Supporting Community Risk Reduction Programs

A State Guide

Written & Developed by
Patricia Mieszala

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Contributors
Jim Crawford
John Stouffer
Meri-K Appy
Cynthia Leighton
Marsha Giesler
Frank Blackley
Steven Sawyer
Josh Fulbright
Greg Adams
About Vision 20/20

Vision 20/20 is a project hosted by the Institution of Fire Engineers-USA Branch. Priorities include a focus on helping the fire service “Get Ahead of the Call” by implementing proven Community Risk Reduction (CRR) strategies at local, state, and national levels. Vision 20/20 seeks to address the gaps in fire prevention efforts nationally, developing tools and resources, and fostering an exchange of ideas to unite collaborative efforts toward improving strategies in reducing the fire problem in the United States.

Information about Vision 20/20 can be found on our website: www.strategicfire.org; on Twitter @strategicfire or on Facebook at www.facebook.com/strategicfire. A specific strategy toward integrated Community Risk Reduction (CRR) evolved out of the initial national plan and has become a primary goal of the Vision 20/20 Project.
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The Vision 20/20 Project, a national strategic initiative for fire loss prevention, with the support of the Motorola Solutions Foundation (a charitable arm of Motorola Solutions, Inc.) sponsored a Community Risk Reduction State Team Formative meeting in Naperville, IL on November 28, 2017. The focus of this meeting was to explore and identify critical components in the development of Community Risk Reduction (CRR) State Teams to support the spread of CRR knowledge and best practices for local fire departments on a consistent and sustainable basis that will result in safer communities, and a reduction in civilian and firefighter fatalities and serious injuries.

This initial step was to learn how State CRR Teams could be formed and to help develop strategic plans in improving public safety through risk assessments, home safety visits, smoke alarm installations, and community policing partnerships as in South Carolina, Tennessee, and Illinois. Vision 20/20 is grateful to the following meeting participants for their contributions to this guide.

**Vision 20/20**

Jim Crawford, Project Manager
Bill Kehoe, IFE, U.S. Branch
Meri-K Appy, Program Manager
Cynthia Leighton, Business Change Manager
Pat Mieszala, CRR Curriculum & State Team Advisor
Ed Comeau, Communications and Digital Media Manager

**Vision 20/20 Technical Advisors**

Mike Senchyna
Lisa Jones
Joel Brown
Debra Jarvis
Stephen Hrustich
Illinois State Team Representatives

James Grady, IL Fire Chiefs Assoc. (IFCA)
John Christian, IFCA
Mark Puknaitis, IFCA
Alan Wax, IL Metro Chief’s Assoc.
Mike Toika, IL Fire Inspector’s Assoc. (IFIA)
Tom Lia, N.II Fire Sprinkler Advisory Board
Jim Kieken, IL Fire Service Institute (IFSI)
Matt Perez, OSFM of IL
Greg Hay, OFSM of IL
Art Thompson, Associated Firefighters of IL
Cheri Breneman, IL Assoc. of Fire Protection Dist.
George Michehl, Subject Matter Expert (SME)
Marsha Giesler, Downers Grove FD, SME
Bryant Krizik, South Holland FD
Mark Krizik, South Holland, FD

Attendees

Margi Schiemann Nicor/Gas/Southern Co.
Josh Fulbright, SC State Team
Anthony Scoggin, SC State Team
Charles LeBlanc, WA State Fire Marshal
Dave Broz, Railside Insurance Agency
Rosemary DeMenno, IACP Community Police

Motorola Solution Foundation

Sirisha Yadlapit
Wesley Anne Barden
Matt Blakley

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Introduction

Community Risk Reduction (CRR) works! Local communities in the United States, and throughout the
world, have demonstrated that this process to “Get Ahead of the Call” is an effective approach to local risk
management. CRR at a fire station level successfully identifies and prioritizes local risks and uses an
integrated approach that balances emergency response capabilities with proactive measures that work
well together to reduce risks.

CRR is NOT just a name change for fire prevention. It is an integration of all the protection strategies—
including emergency operations and prevention/mitigation efforts. When we respond to fires, we do so
to prevent their spread—thereby reducing the risks a community faces from those fires. The same is true
of any emergency response where the goal is to mitigate the incident to prevent further damage.

More traditional prevention strategies, like fire sprinklers, building compartmentalization, smoke alarm
systems, and public fire and life-safety education efforts can also prevent incidents or mitigate the
damage caused when they do occur. Sometimes they can be the most efficient and effective way to reduce
community risks.

So, CRR really means we are collectively trying to measurably reduce risks, improve outcomes, and be as
efficient as possible using ALL the tools we have available to do so.

Home safety visits have been singled out as one of the more effective measures that the fire service can
take to accomplish this goal. For example, Merseyside, UK reports reductions of fire incident rates of
more than 30%, and reduced fire-death rates by nearly 60% in the twelve years they had been actively
utilizing a specific component of CRR: home safety visits. In the U.S., the concept of home safety visits has
been in existence for many years, and documented as early as 1914 in Portland, Oregon. In Edmonds, WA,
home safety visits conducted in the early 1980s contributed to a 62% drop in fire incident rates for the
entire city.¹

Getting started at the local community level in identifying risks and implementing the CRR process can be
challenging for many fire departments due to their limited resources. Support in a number of states has
been identified as an effective way to assist local CRR efforts.

This guide provides a basic understanding of Community Risk Reduction. It is based on feedback from
successful state-supported and local fire department CRR programs, along with others in the fire service.
It should be utilized as a tool to explore ways in which state agencies and organizations can consider for
supporting and sustaining Community Risk Reduction—which is an evolving, effective approach to
improve public safety.
What is Community Risk Reduction (CRR)?

Community Risk Reduction (CRR) is a process to identify and prioritize local risks, followed by the integrated and strategic investment of resources (emergency response and prevention) to reduce their occurrence and impact.

CRR empowers fire station leaders to tailor their proactive strategies to meet local risks and improve efficiency for the department, and the community. Partnering with other community organizations to accomplish risk management and reduction objectives also enhances the fire department’s relationship with the public they serve. By working proactively and with community partners, the fire service will be able to provide the highest level of protection.

Having emergency response personnel actively involved in the assessment, prevention, and mitigation of risk is one of the most effective strategies to developing an effective CRR program. However, this may be a cultural shift for some firefighters that needs to be considered when developing a CRR program.

Ideally, the CRR process is done at the individual fire station level because the risks faced by each station may vary significantly within a community. Effective CRR encourages firefighters to proactively get out into their response area and partner with community organizations to identify and reduce local risks. By working with others to “get ahead of the call” they can improve public safety for the variety of fire, medical and other emergency incidents that the fire service deals with on a daily basis.

Most fire stations have a first due area that is their primary response zone. This area is also typically the focus of that station’s non-emergency efforts, such as building inspections and educational visits. In some communities, firefighters are largely spending their shift in the fire station between calls. That means that they only interface with members of the public when a bad thing has already occurred, and they are simply reacting to that bad thing. While an indispensable part of a firefighter’s mission, this “reaction response” is only one part of their potential value to the public.

Many departments are discovering that working with the community between calls gives them the ability to interact with the public in a non-emergency mode. It also allows them to identify common ground in identifying risks and working together to mitigate or prevent them.

Getting firefighters to see the value of community engagement can be done by changing long-established culture. Some fire departments have made huge strides in this realm, yet some are stuck in something of a feedback loop - “we are too busy running calls to engage with the community.” This ignores the cause and effect factors that result in many calls for service. They are missing opportunities to “get ahead of the call,” and to focus on outcomes that help manage call volumes and improve public safety concurrently.
To understand the significance of specific parts of the overall strategy to change the culture of the fire service, it is important to understand how they all fit together. In textbook terms, changing organizational culture involves recruitment, hiring, training, modeling and rewarding the behaviors and normative attitudes desired. At the national level, that means coordinating a strategy that encourages fire departments to adopt these practices and institutionalize them. Put simply, local departments need to see the importance and value of the principles of what is called “Community Risk Reduction” in the United States (U.S.).

The American fire service culture has traditionally focused on emergency operations. The primary mission of local departments is to respond to emergencies when people call for help, and to mitigate the damage of fires, medical emergencies, or a host of other emergent needs that responders face. No one foresees the ending of that basic mission, no matter how effective other prevention and mitigation solutions become. But CRR can help reduce the number of fatalities and injuries when unavoidable human-caused or natural incidents occur, and it can help prevent some events entirely. In fact, rising call volumes in other areas (besides fire) make “getting ahead of the call” a real need for the fire service in what will continue to be challenging economic times.

CRR is not a new concept. For years, fire and rescue departments have been doing some form of CRR through programs such as building inspection and public education programs, but by applying it in a more focused way it can be made even more effective. This can be accomplished by truly integrating it into the core mission of the fire department, as well as into the mindset of its staff. Risks beyond those covered by traditional fire prevention efforts must be addressed, and firefighters (not just Fire Prevention staff) must be involved.

An integrated approach will be more efficient and effective in the long run. Fire sprinkler systems, building compartmentalization, alarm systems, safety education, temperature limiting stove technologies, seat belts/air bags, community paramedicine efforts, and other preventive/mitigating solutions may be combined with effective emergency response capabilities to improve public safety beyond what we have experienced in the United States. This, together with a focus on outcomes measurably improving public safety, comprises the most basic elements of CRR.

Today’s fire service is deeply involved in emergency medical services (EMS) and is constantly reacting to a myriad of other non-fire community risks. However, proportionately little to none of that daily effort is proactive. In addition, few fire departments take a hard look at outcomes. The steady drumbeat of calls leads them to focus on reaction to, rather than a proactive approach to, events. Often, the result is that they become trapped in an upward spiral of increasing demand for service, coupled with diminishing resources.
Applying prevention and mitigation strategies in the most effective manner, means looking at the outcomes that a department is attempting to achieve. If the goal is to improve public safety, then it is necessary to measure how that does or does not occur and focus strategies on the mix of them that will produce the best results.

*This ability to analyze risk, direct resources towards response/prevention/mitigation of said risk, and then to change strategy if outcomes show no improvement is at the heart of effective Community Risk Reduction.*

**Why do we need Community Risk Reduction?**

In these challenging times, CRR is a viable approach to address many of the changes affecting local communities. City and fire department budgets declining, new and emerging hazards present, changing community demographics, and underserved high-risk residents are all situations facing local fire departments. Effective CRR programs can and will improve firefighter safety & occupational health, avoid potential ramifications of under addressed or ignored hazards, help to manage increasing call volume, and improve community relations.

Fire Departments need to shift their focus towards the populations and occupancies that represent the greatest risks in the community. These are not typically the places and people currently focused on in our pre-fire, inspection and education efforts. This shifting focus can have an immediate positive effect on firefighter and first responder safety as well, encouraging the participation of all fire personnel.

Additionally, most of the current efforts to reduce fire department staff and operations around the country reflect the sad fact that many Americans have no idea what their firefighters do all day and why. In larger cities, many have never met a firefighter. Too easily, they subscribe to the popular belief that they are just unproductive, overpaid public employees. Only face-to-face rapport with local firefighters can turn this around.

**Philadelphia, PA Fire Department – “Operation Staying Alive” Results**

- 8,000 home safety visits
- Installed 7,000 smoke alarms in 2,500 homes, exceeding goal
- Collected data with a smoke alarm installation form
- Provided a home fire safety check list with other home fire safety literature in targeted high risk neighborhoods
- Accomplished in 4 weeks, using every Philadelphia Fire Department engine and truck company.
Anaheim, CA Fire Department –“Community Care Response Unit” (CCRU)

• Combined a Fire Department Captain Paramedic/Nurse Practitioner team in the field - Create a hospital-fire-ambulance partnership
• Respond to Low Acuity calls
• Provides a higher level assessment and care in the field, non-transport
• Involves Primary Care/Urgent Care Facilities, referrals as needed
• Within first 24 months:
  - Percent of patients not transported to the ER – 57%
  - Average on scene time for the CCRU – 30 minutes
  - Total patients treated – 545
  - Total number of dispatches – 1,709
  - Savings - $3,500 per patient not transported

(See full case study in Appendix A.)

What are the Six Steps of a CRR Planning Process?
The following figure illustrates the six steps involved in developing a Community Risk Reduction Plan.

Figure 1: The Six Steps of Community Risk Reduction Planning
Introduction to the Components of a CRR Plan

Community Risk Reduction planning typically consists of a six-step approach. Current literature and CRR training materials provided by Vision 20/20 promote this approach to a successful program implementation. A complete description of this process can be found and downloaded from the Vision 20/20 website in two guides: “Community Risk Assessment Guide” and “Community Risk Reduction Planning Guide.”

Identify & Prioritize Risks

Identifying and assessing risks in the community is Step One in planning for successful CRR implementation.

It is a collection of data, not assumptions that will lead to the ability to prioritize risk areas and populations to address; establish prevention and mitigation strategies; and develop more efficient methods of utilizing resources.

Asking the following will assist in establishing the best strategies to reduce each risk in the area.

- Why is each risk occurring?
- Whom is it affecting?
- When is it occurring?
- Where is it occurring?

According to the Center for Disease Control and Prevention, populations in the U.S. most at risk for home fire deaths include very young children, older adults, people with disabilities, and people living in poverty. Characteristics of home fire-death risk in the U.S. include poverty, education, smoking, and the rural communities due to population density.²

However, in addition to fire risks, some other common risks in your area may include falls, drowning, poisonings, bicycle and skateboard incidents, hazardous material or motor vehicle incidents. The nature of successful CRR is all-encompassing!

“The more we know about which groups are at greatest risk and under what circumstances, the more effective we can be at targeting resources and developing the means to mitigate these risks.”

U.S. Unintentional Fire Death Rates by State
John R. Hall, Jr., May 2010

What are some risk factors for house fires?
- Low income
- Low literacy
- People who smoke
- Young children
- Older adults
- People with disabilities
- Multi-family homes
- College student housing
- Racial and cultural factors
- Rural areas
- High population-density areas
- Older homes not well maintained
- Manufactured homes

Knowing these social, economic factors, environmental elements, cultural influences, and risk factors in a specific population, will help you select & focus effective strategies.
Demographic data provides information about who lives in the area with high fire/EMS incidents. This assists in establishing prevention/mitigation strategies tailored to resident’s needs and capabilities. Including the data findings on NFIRS reports, perspectives of firefighters and dispatchers can also enhance a better understanding of residents needs and call patterns.

Prioritizing risk areas to address is Step 2 in the CRR model, and depends on the probability of occurrence (high, medium, low), as well as the seriousness/magnitude of impact or consequences if the incident occurs. Soliciting input from firefighters, inspectors, investigators, and community partners is key to making decisions on what risks to initially address, given available resources.

While the fire department is typically the risk management organization, identifying and creating partnerships within the community is a first step in engaging the community, and learning about them, as they are a huge pool of talent and risk information data. Examples of community partners may include Public Health, Visiting Nurse Agencies, CERT Organizers, Senior Services, Social Services, Police, Faith-based Organizations, Neighborhood Associations, Local Businesses, Community Advocates, Utility Companies, and others.

**Develop Mitigation**

Developing Strategies to the CRR Model. Involve a station personnel, community organizations, those most affected by the strategies and tactics to chosen to address. There choices about what and implementation of these appropriate people and unexpected ways!

**Figure 2: How to Implement a Program**

**Strategies & Tactics**

Mitigate Risks is Step 3 in variety of individuals from department staff, local agencies, including risk, in establishing mitigate the risk area may be some very hard how to pursue strategies and involving agencies may assist in
Prevention/mitigation strategies oftentimes involve one or more of the “5 Es”: Emergency Response, Education, Engineering, Enforcement, and Economic Incentive.

Emergency Response is obvious, but we should consider what changes in our emergency response deployment and protocols might make a difference given specific risks. For example, if most of our call volume is medical, then we can ask ourselves how that affects our deployment models.

Education is the strategy that covers a variety of approaches, all centered on educating people about safety. It can mean educating them to prevent emergency incidents, mitigating their damage if they do occur, and complying (voluntarily) with code requirements. It is important to note that education can be measured, and ultimately attempts to stimulate action can lead to a change in behavior relative to safety. Just standing up in front of people delivering information does not mean that they learned anything at all! We have to be sure that they act on the safety information.

Engineering refers to the engineered solutions that can prevent incidents from occurring or mitigating the damage once they do occur. Fire sprinklers, smoke alarms, and heat-regulating technologies to prevent kitchen stovetop fires are all examples of engineering solutions.

Enforcement infers that we have passed some type of legislation giving us the authority to enforce safety requirements. Logically, it means we have a legislative strategy of some type and resources to enforce requirements like adherence to fire code requirements, fireworks laws, bicycle helmet laws, and the like.

Economic Incentive refers to the strategy where we provide motivation (e.g., tax benefits for installing fire sprinklers), for compliance with safety strategies or disincentives for breaking the law (e.g., fines for fireworks violations).
One of the successful strategies singled out to be an effective measure that the fire service can take to improve public safety is the home safety visit. Multiple “E” strategies can be used while gaining rapport with residents and positive public relations for the fire department. For example, this can include:

- **Education**—Talk with resident about fire safety, alarm testing and maintenance, and practicing home fire escape;
- **Engineering**—Test and install smoke alarms, identify fall trip and fall hazards for older adults.
- **Enforcement**—Provide service for free; good for occupants and fire department (firefighter safety is added value).

Because the risks of one neighborhood may differ from another, CRR programs that are carefully designed (including home safety visits) take into account those differences and vary from station to station. While the common strategy used is the home visit, the safety areas emphasized may be very different.

Prepare the CRR Plan/ Implement the CRR Plan

Creating and implementing a CRR Plan are Steps 4 and 5 in the CRR model. Operating without a plan can be very unproductive and possibly destructive to overall efforts. It provides little opportunity for follow-up assessment or improvement if necessary. The purpose of having a plan is to walk you through the CRR process. This will help you to ensure alignment of efforts, empower and engage staff, focus activities, and facilitate capturing data needed for effectiveness and advocacy. Ideally, the plan will consist of several elements, but need not be complicated if resources are limited. CRR works even if resources are limited.

The common element of a plan includes a local focus, seeks to reduce risk, integrates prevention and mitigation strategies, and identifies action items. Who prepares the plan will vary by department and locale. Some examples are:

- **Wilmington, NC**—Station-level and fire administrative staff
- **Tucson, AZ**—Community partner
- **Dallas, TX**—Central prevention office staff and community partner

The CRR plan is the cornerstone of success in gaining support for CRR implementation.

Implement the CRR Plan

Implementing the plan usually involves several steps. The process should include timelines, which can be quick and focused or slow and methodical. Plan implementation may rely on the fire department, community partners, or a combination of both.

The process of implementation can flex to accommodate the size and complexity of your CRR program. Departments implementing small-scale efforts, perhaps without good data at the outset, can scale each step to match local conditions. The important thing is that every program gets the organization of thought and clear, systematic process that these six implementation steps impart: Identify and allocate needed resources, Prepare a timeline with milestones, Assign responsibilities, Communicate goals and expectations, Monitor program, and Make adjustments as needed.

Multiple approaches for CRR programs can include:

- Fire department centered (Wilmington, NC)
- Community partner centered (Tucson, AZ)
- At a state level, as they did in Tennessee

Community partners can provide needed resources (knowledge, in-kind support, political support, financial support, marketing, etc.). Programs can be immediate and focused as in:
Merseyside, U.K. Fire and Rescue Home Visits Program

- Done over 12 years’ time—sustained
- Visited virtually every home in district
- Focused on behavior change—not just alarms
- Reduced fire incidents by 30% and fire deaths by more than 50% over that time period

Or rely more heavily on a partner as in the:

Tucson, AZ Fire Department Program

- With the Sonoran Environmental Research Institute (SERI)—already doing home safety visits
- Minimal fire department involvement or supervision
- Focused on behavior change—not just alarms
- Getting into homes fire department could not

Currently Tucson Fire is getting the fire department staff actively involved in CRR planning and implementation.

Implement a CRR plan to deal with “low hanging fruit” (the most basic opportunities) first, and then build on successes. There can be many paths to successful CRR plans.


Monitor, Evaluate, & Modify the CRR Plan

The final Step 6 in the process involves monitoring and evaluating the effectiveness of the plan, and making adjustments as necessary. This enables the organization to determine if they are achieving their desired goals and/or if the plan is or is not having an impact. Ongoing monitoring allows for plan modifications in a timely manner. It uncovers unexpected benefits and problems, and provides data to show program value/success to share results with all involved partners.
An Introduction to State CRR Teams

Community Risk Reduction begins ideally with a risk assessment at the station level. Oftentimes within a community, risks may vary depending on the demographics of the neighborhood. One area may have a recreational park with frequent calls to the fire department because kids refuse to wear their helmets, knee and elbow pads. Another station has assisted living centers and a senior center. Yet another station covers an industrial section of the community. All stations have distinct risks to address, specific strategies to address those needs, and the need for specific resources and community partners to prevent and mitigate the risks.

While one partners with the parks department and schools to provide safety education, helmets and safety gear, another might collaborate with senior centers and caregiver personnel to assist in preventing falls with education and removal of hazards. This all translates to a reduction of calls to the fire department and use of resources.

So, if this all occurs on a community and station level...

- Why the need for a State Community Risk Reduction (CRR) Team?
- What are State CRR Teams?
- Why are they important?

What are State Community Risk Reduction Teams?

The Community Risk Reduction (CRR) State Team approach blends risk data analyses with recommended best practices, and resources to increase local CRR efforts that produce measurable results in high-risk populations.

A critical link in the national framework to adopt best practices in local community CRR is a focus at the state level. Following the CRR planning steps at the state level begins with a statewide risk assessment. In this form, CRR becomes a statewide effort directed and driven from the top.

Support for local CRR implementation can also be done by establishing a statewide resource approach. This means providing resources and support to help local communities establish and conduct their own CRR plans. This approach is about teaching local communities to fish, rather than feeding them one!

“Give a man a fish, feed him for a day. Teach a man to fish, feed him for a lifetime.”

– Lao Tzu
A state may choose to take on a hybrid, or a combination of these approaches. Much like Tennessee and South Carolina, they may conduct risk analyses at the state level, and act upon them directly. However, at the same time they may also provide advocacy, tools, and training to the local communities so that they can conduct their own local CRR planning processes.

Local CRR programs address specific risks, behaviors, and audiences identified through incident, demographic, program data analysis, psychographics and community risk assessments. These high-risk populations include young children, older adults, persons with disabilities, and those with low socioeconomic status. The ability to implement a successful CRR plan oftentimes requires teamwork among agencies, and the support of a state level initiative can offer the sustainability needed to “keep the momentum going” and institutionalize CRR across the U.S.

Developing state level leadership and support for local teams of stakeholders within each state can:

- Lead the efforts of CRR in the state
- Recruit new communities to initiate the CRR process
- Mentor communities in their CRR plan implementation
- Establish a uniform CRR mission statement and common goals
- Assist in gathering and providing data analyses for risk assessments
- Identify and engage partner organizations and groups to support local CRR implementation
- Provide needed resources and training for local coalitions to implement CRR programs
- Standardize common language, practices and consistent safety messaging throughout the state
- Assist in overcoming political roadblocks through CRR training, advocacy and promotion
- Institutionalize Community Risk Reduction throughout the state

**Who can “Champion” a CRR State Team?**

Leadership can be provided through a key agency, such as the Office of the State Fire Marshal (as in Tennessee and South Carolina), who can provide assistance through data collection information (NFIRS reports), a standardized CRR Risk Assessment master, smoke alarm programs, etc.

In **Tennessee State**, the Deputy Commissioner of Fire Prevention, Gary West (retired 2018) indicated that the TN mantra is “Focused Fire Prevention”—focusing resources where they are needed most; not where things have happened, but where they will most likely happen. Through their “Get Alarmed TN Project” started in 2012, over 130,000 smoke alarms were installed through 2016, with 154 documented lives saved.
Leadership and support for local programs can also be originated by a state organization such as in Washington State. The Washington Fire Chiefs committed to supporting local fire service leaders with information, education, and resources through its conferences, workshops, seminars, and website resources. The WFC will also support, as appropriate, legislation that promotes and supports effective CRR initiatives throughout the state.

Another possible model for leadership can include a coalition of agencies and organizations acting as an executive committee, or support group to one organization “leading the charge”. The Illinois Fire Services Association (IFSA), that includes thirteen fire service groups (IL Fire Chiefs, IL Fire Inspectors, IL Fire Safety Alliance, Office of the IL State Fire Marshal, IL Fire Service Institute, Northern IL Association of Fire Protection Districts, IL Society of Fire Service Instructors, IL Professional Fire Fighters Association, IL Fire Fighters Association, Associated Fire Fighters of IL, Northern IL Fire Sprinkler Advisory Board, Mutual Aid Box Alarm System – MABAS, and City of Chicago Fire Department) is one such fire organization coalition that has the potential to unify support for CRR in IL. The IFSA is a partnership of the major fire service organizations in Illinois in the late 1980’s to effectively promote and coordinate activities on common issues, and to have a single voice on legislative issues at both the state and federal level of government. (See IL The Planning Stages in Appendix C.)

Who takes on the leadership role in a state level CRR team will oftentimes depend on a number of factors, including changing leadership, agency directives, available resources, funding and staffing. Changing leadership within a state organization or agency can have a negative effect on the growth, continuity, and sustainability of state level support for local CRR programs. Conversely, a change in leadership could have a positive growth effect, strengthening the CRR efforts and taking them to the next level. This may be yet other considerations in developing state level relationships with in and outside the fire service in the early planning stages.

**Establishing State Level Partnerships**

A key element in a successful State CRR Team is to identify and engage fire service related partner organizations and groups in support of local CRR implementation. However, developing public/private non-fire service, state-level partnerships can greatly contribute to the support, sustainability, and outcome of local CRR programs throughout the state. Possibilities for these partnerships can include the:

- Department of Public Health
- State Area on Aging
- Nurses Associations, Home Care Providers
- Hospital and State EMS (NEMA) organizations
- County Emergency Managers
• Dept. of Social Services
• Faith-Based organizations
• Department of Recreation
• Department of Education
• Police organizations
• Public Utilities
• Universities, Community Colleges, High Schools
• American Red Cross
• Media (including broadcast, social media, websites, etc.)
• Insurance Industry
• Diverse Cultural groups (ethnic, racial, linguistic, gender, persons with disabilities, etc.)
• Rural Farming Bureau
• Community Organizers
• Elected Officials

When soliciting or recruiting partner state level team members, it’s important to remember to engage the right mix of people and organizations that have a genuine interest and desire to participate. Much depends on creating an awareness of what Community Risk Reduction is, and its overall benefits to public safety as well as to the fire service. The services and support they can provide to the CRR State Team and local community constituencies, as part of the CRR State Team, will be determined based on a clear understanding of risk areas throughout the state, and the goals, objectives, expectations and level of commitment desired from the CRR State Team.

We know that other industrialized nations have adopted CRR practices, and as a result, have much lower fire incidence, fire death rate, and property losses when compared to the U.S. They have spread these successes into non-fire risk areas as well, educating, and including key organizations and groups into their CRR teams. We know that we are capable of doing better here too.

“...the next step is to develop CRR state teams that will continue to spread this knowledge on a consistent and sustainable basis. Subject-matter experts focused on assisting fire departments in their state will be a force multiplier in helping our nation adopt proven CRR best practices and, as a result, create safer communities.”

– Jim Crawford, Project Manager
Three State Approaches to Support CRR Programs in Local Communities

In organizing a state level Community Risk Reduction team to support local community CRR programs, there are three possible approaches to consider:

**State-Directed Program**

A state organization (e.g., Tennessee Office of the State Fire Marshal), or an executive team of multiple fire and non-fire state organizations (cross functional teams), would

- Establish a uniform mission statement and clear, achievable, common goals and objectives for Community Risk Reduction throughout the state; and
- Develop a statewide CRR plan, using statewide risk assessment data to share with local communities throughout the state.

Working, multi-disciplinary groups (with appropriate decision makers for the lead agency to accomplish goals) would be identified and assigned to address different risks with local stakeholders who share common interests.

Regional teams/mentors/coaches could be made available to work with local fire departments to implement, evaluate, and modify their local CRR plan, based on the state standard.

**Get Alarmed, TN!**

**Creating a Statewide Community Risk Reduction Plan**

The Tennessee State Fire Marshal’s Office (TSFMO) expanded its fire prevention efforts in fall 2017 by launching a Statewide Community Risk Reduction Program. Our strategy is to empower fire departments by providing custom community risk assessments along with mitigation strategies tailored to the identified risks. These community risk profiles helped jumpstart local community risk reduction plans.

Our profiles use demographic data from the US Census Bureau and fire incident data from NFIRS to create custom analyses for each of the 696 fire departments in TN. Our analyses are distributed to local departments and used to create focused and strategic plans to mitigate their community’s risk for fire. Any fire department that receives a community risk profile is required to submit a proposed community risk plan within 6 months. These plans are then reviewed and approved by a group of fire prevention leaders. Once approved, participation is monitored to track the impact of the program.
Supporting CRR Programs: A State Guide

Figure 3: Get Alarmed, TN!

Figure 4: Get Alarmed, TN by the Numbers

- Over 180,000 smoke alarms distributed
- 518 participating fire departments
- 189 homes per week
- 244 documented alerts & saves from "Get Alarmed" smoke alarms
- 84 smoke alarm canvasses

Figure 5: Immediate Returns 2016 and 2019

- 50,000 home visits
- 450+ fire departments in Get Alarmed
- 90 risk assessments distributed to FDs
- 13 CRR plans submitted by FDs

Home Safety Visits
TN Statewide “Get Alarmed Project” Immediate Returns
- 64,000 home visits
- 450+ fire departments in Get Alarmed
- 100 risk assessments distributed to FDs
- 28 CRR plans submitted by FDs

2016

2019
Outcome Evaluation: Long-Term Results

By identifying specific risks at the Census block group level (which is often even more local than the department or even station level), TSFMO has worked with fire departments to directly impact residents through home fire safety visits and smoke alarm installations.

In a recent study, NFPA dropped Tennessee from the 8th highest fire death rate to the 11th highest in the country. Between the 2006-2010 and 2011-2015 periods, Tennessee’s fire death rate fell 27% from 17.5 deaths per million to 12.8 deaths per million. In 2015, Tennessee had the fewest unintentional resident fire deaths since TSFMO began tracking this number. Tennessee has also had about a 12% reduction in the reported number of structure fires and a 21% reduction in dollar loss in recent years.

**Figure 6: Reduced Fire Loss**

- Reduction in fire-death rate—moved from 8th highest nationally to 11th.
- Fewest recorded fire deaths in 2015
- 12% reduction in structure fires
- 21% reduction in property loss

State agencies can play a central role in not only promoting but implementing Community Risk Reduction plans. State agencies can ease the burden on fire departments by providing materials, sharing best practices, and generating risk assessments using local data. Creating a CRR plan links fire departments and other agencies together with the common goal of reducing fire loss.

*Greg Adams, Director of Education and Outreach
Tennessee State Fire Marshal’s Office
Nashville, TN*

*(See TN case study in Appendix A)*
The State as a Resource (Advocacy, Tools, Training)

A state organization (e.g. South Carolina Office of the State Fire Marshal), or an executive team of multiple fire and non-fire state organizations, would organize and be prepared to offer support to local community risk reduction programs through Advocacy, Tools, and Training. These priority actions could include, but are not limited to the following:

**Advocacy** refers to the need for thought and influence of leaders both inside and outside the fire service to promote CRR. Suggested action items include:

- Provide ongoing communication to statewide organizations to create a common understanding of CRR
- Identify and engage fire service and non-fire service related partner organizations and groups to gain access to other risk data and resources
- Provide ongoing support toward legislation
- Encourage local fire departments (urban, suburban, and rural) to formalize their approach to community risk reduction through developing and implementing a CRR plan (career, volunteer and combination fire departments)
- Emphasize CRR benefits related to firefighter safety
- Promote CRR as part of a firefighter’s job description and candidate evaluation at all levels. CRR should be a part of the hiring process from recruits to promotional opportunities for company officer through executive fire officers.
- Provide incentives for volunteer departments to embrace CRR by showing them how CRR can be a value-added service to keep firefighters and communities safer, and by tying it to fundraising, recruitment, etc. (for non-firefighting volunteers)
- Organize a Fire Fatality Task Force at the state level that would be beneficial in evaluating the causes and contributing factors in fire deaths
- Advocate for programs that go beyond Smoke Alarm Campaigns to address additional local high-risk areas based on data analysis
- Provide some form of incentive to local communities to implement CRR (i.e. tie CRR to some form of funding, smoke alarms for home visits, etc.)
- Create awareness of successes (i.e. residential sprinkler adoption)
- Increase feedback to CRR communities for efforts and outcomes using recognition and awards.
- Establish a statewide “CRR Day” for recognition of local community CRR programs
- Support national CRR goals to guide continuing efforts in institutionalizing CRR around the U.S.
• Improve buy-in from national fire service leadership, and move for resolutions of support from national organizations.
• Support CRR into all levels of NFPA Proqual Certifications; provide incentives and institutionalize credentialing.
• Support reauthorization of FEMA’s Assistance to Firefighter’s Grants (AFG)
• Promote the United States Fire Administration (USFA) national theme “Fire Is Everyone’s Fight”

**Tools** refer to the provision of materials that will help local efforts conduct CRR risk assessments and to develop and implement CRR plans. Suggested action items include:

• Aid in risk assessments by simplifying and standardizing data forms/software including fire and non-fire data elements for varying risk areas. Utilize partner agencies/organizations that collect data to factor these elements into a risk analysis. ([https://strategicfire.org/community-risk-reduction/community-risk-assessment/](https://strategicfire.org/community-risk-reduction/community-risk-assessment/))
• Create a CRR standardized program evaluation and follow-up form ([https://strategicfire.org/model-performance/](https://strategicfire.org/model-performance/))
• Create a guide for developing local partnerships
• Provide quality, age-appropriate, and evidence based educational safety materials, with consistent messaging and common language, for local distribution (through such tools as the Fire Safety Materials Generator, [www.strategicfire.org/materialsgenerator](http://www.strategicfire.org/materialsgenerator)).
• Provide smoke alarms for distribution and installation during home visits, or other resources as needed ([www.homesafetyvisit.org](http://www.homesafetyvisit.org))
• Offer funding opportunities to support local CRR implementation; available resources for grant writing
• Create a state CRR expert network and speaker’s bureau (with fire and non-fire service partners, and population specific advocates) to teach and advocate for CRR and associated strategies

**Training** refers to the efforts made (both past and ongoing) that provide educational opportunities for people in the field to learn more about CRR. Suggested action items include:

• Provide awareness, information and training opportunities through classes, conferences, workshops, seminars, webinars, and website resources
• Assign a state level, readily accessible CRR contact person to local communities for guidance, especially throughout the initial CRR process
• Establish CRR leadership teams - regional trainers/mentors or leadership/coaching teams within the state to provide classes and assist communities in developing and implementing their CRR
Supporting CRR Programs: A State Guide

- Incorporate CRR into all levels of state training standards (Company Officer, Firefighter I, Chief Officer, etc.). Issue certificates and CEU's to document learning outcomes – combine with CRR proficiency requirements by Insurance Services Office (ISO) and Center for Public Service Excellence (CPSE)

- Improve training for all levels, within (includes recruit firefighters) and outside the fire service, to include policy leaders external to the fire service leaders/advocates and mid-level managers.

- Utilize the Vision 20/20, International Fire Service Training Association (IFSTA) ResourceOne, and National Fire Academy (NFA) CRR classroom and online training materials and opportunities

- Provide assistance in obtaining and analyzing local fire and injury data during risk assessments

- Create a common understanding of CRR, sharing case studies, and local successful program models.

- Create a system to ensure accurate and consistent fire and life safety messaging throughout the state by promoting widespread use of the IFSTA online course *Essentials of Community Risk Reduction* (www.ifsta.org/content/essentials-community-risk-reduction)

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**Strategy Task Group 1**

- TRAINING
  - One day workshops
    - Chiefs
    - Elected Officials
    - Volunteers
  - Online training
  - Webinars
    - In alignment with course teachings at the National Fire Academy
    - CRR Radio

---

**Strategy Task Group 2**

- TOOLS
  - Best practices
    - Research
    - Case Studies
    - Home Visits
  - Online tools (downloadable)
    - Video/Audio Application
    - Risk Assessment Guide
    - CRR Planning Guide
    - CRRnet

---

**Strategy Task Group 3**

- ADVOCACY
  - 300 plus fire service leaders to serve as advocates
  - CRR Leadership Team Formed
  - CRR Technical Advisors
    - Develop specific strategy to influence public policy
    - Job Standards
Combination of a State-Directed Program & the State as a Resource

Utilizing state level leadership, guidance, and resources at local level application and control, emerged as still another priority approach for a number of communities/states implementing CRR plans.

Initially, getting buy-in for CRR based on local jurisdictions, building local partnerships, and developing local CRR plans, then seeking the combination support and guidance from the state team may be a preferred approach to either a State Directed, or State Resource approach as seen in South Carolina.

Fire Safe South Carolina:
A Community Risk Reduction Program
Increasing industry concerns and unique demands require innovative responses. Fire Safe South Carolina seeks to reduce fire-related injuries, promote consistent messaging, increase data quality, and provide valuable resources. The mission of Fire Safe South Carolina is to unite fire service organizations to engage influential community stakeholders; together, we will support local fire departments to serve their citizens through strategic CRR programs.
Organizational partners include the S.C. Firefighters’ Association, the S.C. Fire Chiefs’ Association, and the S.C. State Fire Marshals’ Association.
Figure 7: Fire Safe South Carolina—Mission & Goals

Figure 8: Fire Safe South Carolina—How Do We Identify Risk?

*An example, County Risk Profile, can be found the SC Case Study, Appendix B
**Figure 9: Fire Safe South Carolina—Program Sustainability**

Note: Fire only accounts for approximately six percent of all calls for fire department responses in South Carolina, while medical or motor vehicle collisions account for roughly 60 percent. Atypical relationships and partnerships for the fire service are being engaged to address concerns.

*Josh Fulbright, Section Chief, Community Risk Reduction*
*Office of State Fire Marshal*
*Columbia, SC*

(See SC full report in Appendix B)
Conclusion

“Getting Ahead of the Call” is an effective approach to local risk management. Community Risk Reduction, at a fire station level, successfully identifies and prioritizes local risks, identifies partners, and uses an integrated approach that balances emergency response capabilities with proactive measures that work well together to reduce risks. CRR is an integration of all the protection strategies – including emergency operations and prevention/mitigation efforts.

CRR really means we are collectively trying to measurably reduce risks, improve outcomes, and be as efficient as possible using ALL of the tools we have available to do so to enhance firefighter and public safety.

Getting started in identifying risks and implementing the CRR process, or sustaining an active CRR program at the local community level can be challenging for many fire departments due to their limited resources. State support has been identified in a number of states to be an effective way to assist local CRR efforts. There are three possible approaches to consider in organizing a state level CRR team discussed in this guide:

**A State Directed Program.** Following the CRR planning steps at the state level begins with a statewide risk assessment. In this form, CRR becomes a statewide effort directed and driven from the top.

**The State as a Resource.** Providing resources and support to help local communities establish and conduct their own CRR plans through advocacy, tools, and training.

**A Combination Approach of a State Directed Program and the State as a Resource.** This is a hybrid, or a combination of both the State Directed and State as a Resource approach. Much like Tennessee and South Carolina, a state entity or team may conduct risk analyses at the state level, and act upon them directly. But at the same time, they may also provide advocacy, tools and training to the local communities so each can conduct their own local CRR planning processes.

The future of the fire and emergency services, and all the myriad of changing and challenging situations they now respond to, requires Community Risk Reduction in order to plan for and respond to their evolving environment and service demands. The world is changing and so must they in order to adapt and survive.

A critical link in the national framework to adopt best practices in local Community Risk Reduction is a focus at the state level. State agencies and organizations can work together in supporting and sustaining Community Risk Reduction, an evolving, measurably effective approach to improve public safety.
Appendix A: Case Study—Tennessee

Focused Fire Prevention—Preparing, Implementing, & Evaluating a Tennessee Statewide Community Risk Reduction Plan

Formative Evaluation—Planning
Tennessee has historically ranked high nationally in fire death rates. A 2011 University of Tennessee study found correlations between certain demographic characteristics and high rates of fire deaths. Since then, TSFMO continued researching the idea that some people have a higher risk for fires than others. Sharing our analysis of local data is key to helping fire departments understand risks in areas they protect.

Using Census data and fire data from NFIRS, TSFMO found a high correlation among three demographic characteristics and fire risk: income; housing value; and educational attainment. TSFMO uses a formula that assigns a fire risk score to Census block groups based on that data.

Feedback from TN’s annual Fire Loss Symposium revealed that many fire departments are overwhelmed and lack resources for community risk reduction. In a 2017 poll, TN fire departments selected a statewide CRR plan as their highest priority for reducing fire loss. TSFMO’s goal is to provide resources, including risk assessments that empower fire departments to implement CRR plans in their community.

Process Evaluation—Implementation
In 2012, TSFMO launched the ‘Get Alarmed Tennessee’ smoke alarm program that focused on high-risk communities from the University of Tennessee study. ‘Get Alarmed’ showed us the enthusiasm from fire departments to directly address the risk in their community, as more than 450 departments joined.

The next step was working with fire departments on targeted smoke alarm canvasses. For these events, TSFMO meets with fire departments and creates risk maps to identify high-risk homes to visit for fire prevention education and smoke alarm installations. Since 2015, TSFMO has assisted with more than 80 of these canvasses. Each canvass provides an opportunity to discuss community risk reduction concepts with the fire department.

TSFMO met with stakeholders in summer 2017 to get feedback on custom community risk assessments. Their comments were used to improve the assessments to better meet fire departments’ needs. Since the first risk assessments were delivered in fall 2017, TSFMO received dozens of requests. By helping to identify and prioritize risks, TSFMO gave fire departments the jumpstart they needed. It also provided fire departments with evidence that could be used to advocate for more CRR resources to local governments and leadership. Our belief is that helping implement more CRR plans in Tennessee will reduce fire loss.
Impact Evaluation—Short-Term Results
Since 2012, TN fire departments have visited over 50,000 homes to provide safety education and install smoke alarms. TSFMO has consistently met its goal of installing 20,000 smoke alarms annually.

TSFMO has delivered risk assessments to 90 fire departments. All of these departments are expected to submit a comprehensive CRR plan for them within a year. So far, 13 fire departments have submitted CRR plans for evaluation. In 2017, TSFMO awarded its first annual Excellence in Community Risk Reduction Award. (See Sample Award Application and Scoring Rubric below). TSFMO expect to have at least 50 fire departments submit CRR plans before fall 2018, with the goal of 100 plans by 2020.

(2019 Update – 64,000 Home Visits were made; 450+ Fire Departments are in the “Get Alarmed” Program; 100 Risk Assessments were delivered to Fire Departments; and 28 CRR plans have been submitted to the TSFMO.)

Outcome Evaluation—Long-Term Results
By identifying specific risks at the Census block group level (which is often even more local than the department or even station level), TSFMO has worked with fire departments to directly impact citizens through home fire safety visits and smoke alarm installations.

In a recent study, NFPA dropped Tennessee from the 8th highest fire death rate to the 11th highest in the country. Between the 2006-2010 and 2011-2015 time periods, Tennessee’s fire death rate fell 27% from 17.5 deaths per million to 12.8 deaths per million. In 2015, Tennessee had the fewest unintentional civilian fire deaths since TSFMO began tracking this number. Tennessee has also had about a 12% reduction in the reported number of structure fires and a 21% reduction in dollar loss in recent years.

Recommendations for others:
The importance of using local data cannot be overstated when developing a CRR plan. While national trends and the statistics of other jurisdictions can be useful for comparison, they do not provide enough insight into the risks faced by a specific population. A true risk assessment for a community helps to understand how and why a place is similar (or different) from other places. Because resources for fire departments and other public safety organizations are already stretched thin, it is vital to develop partnerships with other agencies. Assigning specific roles and duties to different partners makes executing a CRR plan easier and more realistic.

Conclusions:
State agencies can play a central role in not only promoting but implementing community risk reduction plans. State agencies can ease the burden on fire departments by providing materials, sharing best practices, and generating risk assessments using local data. Creating a CRR plan links fire departments and other agencies together with the common goal of reducing fire loss.
The Tennessee State Fire Marshal’s

Excellence in Community Risk Reduction Award

Fire Department: __________________________ Name of Person Filling Out Application: ______________________

Contact Number: __________________________ E-mail: ___________________________________________

Applications will be accepted through June 30th, 2019. Completed applications can be sent to Greg Adams at
Greg.Adams@tn.gov. A team of subject matter experts with no affiliation to the Tennessee State Fire Marshal’s Office
will score applications. Some of the applicants will be chosen to present at the Tennessee Fire Loss Symposium (TFLS).
All applicants should be prepared to present their CRR Plan at the Fire Loss Symposium in mid-September of 2019.

Signature of Applicant: __________________________________________________________________

Signature of Chief: _____________________________________________________________________

The goal of this award is to recognize a fire department who has created, implemented, and monitored a success
community risk reduction initiative. A great application will: • Identify and prioritize risks seen in the community. •
Show what strategies were created to mitigate these risks. • Give a detailed account of the CRR plan. • Show examples
of how the plan has been monitored, evaluated, or modified. • Acknowledge strengths and weaknesses of the original plan.

Please answer the following questions in a separate document. Top applications will fully answer every question and use
data to support the answers. Vision 20/20’s Risk Assessment Guide is a great resource to assist with this application.

Part A – Risk Assessment

1. What risks did you identify as hazards or threats to the safety of your community? How did you
identify the risks? What data did you use?

2. How were these risks prioritized? What was the methodology behind this prioritization?

Part B – Planning and Implementation

3. Describe the tactics or strategies your department used to mitigate the identified risk. Why did
you select each strategy for the associated risk?

4. What were the goals of your CRR plan? How did you determine that these goals were realistic
and appropriate?

5. How was the CRR Plan implemented? Did you work with partners? How did you build support
for the plan? How was the plan funded?
Part C – Evaluation and Results

6. What steps did you take to measure, monitor, and evaluate the effectiveness of the CRR Plan?

7. What data shows the success of the CRR Plan? What changes did you observe?

8. What were the strengths of your CRR Plan? Were there any possible improvements to the CRR that were identified? How did you respond to your evaluation?

For 2019, the Education & Outreach section is also offering a free Webinar Training for those departments who are attempting their first CRR plan. See the “Excellence in Community Risk Reduction” webpage for more information.
The State Fire Marshal’s Excellence in Community Risk Reduction Award: Judging Rubric

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying Risks (Question 1)</td>
<td>Does not identify risks AND includes no methodology for identifying risk.</td>
<td>Does not identify risks AND/OR includes no methodology for identifying risk.</td>
<td>Risks are identified and includes a methodology for how risk was identified.</td>
<td>Risks are identified with detail and includes an insightful description of the methodology for how risk was identified.</td>
</tr>
<tr>
<td>Prioritizing Risks (Question 2)</td>
<td>Does not identify risk prioritization AND includes no methodology for how risks were prioritized.</td>
<td>Does not identify risk prioritization AND/OR includes no methodology for how risks were prioritized.</td>
<td>Risk prioritization is identified and includes a methodology for how risks were prioritized.</td>
<td>Risk prioritization is identified with detail and includes an insightful description of the methodology for how risks were prioritized.</td>
</tr>
<tr>
<td>Tactics &amp; Strategies (Question 3)</td>
<td>Does not identify tactics and strategies for mitigating risk.</td>
<td>Identifies ONLY ONE tactic or strategy for mitigating risk.</td>
<td>Identifies AT LEAST TWO tactics or strategies for mitigating risk.</td>
<td>Identifies AT LEAST TWO tactics and strategies for mitigating risk and provides thorough detail on each.</td>
</tr>
<tr>
<td>Implementatio n Plan (Questions 4 &amp; 5)</td>
<td>Does not identify or describe the overall implementation plan AND does not explain how the tactics fit into this plan.</td>
<td>Does not identify or describe the overall implementation plan AND/OR does not explain how the tactics fit into this plan.</td>
<td>Identifies and describes the overall implementation plan AND explains how the tactics fit into this plan.</td>
<td>Identifies and describes the overall implementation plan in great detail AND explains how the tactics fit into this plan with great insight.</td>
</tr>
<tr>
<td>Evaluation (Question 6)</td>
<td>Does not identify or describe any evaluation measures for the implementation plan.</td>
<td>Identifies and describes AT LEAST ONE evaluation measure for the implementation plan.</td>
<td>Identifies and describes MORE THAN ONE evaluation measure for their implementation plan.</td>
<td>Identifies and describes MORE THAN ONE evaluation measure for their implementation plan with detail and insight.</td>
</tr>
<tr>
<td>Success &amp; Strengths (Questions 7 &amp; 8)</td>
<td>Does not include data to support success of the plan AND does not describe strengths &amp; weaknesses.</td>
<td>Does not include data to support success of the plan AND/OR does not describe strengths &amp; weaknesses.</td>
<td>Includes data to support success of the plan AND describes the strengths &amp; weaknesses.</td>
<td>Includes complete detail on data that supports success of the plan AND describes the strengths &amp; weaknesses in great detail.</td>
</tr>
</tbody>
</table>

Comments:

Total Score: ___________/ 24

Further information on the TN Get Alarmed Program can be found on their website at: www.tn.gov/commerce/article/fire-get-alarmed
Appendix B: Case Study—South Carolina

South Carolina 2018 Annual Report

The Office of State Fire Marshal is responsible for programs designed to educate and enhance public awareness of fire safety and CRR efforts. The Community Risk Reduction team manages the Fire Marshal’s initiatives surrounding Community Risk Reduction and data management. This section also continues to coordinate the Community Loss Education and Response (CLEAR) Team.

Major program areas include:

- Public Fire and Life Safety Education Delivery
- Data Collection and Management
- Fire Incident Research and Analysis
- Major Incident Support
- Fire Safe South Carolina: A Community Risk Reduction Program
- Fire Safe South Carolina Smoke Alarm Program
- Quarterly Fire and Life Safety Educator Training

To provide fire and life safety programs for school and family audiences, the Division and EdVenture Children's Museum continue its partnership. This arrangement allows LLR to provide personnel and program support for Dalmatian Station and Home Safe Home (a fire safety exhibit) within EdVenture. State Fire staff members are responsible for program development, delivery, and outreach activities. In FY 2018, risk reduction messages were shared with 6,032 adults and 7,592 children during direct delivery of Community Risk Reduction programs. This combined total reflects a 79 percent increase since last fiscal year and is a result of staff being scheduled to work during high traffic days.

CLEAR Team

Every reported fatal fire in South Carolina is researched by a State Fire CLEAR team member. The CLEAR team is comprised of several duty chiefs (weekly rotation), as well as a statistical research analyst, community risk reduction curriculum specialist, voluntary researchers, and the State Fire Marshal. Afterwards, to develop programs to better address South Carolina’s fire fatality problem, aggregate information is shared monthly with the team and other stakeholders. The CLEAR team trains bi-monthly to ensure the most up-to-date research techniques in order to professionally, cooperatively, and compassionately respond to scenes. In April 2018, the CLEAR Team’s success with targeted messaging and reducing risk in affected communities was shared at the national Vision 20/20 Model Performance in CRR Symposium in Reston, Virginia.
Fire and Life Safety Educator Quarterly Training

To provide ongoing, high-quality training to community risk reduction and fire and life safety educators, CRR conducts Fire and Life Safety Educator Quarterly training sessions. These six-hour sessions are interactive and include subject matter experts from other disciplines. Each session provides attendees with continuing education credits that meet the job performance requirements of NFPA 1035 that, in turn, assists their fire departments with earning maximum ISO scale credit in the CRR category. In FY 2018, CRR trained 146 quarterly attendees.

Fire Fatalities

State law requires the Fire Marshal’s Office to collect and analyze data on fire fatalities. In FY 2018 (chart below), there was an increase in the number of fire deaths (106) compared to the previous year (67). This increase can be attributed to more accurate reporting by fire departments. The average age was 55 years, and the majority of the fire victims (66 percent) were older than 50. Additionally, January 2017 was the deadliest fire fatality month with 13 victims, compared to two fire fatalities in November 2016.

<table>
<thead>
<tr>
<th>SOUTH CAROLINA FIRE FATALITIES</th>
<th>FY 2018</th>
<th>FY 2017</th>
<th>FY 2016</th>
<th>FY 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Fire Fatalities</td>
<td>90</td>
<td>106</td>
<td>67</td>
<td>93</td>
</tr>
<tr>
<td>Average Age</td>
<td>53 years</td>
<td>55 years</td>
<td>55 years</td>
<td>52 years</td>
</tr>
<tr>
<td>Percent older than 50 years</td>
<td>67% (60 victims)</td>
<td>66% (70 victims)</td>
<td>67% (45 victims)</td>
<td>60% (56 victims)</td>
</tr>
<tr>
<td>Percent between 20–50 years</td>
<td>20% (18 victims)</td>
<td>22% (23 victims)</td>
<td>21% (14 victims)</td>
<td>27% (25 victims)</td>
</tr>
<tr>
<td>Percent younger than 20</td>
<td>13% (12 victims)</td>
<td>12% (13 victims)</td>
<td>12% (8 victims)</td>
<td>12% (11 victims)</td>
</tr>
<tr>
<td>Percent Male</td>
<td>56%</td>
<td>66%</td>
<td>60%</td>
<td>66%</td>
</tr>
<tr>
<td>Number of Fatal Fire Incidents</td>
<td>77</td>
<td>89</td>
<td>60</td>
<td>76</td>
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<tr>
<td>Number of Multiple Fire Fatalities</td>
<td>9 incidents</td>
<td>13 incidents</td>
<td>7 incidents</td>
<td>15 incidents</td>
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<td>Lowest Fire Fatalities by Month</td>
<td>June 2018 (2 victims)</td>
<td>November 2016 (2 victims)</td>
<td>September 2015 (2 victims)</td>
<td>September 2014 (1 victim)</td>
</tr>
<tr>
<td>Number of Residential Fires</td>
<td>67</td>
<td>78</td>
<td>55</td>
<td>78</td>
</tr>
</tbody>
</table>

Data collection is accomplished through the National Fire Incident Reporting System (NFIRS) and used by South Carolina fire departments. After a fire department responds to an incident, a statistical report is completed. These statistics are analyzed by county, cause, presence of a smoke alarm, age of fire death victim, and type of structure. This statistical information represents information provided by 434...
participating fire departments (four percent increase since last fiscal year) through the Fire Incident Reporting System.

The map below reflects FY 2018 fire fatalities by county. Lexington County had the highest total of fire fatalities at nine. Additionally, 31 counties had at least one fire fatality.

**FY 2018 Fire Fatalities by County**

Data management programs continue to expand beyond simple maintenance of National Fire Incident Reporting Systems (NFIRS).

Data management is also involved in fire service-related research. CRR is assisting fire departments with data analysis, GIS mapping, and quality control. In FY 2018, CRR impacted numerous fire departments, through training, analysis requests, and helping build NFIRS programs in local departments where there previously were none. Local standard operating guidelines were implemented to provide local departments a baseline of how, when, and what to report to the State NFIRS Program.

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There were 356,456 incidents reported accounting for a property loss of more than $133 million. This chart reflects a percentage of total incidents by call type. For example, EMS (medical) incidents are almost 60 percent of calls and another 10% are false alarms. Five percent of incidents were fires, and these incidents accounted for more than $176.9 million in damages to property and contents. Of this amount, nearly $3.2 million is attributed to intentionally ignited fires. Significant fires with property loss...
estimated greater than $1 million have an impact on communities and local economies. The chart below reflects the significant FY 2018 fires listed by the date of the incident, city, property type, and dollar loss.

**Figure 11: South Carolina Reported Statistics**

<table>
<thead>
<tr>
<th>NFIRS Submitted Reports Statistics</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>No. of reports submitted</td>
<td>11.6% increase</td>
</tr>
<tr>
<td>Reported at least once</td>
<td>434 departments—3% increase</td>
</tr>
<tr>
<td>Active use of NFIRS</td>
<td>71% of participating fire departments</td>
</tr>
</tbody>
</table>

**Figure 12: South Carolina Incidents by Type**
### NFIC Conference

In November 2017, the National Fire Information Council held its annual conference at the Academy. Fire data analysts, CRR specialists, and NFIRS program managers from many departments and states came together to discuss ways to “pop the information bubble.” This conference was a success by encouraging departments to report more accurately and frequently, and to use their data for CRR projects.


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#### Figure 13: Fire Loss by Property Type

<table>
<thead>
<tr>
<th>Date</th>
<th>City</th>
<th>Property Type</th>
<th>Dollar Loss (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 19, 2017</td>
<td>Georgetown</td>
<td>Utility or distribution system, other</td>
<td>2</td>
</tr>
<tr>
<td>August 20, 2017</td>
<td>Myrtle Beach</td>
<td>Doctor, dentist or oral surgeon office</td>
<td>1.3</td>
</tr>
<tr>
<td>August 31, 2017</td>
<td>North Myrtle Beach</td>
<td>Warehouse</td>
<td>2.4</td>
</tr>
<tr>
<td>September 11, 2017</td>
<td>Edisto Beach</td>
<td>1 or 2 family dwelling</td>
<td>3.7</td>
</tr>
<tr>
<td>September 16, 2017</td>
<td>Florence</td>
<td>Multifamily dwelling</td>
<td>1.2</td>
</tr>
<tr>
<td>September 29, 2017</td>
<td>Sandy Springs</td>
<td>Residential, other</td>
<td>1.6</td>
</tr>
<tr>
<td>October 1, 2017</td>
<td>Mt. Pleasant</td>
<td>1 or 2 family dwelling</td>
<td>1.1</td>
</tr>
<tr>
<td>October 11, 2017</td>
<td>Camden</td>
<td>1 or 2 family dwelling</td>
<td>1.1</td>
</tr>
<tr>
<td>November 10, 2017</td>
<td>Pawleys Island</td>
<td>1 or 2 family dwelling</td>
<td>1.0</td>
</tr>
<tr>
<td>December 12, 2017</td>
<td>Columbia</td>
<td>Residential, other</td>
<td>1.4</td>
</tr>
<tr>
<td>January 19, 2018</td>
<td>Sumter</td>
<td>Warehouse</td>
<td>1.9</td>
</tr>
<tr>
<td>February 13, 2018</td>
<td>Sumter</td>
<td>Multifamily dwelling</td>
<td>2.5</td>
</tr>
<tr>
<td>February 18, 2018</td>
<td>Orangeburg</td>
<td>Manufacturing, processing</td>
<td>1.0</td>
</tr>
<tr>
<td>February 19, 2018</td>
<td>Bennettsville</td>
<td>Manufacturing, processing</td>
<td>15.0</td>
</tr>
<tr>
<td>February 27, 2018</td>
<td>Cottageville</td>
<td>Public or government, other</td>
<td>1.5</td>
</tr>
<tr>
<td>March 1, 2018</td>
<td>Kershaw</td>
<td>High school, Jr. high, or middle school</td>
<td>1.4</td>
</tr>
<tr>
<td>March 9, 2018</td>
<td>Greenville</td>
<td>Multifamily dwelling</td>
<td>1.1</td>
</tr>
<tr>
<td>March 15, 2018</td>
<td>Indian Land</td>
<td>1 or 2 family dwelling</td>
<td>1.7</td>
</tr>
<tr>
<td>April 22, 2018</td>
<td>Mt. Pleasant</td>
<td>Church, mosque, synagogue, temple</td>
<td>8.0</td>
</tr>
<tr>
<td>June 26, 2018</td>
<td>Highland</td>
<td>1 or 2 family dwelling</td>
<td>1.1</td>
</tr>
</tbody>
</table>
**Data Projects**

The Revenue and Fiscal Affairs Office is partnering with S.C. State Fire to create a GIS-layer which will assist statewide emergency efforts as well as State Fire’s community risk reduction section. Expected to be completed in FY 2019, this map will allow fire district boundaries to be layered over county boundaries and address points to create dynamic maps that can assist citizens for years to come.

South Carolina State NFIRS is expanding its reach to serve more fire departments. In progress is an updated “Gradebook,” which will allow public and fire departments to dynamically see their recent reporting data and its quality. NFIRS classes will be delivered through the Academy so more departments may receive data quality and basic report training. Additionally, the NFIRS Training Online course through SCFA Online is expected to give departments a 24/7 resource on how to complete the more difficult aspects of reporting. Addressing the diverse needs of adult learners has improved the amount and quality of reporting that arrives at the USFA.

Risk maps based on human, socioeconomic, and housing factors were created for Fire Safe SC to assist fire departments in determining the highest-risk areas in their respective counties. These maps were created in ArcGIS using an innovative matrix that reflects what is known about high-fatality count areas and high-response areas, despite not using either data set in the algorithm.

**Fire Prevention Grants & Partnerships**

In order to improve lifesaving educational initiatives across South Carolina, this section has spearheaded multiple partnerships. Additionally, multiple grant opportunities have made it possible to improve the impact of the following lifesaving efforts:

- The South Carolina Department of Disabilities and Special Needs (DDSN) contracts with State Fire to deliver annual home fire safety training to its employees across the state. This training has been revised and a project to move this training to the South Carolina Fire Academy Online Training platform was begun. The project is expected to be completed and be available in fiscal year 2019. With the completion of this project, not only will DDSN employees’ benefit, fire departments and the public will benefit as this training will be marketed to all.

- State Fire in partnership with South Carolina Educational Television (ETV) is in the final phases of a project to place a home fire and life safety program into third grade teacher’s hands. This will be accomplished through a repository of lesson plans stored on the ETV website. Teachers from across S.C. regularly access this database of lesson plans in order to deliver health and safety programming for school-aged children based on the 2017 South Carolina Standards for Health and Safety Education. This guiding standard is produced by the State Department of Education. The project is anticipated to be completed and go live in early fiscal year 2018.
State Fire is a partner with the Home Fire Preparedness Campaign - an American Red Cross program. One of the major goals of this relationship is to install 50,000 smoke alarms in homes across South Carolina from 2015-2017. Records indicate 51,714 smoke alarms have been installed during this period. State Fire is a partner with Red Cross professionals in our region and continues to provide technical expertise in the area of education and logistics. In FY 2018, in total, there were 3610 homes made safer as a result of this partnership with 10,907 smoke alarms and 92 deaf/hard of hearing alarms installed, and 438 smoke alarm batteries replaced.

The Fire Safe South Carolina Alarm Program has partnered with multiple entities to bring smoke, carbon monoxide, and deaf/hard of hearing specialty smoke alarm resources into South Carolina. These resources are provided to local fire departments where firefighters visit the homes they protect to educate residents about reducing the impact of fires while assuring the residents have adequate alarm technology in their home. During FY 2018, the Fire Safe South Carolina Alarm program received 6,855 smoke alarms, 200 carbon monoxide alarms, and 200 deaf/hard of hearing specialty smoke alarms. During the same period 3,936 smoke alarms, 261 carbon monoxide alarms, and 104 deaf/hard of hearing specialty smoke alarms were disbursed to local fire departments. To ensure access of our joint efforts statewide, tracking of alarm installations was moved to the American Red Cross database. This partnership will allow both organizations the ability to see progress, avoid duplication, and plan alarm replacements in the decades to come. The partnership also allows local fire departments the ability to track and account for their personal resources, facilitating a framework for statewide installation information should all departments transfer their tracking to this platform.

State Fire is partnering with Charleston County’s Hoarding Task Force and the Riley Center for Livable Communities at the College of Charleston to combat one of the most prevalent risk factors in regard to fire fatalities. By providing the Task Force with data analysis, research efforts, and general support, the county has made great strides toward combating this issue.

State Fire continues to partner with Vision 20/20, our national community risk reduction partner. Through grant funds, Vision 20/20 has provided thousands of alarm resources to South Carolina residents over the last few years. During FY 2018, we were deemed no longer in need of our assigned State Technical Advisor for community risk reduction and Chief Fulbright was appointed and assigned as a State Technical Advisor to Alabama. Vision 20/20 facilitated a trip to Alabama to initiate this relationship.
Fire Safe South Carolina: A Community Risk Reduction Program

Increasing industry concerns and unique demands require innovative responses. Fire Safe South Carolina seeks to reduce fire-related injuries, promote consistent messaging, increase data quality, and provide valuable resources. The mission of Fire Safe South Carolina is to unite fire service organizations to engage influential community stakeholders; together, we will support local fire departments to serve their citizens through strategic community risk reduction programs. Organizational partners include the S.C. Firefighters’ Association, the S.C. Fire Chiefs’ Association, and the S.C. State Fire Marshals’ Association.

Launched in June 2017, Fire Safe South Carolina has been presented at various fire service association conferences and other venues. In FY 2018, 30 county meetings (out of 46 counties) have been held with more than 800 in attendance. Staff continues to review current efforts, forge new relationships, and establish focus. In FY 2019, staff will complete the remaining county meetings and work with local fire departments to develop Community Risk Reduction plans for their jurisdictions. Further, full-time, temporary positions tasked with program management will be dissolved and approved full-time, permanent positions will be hired for program sustainability.

Current full-time, staff members are tasked as lead contacts. Each staff member is responsible for 23 counties and serves as point of contact for 260 districts. Staff will engage, facilitate, and track the progress of districts on their journey in becoming designated as a Fire Safe South Carolina Fire District.

In maintaining relationships and supporting the South Carolina fire service, other state and national organizations have partnered with us in new and unique ways to promote our common goals. These groups include: American Red Cross, Department of Education, S.C. Baptist Convention, Department of Health and Environmental Control, Vision 20/20, ETV, Children’s Trust of South Carolina, and the S.C. Lieutenant Governor’s Office on Aging. In fact, the Office on Aging partnership has resulted in 165 referrals for Home Safety visits and installation of 144 smoke alarms and one hard of hearing alarm. Other unique partners include Jason Hurdich, the popular certified deaf interpreter, who allowed Fire Safe SC to live stream his hard of hearing alarm install via Facebook Live and the Charleston County School of the Arts where 16 deaf/hard of hearing alarms were installed with coordination by seven local departments. With increased interest across the state has come additional requests and welcomed demands for resources. These partnerships continue to be maintained and new ones fostered, with groups who have the ability to influence the fire problem.

With statewide and national support, Fire Safe South Carolina stands to be a sustainable CRR venture. A web presence has grown around Fire Safe South Carolina, with a website, www.firesafe.sc.gov, and social media, Twitter and Facebook, @FireSafeSC.
To support local Community Risk Reduction activities, the Fire Safe SC Program provides fire departments with a risk assessment based off information available on a state and national level. The following is an example of a County Risk Assessment which highlights opportunities for risk reduction activities and partnerships to support the goals of the Fire Safe SC Program.

Darlington County, South Carolina

<table>
<thead>
<tr>
<th>Staff Positions</th>
<th>No. of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Risk Reduction Program Manager</td>
<td>1</td>
</tr>
<tr>
<td>Statistical Research Analyst</td>
<td>1</td>
</tr>
<tr>
<td>Curriculum Coordinator</td>
<td>1</td>
</tr>
<tr>
<td>Community Risk Reduction Program Assistants</td>
<td>2</td>
</tr>
<tr>
<td>Community Risk Reduction Program Assistants (Temp/PT)</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Staff:</strong></td>
<td><strong>8</strong></td>
</tr>
</tbody>
</table>
Supporting CRR Programs: A State Guide

Darlington County Profile Risks and Rankings

Population: 67,234
Area: 567 sq. mi.
Poverty Rate: 25%

Top Call Types Reported

<table>
<thead>
<tr>
<th>Year</th>
<th>Medical &amp; Motor Vehicle Collisions</th>
<th>Fires</th>
<th>Good Intent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>1,023</td>
<td>358</td>
<td>248</td>
</tr>
<tr>
<td>2013</td>
<td>968</td>
<td>399</td>
<td>324</td>
</tr>
<tr>
<td>2014</td>
<td>927</td>
<td>431</td>
<td>386</td>
</tr>
<tr>
<td>2015</td>
<td>1,240</td>
<td>424</td>
<td>364</td>
</tr>
<tr>
<td>2016</td>
<td>1,247</td>
<td>415</td>
<td>457</td>
</tr>
</tbody>
</table>

Top Risks
1. Poverty rates
2. Rural population
3. Disabled population

Overall State Risk Rankings by Environmental Scan

<table>
<thead>
<tr>
<th>Rank</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>7th</td>
<td>Socioeconomic Health</td>
</tr>
<tr>
<td>14th</td>
<td>Human Factors</td>
</tr>
<tr>
<td>19th</td>
<td>Housing</td>
</tr>
</tbody>
</table>

Risk is derived from data obtained through the 2015 American Community Survey – U.S. Census and public health surveys and calculated by Fire Safe South Carolina. Call type information and fatality information is derived from NFIRS and CLEAR Team data. This profile will be updated as risk-reduction programs are delivered in these communities.
The county map shows each census block group’s overall risk compared to other census block groups in the area. Risk is derived from data obtained through the 2015 American Community Survey – U.S. Census and public health surveys and calculated by Fire Safe South Carolina. Call type information and fatality information is derived from NFIRS and CLEAR Team data. An area of low risk does not mean it is completely without risk. This profile will be updated as risk-reduction programs are delivered in these communities.
Appendix C: Case Study—Illinois

Illinois Statewide Support for Community Risk Reduction

The Planning Stages

State level leadership, for supporting and sustaining local Community Risk Reduction (CRR) efforts, blends risk data analysis with recommended best practices and resources to produce measurable results in high-risk populations. The three models for state level teams include State Directed (a statewide risk assessment and statewide effort directed and driven from the top); the State as a Resource (providing resources and support to help local communities establish and conduct their own CRR plans); and a Hybrid of both approaches.

Although championing this effort at a state level can come from one organization (i.e. the State Fire Marshal’s Office), Illinois has a unique organization called the Illinois Fire Services Association (IFSA). The IFSA is a coalition of agencies and organizations that includes thirteen fire service groups:

- IL Fire Chiefs (IFCA)
- IL Fire Inspectors  (IFIA)
- IL Fire Safety Alliance (IFSA)
- Office of the IL State Fire Marshal (OSFM)
- IL Fire Service Institute (IFSI)
- Northern IL Association of Fire Protection Districts (NIAFPD)
- IL Society of Fire Service Instructors (ISFSI)
- IL Professional Fire Fighters Association (IPFA)
- IL Fire Fighters Association (IFA)
- Associated Fire Fighters of IL (AFFI)
- Northern IL Fire Sprinkler Advisory Board (NIFSAB)
- Mutual Aid Box Alarm System (MABAS), and
- City of Chicago Fire Department (CFD).
This fire organization coalition has the potential to unify support for CRR in IL. Created in the late 1980’s, the IFSA is a partnership of the major fire service organizations in Illinois to effectively promote and coordinate activities on common issues, and to have a single voice on legislative issues at both the state and federal level of government.

Following a series of meetings and discussions, it was decided that the Illinois Fire Chiefs Association (IFCA) would “lead the charge” and be the driving force in working with the IFSA on creating a Statewide CRR Plan for IL and provide the Advocacy for CRR throughout the state. The Tools needed to implement CRR throughout IL would be the responsibility of the IFCA Consulting Group, and Training needs would be accomplished by the IL Fire Service Institute (IFSI).

The following group participated in a Statewide CRR Meeting, held on March 13, 2019 in Rosemont, IL. This meeting was hosted by Vision 20/20 and sponsored by the Motorola Foundation. Participating were the following members representing the fire organizations in Illinois:

- Jim Grady, Executive Director, IL Fire Chiefs Association
- Don Shoevlin, 2nd Vice President, IL Fire Chiefs Association
- Dave Slivinski, Programs Director, IL Fire Chiefs Association
- Steve Rivero, GIS Analyst, IL Fire Chiefs Association
- John Christian, Past-President, IL Fire Chiefs Association
- Greg Hay, Fire Service Outreach Coordinator, Office of IL State Fire Marshal
- Jim Keiken, Deputy Director, IL Fire Service Institute
- Mike Dillon, President, IL Association of Fire Protection Districts
- Mike Toika, Fire Marshal, Addison Fire Protection District
- Marsha Giesler, Assistant to the Chief, Downers Grove Fire Department
- Jim Jackson, Deputy Fire Chief, Bloomington Fire Department
- Mike Tiedt, Motorola, and Burlington Fire Department
- Stephen Hrustich, Vision 20/20, IL Technical Advisor

Identifying/Prioritizing Risks and Analyzing Data

- The IL Office of the State Fire Marshal has the data, but needs more people and better technology to collect it. OSFM has a 90% compliance rate for NFIRS data collection in IL.
- Need high level risk assessment for Illinois.
- The IFCA can assist with this work. It was recommended that the first steps are to get the IFCA group to meet with the OSFM to get the data.
- The IFCA would work with the data through their consulting arm. The consulting group would provide tools to work with the data. This can assist in connecting communities with other resources.
- Have representatives from each of the Illinois Fire Services Association 13 groups be an oversight group to look at the state as a whole from each perspective and develop a picture of risks across the state. Once this is accomplished, contacts and where to go for help can be provided.
- Prioritize risks for Illinois according to the diversity in locations (metropolitan and rural areas).
Moving Forward – Getting the Word Out

- Once data is collected, analyzed and risks prioritized, develop a plan to get the word out about the value of CRR.
- Do a media blitz (like NFFF did). Awareness and education is key in getting buy-in for CRR across the state.
- The chief is in charge of supporting and getting his/her department on board – putting the right people in the right places.
- The chief’s support needs to be there or CRR won’t go anywhere. Fire fighters need to understand the value of CRR.
- Boards and commissions must also support CRR, even if the chief wants to implement CRR. Chiefs need to educate their local boards.
- IFSI can do trustee training, but to date there hasn’t been much traction. This disconnect is hurting the effort. Additionally, some parts of the state just don’t seem to care, or believe they do not have the resources of time, personnel and budgets to support CRR.
- Many rural chiefs are not full time. They have much to do and not enough time. CRR goes to the bottom of their pile. Perhaps CRR needs to come from the bottom up in smaller departments. Rank and file need to embrace CRR.
- There are many fire groups in Illinois. All groups need to get the word out. Once risk data is collected and analyzed, the IFSA needs to get engaged and develop a plan to get the word out.

Initial Action Plan

- IFCA will develop the CRR statewide plan with an action/timeline to hold IFSA groups accountable.
- IFSA will own the CRR statewide plan.
- IFCA and OSFM will gather/analyze the risk data, and then introduce the need and planned approach to all 13 groups in the IFSA.
- Fire Chiefs throughout the state need to be informed and understand the CRR support being offered through the IFSA, the leadership of the IFCA, and expectations of the rank and file, local administration, and politicians.
- Steve Rivero, GIS Analyst, IL Fire Chiefs Association can meet with Greg Hay, Fire Service Outreach Coordinator, Office of IL State Fire Marshal and Phil Zaleski with the program and CRR risk data.
- Develop a plan to educate chiefs throughout the state.
- Present CRR information at the May and October, 2019 Fire Chief’s Symposia.
- Use the IFSA and OSFM “Be Alarmed” 2018 Smoke Alarm Installation Program as a working example of data collection. IL is already doing this, involving many fire departments across the state. This can be a model for collecting/analyzing other risk data in the state.
- Create an organized approach under a new brand, identifying the CRR statewide effort as a “new initiative” to assist in rallying departments behind it.
- A specific brand for the CRR statewide effort would also benefit the political aspect in demonstrating to politicians (especially the new IL governor) the data and benefits of CRR throughout the state.
- Educate the Illinois Municipal League to gain their support for CRR.
- Introduce CRR into IL recruit classes. IFSI is already doing some, but could consider increasing this in their curriculum.
- Continue to look to Vision 20/20 State Technical Advisor for guidance in providing a statewide support system for CRR in Illinois.

**Figure 15: South Carolina Incidents by Type**

https://www.ifsa.org/programs/alarms
Appendix D: Initial Statewide CRR Support in Wyoming

Memorandum from the Wyoming State Fire Marshal’s Office, Mark Young
State of Wyoming Community Risk Reduction Program
Wyoming State Fire Marshal’s Office

Memorandum

Date: July 18, 2019
To: Kathy Clay  Rick Cozad  Mark Doyle  Dawnna Fogg  Matt Gacke  Nick Hudson
    Dennis Johnson  Chris Kocher  Byron Mathews  Cooper McCullar  Mark Norford
    Al Rood  Chris Stevens  Chris Tomford  Sam Wilde
From: Mark Young, Assistant State Fire Marshal
Subject: Wyoming Community Risk Reduction Program

The purpose of this memorandum is to inform you of the formal adoption of our Community Risk Reduction (CRR) program for the State of Wyoming. This program addresses mission/mantra, logo, partnership model, roles and responsibilities, initiative/s, and marketing as discussed at our initial workshop meeting in June of 2019.

Background

On June 1, 2019, the Wyoming State Fire Marshal’s Office (WSFMO), and yourselves representing various fire departments across the state, participated in a workshop in Casper, Wyoming, as a part of the 2019 Wyoming Association of Fire Marshal’s Conference. The sole purpose of the workshop was to discuss and develop a proposed statewide community risk reduction program for the State of Wyoming.

The departments represented in the workshop included the Wyoming Fire Marshal’s Office, Rock Springs Fire Department, Park County Fire District #2, Natrona County Fire District #1, Worland Volunteer Fire Department, Laramie Fire Department, Cheyenne Fire/Rescue Department, Sundance Volunteer Fire/Rescue Department, Lander Volunteer Fire Department, and Laramie County Fire District #2. I and Mark Norford facilitated the workshop.

Previous to this workshop research was conducted to determine best practices in regards to other State implementation plans. Vision 20/20 provided the “road map”, to include staff support prior to the workshop. Myself and Mark Norford utilized a document titled, “Supporting Community Risk Reduction Programs: A State Guide” from Vision 20/20 as guidance during the workshop.

The workshop began with discussion on Vision 20/20’s goal to implement CRR programs into all 50 States. The participants in the workshop ranged from no CRR experience to seasoned users of CRR principles in their communities. All participants were supportive of collaborative efforts to implement a formal CRR program in Wyoming.
As workshop facilitators, our objective was to develop a Wyoming CRR program comprised of the following elements:

- Mission and/or Mantra
- Identification of Wyoming CRR Logo
- State CRR Partnership Model
- Definition of Roles
- Identification of an Initial Statewide CRR Initiative
- Marketing

**Statewide Wyoming CRR Program**

**Mission and/or Mantra:**

Participants identified “Getting Ahead of the Call” as the mantra for the Wyoming CRR program. This mantra provides a vision to reduce civilian fire injuries and deaths through the implementation of CRR plans negating the need to call 911 for help.

**Logo:**

Workshop participants identified “307CRR” as the essence of the program logo. Mark Norford has developed the following logo for the program.

![Logo Image]

**State CRR Partnership Model:**

Three options were discussed by the participants. 1) Option #1 is a Wyoming State Fire Marshal’s Office directed program. In this model the WSFMO analyzes statewide fire data to determine fire problems across the state. The WSFMO develops solutions to reduce and/or eliminate the identified fire problems, informs our local fire department partners of the proposed solutions, and implements the solutions/plan statewide with support of our local partners. 2) The second option is comprised of the WSFMO providing data, resources and support to help local fire departments establish and conduct their own CRR plans. 3) The third option is to adopt a hybrid approach, or a combination of the first two strategies. Using this partnership model, the WSFMO provides leadership for the program, conducts data analysis for the State, and provides specific data to local fire departments for use in developing their own specific CRR plan for their communities. In this model the WSFMO also provides support to local fire departments in the form of advocacy, tools and training. After discussion of all three, the work group selected option #3 as their preferred state implementation and partnership model. The work group believes the ability to implement a successful CRR program in Wyoming requires teamwork among the WSFMO and local fire departments. An effective team and partnership between the WSFMO and local fire departments can:
Supporting CRR Programs: A State Guide

- Recruit new local fire departments to initiate the CRR process.
- Mentor locals in their CRR plan implementation.
- Establish a uniform CRR mission statewide.
- Establish and communicate the critical need for all Wyoming fire departments to provide NFIRS reports to the WSFMO.
- Identify and engage like-minded partner organizations and groups to support state and local CRR implementation.
- Provide needed resources and training for locals to implement CRR programs.
- Standardize common language, practices and consistent safety messaging throughout the state.
- Assist in overcoming political roadblocks through CRR training, advocacy and promotion.
- Institutionalize Community Risk Reduction throughout the State of Wyoming.
- Ultimately, reduce and/or eliminate fire injury and deaths in Wyoming.

Definition of Roles and Responsibilities:

The WSFMO will:

- Provide leadership and assistance to the 307CRR team through data collection information (NFIRS reports).
- Seek 100% NFIRS reporting participation of Wyoming fire departments.
- Conduct state and local data analysis.
- Measure CRR plan outcomes.
- Provide CRR advocacy to local fire departments.
- Train local fire departments on NFIRS reporting best practices.
- Train local fire departments how to implement their own local CRR plans.
- Identify and develop statewide partnerships with like-minded agencies and organizations.
- Actively advocate for the 307CRR program.

Local fire department partners will:

- Learn and adopt standardized CRR methods and how to implement a local CRR plan.
- Implement local strategies to reduce the local fire problem.
- Measure local CRR plan outcomes.
- Provide accurate NFIRS reports to WSFMO.
- Actively advocate for 100% NFIRS reporting participation of other Wyoming fire departments.
- Identify and develop local partnerships with like-minded agencies and organizations.
- Actively advocate for the 307CRR program.
- Recruit other local fire departments across Wyoming to join the 307CRR team.

Identification of an Initial Statewide CRR Initiative:

An objective of the workshop participants was to identify at least one significant statewide fire problem using WSFMO data. Seventeen months of data, beginning January 1, 2018, revealed 50% of residential civilian fire deaths in Wyoming are a direct result of smoking in the presence of home medical oxygen. This data is alarming and the participants selected this fire fatality problem as the team’s first statewide CRR initiative. The stated goal of this 307CRR initiative is to “Install inline O2 cannula thermal devices in
100% of all identified homes using medical oxygen in Wyoming, in an effort to eliminate all Wyoming fatalities and injuries due to smoking in the presence of home medical oxygen by January 1, 2024."

**Marketing:**

The workgroup discussed options to increase the visibility and understanding of the 307CRR program statewide. Preferred marketing options identified are:

- The WSFMO and local fire departments include 307CRR program and initiative information using websites and social media platforms.
- The WSFMO and local fire departments will provide media releases and look for opportunities to give television, radio, and news print interviews.
- The WSFMO and local fire departments will identify and utilize other advertising opportunities and methodologies to spread 307CRR initiative messaging.
- The WSFMO and local fire departments will look for opportunities to include the 307CRR logo, “Getting Ahead of the Call”, and short CRR messaging on department vehicles.

**Conclusion**

Mike Reed, Wyoming State Fire Marshal, was very impressed with the great work of this group and is an avid supporter going forward. The WSFMO looks forward to our working relationship with you and your departments as formal partners in 307CRR.

If you are not the Fire Chief of your department, please share this memorandum with them so they have a good understanding of our collaborative statewide program.

Thank you!
Appendix E: Local Level Programs — Wilmington, NC

Context

Wilmington, NC has an estimated population of 119,200 (2017)

The Wilmington Fire Department (WFD) has 212 uniformed members, 10 fire stations, and 15 fire companies. The city's fire death rate is 14.7 per million (the state's rate is 19.5, and the national rate is 13.2).

Home Visit Program Description

With some funding from the Washington State Association of Fire Marshals (WSAFM) FEMA Assistance to Firefighters Grant program, WFD was able to start a CRR program. WFD began by using fire incident rates from 2003 - 2009 to identify hot spots. They also used GIS to map those incidents to determine where to target smoke alarm installations. Five of the 10 fire stations were in "hot areas."

The Grant Coordinator created a training program for CERT volunteers and firefighters covering the reason for the grant, smoke alarm placement/installation, handouts and the form for tracking data. The Coordinator also ensured that hang tags were put on doors a few days prior to each event to notify occupants that firefighters would be in their area, that volunteers were recruited, and firefighters knew the plan.

Teams of firefighter(s) and a CERT volunteer went door – to - door in the designated areas. When someone was home and interested, they entered to test existing alarms, replace batteries, and replace alarms that were not functioning or were older than 10 years old. Additional alarms were installed as needed to meet the North Carolina Building Code (one alarm in each hallway, one alarm on every level of the home and one alarm in each bedroom). Some homes received up to 7 smoke alarms.

The Coordinator provided each team with a cordless drill, a three foot step ladder, drywall screws and 10 year, sealed, lithium battery powered ionization smoke alarms with a hush button. Visits typically lasted 15 minutes or less. Upon exiting, teams left residents a specially created fire safety brochure. All home visits were conducted during duty hours at no additional cost to the fire department.

Door hang tags were also used when no one was home, inviting residents to call and request a free installation. Requests were forwarded to the local station for installation.

A fire in an elevator room on the University of North Carolina (UNC) campus prompted a meeting of all
staff at the station serving that area. As a result, crews are now involved with move-in day and student orientation, and distribute fire prevention materials at sporting events. UNC has even approached the mayor about painting the school colors on one of the fire engines as has been done for other Universities.

In addition to this targeted home visit approach, WFD during Fire Prevention Week, partners with New Hanover County Dept. of Aging Meals on Wheels program to deliver meals, test alarms, and schedule appointments as needed. WFD also implemented a neighborhood canvassing smoke alarm testing and installation program in areas immediately after home fire deaths.

Results of Targeted Home Visit Program:

Of 1389 homes visited, 543 were entered and 1,400 alarms were installed. 48% of the homes entered did not have any working smoke alarms.

We also know of at least one home serviced where an unattended cooking started a stove fire, the newly installed alarm sounded, and a passerby called 911 resulting in less damage to the home.

Keys to Success:

- The Fire Chief is very focused on improving the department and wants to be more involved in the community. This program provides firefighters with that opportunity.
- The fire department culture has changed – it is now “get out into the community.”
- The fire department performance evaluations for personnel can include fire prevention goals.
- People become fire department advocates when they benefit directly from this project and become lifelong partnerships in the community.
- All new firefighters attend a one week Fire and Life Educators Level I certification class to engrain in the new employees that they are also educators.

Lessons Learned:

- Paperwork is important and complete accurate paperwork is key to alarm inventory and demonstrating results. 200 of the 1600 alarms were not accounted for due to inadequate completion of the installation form.
- Firefighters worked with CERT volunteers but scheduling with volunteers and firefighters proved to be difficult. Firefighters were able to work in teams with fellow firefighters to eliminate the scheduling difficulties.

Next Steps

- The fire department is considering creating a Community Risk Reduction position in the fire and life safety section of the fire department.
• To develop partnerships with non-profits that work with high risk groups.
Appendix F: Local Level Programs — Dwight, IL

Community Risk Reduction Impact on Fire Department ISO Rating
Dwight, Illinois

I. Formative Evaluation – Planning

Dwight, Illinois, a city of more than 118 square miles with a population of 6,600 people is protected by a volunteer fire district. When a new fire chief took the reins in 2014, Dwight was struggling to overcome the loss of jobs and businesses. The largest employer closed down due to state budget cuts, many other businesses closed down, and many homes and businesses were never rebuilt after a 2010 tornado. This resulted in decreased home values, an increasing number of foreclosed residential and business properties, empty buildings, delinquent property tax liens, and a significant decrease in tax income for the district.

The district's poverty rate was 14.7% with an unemployment rate of 9.0% compared with a national rate of 14.8% and 5.5% respectively. A large older adult population increased the number of EMS responses due to aging and lower income. The district also included a large youth population and a large number of single-parent-households.

The most critical risks found in the risk assessment were:

- Response/Staffing
- Training
- Equipment
- Fire Prevention

Response/Staffing. The fire district was staffed by 18 volunteer firefighters. Firefighters would sign up to work paid on-call weekday shifts at the fire station. The average response time was over 16 minutes with less than three firefighters, on average, per call. Mutual- and auto-aid response times were more than twenty minutes, and there were no agreements in place.

Training. Of the department’s 18 firefighters, four were certified as Illinois Basic Operations FireFighter or Advanced FireFighter, and four were Emergency Medical Technician certified. The department provided less than 2,000 total training hours per year and did not include any training mandated by the Illinois Department of Labor (IDOL) or Occupational Safety and Health Administration (OSHA). The district also lacked a nearby fire training facility.
**Equipment.** Each piece of fire apparatus had mixed SCBA. Firefighters were not fit tested as there were not enough masks to issue to each firefighter. The closest aerial ladder was more than 20 miles away, and the tallest ground ladder was 24 feet.

**Fire Prevention.** During the past 15 years, the fire district responded to an average of 20 residential fires per year. Other identified target hazards were the Central Business District (unprotected, not inspected, turn of the century construction that were taller than the fire department’s ladders), a large printing factory, a large cold storage warehouse, and a four-story state mental hospital.

There were no formal fire prevention programs at schools or businesses. There were no props, handouts, or tools for fire prevention activities and no funding to purchase them.

These situations resulted in an ISO rating of 6.

**Measurable Objectives to improve conditions:**

1. **Response/Staffing**
   - a. Increase the number of firefighters to 36 (double the staff)
   - b. Increase the number of available personnel to respond to calls
   - c. Reduce response times to less than 12 minutes
   - d. Obtain federal assistance for recruitment and retention of firefighters

2. **Training**
   - a. Increase the total training hours per year to 5,000 hours
   - b. Increase the number of certified firefighters to 75% of the department membership
   - c. Increase the number of licensed EMS personnel to 25% of the department membership
   - d. Meet IDOL/OSHA mandated training requirements
   - e. Establish a local fire training facility

3. **Equipment**
   - a. Purchase standardized SCBA for all apparatus
   - b. Issue each firefighter their own SCBA mask and fit-test all members
   - c. Purchase a used aerial ladder that can service target hazards

4. **Fire Prevention**
   - a. Implement a formal fire prevention program at schools
   - b. Develop and implement marketing strategies
   - c. Implement a free smoke alarm installation program
   - d. Public monthly articles regarding fire safety in the local newspaper
   - e. Obtain a fire prevention and safety trailer
   - f. Conduct a fire department/fire prevention open house during Fire Prevention Week
II. Process Evaluation – Implementation

To achieve the identified objective, fire officers conducted personal discussions with key stakeholders to gain the necessary support and funding. These discussions included the Fire District Board of Trustees, firefighters, local business owners, the Economic Development Committee, real estate agents, insurance companies, civic groups, the Rotary Club, State Representatives, and “vocal” residents who would share our mission.

A key factor for recruitment was changing the employment policy to draw people from outside of the district. Grant funding was obtained from the Illinois Office of the State Fire Marshal and FEMA’s SAFER program. These funded new turnout gear, individual air masks, and uniforms. The grant funding also provided tuition reimbursement, training, and physicals to interested candidates from outside our district boundaries; our Board of Trustees provided these items to those living in the district's boundaries. Grant funding and the use of local media, social media, and a department website were used to advertise recruitment efforts.

The department purchased a used aerial truck with funding from public and private partnerships. The Board of Trustees funded standardized SCBA for every riding position in all apparatus.

Working with the State of Illinois Central Management Services and Area Representatives, a vacant prison was turned into a local firefighter training facility.

Fire prevention activities were conducted in every class in each grade at the local elementary school and “Camp 911,” a fifth-grade outreach including the local emergency medical, law enforcement, and emergency call center providers. The firefighters conducted two fire drills per school per year. An annual open house was held at the fire station and the department had a presence at many community events.

III. Impact Evaluation – Short Term Results

The department recruited and certified 52 volunteer professional firefighters as Illinois Basic Operations FireFighter. Thirty-two were certified as EMT or Paramedic with five more in school.

More than 12,000 hours of training was conducted annually including mandated training from state and national safety organizations. Much of the training was held in the recently created fire training facility, the “Training Center for Live Fire Training.”

The station is staffed daily by an increased number of volunteer firefighters, averaging 4-12 each day.

The department has an aerial ladder with adequate reach for the downtown buildings. Every riding seat on the department’s apparatus has standardized SCBA. Every firefighter has an individual fit-tested mask.
A formal fire prevention program was initiated in the elementary schools. The department purchased a fire prevention and safety trailer that is used at many community events, including an annual open house during Fire Prevention Week. Fire safety articles are run monthly in the local newspaper. Firefighters will install home smoke alarms upon request.

An “Adopt a Firefighter” program will begin in the 2017-2018 school year. Firefighters will work with the local schools to visit as role models beyond our fire safety visits. They will eat lunch, play at recess, and read with the students.

![Fire and safety trailer props help the department in their outreach efforts.](image)

**Figure 16. Fire and safety trailer props help the department in their outreach efforts.**

### IV. Outcome Evaluation – Long Term Results

As of mid-2017, the department has 49 well-trained volunteer firefighters, beyond our goal of 36 firefighters. Four to 12 firefighters staff the fire station each day with an average of nine firefighters responding to each incident.

The average response time is now six minutes and 52 seconds, almost half of the goal to respond in less than 12 minutes.

The department continues to provide 12,000 plus hours of training for response staff, more than double the goal of 5,000 hours. The training includes state and national safety mandated training.

All of the firefighters are certified to basic firefighter levels, the goal was 75%. The goal to have at least 25% of the department membership licensed in emergency medical services was surpassed as 75% are now certified EMT or Paramedic.

A local fire training facility was created in a unique and creative manner.

Every firefighter is fit-tested with their own mask and there is standardized SCBA on all apparatus.

All target hazards can be reached by aerial or ground ladders.
A formal fire prevention initiative is in the school, there is regular media outreach to the community, smoke alarms are being installed in homes, and a fire prevention and safety trailer is utilized at many community and school events, including an annual open house.

All of these outcomes led to an improved ISO rating of 4.

![Image of fire prevention initiative](image1.png)

**Figure 17.** A live fire training facility was created from a vacated prison.

**Conclusions:**

Looking outside of our fire district for recruiting made a huge impact on our recruitment and retention efforts. Grants helped get us started, but changing our mindset has allowed our culture to change and provided a way to meet and exceed our goals.
Appendix G: Local Level Programs — Anaheim, CA

Anaheim Fire and Rescue - Community Care Response Unit

I. Formative Evaluation – Planning

Anaheim Fire and Rescue of Anaheim, California, began their strategic planning process asking three critical questions, how do we:

- Become more competitive in the future
- Create value added service for the customer beyond the 911 call
- Re-engineer and retool our profession in the future

In 2012, the Orange County Grand Jury’s final report identified that the fire and emergency medical response model needed to be evaluated. The Orange County Grand Jury investigates and reports on County, City, and District matters, it is “a powerful governmental watchdog institution.” (Jury, 2012, p. 1) Their report identified the common concern that as fire departments evolve into emergency medical departments, “the model for operating the fire departments has not radically changed.” (Jury, 2012, p. 114)

According to the 2014 National 911 Progress Report, the number of 911 calls in 2014 in California was more than 23 million with a total cost of more than $119 million.”

The Affordable Health Care Act triggered an increased realization that all healthcare organizations, including emergency medical services and fire departments in California, have an integrated and shared responsibility for providing patient care to improve the health of individuals and communities, while reducing costs. This Population Health Management model works to find and prevent at the root cause of a disease long before hospitalization is needed.

From these events and ideas, Anaheim Fire and Rescue created two related recommendations in their strategic plan; develop a plan to address the effect of Healthcare Reform on EMS, and design a plan to implement a Mobile Integrated Healthcare division.

One initiative to meet these recommendations was to institute a Community Care Response Unit, an Advanced Care provider vehicle patterned after the Mesa Fire and Medical Department and Mountain Vista Medical Center program in Mesa, Arizona.

The Anaheim Community Care Response Unit was intended to:

- Better align medical response efforts with call severity
- Redeploy more effectively, specifically to:
• Increase ALS availability
• Decrease Ambulance Patient Off Load Time (APOT) at the emergency department by reducing transports of low acuity patients
• Test mobile health care integration as part of the EMS system
• Evaluate the cost effectiveness/recovery
• Create a hospital-fire-ambulance partnership
• Reduce health care system costs
• Improve community relations
• Improve the patient experience
• Provide patient centered care

A Community Care Response Unit combines an Advance Provider, in this case a Nurse Practitioner, and a Fire Captain Paramedic in the field, in a non-transport response vehicle. This provides a higher level of care (BLS, ALS, and clinic level services) in the field and reduces emergency department transports.

II. Process Evaluation – Implementation

The original partnership for the Anaheim Community Care Response Unit was made up of Anaheim Fire and Rescue; Kaiser Permanente of Orange County, a medical facility; and CARE Ambulance Service, a private ambulance service.

The Community Care Response Unit is dispatched to low acuity calls. They respond to patients who would benefit from the care of a Nurse Practitioner who can provide medical advice in the field, reducing emergency department visits. This innovative concept of patient care within the Emergency Medical Service keeps Advanced Life Support and Basic Life Support units available for medical emergencies needing their specific training. The Nurse Practitioner and paramedic provide definitive care on the scene.

An ambulance was utilized for the Community Care Response Unit. It was equipped similar to other ambulances but the unit is able to bandage, suture, clean wounds, prescribe medications, conduct ISTAT-Blood Analysis, and involve primary care and urgent care facilities. They respond to back pain, wound care (suturing and skin tears), minor falls, and disease management for Otitis Media-Ear Infections, Sinusitis, Pharyngitis, Bronchitis, and Asthma. The unit responds to social service calls and assists patients to transition to appropriate care facilities.
III. Impact Evaluation – Short Term Results

From May 2015 – May 2017 (24 months), the Anaheim Community Care Response Unit Summary of Data

- 1,709 dispatches
- 554 patients
- 23 average calls per month, 5.4 calls per week.
- 9.31% of Community Care Response Unit calls were repeat calls.
- Frequent Chief Complaints – Weakness, Lacerations, Falls, Abdominal Pain, and Anxiety
- Top Diagnosis – Lacerations, Anxiety, Weakness, Abdominal Pail, Cellulitis, Nausea
- Top Comorbidities – HTN, Diabetes, Anxiety, Dementia, ETOH Abuse, Depression
- Procedures/Actions Taken – Education, Wound care, Consultation, Made Appointment, Rehydration IV therapy
- The patient’s physician was called on 6.93% of incidents
- 17% of patients received a prescription
- 15% of patients received medication
- Common Medications used – Zofran, Toradol, Rocephin, Decadron, Home medication
- Most patients, when insurance was known, had Medicare.
- 5.78% of patients were homeless
IV. Outcome Evaluation – Long Term Results

May 2015 – May 2017 Summary of Data

- ALS units were released in 84.3% of all patients after CCRU responded
- 56% of patients were NOT transported to the emergency department
  - 51% treat and release, 42% transported BLS, 2% ALS, 5% referred for appointment, transported by private vehicle or transferred to police custody.
  - When they were NOT transported, diagnoses were generally Laceration or Anxiety
  - When they were transported, it was generally for complaints of Anxiety, Pain, Confusion, Emesis, ETOH, Hyperglycemic, Infection, Respiratory issues, abdominal pain, or weakness
- $280,410 potential cost savings using Medicare costs
- $580,955 potential cost savings using provider billing amounts
- 523 potential emergency bed time hours saved (time patient is in the emergency room)

![Anaheim Community Care Response Unit Paramedic and Nurse Practitioner](image)

Figure 19. Anaheim Community Care Response Unit Paramedic and Nurse Practitioner

Works Cited
Appendix H: Sample Fire Departments Doing CRR

- **Dallas, TX** – partnership with Dallas Injury Prevention Center for target neighborhoods & evaluation

- **Spring Lake Park, Blaine, Mounds View Fire Department, MN** - mostly volunteer fire department - use a point system to incentivize staff

- **Tualatin Valley Fire & Rescue, OR** – "Right resource, right staff & right call"

- **Tucson, AZ** – community partner implements program in Spanish and conducts home safety visits as part of HUD healthy homes – where lead paint and mold are the primary concerns – but smoke alarms and kitchen stove top technology that prevents fires becomes part of the private partner routine

- **Vancouver, WA** – 2 station based CRR, school based, pilot

- **Wilmington, NC** – multiple station based CRR pilot

- **Seattle, WA** – use of North African community members who become trained as local fire safety advocates

- **College Park, TX** – use of fire department and other personnel to conduct home safety checks and smoke alarm installations

- **Madison, WI** – use of on-duty, off duty firefighters and fire prevention personnel to reach high-risk areas; strong examples of community relationships by station area.

- **Worcester (MA) Fire Department** partnered with local Housing Authority to replace electric coil burners in low-income senior housing with temperature limiting control technology – reducing cooking fires from 138/year to ZERO fires.
Appendix I: Glossary

Community Risk Reduction utilizes specific terms and concepts of which many firefighters are not exposed or are often misunderstood. It is important to understand these terms when discussing CRR or in developing a CRR plan.

- **Hazard**: A natural or manmade source or cause of harm or difficulty. A hazard can be actual or potential. Known physical features that have the potential to cause negative impacts to life, property, and/or natural resources.

- **Loss**: Death, injury, property damage, or other adverse or unwelcome circumstance.

- **Mitigation**: An effort to reduce the impact and/or loss of something.

- **Prevention**: An action that stops something from happening.

- **Risk**: The potential that a chosen action, activity, or inactivity will lead to an undesirable outcome or loss.

- **Risk Management**: Coordinated activities to direct and control an organization or community with regard to risk.

- **Stakeholder**: Person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity.

- **ISO**: Insurance Services Office. A source of information about property casualty insurance risk. The ISO Public Protection Classification program is designed to help establish fire insurance premiums for residential and commercial properties based in part on a community’s fire protection services.
Appendix J: Community Risk Reduction Resource List

Online Resources

- Vision 20/20 Website [http://www.strategicfire.org](http://www.strategicfire.org)
  - Case Studies, Merseyside Video and a variety of video clips
  - Advocacy Tool Kit
  - Home Safety Visit App
  - Guides
    - CRR Planning Guide
    - Community Risk Assessment Guide
    - Outcomes Guide
  - CRR Video Testimonials

- Vision 20/20 and IFSTA ResourceOne online courses: [www.IFSTA.org](http://www.IFSTA.org)
  - Essentials of Community Risk Reduction (ECRR)
  - Model Performance Measurement Evaluation
  - Community Risk Reduction


- United States Fire Administration (USFA)
  - [www.usfa.fema.gov/prevention/outreach/media/Pictographs](http://www.usfa.fema.gov/prevention/outreach/media/Pictographs)

- National Fire Protection Association (NFPA) [www.nfpa.org](http://www.nfpa.org)
  - Downloadable public education materials, tip sheets, etc. for all age groups and fire issues.

- TriData/CDC Global Reports
  - [www.sysplan.com/documents/tridata/international/global_concepts_1.2.pdf](http://www.sysplan.com/documents/tridata/international/global_concepts_1.2.pdf)

- Merseyside Fire and Rescue Service (UK)
Appendix K: Table of Figures

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1 Information provided by Tri-Data www.sysplan.com/tridata

Appendix M: Vision 20/20 National CRR Advocacy Plan

National Community Risk Reduction Advocacy Plan
Having emergency response personnel actively involved in the assessment, prevention, and mitigation of risk is one of the most effective strategies for developing an effective CRR program. However, this may be a cultural shift for some firefighters that needs to be considered when developing a CRR program.

Effective CRR encourages firefighters to proactively get out into their response area and partner with community organizations to identify and reduce local risks. By working with others to “get ahead of the call” they can improve public safety for the variety of fire, medical and other emergency incidents that the fire service deals with on a daily basis.

CRR is not a new concept. For years, fire and rescue departments have been doing some form of CRR, through programs such as building inspection and public education programs but by applying it in a more focused way it can be made even more effective. This can be accomplished by truly integrating it into the core mission of the fire department, as well as into the mindset of its staff. Risks beyond those covered by traditional fire prevention efforts must be addressed, and firefighters (not just Fire Prevention staff) must be involved.

Experience has shown that the best place to begin to analyze local risk is at the local fire station. That station's firefighters have intimate knowledge of the risks that affect the citizens they serve, and those risks may be different from those found in another station area across town.

Today's fire service is deeply involved in emergency medical services (EMS) and is constantly reacting to a myriad of other non-fire community risks. But, proportionately little to none of that daily effort is proactive. And few fire departments take a hard look at outcomes. The steady drumbeat of emergency calls leads them to focus on reaction to events, rather than a proactive approach. Often, the result is that they become trapped in an upward spiral of increasing demand for service, coupled with diminishing resources.
CRR is the best way to assess a community’s risks, as well as the degree to which the fire service is having an impact on those risks. After identifying existing risks, firefighters must ask themselves:

Which risks are we making an effort to prevent or mitigate, and are we succeeding? And what combination of strategies will provide the best and most efficient outcomes for public safety?

Applying prevention and mitigation strategies in the most effective manner means looking at the outcomes that a department is trying to achieve. And if the overall goal of the fire service is to improve public safety, then it is necessary to measure how that does or does not occur and focus efforts on the mix of strategies that will produce the best results.

The heart of effective CRR is the ability to analyze risk, direct resources towards response/prevention/mitigation of said risk, and then to CHANGE strategy if outcomes show no improvement.

**CRR Methods and Culture Change**

Decades ago, law enforcement officers in every U.S. town walked a beat. They knew every shop keeper and most residents and saw or spoke to dozens of neighborhood folks daily. These officers were first on the scene of crimes, first to detect trends, first to recognize and deal with run-of-the-mill problems that the neighborhood faced. They had allies (partners) on every block, in that they maintained rapport with the people they protected, and those people communicated with them regularly when there were problems to resolve, as well as when there were none. It helped to build positive relationships.

Years later, with most law enforcement officers now responding call-to-call in a patrol car, many jurisdictions promoted a return to the days of the beat cop, to reconnect with the community and re-establish the partnerships that were once ubiquitous. This effort was labeled Community Policing, and its emergence made positive changes in the way police interact with the public in many cities. Community Policing involved both community outreach and a focus on crime reduction techniques. The police officer, once a faceless person in a patrol car who only showed up when bad things happened, was once again an individual with important ties to, and knowledge of, the neighborhood he/she protected. The neighborhood now considered her/him “their officer,” as well as their default contact person for the city.

This reconnection is a significant mindset change for police agencies. For a police officer accustomed to dealing with bad people on a regular basis, to instead be out on foot, simply talking to people, was a dramatic difference in focus. For the public, the difference is refreshing, and decidedly more humane. For both groups, the change is potentially life-saving, as the detailed knowledge of the community can often defuse conflict early on and prevent or mitigate situations that would otherwise become escalated.
This is very much a form of Community Risk Reduction, and the effort to reengage officers with the people of the neighborhood is exactly the same sort of connection that firefighters need to establish with the people they protect.

Instead of a beat, most fire stations have a first due area that is their primary response zone. This area is also typically the focus of that station’s non-emergency efforts, such as building inspections and educational visits. In some communities, firefighters are largely spending their shift in the fire station between calls. That means that they only interface with members of the public when a bad thing has already occurred, and they are simply reacting to that bad thing. While an indispensable part of a firefighter’s mission, this “reaction response” is only one part of their potential value to the public.

Many departments are discovering that working with the community between calls gives them the ability to interact with the public in a non-emergency mode. It also allows them to identify common ground in identifying risks and working together to mitigate or prevent them.

Getting firefighters to see the value of community engagement can be done by changing long-established culture. Some fire departments have made huge strides in this realm, yet some are stuck in something of a feedback loop - “we are too busy running calls to engage with the community.” This ignores the cause and effect factors that result in many calls for service. They are missing opportunities to “get ahead of the call,” and to focus on outcomes that help manage call volumes and improve public safety concurrently.

To understand the significance of specific parts of the overall strategy to change the culture of the fire service, it is important to understand how they all fit together. In textbook terms, changing organizational culture involves recruitment, hiring, training, modeling and rewarding the behaviors and normative attitudes desired. At the national level, that means coordinating a strategy that encourages fire departments to adopt these practices and institutionalize them. Put simply, local departments need to see the importance and value of the principles of what is called “Community Risk Reduction” in the United States (U.S.).

The American fire service culture has been traditionally focused on emergency operations. The primary mission of local departments is to respond to emergencies when people call for help, and to mitigate the damage of fires, medical emergencies, or a host of other emergent needs that responders face. No one foresees the end of that basic mission, no matter how effective other prevention and mitigation solutions become. But CRR can help reduce the number of fatalities and injuries when unavoidable human-caused or natural incidents occur, and it can help prevent some events entirely. In fact, rising call volumes in other areas (besides fire) make “getting ahead of the call” a real need for the fire service in what will continue to be challenging economic times.

An integrated approach will be more efficient and effective in the long run. Fire sprinkler systems, building compartmentalization, alarm systems, safety education, seat belts/air bags, community
paramedicine efforts, and other preventing/mitigating solutions may be combined with effective emergency response capabilities to improve public safety beyond what we have experienced in the U.S. And a focus on outcomes to measurably improve public safety is the most important aspect of effective CRR.

We know that other industrialized nations have successfully adopted CRR practices, and as a result, have much lower fire incidence, fire death rate, and property losses when compared to the U.S. They have spread these successes into non-fire risk areas as well. We know that we are capable of doing better here too, by institutionalizing CRR in the U.S.

In order to achieve a national goal that institutionalizes these concepts within the fire service, three basic approaches have been organized via The Vision 20/20 Project to move in that direction.

**Training:** Creating training modules that help to educate the fire service about what CRR really is, and why it is important.

**Tools:** Providing no cost tools that help the fire service successfully implement CRR concepts at the local level, and make it easier to perform outreach efforts that have demonstrated results.

**Advocacy:** Enlisting the support of decision makers and thought leaders in the fire service community to promote the concepts of CRR. This is intended to be done at the local, state, regional, and national levels.
Supporting CRR Programs: A State Guide

Training
This element is key to help raise the awareness of the value of CRR concepts in the U.S. The Vision 20/20 Project has been successful at obtaining funds, predominantly from the Assistance to Firefighters Grants (AFG) program, to produce and deliver a variety of educational offerings designed to teach the fire service about CRR, and how to use it effectively. The training element of the overall strategy includes several parts:

- **One-Day Workshops:** The training material developed by The Vision 20/20 Project, Oklahoma State University, and the Centers for Disease Control & Prevention, the University of Washington, and numerous subject matter experts is used to conduct workshops across the nation. There has been at least one in each of 10 Federal Emergency Management Agency (FEMA) regions, and in some cases, more.

- **Train-the-Trainer:** Each of the workshops in the field has helped to identify local presenters for each FEMA region so that the materials can be taught locally without federal support. There is now a cadre of qualified instructors who can deliver the CRR training independently of any funding The Vision 20/20 Project may provide.

- **Online Training:** An online course has been developed and is available from The Vision 20/20 Project and IFSTA Resource One. The course provides an overview of CRR concepts and encourages students to take advantage of more in-depth training available elsewhere and guides them toward online resources to help them develop their own, local CRR plans. It is offered free of charge and has been viewed by thousands of students nationally.

- **Webinars:** Short duration overviews about the value of and need for CRR concepts have been broadcast in partnership with the International Association of Fire Chiefs, and the International City Manager’s Association. These webinars are available at The Vision 20/20 Project’s website.

- **Firefighter Recruit Training:** The Vision 20/20 Project developed a model curriculum for recruit firefighters to explain the value of and need for CRR concepts within the fire service. Currently, it is being revised and field tested to match proposed changes in NFPA 1001 and 1021, the professional qualification standards for firefighters and fire officers.

- **CRR Radio:** has been created to develop podcasts of local CRR experiences, designed primarily to educate practitioners in the field about the “how to” of implementing best CRR practices.

Tools
This element of the overall strategy is intended to identify tools that can be adapted and adopted locally so that practitioners in the field will not have to invent their own materials. Perhaps, more importantly, is providing resources that are tested to be effective and appropriate especially for age, literacy levels, and non-English speaking audiences.
• The Vison 20/20 Project, in partnership with the Washington State Association of Fire Marshals, developed an online guide to conducting home safety visits with a step-by-step process to help fire departments implement them in their respective communities (www.homesafetyvisit.org). This guide follows best practices from a peer review process in the U.S. and internationally, where measurable reductions in incidents, deaths, and injuries have been well documented.

• Case studies have been developed for a variety of CRR practices, and in particular those that include emergency response changes that improve outcomes and manage call volumes. These case studies show measurable results in terms of formative, process, impact and outcome evaluation measures refined and promoted under another Vision 20/20 strategy. The case studies are housed on the USFA website and promoted through the “Prevention and Public Education Exchange,” accessible on the USFA’s website.

• Vision 20/20 has produced written and online guides, available at www.strategicfire.org, on step-by-step processes for conducting CRR Risk Assessments and CRR Planning at the local level. A guide to forming state CRR teams is in development, in partnership with the Motorola Solutions Foundation and the Assistance to Firefighters Grant (AFG). It will be completed during this grant cycle. This approach was identified as a top priority from a recent national summit on CRR, in order to facilitate support for adoption of CRR concepts locally.

• In September 2015, after 3 years of testing and research funded by Fire Prevention & Safety grants from the U.S. Department of Homeland Security/FEMA, The Vision 20/20 Project launched The Vision 20/20 Fire Safety Materials Generator. This innovative online resource allows fire departments and their partners to create their own tools such as door hangers, brochures, handouts, and other educational tools. These can be customized with fire department and partner logos, contact information, and even local photographs to educate the public about smoke alarms and cooking safety. The Vision 20/20 Fire Safety Materials Generator was designed by Marketing for Change, an award-winning behavior change marketing firm, with input and oversight from national fire safety experts, The Vision 20/20 Project and other subject matter experts. Now in active use in hundreds of communities, the Materials Generator is becoming a valued outreach tool for Community Risk Reduction practitioners across the U.S. to reach their communities with public education messages that have been tested for effectiveness with high-risk audiences.
The Vision 20/20 Project, in partnership with the Friendship Veterans Fire Engine Association in Alexandria, Virginia, and the Lincoln, Nebraska, Fire Department has developed a free app for mobile tablet devices and smartphones that can be used to educate local audiences (especially during home safety visits) on basic fire safety information. It covers four different safety scenarios: smoke alarms, speed of fire, cooking and heating in seven languages. The video “speaks” directly to audiences in their native languages. Languages include English, Spanish, Mandarin Chinese, American Sign Language, Arabic, Vietnamese, and Karen. The application can be expanded to include other languages as local needs arise and funding becomes available.

Short promotional testimonial videos have been produced that fire department leaders can use to help demonstrate the value of CRR concepts, in particular how they help with both accreditation and ISO rating processes.

A new partnership with the Center for Public Safety Excellence (CPSE) is in development which will “cross-walk” the CRR planning process with the Accreditation process to align them more closely. A new guide of outcome measures for operations and prevention programs will help steer CRR efforts towards measurable improvements in public safety.

CRR net is a national email “chat” group established for practitioners in the field to talk to one another about CRR best practices, problem solving and to band together to promote the concepts of CRR.

**Advocacy**

The Vision 20/20 Project established a specific task group of fire service leaders to serve as advocates for adopting and institutionalizing CRR concepts within the U.S.

- To date, we have recruited more than 300 fire service practitioners from across the nation. This group of influential leaders includes past and present fire chiefs and other respected figures and all serve as advocates for CRR concepts. About 200 of these advocates received direct training in Vision 20/20’s last Model Performance in Prevention Symposium so that they had the tools to promote CRR in their communities, states and regions.

- A cadre of CRR Technical Advisors has been established to provide assistance for departments that may need help getting started on local risk assessments and CRR planning. In particular, we have focused on states with the highest fire death rates per capita to encourage them to conduct a risk assessment, and begin proactive efforts throughout their state. The states currently receiving assistance with CRR Technical Advisors are South Carolina, Kentucky, West Virginia, Tennessee, Alabama, Mississippi, Oklahoma, and Illinois.

- A national CRR Leadership Team has been formed to help guide the efforts of The Vision 20/20 Project’s CRR promotion and is comprised of national “thought leaders” from different aspects of
the fire service. Team members concurrently serve as powerful advocates within any setting in which they are active. Representatives include members with ties to the International Association of Firefighters, the International Association of Fire Chiefs, and the Center for Public Safety Excellence, the National Volunteer Fire Council, the National State Fire Marshals Association, the National Fire Protection Association, and others.

Each element of Vision 20/20’s overall strategy to promote CRR concepts combines to move the U.S. fire service toward a tipping point that adopts and institutionalizes CRR nationwide. All of the strategic elements are developed and promoted in alignment with course material at the National Fire Academy, where courses have been promoting CRR concepts for many years.

The CRR Leadership Team established by The Vision 20/20 Project has developed a list of action items that will add to previous and existing efforts to institutionalize CRR concepts in the fire service of the United States, including:

- Developing more online tools to give the local fire departments the resources they need to do effective home safety visits. Practical safety messages have already achieved a national subject matter expert consensus (on the appropriateness of their messaging) via the National Fire Protection Association (NFPA) Educational Messaging Advocacy Committee. Vision 20/20 is working on a new online resource tentatively named the Essentials of Community Risk Reduction which will be a free resource to firefighters and prevention practitioners about proper safety messaging for a variety of local community risks, including fire and medical incidents.

- Developing simple risk assessment tools for an online application that allows any fire department in the U.S. to conduct a simple risk assessment, which will help them focus their proactive CRR efforts where they will do the most good.

- Developing more robust risk assessment tools, such as those used in the U.K., which allows better focus of CRR efforts based on more sophisticated analysis of demographic and psychographic information.

- Focusing on the development and promotion of state CRR teams where cross-disciplinary team members from each state work together to institutionalize CRR concepts within their respective states. A guide to establishing state CRR teams is underway and the next steps will be developing more specific promotional strategies to get each state to use the guide and establish their own teams.
  - Continue the efforts in high fire risk states to promote community risk assessments and promote the adoption and implementation of CRR concepts throughout the fire service of each state.

- Promoting resolutions from national fire service groups in support of CRR.
• Focusing on an educational campaign, via publications and events, for elected officials, city and county managers about the value of CRR.

• Working with ISO on a more accurate use of CRR in the insurance rating process.

• Continuing to work with the Center for Public Safety Excellence (CPSE) and other organizations to promote and institutionalize the concepts of CRR; including a “cross-walk” of the CRR planning process with the CPSE Accreditation model, and pursuit of model outcome measures for CRR activities.

• Continuing and enhancing, where possible, the existing educational and advocacy efforts for CRR.

• Continuing to promote better risk assessments and monitoring risk reduction activities, means better data is needed, and this data needs to cover all hazards, not just fire. Advocating for better data collection and analysis tools will greatly assist in the efforts to spread the CRR philosophy into local communities.

• Continuing to revise the current CRR field training packages for the volunteer fire service, elected officials, and City/County Managers.

• Exploring a partnership with the International Association of Chiefs of Police (IACP) to promote the overlapping concepts of community policing and CRR; and to look for examples where police and fire departments are already collaborating to create more case studies that illustrate the advantages of these types of partnerships.

• Developing a new version of the CRR station plan template that will serve as both a CRR tool and a new part of the educational packages Vision 20/20 has in development.

• Continuing to revise the model firefighter recruit curriculum to a streamlined format that can be more easily translated into the fire service training arena at the state and local level.

• Seeking long term funding to provide more detail to the National CRR Advocacy Plan, and toward implementing it.
The Vision 20/20 Project is an ad-hoc grassroots organization that exists to accomplish the goals and objectives outlined in the national plan to improve the fire loss record in the U.S. That mission has evolved to cover the larger spectrum of risks (e.g., falls to older adults, emergency medical incidents) commonly faced by the modern fire service. It is governed by a Steering Committee composed of the nation’s top fire service organizations, and non-fire service agencies with an interest in fire and life safety for the nation.

Those interested in more information can find it at The Vision 20/20 Project website (www.strategicfire.org)