



BOZEMAN FIRE DEPARTMENT
STRATEGIC PLAN
2022 - 2024



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Message From the Chief

I am happy to present you with the 2022-2024 Bozeman Fire Department Strategic Plan. In 2019 the fire department implemented its' first ever strategic plan and used that plan to guide and steer the fire department over the last three years. You will find highlights in this document from many of those accomplishments during the past three years as well as the direction and goals for the department over the next three years.

As our community continues to grow, the primary goal of the fire department is to maintain the excellent levels of service delivery that Bozeman residents have received since 1884 and continue to expect from their fire department. With the amount of growth that we are seeing and anticipating in our community, there will be no shortage of new challenges and opportunities for your fire department.

New fire stations, evolving and ever-changing equipment and technological needs, community risk reduction & emergency preparedness, and employee development are just some of the areas that the department will be focusing on in the next three years.

With the building of new fire stations and additions of new equipment, the department will be working to ensure we incorporate sustainability efforts that align with city goals whenever possible. As the department expands and grows our staff, we want to ensure that we continue to include best practices related to diversity, equity, and inclusion in our hiring and promotional. As we continue to develop our existing staff, we will continue to train and develop our members to national standards and look to be a leader in fire service professional development and employee development.

The future of the Bozeman Fire Department continues to remain extremely bright, thanks in part to the unwavering community support and the professionalism and excellence exuding by the men and women who serve every day. It is my honor to serve as your Fire Chief and I look forward to working with all of you in keeping our community safe and vibrate in the future.

Sincerely,
Joshua L. Waldo, CFO, EFO
Fire Chief



EXECUTIVE SUMMARY

The Bozeman Fire Department has an ongoing strategic planning process that summarizes the organization's Mission Statement, Shared Values, Vision Statement, General Goals, Objectives, and Critical Tasks. The fire department leadership and its members feel it is critical to the organization's success to develop, maintain and implement a strategic plan. The mission statement for the Bozeman Fire Department describes the reason we exist as an organization and guides our activities, responsibilities, and priorities. Our shared values define what our employees believe in, and feel is important to share with each other, the community, and our stakeholders. The vision statement describes our desired outcome. Lastly, the goals are broad statements that identify how our vision will be realized and the objectives provide specifics about how the goals will be accomplished through the completion of critical tasks.

A small steering committee was created to update this plan. The steering committee met with individuals, companies and shifts to solicit input from the organization to give all members the ability to contribute to the overall strategic plan. Because of this inclusion, we feel the strategic plan is realistic, attainable and has the necessary buy in.



The goals, objectives and critical tasks contained within the strategic plan are the means by which the department feels we can reach our vision and ultimately advance the fire department. While the goals and objectives are important to our overall success, this strategic plan is not meant to take the place of a budget document or the existing processes by which the City of Bozeman budgets for the department. Budget limitations were continually considered and respected in the creation of the strategic plan. The fire department will continue to explore creative and innovative ways to implement the goals and objectives found in this document.

The strategic plan will be a key element for the fire department as we strive to become an accredited organization through the Centers for Public Safety Excellence. This strategic plan will address 2022 through 2025 and will be reviewed annually by fire department leadership to track progress. Due to an ever changing economic and political climate, the goals and objectives will be adjusted accordingly.

DEPARTMENT PROFILE



The City of Bozeman, Montana was incorporated in 1883. The Bozeman Fire Department was established in 1884 and was tasked with providing fire protection for the citizens and business owners of Bozeman. Since the department's beginning, 135 men and women have served in a uniformed or sworn position in addition to numerous other civilians in support roles.

Today the Bozeman Fire Department operates out of three fire stations strategically located throughout the City to provide effective emergency and non-emergency response. The Department is divided into two primary functional divisions; Operations and Prevention & Education. The department consists of three shifts, 47 full time employees staffing two fire engines, a ladder truck, a command vehicle and two reserve ambulances. In addition to fire and rescue incidents, the department prepares for and responds to medical incidents, hazardous materials emergencies, wildland fires, technical rescues, and other miscellaneous calls for service. Fire stations are staffed 24/7 with a minimum daily staffing of 10. In 2021, the Operations Division responded to 4,349 calls for service.

In addition to responding to emergency and non-emergency incidents the department is continually training its members. With a full-time training officer, an annual training plan is developed, adopted and implemented. In 2021, Bozeman Fire personnel completed over 13,216 hours of training.

The Prevention and Education Division is devoted to life safety and fire education in our community. Our members work diligently to be in the community engaging our citizens on various safety topics with programs such as smoke detector installations, smoke detector battery replacement, school fire education classes, rental unit safety surveys, and home escape planning and child car safety seat installation.



COMMUNITY PROFILE



The City of Bozeman is located in southwest Montana in a valley between numerous Northern Rocky Mountain ranges at an elevation of 4,793'. The 2020 population was estimated at 53,293 making it the fourth largest city in the state spanning approximately 21.5 square miles. Bozeman, Montana was incorporated in 1883 and is governed by a city council form of government with a Mayor, four city commissioners and a city manager.

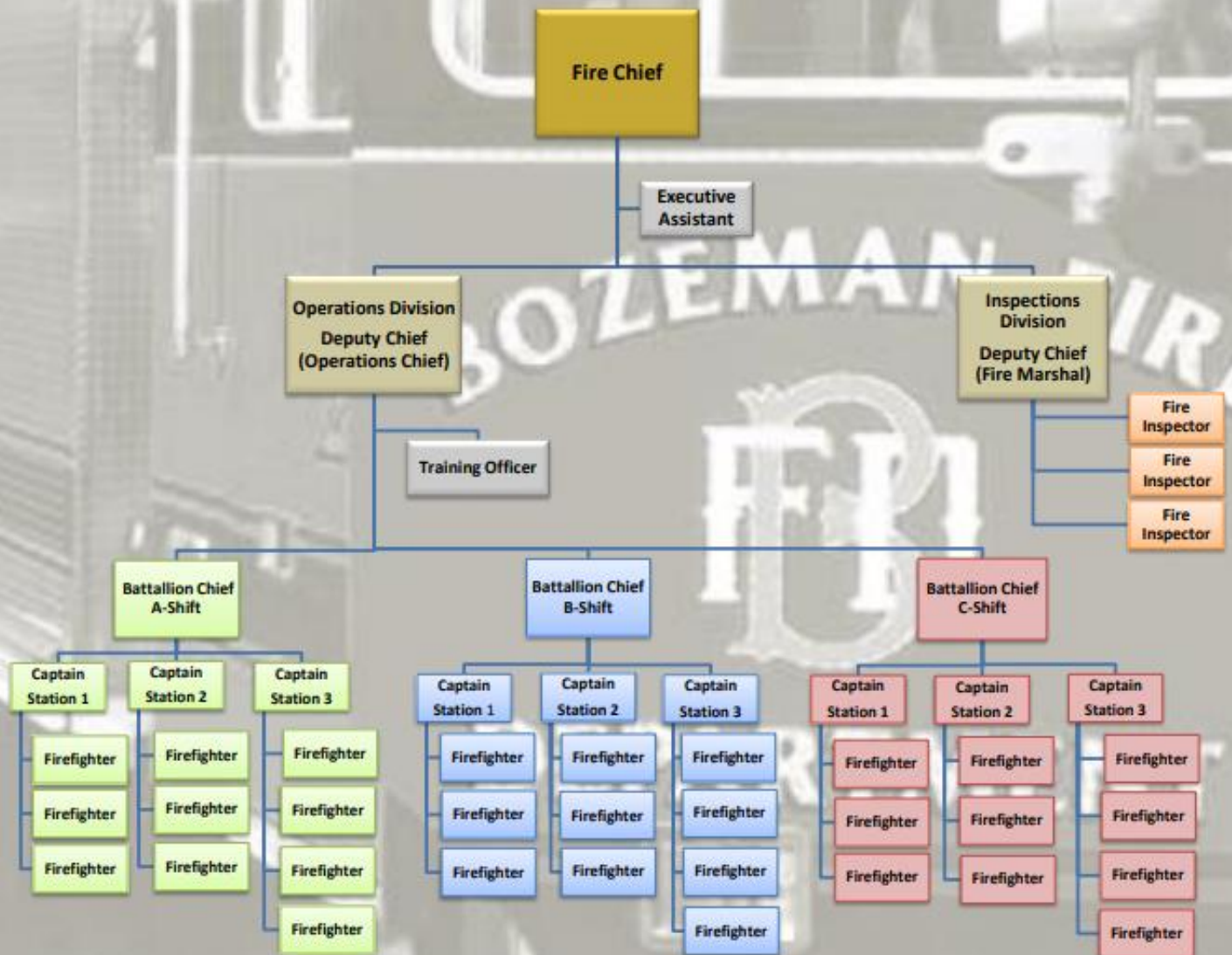
Bozeman is the county seat for Gallatin County with a county wide population estimated at 122,000. Bozeman serves as the regional hub for entertainment, tourism, education, retail shopping and medical care. The city is the home to the state's largest university, Montana State University with an enrollment of approximately 17,000.

Some major attractions include a historic and vibrant downtown with numerous shopping and dining opportunities. Bozeman is within a 90-minute drive to two of Yellowstone National Park entrances. Visitors and citizens alike enjoy world class outdoor amenities such as two ski areas (Bridger Bowl and Big Sky) boasting some of the most challenging and vast terrain in North America, over 80 miles of blue-ribbon fly fishing in area rivers as well as camping, hiking, biking, and hunting.





BOZEMAN FIRE DEPARTMENT ORGANIZATIONAL CHART



BOZEMAN FIRE DEPARTMENT
GUIDING PRINCIPLES



OUR MISSION:

*Problem solving through
professional and compassionate
service since 1884.*



OUR VALUES:

*EXCELLENCE
and
INTEGRITY*



OUR VISION:

*Providing exceptional service as a
unified team to promote a professional
department that grows with the
community.*



THREE YEARS IN REVIEW

PAST PLAN HIGHLIGHTS AND ACCOMPLISHMENTS

2019:

- Utilized national recruiting tools and updated hiring practices to conduct the largest recruit academy in the history of Bozeman Fire with 6 new firefighters.
- Implemented Station Alerting Systems in all fire stations, improving emergency notification processes.
- Upgraded apparatus based mobile data terminals
- Trained all members to meet minimum National Wildfire Coordinating Group (NWCG) standards.



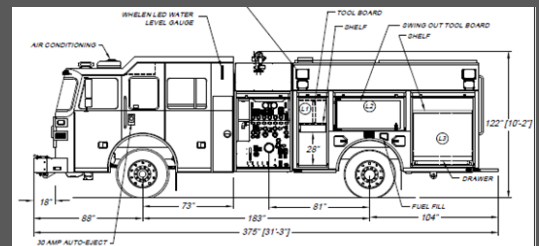
2020:

- Installed diesel exhaust filter systems on all apparatus.
- Upgraded cardiac monitors on all apparatus.
- Upgraded extrication equipment on all apparatus
- Implemented national Emergency Medical Dispatch (EMD) protocols.
- Acquired new Brush Truck through partnership with DNRC



2021:

- Successfully passed public bond for the relocation of Fire Station 2.
- Designed and ordered two replacement fire engines.
- Provided support and personnel for COVID 19 vaccine distribution.



STRATEGIC INITIATIVE 1: COMMUNITY RISK REDUCTION

Goal: Provide effective prevention programs designed to reduce risk to the community.

Objective 1: Conduct a Community Risk Assessment and Standards of Cover. (CSP 3.1f & MPR 20)

- Critical Tasks**
- Research technical consultant options for development of the documents.
 - Identify CPSE/Accreditation courses for key personnel.
 - Develop accreditation team, incorporating new Battalion Chief of Support Services position. A full-time employee (FTE).

Objective 2: Develop public outreach, engagement, and education. (CSP 1.1 & MPR 10)

- Critical Tasks**
- Review current programming and recommend program updates.
 - Develop position description and adopt concept of community preparedness position. (FTE)
 - Create overall public outreach, engagement, and education strategic plan.

Objective 3: Develop prevention planning. (CSP 7.4d & MRP 18, 19, 34, & 36)

- Critical Tasks**
- Research effective model for accomplishing up to date pre-fire plans that are useful during emergency response.
 - Develop a fire and life safety inspection program for existing buildings.
 - Develop a record management system for inspections and preplans.
 - Develop operational plans for target hazards.

Objective 4: Update emergency management and communications. (CSP 1.2 & MPR 11, 21, & 22)

- Critical Tasks**
- Develop position description, in coordination with community preparedness, to fulfill emergency management and communications responsibilities.
 - Develop an emergency communications plan to push critical messages to the community.
 - Review and update current emergency planning documents and Bozeman Fire's roles and responsibilities.

Objective 5: Update fire and life safety code. (CSP 7.3)

- Critical Tasks**
- Develop a system of code review and adoption that mirrors the adopted International Building Code.

STRATEGIC INITIATIVE 2: WORKFORCE DEVELOPMENT AND ENHANCEMENT

Goal: Ensure our workforce has the knowledge, skill, and ability to deliver excellent services.

Objective 1: Prepare the next generation of leaders. (CSP 7.2 & MPR 4,6,7 & 8)

- Critical Tasks**
- Review and update Bozeman Fire's acting out of class position qualification and training process.
 - Update annual employee evaluations.
 - Review and update professional development plan.
 - Review and update promotion assessment processes.
 - Develop chief officer level training program for all captains and chief officers.

Objective 2: Develop a workforce training program. (CSP 7.2 & 7.3a, & MPR 38, 40, & 41)

- Critical Tasks**
- Establish a training and operational steering group.
 - Institute minimum company standard evaluations.
 - Review and update annual training plan.
 - Develop job description for Battalion Chief of Support Services to direct the Training Division.
 - Support joint recruit academy and other joint ventures with automatic aid partners.

Objective 3: Enhance internal communications. (CSP 7.3d & MPR 5 & 38)

- Critical Tasks**
- Establish a continuity of operations plan for necessary programs.
 - Develop internal communications improvement strategy.
 - Conduct annual climate surveys and create follow up strategy.

STRATEGIC INITIATIVE 3: RESOURCE DEPLOYMENT/PLANNING

Goal: Ensure that current and long-term deployment models meet the operational needs for the Bozeman Fire Department.

Objective 1: Develop fire department facilities plan. (CSP 3.1c & MPR 12, 13, & 14)

- Critical Tasks**
- Transition into Bozeman Public Safety Center
 - Relocate Station 2 to MSU Campus.
 - Secure land for Station 4.
 - Conduct needs analysis for training ground.
 - Develop long term facilities plan (land acquisition).

Objective 2: Establish a fire department staffing plan. (CSP 7.2)

- Critical Tasks**
- Develop position description and hire Battalion Chief of Support Services.
 - Adopt staffing plan for Station 4.
 - Develop position description and plan for Community Preparedness Position.
 - Develop position description and adopt EMS Operations Position.

Objective 3: Review and update resource deployment. (CSP 3.1 & 4.3)

- Critical Tasks**
- Establish a Quick Response Unit (QRU).
 - Identify areas for collaboration with mutual aid partners.
 - Review and update special operations programs such as wildland, technical rescue, hazardous materials response, and fire investigations
 - When completed, review and work on incorporating Gallatin County EMS study into operations.
 - Conduct critical staffing needs analysis to support department programs.