



CENTRAL VALLEY FIRE DISTRICT

2025-2030

STRATEGIC PLAN



Facilitated by



Center for
Public Safety
Excellence

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Central Valley Fire District (CVFD) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Jay C. Wittwer and all who participated for their commitment to this process.

This community-driven strategic plan was developed in February 2025, 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

Brett Birrer	Allan Haycock	Mark MacLeod	Michael Santoscov
Ramie Blakeman	Rob Holt	Tiffany Maierle	Dede Semerad
Rhett Boerger	Chum Howe	Michael Mason	Brian Sprenger
Frank Boynton	Katherine King	Gary Mattson	Camaree Uljua
David Engel	Kevin Larsen	Alina Prunean	Josh Waldo
Camille Gregory	Dustin E. Lensing	Terry Quatraro	Jason Wheeler
Kalem Gustafson			

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

Agency Stakeholders

Ramie Blakeman	Jeff Hurley	Dustin Pitman	Jackson Whitaker
Deb Bloem	Eddie Ivey	Jeff Royce	Rich Whitaker
Collin Brozka	Billy Kutyllo	Jake Simpson	Dylan White
Chris Cameron	Stephen McAdams	Steve Sorlie	Jay Wittwer
John Dyas	Jordan McGearty	Anthony Stratman	Brandon Yung
Samantha Honatke	Justin Monroe	Jake Strickler	Jake Zlomie

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Message from the Fire Chief

Central Valley Fire District: Committed to Service and Community Engagement

The Central Valley Fire District is dedicated to serving our community with professionalism, compassion, and excellence. Our guiding principles, “preserve life and property” and “service before self,” reflect the unwavering commitment of our personnel, who have devoted their careers to protecting and assisting others. Our organization’s greatest strength lies in our members. Their knowledge, skills, and experience enable us to achieve our primary strategic goal: To serve our communities with excellence through the delivery of services in order to preserve life and property.



We recognize that public safety is essential to fostering safe, vibrant, and resilient communities. Operating from seven strategically located stations, our engine companies are supported by specialized units, including a ladder truck, wildland response, and a newly established rescue company. Our mission extends beyond fire suppression, emergency medical services, and technical rescue operations. Through community outreach programs, we actively address a broader range of needs, striving to exceed the expectations of the residents we serve.

As part of our commitment to continuous improvement, we have completed our first-ever five-year Community-Driven Strategic Plan. This plan will serve as a roadmap, ensuring we effectively meet the needs of the communities we serve while enhancing our operational capabilities. It reflects our proactive approach to public safety, community engagement, and resource management, positioning us for long-term success.

Looking ahead, we remain committed to growth and innovation. The recent establishment of Community Relations processes reinforces our dedication to meaningful engagement with the public. We measure our success by the satisfaction of our community partners, employees, and residents, continuously seeking opportunities to enhance our impact. Guided by our core values—professionalism, integrity, trust, and family—we embrace the challenges and opportunities ahead with optimism.

It is both an honor and a privilege to serve this community. With our strategic vision in place, we will continue to uphold the highest standards of professionalism and dedication, ensuring that Central Valley Fire District remains a trusted and responsive public safety organization.

Jay C. Wittwer
Fire Chief

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Introduction

The community served by the Central Valley Fire District (CVFD) receives excellent, efficient service thanks to highly trained, professional staff. This service is bolstered by the agency's proactive approach to risk reduction and emergency mitigation. To keep up with a rapidly growing District, the CVFD contracted with the 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 topics considered and examined to create a functional planning document to take the District and community into the next era. The CVFD looks eagerly to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding the customer's needs and expectations is vital to the success of any organization. In this case, the customers are the communities that the Central Valley Fire District serves. Beginning the strategic planning process with community feedback ensures that the customer provides a focus for the direction of the organization, and this feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and implementation of the plan itself helps facilitate a transition away from how an organization has always done things towards a focus on efficiency in pursuing its mission and vision. The community-driven strategic plan provides a management roadmap built on a shared vision with measurable results built-in. Involving a diverse group of agency stakeholders, the Central Valley Fire District's community-driven strategic plan uses various experiences, perceptions, and approaches to work to build more internal organizational symbiosis, i.e., helping all the parts work together. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form; only then can the CVFD 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 should be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Determine 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 Stakeholders Work Session

Agency Background

Belgrade Rural Fire District was formed in 1947 and provided the first rural fire protection in Gallatin County and one of the first in the state of Montana.

The Reese Creek Fire Service Area was formed in 1978 and operated as a one-truck organization. Another agency was formed in 1987 as the Springhill Fire Service for the primary purpose of wildland fire suppression. Both agencies were annexed into the Belgrade Rural Fire District.

In 2006, the Belgrade Rural Fire District changed its name to Central Valley Fire District to better reflect all the communities served.



Central Valley Fire District’s personnel have been highly effective in providing services and community involvement and boast an Insurance Services Office (ISO) rating of class 3/5. In addition, the agency is pursuing international accreditation through the Center for Public Safety Excellence.

The Central Valley Fire District serves an approximate population of 34,000 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 Central Valley Fire District considers, prepares, and deploys its resources and personnel.



Today, CVFD reflects on its history and remains committed to providing all-hazard emergency services and education to its community with integrity, trust, and professionalism. The Central Valley Fire District continues to honor its community with the provision of quality services through its proactive focus on risks and deployment from seven stations that are located strategically throughout the 200 square miles of coverage area. Staffed to support the community, CVFD embraces its future vision and excellence in service delivery.



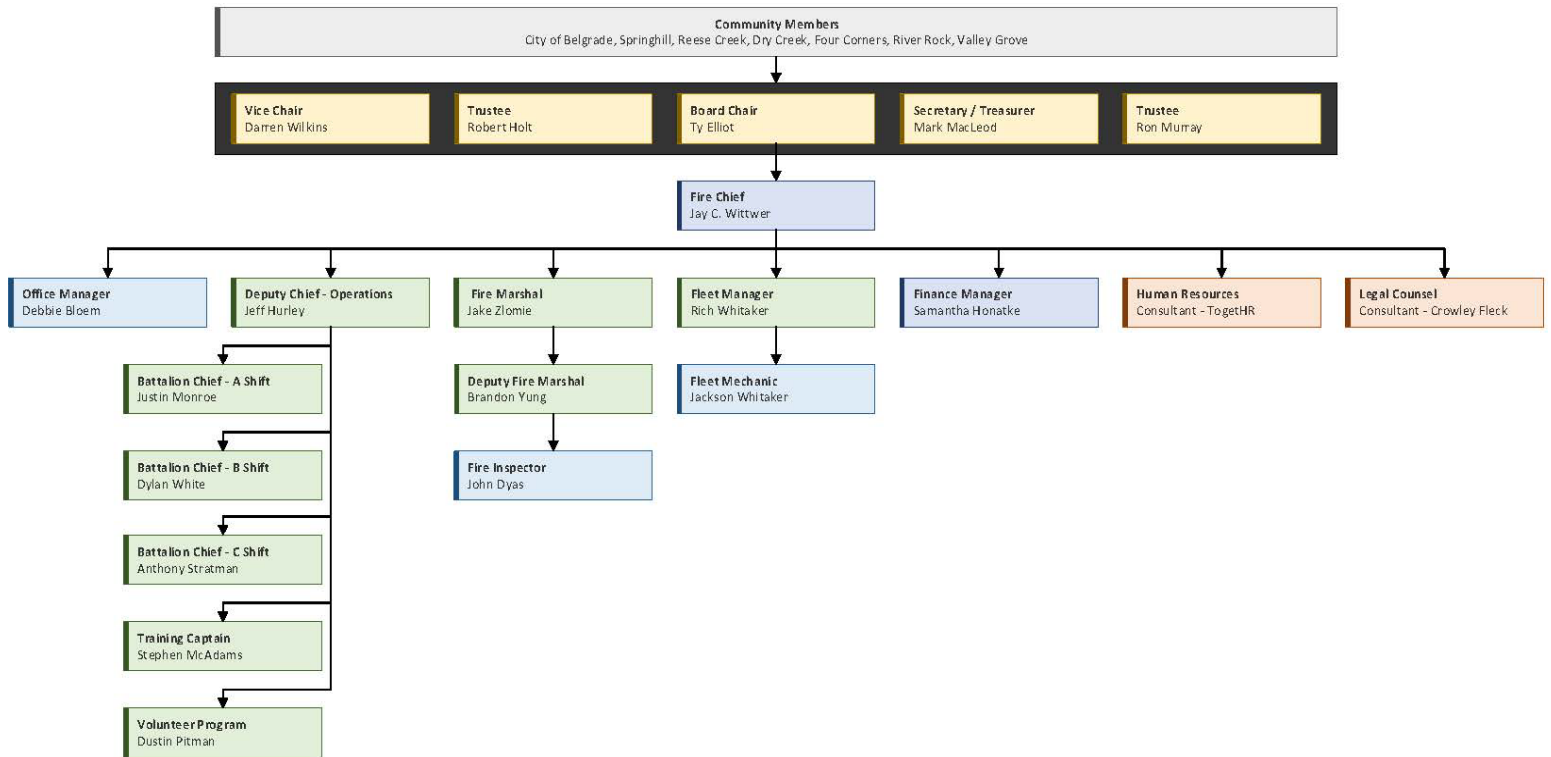
Organizational Chart



CENTRAL VALLEY FIRE DISTRICT

Organizational Structure

Updated: January 2025



Agency Stakeholder Work Session Participants

Mission

The mission must articulate the purpose of an organization and will serve as a motivating touchstone for all CVFD members. The mission should 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 Central Valley Fire District serves our communities with excellence through the delivery of services to preserve life and property.

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. After thoughtful deliberation, the values of Central Valley Fire District were condensed to:

FAMILY fostered by supportive relationships.

INTEGRITY our moral compass.

TRUST earned by our actions.

PROFESSIONALISM as we serve our community.

The mission and values are the foundation of this agency. Every effort must be made to keep these current and meaningful to guide the individuals who make up the Central Valley Fire District as they work to accomplish their goals, objectives, and day-to-day tasks.

Vision

An organizational vision exists to keep all agency members focused on the successful future of the Central Valley Fire District and to guide quality change and improvement in alignment with the community. To define this forward-looking perspective created within the community-driven strategic planning process, CPSE facilitated a revision of the CVFD's vision. The agency will bring this vision to reality through successful plan implementation and the achievement of well-defined goals.

At the Central Valley Fire District, we will continue to be progressive leaders in the protection of life and property.

We will continue to build a resilient workforce of dedicated public servants to meet and exceed community expectations.

We will continue to be innovators in the fields of training, health, safety, and public service through collaboration and professionalism.



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 CVFD 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 the separate **Management and Implementation Guide**.



Improve agency personnel management to better serve the needs of the community.



Enhance communications to improve trust and transparency, positively impacting community relationships.



Improve all-hazards response across Gallatin County to build more resilient communities.



Enhance the use of physical resources to ensure superb service to our communities.

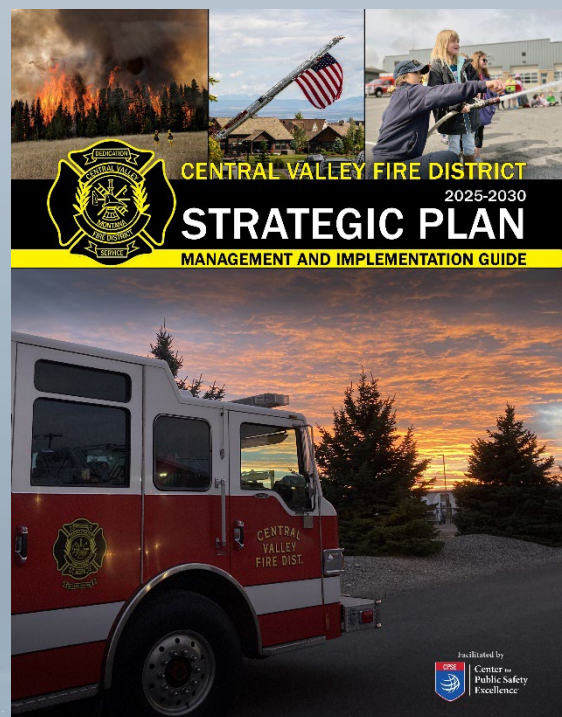


Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence through continuous improvement management.

Conclusion

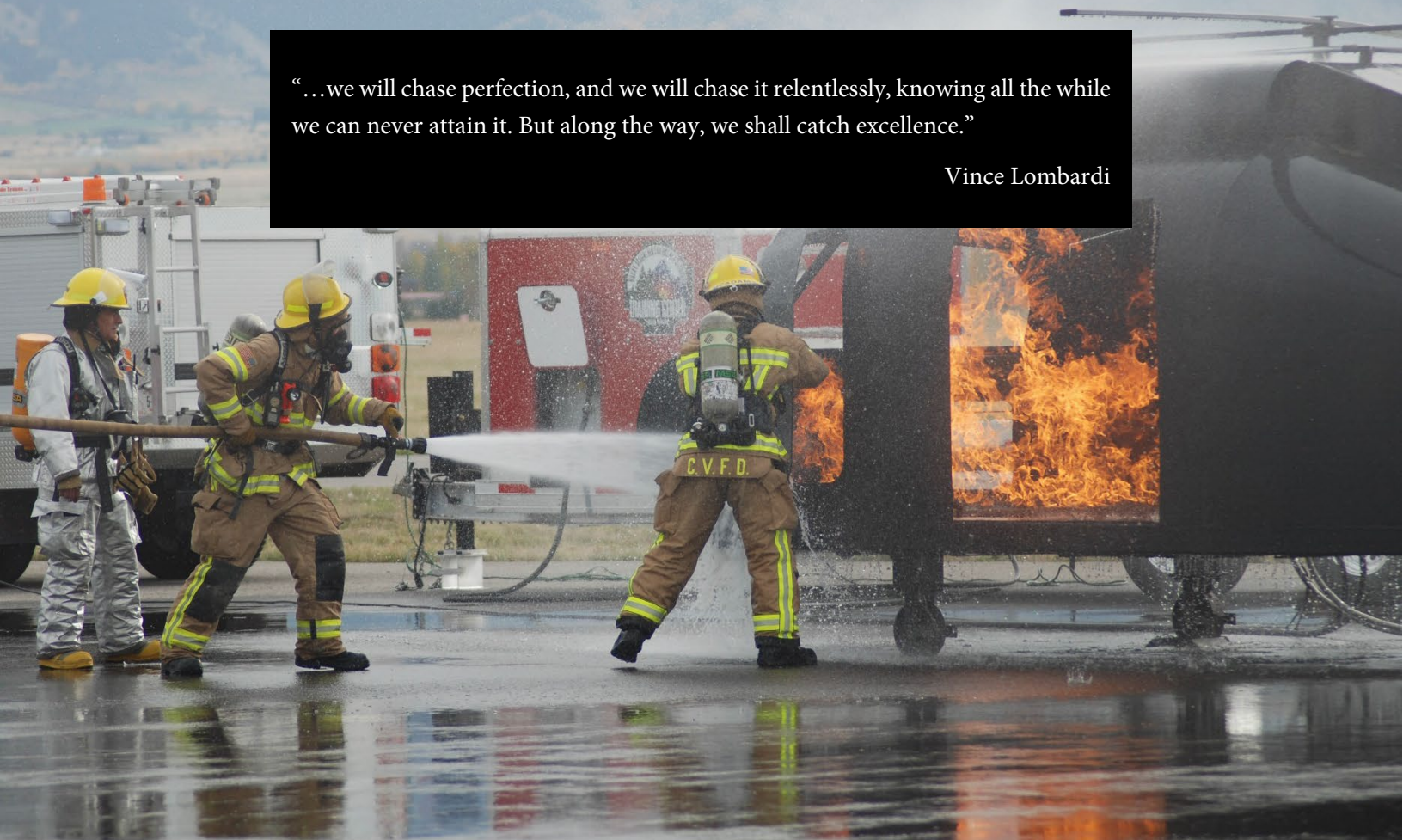
Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Central Valley Fire District's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the CVFD 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 Central Valley Fire District navigate that change and adaptability to take the organization into the future. 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

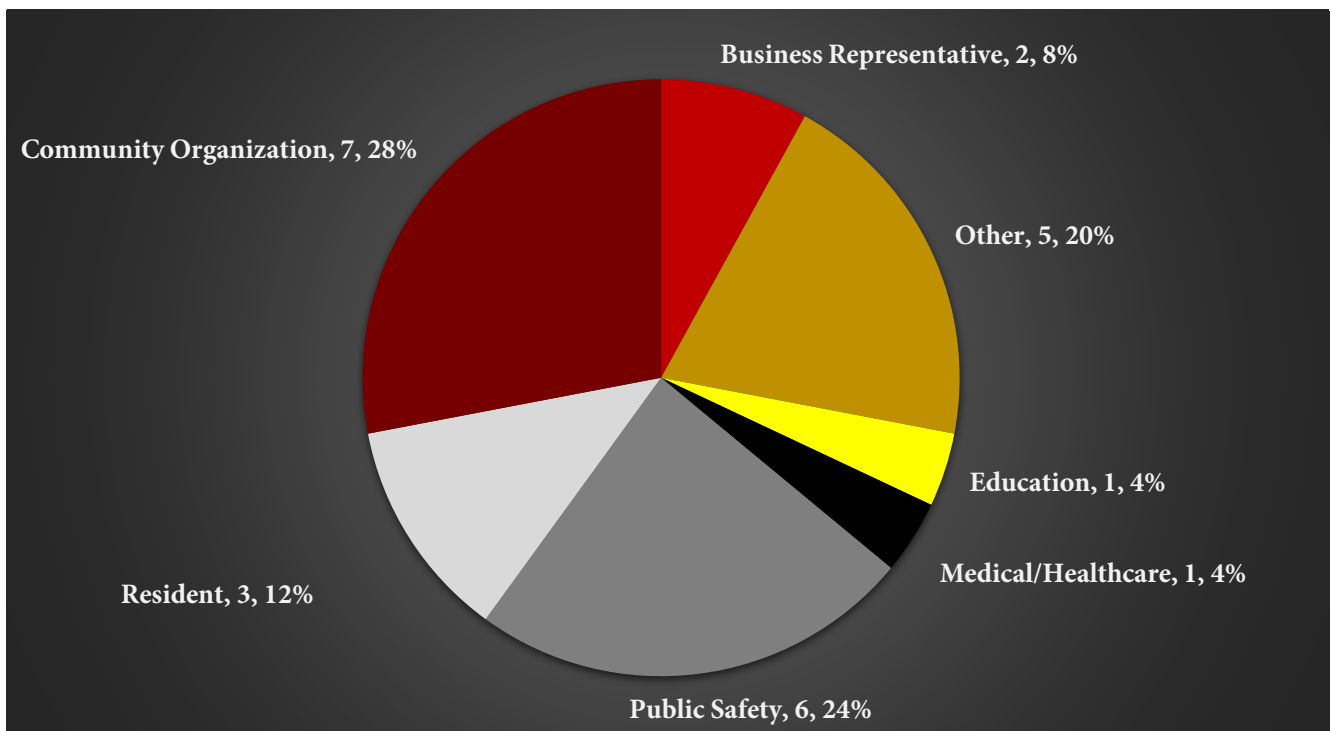


Appendices

A. Community Stakeholder Findings

The Central Valley Fire District 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. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

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



Respondents were asked to list, in order of priority, up to three subjects relative to expectations, concerns, and strengths or positives for the CVFD. 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 here.

Community Expectations of the Central Valley Fire District (in priority order)

1. **Response Times.** Response times and coverage. Quick, professional, competent response. Timely response. Timely response and service delivery. Fast response time. Quick response to a fire/emergency event. Continued, consistent, rapid response to incidents. Quick, competent fire response. Quick response when called. CVFD will respond quickly and safely to incidents. (73)
2. **Do the Job.** Protect. Respond to fire calls. Respond to EMS calls. High level of medical care and transport to the hospital. Fire protection. Fire Suppression - structural/wildland/EMS. Always respond to everyone in the district, no matter what. Serve. Service to community. Respond to calls. (45)
3. **Outreach.** Fire prevention. Community risk reduction - plans review, inspection, and education. More public outreach (i.e. - programs with library/public meetings). Community education. Education of citizens (including children). Communication to the community, in good times and bad. (16)
4. **3. Training.** Well-trained and equipped. Competence in fire service. Responders know their responsibility and do their job well. Well-trained and knowledgeable staff. Highly trained / skilled staff. Sufficient trained personnel to respond to incidents. (16)
5. **Partnerships.** Collaborate readily with response partners. Central Valley Fire District will maintain its current capabilities for emergency response and support mutual aid partners. Partnerships with stakeholders and peer agencies. Play well with others in the county/participate in mutual aid. Collaborate with police department and court. (15)
6. Enough staff/volunteers to respond to needs. Reasonable ratio of responders to populace, including tools, training, equipment, and responders. Fully staffed in the event of a major environmental disaster. Skeleton staff - more firefighters to staff. (8)
7. Gear, modern equipment, and firefighter safety. Adequate vehicles/equipment to meet emergencies. Fully equipped response units and fully trained responders. Sufficient and capable equipment to respond to incidents. (5)
8. CVFD will adjust to the current fiscal climate while sustaining or improving current levels of service. Responsible use and accountability of public funds. (4)
9. Improve culture from the ground up. Customer-focused staff attitudes. (4)
10. CVFD will adjust to changing operational environment such as growth in district, etc. (3)
11. Availability of water resources. (3)
12. Dependable. (1)
13. Strong leadership and mentorship. (1)

Areas of Community Concern about the Central Valley Fire District (verbatim, in priority order)

1. **Funding.** Funding and diversity of revenue. Proper funding to meet the needs of a fast-growing community. The cost of providing services is continually increasing. As always, costs are truly a concern to individuals and populace as we are burdened with high costs ourselves. Is the cost of maintaining fire service up to date, evenly distributed between residential and commercial? The general feeling of many is that commercial is not paying their fair share of costs, year after year, we have not only a burgeoning populace, but a massive build in commercial activity. Not enough money to

- do their job. Cost of services as the cost of everything rises. The ability for the local taxpayers to support CVFD financially. Disconnect with voters that has impacted needed funding. (51)
2. **Staffing.** Adequate staffing to backfill large events. Retention - as CVFD is on the low end of paid full-time fire department in Gallatin County, we are seeing firefighters and paramedics move to other departments. Rapid turnover of staff. Losing good people, either to poor culture or higher pay/lower home costs. Not able to fill positions that are open. Not enough people to fill positions. The ability to hire and train a sufficient force in the local labor environment. Recruitment and retention of high-quality staff. (44)
 3. **Growth.** CVFD may not have the community support to provide fiscal resources to sustain the current level of service and provide for a growing community. Approved community growth may occur faster than CVFD can grow and adapt. The cost of living may cause loss of coverage, or another fire department taking over portions of the fire district. Maintain good response times in light of rapidly expanding boundaries (stations spaced too far apart). Lack of public education in face of growth. (20)
 4. Better education of the public as to the goals of the CVFD. Create more opportunities for public to see/interact with CVFD staff and opportunities for public to be invited into the building. Community engagement - better understanding of what is provided. A community that doesn't fully understand the fire department's position or needs. (13)
 5. Revolving door of leadership. Turnover of staff and leadership. (10)
 6. Lack of fire protection in rural areas, Reese Creek, for example. Rural coverage and multiple fire coverage/critical decisions -- is it a field fire, plane fire, or house fire? Response times in remote areas. (9)
 7. CVFD mutual aid partners, facing the same challenges, many not be able to provide current level of service. History of collaboration with partners. Lost relationships due to turnover. Public understanding of interactions between agencies, i.e., Gallatin Emergency Management/Belgrade Fire/Ambulance, etc. (8)
 8. Cooperation with city and county to back up enforcement of fire/safety restrictions. Maintaining a positive working relationship with the city and other local agencies in the face of changing roles, regulations, etc. (6)
 9. Call times. (5)
 10. Firefighter mental health and community support. (5)
 11. Being stretched thin with a large area to cover. Coverage of service area/response times. Response times across a widely variable district landscape. (5)
 12. Ability to respond to both fire and EMS calls with only two stations. Overstretching - expanding or maintaining services without new funding or staff. (4)
 13. Us vs. them mentality - hear this some with fire vs police personnel. (3)
 14. Lack of housing affordability for employees. (3)
 15. Embracing change. (1)
 16. Adequate evacuation routes are kept available for traffic flow. (1)
 17. Ability to provide ALS response for EMS calls. (1)

Positive Community Comments about the Central Valley Fire District (verbatim, in no order)

- Listen to the situation and help guide the community.
- Trust their patrons.
- Willingness to adapt even when funds are tight.
- History of community involvement.
- Potential to be a positive example to our neighbors.
- Interested in partnering with the community -libraries and schools.
- Developing leadership team.
- Community support.
- Dedication of the CVFD team.
- Team oriented.
- Strong leadership.
- Community engagement and education.
- We have quality firefighters and staff at CVFD.
- I enjoy seeing the community and at community events, even if they are there in an official capacity.
- Dedication to the public. Leadership willingness to relate to various parts of the community.
- Disbursement of firefighting equipment.
- Focus on being part of the community.
- Community trust is good.
- Chief Wittwer is very involved in the community and works hard to get to know people.
- The fire department has some very talented individuals that we can rely on.
- Any concerns we have had have been quickly addressed.
- Great people are a part of this organization.
- Positive leadership.
- Top-notch equipment, training, and facilities.
- Immediate response by Jay Wittwer to our fire and safety concerns of our subdivision.
- The CVFD facility is very nice-interior and exterior.
- Excellent and professional/friendly staff.
- Great command engagement.
- Engagement of changing and adapting to a growing community.
- Cross-training with other departments and the openness/willingness to do so there is teamwork.
- Staffing levels.
- Up-to-date equipment and facilities.
- Bringing up mid-level leadership-captains and battalion chiefs.
- Relationships.

- Facilities and equipment.
- Of the paid full-time firefighters in Gallatin County-have the most working structural fires and consistently higher acuity medical/trauma calls - utilize when recruiting.
- Good front-line field staff who work hard despite all the turnover in leadership over the last couple of years.
- CVFD people are its number one strength.
- Officers and firefighters have a wonderful can-do attitude.
- Seen as the top fire department in the county.
- Support provided to other departments is noteworthy.
- Actively increasing fire and public safety assets in rural areas, i.e., Reese Creek station.
- Having a full executive staff.
- Professional.



Community Stakeholder Work Session

Other Community Comments about the Central Valley Fire District (verbatim, in no order)

- Personal experience when we had a bad alarm controller in our church building, and alarm would go off randomly.
- Thanks for the opportunity; this is great for the community.
- Thanks for including the community in your planning.
- Continue to build community connection by wearing CVFD clothing when out in the area, but don't go grocery shopping in large groups - reflects poorly on use of time.
- Have to better explain the need, impact, and consequences of mill levy ballot questions.
- I feel the fire department is very well aware of the community and is making every attempt to meet community needs. To positively attack the concerns of training and response.
- Positive culture headed in the right direction, consider engaging transport ambulance service for BLS and lower acuity ALS.
- Great lunch, thanks.
- CVFD is increasing community engagement.

Things the Community Feels the Central Valley Fire District Should Change (verbatim, in no order)

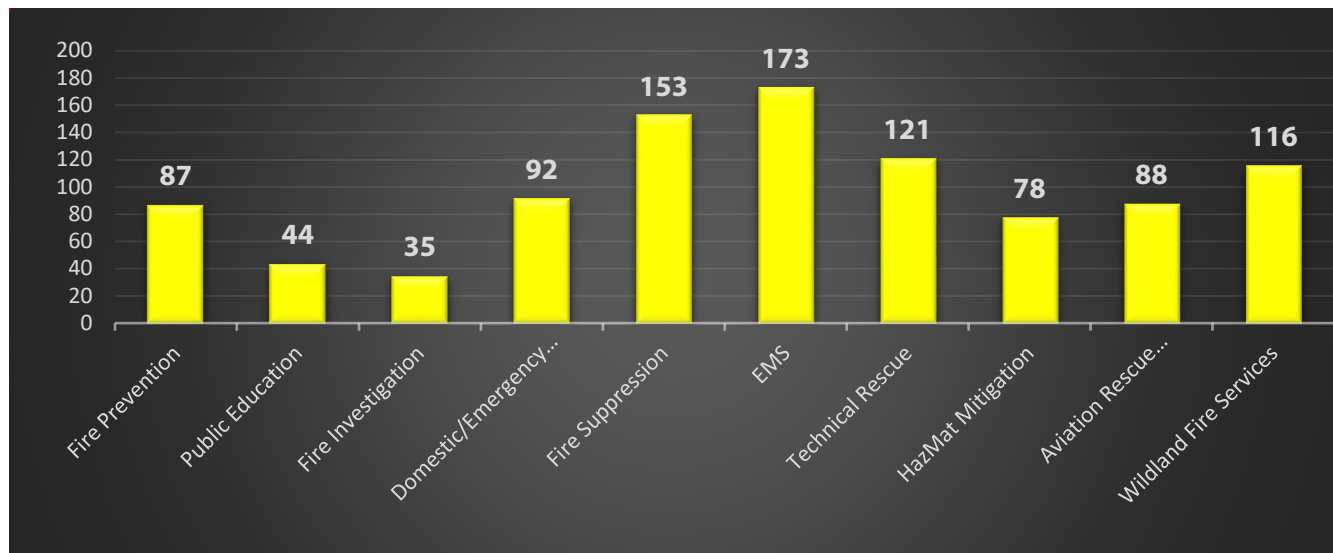
- Location.
- Better communication with the community.
- More permanent responders.
- Culture.
- Expectations of funding sources.
- Awareness of concerns.
- Culture in the department.
- Community engagement.
- Attract and support volunteers.
- Relationship with voters to get levies passed.
- More public engagement-never a bad thing.

Things the Community Feels the Central Valley Fire District Should NOT Change (verbatim, in no order)

- Response times.
- Current commitment to excellent emergency services to the community.
- Friendliness and prevention outreach.
- Reasonable rapid response to incidents.
- Recruitment.
- Quality of interactions with the public.
- Community involvement in the department.
- Community involvement.
- Quality and timeliness of service.
- Location.
- Friendly and welcoming staff.
- Dedication to service.
- Recruitment strategy appears to attract competent and friendly personnel.
- Their desire to reach the community.

Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the Central Valley Fire District 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 CVFD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the CVFD 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

Desire for improvement and growth.	Continuation of service, doesn’t rely on one person.
Passion for the job.	Ability to overcome challenges.
Compassion for each other and the community.	Ability to pivot/change/adapt.
Culture of competency.	Willingness to take care of business.
Striving for excellence.	Customer service oriented.
Treat every call like it is real and work to remain uncomplacent.	Professionalism, regardless of internal or external struggles.
County organizations look at CVFD to provide regional leadership.	Members value fitness and maintaining physical competence.
Water storage plan.	Local governance and funding.
Quality apparatus and equipment.	Relationship between the union and administration.
Encouraging and involved medical director.	Diversity of call types improves abilities.
Positive reception of services.	Qualified fire prevention team.
Improved administrative workflow.	Commitment to the organization.
Pride within the organization.	Growth mindset.
Training/career development opportunities.	Community engagement opportunities.
Accept criticism and improve.	Comradery amongst members.
Willingness to train and maintain high standards.	

Opportunities

Create an attractive culture/work environment.	Create additional funding sources.
Create community education opportunities.	Meeting and addressing community needs.
Partnerships/collaboration with community partners.	Create a path to ask questions without retribution.
Expanding the scope of services provided to match growth in the community.	Understand community expectations through different mediums.
Peer support enhancement.	Lead and shape how the county operates.
Develop, enhance, and maintain mutual aid relationships.	Work towards consolidation in the county.
Enhance internal relationships.	Build a tech rescue team.
Build an EMS system and division.	Have a voice on the state level when it comes to legislation.
Enhance and sustain capital improvement plan.	Enhance political acumen.
Build a succession plan.	Enhance member value and retain our members.
Analysis of volunteer program.	Regionally accredited training program.
Develop outreach programs for public communications.	

Aspirations

Leading innovator in mental health.	Grow the level of service to meet all call types.
Become the most desirable employment opportunity.	Expand county response capabilities.
Secure funding from a diversified portfolio that is scalable.	Develop an effective management model to sustain growth.
Bolster staffing to handle call volume with internal resources.	Stronger collaboration with city municipalities.
Create an engaged board with a growth mindset that is innovative, forward-thinking, and a benchmark in the state.	Become a state leader in community education and fire prevention.
Having a synergistic workforce.	Legalize and create a regional fire authority.
Become industry leaders within the county and state.	Partner with local higher education.
Develop a fire explorer program.	Build a regional fleet facility.
Become an accredited training agency (ProBoard).	Become an accredited fire department.
Take over airport firefighting.	Develop an EMS division.
Strategically placed and fully staffed stations.	Consistent long-term leadership.
Move away from fire service training school and state accreditation.	Create a fire town for training and community engagement.
Create a full training division.	Regional/state fire training facility.
Administrative growth and planning.	Provide staff housing for new members.
Leading innovator in mental health.	Grow the level of service to meet all call types.
Become the most desirable employment opportunity.	Expand county response capabilities.

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Maintain a positive image and trust. - Mission does not get interrupted. - High-performance organization. - Gallatin County Fire Authority. - Membership retention and external recruitment. - Mentally and physically strong members. - Newest and highest quality equipment/gear/apparatus. - Highest requested technical teams. - The members work in the position they desire. - Affect state legislation actions. - Practical and efficient training programs. - More efficient day-to-day operations. - Membership retention. - Model agency example for excellence. - Stronger internal relationships. - Data-driven station locations with improved response model. - GVFA becoming accredited. 	<ul style="list-style-type: none"> - Quality and quantity recruitment/retention. - Adequately funded. - Increased community support with a better understanding of what we do. - Meeting the community needs. - Diversification of funding sources. - Regional organization that hosts community education and outreach. - Modern state-of-the-art facilities. - Community trust/confidence in the organization. - Quality recruitment pool. - Industry leader in the state. - Recruitment and retention. - Building succession plan by developing leaders and building expertise. - Adequate funding. - Board is educated and involved. - Procedures developed for operations involving external partners. - Response and growth. - Operational impacts of volunteers. 	<ul style="list-style-type: none"> - Healthier workforce. - Regional mental health peer support group. - Technical rescue team. - Fully staffed, high retention, most applicants, higher pay. - Consortium data evaluation - Decrease reliance on taxable revenue, increase diversity of non-tax revenue. - Accredited regional fire authority. - Board adopts strategic plan. - Establish agreements and relationships with partners. - Better serve the community. - Ability to respond to calls with the proper gear, training, and experience. - Maintain strategic operation of resources. - Reduced reliance on operations for administrative support. - County-based inspection program. - Transparent organization through communication. - Department reflects the community and receives constant positive feedback.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Central Valley Fire District 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 that the following challenges and service gaps exist within the Central Valley Fire District. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
Human Resources <ul style="list-style-type: none"> ○ Staffing ○ Health and wellness ○ Recruitment and retention ○ Succession planning 	Personnel Management <ul style="list-style-type: none"> ○ Data-driven response model to determine staffing needs ○ Culture-create a desirable work environment ○ Improve retention ○ Enhance recruitment methods ○ Standards of cover ○ Employee health program/mental health 	<i>Personnel Management</i>
Stakeholder Engagement <ul style="list-style-type: none"> ○ Communication ○ Transparency ○ Education ○ Fire town 	Community Engagement <ul style="list-style-type: none"> ○ Strategic marketing ○ Partnerships with community groups ○ Community outreach events ○ Community involvement ○ Partnerships with mutual aid 	<i>Stakeholder and Community Engagement</i>
Regional Response <ul style="list-style-type: none"> ○ Station placement ○ Mutual aid ○ Communication ○ Training ○ Specialty teams ○ Fire Authority ○ EMS division 	N/A	<i>Regional Response</i>
N/A	Resources <ul style="list-style-type: none"> ○ Station location/study-CRA ○ Fleet - apparatus, shop, etc. ○ Equipment - specialty equipment, modern equipment, radios ○ Information technology, human resources, and administrative functions 	<i>Resources</i>

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.

Personnel Management Community Engagement Regional Response Resources Accreditation

Complete goals with objectives, tasks, and outcomes can be found in the accompanying **Management and Implementation Guide**.



2025-2030 STRATEGIC PLAN