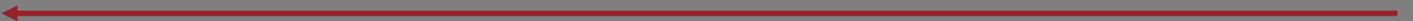


MISSOULA FIRE DEPARTMENT  
**Annual Report**



**2018**





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## MESSAGE FROM FIRE CHIEF JEFF BRANDT

On behalf of the dedicated men and women of the Missoula Fire Department (MFD), it is my pleasure to present the departments' 2018 Annual Report. We believe that the information contained in this report will add to the understanding and complete the picture of who we are as a Department, what we do as a team, and more importantly the love and compassion we have for our community. This document will also serve as a benchmark and reporting platform to formally document our progress year-to-year.

While this report captures the data and statistics from 2018, it is truly the great members of our department that are responsible for the outstanding service we strive to provide every day.

MFD will continue to meet the challenges of our growing community and we are honored to be serving the people who live here.

Thank you for your on-going support and dedication of our department .

- Chief Jeff Brandt





MISSION STATEMENT

To save lives, protect property, ease pain and suffering.

VISION STATEMENT

To be recognized as the premier public safety organization, respected and admired by our peers and our community as the most effective, innovative, and efficient fire department in the state of Montana and the region.

MOTTO

Courage, Commitment, Compassion

**MISSOULA  
INFRASTRUCTURE**



**FIRE DEPARTMENT OVERVIEW**

DEPARTMENT OVERVIEW

- ⇒ **Administration** - department oversight with a Fire Chief, two Assistant Chiefs, and three administrative support staff.
- ⇒ **Operations /EMTs** - 88 line personnel including firefighters and EMTs of all levels who respond to a wide variety of fire, rescue, and medical emergencies.
- ⇒ **Prevention Bureau** - five cross-trained firefighters dedicated to education, fire and life safety code enforcement, fire investigation, and community risk reduction programs.
- ⇒ **Maintenance** - two cross-trained firefighters responsible for facilities, apparatus, and equipment maintenance and repairs.
- ⇒ **Training** - two cross trained firefighters ensure that personnel at all levels have the knowledge, skills, and abilities to respond to emergency calls.



**WE ARE...**Missoula Fire Department (MFD) was first organized in 1877. MFD has 95 personnel, including firefighters, paramedics, EMT's, administrative personnel, and fire inspectors.

**WE PROUDLY SERVE...**all residents, businesses, and organizations within our response area.

**2018 RESPONSES**

- ⇒ **9,043** total emergency calls
- ⇒ **67%** of those were EMS/Rescue calls.
- ⇒ **13,051** units responding from all districts.
- ⇒ **1086** life and fire inspections
- ⇒ **1274** violations reported

2018 INITIATIVES & ACCOMPLISHMENTS



- ⇒ Single Station Tones were implemented across all MFD stations to maximize efficiency and decrease firefighter stress and fatigue.
- ⇒ MFD joined the social media community with a new Facebook page.
- ⇒ MFD purchased two new ambulances to add to their fleet. The first, a new ambulance, was purchased to be used as a support and rehabilitation unit. The second ambulance was acquired through the State of Montana's surplus program.



**Promotions:**

Jeff Brandt was promoted to Fire Chief.  
 Brad Davis was promoted to Assistant Chief.  
 Eric Petroff was promoted to Master Mechanic.

**Retirements:**

|                         |          |                |
|-------------------------|----------|----------------|
| Jason Diehl, Chief      | 28 Years | June 30, 2018  |
| Terran Lohman, Trng Ofc | 20 Years | Sept. 30, 2018 |
| Dean Johnson, Captain   | 21 Years | Dec. 31 2018   |

**New Hires:**

|                 |               |
|-----------------|---------------|
| Jake Van Noppen | April 1, 2018 |
| Levi Morris     | April 1, 2018 |

**New Technologies:**

**Crew Sense** - A scheduling software designed to electronically manage and streamline shifts, rotating schedules, station assignments, and call-in crews.

**921 Docs** - A fire investigation reporting software designed to simplify and maximize success of this task for faster report turnaround.

**Drone** - A flight drone for use on scene allows an aerial view of incidents whenever necessary or beneficial.

**New World Systems** - In 2014, MFD adopted an interagency response and reporting software that allows for seamless reporting and innovative on-scene response allowances.

2 0 1 8

**WILDLAND DEPLOYMENT & INCIDENT MANAGEMENT**

2018 proved to be a very busy wildfire season. MFD firefighters deployed and supported communities across the United States (California, Colorado, Idaho, Montana, New Mexico, Oregon, Texas, Utah). FY18 brought in \$250,098.00, all of which was deposited into the City of Missoula's general fund. One highlight of the season: sending 14 MFD firefighters on three engines to the California fire siege. They accompanied 73 other firefighters from Montana, representing 17 agencies.

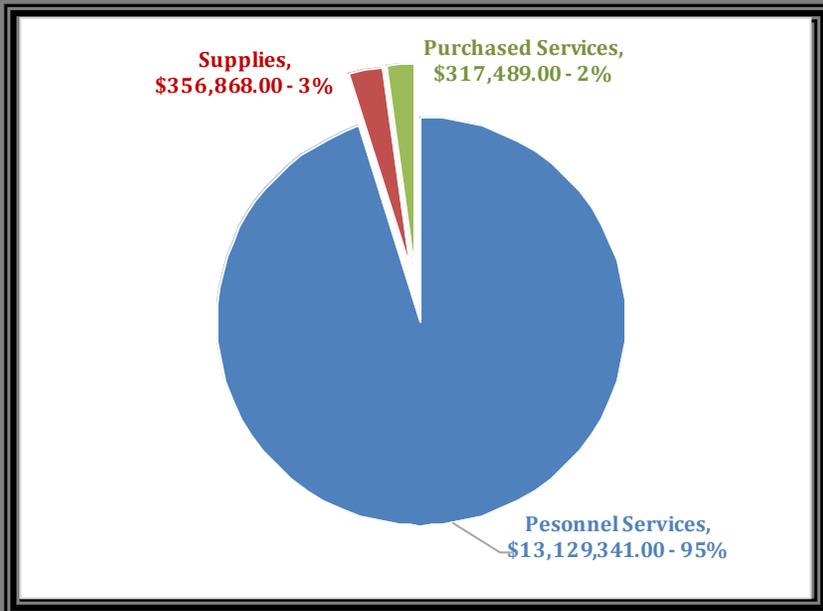
Back home in Missoula, the winter gave way to relentless snowfall, which led to a flood potential the likes of which had not been seen for decades in the Missoula valley. Nine MFD members assisted the Type III Missoula County Incident Management Team to help manage the flooding event.





In 2018, MFD instituted a structured and empowered management team concept. The new management team is inclusive of all four Battalion Chiefs, Fire Services Manager, Fire Marshal, Master Mechanic, Training Officer, both Assistant Chiefs and Fire Chief. Together they manage the Department's budget and plan for the future of MFD.

## FIRE DEPARTMENT FY2018 BUDGET



|                                 |                        |
|---------------------------------|------------------------|
| <b>Personnel Services (95%)</b> | <b>\$13,129,341.00</b> |
| ⇒ Wages                         |                        |
| ⇒ Travel                        |                        |
| ⇒ Training                      |                        |
| ⇒ Revenue Reimbursement         |                        |
| ⇒ Miscellaneous                 |                        |
| <b>Supplies (3%)</b>            | <b>\$356,868.00</b>    |
| ⇒ Office Supplies               |                        |
| ⇒ Operating Supplies            |                        |
| ⇒ Maintenance Supplies          |                        |
| ⇒ Fuel                          |                        |
| ⇒ Software                      |                        |
| <b>Purchased Services (2%)</b>  | <b>\$317,489.00</b>    |
| ⇒ Water, Garbage, Utilities     |                        |
| ⇒ Phones                        |                        |
| ⇒ Printing & Duplication        |                        |
| ⇒ Subscriptions                 |                        |
| ⇒ Professional Services         |                        |
| ⇒ Repair & Maintenance          |                        |
| <b>Total Budget:</b>            | <b>\$13,803,698.00</b> |

FINANCE

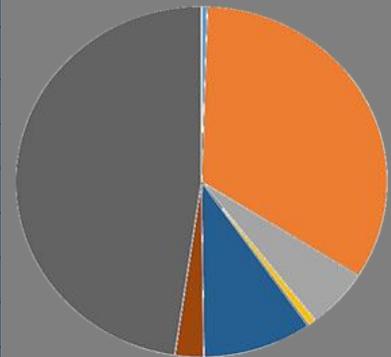
The City of Missoula's General Fund supplies the vast majority of the MFD's annual budget. Levied taxes, and especially property taxes provide for this Fund.

Salaries of MFD's personnel account for 95% of the budget. The remainder is dedicated to the necessities of running the department. MFD is responsible for ensuring that our firefighters have the necessary equipment, training, transportation, facilities, and protective clothing to safely complete their assigned duties.

MFD continues to seek additional funding opportunities through grants, donations, and outside revenue sources to help carry out their mission (see graph).

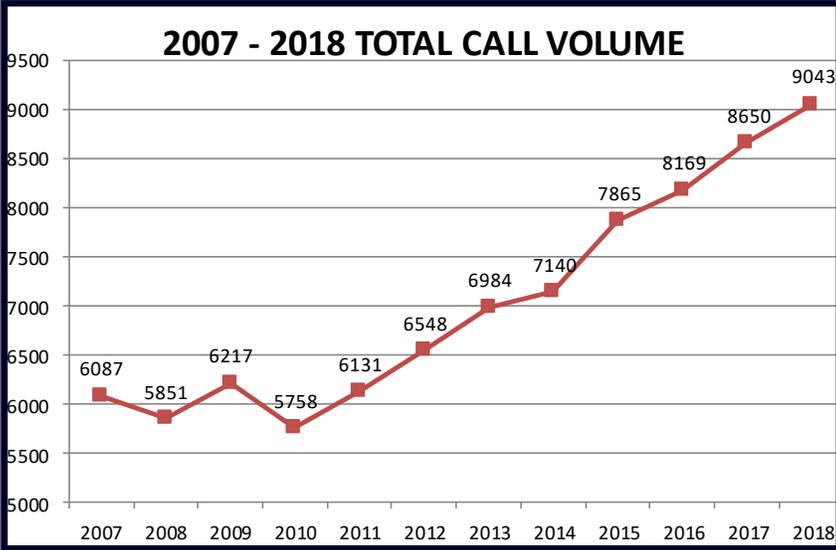
## BUDGET REVENUE SOURCES

|                            |       |
|----------------------------|-------|
| Taxes & Assessments        | 47.7% |
| Intergovernmental Revenues | 33.5% |
| Other Sources              | 9.5%  |
| Charges for Services       | 5.5%  |
| Fines & Forfeitures        | 0.7%  |
| Licenses and Permits       | 0.5%  |
| Miscellaneous Revenues     | 0.1%  |
| Investments & Royalties    | 0.0%  |
| Fund Balance Required      | -2.5% |



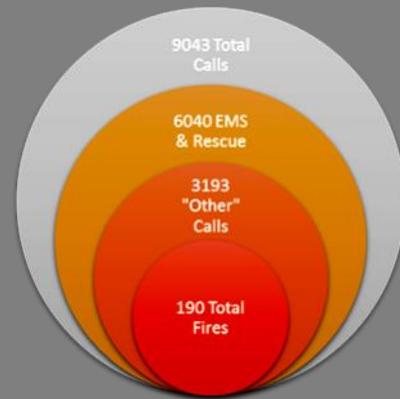
### FY17-18 Grant Fund Summary

|                         |              |
|-------------------------|--------------|
| Grant Funds Received    | \$61,202.00  |
| Grant Funds Applied for | \$156,416.00 |



Missoula Fire Department (MFD) continues to experience increasing call volumes as well as added workloads across the department.

As indicated by the adjoining graph, MFD's call volume has increased 26.6% since 2014. The growth is believed to have a number of contributing factors. It is the intent of MFD to continue to grow along with the City to meet it's needs.



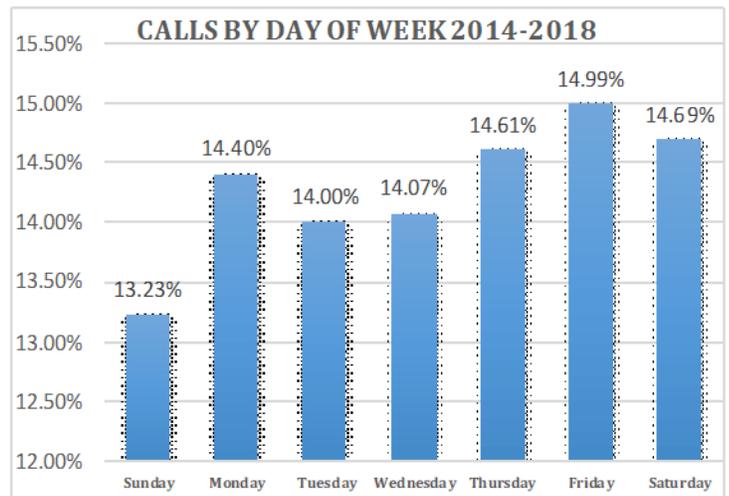
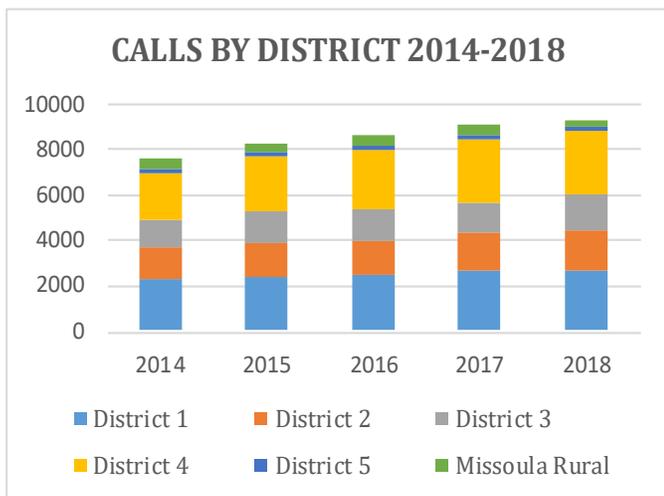
#### RATE OF MULTIPLE CALLS AT A TIME IN 2018

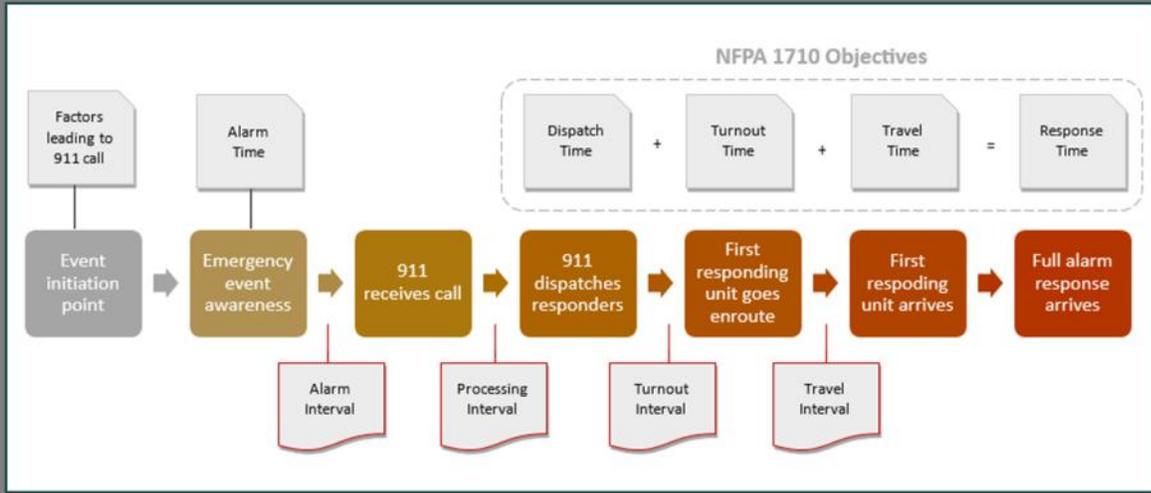
| CONCURRENT INCIDENTS | PERCENTAGE |
|----------------------|------------|
| Single Incident      | 66.78%     |
| 2                    | 27.68%     |
| 3                    | 4.87%      |
| 4                    | 0.53%      |
| 5 or more            | 0.13%      |

This page provides information, in various forms, about the number of calls and types of calls MFD responds to that are reported to the National Fire Incident Reporting System (NFIRS). In addition, fire-fighters provide regular fire education and safety to Missoula's youth, inspections and courtesy safety checks, and general public assistance as needed. These activities, in conjunction with weekly training and daily shift duties, represent day to day operations at MFD.

MFD has identified and implemented a data tracking mechanism that will highlight occurrences where more than one incident is taking place at any given time. The Rate of Multiple Calls chart displayed here shows the regularity of concurrent calls. MFD is responding to more than one incident at any given time over 30% of the time.

INCIDENT RESPONSE DATA





### Emergency Response Times

In Missoula County, all 911 calls are answered by call receivers (dispatchers) in the communication center located in the Missoula court house. Dispatchers take the callers’ information and then dispatch the appropriate resources for that type of call.

The National Fire Protection Association (NFPA) creates a standard by which all fire departments are measured. The NFPA 1710 standard is applied to the Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. NFPA standards are developed to be a guideline in which to measure the efficiency of a fire department.

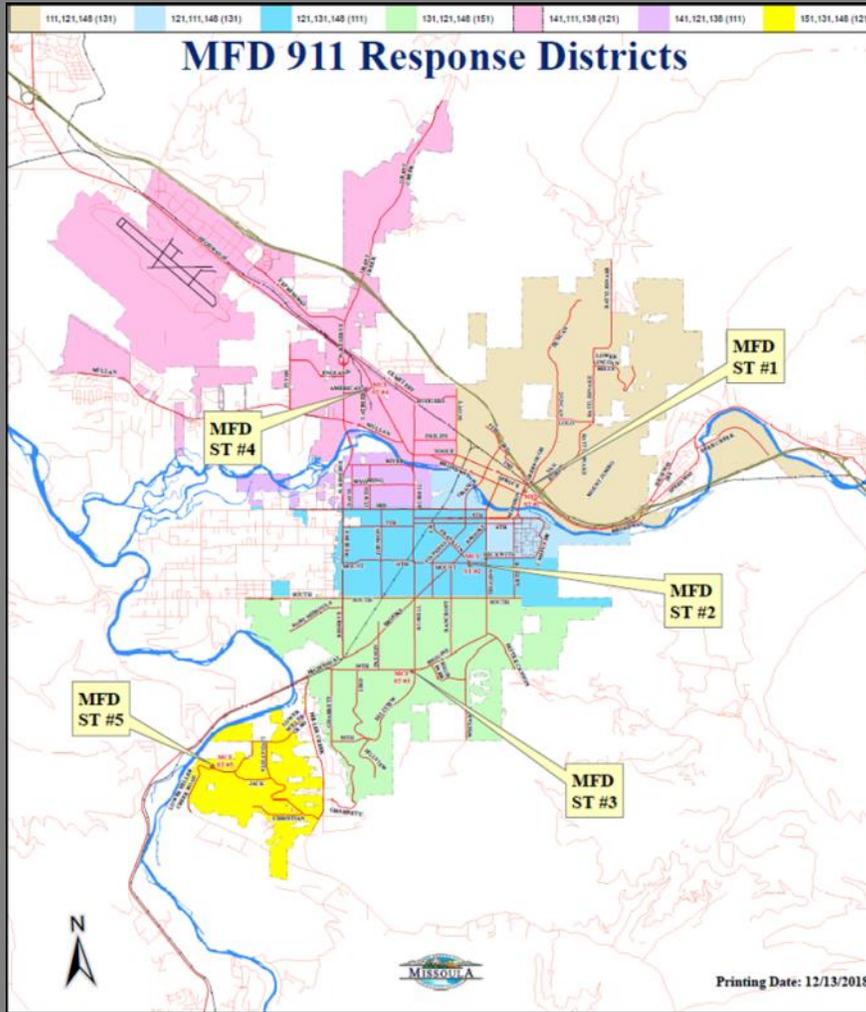
The NFPA 1710 Standard measures the moment a call is received by a dispatcher to the time responders arrive on-scene. To meet standard, a department must meet the goal time 90% of the time. The chart below details MFD’s performance in 2018 by this standard. It is MFD’s goal to continue to work cooperatively with all response agencies to work towards meeting NFPA 1710.

| MFD RESPONSE PERFORMANCE BY STATION AREA JANUARY 2018-DECEMBER 2018 |              |             |                     |                 |             |                     |
|---|--------------|-------------|---------------------|-----------------|-------------|---------------------|
| Station Area  | Average      |             |                     | 90th Percentile |             |                     |
|   | Turnout Time | Travel Time | Total Response Time | Turnout Time    | Travel Time | Total Response Time |
| MFD - Station 1   | 0:00:58      | 0:04:06     | 0:05:04             | 0:01:59         | 0:06:52     | 0:08:03             |
| MFD - Station 2   | 0:00:57      | 0:03:53     | 0:04:51             | 0:01:35         | 0:06:01     | 0:07:19             |
| MFD - Station 3   | 0:00:47      | 0:03:53     | 0:04:40             | 0:01:39         | 0:05:59     | 0:07:07             |
| MFD - Station 4   | 0:00:51      | 0:04:05     | 0:04:56             | 0:01:43         | 0:06:35     | 0:07:43             |
| MFD - Station 5   | 0:01:03      | 0:05:57     | 0:06:59             | 0:02:07         | 0:09:18     | 0:10:24             |

| Response Element   | NFPA Recommendation   | MFD 90th Percentile |
|--|---|---------------------|
| Call Processing  | 60 Seconds @ 90th Percentile  | 0:03:50             |
| Turnout Time   | 60 Seconds @ 90th Percentile for EMS<br>80 Seconds @ 90th Percentile for Fire | 0:01:48<br>0:01:49  |
| Travel Time  | 4 Minutes @ 90th Percentile   | 0:06:37             |
| Travel Time - Full First Alarm (Fire Suppression Incident) | 8 Minutes @ 90th Percentile   | 0:12:05             |



NFPA 1710 STANDARDS

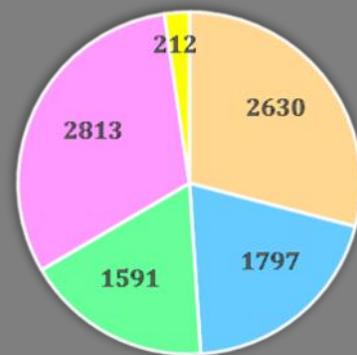


## FIRE STATIONS & FACILITIES

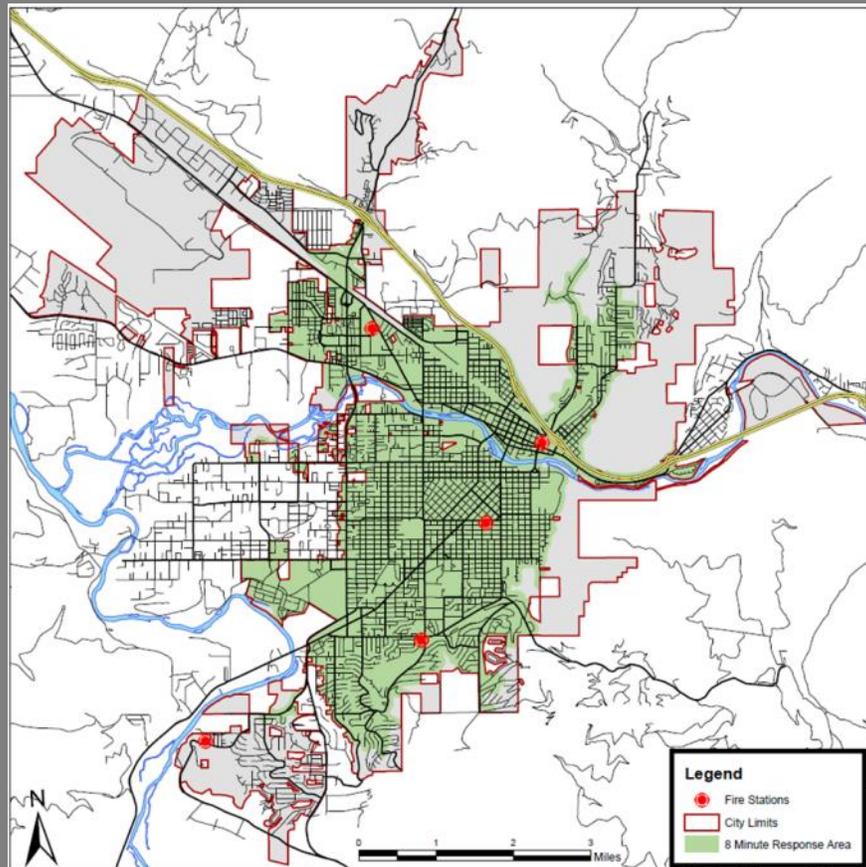
Strategically-placed fire stations across our service area maximize coverage and minimize response time.

Every station is staffed with 3 firefighters to provide fire and rescue service and emergency medical services (EMS) delivered by trained EMTs (Basic Life Support - BLS) or Paramedics (Advanced Life Support- ALS).

Total Responses in 2018

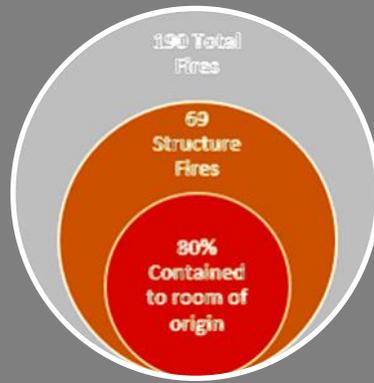


■ Station 1 ■ Station 2 ■ Station 3  
■ Station 4 ■ Station 5



## FACILITIES & APPARATUS

- 5 Fire Stations
- 1 Fleet Maintenance Center
- 1 Boat house
- 5 Engines
- 2 Ladder Trucks
- 3 Reserve Engines
- 2 Ambulances
- 1 Water Tender
- 5 Wildland trucks
- 2 Rescue water craft
- 1 Water Rescue water craft (non-motorized)
- 1 Trench Rescue trailer



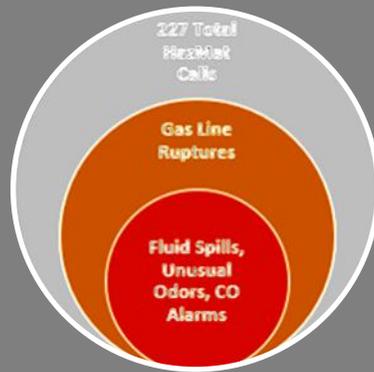
## FIRE

Missoula saw 69 structure fires in 2018. Of those, 80% of the time, the fire was contained to the room of origin. Firefighters work quickly to control and extinguish fires in homes, outbuildings, apartments, commercial structures and vehicles.

## RESCUE & EXTRICATION

Specially-trained and equipped teams of firefighters are prepared for a variety of rescue calls. In 2018, these teams responded to 29 calls for rescue.

Twenty MFD firefighters are members of the Rescue Team. They are specifically trained to respond to water and ice rescue calls, as well as technical rescue incidents including confined space rescue, high/low angle (rope) rescue, wilderness rescue, structural collapse, and trench rescue. These team members are spread across the four different battalions.



## HAZARDOUS MATERIALS

All firefighters are qualified at the hazardous material (HM) operations level and twelve MFD firefighters are hazardous material technician certified. MFD responded to 227 hazardous materials calls in 2018. Most HM incidents dispatch a single engine company to investigate. Other HM incidents (i.e. gas line ruptures) involve the assistance of agencies across the county and multiple MFD units.

## PUBLIC EDUCATION: FIRE AND LIFE SAFETY PROGRAMS

While most fire education falls under the responsibility of our Prevention Bureau, Operations provides a joint effort in spreading messages of fire safety, particularly to children.



OPERATIONS



High Rise/Tower Training at University of Montana

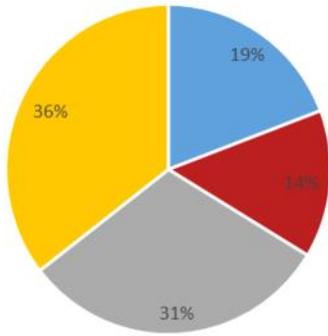
## TRAINING DIVISION

Missoula fire firefighters train every day to deliver the highest quality service to our community. The Training Division utilizes a detailed plan and schedule that serves the current mission of MFD. MFD recognizes industry standards including those set by the International Fire Service Training Association (IFSTA).

**15,000+ Hours of Training Logged**

The Training Division consists of two full time employees; the Training Officer (TO) and the Emergency Medical Services (EMS) Coordinator. The TO supervises the EMS Coordinator and they work together to accomplish the training goals and objectives of the Department.

Training Hours by Type



- RESCUE TRAINING HOURS
- WILDLAND TRAINING HOURS
- EMS TRAINING HOURS
- LEVEL 1 TRAINING HOURS



Night Operations Training at MFD Station 4



## 2018 TRAINING HIGHLIGHTS

MFD training needs are determined by Missoula’s continued growth, changes in fire service, as well as evolving social and cultural climates. Some of the 2018 training highlights include:

- Active Shooter/Attack Response NFPA 3000** ⇒ A critical change in multi-agency trainings has become Missoula’s most recent priority need.
- Wildland Urban Interface Firefighter NFPA 1050** ⇒ While the community expands into the Wildland Urban Interface (WUI) it is important that MFD’s training reflects the challenges associated with WUI.
- Peer Support Mentors** ⇒ Post-Traumatic Stress Disorder (PTSD) from exposure to routine traumatic incidents is becoming an increasingly prevalent issue, to the extent of legislation. Peer Support Mentor Training places a focus on the health and wellbeing of members of the fire department.
- Peer Fitness Trainers NFPA 1583** ⇒ Four MFD peer Fitness trainers to help guide members through fitness evaluations yearly including physicals and fitness testing.

TRAINING



## 2018 EMS HIGHLIGHTS

**Video Laryngoscopes** – a small, full-color camera that allows Paramedics to visualize airways, which increases patient safety and survivability. MFD equipped all frontline apparatus with this specialized equipment.

**2 Ambulances** - were purchased in 2018

**Ketamine**- added to our frontline apparatus

**Pit crew CPR implementation** - Each year, Missoula’s first responders receive approximately 50 calls where bystanders report a cardiac arrest. The patient’s life hinges on what happens during the first few minutes of the attack. Patients who receive aid from a witness have an 80% chance of survival.

Following research and securing grant funding for supplies, EMS Coordinator, Ron Brunell, implemented the Pit Crew CPR approach to for MFD. The idea is that every first responder performs one very specific task - from keeping a finger on the patient’s pulse, to administering compressions, to dealing with worried family members. This allows for the best use of human power. Instead of sending five responders to a scene, MFD would start sending 10. Rather than rushing the patient into an ambulance, the pit crew would stay on scene administering treatment for as long as 15 minutes.

**As a direct result, the survival rate for cardiac arrest patients jumped from 3% to 22%.**

MFD also hosts a bi-weekly CPR course to the public. In 2018, 20 classes we delivered to 182 students.

High quality emergency medical services (EMS) are delivered by MFD Emergency Medical Technicians (EMTs) and Paramedics to our citizens every day. In 2018, Missoula Fire Department responded to **6040** emergency medical calls (an average of **17** per day) for a wide range of issues such as:

- ⇒ Cardiac Arrest
- ⇒ Heart attack/chest pain
- ⇒ Seizures
- ⇒ Stroke
- ⇒ Overdose/drug problems
- ⇒ Motor vehicle accidents
- ⇒ Traumatic injuries
- ⇒ Respiratory/breathing problems
- ⇒ Suicide
- ⇒ Pregnancy problems
- ⇒ Allergic reaction
- ⇒ Diabetic
- ⇒ General illness/headache
- ⇒ Fall

**6040 EMS Responses**

**17 EMS Calls Per Day Average**



EMERGENCY MEDICAL SERVICES



**THE FIRE PREVENTION BUREAU (FPB)** was established for the purpose of ensuring safety practices and fire prevention throughout the City of Missoula. The FPB consists of the Fire Marshal, Assistant Fire Marshal, three Inspectors, and also works closely with the Fire Records Specialist.

## FIRE PREVENTION BUREAU

### FIRE CODE ENFORCEMENT

The FPB performs regular commercial fire safety compliance inspections which identify breaches in fire code. This may include deficiencies in fire protection systems, exiting issues, and general safety violations. Prevention inspectors work to educate businesses about all aspects of fire safety to keep their employees and customers safe.

Prior to an inspection of any new construction, the FPB reviews plans to ensure new construction and remodeled facilities meet fire code requirements for all life safety systems. In 2018, MFD launched a new Electronic Document Review (EDR) program for contractors. MFD now receives, reviews, and approves plans electronically; this saves valuable time for all entities. Currently, electronic review is used for building permits, but there is opportunity to expand this process to other areas in the future.

### PUBLIC FIRE & SAFETY EDUCATION

Annually, the FPB partners with the Missoula County Fire Protection Association (MCFPA) to coordinate and present two fire safety education programs to Missoula County's first graders (Match Safety in April) and kindergarteners (Puppet Shows in October). They also conduct smoke detector checks and replacements for residents needing assistance, fire extinguisher demonstrations, and other fire safety programs. In 2018 the FPB offered **86** overall public education hours to **4229** citizens.

2018 FIRE INVESTIGATION CAUSES



### FIRE CAUSE INVESTIGATION

The purpose of fire investigation is to determine the origin and cause of fires. This information can then be used to educate the public about a fire's cause in order to prevent similar fires and to pro-

- 1086**  
Inspections
- 1274**  
Violations
- 332**  
Plans Reviewed
- 49** Fires Investigated
- 86** Hours of Public Education
- 4229** Kids & Adults

FIRE PREVENTION

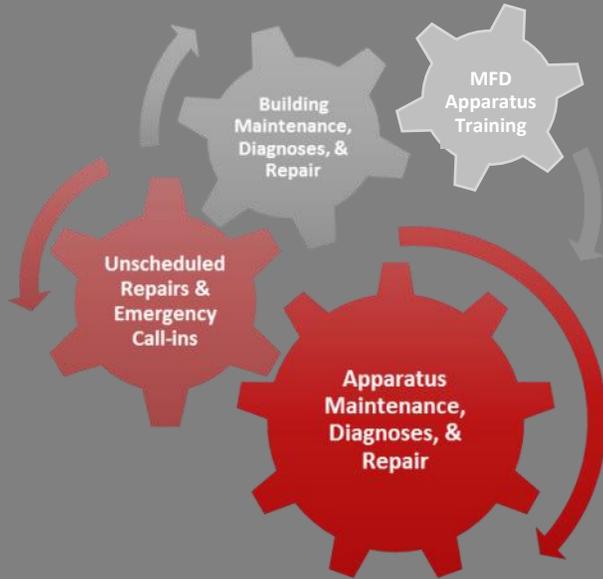




## THE MAINTENANCE DIVISION

The Maintenance Division is responsible for repair and maintenance of:

- Fire department apparatus
- Equipment
- Buildings
- Logistics of outside repair
- Vehicle procurement
- Driver training
- Pump classes
- Assist with job performance review of staff
- Complete annual testing and track and manage budgets
- Completes all preventative maintenance, minor to major repairs, and contracts out repairs as needed.



MFD Maintenance Division personnel are cross-trained in firefighting/EMS, vehicle/facility repair and maintenance. They are considered firefighters first, but their primary duty is to keep the fire apparatus response ready.

MFD completed a staffing/work load analysis in 2018 for the Maintenance Division. Two resources were used to evaluate the workload needs of MFD’s mechanics:

- Chatham Consulting System for Vehicles
- International Facility Management Association for Facilities.

Based on calculations the Maintenance Division seeks to obtain one addition full time employee (FTE) to meet the current required workload.

### MAINTENANCE TRAINING AND CERTIFICATIONS

MFD follows National Fire Protection Association (NFPA) 1071, Standard for Emergency Vehicle Technician (EVT) Professional Qualifications. The Master Mechanic is currently working towards EVT III and Ambulance EVT I certifications. The newly appointed Assistant Mechanic is beginning work on these certifications.

The EVT certification track combines two separate testing agencies, Automotive Service Excellence (ASE) and EVT. To fulfill NFPA standards, both the Master and Assistant Mechanics must take a total of 21 tests and recertify every 5 years to maintain these certifications. Funding to maintain the mechanics’ certifications is critical.

| Challenge  | > | Solution/Goal   |
|--|---|---|
| Backlog of total repair orders (currently 156 pending)         | > | Support an additional full time employee (FTE) in the Maintenance Division. |
| Station overcrowding for vehicle and equipment storage         | > | Construct a cold storage facility   |
| Limited space for maintenance and repairs                      | > | Add an additional maintenance bay   |
| Training requirements and certifications to meet NFPA standard | > | Budget for the continuing education of EVT mechanics                        |



FACILITIES

MFD FIRE STATIONS & FACILITIES



Station 1: 625 E Pine St. MFD Headquarters & Training Room



Station 3: 1501 39th St. MFD Training Room & Storage



Station 2: 247 Mount Ave



Station 5: 6425 Lower Miller Crk Rd. Training Room



Station 4: 3011 Latimer St. Maintenance & Training Grounds



Station 4 Burn Tower: Training Facility



MFD Boat House: Storage

FIRE STATIONS



**NEW APPARATUS**

New Missoula Fire Department apparatus purchases from 2012-2018.



**Command Vehicle 110 - 2016 F250**



**Engine 133—2015 F550**



**Quint 148— 2015 Pierce Arrow**



**Ambulances: 2018 Ford F450 & 1994 Chevy 3500**



**Engine 111—2017 Pierce Impel**



**Engine 141—2017 Pierce Impel**



**Engine 121—2014 Pierce Impel**

**FIRE APPARATUS**



## Community Highlights of MISSOULA FIREFIGHTERS (L271) FROM 2018



- ⇒ **Missoula Firefighters Benevolent Association (MFBA)** - MFBA is committed to supporting organizations and individuals throughout our community and within our fire service community. MFBA awarded \$2250 in scholarships and provided a helping hand in times of distress in 2018.
- ⇒ **"Fired up for Kids"** originated out of Local 271's desire to give a hand-up to our Missoula K-5 youth. Fire Up for Kids raises money for the less fortunate kids of Missoula. The organization focuses on a comprehensive list of kids from area schools who could use a day of positivity .
- ⇒ **MCPS Silverwood Trip** - L271 brought 41 of Missoula's 5th and 6th graders to Silverwood Theme Park in Coeur d'Alene, ID.
- ⇒ **Scott Firefighter Stair Climb** - MFD's team raised \$8000 for the Leukemia and Lymphoma Society. The competition was stiff and while MFD's team wasn't able to hold on to the top individual spot, they won overall fastest team!
- ⇒ **Missoula Veterans' Retreat** - In it's 9th year, MFD's firefighters led a group of about 40 veterans from the Missoula area that took part in an all-expense-paid ski trip to Discovery for the Missoula Outdoor Veterans Retreat, sponsored by a host of local businesses .

- ⇒ **Hurricane Michael Relief**—The State of Florida engaged the Emergency Management Assistance Compact and requested Missoula's help in the form of the Western Montana Incident Management Team (IMT); Missoula's nine-person IMT included 8 firefighters from MFD. The team deployed to Bristol, Florida to assist Liberty County with rescue and recovery, as well as working with FEMA on the county's behalf following the devastation of Hurricane Michael.
- ⇒ **Muscular Dystrophy Association (MDA)** - The IAFF and MDA have a 60+ year partnership in filling the boot on behalf of this great charity. Missoula firefighters hold an annual event on our streets to fundraise money in an effort to make a true difference in the lives of so many.
- ⇒ **Fire on Ice** - the event raised around \$11k to benefit the Wildland Firefighter Foundation, Missoula Firefighters Benevolent Association and the Missoula Sled Hockey Program!!!!
- ⇒ **Community Pancake Breakfast** - Hosted the 4th Annual free pancake breakfast on Homecoming day. Firefighters served pancakes as a simple way of saying thanks to the public for their support.
- ⇒ **Post fire support for families and individuals** - Crews are often able to supply families with immediate financial aid. As well as refer families to various local resources.





## MISSOULA FIRE DEPARTMENT GOALS MOVING FORWARD

### TRAINING:

- ⇒ Create a viable training site at MFD Station 3, on the south side of the city, allowing firefighters to keep resources closer to neighborhood fire districts and reduce response times to incidents.
- ⇒ Expand training grounds at Station 4 to meet the needs of the Fire Department's growing training needs.

### EMS:

- ⇒ Recruitment of Paramedics (EMT-P).
- ⇒ Develop/fund in-house sponsored EMT-P class, or establish funding to send firefighters to an outside agency to receive training.

### FIRE PREVENTION:

- ⇒ Lobby for the inclusion of residential sprinklers with the state's next code adoption.
- ⇒ Review the International Wildland-Urban Interface Code for potential amendments to City fire code.
- ⇒ Support continuing education and certification for plan & fire protection system review to meet industry standards.
- ⇒ Review business licensing fees. Reasonable inspection costs may be recovered & reinvested
- ⇒ Identify and inspect high-risk occupancies annually with certified fire inspectors
- ⇒ Optimize time management and scheduling of MCFPA school education programs.
- ⇒ Identify standard length of service by which investigators will become IAAI Certified Fire Investigators.
- ⇒ Maintain existing pre-plan program and seek opportunities for enhancing end-user utility.

### FACILITIES & MAINTENANCE

- ⇒ Build a cold storage facility at Station 3 or 4.
- ⇒ Addition of one FTE for the Maintenance Division.
- ⇒ Implement more efficient repair tracking practices with the use of existing software.
- ⇒ Support continuing education and certifications for EVT mechanics.

- ⇒ Establish ISO Rating of 2
- ⇒ Continue to monitor call volumes and concurrent calls in all MFD response districts and work to mitigate concurrent calls to ensure MFD's resources are available to respond to emergencies within their district.
- ⇒ Work towards improving MFD's response times to better meet the NFPA 1710 standard.
- ⇒ Continue to update contracts and mutual aid agreements with local response agencies.
- ⇒ Work with 911 dispatch center to improve internal alerting to assist call processing time, turn-out and response times.



LOOKING FORWARD