

May 2019

Strategic Plan 2019-2024



Brooklyn Park Fire Department
Brooklyn Park, Minnesota

Prepared by:



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CONSULTANT REPORT

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EXECUTIVE SUMMARY

Fitch & Associates, LLC were contracted by the Brooklyn Park Fire Department to provide a facilitated strategic planning process. On March 22 & 23, 2019 a thirty-two-member group of internal and external stakeholders completed a strategic visioning process. The process included a review of the value of strategic planning; a review of the community stakeholders' perception of Brooklyn Park Fire Department before and after the facilitated process; an analysis of the agency's strengths, weaknesses, opportunities and challenges; an introduction to the Commission on Fire Accreditation International fire agency accreditation process; plus, a review of the agency's desired strategic planning statements for final inclusion into a strategic plan. At the conclusion of the process, the stakeholders derived three key themes:

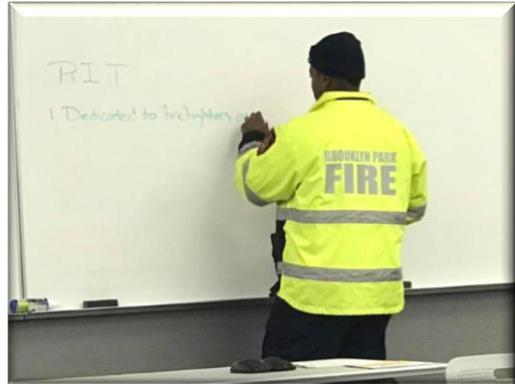
1. How do we continue to improve on saving lives during emergency events?
2. How do we meet the increasing service demands over the coming years?
3. How do we better market our services and demonstrate our value to our community?

From these key themes, members of the agency's command staff developed a list of 9 strategic objectives, 21 outcome measurements and 31 supporting goals to prepare the Brooklyn Park Fire Department to meet the needs and expectations of their community and remain a "value-added" organization into the future.



PURPOSE OF STRATEGIC PLANNING

Strategic planning is an intentional process by which an agency or organization surveys the industry trends: the customer's needs and wants; the current and future available resources; and the current and future capabilities of the agency to determine performance gaps. Once these gaps are identified, the agency can then determine organizational goals and critical tasks necessary to close or eliminate the performance gaps. At the completion of the process, the agency will possess a planning document that helps better focus organizational resources towards measurable outcomes versus possible inefficient or counterproductive activities. The process of strategic planning also provides additional value when a broad array of stakeholders is used to develop consensus on organizational performance gaps and the potential solutions. The effectiveness of the team is enhanced through the power of shared vision and goals.



“From outside the fire service looking in, you can never really understand it. From inside the fire service looking out, you can never really explain it” ~ Unknown

METHODOLOGY

A team of thirty-two members of the Brooklyn Park Fire Department and external stakeholders from the community it serves met for a two-day process facilitated by a senior consultant from Fitch & Associates, LLC. The thirty-two-member group consisted of representatives from all ranks and positions within the organization including command officers, ranking firefighters, various support personnel; plus, other city department representatives and various community leaders. The stakeholders were tasked with providing input and feedback throughout the planning process as advocates from the sub-groups they were asked to represent.



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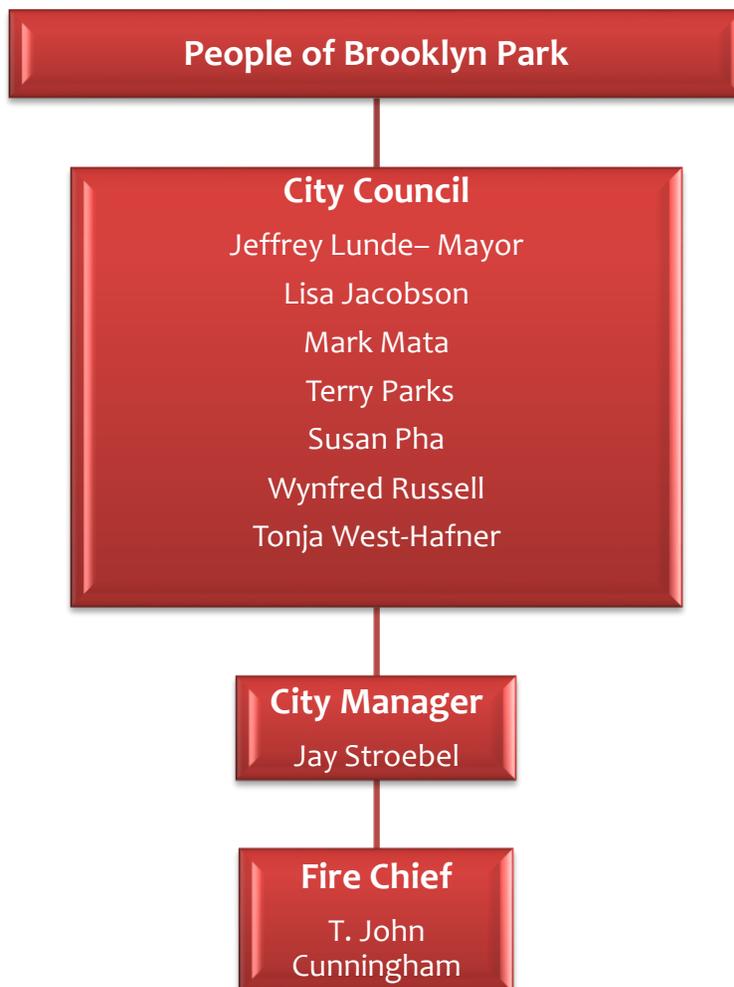
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A draft of the proposed strategic plan was provided to the agency to review for errors prior to publishing. The final "deliverables" included an internal progress tracking spreadsheet.

GOVERNANCE

The residents of the City of Brooklyn Park elect a Mayor and seven Council Members. Council members qualify in their respective districts but are elected at-large. The elected members must reside in their district and have been continuous full-time residents of the city for the entire calendar year immediately preceding their qualification for office. All elections are non-partisan. Terms are four years in length, and members are limited to two consecutive terms.

the Mayor and Council appoint a City Manager who serves as the chief administrative officer of the City. The City Manager supervises, directs, and coordinates the various departments throughout City Hall. The manager prepares the budget for the Council’s consideration and makes reports and recommendations to the City Council. The manager is an at-will position with authority to appoint support staff, including the Fire Chief.



FIRE DEPARTMENT HISTORY AND OVERVIEW

George Lorsung is credited with being the founder of the fire department. George began to discuss the concept of a new fire department in 1956. The first organizational meeting took place at the Old City Hall, located at Osseo Road and County Road 14 (Zane Ave). During the organizational meeting, Orris Aldrich was elected Fire Chief. Of the nearly 140 people who turned out for the meeting, Orris was the only one with previous firefighting experience. The Brooklyn Park Fire Department was officially chartered in April 1957 and, with donations received during the organizational meeting, they purchased a 1949 GMC truck previously used by Standard Oil as a tanker for \$200.

Over the next several months the members hosted a variety of fundraising events to fund equipment and, in early 1958, placed the tanker in service as “Number 1.” Later that same year “Number 2,” a four-wheel-drive Jeep with 140-gallon water tank and 100 feet of hose, fondly called “Little Squirt,” was added to the fleet.

The total 1958 fiscal year budget for the fire department was \$8,500. It would be later that year that the community approved a \$100,000 investment in the department; it’s first of many public safety bonds. With that investment the department began to address fire stations, essential equipment and additional apparatus.

Hundreds of firefighters, family members and community volunteers have helped to create the department we have today. These brave men and women, who did so much with so little, forged a path for today’s modern firefighting force.



Today the Brooklyn Park Fire Department is an innovative and diverse organization with 26 full-time and 21 paid-on-call firefighter/EMTs. We currently operate from 4 fire stations, 3 of which are staffed 24 hours a day, 7 days a week. All of our firefighters are state certified and are also registered emergency medical technicians. The department responds to more than 9,000 calls for service each year.

From those humble beginnings the department has flourished over the past sixty-plus years. Although the fire service of today is ever changing, our purpose remains the same as it has forever; to save lives and protect property.

STRATEGIC PLANNING STAKEHOLDERS

External Stakeholders	Internal Stakeholders
Nate Berg	Todd Bacigalupo
Sarah Dettmann	Dayna Baken
Kristy Dirks	Mike Christian
Chris Eriksen	John Cunningham
Randy Gerold	David French
Marco Harroun	Nick Greco
Sheila Iteghete	Gary Hendrickson
Mark Nolan	Greg Jurek
Claude Roleff	Dan Krier
Scott Simmons	Mike Maurer
Bryan Sullivan	Rob Miller
Rick Vosberg	Bryan Roby
David Williams	Ron Sederstrom
	Todd Seitz
	Dan Smith
	Alex St. Martin
	Jeff St. Martin
	Joe Tiedeman



“A society grows great when old men plant trees whose shade they know they shall never sit in” ~ Greek Proverb

FACILITIES

Station 1 (East), 1707 85th Avenue North, Brooklyn Park, MN 55444



Fire Station 2 (Central)/Headquarters, 5700 85th Avenue North. Brooklyn Park, MN 55443



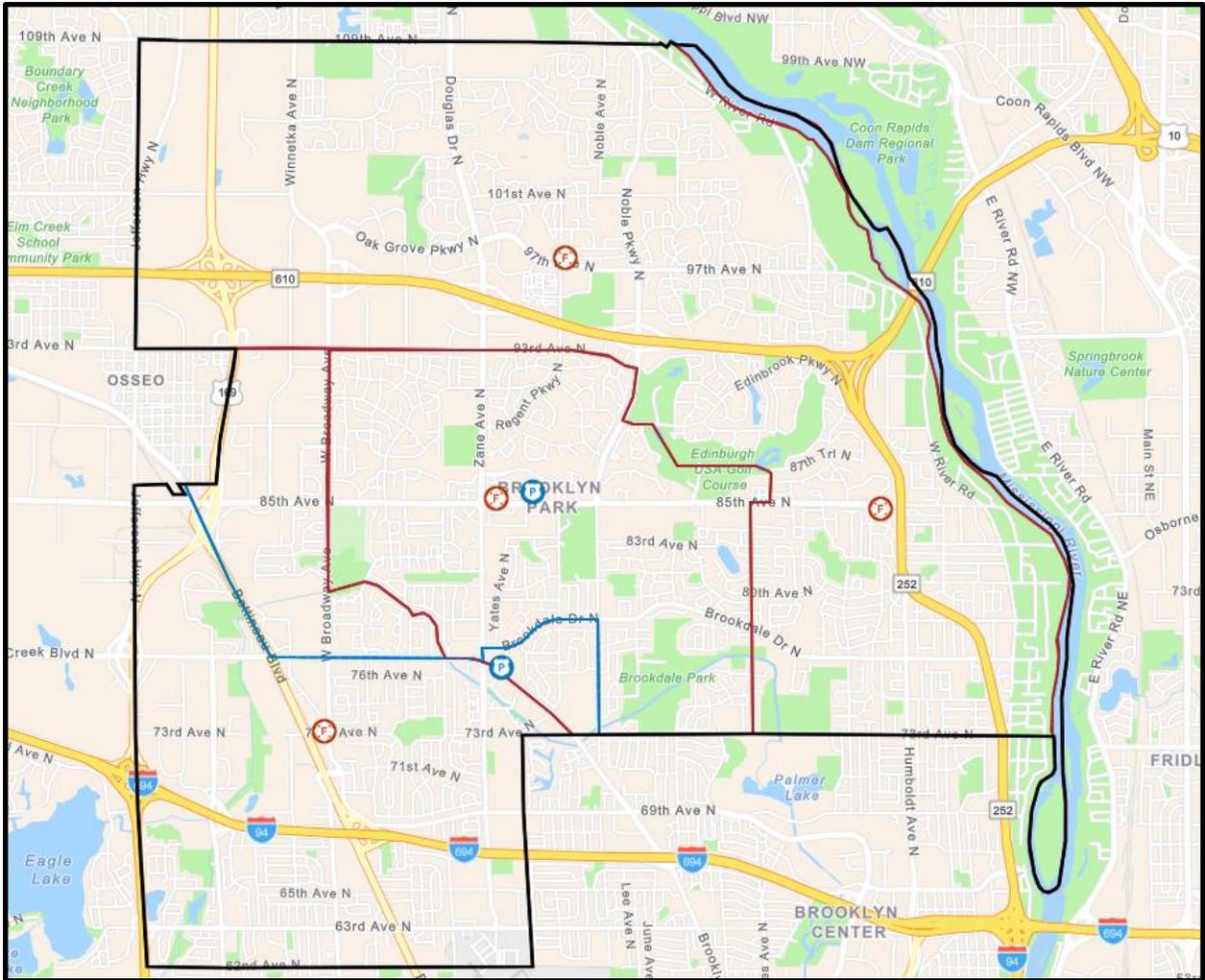
Station 3 (West), 7301 West Broadway, Brooklyn Park, MN 55428



Station 4 (North), 9700 Regent Avenue North, Brooklyn Park, MN 55443



SERVICE AREA



AGENCY VISION, MISSION, VALUES

VISION STATEMENT

1. A united and welcoming community, strengthened by our diversity.

What it looks like:

- A. We have **connected neighbors** who understand and celebrate our unique cultures.
- B. Brooklyn Park is **unified** with a **strong positive identity** and image.
- C. Our community's activities, events and services are inclusive, **multi-cultural**, and accessible.
- D. We have **community places and spaces** for diverse (age, race, culture) communities to gather.
- E. Residents of every age **contribute to our community**.

2. Beautiful spaces and quality infrastructure make Brooklyn Park a unique destination.

- A. **Modern transportation options** (drive, ride, walk, bike) connect people to education, jobs, and recreation.
- B. Quality **recreation & park amenities** inspire activity for all ages and interests.
- C. **Our rich diversity is showcased** through our vibrant music, arts, food, entertainment and cultural scene.
- D. Attractive key corridors, corners, and city centers create **destinations** that meet community needs.
- E. Neighborhoods are well-maintained with **quality housing** for all ages and incomes are integrated throughout the community.

3. A balanced economic environment that empowers businesses and people to thrive.

- A. People of all ages and backgrounds enjoy **financial stability**.
- B. Residents and visitors support an abundance of **retail stores, restaurants, and entertainment venues**.
- C. Our business environment **inspires private investment** and **job growth**.
- D. Businesses and organizations of all types, sizes and specialties **start, stay and grow here**.
- E. We are a leader in **environmental sustainability**, benefitting our economy and community.

4. People of all ages have what they need to feel healthy and safe.

- A. Neighborhoods are empowered and supported by strengthened **positive relationships with police**.
- B. **Youth** are engaged in positive and quality experiences.
- C. **Aging adults** have services and amenities to thrive and age in place.
- D. Everyone has access to **quality healthy food** options.
- E. People have access to quality **medical and emergency care**.

5. Partnerships that increase racial and economic equity empower residents and neighborhoods to prosper.

- A. Each resident has access to the **training and support** needed to get and keep a living wage job.
- B. Each **student graduates high school** with a pathway to college or career.
- C. **Aging neighborhoods and commercial centers are revitalized** through continuous investment.
- D. The community provides **necessary supports and services** for community members to overcome life challenges such as hunger, mental illness, and homelessness.

6. Effective and engaging government recognized as a leader.

- A. The City provides **quality services** at a reasonable cost.
- B. Elected officials, commissions, and city staff **reflect the diversity** of the community and are culturally competent.
- C. City **information is clear**, accessible, and delivered in ways that meet the community's needs.
- D. City **laws are understandable**, equitably enforced, and relevant to the community.
- E. **The City is well-managed** and recognized as a great place to work.

MISSION STATEMENT

Our mission is to protect lives, property, and the environment with excellence and compassion in an atmosphere that encourages innovation, professionalism, and diversity while working efficiently with the community and available resources.

VALUES

Inclusion – We value all people and diverse ideas. Recognizing the value of diversity helps us to work together as a team to serve our community. We are dedicated to reflecting and respecting diversity throughout our organization and our community.

Partnership – We build trusting partnerships throughout the organization and our community through teamwork, collaboration, and open and honest communication. We work as a team to cooperate locally, regionally, and nationally to improve service to the public and maintain a safe effective work environment.

Accountability – We are accountable for our actions and results. Our integrity is the foundation of our commitment to providing our community with excellent, professional service.

Learning – We believe in creating an environment that inspires learning, continuous improvement, and innovation. Through professional and personnel development, we strive to learn and improve each day to create a positive impact today and for future generations.

Honor – We inspire each other through selfless dedication to our Department and the community. We honor traditions of the profession and those that have served before us. Our legacy is to make a positive impact on our Department, our community, and our profession by taking pride in everything we do.



AGENCY STATUS ANALYSIS

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis is designed to help the organization evaluate itself in order to determine its current state of effectiveness as well as its future competitiveness/survival based foreseeable changes. Stakeholders were asked to develop a broad list of items from each category, which was then summarized as follows:

Strengths: Things the agency does particularly well, competitive advantages, preparedness investments that are paying off, etc.

- Good interagency relationships (PD, Ambulance Company)
- High level of EMS care provided with enhanced protocol variances currently in place
- High level of community engagement, inclusivity, customer service, and professional appearance
- Great at embracing and adapting to the diversity within the community
- High level of organizational efficiency and services provided with challenging staffing levels
- Good Personal Protective Equipment (2 hoods and 2 sets of gear for firefighters)
- High skill set among firefighters thru experience by performing numerous roles
- A progressive organization that adopts and evaluates trends in the fire service
- Great perseverance and dedication of employees
- Good relationships with external stakeholder groups
- Very little history of litigation

Weaknesses: Things that the agency doesn't do particularly well, competitive disadvantages, blind spots, not prepared for, liabilities, etc.

- Lack of organizational vision communicated to the community
- Facilities not designed for full-time staffing models
- Insufficient budget to meet all service demands
- Diminished capacity of aerial apparatus/capabilities
- Lack of standardization in the fleet
- Diminishing participation from the paid on-call staff
- Consistency between all three shifts
- Organizational flexibility, addressing new types of problems more quickly
- Lack of a reliable "effective response force"
- Workload balance between emergency and non-emergency activities
- Comprehensive health and wellness program
- Lack of diversity in the Department
- Lack of succession planning
- Organizational communication
- Lack of quality/consistent training; paid on-call vs. full-time staff
- Recruitment and retention of paid on-call staff
- Limited capabilities to address public education/community risk reduction strategies
- Limited marketing of the Department; its capabilities and challenges
- Some "hurt feelings" within the community from former paid on-call members

- Dispatch center operational efficiencies
- Lack of an adequate training program
- Funding that keeps up with growth
- Public understanding of services provided

Opportunities: Opportunities the agency should explore that would improve its mission, service delivery, efficiencies, reputation, survivability as an organization.

- Pursue even more advanced EMS protocols variances with Medical Director
- Explore proper timelines and potential funding sources for the replacement of equipment and apparatus
- Be more transparent of organizational needs to the community, city leaders and elected officials
- Pursue avenues to improve fire station facilities to meet the needs of current and future staffing models
- Improve cyclical fire inspections to all commercial and high hazard occupancies
- Pursue ways to ensure proper time is dedicated to hands-on company level training
- Investigate avenues to secure a dedicated training facility and training officer to deliver consistent department-wide training
- Investigate Health and Wellness Programs that can be instituted for all members of the organization
- Enhance community CPR training programs to improve cardiac survivability (Heart Safe City program)
- Evaluate future hiring processes to include improving diversity and recruitment of high-quality applicants
- Improve awareness of performance and needs with the community through marketing and social media
- Accreditation through Commission on Fire Accreditation International
- Improving ISO Class

Challenges: Things that threaten to undermine the agency mission, service delivery, efficiencies, reputation, survivability as an organization.

- Number of staff available to meet service demands
- Funding not keeping up with demands
- Competing government priorities
- Communicating agency strengths and weaknesses to the community
- Maintaining the health of apparatus and facilities
- Improving engagement of paid on-call staff
- Ability to solicit the desired level of service from the larger population
- Ability to communicate “all hazard” mission of department; not just fire
- Weakness in the national healthcare system
- Impact of the opioid crisis
- Limited staffing support from Fire Station 1
- Ability to accomplish change identified in the strategic planning process

- Ability of the organization to overcome individual goals versus wider organizational goals
- Ability to plan for community growth
- Ability to meet the demands of changing demographics
- Increase in EMS calls for service due to an aging/growing population
- Inconsistency in assistance received from mutual aid partners
- Ability to leverage the benefits of new/different equipment and technology
- Ability to improve dispatch performance
- Preparation for coming economic downturn
- New and evolving risks with expanding responsibilities (mission creep)
- Ability to get EMS resources in a timely manner
- Lack of generalized support of fire service from the statewide community
- Lack of diversity in the applicant pool
- Lack of respect for the uniform
- First responder/all staff mental and physical health
- Risk vulnerability of the city
- Unfunded political/regulatory mandates (state and federal)



In relating Brooklyn Park to other comparable agencies in the region, it is impressive to note the “cost per capita” (total annual cost of operations divided by the population) is approximately 19% lower than the regional comparative average. However, BPF D protects a larger population and responds to a significantly larger number of calls for service annually but with much lower “paid on-call” staffing levels. It is also important to note that “cost per capita” is not, in and of itself, a comprehensive measurement of an agency’s performance or value but rather a broad measurement of how the agency compares in terms of resources provided to accomplish its mission such as; funding, staffing, and facilities. **See Table 1**

(* Minneapolis statistics are added for informational purposes only and not calculated in the Peer Agency averages)

Table 1 – Comparable Agencies

Peer Agency	Population Estimate	General Fund Operating Budget (In Millions)	Calls for Service	Per Capita General Fund Expenditures	Full Time Employees	Paid On Call	ISO Rating (1 is best)	CPSE Accreditation	# of Fire Stations
Bloomington	88,299	\$5,431,300	1,692	\$61.51	8	115	2	No	6
Burnsville	61,290	\$7,985,300	7,006	\$130.29	45	0	NA	No	2
Coon Rapids	63,272	\$4,900,000	6,435	\$77.44	31	20	3	No	3
Eagan	66,627	\$4,700,900	2,873	\$70.56	21	46	3	No	3
Eden Prairie	63,726	\$6,400,000	1,908	\$100.43	9	101	3	No	4
Maple Grove	68,412	\$3,945,100	916	\$57.67	11	96	NA	No	5
Maplewood	39,745	\$5,300,000	6,135	\$133.35	30	0	4	No	3
Minnetonka	49,734	\$3,575,000	3,621	\$71.88	8	87	3	No	5
Plymouth	78,395	\$5,111,800	1,846	\$65.21	18	63	3	No	3
Richfield	36,151	\$4,441,800	4,100	\$122.87	26	0	4	No	2
Roseville	35,000	\$2,300,000	4,980	\$65.71	17	18	2	No	3
St. Cloud	67,344	\$9,341,100	6,545	\$138.71	65	0	3	No	5
St. Louis Park	50,000	\$4,813,000	5,534	\$96.26	27	25	2	No	2
West Metro	43,000	\$2,295,800	1,856	\$53.39	7	55	NA	No	3
Minneapolis *	419,952	\$69,300,000	45,962	\$165.02	432	0	NA	No	19
Peer Agency Average	57,928	\$5,038,650	3,961	\$88.95	23	45	3	No	4
Brooklyn Park	80,581	\$5,869,500	9,399	\$72.84	26	21	3	No	3

STRATEGIC OBJECTIVES, OUTCOMES AND GOALS

Theme #1

“How do we continue to improve on saving lives during emergency events?”

Strategic Objective - 1.2 Improve Survivability of Patients Experiencing Acute Medical Emergencies

Outcome Measurements

1.2.1 Maintain a cardiac survival rate at or above the national average (ROSC)

Supporting Goals

- Provide EMT- Advanced capable/first unit to EMS calls within 8 minutes and 30 seconds, 90 percent of the time (high acuity calls, 911 to arrival)
- Process 911 EMS calls for service (alarm handling) within 1 minute and 30 seconds, 90 percent of the time (emergent calls, 911 pick up to unit alert)
- Turnout times for emergent EMS calls within 1 minute and 40 seconds, 90 percent of the time (unit alert to wheels rolling)
- Develop a CPR fraction rate performance measure for cardiac patients
- Explore strategies that measure and improve cardiac survival
 - Develop a bystander CPR participation goal
 - Explore the implementation of the “PulsePoint” system
 - Explore the implementation of a Heart Safe community program
 - Explore the deployment of mechanical CPR devices on fire apparatus

Strategic Objective - 1.3 Improve Firefighter Safety and Survival

Outcome Measurements

1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth

1.1.2 Contain structure fires to room of origin for 80% of incidents

1.3.1 Zero firefighter line of duty deaths

1.3.2 All fire response demand zones maintain a reliability score of at least 85%

Supporting Goals

- Enhance fire station alerting systems
- Implement a “closest unit response” system of deployment
- Inspect 100% of all high-risk occupancies annually
- Inspect 100% of all moderate-risk occupancies every two years
- Inspect 100% of all low-risk occupancies every three years
- Support statewide efforts to implement a residential fire sprinkler program
- Develop a smoke/carbon monoxide alarm installation policy
- Incorporate “risk-based” deployment models within a Standards of Cover process
 - Review response mode to fire alarms, low acuity medical calls, lift assists, etc.
- Enhance health and wellness program

Strategic Objective - 2.1 Reduce Financial and Legal Risk/Liability to the Fire Department and the City of Brooklyn Park

Outcome Measurements

1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth

1.1.2 Contain structure fires to room of origin for 80% of incidents

1.3.1 Zero firefighter line of duty deaths

2.1.1 Zero cases of substantiated harassment/discrimination

2.1.2 Maintain an Employee Satisfaction Score of 80 percent or better

Supporting Goals

- Develop an employee injury maximum target rate
- Review/update all disciplinary policies and procedures
- Provide liability prevention/people-skills training to all employees every two years
- Develop and apparatus health scoring methodology and replacement plan to ensure all frontline and reserve apparatus are reliable
- Inspect 100% of all high-risk occupancies annually
- Inspect 100% of all moderate-risk occupancies every two years
- Inspect 100% of all low-risk occupancies every three years
- Support statewide efforts to implement a residential fire sprinkler program
- Incorporate “risk-based” deployment models within the Standards of Cover process
 - Review response mode to fire alarms, low acuity medical calls, lift assists, etc.

Strategic Objective - 2.2 Improve Efficiency within the Current Budget System

Outcome Measurements

1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth

2.2.1 Maintain a “cost per capita” equal to or below the regional comparative average

2.2.2 Maintain workers compensation costs below 3 percent of the Department’s annual general fund budget expenditures

Supporting Goals

- Develop a policy to lower the adverse impact of lift assist calls for service
- Explore first responder fee eligibility under the statewide Ground Emergency Medical Transport program

Theme #3

“How do we better market our services and demonstrate our value to our community?”

Strategic Objective - 3.1 Promote a Positive Agency Reputation within the Community

Outcome Measurements

3.1.1 Pursue fire service accreditation through the Commission on Fire Accreditation International

3.1.2 Improve ISO rating to Class 2 or better

3.1.3 Department employee demographic make-up represents the community (census data)

3.1.4 Maintain a Community Engagement Study score of 90% or higher

Supporting Goals

- Provide rapid and accurate information on Department services and activities
- Develop a citizens advisory group model to include a future strategic planning aspect for the next planning cycle

Strategic Objective - 3.2 Mitigate Fire Related Damage to Allow Occupants to Remain in the Impacted Structure after Suppression Operations

Outcome Measurements

1.1.2 Contain structure fires to room of origin for 80% of incidents

3.2.1 Save 95% of the value of property and contents threatened by fire

Supporting Goals

- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring use of personal protective equipment within 8 minutes and 50 seconds, 90 percent of the time (emergent calls, 911 to arrival)
- Process 911 fire/rescue calls for service (alarm handling) within 2 minutes, 90 percent of the time (emergent calls, 911 pick up to unit alert)
- Turnout times for emergent fire/rescue calls within 2 minutes, 90 percent of the time (unit alert to wheels rolling)
- Enhance fire station alerting systems
- Implement a “closest unit response” system of deployment
- Inspect 100% of all high-risk occupancies annually
- Inspect 100% of all moderate-risk occupancies every two years
- Inspect 100% of all low-risk occupancies every three years
- Support statewide efforts to implement a residential fire sprinkler program
- Develop a smoke/carbon monoxide alarm installation policy
- Incorporate “risk-based” deployment models within a Standards of Cover process
 - Review response mode to fire alarms, low acuity medical calls, lift assists, etc.
- Develop policy and training to emphasize early notification to a qualified restoration company
- Promote the value of homeowner/renter insurance policies

Strategic Objective - 3.3 Provide Downward Pressure on Fire Insurance Premium Costs within the Community

Outcome Measurements

1.1.2 Contain structure fires to room of origin for 80% of incidents

3.1.2 Improve ISO rating to Class 2 or better

3.2.1 Save 95% of the value of property and contents threatened by fire

Supporting Goals

- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring use of personal protective equipment within 8 minutes and 50 seconds, 90 percent of the time (emergent calls, 911 to arrival)
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- Develop a smoke/carbon monoxide alarm installation policy
- Incorporate “risk-based” deployment models within a Standards of Cover process
 - Review response mode to fire alarms, low acuity medical calls, lift assists, etc.
- Develop policy and training to emphasize early notification to a qualified restoration company
- Update an “After the Fire” brochure to distribute to fire victims

Strategic Objective - 3.4 Provide Value Beyond the 911 Call

Supporting Goals

- Distribute support literature to victims of traumatic events, medical calls, fires, etc.
- Develop a policy regarding Department support of community groups/events (support agencies with a public safety support mission)