



**2023
ANNUAL
REPORT**

WELCOME

MESSAGE FROM FIRE CHIEF JOSH WALDO

The Bozeman Fire Department saw a number of successes and challenges in 2023, but the men and women of the fire department continued to deliver excellent service to our community. The department navigated one of the most difficult staffing challenges in our department's history, with many members working multiple extra shifts to ensure that fire trucks remained staff and services were delivered without any interruption. The commitment to the community shown by department members during 2023 was inspiring and shows the pride that members take in serving the Bozeman community. While staffing was certainly a challenge, the department continued to persevere with major accomplishments. The department completed its first ever community risk assessment / standards of cover in pursuit of obtaining international accreditation, broke ground on a new Fire Station 2 on the campus of Montana State University, placed two new fire engines in service, and successfully completed two recruit firefighter academies. All of these projects take planning, community support, and countless hours of work by the men and women of the BFD.

It is an honor to serve the citizens and visitors of the City of Bozeman. On behalf of the men and women of the Bozeman Fire Department, I am happy to present you with our 2023 Annual Report.

Yours in service,

Joshua L. Waldo

Joshua L. Waldo, CFO, EFO
Fire Chief

TABLE OF CONTENTS

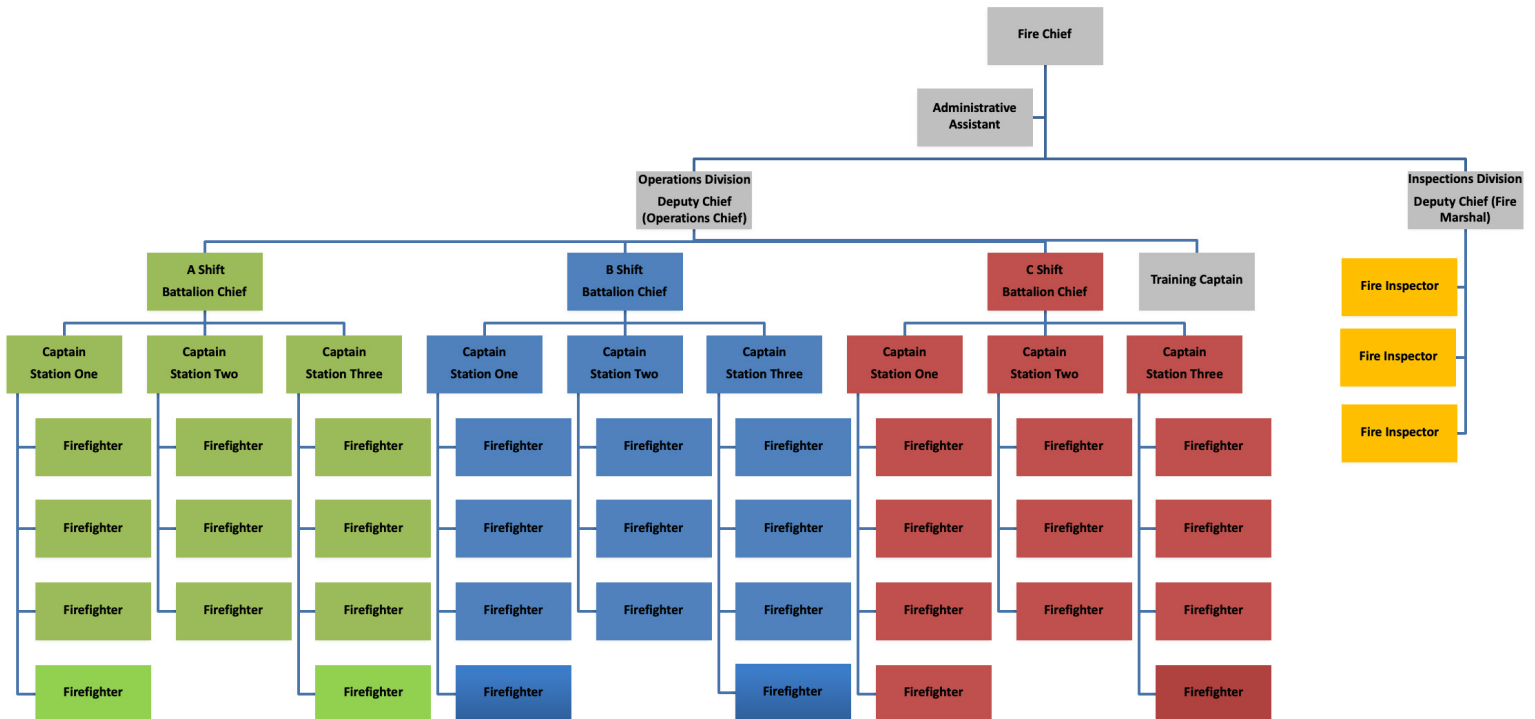
WELCOME.....	2
Message from Fire Chief Waldo.....	2
WHO WE ARE.....	4
Organizational Chart.....	4
Mission & Vision	5
EMERGENCY RESPONSE OVERVIEW.....	6
Incident Numbers.....	6
Response Breakdown	6
Responses Per Apparatus	7
Overlapping Incidents.....	7
Heat Map Showing Call Distribution.....	7
Calls for Service by Day of the Week.....	8
Calls of Service by Hour of the Day.....	8
Response Times	9
NOTABLE ACCOMPLISHMENTS.....	10
Launched Pulsepoint Cardiac Arrest App in Gallatin County.....	10
Broke Ground on Fire Station 2 on Montana State University Campus.....	10
Brought a Public Fireworks Display Back to the City of Bozeman.....	11
Took Delivery of Two New Fire Engines.....	11
Published Community Risk Assessment / Standards of Cover Development.....	12
Graduated Two Firefighter Recruit Academies	13
Maintained an Insurance Service Officer (ISO) Rating of Class 2.....	13
Received a Station Design Award for the Bozeman Public Safety Center	13
TRAINING & PROFESSIONAL DEVELOPMENT.....	14
Total Training Hours	14
FIRE PREVENTION / COMMUNITY RISK REDUCTION	15
FIRE PROTECTION MASTER PLAN UPDATE.....	16
Phase I — Immediate.....	16
Phase II — Short Term	18
Phase III — Long Term.....	19
PERSONNEL CHANGES.....	20
FACILITIES.....	22

WHO WE ARE

The Bozeman Fire Department is comprised of 52 sworn members and 1 civilian position, 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

ORGANIZATIONAL CHART





MISSION

Problem solving through professionalism and compassionate service since 1884

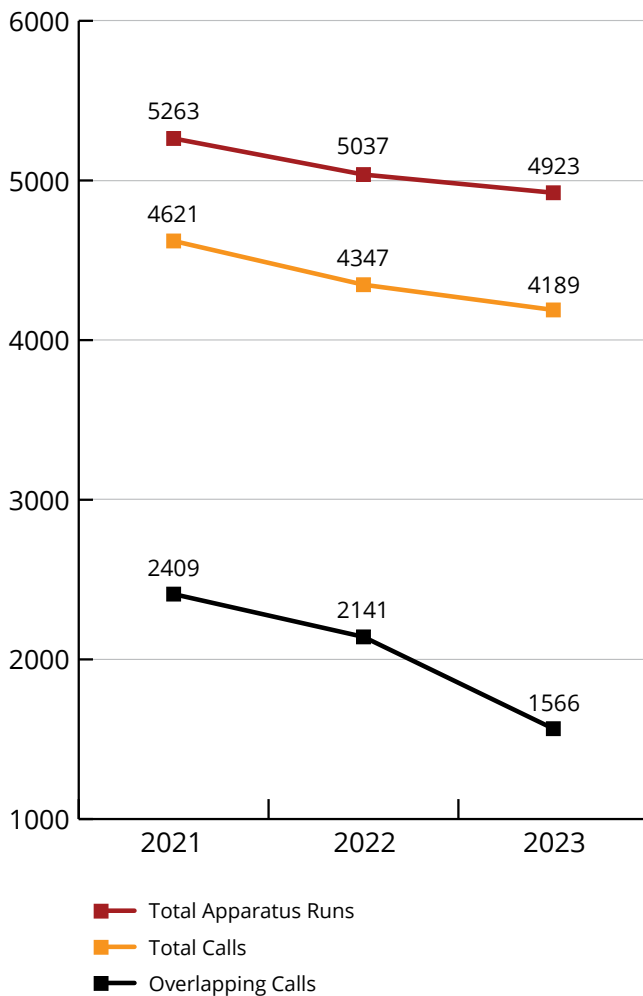
VISION

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

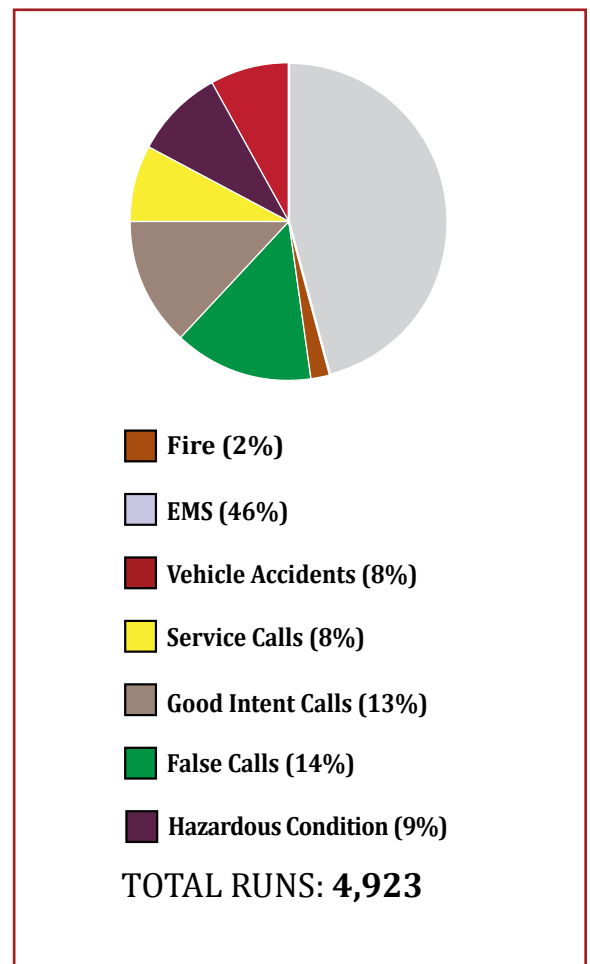
EMERGENCY RESPONSE OVERVIEW

When a call is received by the Gallatin County 911 Center that requires the response of the Bozeman Fire Department, an event is created in the system. While each call can generate a different number of needed apparatus / units, the numbers below reflect the total number of events that BFD responded to over the last three years. The decline in call volume over the last three years is a direct result of the department's implementation of the Emergency Medical Dispatch (EMD) protocols. EMD which utilizes national standards and best practices to screen calls and send only ambulances to low acuity calls, leaving fire trucks available for more high acuity calls. The first full year that BFD used these EMD protocols was 2023, which will likely be the last year that the department expects to see a decline in call volume. EMD was the only remaining step the department has implemented in an attempt to manage call volume growth. Had BFD not implemented the EMD protocols the department call volume was expected to have exceeded 6,000 for 2023.

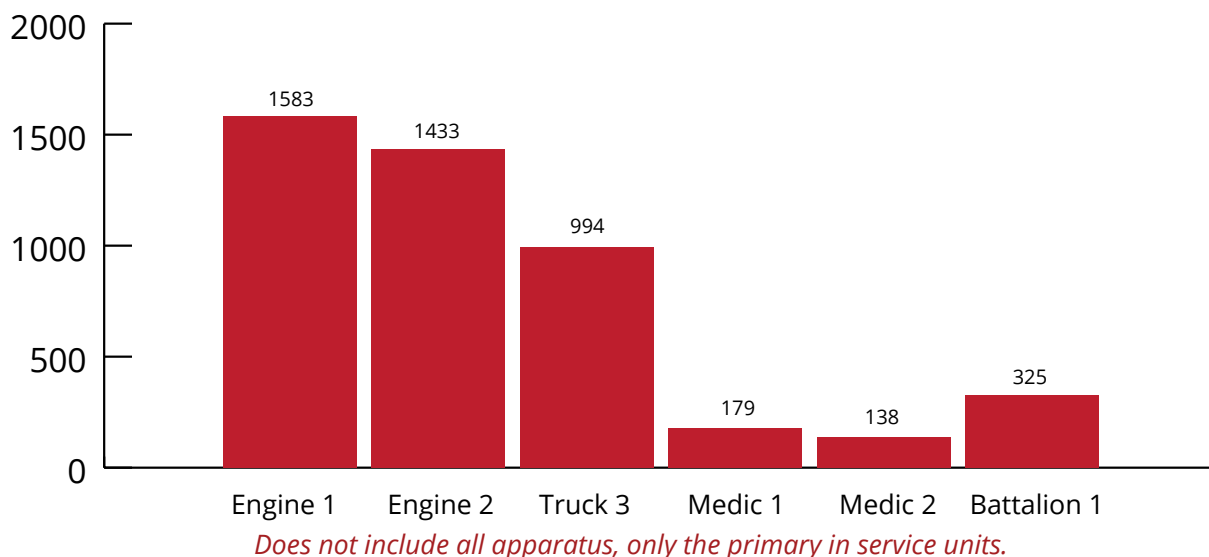
INCIDENT NUMBERS



RESPONSE BREAKDOWN



RESPONSES PER APPARATUS



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 event 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 response to incidents is in line with industry standards and best practices. Below are the total number of runs each primary unit made in 2023.

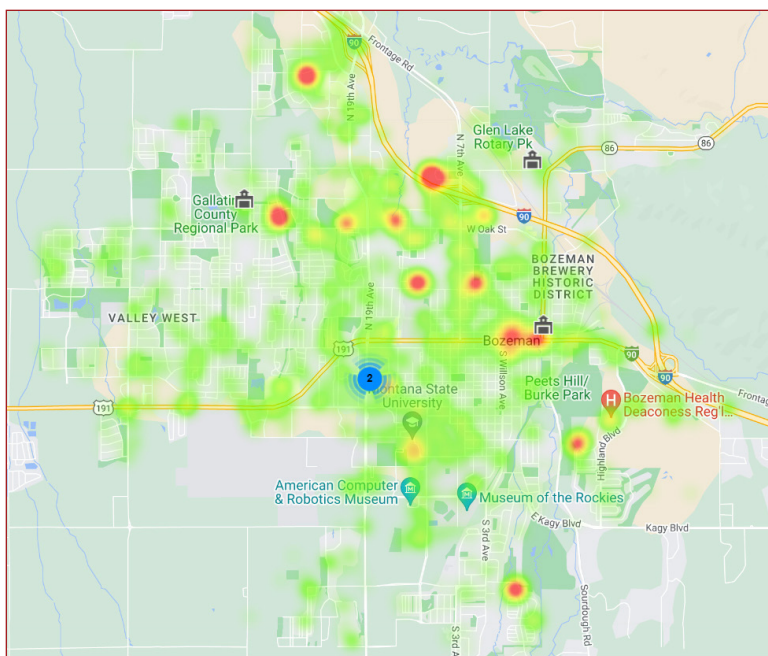
OVERLAPPING INCIDENTS

2023 — 1,566 (39%)

2022 — 1,965 (42%)

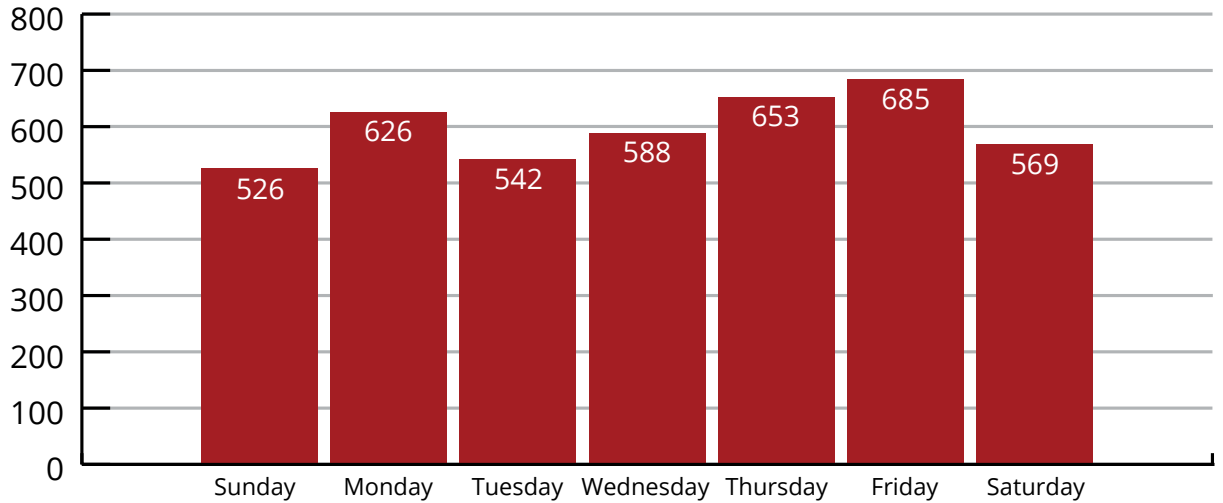
2021 — 2,141 (49%)

Overlapping incidents occur when the department has more than one incident response 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 can 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.

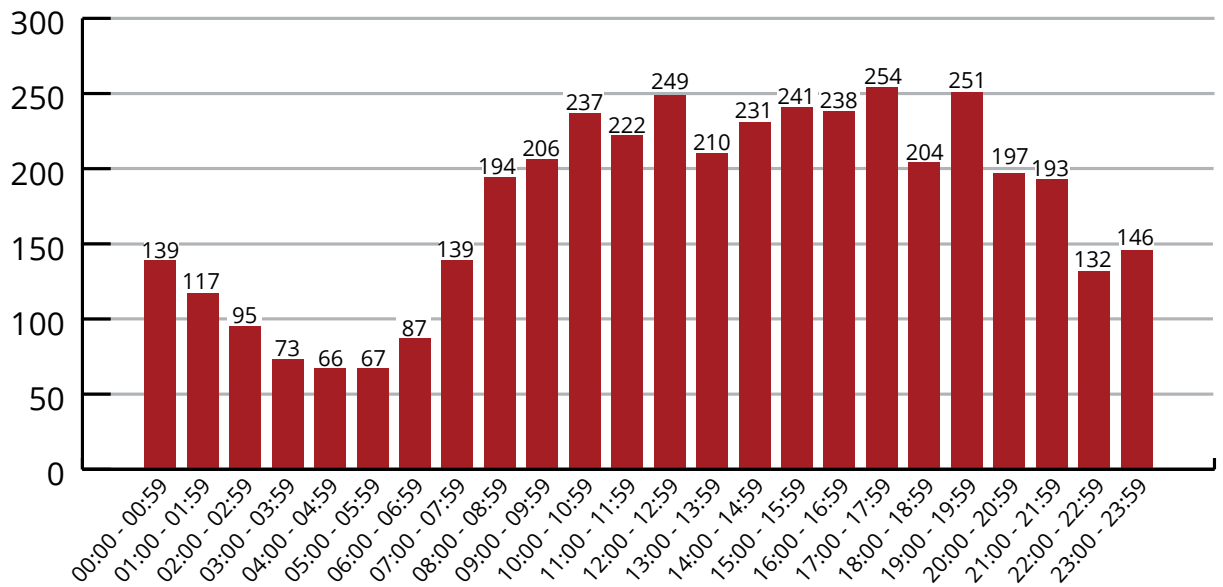


Heat map showing call distribution for 2023

CALLS FOR SERVICE BY DAY OF THE WEEK



CALLS FOR SERVICE BY HOUR OF THE DAY



RESPONSE TIMES

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.

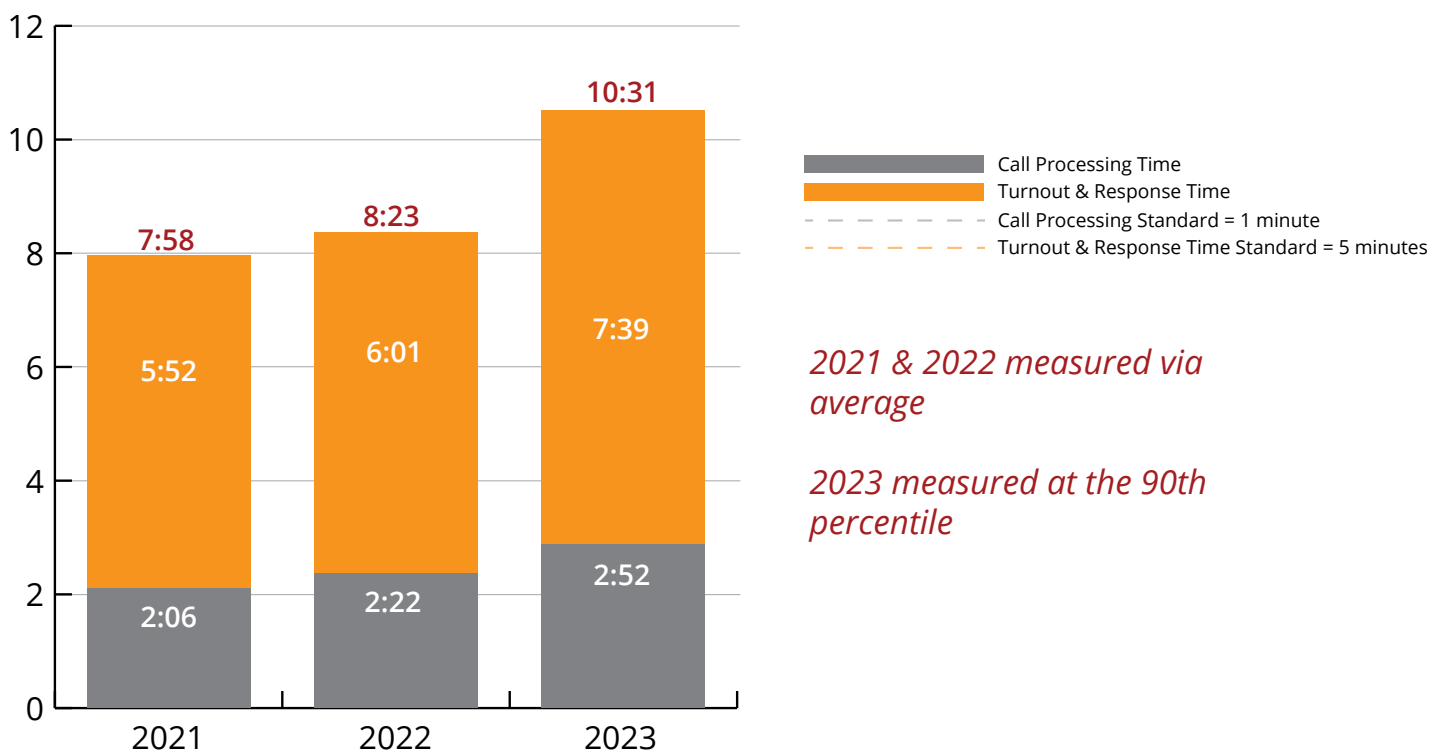
- NFPA 1221, 2019 Edition: *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*
- NFPA 1710, 2020 Edition: *Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*

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 enroute to the emergency incident and ends when the unit arrives at the scene.



NOTABLE ACCOMPLISHMENTS

LAUNCHED PULSEPOINT CARDIAC ARREST APP IN GALLATIN COUNTY

Bozeman Fire partnered with fire departments from across Gallatin County and the Gallatin County 911 Center to launch the Pulsepoint Cardiac Arrest App. Pulsepoint empowers everyday citizens to provide life-saving assistance to victims of sudden cardiac arrest. Pulsepoint also helps locate nearby AEDs that can be used during a cardiac arrest event. The app is free to all citizens of Gallatin County and can be downloaded by visiting the following address, <https://www.pulsepoint.org/download>



BROKE GROUND ON FIRE STATION 2 ON MONTANA STATE UNIVERSITY CAMPUS

After receiving voter approval in the fall of 2021 and spending 2022 planning and designing the new fire station 2, ground was broken on Montana State University campus in April for the relocation of Fire Station 2. The station will replace the old Fire Station 2 constructed in 1974 that is currently located on S. 19th Ave. The new station is slated to open in the Summer of 2024 and will offer some much need safety and health improvements for firefighters while giving the department some additional space for apparatus and equipment..



BROUGHT A PUBLIC FIREWORKS DISPLAY BACK TO THE CITY OF BOZEMAN

The City of Bozeman had not seen a public firework display since 2019 and the City of Bozeman itself had never managed or hosted a firework show, but that changed in 2023. In partnership with several community partners and other city departments, BFD coordinated a public fireworks display on July 4th for the community.



TOOK DELIVERY OF TWO NEW FIRE ENGINES

In September of 2023, BFD took delivery of two new fire engines from the Sutphen Corporation. These two new engines, ordered in 2021, replaced two existing fire engines that were 11 and 12 years old. The new fire engines are shorter, have numerous technology upgrades, and safety improvements that allow firefighters to continue to provide excellent service to the community.



PUBLISHED COMMUNITY RISK ASSESSMENT / STANDARDS OF COVER DOCUMENT

The department took a huge step in its pursuit of fire department accreditation by completing 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 closer to international accreditation. The final CRA/SOC [can be viewed here](#).

GRADUATED TWO FIREFIGHTER RECRUIT ACADEMIES

The department continued its string of successful firefighter recruit academies with classes 23-1 and 23-2 graduating in 2023, which included 11 Bozeman firefighters. The joint recruit academies, in partnership with Big Sky Fire and Central Valley Fire, are continuing to produce highly trained and skilled entry level firefighters. These academies maximize resources of multiple departments across Gallatin County.

MAINTAINED AN INSURANCE SERVICE OFFICER (ISO) RATING OF CLASS 2

The fire department maintained its' Class 2 rating from ISO after completing an audit in July. The ISO audit reviewed the operations of the 911 Center, the water system in the city, and fire department operations, staffing, training, and deployment of resources. The department first obtained a class 2 rating in 2017 and will maintain that rating moving forward. The ISO rating drives insurance rates issued to both commercial and residential properties within the city limits. ISO currently has issued ratings to 38,195 fire departments in the country, with only 2,502 (7%), having a class 2 or better rating.



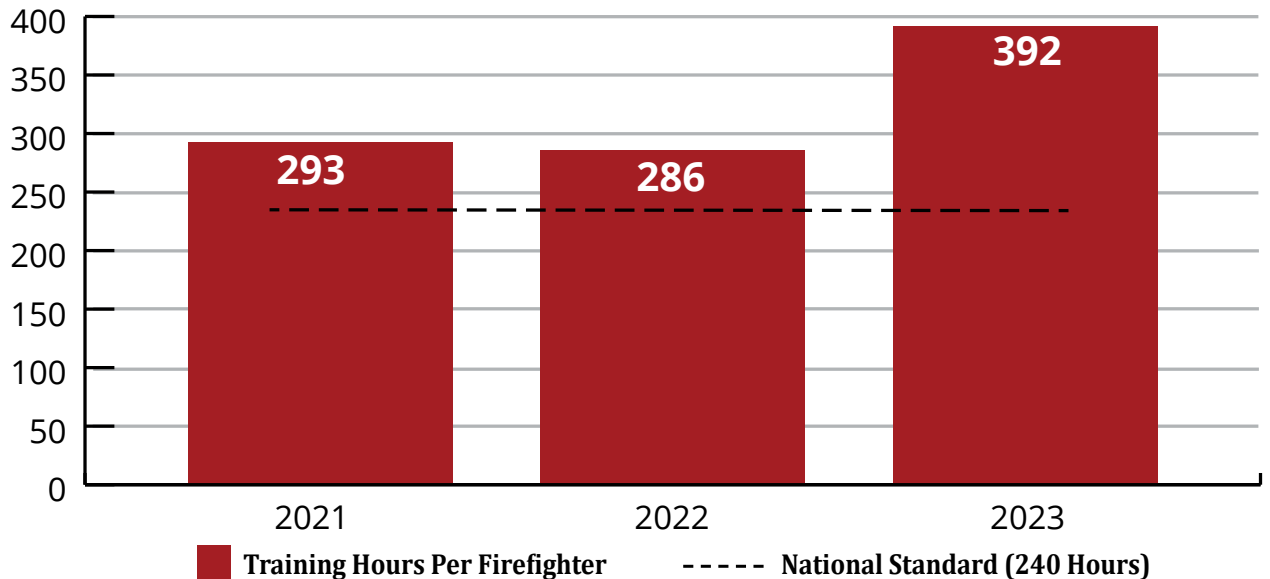
RECEIVED A STATION DESIGN AWARD FOR THE BOZEMAN PUBLIC SAFETY CENTER.

Firehouse Magazine announced the winners of its 10th annual Station Design Awards program, which recognizes outstanding architecture and design of fire departments and emergency facilities nationwide. Gold, Silver, and Bronze awards were issued across seven categories of facilities in this prestigious competition: Career 1 and 2, Satellite, Volunteer/Combination, Shared, Public Safety Training, and Renovation. The Bozeman Public Safety Center was presented the Gold award for shared facilities. You can view the article about the BPSC. [by clicking here.](#)



TRAINING & PROFESSIONAL DEVELOPMENT

TOTAL TRAINING HOURS



The Bozeman Fire Department strives to ensure that its members are trained to meet or exceed consensus national standards and best practices. In 2023, the department logged 18,030 hours of training total, or 392 hours per member. The 18,030 hours exceed the required minimums set by the Insurance Service Office and the National Fire Protection Association by 6,990 hours.

The department continues to pursue professional certifications and credentials for our members and currently has 10 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).



FIRE PREVENTION / COMMUNITY RISK REDUCTION



The Bozeman Fire Department fire prevention and community risk reduction division 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

2021: 1,018

2022: 1,362

2023: 1,990

NUMBER OF INSPECTIONS COMPLETED

2021: 4,281

2022: 4,575

2023: 5,663

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
--------------	-----------------

YELLOW	In Progress
---------------	--------------------

WHITE	Not Started
--------------	--------------------

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)

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

Captain: Chris Dubay

PROMOTIONS

Captain: Levi Shugart

Engineer: Brian Rudge

Engineer: Craig Moline

NEW HIRES

Firefighter / Paramedic: Connor Haworth

Firefighter / EMT: Bretton Gilbert

Firefighter / EMT: Stokes Robertson

Firefighter / EMT: Cody Okray

Firefighter / EMT: Clay Owens

Firefighter / Paramedic: Brett Garber

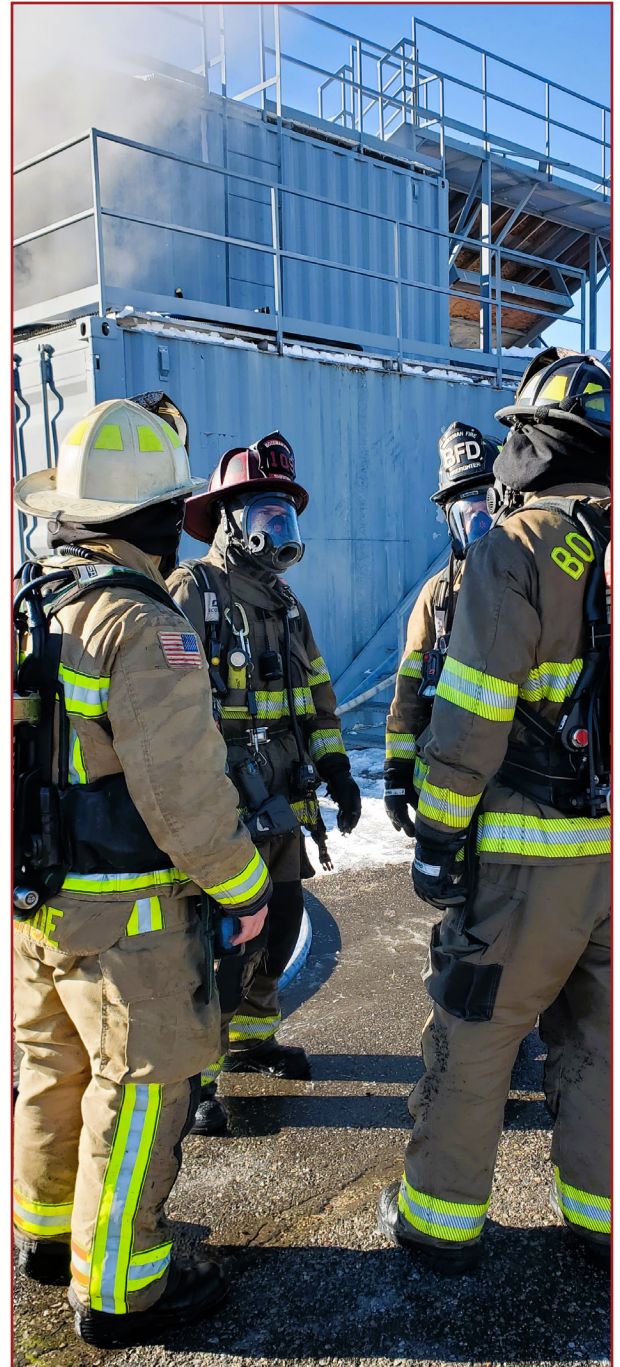
Firefighter / EMT: Adam Brodin

Firefighter / EMT: David Curtiss

Firefighter / EMT: Becca Dorsey

Firefighter / EMT: Chase Girdner

Firefighter / EMT: Rick Hutton





FACILITIES



COMING SOON
Montana State University

STATION 1
300 E. Oak St.



STATION 2
410 S. 19th Ave.



STATION 3
1705 Vaquero Pkway.



BOZEMAN^{MT}
FIRE DEPARTMENT

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