



**2022
ANNUAL
REPORT**

MESSAGE FROM FIRE CHIEF JOSH WALDO

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The year 2022 saw a lot of change for the fire department, from new stations to new challenges in our community, 2022 will be a memorable year. The move into the Bozeman Public Safety Center brought a new level of excitement to the department as we are now operating out of a modern station that not only allows us to better serve our citizens but has the necessary features to help keep our firefighters safe and healthy. We continue to plan for and respond to growth in our community and as part of those efforts we updated our strategic plan and started the process of developing a Community Risk Assessment / Standards of Cover via the Center of Public Safety Excellence (CPSE). Another step the department took in 2022 was to make the final implementation steps of our Emergency Medical Dispatch (EMD) protocols, which ensures we are sending the appropriate resources to emergency

medical calls and not over deploying resources. These changes, coupled with our traditional response and community risk reduction efforts, continue to keep members of the fire department busy and working daily to meet the needs and expectations of our growing community. We know that 2023 will bring the department more challenges and opportunities, but we look forward to facing them with the communities continued support.

On behalf of the men and women of the Bozeman Fire Department, I am happy to present you with our 2022 Annual Report. Yours in service,



Joshua L. Waldo, CFO, EFO
Fire Chief

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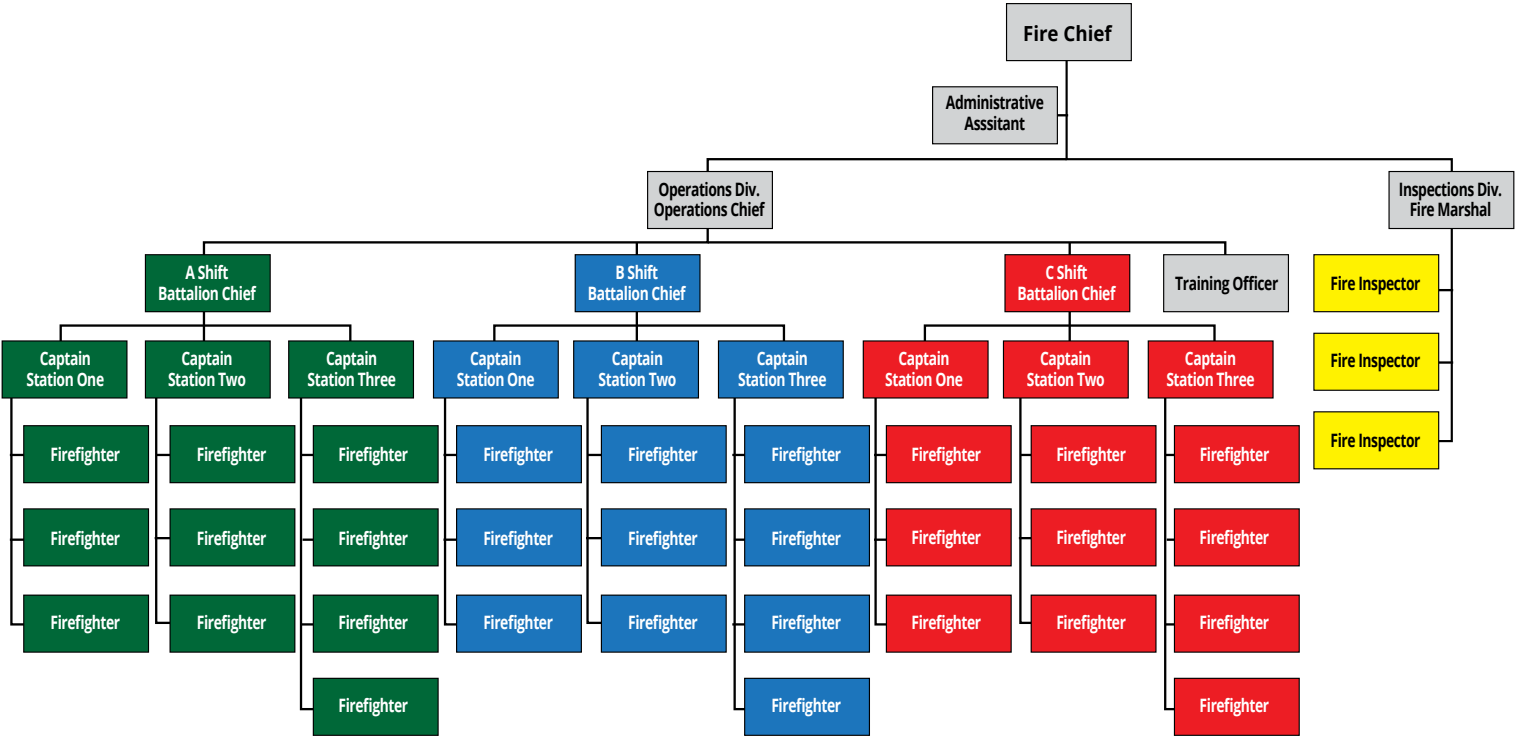
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WHO WE ARE

ORGANIZATIONAL CHART

The Bozeman Fire Department is comprised of 50 members, 49 sworn and 1 civilian, who provide the following services to the community:

- Fire Suppression
- Emergency Medical Services
- Hazardous Materials Response
- Technical Rescue Response (confined space, trench, rope, ice, and collapse)
- Wildland Fire Response
- Fire Protection Systems Plans Review
- Car Seat Check and Installation
- Fire Inspection
- Fire Investigation
- Public Education
- Emergency Planning and Preparedness





MISSION

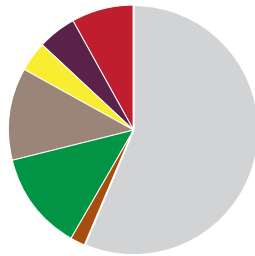
Problem Solving Through Professionalism and
Compassionate Service since 1884

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VISION

We will provide exceptional service as a unified
team to promote a professional department that
grows with the community

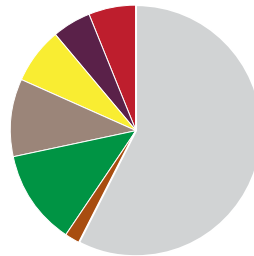
EMERGENCY RESPONSE OVERVIEW



2020

- Fire (2%)
- EMS (57%)
- Vehicle Accidents (8%)
- Service Calls (4%)
- Good Intent Calls (12%)
- False Calls (13%)
- Hazardous Condition (4%)

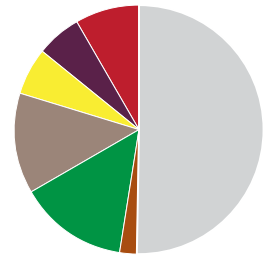
TOTAL RUNS: 5,263



2021

- Fire (2%)
- EMS (57%)
- Vehicle Accidents (6%)
- Service Calls (5%)
- Good Intent Calls (10%)
- False Calls (12%)
- Hazardous Condition (7%)

TOTAL RUNS: 5,037



2022

- Fire (2%)
- EMS (50%)
- Vehicle Accidents (8%)
- Service Calls (6%)
- Good Intent Calls (13%)
- False Calls (14%)
- Hazardous Condition (6%)

TOTAL RUNS: 5,367

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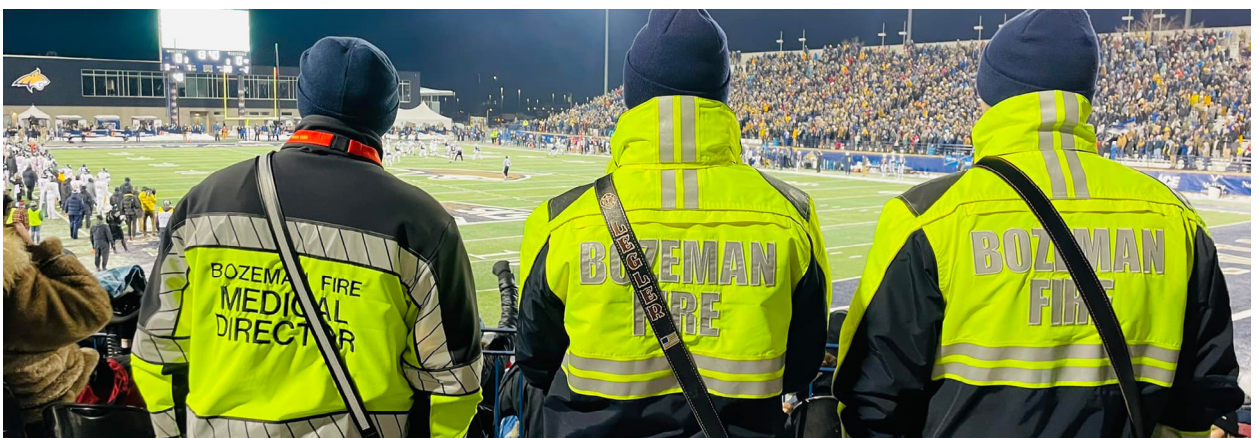
When a request for fire department response is made, an incident is created in the computer aided dispatch (CAD) system. Depending on the type of incident, the number of fire department apparatus / units that respond will vary. Incidents are different from runs, as each incident can create a number of different run totals. For most EMS type events, a single apparatus would run the incident, whereas

a fire alarm at a nursing home would trigger three fire apparatus to run on the incident. It is important to track the total number of runs that a department makes as it is a more accurate reflection of the workload on the emergency response system. The fire department has made multiple adjustments in our deployment plans to ensure a response to incidents that is in line with industry standards and best practices.

TOTAL RUNS EACH PRIMARY UNIT MADE:

Engine 1 — 1,731 Engine 2 — 1,759 Truck 3 — 1,194 Battalion 1 — 335

(Does not include all apparatus, only the primary in service units.)



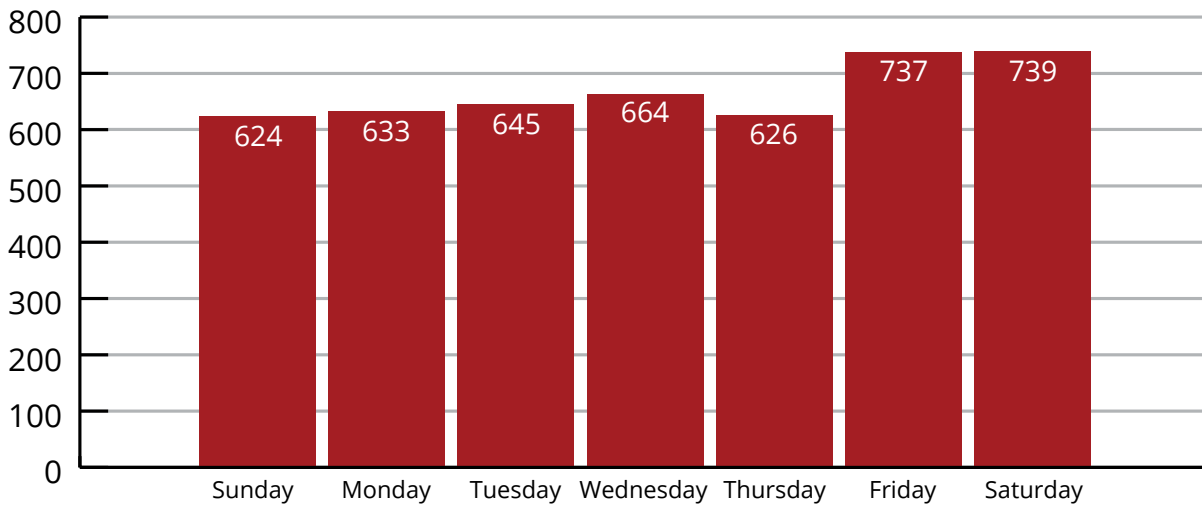
OVERLAPPING INCIDENTS

2020 — 2,409 (52%) 2019 — 1,991 (41%) 2018 — 1,700 (37%)

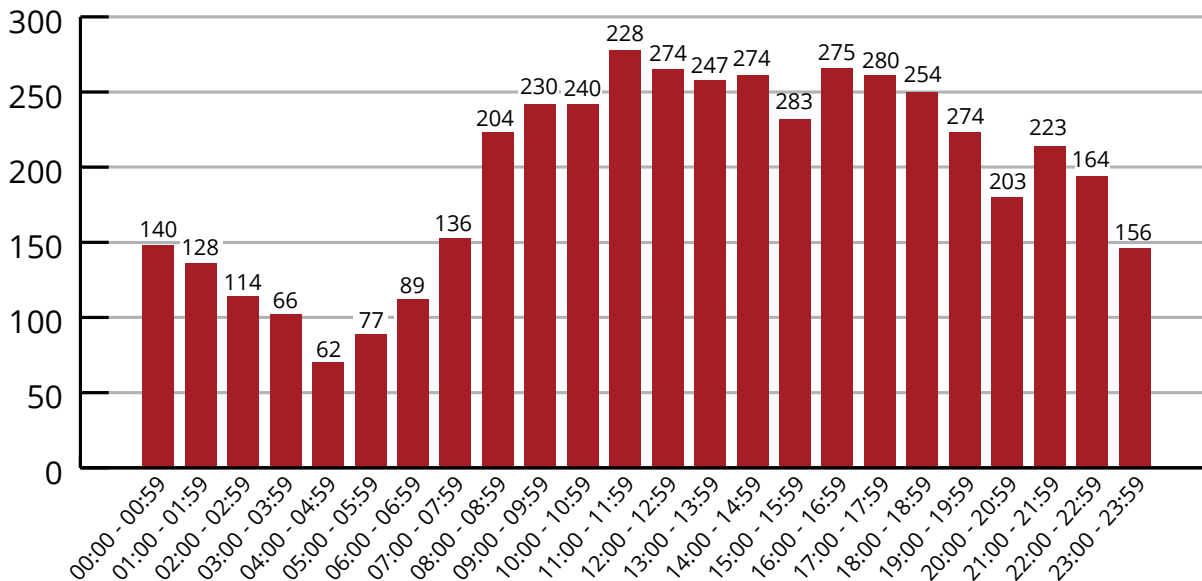
Overlapping incidents occur when the department has more than one incident response going at the same time. This is an important data point to track as some incidents require more than one fire department unit to respond. Having

two or more calls overlapping at the same time could result in a situation where not enough units are available for response or units experience extended response times as they are responding across town to cover additional calls.

CALLS FOR SERVICE BY DAY OF THE WEEK



CALLS FOR SERVICE BY HOUR OF THE DAY



EMERGENCY RESPONSE OVERVIEW

An emergency response can be broken down into numerous segments or intervals of an event. To measure emergency response times, the fire department uses two standards from the National Fire Protection Association (NFPA) for benchmarking and evaluating emergency response times.

- NFPA 1221, 2019 Edition: *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*
- NFPA 1710, 2020 Edition: *Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*

These two standards allow the fire department to measure the time from a call being answered by the 911 center until a fire department unit arrives on scene to provide service. To measure

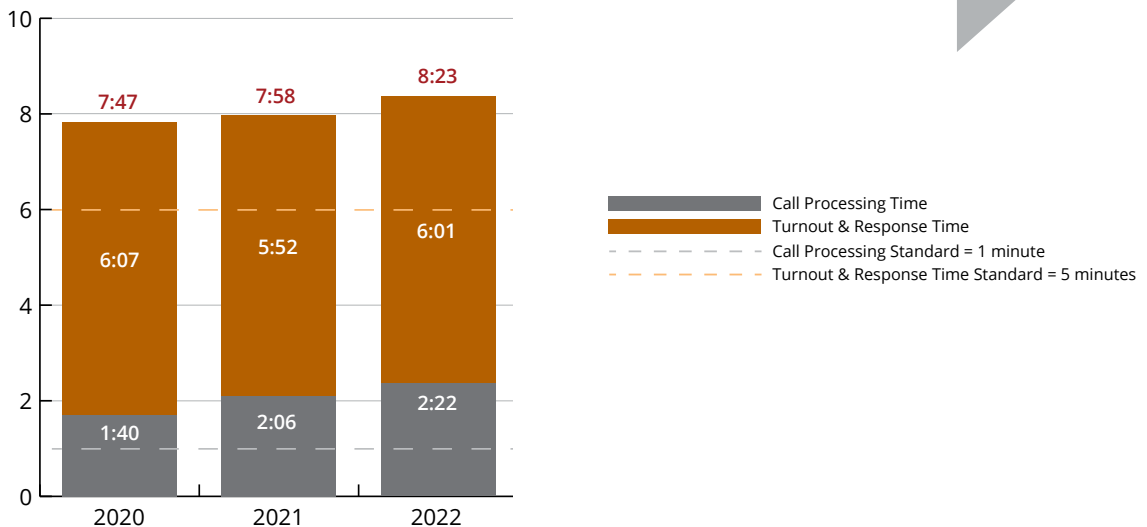
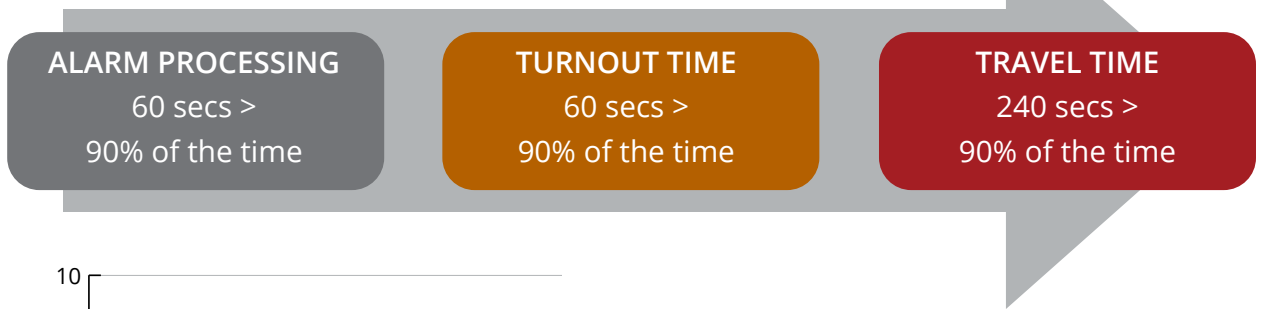
our performance, the department evaluates the following time intervals of an emergency call.

Alarm Processing Time: The time interval from when the alarm is acknowledged at the communication center until response information begins to be transmitted via voice or electronic means to emergency response facilities and emergency response units.

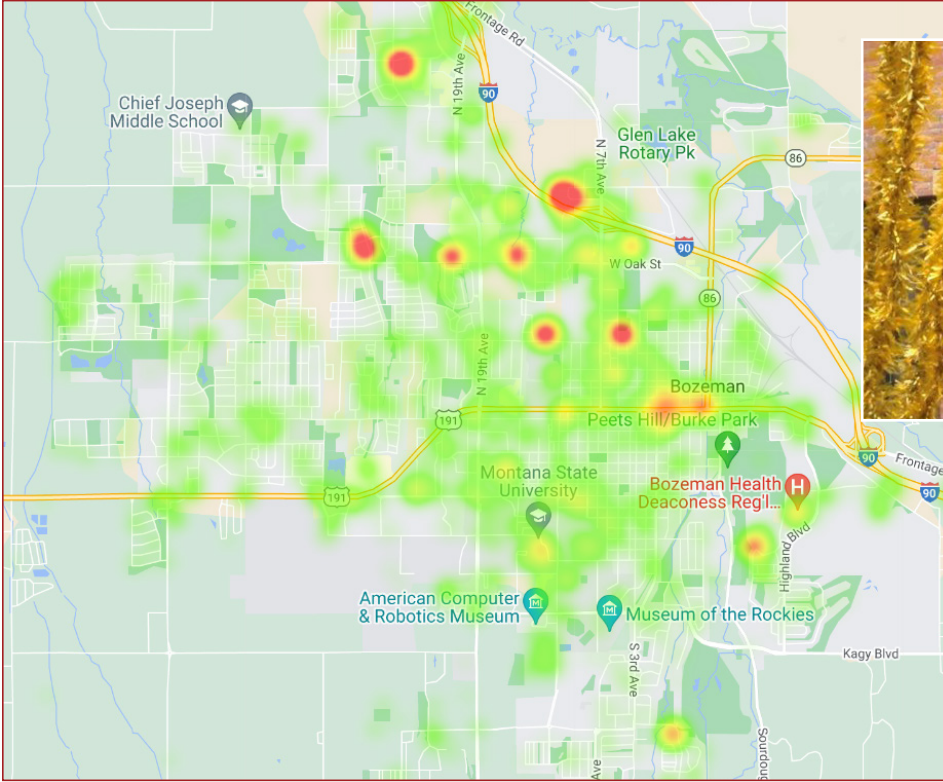
Turnout Time: The time interval that begins when the emergency response facilities and emergency response units notification process begins by either an audible alarm or visual annunciation or both and ends at the beginning point of travel time.

Travel Time: The time interval that begins when a unit is en route to the emergency incident and ends when the unit arrives at the scene.

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HEAT MAP SHOWING CALL DISTRIBUTION



NOTABLE ACCOMPLISHMENTS



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EMERGENCY MEDICAL DISPATCH PROTOCOLS

The department implemented the use of Emergency Medical Dispatch (EMD) protocols. The implementation of these EMD protocols is another step to ensure that the correct unit and the appropriate number of units are dispatched to calls at the recommended

response level. These nationally adopted protocols not only improve unit availability, keeping fire trucks in service for more critical calls, but they improve responder and public safety by ensuring consistent and appropriate levels of response.

LAUNCHED THE GALLATIN COUNTY FIRE ACADEMY

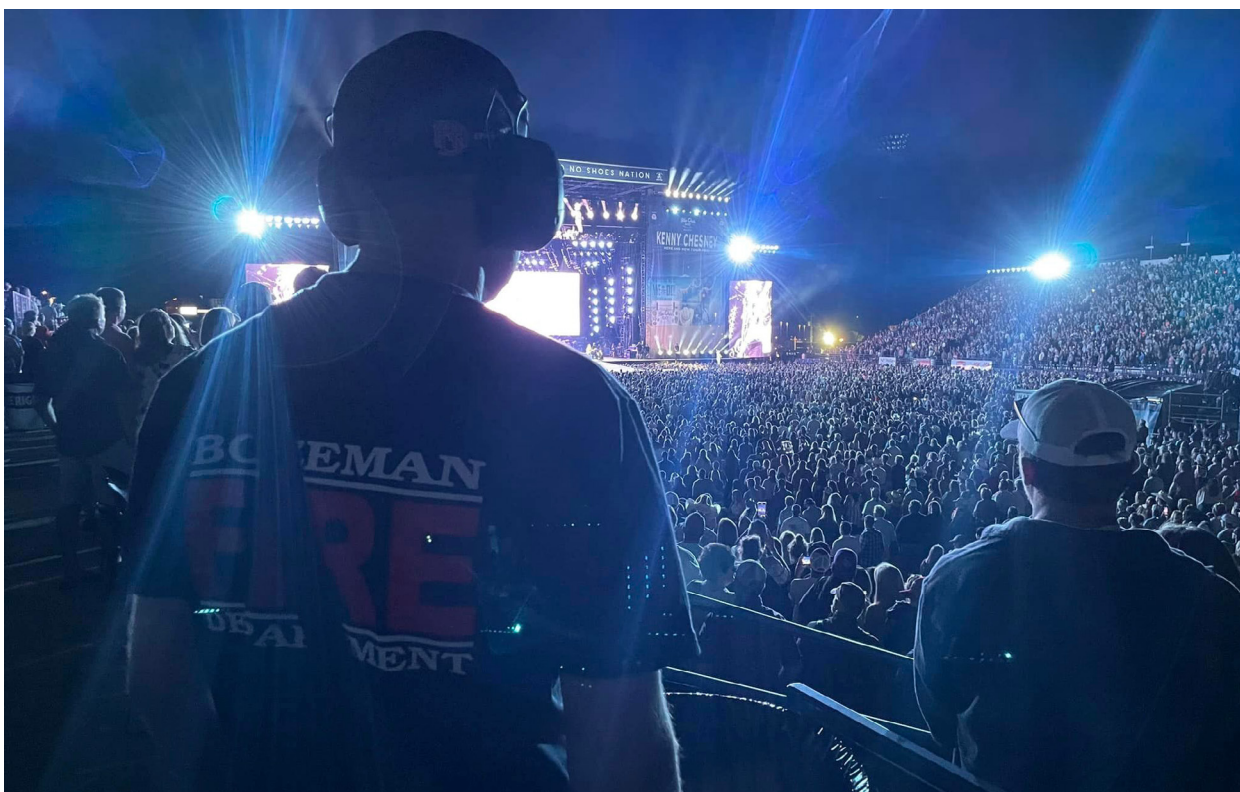
Training firefighters and giving them a solid foundation to start their career is critically important. Equally important is maintaining and leveraging partnerships that we have in Gallatin County. In 2022, Bozeman Fire partnered with Central Valley Fire and Big Sky Fire to host the inaugural combined recruit fire academy here in Gallatin County. The joint academy utilizes the resources, skills,

and abilities of all three departments to train new firefighters in a collaborative manner, enhancing their training experience while strengthening the relationship between the participating fire departments. Classes 22-1 and 22-2 successfully completed the academy and placed 13 new firefighters in departments in Gallatin County.

PROVIDED EMERGENCY PLANNING AND RESPONSE FOR KENNY CHESNEY CONCERT

The fire department coordinated with our partners at Montana State University and other public safety agencies from across the state to host the largest concert in the history of Montana State University when Kenny

Chesney came to town on July 9th. Bozeman Fire worked to ensure that fire and medical needs were answered efficiently leading up to, during, and after the concert which was milestone event in our community.



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LAUNCHED DEVELOPMENT OF COMMUNITY RISK ASSESSMENT / STANDARDS OF COVER DEVELOPMENT

The department took a huge step in its pursuit of fire department accreditation by beginning the process of developing a Community Risk Assessment / Standards of Cover (CRA/SOC) with the Center for Public Safety Excellence

(CPSE). The CRA / SOC is the second step in the accreditation process and brings the department a step closer to international accreditation. The CRA/SOC project was started mid-year and will complete in early 2023.

NOTABLE ACCOMPLISHMENTS



RELOCATED TO NEW FIRE STATION 1 IN THE BOZEMAN PUBLIC SAFETY CENTER

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After operating out of Fire Station 1 at 34 N. Rouse since 1965, the fire department moved into the new Bozeman Public Safety Center in August. The new facility not only provides more space for firefighters and firefighting equipment, but it improves our overall

deployment location and enhances numerous health and safety aspects for firefighters working out of the facility. The new facility has dedicated decontamination facilities, appropriate storage spaces for protective gear, and is designed to limit cross contamination.



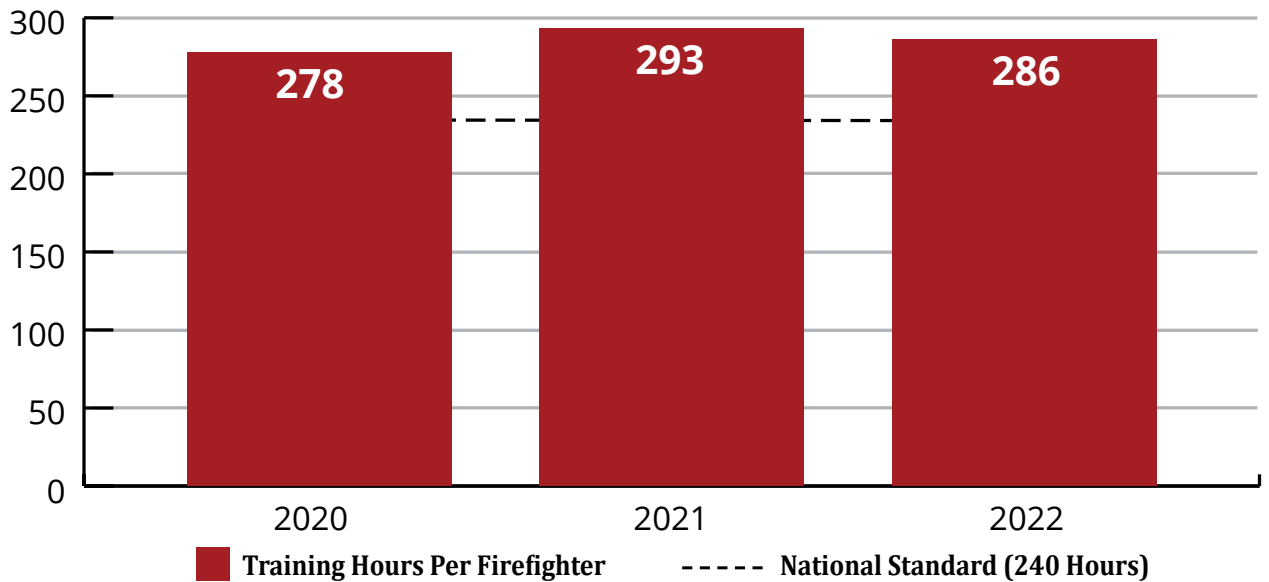
UPDATED FIRE DEPARTMENT STRATEGIC PLAN

The fire department updated its internal [strategic plan](#) as the original plan drafted in 2019 had come to an end. In updating the strategic plan, the department worked to incorporate elements of the City of Bozeman Strategic Plan, the Fire Protection Master

Plan, and feedback from our employees and partnering agencies. The new plan which covers 2022 – 2024 will continue to guide the department moving forward as we look to grow with our community.



TRAINING & PROFESSIONAL DEVELOPMENT



The Bozeman Fire Department strives to ensure that its members are trained to meet or exceed consensus national standards and best practices. In 2022, the department logged **12,012 hours of training total**, or **286 hours per member**. The 12,012 hours exceed the required minimums set by the Insurance Service Office and the National Fire Protection Association by nearly 1,932 hours.

The department continues to pursue professional certifications and professional credentials for our members and currently has 11 members who hold professional designations via the Center for Public Safety Excellence. The department's goal is to ensure that each member receives 240 hours of training per calendar year to meet the requirements of the Insurance Service Office (ISO) and the National Fire Protection Association (NFPA).

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FIRE PREVENTION / COMMUNITY RISK REDUCTION

The Bozeman Fire Department has a full service fire prevention and community risk reduction division that provides services such as plans review, inspections, fire investigation, public fire education, car seat installation, and many other public programs. The fire department prevention and risk reduction programs are under the supervision of the Deputy Chief – Fire Marshal, who is assisted by three full-time fire inspectors and support from firefighters assigned to emergency response.

The department conducts plans review of all new commercial buildings constructed in the city and completes on-site inspections of these buildings to ensure code compliance during construction.

NUMBER OF PLANS REVIEWED

2020: 716

2021: 1,018

2022: 1,362

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NUMBER OF COMMUNITY OUTREACH EVENTS

95

NUMBER OF INSPECTIONS COMPLETED

2020: 6,660 2021: 4,281 2022: 4,575

FIRE PROTECTION MASTER PLAN UPDATE

The [Fire Protection Master Plan](#) was updated in 2017 by the Center for Public Safety Management. The plan resulted in 42 recommendations that were broken down into 3 phases for implementation. An implementation guide was created from the master plan to provide quick reference to recommendations from the plan. The boxes at right show the status of recommendations from the master plan.

GREEN	Complete
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YELLOW	In Progress
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WHITE	Not Started
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PHASE I — IMMEDIATE (Within 6 months of plan adoption)
During the remaining term of the current labor agreement, the city and the fire union should consider an amendment or side agreement that formalizes the Kelly Day arrangement. (Recommendation 1, p.9)
In future negotiations with the IAFF, the city should pursue the elimination of the Kelly Day and move to a 56-hour workweek for all line fire personnel. (Recommendation 2, p.9)
Bozeman should review its interpretation of “in paid status” when considering overtime eligibility for 53-hour fire personnel and consider the exclusion of any leave time as hours worked when calculating overtime eligibility. (Recommendation 3, p.12)
BFD should consider the expansion of program management duties for field personnel and utilize these assignments for career development and consideration in promotional testing. (Recommendation 4, p.13)
BFD should institute a periodic meeting forum (weekly/monthly/quarterly) to discuss departmental initiatives and new directives. The forum should include all on-duty members of the organization and chief officers and should be conducted through an internet based conference calling or video conferencing application. (Recommendation 5, p.14)
BFD should improve and expand the use of the employee performance appraisal process in the career development of all personnel. (Recommendation 7, p.15)
BFD should work with the city’s Human Resources office to institute periodic and post-accident drug testing for all fire personnel. (Recommendation 8, p.15)
The City should consider a restructuring of supplemental pay for EMT-Basic, EMT-Advanced, and Paramedic in future negotiations with the IAFF Local 613. (Recommendation 9, p.54)



Bozeman should consider the relocation of Fire Stations 1 and 2 to address the significant structural and design issues related to these aging structures and to better position these resources to serve the burgeoning growth that is occurring in the southwestern areas of the city. (Recommendation 12, p.18)

The Bozeman Fire Department should continue its efforts to implement a prefire planning process for all target hazards and ensure these documents are stored in the onboard mobile data terminals (MDTs) for ease of accessibility by company and chief officers during a response. (Recommendation 19, p.42)

BFD should work with the 911 dispatch center to develop a monthly report that identifies the distribution of emergency and nonemergency response activities for both fire and EMS responses. (Recommendation 25, p.51)

BFD should continue to work with the 911 Dispatch Center to implement a pre-alerting system for fire and EMS notifications. (Recommendation 28, p.67)

BFD and the 911 Dispatch Center should work cooperatively on efforts to improve dispatch handling and turnout times for emergency responses. (Recommendation 29, p.74)

The 911 dispatch center should institute a regular program that tests the transfer of its operations to its alternate 911 center located within the City/County Emergency Coordination Center. (Recommendation 31, p.91)

BFD should pursue, through its contractual arrangement with AMR, expanded joint training activities and cooperative purchasing agreements for medical equipment. (Recommendation 33, p.55)

The Fire and Building Departments should re-assess their coordination of work assignments of the two Building Fire Life Safety Specialists to insure the clarity of direction and prioritization of assignments. (Recommendation 34, p.80)

The BFD should establish a training steering committee composed of Battalion Chiefs, Captains, Drivers, Firefighters, and EMS staff to conduct a training needs assessment, develop priorities, and provide direction regarding the training efforts of the department. (Recommendation 38, p.85)

BFD should consider assigning a designated rank to the Training Officer that is consistent with the authority and duties assigned to this position. (Recommendation 39, p.85)

BFD should designate a Fire Captain on each shift to serve as the shift training coordinator to help facilitate in-service training activities, both for fire and EMS. (Recommendation 41, p.86)

BFD should continue in its effort to institute online training software to assist in the coordination and monitoring its training efforts. (Recommendation 42, p.86)

FIRE PROTECTION MASTER PLAN UPDATE

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PHASE II — SHORT TERM	(Within 6–18 months of plan adoption)
Bozeman should establish a practice that institutes the regular scheduling of promotional testing processes for Driver Engineer and Captain. (Recommendation 6, p.14)	
BFD should implement a series of performance measures that enable ongoing review of service outcomes. The process of developing these measures should utilize input from BFD members, the community, the Mayor and City Commission, and city administration. (Recommendation 10, p.77)	
The City should officially designate an alternative Emergency Management Director and ensure that this individual is fully trained and well versed in the duties of the Emergency Management Director. (Recommendation 11, p.88)	
The City and Montana State University should explore the option for a joint fire station / training facility on the university campus. (Recommendation 14, p.29)	
The City should adopt a fire apparatus replacement schedule that includes an evaluation process that takes into account vehicle age, miles/hours of usage, maintenance records, and historical repair costs. (Recommendation 15, p.32)	
The Bozeman-Gallatin County Emergency Management Plan should include department and agency critical action checklists. (Recommendation 21, p.88)	
The Bozeman-Gallatin County Emergency Manager should lead an effort for every city and county department to develop a Continuity of Operations Plan (COOP). (Recommendation 22, p.88)	
BFD should expand the effectiveness of its interagency cooperation with mutual aid partners through increased joint training activities, annual multi-agency drills, and move-up operations. (Recommendation 23, p.45)	
BFD should work with the 911 dispatch center and the EMS ambulance provider to develop methodologies that improve the call screening process in order to alter response patterns when calls are determined to be minor or nonemergency. (Recommendation 24, p.50)	
BFD and AMR should evaluate options for jointly staffing a peak-period ambulance squad to supplement both the city's and AMR's current deployment of resources. (Recommendation 26, p.55)	
The 911 Dispatch Center should adopt dispatching performance measures and these should be reported to both fire and city administration on a monthly basis. (Recommendation 32, p.91)	
BFD should expand the fire loss determination and damage assessment training for its company officers and fire investigators. (Recommendation 37, p.83)	
The Bozeman Fire Department should institute written and practical skills testing as part of the department's comprehensive fire training program. (Recommendation 40, p.86)	

PHASE III — LONG TERM

(Within 2–5 years of plan adoption)

Relocate Station 1 north to N. Rouse Ave. and E. Oak St. (Recommendation 13, p.26)

BFD should consider the assignment of vehicle apparatus maintenance and recordkeeping to an existing Driver Engineer as a project management assignment. (Recommendation 16, p.34)

BFD should consider the relocation of its fire training structure to a more appropriate location and a possible colocation at a fire station site. (Recommendation 17, p.87)

Continue to use the VISION product to conduct a community risk assessment and analyze/utilize the results in the planning of fire station locations, apparatus needs, and staffing requirements. (Recommendation 18, p.38)

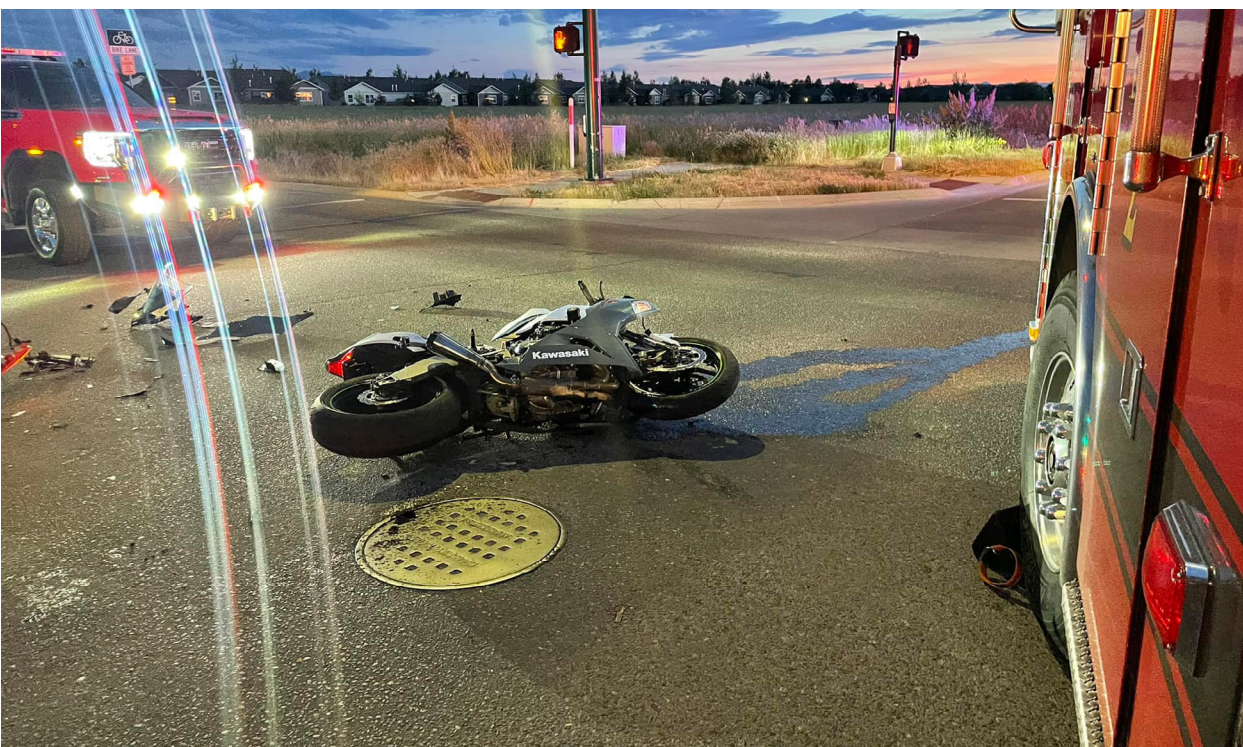
Bozeman should pursue CPSE fire accreditation in the future. (Recommendation 20, p.42)

BFD should move to a permanent cross-staffing model for the operation of its ladder truck with the AMR medic unit assigned to Station 3. (Recommendation 27, p.58)

The City of Bozeman should work through the 911 Dispatching Cooperative to take the steps necessary to ensure that the 911 Dispatch Center operates with a dedicated 911 Call Taker. (Recommendation 30, p.90)

BFD should develop an integrated risk management plan that focuses on structure fires throughout the community. (Recommendation 35, p.49)

The City should redesign and update the business licensing system so that information regarding each occupancy is correctly listed and retrievable through this data base. (Recommendation 36, p.80)



PERSONNEL CHANGES

RETIREES

Engineer: Cody Mummey

Captain: Scott Sanders

Captain: Matt Norby

Administrative Assistant: Camille Lindsay

PROMOTIONS

Captain: Jesse Layton

Captain: Gary O'Brien

Captain: Thaddeus Josephson

Training Captain: Troy Brown

Engineer: Levi Shugart

Engineer: Luke Szymanski



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NEW HIRES

Firefighter / Paramedic: Zach Kellman

Firefighter / Paramedic: Nicholas Bernard

Firefighter / EMT: Matthew Legler

Firefighter / EMT: Cameron Berry

Administrative Assistant: Jen Vero



FIRE DEPARTMENT

6000 100

Control panel featuring various gauges, switches, and controls. Labels include:

- OPEN / CLOSE (multiple instances)
- HALE
- SUT COLUMBUS, OHIO
- PUMP INTAKE
- REGULATOR
- WATER LEVEL
- Pressure gauges and digital displays

DANGER
Exhaustion Hazard

FACILITIES

STATION 2
410 S. 19th Ave.

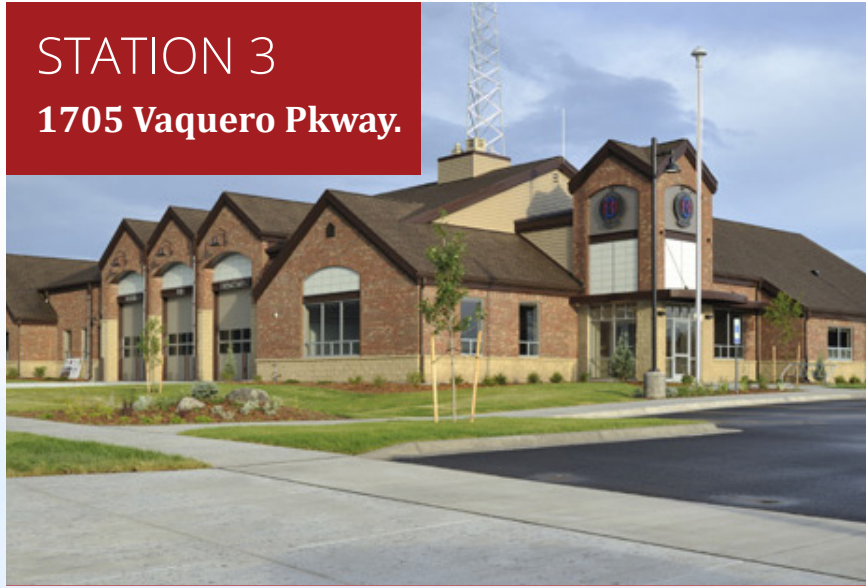


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STATION 1
300 E. Oak St.

STATION 3
1705 Vaquero Pkway.



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BOZEMAN^{MT}
FIRE DEPARTMENT

300 E. Oak St.
Bozeman, MT 59715
(406) 582-2350