## Index

<table>
<thead>
<tr>
<th>Heading</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter from the Fire Chief</td>
<td>2</td>
</tr>
<tr>
<td>Training Division</td>
<td>3</td>
</tr>
<tr>
<td>Incident Response Overview</td>
<td>4</td>
</tr>
<tr>
<td>Organizational Chart</td>
<td>5</td>
</tr>
<tr>
<td>Public Education Division</td>
<td>6</td>
</tr>
<tr>
<td>Station Locations &amp; Contact Information</td>
<td>7</td>
</tr>
<tr>
<td>Response Analysis</td>
<td>8-9</td>
</tr>
<tr>
<td>Fleet Management</td>
<td>10</td>
</tr>
<tr>
<td>Community Risk Reduction</td>
<td>11</td>
</tr>
<tr>
<td>Community Board</td>
<td>12</td>
</tr>
<tr>
<td>Department Statistical Analysis</td>
<td>13</td>
</tr>
<tr>
<td>Department Recognitions</td>
<td>14</td>
</tr>
</tbody>
</table>
Citizens of the City of Bolivar

During the last year, your fire department was able to provide a level of safety, health, and economic viability that our community both expects and deserves in many ways, as we live out our mission statement “Our Family Helping to Serve and Protect the Lives and Property of Your Family.” As our community continues to grow, it continues to experience short response times, despite the concerns of greater demand for services, firefighters not being housed with apparatus and equipment, and a significant lack of staffing.

The beginning of 2018 was difficult, to say the least, as we began the year with the loss of Bolivar citizens in a multiple fatality fire on January 1st, and culminated to nine deaths over the course of the year, just from fires or motor vehicle accidents alone, not including those resulting from medical emergencies. Many of these may have resulted in different outcomes if the concerns mentioned above were addressed. We also saw a multitude of things to be grateful for throughout the year, as we contained and extinguished approximately 80% of the fires in Bolivar before they progressed beyond the area of origin and/or caused any significant damage to the lives or property in jeopardy.

Another great success story from 2018 includes the fact that BCFD was evaluated, in all aspects of the department, for its service to the community and earned a reduction in the ISO rating bringing the Bolivar community to an ISO Class 2. This evaluation consisted of a detailed analysis of the fire department’s standard operating procedures, apparatus and equipment, staffing, response times, and much more. Your fire department has worked incredibly hard over the last several years to provide a very high level of service and thankfully that hard work earned our community an ISO Class reduction. Deputy Chief Watkins explains more within this report.

BCFD focused again on professional development at all levels of the organization, from the new recruit to myself. Our training officer Cpt. Archer developed our module based task book training system, which focuses on a mentor modeled approach to ensuring that the necessary skills and abilities are not only learned but mastered, so that when called for assistance, we provide the very best service possible. We standardized positional requirements, education, and expectations to ensure that each rank understands and performs their job to the highest standards. These ranks include, Firefighter (Provides Fire, Medical, and Rescue Duties), Lieutenant (Driver and Operator of Apparatus and Equipment), Captain (Shift Supervisor), Deputy Chief (Administrative Budget, Grant, and Emergency Management) and Chief (Overall Leadership and Management of the Fire Department). In addition to the task books, our staff completed countless hours of professional development training courses including, the newly accredited State of Missouri Driver Operator, Fire Service Inspector, and Fire Service Investigator courses. Other courses included necessary education regarding the health and wellness of our staff in Courage to be Safe & Firefighter Stress First Aid, to assist our staff with healthy resources to combat the growing psychological trauma incurred from this job.

As we look to 2019 we are faced with some difficult challenges including the reduction of a staff position and the elimination of critical programs such as annual health assessments for our staff. However despite these challenges, we will continue to live out our Mission Statement through our department values of S.E.R.V.I.C.E. (Selfless, Excellence, Respect, Vision, Integrity, Community Centered, Encouraging) as public servants to the citizens of this great community. It is critical that we are supporting the needs you the community feel we should embody, and so we welcome your feedback. Please contact us at any time by phone, email, Facebook, or our website. (www.bolivarcityfire.com)

Above all, we are very blessed and most thankful for the support of our department from you the citizens of Bolivar.

Thank You,
I see firefighters training a lot, How much training does BCFD staff attend every year?

In 2018 BCFD full-time staff attended approximately 5000 hours of training!

The Bolivar City Fire Department is responsible for a wide array of emergency responses including: fires, medical, motor vehicle accidents, weather related incidents, and technical rescue. In order to properly respond to the variety of incidents it is our belief that we need to continue learning to find new techniques and continue honing our skills to deliver the best possible customer service for our citizens. We achieve this in two ways; specific job training and wellness training.

Specific job training is achieved in many ways including: National Fire Academy, State Certification, Regional Training, and Local Training courses. It is through these trainings that our department gains the necessary knowledge, skills, and abilities (KSAs) to function in a professional manner when receiving any of these calls for service. Wellness training deals with both the physical and physiological aspects of our staff’s health.

In 2018 we have implemented new standards for our department in both of these categories. For job specific training we have created a new firefighter orientation process, including 1 year of job performance KSAs that each crew member has diligently been working toward personal and collective competency. These skills will help standardize BCFD performance for anyone operating on an emergency scene. We also knew that in order to perform at a proficiency level at emergency incidents, we needed to restructure our standard requirements for the physical fitness of our staff.

Previously our minimum annual fitness standard required each member to complete the Tri-State physical ability testing, which is our hiring standard. This standard is approximately 5 minutes’ worth of job related physical tasks. When restructuring this, we agreed that it was more appropriate to train the members to be able to achieve 20 minutes’ worth of job related tasks, as this is the average time of which our staff performs individual tasks on emergency incidents before taking a break. This would help us deliver better performance, for a longer duration, at emergency incidents. Another aspect of the wellness program is to focus on firefighter mental/psychological health. In the last year we have hosted a few courses that highlight the necessity for healthy firefighters, specifically their psychological health.

Specific job training plans in 2019 include development of Station 2 into a training facility, with the addition of the construction of the live burn facility that was donated from Springfield Fire Department and approved to move forward with, by the board of aldermen in 2018. We feel that these are the most crucial next steps to further our job performance on scenes. Additionally in 2019, we plan to develop and implement functional workout plans with an emphasis on proper body mechanics, obtain resources to promote healthy meal planning and off duty lifestyles, and continue to create a culture that promotes wellness in each staff member’s mental/psychological health.
What type & how many calls for service is our community experiencing?

<table>
<thead>
<tr>
<th>Fire Related Incidents</th>
<th>Medical /Rescue Incidents</th>
<th>Hazmat Incidents</th>
<th>MVA &amp; Airline Accidents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL 210</strong></td>
<td><strong>TOTAL 753</strong></td>
<td><strong>TOTAL 23</strong></td>
<td><strong>TOTAL 76</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Calls Incidents</th>
<th>Weather Related Incidents</th>
<th>Other Emergency Incidents</th>
<th>Search &amp; Rescue</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL 164</strong></td>
<td><strong>TOTAL 3</strong></td>
<td><strong>TOTAL 20</strong></td>
<td><strong>TOTAL 5</strong></td>
</tr>
</tbody>
</table>

Why do so many firefighters show up at a fire?

Did you know?
The NFPA recommends at least 13 firefighters on scene of a low risk structure fire. I mention this because of excellent Mutual Aid agreements throughout Polk county. Rarely can one fire department handle a “low risk” structure fire without help. We currently have an automatic response with departments throughout the county on structure fires in our communities.

1 person-Incident Command
1 person-Fire Apparatus operator
1 person-Water supply
2 personnel-Attack line
2 personnel-Search and Rescue
2 personnel-Ventilation
2 personnel-Back up line
2 personnel-Rapid Intervention team
2019 BCFD Organizational Chart

Citizens of Bolivar

Mayor Chris Warwick & Board of Aldermen

Tracy Slagle City Administrator

James Ludden Fire Chief 101

Brent Watkins Deputy Chief Administration 102

Shawntell Sitton Executive Assistant 191

Career Staff

Who works at BCFD?

A- Shift

Alex Doll Fire Captain 106

Ted Costello Lieutenant 113

Amanda Hayward Firefighter 126

Position Open Not Filled 2019 per BOA

B- Shift

Dustin McHaffie Fire Captain 108

Position Currently Open

Jose Puente Firefighter 128

C- Shift

Richard Barnes Fire Captain 110

Cole Pirkle Firefighter 114

Dakota Ennis Firefighter 124

Training Officer Jeremiah Archer Fire Captain 107

Devon Starich Firefighter 134

C- Shift

Eli Humbert Probationary Firefighter 164

Spike Parnell Probationary Firefighter 167

Brandon Kessinger Probationary Firefighter 173

McKenna Clift Probationary Firefighter 177

Sean Owens Probationary Firefighter 175

Chris Kite Probationary Firefighter 265

Jacob Brasheers Probationary Firefighter 172

Kendra Rockriver Probationary Firefighter 162

Hannah Elliot Probationary Firefighter 166

John Albert Probationary Firefighter 176

Part Time & Reserve Staff

Alex Doll Fire Captain 106

Richard Barnes Fire Captain 110

Dustin McHaffie Fire Captain 108

Clay Long Probationary Firefighter 167

Caleb Dunaway Probationary Firefighter 170

Amanda Hayward Firefighter 126

Jose Puente Firefighter 128

Dakota Ennis Firefighter 124

Position Currently Open

Eli Humbert Probationary Firefighter 164

Spike Parnell Probationary Firefighter 167

Brandon Kessinger Probationary Firefighter 173

McKenna Clift Probationary Firefighter 177

Sean Owens Probationary Firefighter 175

Chris Kite Probationary Firefighter 265

John Albert Probationary Firefighter 176

Part Time & Reserve Staff

You are a blessing to Bolivar in the way you serve with heart and courage. Thank you. Bachman's
How does our fire department help to create a healthy community for our residents and visitors?

The Public Education Division has been able to successfully implement numerous programs to better capture the various target audiences within our community as well as those neighboring. Some of those programs include, but are not limited to:

**Fire Safety Presentations**
- Toddlers/Preschoolers (2-5 years)
- School Age Children (6-12 years)
- Adolescents/Teenagers (13-18 years)
- Special Needs Education
- Adult Education
- Home Safety
- Workplace Safety
- Impairment Series

Our profession requires our staff to be well versed in managing various types of both emergent and non-emergent incidents. Our Public Education is no different. We are going to work diligently to improve and implement new programs to capture the needs of our community for effective risk reduction.

**BCFD Public Education Opportunities:**

- CPR Training: Heartsaver Pediatric First Aid
- First Aid CPR and AED: Fire Sprinkler Side by Side
- Home Safety Survey: Exploring Post
- Fire Code Courses: Impairment Series
- Knox Box Demonstration: BLS For Healthcare Providers
- Citizen Fire Academy Ride Along: Fire Extinguisher Training

Special Occasions (Birthdays, Weddings, Family Reunion)

**Community Partnership Opportunities**

BCFD has been working hand in hand with the American Red Cross, who has graciously supplied the Bolivar community with Smoke Alarms for private residences.

This program comes at no cost to the citizens of Bolivar, nor BCFD. According to the American Red Cross, they began this program because every day seven people die in home fires, most in homes that lack working smoke alarms.

BCFD does not have the funds available to provide these smoke alarms without the assistance of outside partnerships, such as this.

**HUGE THANK YOU**
**AMERICAN RED CROSS**
Where do you reach our BCFD staff?

Public Safety Center

312 S Springfield Ave
211 W. Walnut - Non-Emergency # (417)-328-5853

Station 1

Station 2 / Training Center

826 S. Killingsworth

Check out our new Website!
WWW.BOLIVARCITYFIRE.COM

Bolivar City Fire Department
Bolivar City Fire Department Exploring Post 0026
**Validate a Commitment to Service and Response**

Goals, we all have them. Whether they are life goals, work goals, or organizational goals, some are easier than others. When I started at Bolivar in 1999, we were an ISO 5 with a completely volunteer department. Our immediate goal was to lower that rating. In 2004, after two reviews, we got our ISO level to a three, which we were extremely proud of.

When Chief Ludden and I took our roles in 2012, our long term goal was to reach an ISO 2. We knew decisions we made needed to improve our service and capabilities — and in turn improve our rating.

When we found out in late 2017 the department would be reviewed in 2018, all the data gathering and planning needed for a review started. Hundreds of hours were spent preparing for a site visit that occurred on the afternoon of Feb 16.

The review went great, but the reviewer left with us doubting we would reach an ISO 2 due to staffing availability. Yet, after the numbers were crunched and reviewed, we achieved our goal of an ISO 2 for the City of Bolivar. This went into effect September 1, 2018, and many might already be seeing deceased insurance rates.

**How does this affect you? ISO rates risk.**

To what degree is your home or building at risk of a fire loss? Many factors are evaluated — from the 911 call processing, to BCFD’s response, to water availability — are evaluated so insurance companies know the level of risk for your property.

So how does this REALLY affect you?

BCFD’s main goal is to serve you, our citizens. By getting an ISO 2, evaluators have said we are ready to help, regardless of the reason you might need us. That standard for response — a quick response — also applies when you call us when you’re sick.

The Bolivar City Fire Department is ready to respond when you need us and to help in whatever way possible, ultimately meeting our goal of service to you!
How many calls does BCFD respond to each month?

![Bar chart showing calls per month]

We are so thankful for all that the Bolivar City Fire Department does for our community. Thank you.

Calls for Service in Polk County 2018

<table>
<thead>
<tr>
<th>Location</th>
<th>Calls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolivar City</td>
<td>1254</td>
</tr>
<tr>
<td>Central Polk</td>
<td>328</td>
</tr>
<tr>
<td>Dunnegan</td>
<td>130</td>
</tr>
<tr>
<td>Fair Play</td>
<td>0</td>
</tr>
<tr>
<td>Halfway</td>
<td>76</td>
</tr>
<tr>
<td>Humansville</td>
<td>197</td>
</tr>
<tr>
<td>Morrisville</td>
<td>248</td>
</tr>
<tr>
<td>Pleasant Hope</td>
<td>188</td>
</tr>
</tbody>
</table>

![Pie chart showing call distribution by shift]

- A Shift: 32%
- B Shift: 36%
- C Shift: 32%
Will BCFD have the right equipment and apparatus to help us?

Because the changes, upgrades, and fine tuning to NFPA 1901 have been truly significant, especially in the area of safety, fire departments should seriously consider the value (or risk) to Firefighters of keeping fire apparatus more than 15 years old in first-line service. It is recommended that apparatus more than 15 years old that have been properly maintained and that are still in serviceable condition be placed in reserve status; be upgraded in accordance with NFPA 1912.

Apparatus that were not manufactured to the applicable NFPA fire apparatus standards or that are over 25 years old should be replaced.

### Maintenance & Fleet Management Division

As seen here, with the exception of the two apparatus purchased in 2015, the BCFD fleet is nearing or exceeded the end of its lifecycle. Multiple repairs including fire pump repairs from older engines were costly, with required costs in excess of $10,000, not including regular / minor maintenance repairs throughout the year. BCFD is currently working with city administration to develop a long term capital expense purchasing plan for replacing these apparatus on a 15 year life cycle, per the NFPA 1901 Standard.

<table>
<thead>
<tr>
<th>Year</th>
<th>Make</th>
<th>ID</th>
<th>Description</th>
<th>Years Old</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Ford</td>
<td>Chief 2 (C-2)</td>
<td>Officer Vehicle</td>
<td>3</td>
</tr>
<tr>
<td>2015</td>
<td>Ferrara</td>
<td>Engine 11 (E-11)</td>
<td>First Out Engine Station 1</td>
<td>4</td>
</tr>
<tr>
<td>2015</td>
<td>Ferrara</td>
<td>Ladder 12 (L-12)</td>
<td>First Out Aerial Ladder Company</td>
<td>4</td>
</tr>
<tr>
<td>2011</td>
<td>Ford</td>
<td>Rescue 14 (R-14)</td>
<td>Light Duty Rescue / Brush Truck</td>
<td>13</td>
</tr>
<tr>
<td>2005</td>
<td>Dodge</td>
<td>Chief 1 (C-1)</td>
<td>Officer Vehicle</td>
<td>13</td>
</tr>
<tr>
<td>2005</td>
<td>Ford</td>
<td>Squad 15 (S-15)</td>
<td>Officer / Light Duty Rescue</td>
<td>13</td>
</tr>
<tr>
<td>2004</td>
<td>Ford</td>
<td>Chief 3 (C-3)</td>
<td>Training Transport Vehicle</td>
<td>14</td>
</tr>
<tr>
<td>1999</td>
<td>Precision</td>
<td>Engine 13 (E-13)</td>
<td>Second Out Engine Station 1</td>
<td>19</td>
</tr>
<tr>
<td>1993</td>
<td>Precision</td>
<td>Engine 21 (E-21)</td>
<td>First Out Engine Station 2</td>
<td>25</td>
</tr>
<tr>
<td>1983</td>
<td>Simon Duplex</td>
<td>Ladder</td>
<td>Aerial Ladder Company (Out of Service)</td>
<td>35</td>
</tr>
<tr>
<td>1980</td>
<td>Duplex</td>
<td>Engine 22 (E-22)</td>
<td>Second Out Engine Station 2</td>
<td>38</td>
</tr>
</tbody>
</table>
Community Risk Reduction is a process to identify and prioritize local risks, followed by the integration and strategic investment of resources to reduce their occurrence and impact through both emergency response and prevention.

Many understand that the standard response model for fire departments is for emergency response, but BCFD takes the stance that preventing risks before they occur and improving the quality of life in our community is a better business model.

BCFD is an “All Opportunity Fire Department” and as such implements a prevention model coupled with a response model to meet these goals.

Prevention strategies include district surveys, business preplans, and code adoption and enforcement.

This year BCFD enjoyed the opportunities to serve and improve our prevention education, as well as quality of life, opportunities by hosting Front Porch Friday, SBU RA & RD Training, Business Fire Extinguisher Training, Senior Center Bingo, and serving Thanksgiving Dinner to those in need at the United Methodist Church, to name a few.

BCFD also worked with local business and life safety service providers through multiple educational opportunities to help understand the adopted fire code and work as an advocate for creating safe commercial occupancies.
BCFD Community Board

Thank you BCFD,
A Big Thank You for all your help and understanding to ease an ol’ gals problems. You were polite, kind, and very helpful.
Thank you,
M. Martin

“Thank you for keeping our community safe!”

Bolivar City Fire Dept,
Thank you so much for sending a fire engine to our school, we were really excited! We appreciate the kindness Richard and Caleb showed the students. We are thankful for your service to our town and the bravery you display.
B.U.M. Kids

“Thank you for the courage you show us everyday as you strive to protect us!”

“We appreciate all our hard work and dedication to the City of Bolivar!”

BCFD,
When our store, Roweton’s Home Center caught fire, we received the most excellent and courteous customer service. Thank you so much,
Rose Roweton

Due to inclement weather the BCFD Fireman’s Ball was cancelled. This event was created to raise funds in support for the Keeling Foundation for Kids.
Instead we had a little fun at BCFD with the “Save it or Shave it” campaign, which raised over $5000 for the foundation.
Thank you to everyone who assisted us in supporting this great local non-profit organization that provides help for children throughout Polk County!

Jannis Keeling,
“We just wanted to let you know how much we appreciated the donations to the Keeling Foundation for Kids form the Firemen’s Ball. We are getting requests from the Polk County Schools and this donation will help greatly in supporting those requests. Thank you so much!”

Keeling Foundation for Kids

BOLIVAR CITY FIRE DEPARTMENT
How does Bolivar’s fire department compare to similar communities in the region?

### 2018 Local Fire Department Approximate Calls for Service

<table>
<thead>
<tr>
<th>Department</th>
<th># of Calls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nixa</td>
<td>3740</td>
</tr>
<tr>
<td>Ozark</td>
<td>3264</td>
</tr>
<tr>
<td>Battlefield</td>
<td>3000</td>
</tr>
<tr>
<td>Lebanon</td>
<td>2284</td>
</tr>
<tr>
<td>Neosho</td>
<td>2270</td>
</tr>
<tr>
<td>Carthage</td>
<td>1957</td>
</tr>
<tr>
<td>Logan</td>
<td>1330</td>
</tr>
<tr>
<td>Rogersville</td>
<td>1330</td>
</tr>
<tr>
<td>Bolivar</td>
<td>1554</td>
</tr>
<tr>
<td>Willard</td>
<td>1466</td>
</tr>
<tr>
<td>Lake Ozark</td>
<td>1466</td>
</tr>
<tr>
<td>Monett</td>
<td>1200</td>
</tr>
<tr>
<td>Ebenezer</td>
<td>1146</td>
</tr>
<tr>
<td>Strafford</td>
<td>978</td>
</tr>
<tr>
<td>Waynesville</td>
<td>760</td>
</tr>
<tr>
<td>Nevada</td>
<td>690</td>
</tr>
<tr>
<td>West Plains</td>
<td>459</td>
</tr>
</tbody>
</table>

### 2018 Fire Department Career Staffing Levels

<table>
<thead>
<tr>
<th>Department</th>
<th>Career Staffing Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Battlefield</td>
<td>43</td>
</tr>
<tr>
<td>Nixa</td>
<td>39</td>
</tr>
<tr>
<td>Lake Ozark</td>
<td>36</td>
</tr>
<tr>
<td>Waynesville</td>
<td>33</td>
</tr>
<tr>
<td>West Plains</td>
<td>31</td>
</tr>
<tr>
<td>Ozark</td>
<td>31</td>
</tr>
<tr>
<td>Willard</td>
<td>30</td>
</tr>
<tr>
<td>Neosho</td>
<td>30</td>
</tr>
<tr>
<td>Logan Rogersville</td>
<td>30</td>
</tr>
<tr>
<td>Carthage</td>
<td>24</td>
</tr>
<tr>
<td>Lebanon</td>
<td>18</td>
</tr>
<tr>
<td>Strafford</td>
<td>16</td>
</tr>
<tr>
<td>Monett</td>
<td>15</td>
</tr>
<tr>
<td>Ebenezer</td>
<td>14</td>
</tr>
<tr>
<td>Clinton</td>
<td>14</td>
</tr>
<tr>
<td>Bolivar</td>
<td>14</td>
</tr>
<tr>
<td>Nevada</td>
<td>12</td>
</tr>
</tbody>
</table>
OUR FAMILY HELPING TO SERVE AND
PROTECT THE LIVES AND PROPERTY
OF YOUR FAMILY.

We will achieve this through
S.E.R.V.I.C.E.:

Selfless
Excellence
Respectful
Visionary
Integrity
Community Focused
Encouraging

For further information about BCFD,
or to apply for service with the department
please visit us at any of the following locations!

Bolivar City Fire Department
211 W. Walnut St.. Bolivar, MO 65613

Like us on Facebook @
Bolivar City Fire Department &
Bolivar City Fire Department Explorer Post 0026

WWW.BOLIVARCFD.COM