must be communicated often and through many mechanisms. The internal planning team must discuss numerous communication strategies. They include:

- Chief officers meet with all crews over time to review the strategic plan.
- Include the incorporation of mission, vision, and values discussions within training sessions.
- Highlight a single element of the plan during training sessions (e.g., six minutes for strategic planning).
- Upload the strategic plan electronically to make it accessible to all members and post a hard copy of the plan at each station or to BFPD's internal servers.
- Communicate status updates quarterly, celebrate successes, and identify struggles transparently.
- The internal planning team meets with goal managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.
- Convene the internal planning team annually to update the plan and ensure accountability.
- The Fire Chief should provide quarterly reports to the city manager as a standing agenda item for the life of the plan.

These strategies and mechanisms have advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently to the organization. By keeping the plan front and center in the organization, the plan is alive in the minds and hearts of its members. Celebrating successes as they occur increases the level of anticipation by the members for the other elements to be accomplished.

The plan can be used for each task team to keep track of their work performance and can also be used to provide regular updates to the goal managers. This helps keep the process standardized and on track and can be the basis

Tip:

Deliver a conclusion that is not just a summary but a look into the future.

for communicating progress to the district. Whether this planning sheet, an internally developed spreadsheet, or another tracking device created by the organization is used, the important takeaway is maintaining granular tracking at the task team level and the big picture district wide.

CONCLUSION:

This strategic plan serves as a comprehensive blueprint for the Battlefield Fire Protection District's future endeavors. By delineating clear goals, objectives, and tasks, we aim to streamline operations, enhance service delivery, and adapt proactively to emerging challenges.

Responsibilities are distributed amongst team members, ensuring accountability and collaboration throughout the implementation process. Each member's contribution is vital to the plan's success, and ongoing communication and feedback mechanisms will facilitate continuous improvement.

The benefits of this strategic plan are manifold. It provides a framework for informed decision-making, fosters alignment of resources with organizational priorities, and cultivates a culture of innovation and adaptability. Moreover, by proactively addressing potential obstacles, we can mitigate risks and seize opportunities for growth and improvement.

This strategic plan empowers the Battlefield Fire Protection District to fulfill its mission of safeguarding lives and property while remaining responsive to the evolving needs of our community. With dedication, perseverance, and a shared commitment to excellence, we are poised to achieve our collective vision for a safer and more resilient future.

APPENDIX A: INTERNAL SURVEY

Health Safety & Wellness

Mental Health Support

Almost all BFPD members (95%) somewhat or strongly agree that the district provides them with useful mental health support and resources. However, 5% had opposing views.

Physical Health & Wellness

BFPD members (98%) almost unanimously agree that the district supports them with useful physical health and wellness resources. Meanwhile, only 2% disagreed.

Physical Fitness

Ninety-eight percent (98%) of BFPD strongly agree or somewhat agree with the statement, "Employees have an adequate level of physical fitness in order to perform their job." Additionally, 3% disagreed with the statement.

Common Theme:

Based on the free-text responses by the members, BFPD is praised for its supportive culture, particularly in terms of professional development and providing necessary tools and training. The district encourages employees to be involved in outside organizations and fosters opportunities for career progression. Support from the administration during personal crises is highlighted as a significant strength. Encouraging physical fitness and focusing on mental and physical health are also important aspects of this support.

Trust Within the District

Trust in Leadership

A strong majority of respondents hold the view that the Chief consistently makes sound decisions to guarantee the safety of members, with 85% expressing either somewhat agreement or strong agreement. About 15% somewhat or strongly disagreed.

Trust in the Members

Of those surveyed, 98% of BFPD members somewhat agree or strongly agree that the district trusts them to fulfill their assigned duties. Conversely, 3% expressed somewhat disagreement or strong disagreement.

Trust in the District

Most BFPD members trust that the district will do the right thing for its members, as 70% of respondents somewhat agreed or strongly agreed with the statement, "I trust the district to do the right thing for my coworkers and me." Approximately 30% of respondents reported that they somewhat disagreed or strongly disagreed with the statement.

Organizational Culture

Healthy Culture

Members of BFPD believe that the culture among district employees is healthy with 90% somewhat agreeing or strongly agreeing. However, 10% somewhat disagreed or strongly disagreed.

Personal Attitudes

Almost all BFPD members (98%) somewhat agree or strongly agree with the statement, "I am able to maintain a positive attitude while at work, and I enjoy my job." The remaining respondents (3%) somewhat disagreed or strongly disagreed.

Coworker's Attitudes

All of the respondents (100%) believe that their coworkers generally maintain a positive attitude while at work and enjoy their jobs.

Ability to Influence Attitudes

Roughly 90% of participants express confidence in their ability to positively impact their colleagues' attitudes and enhance the district's culture. In contrast, 10% held differing views.

Feelings of Value

Member Value

The strong majority of respondents somewhat agreed or strongly agreed (85%) with the statement, "The district values me as an employee." However, 15% somewhat disagreed or strongly disagreed.

Input on Important Issues

Over two-thirds of BFPD members (68%) exhibited somewhat or strong agreement with the statement, "The district values my input on important issues." Approximately 33% somewhat disagreed or strongly disagreed.

Personnel Development

Training Effectiveness

Respondents are notably confident in the sufficiency of their training to carry out their duties effectively, with 93% of them indicating somewhat agreement or strong agreement. Meanwhile, only 8% of the respondents expressed disagreement.

Professional Growth

The prevailing sentiment among BFPD members is that there are ample professional growth opportunities within the organization, with 83% expressing somewhat or strong agreement. Additionally, 18% somewhat disagreed or strongly disagreed with the statement.

Work Environment

Workplace Safety

Every BFPD member reports feeling safe in their workplace. Indeed, 100% of respondents somewhat agreed or strongly agreed with the statement, "I feel safe in my workplace.

Equipment & Tools

There is strong agreement among BFPD members (95%) that they have adequate tools to perform their job effectively. However, about 5% reported otherwise.

Apparatus & Vehicles

BFPD members mostly agree (73%) that the apparatus or vehicle fleet is well-maintained. Additionally, 28% of respondents somewhat or strongly disagreed.

Common Theme:

While the state of the apparatus and equipment is generally positive, with most BFPD members feeling satisfied, there is always room for improvement. Some respondents have noted that timely and thorough maintenance could enhance the performance and reliability of the equipment. Addressing critical issues, such as repairing water sensors, fixing leaking foam tanks, and ensuring the proper functioning of discharge valves, will further improve safety and efficiency. By prioritizing these areas, the organization can ensure that all essential safety equipment meets the highest standards while maintaining fiscal responsibility.

Communication

Receiving Information

BFPD members are on the fence about receiving timely and accurate information regarding the district's direction, as those who agreed and those who disagreed were equal to 50%, respectively.

Access to Information

Most respondents (90%) reported some agreement or strong agreement with the statement, "I have access to the right amount of information to do my job." Meanwhile, 10% expressed somewhat disagreement or strong disagreement with the statement.

Common Theme:

Extensive feedback highlights the necessity for enhanced communication from district leadership. Key areas for improvement involve better information flow from upper administration, fostering a more transparent and cooperative atmosphere, bridging the gap between management and frontline staff, and ensuring that employee input is acknowledged and implemented. There is a demand for greater openness, transparency, and resolution of internal conflicts to cultivate a healthier organizational culture.

Recruitment & Retention

Recruitment

The majority of BFPD members agree that the district recruits quality individuals to fill open positions, with approximately 88% of respondents somewhat agreeing or strongly agreeing. In contrast, around 13% somewhat disagreed or strongly disagreed.

Retention

Over two-thirds of respondents (68%) somewhat agreed or strongly agreed with the statement, "The district retains quality personnel to maintain the mission." On the other hand, one-third (33%) somewhat disagreed or strongly disagreed with the statement.

Organizational Sustainability

BFPD members (90%) have confidence in the district's stability and their ability to build a future within it. However, about 10% somewhat disagreed or strongly disagreed that the district is stable, and they can build a future within it.

Common Theme:

The free-text responses indicate that retention concerns are influenced by valuing employees through competitive pay, benefits, and training opportunities. Suggestions include adopting a progressive pay scale, funding employee training, offering lateral transfers with updated probation periods, enhancing team-building exercises, and incorporating employee feedback to create a supportive work environment.

HGACBuy
THE SMART PURCHASING SOLUTION

INTERLOCAL CONTRACT FOR COOPERATIVE PURCHASING

ILC No.:
ILC24-15065
Permanent Number assigned by H-GAC

THIS INTERLOCAL CONTRACT ("Contract"), made and entered into pursuant to the Texas Interlocal Cooperation Act, Chapter 791, Texas Government Code (the "Act"), by and between the Houston-Galveston Area Council, hereinafter referred to as "H-GAC," having its principal place of business at 3555 Timmons Lane, Suite 120, Houston, Texas 77027, and **Battlefield Fire Protection District**, a local government, a state agency, or a non-profit corporation created and operated to provide one or more governmental functions and services, hereinafter referred to as "End User," having its principal place of business at **4117 W. 2nd St Battlefield, MO 65619**.

WITNESSETH

WHEREAS, H-GAC is a regional planning commission and political subdivision of the State of Texas operating under Chapter 391, Texas Local Government Code; and

WHEREAS, pursuant to the Act, H-GAC is authorized to contract with eligible entities to perform governmental functions and services, including the purchase of goods and services; and

WHEREAS, in reliance on such authority, H-GAC has instituted a cooperative purchasing program under which it contracts with eligible entities under the Act; and

WHEREAS, End User has represented that it is an eligible entity under the Act, that its governing body has authorized this Contract on **12/19/2024** (Date), and that it desires to contract with H-GAC on the terms set forth below;

NOW, THEREFORE, H-GAC and the End User do hereby agree as follows:

ARTICLE 1: LEGAL AUTHORITY

The End User represents and warrants to H-GAC that (1) it is eligible to contract with H-GAC under the Act because it is one of the following: a local government, as defined in the Act (a county, a municipality, a special district, or other political subdivision of the State of Texas or any other state), or a combination of two or more of those entities, a state agency (an agency of the State of Texas as defined in Section 771.002 of the Texas Government Code, or a similar agency of another state), or a non-profit corporation created and operated to provide one or more governmental functions and services, and (2) it possesses adequate legal authority to enter into this Contract.

ARTICLE 2: APPLICABLE LAWS

H-GAC and the End User agree to conduct all activities under this Contract in accordance with all applicable rules, regulations, and ordinances and laws in effect or promulgated during the term of this Contract.

ARTICLE 3: WHOLE AGREEMENT

This Contract and any attachments, as provided herein, constitute the complete contract between the parties hereto, and supersede any and all oral and written agreements between the parties relating to matters herein.

ARTICLE 4: PERFORMANCE PERIOD

The period of this Contract shall be for the balance of the fiscal year of the End User, which began **01/01/2025** and ends **12/31/2025**. This Contract shall thereafter automatically be renewed annually for each succeeding fiscal year, provided that such renewal shall not have the effect of extending the period in which the End User may make any payment due an H- GAC contractor beyond the fiscal year in which such obligation was incurred under this Contract.

ARTICLE 5: SCOPE OF SERVICES

The End User appoints H-GAC its true and lawful purchasing agent for the purchase of certain products and services through the H- GAC Cooperative Purchasing Program. End User will access the Program through HGACBuy.com and by submission of any duly executed purchase order, in the form prescribed by H-GAC to a contractor having a valid contract with H-GAC. All purchases hereunder shall be in accordance with specifications and contract terms and pricing established by H-GAC. Ownership (title) to products purchased through H-GAC shall transfer directly from the contractor to the End User.

ARTICLE 6: PAYMENTS

H-GAC will confirm each order and issue notice to contractor to proceed. Upon delivery of goods or services purchased, and presentation of a properly documented invoice, the End User shall promptly, and in any case within thirty (30) days, pay H-GAC's contractor the full amount of the invoice. All payments for goods or services will be made from current revenues available to the paying party. In no event shall H-GAC have any financial liability to the End User for any goods or services End User procures from an H- GAC contractor.

ARTICLE 7: CHANGES AND AMENDMENTS

This Contract may be amended only by a written amendment executed by both parties, except that any alterations, additions, or deletions to the terms of this Contract which are required by changes in Federal and State law or regulations are automatically incorporated into this Contract without written amendment hereto and shall become effective on the date designated by such law or regulation.

H-GAC reserves the right to make changes in the scope of products and services offered through the H-GAC Cooperative Purchasing Program to be performed hereunder.

ARTICLE 8: TERMINATION PROCEDURES

H-GAC or the End User may cancel this Contract at any time upon thirty (30) days written notice by certified mail to the other party to this Contract. The obligations of the End User, including its obligation to pay H-GAC's contractor for all costs incurred under this Contract prior to such notice shall survive such cancellation, as well as any other obligation incurred under this Contract, until performed or discharged by the End User.

ARTICLE 9: SEVERABILITY

All parties agree that should any provision of this Contract be determined to be invalid or unenforceable, such determination shall not affect any other term of this Contract, which shall continue in full force and effect.

ARTICLE 10: FORCE MAJEURE

To the extent that either party to this Contract shall be wholly or partially prevented from the performance within the term specified of any obligation or duty placed on such party by reason of or through strikes, stoppage of labor, riot, fire, flood, acts of war, insurrection, accident, order of any court, act of God, or specific cause reasonably beyond the party's control and not attributable to its neglect or nonfeasance, in such event, the time for the performance of such obligation or duty shall be suspended until such disability to perform is removed; provided, however, force majeure shall not excuse an obligation solely to pay funds. Determination of force majeure shall rest solely with H-GAC.

ARTICLE 11: VENUE

Disputes between procuring party and Vendor are to be resolved in accord with the law and venue rules of the State of purchase.

THIS INSTRUMENT HAS BEEN EXECUTED BY THE PARTIES HERETO AS FOLLOWS:

Battlefield Fire Protection District
Name of End User (local government, agency, or non-profit corporation)

4117 W. 2nd St
Mailing Address

Battlefield, MO 65619
City, State ZIP Code

Signature of chief elected or appointed official | Date

Trevor Crist, Chairman
Typed Name & Title of Signatory

Houston-Galveston Area Council
3555 Timmons Lane, Suite 120, Houston, TX 77027

By: _____
Executive Director

Date: _____

HGACBuy
THE SMART PURCHASING SOLUTION

END USER DATA

Please sign and return the Interlocal Contract, along with this completed form, to H-GAC by emailing it to cpcontractfax@h-gac.com or by faxing it to 713-993-2424. The contract may also be mailed to:

H-GAC Cooperative Purchasing Program
P.O. Box 22777, Houston, TX 77227-2777

Name of End User Agency: **Battlefield Fire Protection District** County Name: **Greene**

Mailing Address: **4117 W. 2nd St Battlefield, MO 65619**

Main Telephone Number: **417-881-9018** FAX Number: **417-887-9914**

Physical Address: **4117 W. 2nd St Battlefield, MO >65619**

Web Site Address: **www.battlefieldfire.com**

Official Contact: **Dennis Reynolds**
Mailing Address: **4117 West 2nd Street**
Battlefield, MO 65619

Title: **Deputy Chief**
Ph No.: **417-881-9018**
FX No.:
E-Mail Address: **dreynolds@battlefieldfire.com**

Authorized Official: **Trevor Crist**
Mailing Address: **4117 W. 2nd St**
Battlefield, MO 65619

Title: **Chairman**
Ph No.: **417-881-9018**
FX No.: **417-887-9914**
E-Mail Address: **info@battlefieldfire.com**

COMPLETING AND EXECUTING THE ILC PROCESS

Step 1 (complete)

Thank you for completing this step. A PDF copy of the ILC document will be delivered to the email address entered.

Step 2

Secure a signature by the individual identified as the Authorized Official to contractually bind your entity.

Step 3

Scan and email a copy of the contract to H-GAC at cpcontractfax@h-gac.com, or fax it to 713-993-2424.

The contract may also be mailed to:

H-GAC Cooperative Purchasing Program
PO Box 22777
Houston, TX 77227-2777

If you require an original signed contract, please print, sign, and mail two (2) sets of the ILC documents.

Step 4

H-GAC will execute the contract and return a copy to you electronically.

2025 Budget/Worksheet	
Greene County	$821,917,684
Total Valuation	$821,917,684
General Revenue Levy	**$0.7833**
Sub-Total Revenue	$6,438,081
Projected Tax Revenue (4005)	**$6,438,081**
Tax Interest Revenue (4010)	$0
Interest Revenue (4060)	$0
	$0
Grant Funds Received	$0
Projected Total Revenue	**$6,438,081**
Expenses	
Administration Salary	-$466,495
Support Salary	-$164,810
Battalion Salary	-$260,189
Captain Salary	-$625,754
Firefighter Salary	-$1,404,974
Employment Costs	-$1,197,019
General Operating	-$2,097,323
Capital Projects	$0
Total Operating Budget	**$6,216,565**
Net Income/Expense 2024	***$221,516***
Operating Reserve (3100)	$1,000,000
Equipment Reserve (3120)	$839,576
Building Reserve (3140)	$944,406
Ending Available Cash	***$3,005,498***

2024 Budget/Worksheet	
Greene County	$815,773,397
Total Valuation	$815,773,397
General Revenue Levy	**$0.7833**
Sub-Total Revenue	$6,389,953
Projected Tax Revenue (4005)	**$6,389,953**
Revenue Interest (4010)	$0
Interest Revenue (4060)	$0
	$0
Grant Funds Received	$24,016
Projected Total Revenue	**$6,413,969**
Expenses	
Administration Salary	-$399,610
Support Salary	-$113,385
Battalion Salary	-$257,939
Captain Salary	-$619,753
Firefighter Salary	-$1,392,329
Employment Costs	-$1,159,512
General Operating	-$2,433,937
Capital Projects	$1,529,300
Total Operating Budget	**$6,376,465**
Net Income/Expense 2023	***$37,504***
Operating Reserve (3100)	$1,000,000
Equipment Reserve (3120)	$688,613
Building Reserve	$800,000
Ending Available Cash	***$2,526,117***

Unspent from 2023 to 2024	$1,268,442
Allocation to Operating Reserve	$300,000
Allocation to Building Reserve	$444,406
Allocation to Equipment Reserve	$500,000

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

Administration – Deputy Chief Reynolds

- I will have an HGAC Buy document for review.
- Battalion Chief Monnig has been working through the fiber internet service project. We have received some equipment and are awaiting installation of new phones and additional equipment.
- Met with labor and went over CBA proposals. I will have more in closed session.
- We have gotten our line-item adjustments completed for the 2025 budget. I will have more on personnel costs in closed session.
- I met with our regional mutual aid coordinator. He will be retiring from that position at the end of the year. A new MA Coordinator has been appointed. It is Travis Trent from Logan-Rogersville.
- Attended the regional chiefs' association meetings. There was a lot of legislation discussed, which Chief Anderson may have more information for the board meeting.
- MFFCIP rolled out a new application which is intended to address mental health and wellness of Firefighters statewide. There were some challenges, but they have been addressed.
- Received some completed packets for the Fire Chief position.
- I have worked on or reworked several policies over the last month. I will have some for your approval/perusal at the meeting.

Operations – Deputy Chief Reynolds

- November run statistics
  - Calls = 176 (-8.3% change from previous year)
    - 8 Building fires
    - Previous year = 192
    - YTD 2024 = 1997 (-4.1% from 2023)
  - Average Response = 5.40 minutes
    - YTD = 5.45 minutes
    - Target is 7.00 minutes.
  - Turnout time = 1:15
    - YTD = 1:21
    - Target is 1:30
- 18 new radios have been ordered. We should receive the first nine radios in late February or early March. We are in communication with the State to see if our remaining grant funding can be used to absorb some of the costs.
- The F150 will be going back to the upfitter.
- The F150 will be getting graphics this week or next.
- Battalion Chief Dukewits has spoken with three fire truck vendors. We hope to have secured a contract by the end of the month on a new pumper.
- We have ordered seven new computers. These will replace outdated units which are incapable of upgrading to new software.

Support Services – Division Chief Anderson (as of 12-1-24)

Community Risk Reduction Activities

- Total contacts made through social media, the District website and Google Business for November 2024= 47,605.
- Crews installed 5 smoke alarms and replaced 8 batteries for District citizens.

BATTLEFIELD FIRE PROTECTION DISTRICT
www.battlefieldfire.com
4117 W. Second Street **FAX:** (417) 887-9914
Battlefield, MO 65619 **CELL:** (417) 343-4504
PHONE:(417) 881-9018

- Setup for a Community CPR class. 15 citizens attended.
- Attended the annual Ruck-N-Run event to support local veterans.
- Conducted a safety walkthrough with management from the Briarwood Mobile Home Park.
- Attended a meeting of the District's CRR Committee.
- Attended SME meetings with the Division of Fire Safety to review updates to the Firefighter I and II certification program.

Workers Compensation, Safety, and Human Resources

- The District had one work comp claim for this period.
- All staff completed Mental Health Awareness training.
- Shift supervisors completed annual supervisor compliance training.
- The District's new strategic plan has been completed and is ready for Board review.
- Open enrollment was completed without issue. Great work by Mrs. Shupert.
- Attended a meeting with the Awards Banquet Committee.
- Attended a meeting with the Health and Wellness Committee
- Attended a meeting with the Safety Committee.
- Worked with Chief Reynolds to update administrative policies and procedures.
- Attended a labor management meeting.
- With Chief Reynolds, continued working on the FY 2025 budget.

Training – Division Chief Burr

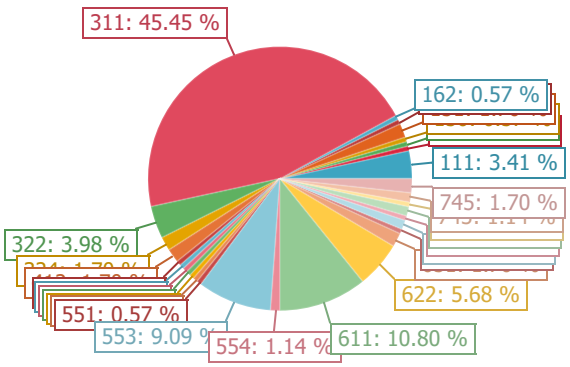
- Training hours for November: 1,741 hours
  - YTD Hours = 19,454 hours
    - 2023 YTD Hours = 14,232 hours
- I attended an Exercise Planning Workgroup meeting for Greene County OEM.
- Attended several meetings for the maintenance building project. We have encountered some setbacks with the project and I may have change orders for you at the meeting. I'll have more information before the board meeting.
- You will see a large check for the maintenance project on Tuesday. It is for prepayment of the metal building.
- I attended the contract negotiation meeting.
- We have started a Captain and Battalion Chief assessment center. It will finish up on Monday.
- I evaluated a table top exercise with Springfield Public Schools.
- The crews conducted mutual aid trainings in Ozark and Logan-Rogersville this month.
- I attended the December water rescue team training.
- There is a good possibility this will be my last board meeting before I go on baby leave. BC Monnig will take over the maintenance project while I'm out on leave.

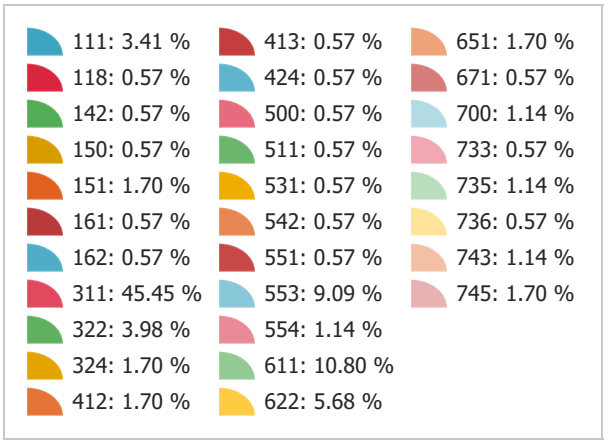
BATTLEFIELD FIRE PROT. DIST.

4117 W. SECOND ST., BATTLEFIELD, MO 65619

OFFICE: 417-881-9018 *FAX: 417-887-9914*

Incident Reports By Incident Type, Summary





Incident Type	Total Incidents	Percent
111 - Building fire	6	3.41%
118 - Trash or rubbish fire, contained	1	0.57%
142 - Brush or brush-and-grass mixture fire	1	0.57%
150 - Outside rubbish fire, other	1	0.57%
151 - Outside rubbish, trash or waste fire	3	1.70%
161 - Outside storage fire	1	0.57%
162 - Outside equipment fire	1	0.57%
311 - Medical assist, assist EMS crew	80	45.45%
322 - Motor vehicle accident with injuries	7	3.98%
324 - Motor vehicle accident with no injuries.	3	1.70%
412 - Gas leak (natural gas or LPG)	3	1.70%
413 - Oil or other combustible liquid spill	1	0.57%
424 - Carbon monoxide incident	1	0.57%
500 - Service Call, other	1	0.57%
511 - Lock-out	1	0.57%
531 - Smoke or odor removal	1	0.57%
542 - Animal rescue	1	0.57%

Incident Type	Total Incidents	Percent
551 - Assist police or other governmental agency	1	0.57%
553 - Public service	16	9.09%
554 - Assist invalid	2	1.14%
611 - Dispatched & canceled en route	19	10.80%
622 - No incident found on arrival at dispatch address	10	5.68%
651 - Smoke scare, odor of smoke	3	1.70%
671 - HazMat release investigation w/no HazMat	1	0.57%
700 - False alarm or false call, other	2	1.14%
733 - Smoke detector activation due to malfunction	1	0.57%
735 - Alarm system sounded due to malfunction	2	1.14%
736 - CO detector activation due to malfunction	1	0.57%
743 - Smoke detector activation, no fire - unintentional	2	1.14%
745 - Alarm system activation, no fire - unintentional	3	1.70%

Total Number of Incidents: 176

Total Number of Incident Types: 30

BATTLEFIELD FIRE PROT. DIST.
4117 W. SECOND ST., BATTLEFIELD, MO 65619
OFFICE: 417-881-9018 FAX: 417-887-9914

Department Turnout Time by Shift

Department Average Turnout: 01:15

A SHIFT			
Incident Number	Alarm Time	Enroute Time	Turnout Time (min:sec)
2401847	11/13/24 04:42:03	11/13/2024 04:46:37	04:34
2401888	11/18/24 18:37:34	11/18/2024 18:40:55	03:21
2401879	11/18/24 14:06:54	11/18/2024 14:09:50	02:56
2401863	11/14/24 00:17:41	11/14/2024 00:20:34	02:53
2401915	11/24/24 14:24:46	11/24/2024 14:27:27	02:41
2401880	11/18/24 14:35:51	11/18/2024 14:38:28	02:37
2401922	11/26/24 22:46:06	11/26/2024 22:48:27	02:21
2401919	11/26/24 02:00:57	11/26/2024 02:03:17	02:20
2401817	11/06/24 22:15:53	11/06/2024 22:18:09	02:16
2401920	11/25/24 01:55:31	11/25/2024 01:57:44	02:13
2401853	11/13/24 03:25:20	11/13/2024 03:27:29	02:09
2401824	11/07/24 23:00:12	11/07/2024 23:02:15	02:03
2401821	11/07/24 13:40:03	11/07/2024 13:42:04	02:01
2401822	11/06/24 22:09:29	11/06/2024 22:11:22	01:53
2401856	11/12/24 23:17:52	11/12/2024 23:19:35	01:43
2401883	11/18/24 08:33:29	11/18/2024 08:35:10	01:41
2401890	11/19/24 11:38:59	11/19/2024 11:40:30	01:31
2401818	11/06/24 19:45:07	11/06/2024 19:46:38	01:31
2401852	11/12/24 15:40:58	11/12/2024 15:42:24	01:26
2401851	11/12/24 15:43:58	11/12/2024 15:45:21	01:23
2401857	11/13/24 18:47:27	11/13/2024 18:48:49	01:22
2401850	11/13/24 07:24:26	11/13/2024 07:25:42	01:16
2401819	11/06/24 14:19:48	11/06/2024 14:21:04	01:16

2401917	11/25/24 09:23:41	11/25/2024 09:24:57	01:16
2401918	11/25/24 10:37:48	11/25/2024 10:39:01	01:13
2401885	11/19/24 07:31:54	11/19/2024 07:32:58	01:04
2401914	11/24/24 11:45:17	11/24/2024 11:46:19	01:02
2401916	11/24/24 15:19:25	11/24/2024 15:20:21	00:56
2401820	11/07/24 09:30:22	11/07/2024 09:31:18	00:56
2401844	11/12/24 17:49:17	11/12/2024 17:50:10	00:53
2401884	11/18/24 18:36:57	11/18/2024 18:37:50	00:53
2401786	11/01/24 12:33:21	11/01/2024 12:34:13	00:52
2401891	11/19/24 14:41:54	11/19/2024 14:42:45	00:51
2401849	11/13/24 12:49:27	11/13/2024 12:50:16	00:49
2401784	11/01/24 14:32:50	11/01/2024 14:33:36	00:46
2401814	11/06/24 07:10:52	11/06/2024 07:11:24	00:32
2401815	11/06/24 18:08:29	11/06/2024 18:08:57	00:28
2401858	11/13/24 17:55:55	11/13/2024 17:56:21	00:26
2401855	11/12/24 17:51:35	11/12/2024 17:51:59	00:24
2401816	11/06/24 09:25:54	11/06/2024 09:26:10	00:16
2401913	11/24/24 12:04:12	11/24/2024 12:04:26	00:14
2401787	11/01/24 16:17:14	11/01/2024 16:17:25	00:11
2401882	11/18/24 16:12:51	11/18/2024 16:13:00	00:09
2401854	11/13/24 19:18:32	11/13/2024 19:18:39	00:07
2401886	11/19/24 13:12:15	11/19/2024 13:12:20	00:05
2401823	11/07/24 14:42:30	11/07/2024 14:42:30	00:00

Shift Average Turnout: 0-122821

B SHIFT

Incident Number	Alarm Time	Enroute Time	Turnout Time (min:sec)
2401828	11/08/24 10:04:37	11/08/2024 10:07:27	02:50
2401865	11/15/24 09:04:40	11/15/2024 09:07:26	02:46
2401795	11/03/24 08:06:49	11/03/2024 08:09:30	02:41
2401794	11/03/24 03:11:58	11/03/2024 03:14:34	02:36
2401868	11/15/24 01:19:20	11/15/2024 01:21:56	02:36
2401939	11/28/24 02:02:21	11/28/2024 02:04:41	02:20

2401898	11/21/24 15:46:15	11/21/2024 15:48:33	02:18
2401870	11/16/24 00:56:52	11/16/2024 00:59:08	02:16
2401932	11/27/24 13:31:09	11/27/2024 13:33:12	02:03
2401936	11/27/24 09:32:21	11/27/2024 09:34:15	01:54
2401833	11/09/24 21:59:19	11/09/2024 22:01:10	01:51
2401893	11/21/24 04:54:23	11/21/2024 04:56:14	01:51
2401934	11/27/24 14:49:21	11/27/2024 14:51:11	01:50
2401895	11/21/24 02:37:34	11/21/2024 02:39:22	01:48
2401827	11/08/24 21:30:26	11/08/2024 21:32:11	01:45
2401792	11/02/24 20:38:32	11/02/2024 20:40:16	01:44
2401800	11/03/24 23:06:40	11/03/2024 23:08:16	01:36
2401831	11/09/24 13:29:11	11/09/2024 13:30:44	01:33
2401894	11/20/24 16:34:02	11/20/2024 16:35:31	01:29
2401896	11/21/24 03:37:58	11/21/2024 03:39:26	01:28
2401941	11/28/24 00:28:13	11/28/2024 00:29:41	01:28
2401937	11/27/24 21:04:29	11/27/2024 21:05:50	01:21
2401793	11/02/24 16:12:47	11/02/2024 16:13:59	01:12
2401796	11/03/24 11:10:31	11/03/2024 11:11:38	01:07
2401797	11/03/24 17:57:29	11/03/2024 17:58:35	01:06
2401801	11/03/24 16:35:04	11/03/2024 16:36:07	01:03
2401825	11/08/24 09:14:25	11/08/2024 09:15:27	01:02
2401926	11/26/24 08:35:59	11/26/2024 08:37:00	01:01
2401923	11/27/24 07:51:06	11/27/2024 07:52:06	01:00
2401930	11/26/24 14:07:49	11/26/2024 14:08:44	00:55
2401864	11/14/24 19:22:21	11/14/2024 19:23:14	00:53
2401928	11/26/24 17:12:54	11/26/2024 17:13:46	00:52
2401929	11/26/24 18:45:49	11/26/2024 18:46:40	00:51
2401924	11/26/24 08:59:46	11/26/2024 09:00:36	00:50
2401832	11/09/24 22:25:32	11/09/2024 22:26:18	00:46
2401935	11/27/24 17:07:18	11/27/2024 17:07:58	00:40
2401938	11/27/24 19:32:08	11/27/2024 19:32:45	00:37
2401861	11/14/24 12:14:39	11/14/2024 12:15:13	00:34
2401867	11/15/24 16:59:15	11/15/2024 16:59:47	00:32
2401859	11/14/24 12:19:57	11/14/2024 12:20:24	00:27

2401803	11/03/24 12:59:40	11/03/2024 13:00:06	00:26
2401798	11/03/24 18:39:31	11/03/2024 18:39:57	00:26
2401931	11/27/24 14:21:20	11/27/2024 14:21:42	00:22
2401790	11/02/24 10:00:28	11/02/2024 10:00:44	00:16
2401799	11/03/24 23:25:55	11/03/2024 23:26:09	00:14
2401869	11/16/24 06:16:05	11/16/2024 06:16:17	00:12
2401892	11/20/24 17:10:02	11/20/2024 17:10:14	00:12
2401829	11/09/24 09:33:34	11/09/2024 09:33:45	00:11
2401789	11/02/24 11:27:10	11/02/2024 11:27:21	00:11
2401791	11/02/24 13:06:46	11/02/2024 13:06:54	00:08
2401897	11/21/24 16:32:07	11/21/2024 16:32:14	00:07
2401830	11/09/24 15:04:11	11/09/2024 15:04:15	00:04
2401860	11/14/24 14:42:10	11/14/2024 14:42:13	00:03
2401933	11/27/24 14:06:41	11/27/2024 14:06:44	00:03
2401826	11/08/24 09:26:49	11/08/2024 09:26:50	00:01
2401866	11/14/24 20:44:05	11/14/2024 20:44:05	00:00
2401927	11/27/24 05:15:08	11/27/2024 05:15:08	00:00
2401862	11/14/24 15:22:31	11/14/2024 15:22:31	00:00

Shift Average Turnout: 0-354823

C SHIFT

Incident Number	Alarm Time	Enroute Time	Turnout Time (min:sec)
2401878	11/18/24 00:59:08	11/18/2024 01:02:08	03:00
2401942	11/28/24 07:45:08	11/28/2024 07:47:49	02:41
2401903	11/22/24 23:44:33	11/22/2024 23:46:59	02:26
2401808	11/05/24 10:45:30	11/05/2024 10:47:55	02:25
2401962	11/30/24 03:00:15	11/30/2024 03:02:33	02:18
2401836	11/10/24 23:36:45	11/10/2024 23:38:54	02:09
2401953	11/29/24 12:37:20	11/29/2024 12:39:28	02:08
2401811	11/05/24 20:00:48	11/05/2024 20:02:56	02:08
2401951	11/29/24 08:29:41	11/29/2024 08:31:45	02:04
2401813	11/05/24 23:27:08	11/05/2024 23:29:08	02:00
2401875	11/16/24 23:55:50	11/16/2024 23:57:50	02:00

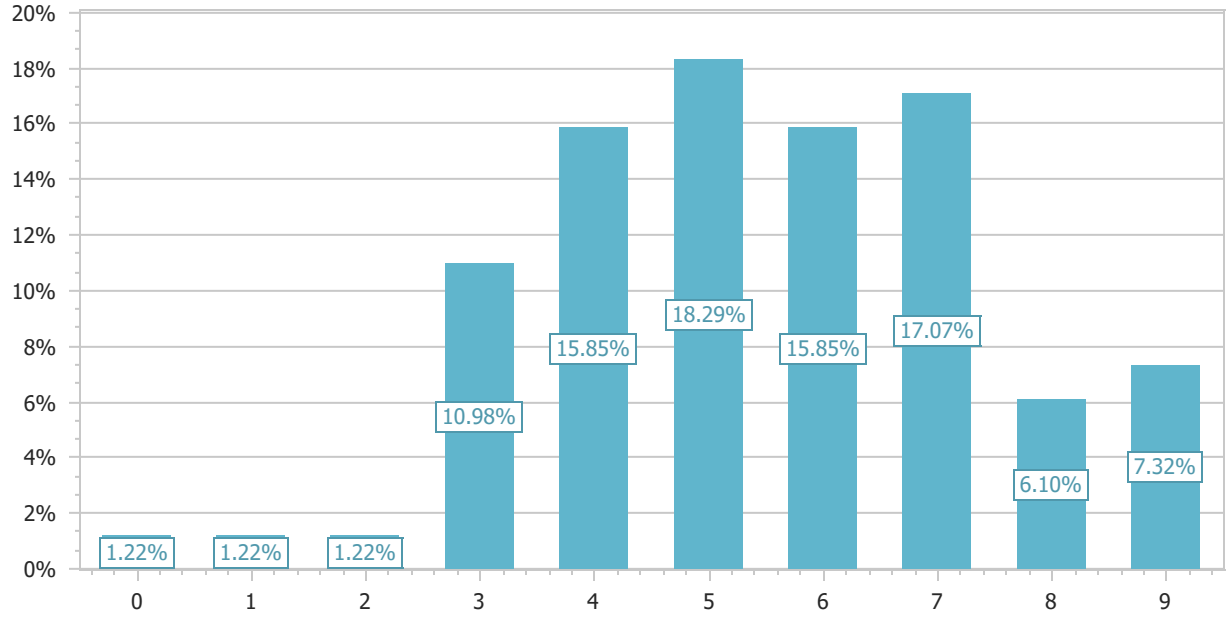
2401912	11/24/24 03:32:48	11/24/2024 03:34:47	01:59
2401872	11/16/24 19:03:15	11/16/2024 19:05:14	01:59
2401905	11/22/24 15:42:01	11/22/2024 15:43:59	01:58
2401812	11/05/24 12:46:39	11/05/2024 12:48:32	01:53
2401805	11/04/24 17:11:58	11/04/2024 17:13:47	01:49
2401946	11/28/24 08:16:15	11/28/2024 08:18:03	01:48
2401947	11/28/24 11:41:42	11/28/2024 11:43:29	01:47
2401841	11/11/24 15:02:24	11/11/2024 15:04:11	01:47
2401960	11/28/24 23:23:34	11/28/2024 23:25:20	01:46
2401943	11/28/24 09:42:00	11/28/2024 09:43:45	01:45
2401950	11/28/24 11:17:40	11/28/2024 11:19:23	01:43
2401901	11/23/24 01:58:05	11/23/2024 01:59:46	01:41
2401959	11/29/24 18:26:00	11/29/2024 18:27:40	01:40
2401956	11/28/24 17:30:02	11/28/2024 17:31:38	01:36
2401952	11/29/24 13:39:07	11/29/2024 13:40:43	01:36
2401843	11/11/24 19:04:49	11/11/2024 19:06:24	01:35
2401944	11/28/24 09:57:27	11/28/2024 09:59:00	01:33
2401873	11/16/24 18:48:33	11/16/2024 18:50:05	01:32
2401837	11/11/24 07:32:49	11/11/2024 07:34:19	01:30
2401904	11/22/24 21:39:23	11/22/2024 21:40:52	01:29
2401806	11/04/24 16:58:10	11/04/2024 16:59:29	01:19
2401958	11/28/24 21:17:20	11/28/2024 21:18:35	01:15
2401840	11/11/24 16:41:37	11/11/2024 16:42:51	01:14
2401961	11/29/24 19:28:42	11/29/2024 19:29:55	01:13
2401874	11/16/24 20:52:25	11/16/2024 20:53:35	01:10
2401802	11/04/24 14:33:25	11/04/2024 14:34:34	01:09
2401877	11/17/24 19:16:14	11/17/2024 19:17:23	01:09
2401900	11/22/24 09:45:16	11/22/2024 09:46:24	01:08
2401955	11/29/24 13:57:03	11/29/2024 13:58:07	01:04
2401909	11/23/24 14:06:23	11/23/2024 14:07:27	01:04
2401910	11/23/24 12:49:05	11/23/2024 12:50:09	01:04
2401809	11/05/24 10:43:48	11/05/2024 10:44:49	01:01
2401906	11/23/24 10:58:45	11/23/2024 10:59:46	01:01
2401945	11/28/24 13:05:45	11/28/2024 13:06:45	01:00

2401902	11/22/24 18:27:11	11/22/2024 18:28:07	00:56
2401839	11/10/24 16:14:07	11/10/2024 16:15:00	00:53
2401908	11/23/24 14:24:02	11/23/2024 14:24:55	00:53
2401911	11/23/24 20:22:43	11/23/2024 20:23:34	00:51
2401835	11/11/24 11:00:30	11/11/2024 11:01:20	00:50
2401804	11/04/24 14:14:59	11/04/2024 14:15:46	00:47
2401899	11/22/24 13:10:47	11/22/2024 13:11:33	00:46
2401838	11/11/24 10:33:22	11/11/2024 10:34:04	00:42
2401810	11/05/24 08:10:05	11/05/2024 08:10:44	00:39
2401954	11/28/24 10:44:53	11/28/2024 10:45:21	00:28
2401807	11/05/24 16:53:11	11/05/2024 16:53:38	00:27
2401949	11/29/24 08:39:55	11/29/2024 08:40:16	00:21
2401842	11/11/24 10:52:40	11/11/2024 10:52:52	00:12
2401834	11/10/24 10:40:41	11/10/2024 10:40:51	00:10
2401871	11/16/24 08:51:16	11/16/2024 08:51:24	00:08
2401876	11/17/24 12:57:53	11/17/2024 12:58:00	00:07
2401948	11/28/24 18:33:45	11/28/2024 18:33:50	00:05
2401957	11/29/24 16:29:30	11/29/2024 16:29:33	00:03
2401907	11/23/24 20:13:38	11/23/2024 20:13:40	00:02

Shift Average Turnout: 01:19

BATTLEFIELD FIRE PROT. DIST.
4117 W. SECOND ST., BATTLEFIELD, MO 65619
OFFICE: 417-881-9018 FAX: 417-887-9914

Incident Response Times, Summary



Incident#	Exp #	Alarm Time	Arrival Time	Response Time
2401796	0	11/3/2024 11:10:31 AM		00:00:00
2401820	0	11/7/2024 9:30:22 AM		00:00:00
2401844	0	11/12/2024 5:49:17 PM		00:00:00
2401891	0	11/19/2024 2:41:54 PM		00:00:00

Number of Responses UNDER Minutes: 4 (4.88%)

2401886	0	11/19/2024 1:12:15 PM	11/19/2024 1:12:28 PM	00:00:13

Number of Responses UNDER 1 Minutes: 5 (6.10%)

Incident#	Exp #	Alarm Time	Arrival Time	Response Time
2401949	0	11/29/2024 8:39:55 AM	11/29/2024 8:41:23 AM	00:01:28

Number of Responses UNDER 2 Minutes: 6 (7.32%)

2401933	0	11/27/2024 2:06:41 PM	11/27/2024 2:09:37 PM	00:02:56

Number of Responses UNDER 3 Minutes: 7 (8.54%)

2401798	0	11/3/2024 6:39:31 PM	11/3/2024 6:42:34 PM	00:03:03
2401832	0	11/9/2024 10:25:32 PM	11/9/2024 10:28:44 PM	00:03:12
2401855	0	11/12/2024 5:51:35 PM	11/12/2024 5:55:13 PM	00:03:38
2401850	0	11/13/2024 7:24:26 AM	11/13/2024 7:27:53 AM	00:03:27
2401869	0	11/16/2024 6:16:05 AM	11/16/2024 6:19:46 AM	00:03:41
2401885	0	11/19/2024 7:31:54 AM	11/19/2024 7:35:12 AM	00:03:18
2401916	0	11/24/2024 3:19:25 PM	11/24/2024 3:22:45 PM	00:03:20
2401917	0	11/25/2024 9:23:41 AM	11/25/2024 9:26:57 AM	00:03:16
2401931	0	11/27/2024 2:21:20 PM	11/27/2024 2:25:09 PM	00:03:49

Number of Responses UNDER 4 Minutes: 16 (19.51%)

2401792	0	11/2/2024 8:38:32 PM	11/2/2024 8:42:53 PM	00:04:21
2401797	0	11/3/2024 5:57:29 PM	11/3/2024 6:01:35 PM	00:04:06
2401807	0	11/5/2024 4:53:11 PM	11/5/2024 4:57:45 PM	00:04:34
2401815	0	11/6/2024 6:08:29 PM	11/6/2024 6:13:03 PM	00:04:34
2401831	0	11/9/2024 1:29:11 PM	11/9/2024 1:34:09 PM	00:04:58
2401841	0	11/11/2024 3:02:24 PM	11/11/2024 3:07:05 PM	00:04:41

Incident#	Exp #	Alarm Time	Arrival Time	Response Time
2401847	0	11/13/2024 4:42:03 AM	11/13/2024 4:46:46 AM	00:04:43
2401854	0	11/13/2024 7:18:32 PM	11/13/2024 7:22:42 PM	00:04:10
2401896	0	11/21/2024 3:37:58 AM	11/21/2024 3:42:12 AM	00:04:14
2401936	0	11/27/2024 9:32:21 AM	11/27/2024 9:36:26 AM	00:04:05
2401932	0	11/27/2024 1:31:09 PM	11/27/2024 1:35:30 PM	00:04:21
2401946	0	11/28/2024 8:16:15 AM	11/28/2024 8:20:27 AM	00:04:12
2401950	0	11/28/2024 11:17:40 AM	11/28/2024 11:22:34 AM	00:04:54

Number of Responses UNDER 5 Minutes: 29 (35.37%)

2401784	0	11/1/2024 2:32:50 PM	11/1/2024 2:38:21 PM	00:05:31
2401789	0	11/2/2024 11:27:10 AM	11/2/2024 11:32:18 AM	00:05:08
2401810	0	11/5/2024 8:10:05 AM	11/5/2024 8:15:07 AM	00:05:02
2401814	0	11/6/2024 7:10:52 AM	11/6/2024 7:16:43 AM	00:05:51
2401816	0	11/6/2024 9:25:54 AM	11/6/2024 9:31:00 AM	00:05:06
2401837	0	11/11/2024 7:32:49 AM	11/11/2024 7:37:58 AM	00:05:09
2401838	0	11/11/2024 10:33:22 AM	11/11/2024 10:38:46 AM	00:05:24
2401851	0	11/12/2024 3:43:58 PM	11/12/2024 3:49:39 PM	00:05:41
2401856	0	11/12/2024 11:17:52 PM	11/12/2024 11:23:49 PM	00:05:57
2401858	0	11/13/2024 5:55:55 PM	11/13/2024 6:01:25 PM	00:05:30
2401863	0	11/14/2024 12:17:41 AM	11/14/2024 12:23:01 AM	00:05:20
2401910	0	11/23/2024 12:49:05 PM	11/23/2024 12:54:36 PM	00:05:31
2401915	0	11/24/2024 2:24:46 PM	11/24/2024 2:29:54 PM	00:05:08
2401922	0	11/26/2024 10:46:06 PM	11/26/2024 10:51:18 PM	00:05:12

Incident#	Exp #	Alarm Time	Arrival Time	Response Time
2401934	0	11/27/2024 2:49:21 PM	11/27/2024 2:55:17 PM	00:05:56

Number of Responses UNDER 6 Minutes: 44 (53.66%)

2401790	0	11/2/2024 10:00:28 AM	11/2/2024 10:07:25 AM	00:06:57
2401794	0	11/3/2024 3:11:58 AM	11/3/2024 3:18:29 AM	00:06:31
2401817	0	11/6/2024 10:15:53 PM	11/6/2024 10:22:33 PM	00:06:40
2401833	0	11/9/2024 9:59:19 PM	11/9/2024 10:05:52 PM	00:06:33
2401857	0	11/13/2024 6:47:27 PM	11/13/2024 6:53:36 PM	00:06:09
2401861	0	11/14/2024 12:14:39 PM	11/14/2024 12:21:02 PM	00:06:23
2401864	0	11/14/2024 7:22:21 PM	11/14/2024 7:28:36 PM	00:06:15
2401890	0	11/19/2024 11:38:59 AM	11/19/2024 11:45:04 AM	00:06:05
2401926	0	11/26/2024 8:35:59 AM	11/26/2024 8:42:47 AM	00:06:48
2401930	0	11/26/2024 2:07:49 PM	11/26/2024 2:14:04 PM	00:06:15
2401929	0	11/26/2024 6:45:49 PM	11/26/2024 6:52:45 PM	00:06:56
2401935	0	11/27/2024 5:07:18 PM	11/27/2024 5:13:35 PM	00:06:17
2401939	0	11/28/2024 2:02:21 AM	11/28/2024 2:08:45 AM	00:06:24

Number of Responses UNDER 7 Minutes: 57 (69.51%)

2401822	0	11/6/2024 10:09:29 PM	11/6/2024 10:16:56 PM	00:07:27
2401825	0	11/8/2024 9:14:25 AM	11/8/2024 9:22:02 AM	00:07:37
2401836	0	11/10/2024 11:36:45 PM	11/10/2024 11:44:09 PM	00:07:24
2401866	0	11/14/2024 8:44:05 PM	11/14/2024 8:51:52 PM	00:07:47
2401865	0	11/15/2024 9:04:40 AM	11/15/2024 9:12:14 AM	00:07:34

Incident#	Exp #	Alarm Time	Arrival Time	Response Time
2401867	0	11/15/2024 4:59:15 PM	11/15/2024 5:06:46 PM	00:07:31
2401877	0	11/17/2024 7:16:14 PM	11/17/2024 7:23:47 PM	00:07:33
2401883	0	11/18/2024 8:33:29 AM	11/18/2024 8:40:58 AM	00:07:29
2401880	0	11/18/2024 2:35:51 PM	11/18/2024 2:43:16 PM	00:07:25
2401908	0	11/23/2024 2:24:02 PM	11/23/2024 2:31:43 PM	00:07:41
2401913	0	11/24/2024 12:04:12 PM	11/24/2024 12:11:12 PM	00:07:00
2401920	0	11/25/2024 1:55:31 AM	11/25/2024 2:03:08 AM	00:07:37
2401937	0	11/27/2024 9:04:29 PM	11/27/2024 9:12:01 PM	00:07:32
2401954	0	11/28/2024 10:44:53 AM	11/28/2024 10:52:46 AM	00:07:53

Number of Responses UNDER 8 Minutes: 71 (86.59%)

2401795	0	11/3/2024 8:06:49 AM	11/3/2024 8:15:22 AM	00:08:33
2401824	0	11/7/2024 11:00:12 PM	11/7/2024 11:08:48 PM	00:08:36
2401829	0	11/9/2024 9:33:34 AM	11/9/2024 9:41:56 AM	00:08:22
2401898	0	11/21/2024 3:46:15 PM	11/21/2024 3:54:20 PM	00:08:05
2401906	0	11/23/2024 10:58:45 AM	11/23/2024 11:06:53 AM	00:08:08

Number of Responses UNDER 9 Minutes: 76 (92.68%)

2401901	0	11/23/2024 1:58:05 AM	11/23/2024 2:07:29 AM	00:09:24

Number of Responses UNDER 10 Minutes: 77 (93.90%)

2401919	0	11/26/2024 2:00:57 AM	11/26/2024 2:11:32 AM	00:10:35

Number of Responses UNDER 11 Minutes: 78 (95.12%)

Incident#	Exp #	Alarm Time	Arrival Time	Response Time
2401900	0	11/22/2024 9:45:16 AM	11/22/2024 9:56:19 AM	00:11:03
		Number of Responses UNDER 12	**Minutes: 79**	**(96.34%)**
2401806	0	11/4/2024 4:58:10 PM	11/4/2024 5:10:32 PM	00:12:22
2401958	0	11/28/2024 9:17:20 PM	11/28/2024 9:29:37 PM	00:12:17
		Number of Responses UNDER 13	**Minutes: 81**	**(98.78%)**
2401909	0	11/23/2024 2:06:23 PM	11/23/2024 2:23:15 PM	00:16:52
		Number of Responses UNDER 17	**Minutes: 82**	**(100.00%)**
			Average Response Time	**5.40**