

BOZEMAN^{MT} STRATEGIC PLAN

FIRE DEPARTMENT  2025-2029



Facilitated by



The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Bozeman Fire Department (BFD) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Josh Waldo and all who participated for their commitment to this process.

This community-driven strategic plan was developed in November 2022, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

Heather Bellamy	Randy Crandall	Teri Lumsden	Buck Taylor
Chris Budeski	Scott Dawson	Rob Pertzborn	Greg Tryon
John Carey	Crystal Fielder	Steve Roderick	Jim Veltkamp
Katelyn Collins	Rick Gale	Dan Rust	

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the BFD, as named below.

Agency Stakeholders

Thomas Bates	Jonathan Hopkins	Gabby Murphy	Levi Shugart
Nick Bernard	Graver Johnson	Gary O'Brien	Luke Szymanski
Joe Capri	Thaddeus Josephson	Tim O'Tool	Steven Thime
Britton Clark	Zach Kellman	Jared Ridgeway	Clay Thomas
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Message from the Fire Chief

I am pleased to present you with the Bozeman Fire Department (BFD) 2025 – 2029 Strategic Plan.

As we stand on the threshold of the next chapter of the BFD, this plan represents more than just a roadmap in our continued pursuit of excellence—it is a commitment to the safety, well-being, and trust of the communities we serve. Together, as a dedicated team of fire service professionals, we face both great challenges and tremendous opportunities. Through this plan, we aim to ensure that we remain at the forefront of innovation, preparedness, and service excellence.



The strategic plan has been developed through thoughtful collaboration, taking into account the diverse needs of our personnel, our partners, and the community we protect. It outlines our key objectives, the necessary steps to achieve them, and the values that will guide us as we strive for excellence in every aspect of our operations.

The goals outlined in this plan will require dedication, adaptability, and continued collaboration across all levels of our department. Whether it's enhancing our emergency response capabilities, advancing firefighter training, or fostering stronger community engagement, every aspect of this plan aims to support our mission and improve our impact.

We are excited about what lies ahead, and we know that with continued support and commitment, we will move forward together to strengthen the foundation of our department and the safety of our community.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Waldo', written in a cursive style.

Joshua Waldo, CFO, EFO
Fire Chief

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Introduction

The community serviced by the Bozeman Fire Department (BFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the BFD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The BFD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Bozeman Fire Department serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Bozeman Fire Department's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the BFD truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



Agency Stakeholder Work Session

Agency Background



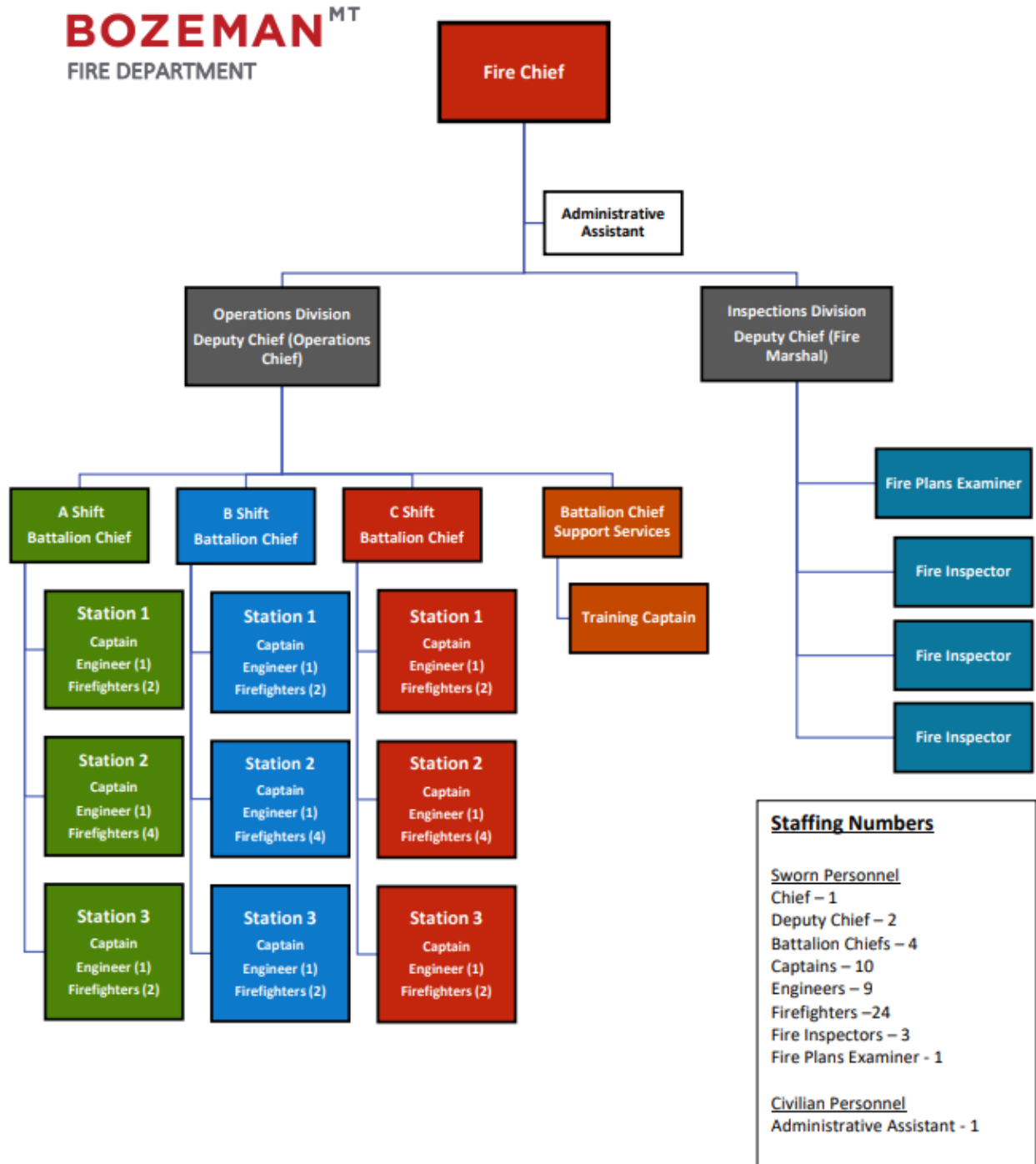
Fire protection for the town of Bozeman was first organized in 1880 as the Bozeman Fire Company. For the first few years they operated as a volunteer department with only two paid members and evolved into the Bozeman Fire Department. The agency evolved to a full career department in the mid-1990s as the last of the volunteers were phased out. Bozeman Fire Department's personnel have been highly effective in providing services and community involvement and boast an Insurance Services Office (ISO) rating of class 2. In addition, the agency is pursuing international accreditation through the Center for Public Safety Excellence.

The Bozeman Fire Department serves an approximate population of 57,000 residents. In addition, the local area has thousands of visitors and many others employed within the community. Growth and increase in population have and will provide for specific risks for which The Bozeman Fire Department considers, prepares, and deploys its resources and personnel.



Today, BFD reflects on its history and remains committed to providing all-hazard emergency services and education to its community with courage, leadership, and duty. The Bozeman Fire Department continues to honor its community with the provision of quality services through its proactive focus on risks and deployment from three stations that are located strategically throughout the 21 square miles of coverage area. A fourth station is in the planning stages to provide coverage to future high-density housing and mixed-use commercial facilities. Staffed to support the community, BFD embraces its future vision and excellence in service delivery.

Organizational Chart





Agency Stakeholder Work Session Participants

Mission

The mission reflects the core purpose of the organization and empowers all BFD members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit the existing mission and after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

The Bozeman Fire Department's mission is problem solving through professional and compassionate service since 1884.

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and the following was agreed upon by the group.

Excellence:

Striving for the highest standards in service, performance, and professionalism.

- Continually Improving.
- Refining performance both individually and as a team.
- Striving to be the best we can be.

Integrity:

Acting with honesty, accountability, and strong moral principles to build trust and honor our commitments.

- Standing for what is right.
- Being accountable for our actions.
- Making decisions you and others can be proud of.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Bozeman Fire Department to accomplish their goals, objectives, and day-to-day tasks.



Agency Stakeholder Work Session

Vision

An organizational vision exists to keep all agency members focused on the successful futurity of the Bozeman Fire Department and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, CPSE facilitated the revision of the BFD's vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

**The Bozeman Fire Department is committed to improving
the safety and well-being of our community
while striving to be a leader in the fire service.**



Agency Stakeholder Work Session

Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The BFD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



The Bozeman Fire Department will ensure quality and consistent training of its members, improving life safety and property conservation.



The Bozeman Fire Department will administer a multi-faceted approach to reduce risk and improve life safety in the community.



The Bozeman Fire Department will develop a comprehensive workforce strategy that enhances recruitment and retention, prepares staff for future roles through succession planning, and promotes health and wellness.

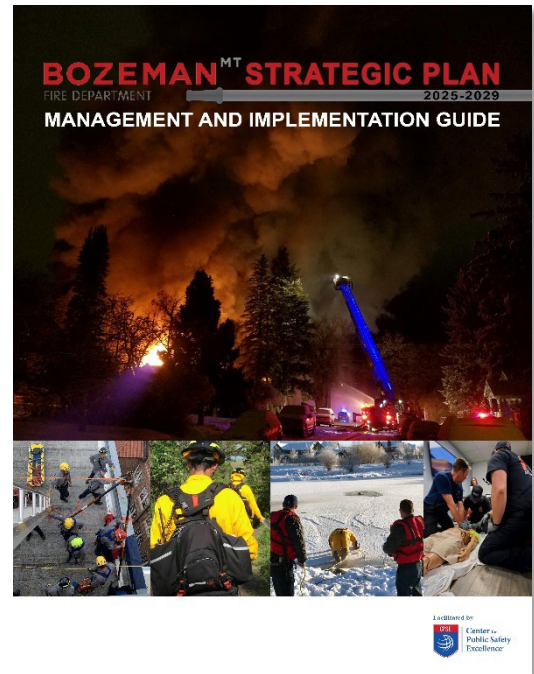


The Bozeman Fire Department will enhance operational effectiveness with a focus on staffing, EMS delivery, apparatus, and equipment management.

Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Bozeman Fire Department's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the BFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Bozeman Fire Department navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.



“...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence.”

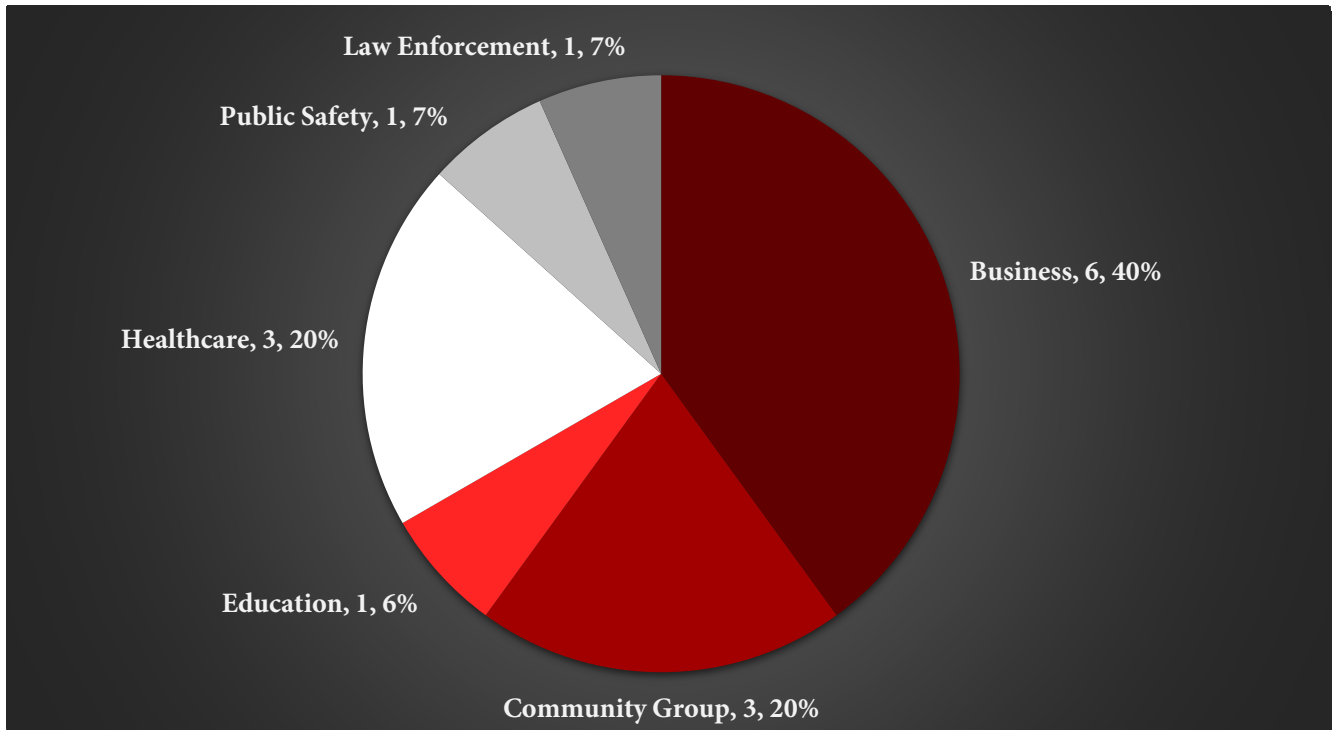
Vince Lombardi

Appendices

A. Community Stakeholder Findings

The Bozeman Fire Department demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. Community stakeholder feedback helped agency stakeholders identify any misalignment with the organization’s foundation, performance, or values. This insight enabled the creation of new strategies and processes for improvement.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, by priority, up to three subjects relative to expectations, concerns, and strengths or positives for the BFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of the Bozeman Fire Department (in priority order)

1. Response Times. Fast/timely response to emergencies. Timely response to all emergency situations (fire, first responders, HazMat). To provide a timely response to fire and EMS calls for service. Response time should be quick (53)
2. Fire Department Operations. Respond when needed with appropriate resources (labor and equipment). Efficiency of operations lean into priorities getting most attention and focus. Support of emergency operations with equipment and expertise. Efficient, fast-acting, trained team members. (22)
3. Local and Regional Coordination. Ability to communicate and cooperate with other related agencies and first responders. Mutual aid. Coordination with the building department support to healthcare with tours, review of fire plans, and a mutual communication to make sure we are prepared. Willingness to assist first responder partners, even with mission creep. Operate regionally. (10)
4. Community Relations. Be visible in the community. Community reputation. Community connection, a stake in the community being served. (9)
5. To be trained for emergencies. adequate training for various scenarios. Professional, highly trained staff. (7)
6. Training of public on personal safety in the home. Public education, fire prevention. (6)
7. Emergency management and resilience. (3)
8. Solving problems. (3)
9. Putting the customer first. Understanding community needs. (2)
10. Attract and retain top-notch staff. Properly staffed. (2)
11. Emergency medical services. (1)

Areas of Community Concern about the Bozeman Fire Department (verbatim, in priority order)

1. Staffing. Adequate staffing. The ability to hire, train, and retain staffing levels to meet the growing community needs, especially considering the cost of living in Bozeman. Will they be able to handle an increase in requests for services with staffing? Staffing levels -- are they able to handle the emergency needs of a growing community? Adequate staffing. Seem to need more inspection personnel. (22)
2. Community Growth. Ability to keep up with growing demand. Will there be enough time to expand resources as the community grows/community needs grow. Concerned for our fire department regarding the recent growth of our community - are we providing the resources they need? (13)
3. Adequate Funding. Enough funding for labor and equipment. The continued funding to meet the needs of a growing community to meet the expectations listed. Funding. (13)
4. It may already be in place - I would like to see well-trained paramedics on all response vehicles. Being dependent on a for-profit EMS transport agency when this constitutes a majority of call volume. (6)
5. High-density housing resulting in numerous vehicles parked on narrow streets blocking and limiting access for fire engines. (5)
6. Occasional ability to review development applications in a timely fashion. (5)
7. Rural location, widespread community, large coverage areas. (5)
8. Need to operate at a regional level; build that expectation in crews. (5)
9. Always a concern about the cost of having the best equipment, etc. Having the best of everything in the name of public safety. (3)
10. I would like to see vehicle accidents cleaned up of glass and debris. (1)
11. Innovation. (1)
12. How to ensure firefighter safety. (1)
13. How can the community be more supportive and provide means for requests from the department? (1)

Positive Community Comments about the Bozeman Fire Department (verbatim, in no order)

- BFD has a great relationship with MSU as a whole, but especially with the university's police department. They are great community partners.
- Strong support of community with positive attitude.
- Response times.
- Excellent response times.
- Great community partner.
- Chief Waldo is accessible to community leaders.
- Bozeman Fire has always been involved in the community – school presentations, facility tours, National Night Out – great to see emergency services being part of the community they serve.
- They always provide open and honest dialogue as to what is happening in their department and the community they serve.
- They have been very supportive of planning with our emergency operations team in working with our hazmat set-ups.
- Increase in locations to cover more areas in a safer timeframe.

- Very professional.
- Well-educated.
- Proper locations of stations.
- Forward-thinking leadership.
- Quality staff.
- Leadership Team (positive).
- Competent (positive).
- Capable.
- I am impressed with the high level of professionalism.
- My interaction has always been positive with fire department personnel.
- Timely response to emergency events.
- Mutual aid to surrounding communities.
- Community engagement: National Night Out.
- Professionally-run.
- Collaborative.
- JW is great.
- My concerns are known and shared by many strong relationships with community fire districts.
- Forward-thinking fire department.
- Engagement and participation in community events, including ride-to-school programs.

Other Community Comments about the Bozeman Fire Department (verbatim, in no particular order)

- Under Chief Waldo's leadership, every aspect of BFD services and communication have been elevated.
- Born and raised in Bozeman (40 years) and the fire department has always been present and involved in the community.
- I sometimes wonder how interlocal agreements cost the city, as we tend to be one of the only fire departments around.

Things the Community Feels the Bozeman Fire Department Should Change (verbatim, in priority order)

1. Add ambulance service.
2. Consider EMS transport.
3. More Public Education (get a Dalmatian).
4. Smaller scale/more agile, quick response to medical calls.

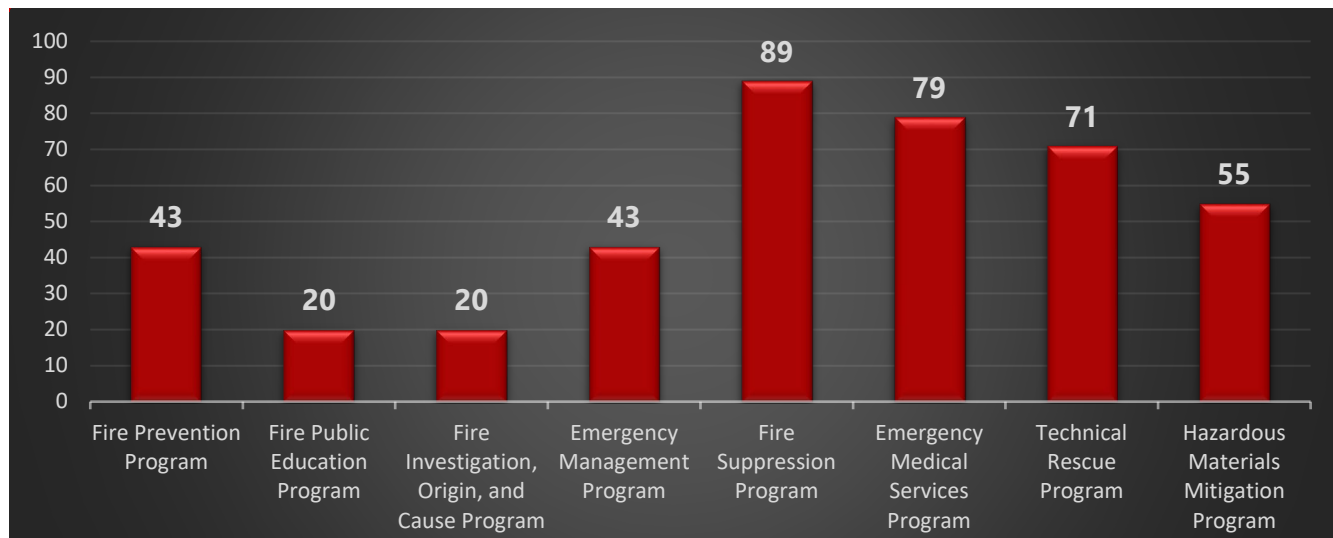
Things the Community Feels the Bozeman Fire Department Should NOT Change

(verbatim, in priority order)

1. Community engagement/outreach. Relationship with community. Community Involvement.
2. Working closely with neighboring departments. Fire chief focus on joint operations regionally.
3. Professionalism/Quality. Quality/training of staff.
4. Their relationship with MSU. Their supportive attitude toward the business community and culture.

Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the Bozeman Fire Department to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the BFD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the BFD attended a three-day work session to review the community feedback, develop or revise the agency’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR: where members consider the organization’s current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency’s vision for leadership in day-to-day functions.

Strengths

People who can adapt, adjust, and innovate, and who are fitness-dedicated.	Public support: we have built trust through actions and performance, very involved in the community.
Diverse skill sets and experience.	Excellent equipment and apparatus.
Light duty program accommodates member and department duties.	Facilities that address current needs and accommodate future growth.
Strong focus on service delivery.	Funding and support from city commission.
Strong relationships with other city and BFD stakeholders.	A growth mindset shared by staff and overall organization.
Adaptability to community needs.	Productive labor/management relationship.
Quality of onboarding of new staff.	Good working relationships with mutual aid partners.
Strong interpersonal relationships.	Sufficient recruitment and retention.
High individual training hours - 240 hours minimum, average of 345 hours.	Outside training funding, opportunities, approval, and support from administration.
Mental health awareness.	Forward thinking.
Resiliency despite many changes.	Quality personnel.
Compassionate towards members of the department.	Hired people with good character.
Department reputation creates a strong applicant pool.	Our members have international outside recognition.
Diversity of capabilities and opportunities for individual development and growth.	Leaders promote empowerment to all personnel to make decisions.

Opportunities

Better prepared for EMS/transport that is currently performed (Safety Net Program).	Scale our programs as we grow and priorities shift - right size and service ability.
Targeted approach towards specific training.	Improve total response time.
Improved integration in community risk reduction.	Standardization and consistency in training JPRs.
Opportunity to build a relationship with AMR on staffing needs weeks/month ahead.	Expansion of the training division, including increased positions and an EMS-focused concept.
Improve and create a more comprehensive officer/engineer program with follow-ups yearly.	Increased attention to health and wellness for members, including tracking and follow-up.
Accountability to company performance standards.	Improved relationship with mutual aid responses.
Refine/expand upon the professional development plan.	EMS transport management.
Improved training facilities.	In-house vehicle maintenance program.
Review recruiting strategies to increase depth and diversity of applicant pools.	Expand deployment opportunities regionally and nationally.
More hands-on job-specific training in accessible locations.	Mutual aid training opportunities based on different frequencies.
Follow through on messaging and execution of the strategic planning process.	Be prepared for the possible action of taking over all EMS transport.
Fitness/health evaluations, injury prevention, annual testing.	Improved response and planning for disasters. Improve total response time.
Enhancement of the apparatus replacement program.	

Aspirations

Continue to improve and prioritize customer service, internal and external.	Take a leadership role in the operational relationships with regional partners.
Have a high standard of interpersonal skills in all emergent and non-emergent interactions.	BFD will have dedicated support positions to improve operations.
Aspire to have a sufficient, cost-neutral BFD transport in the next five years to eliminate inconsistencies.	Aspire to have a workforce development program that continues to prepare all members.
Aspire to have a personnel development program that prepares members at every level.	Borderless response for mutual and auto aid to ensure closest unit applies.
Aspire to have a more robust CRR program. Narrow down to a timeframe to achieve goals, and have metrics and benchmarks.	In the near future, the BFD will be known as an excellent provider of practical and technical skills to provide more consistent service delivery.
Reduction of redundant services across the county with a regional fire authority.	

Results

- Incredibly open to new ideas.
- More consistency in training, more shift interoperability, and increased mutual aid interoperability.
- Department and union interaction and involvement.
- Improved buy-in and morale department-wide.
- Improved Emotional IQ.
- Improved call processing and integrated safety.
- Adequate number of qualified positions (acting roles).
- EMS transport will improve ALS abilities and reduce cross-staffing and delays of care.
- Improvement in EMS skill competency.
- Training JPR will result in more people meeting or exceeding the standard.
- Professional development plan with implemented tracking.
- In-house vehicle maintenance decreases downtime and costs.
- Health and wellness will increase longevity post-career with less sick time and injuries.
- Improvement in fire response resiliency.
- Training for an appropriately prepared staff in all positions.
- Borderless response will result in better response times, reduction in costs, and increased training opportunities.
- Empowerment results in exposure to training, leadership at all levels, and positive outcomes without micromanagement.
- Strong relationships with internal stakeholders, resulting in a shared vision and comprehensive customer service.
- EMS care and transport improve outcomes, reduce reliance on fire suppression resources, better patient care, and improved continuity of patient care with increased QA/QI.
- Consistent regional practices and service delivery result in more effective mutual aid calls, improved communications, and resource efficiency improvements.
- Training and more awareness result in fewer injuries to all members.
- Higher quality of applicants by expanding recruiting parameters.
- People with good character increase productivity, engagement, and an enjoyable workplace.
- Diverse skill sets help to prevent institutional bias and provide an improved diversity of solutions.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Bozeman Fire Department and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined the following challenges and service gaps exist within the Bozeman Fire Department. Each challenge or gap listed is accompanied by the causal effects determined by group feedback. They are then linked to the strategic initiative identified by the agency stakeholders.

Group Feedback		Initiative Link
<ul style="list-style-type: none"> ○ Funding ○ Mutual aid ○ Time ○ Availability ○ Scheduling ○ Geography ○ Facilities ○ Funding ○ Access and availability 	<ul style="list-style-type: none"> ○ Policy ○ Facility ○ Time ○ Multi-company ○ Value ○ Mutual aid ○ Accountability ○ Quality and relevance ○ FSTS certifications 	<p>Training</p>
<ul style="list-style-type: none"> ○ AED's ○ Narcan ○ CPR ○ Car seat ○ Fire prevention week ○ Code enforcement ○ Public education programs ○ Shift training on code knowledge ○ Staffing 	<ul style="list-style-type: none"> ○ Inspections ○ Pre-plans ○ PSAs ○ Community outreach ○ Plan review ○ Code updates and adoption ○ Montana regulations ○ Equipment and technology 	<p>Community Risk Reduction</p>
<ul style="list-style-type: none"> ○ Competition ○ Hiring process and candidate pool ○ Support staff: maintenance, HR, EMS, fire dispatch, training ○ Department image ○ Reputation ○ Twelve new-hires ○ Recruiting ○ Diversity and staffing ○ Retaining ○ Development ○ PPE ○ Training ○ Mental ○ Physical ○ Cancer screening ○ Exposure tracking ○ Company performance standards 		<p>Personnel Management</p>

Group Feedback		Initiative Link
<p>EMS Delivery</p> <ul style="list-style-type: none"> ○ AMR reliability ○ Equipment and apparatus ○ Growth demands ○ Abuse of system ○ Education and training ○ Money ○ BFD buy-in ○ Mission creep <p>Apparatus and Equipment</p> <ul style="list-style-type: none"> ○ Funding and procurement ○ Maintenance ○ Technology ○ Training ○ Consistency and availability ○ Continuity of operations ○ Design by needs ○ Ambulance and QRV ○ Qualifications and certifications ○ Innovation ○ Safety and ergonomics ○ Bobcat (UTV) 	<p>Operations</p> <ul style="list-style-type: none"> ○ EMS transport ○ Staffing ○ SOGs and tactics manual ○ Training ○ Pre-arrival assignment ○ Truck culture ○ Specialty teams ○ Apparatus and equipment ○ Deployment and dispatching ○ Consistency and reliability ○ Position availability ○ Technology ○ Certifications and qualifications <p>EMS-Current Model</p> <ul style="list-style-type: none"> ○ Apparatus and equipment ○ Maintenance ○ Protocols ○ Medical direction ○ Stand-by events ○ Billing ○ Reports ○ Technology platforms 	<p>Operations</p>

The following information is raw data from the deliberation of the workgroup that are *not* linked directly to a strategic initiative but remain important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Group Feedback		Topic
<ul style="list-style-type: none"> ○ Engine, truck, QRV, ambulance ○ AMR ○ Dispatch and radio system 	<ul style="list-style-type: none"> ○ Zeurcher CAD system ○ Regional deployment ○ Backfill 	<p>Resource Deployment</p>
<ul style="list-style-type: none"> ○ Information management system ○ Pre-planning ○ Hazardous materials ○ Technical rescue ○ Funding ○ Community outreach ○ Training 	<ul style="list-style-type: none"> ○ MCI ○ State and federal resources ○ Isolation (72-hour plan) ○ Protocols ○ COOP plans ○ Identification of emergency support function 	<p>Disaster Preparedness</p>

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Training Operations Prevention Personnel Management

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